



**IWIRC BOARD MEETING
JULY 14, 2022 9:00 A.M. (EDT)**

Meeting via Zoom

Meeting ID: 820 5440 0091 Passcode: 161501 https://us02web.zoom.us/j/82054400091?pwd=Y0czQjBKb2NTT2xtZkp5WlBxeTFOUT09
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1. Confirm Quorum (if you dial in to the meeting via phone please email Shari, sbedker@iwirc.com to record your attendance).
2. **Action Items** (J. Kimble)
 - a) Approval of April 27, 2022 Minutes (K. Fellowes)
 - b) Consideration of Investment Policy (E. Meltzer, E. Matsui)
3. **Chair Report** (J. Kimble)
4. **Financial Report** (E. Meltzer, E. Matsui)
 - a) Financial results to through June 2022
 - b) 2022 Sponsorship Update
 - c) 2023 Sponsorship Rollout Plans
 - d) 2021 Tax Return for Information
5. **Committee Reports**
 - a) Membership (C. Schnapp)
 - b) Programming
 - (1) IWIRC Spring Meeting Recap (C. Sanfelippo)
 - (2) IWIRC Fall Meeting Update (C. Sanfelippo)
 - (3) Regional Programming (T. Freedman)
 - c) Communications (A. Vulpio, S. Wilson)
 - d) Diversity, Inclusion & Belonging (M. Hager, P. Sinha)
 - e) UNCITRAL (T. Feil, C. Shulman)
 - f) Strategic Director (M.G. Diehl)
6. **Networks/Regional Reports**
 - a) Global (V. Bantner-Peio)

- b) Asia (A. Dwyer, S. Jain)
 - c) Canada (K. Mahar)
 - d) Caribbean (M. MacInnis)
 - e) Europe (J. Hewitt-Schembri, R. Gismondi)
 - f) Latin America (B. Faneca)
 - g) U.S. (T. Schellhorn)
 - h) New Networks & Regional Development (B. Zelmanovich, N. Miller)
7. **Advisory Council Report** (L. Blanco)
 8. **Leadership Summit** (M. Kaufman, S. Bramer)
 9. **New & Other Business**

Documents For Review in Conjunction with Board Meeting:

1. Minutes of April 25, 2022 IWIRC Board Meeting
 2. June 2022 Financials
 3. IWIRC Investment Policy
 4. 2021 Tax Return
 5. Chair Report
 6. Membership Committee report
 7. Programming Committee Report
 8. Communications Committee Report
 9. Diversity, Inclusion & Belonging Committee Report
 10. UNCITRAL Committee Report
 11. Strategic Director Report
 12. Global Networks Report
 13. Asia Networks/Regional Report
 14. Europe Networks Regional Report
 15. Latin America Networks/Regional Report
 16. US Networks Report
 17. New Networks & Regional Development Report
- **Upcoming Dates/ Deadlines:** July 29, 2022 – WOYR (Asia) Nominations Due
 - August 3-5, 2022 - Leadership Summit, Minneapolis, MN
 - August 15, 2022 – Rising Star Nominations Due
 - August 30, 2022 at 4 a.m. (EDT) and 9 a.m. (EDT) – Virtual “So you want to be on the IWIRC Board” sessions
 - September 15, 2022 – Leadership Nominations Due
 - October 18-19, 2022 - Fall Conference, Orlando, FL

Links:

- [2023 Leadership Nomination Link](#)
- [August 30, 2022 4 a.m. EDT Session RSVP](#)
- [August 30, 9 a.m. EDT Session RSVP](#)



IWIRC BOARD MEETING
APRIL 27, 2022 1:15 PM. (EDT)
IN PERSON AT KIRKLAND AND ELLIS, WASHINGTON, DC, AND VIRTUALLY VIA ZOOM

1. **Quorum** – The Meeting was called to order by J. Kimble at 1:24 pm EDT. A list of those attending the meeting by Zoom link and in person is attached as Schedule A hereto. A sufficient number of Board Members were present for the Board to conduct business.
2. **Chair’s Report (J. Kimble)** - J. Kimble welcomed those attending in person, and those attending virtually over Zoom.
 - a) J. Kimble confirmed our membership is now over 1850 members and we recently welcomed our 51st network in Scotland.
 - b) The Advisory Board has been working on new initiatives, and Judge Mary Grace Diehl has established a committee to work on initiatives to retain and engage our long-standing members.
 - c) We are considering adding a new conference in conjunction with an INSOL conference, in order to give more opportunities to our members outside of North America.
3. **Approval of Minutes** – L. Blanco made a motion to accept and approve the minutes from the January 2022 Board meeting. M. Kaufman seconded and all approved.
4. **Surplus Funds** - E. Meltzer reported that the Finance Committee has developed a project to utilize some of the accumulated surplus funds (approximately \$200,000 from the \$240,000 surplus). In conjunction with IWIRC’s 30th Anniversary next year, each network will receive a grant of \$3,000, which funds must be applied to a celebration event with a charitable/giving back component. The events should be held sometime in 2023, and each network should submit an application/proposal by September 15, 2022. Every IWIRC member will also receive a 30th Anniversary T-shirt. E. Meltzer made a motion to approve the use of surplus funds, and M. Blacker seconded and all approved.
5. **Approval of Audit** - E. Meltzer reported that the Audit has been completed for the 2021 fiscal year. E. Meltzer made a motion to approve the audit, seconded by M. Kaufman and all approved.
6. **NCBJ Outreach donation** – L. Blanco advised that NCBJ has asked us for a donation to support their efforts to donate books to a local high school in Orlando, in conjunction with the NCBJ conference in Orlando. J. Kimble made a motion to

approve a \$2,000 donation, which will come from our Fall Conference budget and special projects budget. L. Blanco seconded and all approved.

7. **Finance Report** – E. Meltzer advised that our financials are looking great, our membership and renewals are up. We have collected approximately \$100,000 of our sponsorship monies for 2022. The Spring Conference was sold out, and we had to close registration last week. The Finance Committee is working on finalizing the Investment Policy, which should be ready for review by the Board at the next Board meeting.

8. **Committee Reports**

- a) **Membership** (M. Blacker) – Each new IWIRC member receives a welcome email. There will be a cocktail reception for new members at 5 pm today. There have been three virtual new members meetings. The Membership Committee would like to see more diversity in the membership, which is too “lawyer heavy”, and wants to target more banking and private equity members. The Membership Committee has also re-invigorated the Mentorship program, and there are 12-13 mentoring pairs which will have a global meeting later in May.

b) **Programming**

- (1) IWIRC Spring Meeting - R. Redwine advised that the Conference will open with a dinner and Musingo, followed by two substantive panels tomorrow, on diversity and mass torts.

- (2) IWIRC Fall Meeting - C. SanFelippo advised that she is looking for ideas for panels at the Fall meeting, to be held in Orlando in October 2022.

- (3) Regional - T. Freedman reported on IWIRC on Ice and IWIRC on the Shore. She is working on a new regional event, which will be held in the Midwest. Also in the works is a virtual wine tasting event, probably in September, and they are looking for volunteers to help organize. J. Downey volunteered to help.

- c) **Communications** - A. Vulpio advised the Communications Committee is collaborating with the Membership Committee, and distributed a mini-newsletter on Mentoring tips. They are also collaborating with the Diversity, Inclusion and Belonging Committee, to make sure their messaging has a more global focus, for example surrounding holidays and celebrations. Members are encouraged to send news, photos and updates to news@iwirc.com.

- d) **Diversity, Inclusion & Belonging** - J. Kimble reported in the absence of M. Hager and P. Sinha. The Committee is working on an event featuring the Crown Act, potentially in June, and hopefully involving Professor Green. The DIB Committee also liasons with other IWIRC Committees to help bring a DIB focus to their work. They are considering a signature event in the fall, and potentially something marking Pride Month.

- e) **UNCITRAL** -T. Feil reported that the Committee sent a five person delegation to the 60th session of Working Group V in New York last week, with three people attending in person and two people attending virtually. This was the first time the Working Group has been able to meet in person in two years. The topics were asset tracing and choice of law. The next session will be held in Vienna in December 2022. There has been a lot of interest from our members, and as a result, we are pleased to advise that IWIRC has now been granted status to attend a second Working Group (Working Group II- Dispute Resolution), which will increase opportunities for participation and attendance by IWIRC members.
- f) **Strategic Director Committee** – Mary Grace Diehl has assembled an *ad hoc* committee of long-term IWIRC members which will consider the question – why do we have a fallout of senior members and what can we do to retain them? They have had one meeting and will reach out to former members and do an “exit interview” to find out why they decided not to renew their membership.

9. Networks/Regional Reports

- a) **Global** - V. Bantner-Peio confirmed that she held a meeting in late January with all Regional and Network Directors. A globally-focused conference, in conjunction with an INSOL conference is being considered. Going forward, instead of four virtual Network Chair meetings, there will be two virtual meetings, to accommodate for time zones and regional differences – one for “Western Hemisphere” and one for “Europe and Asia”. The other two Network Chair meetings will be held in person in conjunction with the Spring and Fall Conference. Val is also having an upcoming meeting with the Diversity Inclusion and Belonging Committee.
- b) **Asia** - A. Dwyer reported that they are hoping to have a Regional conference in Singapore in September, but it has been difficult to plan in-person events due to the ongoing health and travel restrictions in Asia. The China network has a new Board, and they are hoping to revitalize with some new events and members.
- c) **Canada** - K. Mahar advised that the Western Canada network is very active again, and has had 4 events already this year, with another 9 events planned. Ontario remain a strong network with 2 events already and another 6 events planned. Montreal remains dormant, but efforts are underway to reinvigorate or merge with Ontario.
- d) **Caribbean** - M. MacInnis advised that the Network remains strong, with nearly 200 members. They are working with a group of women in BVI about establishing a new network, and there is also a core group interested in the Bahamas. Bermuda is a tougher market, as there is already a women’s network there.
- e) **Europe** - R. Gismondi reported that the INSOL Dublin event had good attendance, and they are looking forward to future in-person events at

INSOL London (June 2022), IWIRC Ireland, and Dubrovnik in November 2023. The network holds bi-monthly meetings, and sanctions are a hot topic of discussion. Scotland has just launched a new network, and potential new networks include Channel Islands (set to launch September 2022), Netherlands and Cyprus. They are working to update the Europe page on the IWIRC website, and will commemorate the first anniversary of the network “Relaunch” in a few days. Several members in Portugal are hoping to do a joint event with Brazil. The Committee will also try to organize an event around the UNCITRAL meetings in December in Vienna.

- f) **Latin America** - B. Faneca reported that their network has a goal to reach 200 members, and is working on various ways to increase membership. They would be very happy to do a joint event with IWIRC Europe/Portugal.
 - g) **U.S.** - T. Schellhorn supports V. Bantner-Peio and T. Friedman in their work, and is assisted by J. Dubose. They are working to redevelop struggling networks such as KIT and Oklahoma. The Network Chair calls have been redesigned in a workshop model, with a topic and breakouts. The next meeting is June 28 and the topic will be “Re-engaging post-pandemic”.
 - h) **New Networks & Regional Development** - B. Zelmanovich and N. Miller reported that Scotland launched a new network recently, and potential new networks include South Africa, Channel Islands, Portugal, BVI, Bahamas, Bermuda, Dubai and Pacific NW/Nevada.
10. **Advisory Council Report** - L. Blanco advised that the Advisory Committee is working on three projects: 1) How to engage with IWIRC at different stages of your career; 2) Expanding participation in UNCITRAL (D. Grassgreen was able to get IWIRC invited to Working Group II) and 3) collaboration with other organizations around the world (Aruni assisting with her connections in Asia).
11. **Leadership Summit** – M. Kaufman advised that after two years, Minneapolis is excited and ready to host the Leadership summit August 3-5, 2022. 65 people are already signed up, and we are expecting between 80-85 attendees. Registration is open for eligible members, and they are encouraged to book their hotel rooms soon.
12. **New & Other Business**
- a) J. Kimble welcomed our new At-Large Directors to the Board – Katie Buck from Delaware, and Grainne King from Cayman Islands.
 - b) J. Kimble reminded the Board of the upcoming deadline for nominations for the Founders Awards – May 31. L. Blanco encouraged people to self-nominate.
 - c) J. Kimble noted that three of our Rising Star Finalists are here in person, as is the WOYR winner and the WOYR Hall of Fame winner. Please introduce yourself and congratulate them tomorrow.
 - d) Other New Business – None.
- Meeting was adjourned at 12:28 EDT

Documents Submitted in Conjunction with Board Meeting:

1. Minutes of January 13, 2022 IWIRC Board Meeting
2. March 2022 Financials
3. Membership Committee report
4. Programming Committee Report
5. Regional Programming Report
6. Communications Committee Report
7. Diversity, Inclusion & Belonging Committee Report
8. UNCITRAL Committee Report
9. Strategic Director Report
10. Global Networks Report
11. Asia Networks/Regional Report
12. Canada Networks/Regional Report (to be sent under separate cover)
13. Caribbean Regional Report
14. Europe Networks Regional Report
15. Latin America Networks/Regional Report
16. US Networks Report
17. New Network Development Report

Schedule A

IWIRC Roster Full Board 2022		
April 27, 2022 1:15-2:45pm		
First name	Last name	Attended
Valerie	Bantner Peo	✓
Bernadette	Barron	✓
Shari	Bedker	✓
Monica	Blacker	✓
Monica	Blacker	✓
Leyza	Blanco	✓
Stephanie	Bramer	X
Kimberly	Brown	✓
Kate	Buck	✓
Solymer	Castillo-Morales	✓
Veronica	Chan	X
Bodie	Colwell	✓
Catherine	D'Alton	X
Rebecca	DeMarb	✓
Mary Grace	Diehl	✓
Jane	Downey	✓
Jodi	Dubose	✓
Aisling	Dwyer	✓
Rosa	Evergreen	X
BEATRIZ	FANCA LEITE DE SOUZA	✓
Tinamarie	Feil	✓

Karen	Fellowes	✓
Terri	Freedman	✓
Rita	Gismondi	✓
Debra	Grassgreen	X
Melissa	Hager	X
Kathryn	Harrison	✓
Joanne (Jo)	Hewitt-Schembri	X
Rebecca	Hume	X
Stuti	Jain	X
Marjorie	Kaufman	✓
Sejal	Kelly	✓
Jennifer	Kimble	✓
GrÄjinne	King	✓
Margot	MacInnis	✓
Pooja	Mahajan	X
Kyla	Mahar	✓
Eloise (Fardon)	Matsui	⊗
Lauren	McKelvey	✓
Evelyn	Meltzer	✓
Jennifer	Meyerowitz	✓
Nyana	Miller	✓
Tara	Nauful	✓
Upasana	Rao	X
Rebecca	Redwine	✓

Aimee	Rice	✓
Christina	Sanfelippo	✓
Tara	Schellhorn	✓
Alexandra	Schnapp	X
Carren	Shulman	X
Pooja	Sinha	X
Nancy	Valentine	✓
Anne	Vanderkamp	X
Amy	Vulpio	✓
Aruni	Weerasekera	X
Genevieve	Weiner	✓
Sara	Wilson	✓
Blanche	Zelmanovich	✓

IWIRC International
Balance Sheet
As of June 30, 2022

	Jun 30, 22
ASSETS	
Current Assets	
Checking/Savings	
1050 Checking	187,474.30
1051 Morgan Stanley Accts	
1052 Liquid Asset Fund	1,061,001.26
	1,061,001.26
Total 1051 Morgan Stanley Accts	1,061,001.26
	1,248,475.56
Total Checking/Savings	1,248,475.56
Accounts Receivable	
1200 Accounts Receivable	-37,108.00
	-37,108.00
Total Accounts Receivable	-37,108.00
Other Current Assets	
Accrued Interest-Receivable	0.48
6000 Undeposited Funds	-250.00
	-249.52
Total Other Current Assets	-249.52
	1,211,118.04
Total Current Assets	1,211,118.04
	1,211,118.04
TOTAL ASSETS	
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2015 Deferred Revenue	
2020 Diamond Paid	20,000.00
2020 Platinum Paid	9,000.00
2020 Gold Paid	7,000.00
2020 Silver Paid	8,750.00
2020 Donor Restricted Income	3,250.00
2023 Sponsor	250.00
NEON Network Funds	20,718.63
Membership	114,734.05
	183,702.68
Total 2015 Deferred Revenue	183,702.68
	183,702.68
Total Other Current Liabilities	183,702.68
	183,702.68
Total Current Liabilities	183,702.68
	183,702.68
Total Liabilities	183,702.68

07/07/22
Accrual Basis

IWIRC International
Balance Sheet
As of June 30, 2022

	<u>Jun 30, 22</u>
Equity	
3201 Retained Earnings Availabl	251,099.57
3200 Retained Earnings	700,000.00
Net Income	76,315.79
	<hr/>
Total Equity	1,027,415.36
	<hr/>
TOTAL LIABILITIES & EQUITY	<u><u>1,211,118.04</u></u>

**IWIRC
2022 Approved Budget**

Analysis of IWIRC 2022 Budget										
				Notes	A 2022 Approved Budget	B 2022 Actuals as of June 30, 2022	C = A / B % of 2022 Budget	D Actuals as of 12.31.2021 per audit		
"Core Receipts"										
		Membership Renewals	(1)	\$	258,109	\$	174,039	67%	\$	258,327
		New Memberships	(2)		60,000		49,904	83%		86,874
		Total Membership Dues/Fees			318,109		223,943	70%		345,201
		Sponsorships	(3)		95,000		111,000	117%		86,440
		Other "Core Receipts"								
		INSOL Membership Dues			1,500		(1,166)	-78%		4,638
		Investment Income	(4)		12,000		187	2%		1,102
		Regional Event Income			-					-
		Miscellaneous Income			-		-			-
		Total "Core Receipts"			\$ 426,609	\$ 333,964	78%		\$ 437,381	
Operating Expenses										
		Administrative Services	(5)	\$	96,000	\$	48,000	50%	\$	96,000
		Audit and Taxes	(6)		10,000		5,656	57%		6,815
		A & A Transition					6,000			
		Administrative Bonus			-					-
		Accounting Services	(7)		12,000		6,000	50%		12,000
		Total Administrative & Professional Fees			118,000		65,656	56%		114,815
		Insurance	-7.5		5,200		4,985	96%		6,373
		Postage & Delivery			1,200		543	45%		229
		Printing			2,500		1,092	44%		2,973
		Telephone (\$60/month) *Zoom*			2,500		2,548	102%		5,136

IWIRC
2022 Approved Budget

	Credit Card Processing (monthly fee, processing charges)		12,000	13,772	115%	18,429
	Event Registration Software & APP		12,500	12,275	98%	12,275
	Miscellaneous (office supplies, storage, layout, database)		5,000	2,523	50%	7,552
	Total Office Expenses	(8)	40,900	37,738	92%	52,967
	Total Operating Expenses		\$ (158,900)	\$ (103,394)	65%	\$ (167,782)
	Operating expenses as a % of core receipts		-37%	-31%	83%	-38%
	Member Services Expenses					
	Website Maintenance	(9)	7,500	4,777	64%	13,102
	Website Upgrade		-	-	n/a	-
	Judicial Investitures		-	210		1,288
	Translation of documents		5,000	3,113	62%	8,766
	Giveways/Board Gifts	(10)	7,500	102	1%	655
	Travel Stipends	(11)	15,000	2,500	17%	279
	New Member Receptions		1,000	-	n/a	-
	Network Annual Rebates	(12)	56,000	23,150	41%	53,425
	E-Board Travel to Each Region	(12.5)	25,000		n/a	
	Asia Zoom License Renewal		3,000		n/a	-
	Network Grants	(13)	20,000	4,450	22%	7,427
	Newsletter	(14)	800		n/a	616
	Total Member Services Expenses		\$ (140,800)	\$ (38,302)	27%	\$ (85,558)
	Member services expenses as a % of core receipts		-33%	-11%		-20%
	Total Operating and Member Services Expenses		\$ (299,700)	\$ (141,696)	47%	\$ (253,341)
	Member services expenses as a % of total expenses		47%	27%		34%
	Gross Margin		\$ 126,909	\$ 192,268	152%	\$ 184,040
	Gross Margin as a % of core receipts		30%	58%	194%	42%

**IWIRC
2022 Approved Budget**

	Spring Meeting & Founders Awards						
	Spring Meeting Registrations	(15)	45,000	63,486	141%	9,607	
	Spring Event Sponsors	(16)	4,000	-	n/a	-	
	Total Spring Meeting Receipts		\$ 49,000	\$ 63,486	130%	\$ 9,607	
					n/a		
	IWIRC Speakers Travel Expenses		-	-	n/a	-	
	Luncheon	(17)	12,000	25,509	213%	-	
	Breakfast/Break	(18)	13,000	25,509	196%	-	
	Opening Reception	(19)	6,000	10,000	167%	-	
	Group Dinner	(20)	15,000	48,722	325%	-	
	Audio/Visual/Spring WiFi	(21)	20,000		n/a	-	
	Other Expenses for the Spring Meeting (printing, staff, signs etc)	(22)	10,000	7,168	72%	5,839	
	Total Spring Meeting Expenses		\$ 76,000	\$ 116,907	154%	\$ 5,839	
					n/a		
	Net Cost of Spring Meeting & Founders Awards		\$ (27,000)	\$ (53,422)	198%	\$ 3,768	
	Fall Program						
	Opening Reception	(23)	8,000		n/a	3,275	
	IWIRC Dinner	(24)	10,000		n/a	8,050	
	Education Session	(25)	32,500		n/a	16,550	
	Intermezzo Events	(26)	6,000		n/a	1,250	
	Fall Event Sponsors	(27)	3,000		n/a	3,000	
	Total Fall Program Receipts		\$ 59,500	\$ -	n/a	\$ 32,125	
	Opening Reception		17,500		n/a	16,650	
	Breakfast & Breaks		13,000		n/a	11,067	
	Speaker Fees		-		n/a	-	
	Photographer		1,000		n/a	1,000	
	Luncheon		15,000		n/a	6,518	
	Dinner	(28)	20,000		n/a	13,728	
	CLE State Fees		1,000		n/a	1,094	
	NCBJ Exhibit Booth		2,750	2,750	100%	-	
	Audio/Visual		20,000		n/a	8,510	

**IWIRC
2022 Approved Budget**

	Printing		4,000		n/a	480
	Tote Bag Giveaway		2,500		n/a	3,672
	Other Expenses (staff travel, signs, delivery, etc.)	(29)	7,500		n/a	3,651
	Intermezzo Events	(26)	6,000		n/a	1,536
	Total Fall Program Expenses		\$ 110,250	\$ 2,750	2%	\$ 67,906
					n/a	
	Net Cost of Fall Program		\$ (50,750)	\$ (2,750)	5%	\$ (35,781)
					n/a	
	Net Cost of Spring and Fall Programs		\$ (77,750)	\$ (56,172)	72%	\$ (32,013)
					n/a	
	Surplus / Deficit (Available for Committee Projects)		\$ 49,159	\$ 136,096	277%	\$ 152,027
	Surplus / Deficit as a % of Core Receipts		12%	41%	354%	35%
	Committee Projects					
	Leadership Summit					
	Leadership Summit sponsorship/events receipts		58,250	64,626	111%	-
					n/a	
	Admin director travel		2,000	1,874	94%	-
	Contingency/Summit Expenses		58,250	17,524	30%	8,000
	Leadership Summit Expenses		60,250	19,398	32%	8,000
					n/a	
	Net Cost for Leadership Summit	(30)	(2,000)	45,228	-2261%	(8,000)
					n/a	
	Awards				n/a	
	Awards Receipts			-	n/a	-
					n/a	
	Woman of the Year		3,000		n/a	1,103
	Rising Star		2,500	869	35%	-
	Founders Awards & Recipient Travel (Crystal and Pins)		4,000		n/a	3,174
	Total Awards Expenses		9,500	869	9%	4,277
	Net Cost for Awards	(31)	(9,500)	(869)	9%	(4,277)

**IWIRC
2022 Approved Budget**

Diversity Committee					
	Diversity Receipts	\$ -			
	Just the Beginning Fellowships (4@\$2,500)	10,000	10,000	100%	10,000
	Diversity Speaker for all Member Event	15,000	-	n/a	-
	Net Diversity Committee Costs	(25,000)	(10,000)	100%	10,000
UNCITRAL Committee					
	UNCITRAL Committee Receipts	-			
	Support for Travel to Bi-Annual Meetings	15,000	1,390	0%	-
	Total UNCITRAL Committee Expenses	(15,000)	(1,390)	0%	-
Special Programs (other than Spring, Fall and Summit)					
	Special Programs Receipts	-	-	n/a	-
	Other Regional Events (TMA/NOW)	\$2,500		n/a	2000
	ABI Sponsorship	5,000		n/a	5,000
	E-Board Travel	15,000		n/a	1,250
	III Conference Sponsorship	2,000		n/a	2,000
	NCBJ Community Outreach	1,000	2,000	200%	-
	AIRA Sponsorship	2,500		n/a	2,500
	Total Special Programs Expenses	28,000	2,000	7%	12,750
	Net Special Programs Costs	(28,000)	(2,000)	7%	(12,750)
	Special Projects (one time projects from reserve funds)				
	Special Projects	25,000	-	n/a	-
	Total Special Projects	(25,000)			
TOTAL COMMITTEES & PROJECTS		\$ (104,500)	\$ 30,969	-30%	\$ (35,027)
NET SURPLUS / (DEFICIT) for budgeting		\$ (55,341)	\$ 167,065	-302%	\$ 117,000

IWIRC
Investment Policy
(As of July XX, 2022)

General Background: The International Women’s Insolvency & Restructuring Confederation (“**IWIRC**”) is a non-profit organization committed to the connection, promotion and success of women in the insolvency and restructuring professions worldwide. IWIRC is overseen by a Board of Directors (the “**Board**”). The Board includes the Finance Director and the Vice Finance Director, who oversee the Finance Committee, one of IWIRC’s standing committees.

All capitalized terms not defined in this Investment Policy (the “**Policy**”) are as defined in the Sixth Amended and Restated By-Laws of IWIRC approved by the Board on October 5, 2021 (the “**By-Laws**”).

This Policy should be read in conjunction with IWIRC’s reserve policy (the “**Reserve Policy**”). Nothing in this Policy shall supersede the terms of the Reserve Policy.

Purpose: The purpose of this Policy is to establish IWIRC’s investment objectives and the criteria for investing the Investment Funds (defined below).

Effective Date: This Policy was initially approved by the Board on March 18, 2022 and became effective on March 18, 2022. This Policy was subsequently revised and approved by the Board on [DATE] and became effective on [DATE]. This Policy supersedes any previous investment policy.

Source of Funds: IWIRC receives income from the following sources (collectively, the “**Funds**”):

- **Membership Dues:** IWIRC membership dues are paid by members in order to (i) participate as a member of IWIRC; (ii) receive e-newsletters, (iii) obtain fee discounts to educational courses, member events and conferences, and (iv) access member only resources. Membership dues are typically paid in advance and are effective for a twelve-month period.
- **Conferences:** Conference registration fees include amounts paid by participants and exhibitors for specific conferences. Timing of receipts depend upon the timing of the event.
- **Sponsorships:** Sponsorship amounts paid by sponsors as a stand-alone annual sponsorship separate from conferences, although occasionally sponsors may direct sponsorship funds to a specific conference or event. Timing of receipts depend upon the sponsors’ internal payment processes but all annual sponsorships are due by February 15 of each calendar year.

Description of Funds: The Funds are not specifically designated by members, attendees, or sponsors for any specific use, and are used, invested and disbursed at the sole discretion of IWIRC in accordance with this Policy, the Reserve Policy, all other IWIRC policies, and the budget approved each year by the Board.

The Funds are broken into the following categories: (i) cash on-hand required to fund IWIRC’s operations for a rolling 12-month period (including current expenses, conferences, events, membership benefits, meetings, grants and special campaigns); (ii) funds held pursuant the Reserve Policy (the “**Operations Reserve**”); (iii) externally restricted funds; and (iv) all remaining funds (“**Excess Capital**”). Subject to the Reserve Policy, the Funds are not in any way segregated based on their spending purpose or otherwise.

Funds in categories (i) and (iii) above are to be held in one or more interest savings accounts and not invested. The Board is responsible for approving the amount of Funds in categories (ii) (Operations Reserve) and (iv) (Excess Capital) that are to be invested (the “**Investment Funds**”). The Board shall annually review the allocation of Funds as Investment Funds and reallocate for each fiscal year as it deems appropriate.

Compliance: The Funds will be managed in accordance with all applicable legal requirements and notwithstanding any indication to the contrary which might be construed from this Policy.

Responsibilities: The responsibilities of the Finance Committee and Board are as set forth in the Bylaws. Specifically, the Finance Director and Vice Finance Director shall be responsible for financial oversight, including facilitating the annual audit and the filing of the annual tax return, investments and developing, increasing and sustaining sponsors for IWIRC (Article VI, Section 9). The Board also shall make such inquiry as the Board deems necessary or advisable into the condition of all trusts and funds held by any trustee, agent, or custodian for the benefit of IWIRC, and shall retain such person or firm for such purposes as it may deem appropriate (Article XIII, Section 2).

External Financial Advisor: To ensure the appropriateness and suitability of IWIRC’s investments, the Finance Committee, led by the Finance Director and Vice Finance Director, shall obtain investment advice from a licensed financial advisor (the “**Financial Advisor**”). The Finance Committee is responsible for undertaking a Financial Advisor procurement/review process including soliciting bids for services, conducting interviews and making recommendations to the Executive Committee regarding the continued retention of IWIRC’s current Financial Advisor or the selection of an alternative service provider. This procurement/review process shall be undertaken in 2022 and thereafter be conducted, at a minimum, once every three (3) years.

Investment Objectives: The Investment Funds are to be invested with a conservative level of risk that establishes a balance between the preservation of capital and IWIRC’s desire to earn a return. The protection and enhancement of the assets within IWIRC’s portfolio is crucial. The specific objectives for each category of Investment Funds is as follows:

- a) Operations Reserve:
 - First priority is preservation of capital;
 - Second priority is assurance of liquidity to meet cash requirements.
- b) Excess Funds:
 - Maximization of the rate of return, within acceptable risk levels.

Use of Interest Earned on Investments: Any interest earned on the Investment Funds will be reported to the Board on an annual basis and directed toward any expense or initiative the Board sees fit, in its sole discretion.

Allowable Investments: The Board is authorized to invest the Investment Funds in the following:

- c) U.S. and international mutual funds, exchange-traded funds, separately managed accounts and bonds;
- d) Certificates of Deposit (“CDs”) with maturities of up to five years, provided such investments shall be laddered with varying maturity dates and diversified such that deposit limits shall not be exceeded for any given financial institution;
- e) U.S. treasury securities with maturities of up to 10 years; and
- f) other comparable investments as recommended by the Financial Advisor.

Prohibited Transactions: The Investment Funds will not be used, invested, advanced or otherwise dispersed for the following:

- a) the purchase of securities on margin;
- b) loans;
- c) short sales;
- d) direct investments in real estate, venture capital, resources, and commodity funds; or
- e) derivative instruments for speculative purposes.

Responsible Investing: IWIRC will consider Environmental, Social, and Governance (“ESG”) principles in the management of the Investment Funds and in the selection of the Financial Advisor. The Finance Committee shall request that each Financial Advisor submit a statement regarding their consideration or integration of ESG principles within their investment process as part of an annual performance review and the procurement/review process set out above. The Finance Committee and the Board will consider the Financial Advisor’s performance annually with regard to the reasonable application of ESG principles to the management of the Investment Funds and the Finance Committee will recommend to the Board if any changes to either the investments or the Financial Advisor would be prudent to reflect the current values of IWIRC.

Asset Mix: The permitted asset mix for each category of Investment Funds is as follows:

- a) **Operations Reserve:** permitted assets are limited to CDs, U.S. treasury securities and similar instruments as recommended by the Financial Advisor;
- b) **Excess Capital:** investment portfolio shall be balanced with a diversified mix of equity and fixed income securities. The target asset classes shall be as follows:

Asset Class	Minimum*	Target*	Maximum*
Equities	55%	60%	65%
Fixed Income	35%	40%	45%

*Percentage of portfolio at market value

On at least an annual basis, the Finance Committee will review the asset mix of the Investment Funds and advise the Board whether to take any action to align with IWIRC’s current objectives/responsibilities and to ensure compliance with this Policy.

Monitoring and Reporting: IWIRC’s Administrative Director will provide a quarterly report to the Finance Committee and the Board including, performance, asset mix, portfolio valuation, transactions, and a listing of the underlying securities held within any pooled funds.

Policy Review: This Policy will be reviewed each year by February 28th so that adjustments to the Policy can be made based on IWIRC’s proceeding year-end financial statement. Material changes in the following areas may require revision of this Policy:

- Long-term risk/return tradeoffs in capital markets;
- Financial situation of IWIRC;
- Risk tolerance of IWIRC;
- Legislation or regulation; or
- Shortcomings of the Policy that emerge in its practical application.

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CLIENT'S COPY

DRAFT

J M & M
10500 Little Patuxent Parkway
Suite 770
Columbia, MD 21044

June 29, 2022

International Women's Insolvency &
Restructuring Confederation
P.O. Box 249
Stanardsville, VA 22973

International Women's Insolvency &:

Enclosed is the organization's 2021 Exempt Organization
return.

Specific filing instructions are as follows.

FORM 990 RETURN:

This return has qualified for electronic filing. After you
have reviewed the return for completeness and accuracy,
please sign, date and return Form 8879-TE to our office. We
will transmit the return electronically to the IRS and no
further action is required. Return Form 8879-TE to us by
November 15, 2022.

A copy of the return is enclosed for your files. We suggest
that you retain this copy indefinitely.

Sincerely,

J M & M

J M & M
10500 LITTLE PATUXENT PARKWAY
SUITE 770
COLUMBIA, MD 21044

June 29, 2022

International Women's Insolvency &
Restructuring Confederation
P.O. Box 249
Stanardsville, VA 22973

International Women's Insolvency &:

Enclosed are the original and one copy of the 2021 Exempt
Organization return, as follows...

2021 Form 990

Each original should be dated, signed and filed in accordance
with the filing instructions. The copy should be retained
for your files.

Sincerely,

J M & M

Filing Instructions

Prepared for:

INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION
P.O. BOX 249
STANARDSVILLE, VA 22973

Prepared by:

JM&M
10500 LITTLE PATUXENT PARKWAY, SUITE
COLUMBIA, MD 21044

2021 FORM 990

Electronic Filing:

This return has qualified for electronic filing. After you have reviewed the return for completeness and accuracy, please sign, date and return Form 8879-TE to our office. We will transmit the return electronically to the IRS and no further action is required. Return Form 8879-TE to us by November 15, 2022.

DRAFT

IRS e-file Signature Authorization for a Tax Exempt Entity

Form 8879-TE

For calendar year 2021, or fiscal year beginning _____, 2021, and ending _____, 20__

2021

Department of the Treasury Internal Revenue Service

Do not send to the IRS. Keep for your records. Go to www.irs.gov/Form8879TE for the latest information.

Name of filer: INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION
EIN or SSN: 13-3769243
Name and title of officer or person subject to tax: EVELYN MELTZER, CURRENT FINANCE DIRECTOR

Part I Type of Return and Return Information

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only.

Table with 2 columns: Line number (1a-10a) and Description (Form type and amount). Includes entries for Form 990, Form 990-EZ, Form 1120-POL, Form 990-PF, Form 8868, Form 990-T, Form 4720, Form 5227, Form 5330, and Form 8038-CP.

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that I am an officer of the above entity or I am a person subject to tax with respect to (name of entity) ... and that I have examined a copy of the 2021 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete.

PIN: check one box only

I authorize JM&M to enter my PIN 22973. ERO firm name. Enter five numbers, but do not enter all zeros.

as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2021 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax: ***** THIS IS NOT A FILEABLE COPY ***** Date

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

54807607682 Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2021 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature Date

ERO Must Retain This Form - See Instructions Do Not Submit This Form to the IRS Unless Requested To Do So

LHA For Privacy act and Paperwork Reduction Act Notice, see instructions.

Form 8879-TE (2021)

Form **990**

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2021

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the 2021 calendar year, or tax year beginning _____ **and ending** _____

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION
Doing business as
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
 P.O. BOX 249
 City or town, state or province, country, and ZIP or foreign postal code
 STANARDSVILLE, VA 22973

D Employer identification number
13-3769243

E Telephone number
434-939-6002

F Name and address of principal officer: EVELYN MELTZER
SAME AS C ABOVE

G Gross receipts \$ 479,113.

H(a) Is this a group return for subordinates? Yes No **H(b) Are all subordinates included?** Yes No
If "No," attach a list. See instructions

I Tax-exempt status: 501(c)(3) 501(c)(6) (insert no.) 4947(a)(1) or 527

J Website: WWW.IWIRC.COM

K Form of organization: Corporation Trust Association Other ▶ **L Year of formation:** 1994 **M State of legal domicile:** NY

H(c) Group exemption number ▶

Part I Summary		Prior Year	Current Year
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: THE CONNECTION, PROMOTION AND SUCCESS OF WOMEN IN THE INSOLVENCY AND RESTRUCTURING PROFESSIONS		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	37
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	37
	5 Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	0
	6 Total number of volunteers (estimate if necessary)	6	350
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	91,036.	89,440.
	9 Program service revenue (Part VIII, line 2g)	306,654.	388,571.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	14,806.	1,102.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	0.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	412,496.	479,113.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	58,952.	91,385.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	0.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b Total fundraising expenses (Part IX, column (D), line 25)	0.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	222,112.	270,729.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	281,064.	362,114.
19 Revenue less expenses. Subtract line 18 from line 12	131,432.	116,999.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 1,078,713.	End of Year 1,192,801.
	21 Total liabilities (Part X, line 26)	244,614.	241,703.
	22 Net assets or fund balances. Subtract line 21 from line 20	834,099.	951,098.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here
 Signature of officer: _____ Date: _____
 EVELYN MELTZER, CURRENT FINANCE DIRECTOR
 Type or print name and title

Paid Preparer Use Only
 Print/Type preparer's name: MEENA BISHNOI Preparer's signature: _____ Date: _____
 Check if self-employed PTIN: P01480769
 Firm's name: JM&M Firm's EIN: 52-1853933
 Firm's address: 10500 LITTLE PATUXENT PARKWAY, SUITE 770 COLUMBIA, MD 21044 Phone no.: 410-884-0220

May the IRS discuss this return with the preparer shown above? See instructions Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: COMMITTED TO THE CONNECTION, PROMOTION AND SUCCESS OF WOMEN IN THE INSOLVENCY AND RESTRUCTURING PROFESSIONS WORLDWIDE.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a MEMBERSHIP - SOME BENEFITS OF IWIRC MEMBERSHIP INCLUDE, BUT ARE NOT LIMITED TO: - 1600 GLOBAL MEMBERS, COMPRISING MANY OF THE SENIOR WOMEN IN THE INSOLVENCY FIELD, PROVIDE A ROBUST NETWORK OF CONTACTS, AN EXCELLENT RESOURCE FOR REFERRALS, CAREER GUIDANCE, PRACTICE EXPERTISE AND CAMARADERIE. - A FAST TRACK TO LEADERSHIP POSITIONS AT THE NETWORK AND THE BOARD LEVEL OF THE ORGANIZATION IS AVAILABLE TO ALL WHO ARE ACTIVELY INVOLVED. - MEMBERS HAVE ACCESS TO PROGRAMS AND TOOLS RELEVANT TO THEIR PRACTICE. - REDUCED REGISTRATION FEES FOR MEMBERS ARE OFFERED TO THE ANNUAL SPRING LUNCHEON AND FALL CONFERENCE, AS WELL AS MANY OF THE REGIONAL

4b FALL CONFERENCE - THE 27TH ANNUAL FALL CONFERENCE IN 2020 WAS NOT HELD DUE TO COVID. THE 28TH ANNUAL FALL CONFERENCE IN 2021 WAS HELD IN INDIANAPOLIS, IN AND WAS ATTENDED BY 75 INDIVIDUALS.

4c SPRING CONFERENCE - THE 17TH ANNUAL SPRING CONFERENCE IN 2020 WAS NOT HELD DUE TO COVID. THE 18TH ANNUAL SPRING CONFERENCE IN 2021 WAS NOT HELD DUE TO COVID.

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1	X
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	2	X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a	X
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b	X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e	X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f	X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a	X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	X

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part IV Checklist of Required Schedules *(continued)*

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		0
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		
		1c

INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
	2a 0		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17	

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	1a 37		
b	Enter the number of voting members included on line 1a, above, who are independent		
	1b 37		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	X	
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	X	
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
6	Did the organization have members or stockholders?	X	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	X	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	X	
b	Each committee with authority to act on behalf of the governing body?	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O		X
	9		

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	X	
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	X	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	X	
13	Did the organization have a written whistleblower policy?		X
14	Did the organization have a written document retention and destruction policy?	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official		X
b	Other officers or key employees of the organization		X
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		
	16b		

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **NONE**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records **▶**
EVELYN MELTZER - 434-939-6002
P.O. BOX 249, STANARDSVILLE, VA 22973

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) LEYZA BLANCO CHAIR	1.00	X		X			0.	0.	0.	
(2) JENNIFER KIMBLE VICE CHAIR	1.00	X		X			0.	0.	0.	
(3) MARJORIE KAUFMAN SECRETARY	1.00	X		X			0.	0.	0.	
(4) KAREN FELLOWES FINANCE DIRECTOR	1.00	X		X			0.	0.	0.	
(5) MICHELLE PICKETT IMMEDIATE PAST CHAIR	1.00	X		X			0.	0.	0.	
(6) EVELYN MELTZER VICE FINANCE DIRECTOR	1.00	X		X			0.	0.	0.	
(7) POOJA SINHA DIRECTOR	0.20	X					0.	0.	0.	
(8) NYANA MILLER DIRECTOR	0.20	X					0.	0.	0.	
(9) JODI DUBOSE DIRECTOR	0.20	X					0.	0.	0.	
(10) AISLING DWYER DIRECTOR	0.20	X					0.	0.	0.	
(11) VALERIE BANTNER-PEO DIRECTOR	0.20	X					0.	0.	0.	
(12) ROSA EVERGREEN DIRECTOR	0.20	X					0.	0.	0.	
(13) LEANNE WILLIAMS DIRECTOR	0.20	X					0.	0.	0.	
(14) TARA SCHELLHORN DIRECTOR	0.20	X					0.	0.	0.	
(15) AMY VULPIO DIRECTOR	0.20	X					0.	0.	0.	
(16) MARGOT MACINNIS DIRECTOR	0.20	X					0.	0.	0.	
(17) ALEXANDRA SCHNAPP DIRECTOR	0.20	X					0.	0.	0.	

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) MELISSA HAGER DIRECTOR	0.20	X					0.	0.	0.	
(19) JO HEWITT DIRECTOR	0.20	X					0.	0.	0.	
(20) HON. MARY GRACE DIEHL DIRECTOR	0.20	X					0.	0.	0.	
(21) DEMETRA LIGGINS DIRECTOR	0.20	X					0.	0.	0.	
(22) RITA GISMONDI DIRECTOR	0.20	X					0.	0.	0.	
(23) REBECCA DEMARB DIRECTOR	0.20	X					0.	0.	0.	
(24) MONICA BLACKER DIRECTOR	0.20	X					0.	0.	0.	
(25) KATIE HARRISON DIRECTOR	0.20	X					0.	0.	0.	
(26) ALICIA BENDANA DIRECTOR	0.20	X					0.	0.	0.	
1b Subtotal							0.	0.	0.	
c Total from continuation sheets to Part VII, Section A							0.	0.	0.	
d Total (add lines 1b and 1c)							0.	0.	0.	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 0

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
ARMSTRONG & ASSOCIATES INTERNATIONAL, INC. P.O. BOX 249, STANARDSVILLE, VA 22973	MANAGEMENT AND ACCOUNTING	108,000.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 1

SEE PART VII, SECTION A CONTINUATION SHEETS

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	89,440.				
	g Noncash contributions included in lines 1a-1f	1g	\$ 3,000.				
	h Total. Add lines 1a-1f			89,440.			
Program Service Revenue	2 a MEMBERSHIP DUES	Business Code					
		900099	349,839.	349,839.			
	b FALL CONFERENCE	900099	29,125.	29,125.			
	c SPRING CONFERENCE	900099	9,607.	9,607.			
	d						
	e						
	f All other program service revenue						
g Total. Add lines 2a-2f			388,571.				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		1,102.			1,102.	
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6 a Gross rents	(i) Real	(ii) Personal				
		6a					
		6b Less: rental expenses					
	6c Rental income or (loss)						
	d Net rental income or (loss)						
	7 a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		7a					
		7b Less: cost or other basis and sales expenses					
	7c Gain or (loss)						
	d Net gain or (loss)						
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18						
		8a					
8b Less: direct expenses							
c Net income or (loss) from fundraising events							
9 a Gross income from gaming activities. See Part IV, line 19							
	9a						
	9b Less: direct expenses						
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances							
	10a						
	10b Less: cost of goods sold						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a	Business Code					
	b						
	c						
	d All other revenue						
	e Total. Add lines 11a-11d						
12 Total revenue. See instructions			479,113.	388,571.	0.	1,102.	

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	59,010.			
2 Grants and other assistance to domestic individuals. See Part IV, line 22	10,000.			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	22,375.			
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (nonemployees):				
a Management	96,000.			
b Legal				
c Accounting	18,815.			
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)				
12 Advertising and promotion	840.			
13 Office expenses	34,142.			
14 Information technology	25,377.			
15 Royalties				
16 Occupancy				
17 Travel	2,860.			
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	65,754.			
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	6,373.			
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a PLAQUES	14,707.			
b LICENSES	4,301.			
c SIGNAGE	944.			
d NEWSLETTER	616.			
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	362,114.			
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

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Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	205,921.	1	127,270.
	2 Savings and temporary cash investments	859,736.	2	1,060,817.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	13,056.	9	4,714.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	b Less: accumulated depreciation	10b		10c
	11 Investments - publicly traded securities		11	
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 33)		1,078,713.	16	1,192,801.
Liabilities	17 Accounts payable and accrued expenses		17	
	18 Grants payable		18	
	19 Deferred revenue	244,614.	19	241,703.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25		244,614.	26
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	834,099.	27	951,098.
	28 Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	834,099.	32	951,098.
33 Total liabilities and net assets/fund balances		1,078,713.	33	1,192,801.

Form 990 (2021)

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	479,113.
2	Total expenses (must equal Part IX, column (A), line 25)	2	362,114.
3	Revenue less expenses. Subtract line 2 from line 1	3	116,999.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	834,099.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	951,098.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other		
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:		
<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
b Were the organization's financial statements audited by an independent accountant?	X	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:		
<input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	X	
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

Form 990 (2021)

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990 or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Name of the organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(**6**) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2021)

Name of organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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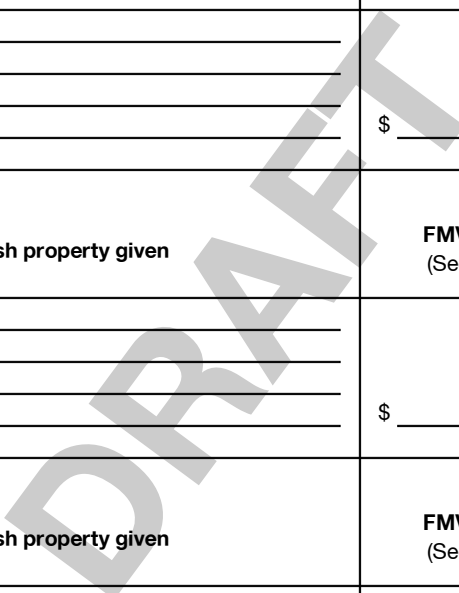
Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	N/A	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	N/A	\$ 7,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	N/A	\$ 7,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	N/A	\$ 7,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	N/A	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	N/A	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____



Name of organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

SCHEDULE C
(Form 990)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2021

Department of the Treasury
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527
 ▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**
 ▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Open to Public Inspection

If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (See separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (See separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political campaign activity expenditures ▶ \$ _____

3 Volunteer hours for political campaign activities _____

Part I-B Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$ _____

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$ _____

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? Yes No

4a Was a correction made? Yes No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$ _____

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$ _____

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ▶ \$ _____

4 Did the filing organization file **Form 1120-POL** for this year? Yes No

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule C (Form 990) 2021

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grassroots lobbying)														
b	Total lobbying expenditures to influence a legislative body (direct lobbying)														
c	Total lobbying expenditures (add lines 1a and 1b)														
d	Other exempt purpose expenditures														
e	Total exempt purpose expenditures (add lines 1c and 1d)														
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.														
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
g	Grassroots nontaxable amount (enter 25% of line 1f)														
h	Subtract line 1g from line 1a. If zero or less, enter -0-														
i	Subtract line 1f from line 1c. If zero or less, enter -0-														
j	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?														

Yes No

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.
See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Schedule C (Form 990) 2021

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

Table with 3 main columns: (a) Yes, (a) No, (b) Amount. Rows include questions about lobbying activities like influencing legislation, volunteers, paid staff, media, mailings, publications, grants, direct contact, rallies, and other activities.

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

Table with 3 columns: Question, Yes, No. Rows include questions about dues, in-house lobbying expenditures, and carryover of lobbying and political campaign activity.

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

Table with 2 main columns: Question, Amount. Rows include questions about dues, nondeductible lobbying and political expenditures, aggregate amount reported, and taxable amount of lobbying and political expenditures.

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (See instructions); and Part II-B, line 1. Also, complete this part for any additional information.

Blank lines for providing supplemental information as required by the instructions.

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION Employer identification number 13-3769243

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and questions about donor property and grant fund usage.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, number of easements, acreage, and monitoring details.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include questions about reporting art and historical treasures.

**INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION**

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

- 3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- | | |
|---|--|
| a <input type="checkbox"/> Public exhibition | d <input type="checkbox"/> Loan or exchange program |
| b <input type="checkbox"/> Scholarly research | e <input type="checkbox"/> Other _____ |
| c <input type="checkbox"/> Preservation for future generations | |
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|--|-----------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment %
- b** Permanent endowment %
- c** Term endowment %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|--|---------------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) 0.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII...

INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	479,113.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	0.
3	Subtract line 2e from line 1		3	479,113.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	0.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	479,113.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	362,114.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	0.
3	Subtract line 2e from line 1		3	362,114.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	0.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	362,114.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

IWIRC BELIEVES THAT IT HAS APPROPRIATE SUPPORT FOR ANY TAX POSITIONS TAKEN, AND AS SUCH, DOES NOT HAVE ANY UNCERTAIN TAX POSITIONS THAT ARE MATERIAL TO THE FINANCIAL STATEMENTS THAT WOULD HAVE AN EFFECT ON ITS TAX-EXEMPT STATUS. THERE ARE NO UNRECOGNIZED TAX BENEFITS OR LIABILITIES THAT NEED TO BE RECORDED.

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization
INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION

Employer identification number
13-3769243

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
CENTRAL AMERICA AND THE CARIBBEAN - CAYMAN ISLANDS,	0	0	GRANTS PAID TO NETWORKS		8,575.
SOUTH AMERICA - ARGENTINA, BOLIVIA, BRAZIL, CHILE, COLUMBIA, ECUADOR,	0	0	GRANTS PAID TO NETWORKS		1,050.
NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES	0	0	GRANTS PAID TO NETWORKS		5,175.
EUROPE (INCLUDING ICELAND & GREENLAND) - ALBANIA, ANDORRA, AUSTRIA, BELGIUM	0	0	GRANTS PAID TO NETWORKS		7,575.
3 a Subtotal	0	0			22,375.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	0	0			22,375.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2021

INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* Yes No

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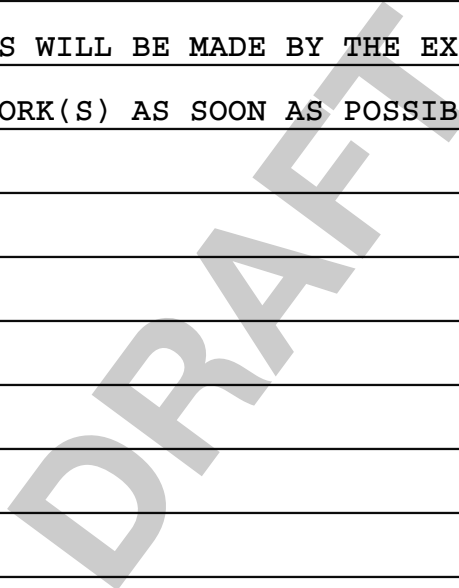
Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:

NETWORK GRANTS ARE AVAILABLE TO NETWORKS IN THE FOLLOWING CIRCUMSTANCES:

(I) NEW NETWORK SIGNING BONUS; (II) REGIONAL OR MULTIPLE NETWORK EVENTS;
AND (III) NETWORK RECRUITING EVENTS PROVIDED BY THE NETWORK(S). WHILE IT
IS EXPECTED THAT SUCH EVENTS WILL BE FUNDED BY THE NETWORK(S) THEMSELVES,
IWIRC INTERNATIONAL HAS EARMARKED MONEY IN ITS BUDGET TO SUPPLEMENT THE
FUNDING PROVIDED BY THE NETWORK(S), PROVIDED NEED IS ESTABLISHED.
DECISIONS ON GRANT REQUESTS WILL BE MADE BY THE EXECUTIVE BOARD AND
RELAYED TO REQUESTING NETWORK(S) AS SOON AS POSSIBLE.



**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization **INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION** Employer identification number
13-3769243

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
IWIRC - NEW YORK NETWORK 600 MADISON AVE NEW YORK, NY 10022	13-3908373	501(C)(6)	5,275.	0.			NETWORK GRANT TO SUPPORT EVENTS/MEETINGS

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ **1.**

3 Enter total number of other organizations listed in the line 1 table ▶ **1.**

INTERNATIONAL WOMEN'S INSOLVENCY &
RESTRUCTURING CONFEDERATION

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
"JUST THE BEGINNING" AWARD	4	10,000.	0.		

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

NETWORK GRANTS ARE AVAILABLE TO NETWORKS IN THE FOLLOWING CIRCUMSTANCES:
 (I) NEW NETWORK SIGNING BONUS; (II) REGIONAL OR MULTIPLE NETWORK EVENTS;
 AND (III) NETWORK RECRUITING EVENTS PROVIDED BY THE NETWORK(S). WHILE IT IS
 EXPECTED THAT SUCH EVENTS WILL BE FUNDED BY THE NETWORK(S) THEMSELVES,
 IWIRC INTERNATIONAL HAS EARMARKED MONEY IN ITS BUDGET TO SUPPLEMENT THE
 FUNDING PROVIDED BY THE NETWORK(S), PROVIDED NEED IS ESTABLISHED. DECISIONS
 ON GRANT REQUESTS WILL BE MADE BY THE EXECUTIVE BOARD AND RELAYED TO
 REQUESTING NETWORK(S) AS SOON AS POSSIBLE.

Part IV Supplemental Information

JUST THE BEGINNING ("JTB") IS AN ORGANIZATION THAT IDENTIFIES LAW STUDENTS FROM DIVERSE BACKGROUNDS TO WORK AS JUDICIAL INTERNS FOR THE SUMMER. IWIRC INTERNATIONAL PARTNERS WITH JTB TO ENSURE THE STUDENTS MEET CERTAIN CRITERIA REGARDING INCOME, BACKGROUND, ETC. IWIRC INTERNATIONAL CHOOSES 4 OF THOSE STUDENTS TO PROVIDE STIPENDS TO AS THE INTERNSHIPS ARE NOT PAID. IWIRC INTERNATIONAL'S STIPENDS HELP STUDENTS TO PARTICIPATE IN THE JUDICIAL INTERNSHIP PROGRAM.

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**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization	INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number	13-3769243
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FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

WORLDWIDE.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

AND LOCAL EVENTS HELD BY THE ORGANIZATION.

FORM 990, PART VI, SECTION A, LINE 3:

MANAGEMENT, TECHNICAL, CLERICAL AND ACCOUNTING FUNCTIONS ARE PROVIDED BY
ARMSTRONG & ASSOCIATES INTERNATIONAL, INC. THE CONTRACT IS REVIEWED EVERY
TWO YEARS BY THE BOARD OF DIRECTORS MANAGEMENT COMMITTEE.

FORM 990, PART VI, SECTION A, LINE 4:

THE IMMEDIATE PAST-CHAIR POSITION WAS ESTABLISHED AS A MEMBER OF THE
EXECUTIVE COMMITTEE AND SHALL BE RESPONSIBLE FOR CHAIRING THE NOMINATING
COMMITTEE AND SERVING AS A LIAISON TO THE ADVISORY COUNSEL. THE IMMEDIATE
PAST-CHAIR SHALL ALSO WORK WITH AND ASSIST THE EXECUTIVE COMMITTEE AND THE
CHAIR WITH DIRECTIVES IN FURTHERANCE OF THE MISSION AND AFFAIRS OF THE
CORPORATION. THE IMMEDIATE PAST-CHAIR IS A MEMBER OF THE EXECUTIVE
COMMITTEE.

TERM LIMITS WERE ESTABLISHED FOR AT-LARGE DIRECTORS. EACH ELECTED AT-LARGE
DIRECTOR SHALL SERVE A TERM OF TWO YEARS AND UNTIL A SUCCESSOR IS DULY
ELECTED AND QUALIFIED, OR UNTIL DEATH, OR RESIGNATION, OR REMOVAL IN THE
MANNER HEREIN PROVIDED. AT-LARGE DIRECTORS SHALL SERVE NO MORE THAN TWO
CONSECUTIVE TERMS AS AN AT-LARGE DIRECTOR OF THE BOARD ABSENT A MAJORITY
VOTE OF THE EXISTING BOARD NOT TO ENFORCE THIS LIMITATION THE TERMS OF ONE

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2021

Name of the organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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HALF OF THE ELECTED AT-LARGE DIRECTORS SHALL BE STAGGERED TO BEGIN AND END IN ALTERNATE YEARS.

FORM 990, PART VI, SECTION A, LINE 6:

MEMBERS INCLUDE COMMERCIAL AND CONSUMER BANKRUPTCY ATTORNEYS, INSOLVENCY ACCOUNTANTS, CORPORATE TURNAROUND AND RENEWAL SPECIALISTS, LAW PROFESSORS, JUDGES, GOVERNMENT OFFICIALS AND OTHERS INVOLVED IN THE BANKRUPTCY AND INSOLVENCY COMMUNITY. MEMBERS HAVE VOTING RIGHTS. THERE ARE NO PROVISIONS FOR MEMBERS TO HAVE RIGHTS TO PROFITS OF IWIRC, EXCESS DUES, OR SHARE OF THE NET ASSETS OF IWIRC UPON DISSOLUTION.

FORM 990, PART VI, SECTION A, LINE 7A:

EACH YEAR, THE DIRECTORS AT LARGE ARE ELECTED BY A MAJORITY VOTE OF MEMBERS BY BALLOT IN AUGUST/SEPTEMBER.

FORM 990, PART VI, SECTION B, LINE 11B:

THE FORM 990 IS REVIEWED BY THE ENTIRE BOARD BEFORE FILING.

FORM 990, PART VI, SECTION B, LINE 12C:

A CONFLICT OF INTEREST STATEMENT IS SIGNED ANNUALLY BY ALL INCOMING BOARD MEMBERS.

FORM 990, PART VI, SECTION C, LINE 19:

IWIRC MAKES AVAILABLE TO THE GENERAL PUBLIC THOSE DOCUMENTS THAT ARE REQUIRED TO BE MADE AVAILABLE BY LAW. AVAILABILITY AT PRESENT TIME IS LIMITED TO INDIVIDUAL REQUESTS THAT WOULD BE FULFILLED BY A REQUEST EITHER ELECTRONICALLY, BY FAX OR THE US POSTAL SERVICE.

Name of the organization INTERNATIONAL WOMEN'S INSOLVENCY & RESTRUCTURING CONFEDERATION	Employer identification number 13-3769243
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FORM 990, PART XII, LINE 2C:

THESE PROCESSES HAVE NOT CHANGED FROM THE PREVIOUS YEARS.

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IWIRC Chair Report July 2022

As spring has turned to summer, I am amazed at how quickly my days as Chair of IWIRC are passing. I have appreciated the opportunity to meet one-on-one with many of our Management Committee members over the course of the last few months and amazed by the initiative, devotion and support you've shown not just to the IWIRC organization, but to each other. It was wonderful to see so many of you in person at Spring Meeting, and I am counting down the days to Leadership Summit in a few short weeks.

Over the course of the last quarter, the IWIRC Executive Board has held 2 executive retreat sessions virtually and continues to meet monthly to consider items various action and decision items that have come before the Executive Board.

During our Executive Board Retreat sessions, the Executive Board discussed ways that we can increase the global diversity of our Board and create a leadership pipeline from around the world. Flowing out of these discussions are two specific items – (1) creation of an International Programming Board position; and (2) a virtual “So you want to be on the IWIRC Board” presentation lead by Eloise Matsui, IWIRC’s Vice Finance Director. The goal of this program is to provide an informal forum for our members to access information about service on the Board of Directors, what service on the Board entails, and to answer any questions about Board positions.

As part of our retreat topics, the Executive Board also considered how we can be more transparent about the governance of IWIRC and service on the E-Board. Thus, the creation of this quarterly Chair’s Report.

In addition, over the course of the last quarter the Executive Board has considered the following on behalf of IWIRC:

- The location of our Spring Meeting in 2023 (Convene, Washington DC). We’ll also have a small block of rooms at the Hotel Washington for the IWIRC Conference.
- Approval of the IWIRC Investment Policy which is coming before the full Board for consideration at our July Meeting.
- Approval of the 2021 Tax Return – a copy of which is included with your Board materials for the July Board Meeting.
- We’ve considered and approved a new financial institution to hold IWIRC’s surplus funds (previously Morgan Stanley - now Mesirow Financial).
- We’ve discussed IWIRC’s Auditor for 2022.
- Approval of IWIRC’s 52nd Network – the Southern Africa Network – with members from South Africa, Namibia, Zimbabwe and Botswana! IWIRC is now on 6 continents!
- We’ve selected the recipients of the 2022 IWIRC Founders’ Awards and we’ll be presenting those awards at the Leadership Summit on Friday morning, August 5th.
- We’ve also put the finishing touches on the supplemental programming lead by the Executive Board at the Leadership Summit.
- And from a broader perspective, we’ve continued to evaluate how IWIRC can support and advance its members around the globe.

If anyone has specific questions about any of the above, please reach out to myself or Margie Kaufman.

Your Executive Board continues to welcome feedback and concerns from any of our Directors on areas where we can continue to improve and advance the organization. If there's a topic you'd like the Executive Board to consider in the future, please reach out to me.

Thank you all for your service to the IWIRC Board!

Best,
Jennifer B. Kimble
IWIRC Chair 2022

Membership Committee Report, July 2022

New Member Receptions

Spring Meeting New Member Reception: several members of the Membership Committee joined at the Spring Meeting to welcome new members. Only 3-4 new members attended the meet up at MXDC and talked about IWIRC. Everyone seemed very excited about the program, though, and walked over to the W together. We did not track who was a new member when people registered --> we should focus on registrations next time to better track.

Virtual New Member Receptions: went really well, first thing many members joined and looking to get more plugged in/do more with IWIRC. Attendance, however, was fairly low for the receptions. For example, for one of the sessions we had 7 people attend while 25 had registered. We hope to continue offering these sessions in the future, though, since they are an easy way for new members to connect.

We will plan for new member receptions in the fall. At the Fall Conference, it will likely be onsite given the geographic location of the conference hotel and distance from other venues.

Mentoring: Monica sent out an email for a joint mentor and mentee meeting on May 24, 2022 . We had a good response but ultimately had many last minute cancellations, so we decided to cancel the event and to instead send a couple prompts to continue to connect over the summer months.

- June-July Prompt

- Mental Health Awareness Month (May) may be over, but prioritizing mental health should be a year-round effort. There is no one-size-fits-all approach to achieving a general sense of well-being and overall health. *How do you navigate and balance work and life complexities? What helps you manage stress better? What helps you foster a positive mindset?*
- Please meet and discuss with your mentor/mentee. Once you meet, please send us your top tips.

- August Prompt

- Over the last two years, life has changed and “business as usual” has evolved. As we navigate the new environment, and perhaps return to in-person events for the first time in a while, how will you prepare to meet, communicate, and connect with colleagues and other professionals? *What are your best networking strategies? What are your suggestions for navigating a conference or event?*
- Please meet and discuss with your mentor/mentee. Once you meet, please send us your top tips.

Diversity Inclusion & Belonging: We continue to work together with the DI&B Committee on membership initiatives and have begun discussing how to put that into action. Several matters have risen to the surface, including how to determine diversity when a member signs up (or updates their profile). Monica has attended the DIB’s North America meetings.

Broadening membership:

- Monica received a response to the IWIRC welcome email from an international member noting that the descriptions of what we do are very US-centric. We should think about how to expand/to be more inclusive and have been working with DIB on this.
- We have also been reviewing the list of current sponsors to identify potential avenues for membership growth among existing sponsors, which seems like low-hanging fruit.

Member spotlight opportunities: IWIRC awards are a good avenue to highlight members. For example, all Rising Star Semi-finalists are profiled in IWIRC communications and social media.

- We discussed how important it is to encourage members to submit nominations—and to self-nominate! Perhaps this is something the Communications Committee can highlight?
- We noted that some of the awards may be somewhat limiting, or seem to suggest that only certain members—those with extensive board experience—would qualify, which might be harder in those networks that have older/more established members serving on their boards --
> perhaps we should review the criteria for nominations?



Communications

July 2022 Update

Below is a summary of some of our new initiatives since our last report:

- **Promotion of Regional Conferences:** The Committee is spearheading a template format for social media posts promoting upcoming regional conferences to broaden the exposure of these conferences and provide consistency in how they are promoted on IWIRC's social media. Regional Conference chairs are also encouraged to send us pictures from the conference for posting on social media.
- **30 Year Anniversary:** We are in the early stages of considering the structure and frequency of communications in respect of IWIRC's upcoming 30 year anniversary.

Our ongoing initiatives in 2022 include:

- **Collaborating with Diversity, Inclusion and Belonging Committee:** We continue to observe U.S. and international holidays celebrating women and diversity through social media posts. Our most recent posts celebrated Pride and recognized the importance of Juneteenth.
- **Growing our social media presence:** The more we post on social media, and the more interactions we have with each post, the greater the exposure. We encourage all board members to like and interact with our social media posts.
- **Resumption of in-person events:** Send us your photos of in person events! We love to highlight the fun events our networks are hosting around the globe.
- **Members in the news:** – We publish member news on a quarterly basis. Please send any news to news@iwirc.com. We always get great feedback on this publication and we want to showcase each of you. Recent promotion? New job? Family/personal news? Share it all!
- **Networks/regional events:** We also publish network news on a quarterly basis. Please send any news to news@iwirc.com. If your network had a good program - share it. We can all learn from each other!

We welcome ideas for new communications initiatives, so please share news and ideas at news@iwirc.com. We look forward to hearing from you!

IWIRC DIB Committee

Board Report, July 9, 2022

Pooja Sinha & Melissa Hager

Diversity Inclusion & Belonging Committee

Recent External Initiatives:

- *Harnessing the Power of Diversity: A Global Narrative Panel* at IWIRC Spring Meeting
 - DIB Focused Panel with DIB Committee Members Judge Stong and Dania Slim
- IWIRC Social Media Posts with DIB Focus
 - [IWIRC Celebrates Pride Month](#)
 - [IWIRC Celebrates Juneteenth](#)

Diversity Inclusion & Belonging Committee

Recent Internal Initiatives:

- Coordination Call with Global Networks Director
- US Network Chairs Call Regarding DIB US Initiatives
- Bi-Monthly DIB Committee Calls
 - Exchange of perspectives on D&I among members and planning of events and initiatives

Diversity Inclusion & Belonging Committee

- Forming Focus Subgroups to Explore Liaison Opportunities
 - The Following Focus Groups with Group Leads Formed:
 - US Networks (Christine Pullo)
 - Asia Networks (TBD)
 - LGBTQ+ (Arielle Adler)
 - IWIRC Internal Awareness (TBD)
 - The Following Focus Groups formed as Interest Groups:
 - Asia Interest Groups
 - Mentorship/Allyship Interest Group
 - In Process of Forming Additional Focus Subgroups
 - Signature DIB Panel Event (Tentatively: Q1 2023)
 - Membership
 - Communications
 - Programming

Diversity Inclusion & Belonging Committee

Upcoming Events & Initiatives:

Upcoming Event:

- Crown Act Virtual Event with Professor Greene Event Early October (pending formal EBoard approval)
 - Crown Act Prohibits Discrimination based on hair style and hair texture

Upcoming Initiatives:

- Exploring DIB Internship Initiative (for underprivileged law students) with India Network

Diversity Inclusion & Belonging Committee

- Additional 2022 Initiatives:
 - DIB Signature Panel Event (likely in early 2023)
 - Social Media Posts with DIB Focus
 - Explore Liaison Opportunities with Other Committees, Networks & Organizations
 - Examine What DIB Means in Different Global Contexts & How it Translates into the Digital World
 - Initiative to collect additional voluntary information from members to assist with tracking D&I demographics (under discussion)

To: IWIRC Board
From: UNCITRAL Committee Directors (Carren Shulman & Tinamarie Feil)
Date: July 8, 2022

The following summarizes our two IWIRC Working Groups

Working Group V: IWIRC members Carren Shulman, Debra Grassgreen (virtual), Olya Antle, Karen Fellowes, and Bea Faneca (virtual), participated in UNCITRAL's Working Group V (Insolvency Law) session during the week of April 18th 2022.

Consideration of the following were subject of the session

- update of the publication "UNCITRAL Model Law on Cross-Border Insolvency: The Judicial Perspective"
- legal issues arising from civil asset tracing and recovery in insolvency proceedings
- applicable law in insolvency proceedings

The group made a number of recommendations on the record during and after the Working Group session, several of which were accepted with appreciation by the UN Secretariat. The live meeting was much easier to navigate than the video meetings since the "in between" discussions bore more fruit, especially with the new text, though covid protocols made discussions more difficult and a number of the usual Members were absent. Our IWIRC group worked seamlessly through WhatsApp to stay in touch during the sessions.

Working Group V (Insolvency Law) is provisionally calendared for next sessions December 12 -16, 2022 in Vienna and April 17 – 12, 2023 in NYC. The goal is to present a consistent group for the topics at hand to the extent we can and to include "local" people as well to ensure attendance.

Working Group II: We approached the UN Commission to participate this year in Working Group II on dispute resolutions, and were granted an invitation just in time for the March colloquium, though with covid protocols our members were required to attend virtually. Rachel Albanese spent some time on the phone with Judge Elizabeth Stong (who appears for III) to obtain background on the workings of the Working Group. We were invited to have three members attend. Rachel and Susana Hidvegi-Arango (Colombia), formerly the Chief Bankruptcy Judge in Bogota, attended. The session was a colloquium focusing on possible topics of new work. Topics included:

- Developments in dispute resolution in the digital economy
- Online platforms for dispute resolution and need for legal standards
- Technology related dispute resolution
- Adjudication, its practical use, and the underlying legal framework

The tentative date for next session in Vienna is October 10 -14, 2022.

As a reminder as to how UN facing group members are chosen for attendance at these sessions, IWIRC invites all members to participate in committees and groups. Following receipt of a list of interested participants from Shari, Carren and Tinamarie send out several emails notifying the group of a conference to discuss our work, and recipients were asked to respond to the email to confirm their interest. A small group of attendees responded to the email and a smaller group attended a video chat. Those who cannot attend but express interest are included. Everyone who expressed an interest in attending and had not previously attended a session was given the opportunity and did indeed attend. It's important that we have consistency in attendance because each session works off of the last. And it's important that the attendees familiarize themselves with and carry the Legislative Guide and other rules, because the Members and the UN frequently refer to the existing text in addressing changes.

Report of Ad Hoc IWIRC Committee - Experienced Members

The Ad Hoc Committee created by the Board to examine and make recommendations with respect to the retention of more seasoned professionals met by Zoom on May 26, 2022. Participants were Susan Rhiel, Beverley Manne, Karen Bifferato, Lillian Stenfeldt and Mary Grace Diehl. Members Erica Beamer, Denise Dell-Powell and Leanne Gould were unable to attend but their input is included in the final version of this report.

The subject of our discussion was two general questions:

1. As a group, what can IWIRC do for us?
2. As a group, what can we do for IWIRC?

We looked at each question from both a national and local network perspective.

As to possible IWIRC actions, we discussed a number of ideas, mainly viewed from the standpoint of the national conferences. Many of these ideas originate from the fact that many long-term members feel somewhat disconnected from the current, younger, leadership and members. To that end, our ideas include: (1) ribbons on name tags designating (“20+ Year member”). This was thought both to be a recognition of loyalty and a conversation starter when approaching a group that is unfamiliar to us; (2) designating a seat at each lunch table for a 20 year Plus member- this guarantees that the longer term member is included with what is likely to be a younger group of members; (3) opportunities such as that offered at last year’s fall meeting in Indianapolis for more seasoned members to get together and talk about common interests - one member thought about this as a “class reunion” that founding members would not want to miss; (4) expanded group mentoring possibilities. The committee members were not all aware of the current mentor program.

(5) Include in member profiles the number of years as an IWIRC member.

At the local level, encouraging IWIRC networks to include senior members on their board would allow the differing perspective to be included in connection with planning events. The Atlanta network adopted this suggestion after it was mentioned at a network chairs meeting that MGD attended and it is very useful to have that voice heard. It also allows for the development of younger leadership without excluding those who have “been there, done that.” The inclusion ideas for the national level would also work for some local events as well.

With respect to contributions that our group desires to make, these can be generally categorized as giving back by sharing our collective knowledge and experiences. (1) Our group has experienced many transitions: from young lawyer to senior partner; changing law firms; starting our own firms; changing careers; law practice to judiciary; winding up a practice; retiring. We would welcome the ability to share these experiences - perhaps a panel discussion on “Choices We Made” or a list of members who were

willing to discuss these transitions on an individual basis (2) Senior members are perfect for roles as panel moderators because of the long-term experience at participation in panels. We in general have no need to make a name for ourselves, so it is easier for us to be only a moderator. As part of diversity and inclusion, members of our group should be included in this role. (3) Assist networks in reaching out to former members to encourage rejoining IWIRC (4) Local programs involving case studies that our group has been involved in. This is similar to the programs NCBJ has been doing which focus on major cases of the past that newer members may not have lived through and therefore could benefit from hearing the stories. MGD spoke to one member who had let her membership lapse for many years and then recently rejoined and discovered how much IWIRC had matured as an organization for networking and referrals. We can help spread the word.

IWIRC BOARD REPORT

JULY 14, 2022

BY: VALERIE BANTNER PEO, GLOBAL NETWORKS DIRECTOR

Regional Directors Meeting:

- I am scheduling a second meeting of the Regional and Networks Directors in the second half of July. I will report back on the content of that meeting in my next report.
- The Whats App Group of each of the Regional and Network Directors is being used (lightly) to exchange information.

Network Chair “Office Hours”:

- As a result of discussions during the April meeting, I am working with Tara and Jodi to roll out monthly “office hours” in an effort to ensure that network chairs know there is an allocated time for them to ask questions and get help problem-solving issues. We will discuss implementation at Leadership and hope to kick this off in the fall.

2022 Network Chair Meetings:

- For a summary of the April 27 and June 28 Network Chair meetings, please see the July 2022 Board Report submitted by U.S. Networks Director Tara Schellhorn and At-Large Director Jodi Dubose.

Aligning With Complementary Board Roles:

- *Diversity Inclusion & Belonging* – I meet with DIB co-chairs Melissa Hagar and Pooja Sinha on May 9, 2022. We discussed the challenges and opportunities raised by IWIRC’s global stature and the many inspiring initiatives the DIB committee is spearheading.
- *New Networks Directors* – on January 21, I met with New Networks Directors Blanche Zelmanovich and Nyana Miller. We discussed how the Global Networks Director might support the New Networks Director’s charge of growing IWIRC in particular by identifying existing events, such as INSOL, which IWIRC might leverage to grow its presence in that region.

IWIRC Asia: Report of the Asia Team

2 July 2022

Asia Leadership team - current members:

1. Stuti Jain, Asia Regional Director (“**SJ**”) (Singapore)
2. Aisling Dwyer, Asia Networks Director (“**AD**”) (Hong Kong)
3. Veronica Chan, Asia Regional Vice Director – Programming (“**VC**”) (Hong Kong)
4. Catherine D'Alton, Director-At-Large (“**CDA**”) (Singapore)
5. Pooja Mahajan, Asia Regional Vice Director – Membership (“**PM**”) (India)
6. Upasana Rao, Director-At-Large (“**UR**”) (India)
7. Aruni Weerasekera: Member, Advisory Council (“**AW**”) (Hong Kong)
8. Pooja Sinha, Diversity, Inclusion & Belonging Co-Director (“**PS**”) (Singapore)
9. Eloise Matsui, Vice Finance Director of the Executive Committee (“**EM**”) (Hong Kong)

1. Asia meetings/ events since last Board Report

- ◆ **IWIRC Asia Leadership Meetings:** The first meeting took place on 17 January 2022, the second on 7 March 2022, the third on 25 April 2022 and the 4th on 13 June 2022. The team discussed plans for IWIRC Asia programmes and shared updates on the individual Asian networks.
- ◆ **IWIRC Asia Conference:** The Asia Team is of the view to defer the Asia conference to Q1/Q2 of 2023 due to insufficient manpower in IWIRC Singapore this year to serve as the anchor network and their priorities are this year focused on organising events around the National Insolvency Conference in early October. Hong Kong would struggle to host with covid restrictions still in place and other networks lack manpower and so are not able to offer much assistance.
- ◆ **WOYR(A) and Rising Star 2022:** Planning for Asia WOYR has started, with award to potentially be presented at a standalone virtual event (given the Asia conference will not go ahead in 2022) and a sponsor, REDD Intelligence, is already secured. Tentative plan is to invite nominations from July and the announcement to be made in September. The Asia Team has discussed and identified potential nominees for the various Asia Networks. Once launched, the sub-committee will work on a coordinated social media strategy to encourage nominations.

2. Material Updates for Asian Networks

- **Hong Kong network**
 - ◆ The HK Network hosted a physical event with a charity, Feeding Hong Kong on 25 May 2022 and a Summer Drinks on 15 June 2022.
 - ◆ The Board is planning for more simple physical events (where possible) such as IWIRC-Out (events focusing on fitness/exercise) and drinks get togethers.

- ◆ The Board do not intend to host a Black Tie this year given the continued covid restrictions and the uncertainty regarding any major changes in policy in this regard.
- **Singapore**
 - ◆ The Board has resumed in-person networking events.
 - ◆ The Singapore Network will host a dinner on 4 October 2022 followed by the National Insolvency Conference on 5-6 October 2022.
 - ◆ The Board is also planning for a Christmas dinner and something more informal before then.
- **Malaysia**
 - ◆ Given the continued number of Covid-19 cases, it has been difficult to plan & host in person events.
 - ◆ But they are hosting a virtual event in collaboration with IWIRC Singapore on 27th July 2022 on the Topic IWIRC Huddle – Imposter Syndrome
 - ◆ Malaysia network continues its struggle to increase membership as they believe USD100 is expensive in comparison to the RM450 charged by Malaysia Insolvency Association, which also includes membership for INSOL International. We will separately speak to Membership Sub-committee to brainstorm ideas on how to support Malaysia network on this challenge.
- **India**
 - ◆ India network has organised two virtual technical webinars or study circles in April and May. The next one is in July 2022 and the network plans to continue this programme frequently this year. Physical events have been pushed back due to the rising numbers of covid cases.
 - ◆ The network is also considering an IWIRC internship programme as a D&I initiative
- **PRC**
 - ◆ The Board has held their first physical Afternoon Tea Networking Event on 22 April at Allen & Overy's offices in Beijing.
 - ◆ The Board is planning a technical webinar on cross-border recognition with Hong Kong.
- **Korea**
 - ◆ No material update
- **Indonesia**

- ◆ The Board is trying to launch the network's first event with the intention to focus on local practitioners rather than those working on Indonesian matters in other jurisdictions like Singapore.

- **Japan**

- ◆ No material update.

3. Other Initiatives/Updates (Ongoing and Planned)

- **Administration**

- ◆ The Asia Team has planned to host a one-off session of "Connecting the Dots" for Asia Network board members on Succession & Leadership following the Leadership Summit in Q4 2022.
- ◆ Zoom access for Asia networks to roll out. Indonesia, India, Singapore, Korea, China, Hong Kong have rolled out. Following up with Japan, and Malaysia networks.

Europe Regional Report, July 2022

Jo Hewitt and Rita Gismondi

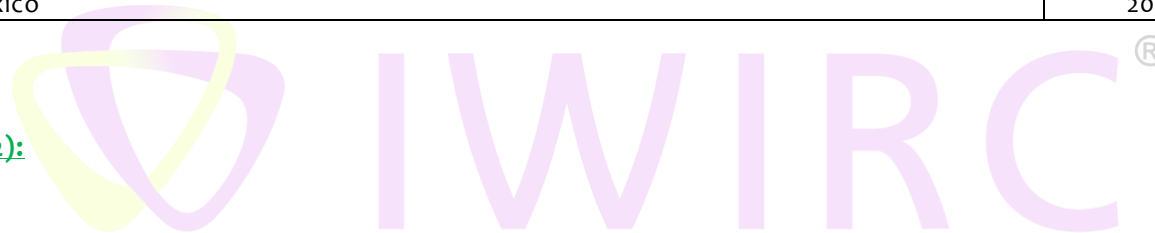
- Fantastic events held across Europe this quarter in Ireland, Scotland and London
- Hybrid IWIRC Europe Be Inspired event due to be held on 13 July – fireside chat with Ivelina Green
- IWIRC Europe – Be Connected event planned for October 2022 in Dubrovnik to coincide with Insol Europe
- Exploring possibility of an event in Lisbon so coincide with Insol one day event there which would assist with our efforts to gain traction in Portugal
- IWIRC Channel Islands scheduled to launch in September 2022
- Possible hybrid event on the implementation of the European Restructuring Directive across Europe
- Possible event in connection with UNCITRAL meetings in Wien in December 2022

IWIRC - LATIN AMERICA'S REPORT

July 1st, 2022.

LATIN AMERICA NETWORKS:

NETWORK	EXTENSION	CREATION	MEMBERS
Brazil	Brazil	2018	51
Latin America	Argentina, Chile, Columbia, Dominican Republic, Gatemala, Panama and Uruguay	2020	13
Mexico	Mexico	2021	16



I) LAST UPDATE (April/22):

BRAZIL: recent events – since January 2022:

Happy Hour to Celebrate International Woman's day - March 8 (in person) | Online Training: Creating a Magnetic Personal Brand by Patricia Bianco (members only) – March 9 | Online Conference: Gender Interactions in the Academic Environment by Professor Sheila Neder Cerezetti and Isabelle Ogloyan (available to the public) – March 10 | Presentation to INSPER's students on Woman's career (With board members: Juliana Sato, Liv Machado and Tatiana Flores – in person) – March 23

LATIN AMERICA: : recent events – since January 2022: January 27, 2022 - IWIRC Event with the purpose of inviting new members and making plans for 2022 | February 3, 2022 - Board of Directors Meeting | March 3, 2022 - Board of Directors Planning Meeting.

MEXICO: On March 8, 2022, the members of the board had our first annual meeting.

II) July 2022 UPDATES:

BRAZIL: recent events – since April 2022:

IWIRC Brazil supported OAB/MT (barristers institute of the estate of Mato Grosso), that took place on May 12/13th, where several members were invited to speak.

On June 23, the network also held its first edition of IWIRCases, a project that involves round tables to discuss relevant cases headed by its members. In this first edition, Fernanda Fadul (IWIRC Ireland) and Ana Carolina Monteiro (IWIRC Brazil) discussed cross-border recognition.

Next events: 4th IWIRC Brazil Annual Conference (in person) – August 25. Members from IWIRC US and Latam will participate.

LATIN AMERICA: recent events – since April 2022: April 7, 2022 - Board of Directors Meeting May 5, 2022 - Board of Directors Meeting | June 2, 2022 - Board of Directors Meeting.

Next events: 1. Panel of conferences - August and September | 2. A Latam gathering in IWIRC in person conference on October | 3. Soul.com - Social Event - pending date

Other projects for 2022: 1. Collaborate in the preparation of a Glossary of Insolvency terms | 2. Second Publication of Insolvency Now (Jurisdictions and theme to be defined) | 3. Enhance our Social Media presence, and publish our vision, mission, and objectives | 4. Hold a series of conferences in alliance with educational institutions (universities) with the aim of making IWIRC Latin America known and attracting new members

MEXICO: recent events – since April 2022:

IWIRC Mexico supported IFECOM's Primera Jornada Concursal, on May 26/27th, 2022, where members were invited to speak.

On June 21st, it hosted a breakfast to discuss the participation of female practitioners on insolvency matters.

Other projects for 2022: August 1-5, 2022 - Be Connected - Webinar Networking/happy hour. We are currently contacting other networks to organize a happy hour videoconference. [2] October and November 2022 - Be Informed - Webinar/In-Person. We have the following ideas for different conferences: (a) Recent Uncitral Model Law Discussions; (b) Precautionary measures; (c) Creditor Fraud

(Criminal Matters); (d) Compliance; (e) Crisis management. [3] December 5-9, 2022 - Be Inspired - Webinar/In-Person: (a) Yoga or kick boxing class; (b) Motivational coaching, closing of the year, goals, purposes; (c) Finance/Cryptocurrency Conference. [4] Other Projects for 2022 - Another goal for this year is to consolidate our Network and team and look for more presence in specialized courses in commercial bankruptcy, where our members participate as speakers.



IWIRC BOARD REPORT

JULY 2022

TARA SCHELLHORN, U.S. NETWORKS DIRECTOR

JODI DUBOSE, AT-LARGE DIRECTOR

2022 Network Chair Meetings

- April 27, 2022 Network Chair Meeting: Re-Engaging in the Hybrid World
We held a hybrid network chair meeting on April 27, 2022. Valerie Banter Peo (Global Networks Director) and Tara hosted the in-person portion at the Spring Meeting in Washington, D.C. while Jodi and Kyla Mahar (Canada Regional Director) hosted virtually. The meeting kicked off with a discussion on “Re-Engaging in the Hybrid World.” Val and Tara discussed re-engaging in the work place post-pandemic and how these same issues are impacting engagement on our network boards. Val and Tara posed a number of questions and challenged network chairs to consider what they can do to engage their boards, support their board members and foster mentorship and growth. The network chairs then engaged in small group discussions focused on these topics.
- June 28, 2022 U.S. Network Chair Meeting: DIB Programming & 30th Anniversary
On June 28, 2022, Tara and Jodi lead a virtual U.S. Network Chairs meeting. Network chairs heard from Melissa Hager (Diversity, Inclusion & Belonging Co-Director) and Christina Pullo (Lead for U.S. Focus DIB Sub-Committee). Melissa highlighted the efforts being made by the DIB Committee on the International level and the idea that diversity means different things in different arenas, especially outside the United States. She provided an overview of recent efforts to raise awareness and issues via social media channels and discussed upcoming programming. Christina Pullo highlighted the work being done by the U.S. focus group, including the possibility of a hosting a half-day initiative this fall. Christina invited everyone to share any ideas they have and encourages cross-collaboration. Next, Anne Zoltani, co-chair of the Mountain-Desert Network, spoke about the network’s recent panel CLE panel, “Access to Justice Through Effective Mediation Advocacy” and Cherie Nobles, co-chair of the Louisiana Network, reported on the success of the recently-revived IWIRC on the Bayou conference. Finally, Evelyn Meltzer spoke about the 30th Anniversary celebrations, grant process and applications. Network chairs split into break out rooms to brainstorm ideas for DIB and Anniversary programming. One of the most interesting takeaways was that a number of networks seem to be struggling with the process. We used this as an opportunity to make sure all of the networks know that we are here to help and provide assistance.
- Remaining U.S. Network Chair Meetings:
 - October 18 (In Person Orlando Meeting)
 - December (Virtual)

New/Struggling U.S. Networks:

- As a result of discussions during the April meeting, Valerie, Tara and Jodi are working on rolling out monthly “office hours” in an effort to ensure that network chairs know there is an allocated time for them to ask questions and get help problem-solving issues. We hope to kick this off in the fall.

Regional Partnerships:

- Terri Freedman, Vice Director of Regional Programming, held a call in April with the Regional Planning Committee. We are working to support Terri in whatever way we can with the Regional Programming Initiative.



U.S. NETWORK CHAIR MEETING NOTES

JUNE 28, 2022

12:00 p.m. to 1:00 p.m. Eastern Time

1) Introduction and What Recap of What We Learned at Spring Meeting

Tara Schellhorn opened the meeting and thanked everyone for joining during a busy summer season. She shared the top takeaways from the spring meeting that she and Valerie Bantner Peo noted at that gathering:

- Networks are working hard to navigate the transition to hybrid and in-person events after pivoting for two years to all-virtual events. Network Chairs are grappling with the administrative tasks that these challenges bring. Tara and Val are discussing having monthly Office Hours where Network Chairs can stop in to get advice or brainstorm.
- The 30th Anniversary is a huge challenge and opportunity for Networks, and they will need ideas and guidance to plan their events.

2) Programming Workshop – Part II

- a. Introduction: **Jodi Dubose** introduced today's programming workshop, highlighting the fact because DIB issues have been at the forefront of IWIRC's programming priorities they have invited Melissa Hager and Christina Pullo to share what IWIRC is doing in those areas.

- b. Diversity, Inclusion & Belonging

- i. Update from DIB Committee (Melissa Hager, Diversity, Inclusion & Belonging Co-Director and Christina Pullo, Lead for U.S. Focus DIB Sub-Committee) (5 minutes):

Melissa Hager shared some of the efforts of the DIB committee, explaining that (as she is learning), diversity means different things in different arenas, especially outside the United States. She explained that they are looking at diversity within the IWIRC membership, which is so heavily represented by attorneys, and what they could do to attract other insolvency professionals. They are working with the membership committee to examine the pipeline to membership within the different professions.

She reminded the group of IWIRC's ongoing commitment to the "Just the Beginning" Scholarships and offered her group's help and support for Networks as they plan their 30th Anniversary celebrations. She also

reported on the work they are doing within different focus groups (along with Pooja Sinha), as well as their efforts to raise awareness and issues via social media.

Christina Pullo reported that the U.S. focus group is examining the question of what diversity means to them – and is working with Judge Stong and Dania Slim, who were on the spring panel (Harnessing the Power of Diversity) to expand the topics covered in that panel. This group is looking to host a half-day initiative this fall. She invited everyone to share any ideas they have and encourages cross-collaboration.

ii. Network Spotlights

Mountain-Desert: Anne Zoltani (Co-Chair) talked about their “Perspectives from the Bench” series, crediting her Co-Chair, Kate Sender, with the creation of this now-popular series. One of their recent programs was a DIB program that was developed in response to the new requirements from the Colorado Bar Association, whereby attorneys will need at least two credits in Equity/Diversity and Inclusion. She shared that while the recent DIB program did have lower attendance, the upswing was that the group size nurtured deeper, more meaningful conversations.

Louisiana: Cherie Nobles (Co-Chair) celebrated her network’s return to the “IWIRC on the Bayou” event last week – their first gathering in three years. She talked about the regional pull of this event, and how members enjoyed the CLE but also the more casual networking opportunities for members to reconnect. They have already scheduled next year’s event for June 24, 2023.

c. 30th Anniversary Grants (Evelyn Meltzer, Financing Director)

Evelyn provided some context on IWIRC’s 30th Anniversary celebrations and grant process, explaining that this was the brainchild of the Executive Board and the Finance Committee. She reminded the group that grant applications (for the \$3000 grants) are due September 15, 2022, and that the goal is for these events to be spread throughout the year, enabling IWIRC to flood social media from January-December. She shared the vision that these grants provide opportunities to give back to IWIRC members and their wider communities, with the hope that Networks plan a service event and a celebration – along with important reminders that Networks can pair up with other networks to combine their funds/events, and that they do not have to spend the entire \$3000 for this event. (Networks may use part of the funds for the event and save the remaining funds.)

- d. Break Out Sessions (20 minutes)
- e. Report Back on Break Out Sessions & Final Thoughts – (10 minutes)
Group 1 reports:
Katie Bell (KIT Network) reported that her group was focusing on the geographical challenges of having a regional network, which led them to land on a couple of priorities/ideas for the 30th Anniversary events:
 1. Incorporate judges to drive interest and attendance.
 2. Combine the celebration (a dinner?) with the charity/service event so all happens in one day.

Group 2 reports:

Cherie Nobles (Louisiana) reported on several ideas brainstormed within their group:

1. A network in Canada is looking to use funds to kickstart an annual event, exploring the idea of combining a social event with their service project. They discussed working with an organization such as Second Harvest to help them transport food in the morning, followed by a cooking class with them in the evening.
2. They also discussed sponsoring a personal finance course put on by insolvency professionals or using a group like CARE (Credit Abuse Resistance Education.)

Group 3 reports:

Ginny Robbins (Washington, DC) shared that her group focused more on the problems they are running into as they attempt to plan these events and were eager to hear solutions from others. Evelyn reassured everyone that they did not have to wait for the Leadership Summit to figure things out, offering her own support as well as others on the Executive Board.

Group 4 reports:

Lorena Laks (Oklahoma) said that her group focused on the service-related component, brainstorming several possibilities, such as working with organizations who provide professional clothing for women facing interviews. They also discussed working with food banks and helping to build homes/move people into those homes. She said they are open to either combining the service activity with the celebration, as well as separating them.

- 3) Upcoming Deadlines
 - a. 2022 Rising Star Award Nominations—**August 15, 2022**
 - b. Deadline to Apply for 30th Anniversary Grant—**September 15, 2022**
 - c. 2023 Board Nominations—**September 15, 2022**



- d. 2023 WOYR and Women of Restructuring Hall of Fame Nominations – **February 15, 2023**
- 4) Upcoming IWIRC Programming and Conferences
 - a. IWIRC Leadership Summit—**August 3-5, 2022, Minneapolis, MN**
 - b. 2022 Fall Conference – **October 18-19, 2022, Orlando, FL**
- 5) 2022 Network Chair Meeting Schedule:
 - a. August 3-5 (Leadership Summit)
 - b. October 18 at 1:15 p.m. (In Person Orlando Meeting)
 - c. December 6 at 12 p.m. ET (Virtual)

Attending:

Jodi Dubose
Tara Schellhorn
Jenny Cudahy
Shari Bedker
Evelyn Meltzer
Melissa Hager
Christina Pullo
Monsi Morales
Anne Zoltani
Cherie Nobles
Jayna Lamar
Lorena Laks
Sari Placona
Katie Bell
Lauren Berret
Deanne Koll
Brianne Boyle
Amy Swedberg
Ginny Robbins
Carole Hunter
Elizabeth Dean
Kellie Fisher
Valerie Bantner Peo
Kellianne Baranowsky
Genevieve Weiner

To: IWIRC Board of Directors

From: Blanche Zelmanovich, Co-Director of New Network and Regional Development
Nyana Miller, Co-Director of New Network and Regional Development

Board Meeting Date: July 14, 2022

Re: New Networks and Regional Development Committee Report

The Committee is focusing on the following objectives this year:

a. Potential New Networks in New Regions

The committee is primarily responsible for launching new networks in new regions in which IWIRC does not already have a presence. We identify locations for new networks both reactively (someone reaches out to us regarding a new network) and proactively (we identify locations where we have IWIRC members or other IWIRC connections). The committee is working with connections in the following countries as potential locations for new networks:

- i. South Africa – has submitted a proposal to the e-board
- ii. Dubai/UAE
- iii. New Zealand
- iv. Lebanon

b. Potential New Networks in Existing Regions

The committee also assists with launching new networks in regions in which IWIRC already has a presence. Each of these regions has regional/network directors who are primarily responsible for new networks in their regions, but our committee assists the regional/networks directors as needed. The committee is working with regional/network directors and/or has identified the following as potential locations for new networks:

- i. Europe
 1. Scotland – Recently launched
 2. Portugal
 3. Ukraine
 4. Netherlands
 5. Channel Islands
 6. Cyprus
 7. UK (Other) – Potential for additional networks outside of London
- ii. Asia
 1. TBD
- iii. Caribbean
 1. BVI
 2. Bahamas
 3. Bermuda
- iv. Latin America
 1. TBD

- v. U.S.
 - 1. Pacific Northwest (Washington/Oregon)
 - 2. Nevada

c. IWIRC Promotion in Countries without an IWIRC Network

The third objective of the committee to promote IWIRC in countries without an IWIRC network. We don't necessarily need to launch a new network in a new country/region, we could just start by adding new members or holding events in the new country/region until there is enough support and momentum for a new network.

- i. Consider conference participation: sponsor happy hour, panel; have IWIRC attendees serves as ambassadors. We continue to review III and INSOL schedule of conferences to identify if there are any conferences in countries without an IWIRC network that we may want to participate in.
- ii. Connect members, that are in the process of creating a new network, that may be attending an international event connect with existing IWIRC members. If you are attending a non-IWIRC conference and want to lend a hand, please let us know.

**SIXTH AMENDED AND RESTATED BY-LAWS
OF THE INTERNATIONAL WOMEN'S
INSOLVENCY & RESTRUCTURING CORPORATION
Approved October 5, 2021**

ARTICLE I. NAME AND PRINCIPAL OFFICE.

- Section 1. *Name.* The name of the Corporation will be International Women's Insolvency & Restructuring Corporation d/b/a International Women's Insolvency & Restructuring Confederation (hereinafter referred to as "IWIRC" or the "Corporation").
- Section 2. *Principal Office.* The registered office of the Corporation will be in the State of New York. The principal office will be fixed and located at such place as the Board of Directors shall determine.

ARTICLE II. NON-PROFIT STATUS, GOALS, AND PURPOSES.

- Section 1. *Nonprofit Status and Organization.* The Corporation is a non-profit Corporation exempt from federal taxation under Section 501(c)(6) of the Internal Revenue Code of 1986 (26 U.S.C. §§101 et seq., as amended from time to time), and is organized under the laws of the State of New York.
- Section 2. *Goals and Purposes.* The goals and purposes of the Corporation shall be to: (a) promote women in restructuring-related professions; and (b) provide opportunities for education, business development, leadership, advancement and mentoring to women in restructuring-related professions.

ARTICLE III. MEMBERS.

- Section 1. *At-Large.* The Corporation shall have individual members who shall have ultimate authority over the affairs of the Corporation. However, the Board of Directors (as described in Article V) shall have authority to operate the Corporation within a structure sanctioned by the members.
- Section 2. *Eligibility.* Eligibility for individual membership in the Corporation shall extend to persons of any gender employed in restructuring-related professions including, without limitation, lawyers, accountants, workout officers, turnaround management professionals, judges, financial advisers, professors, legislators, consultants and students.

- Section 3. *Other Classes of Members.* The Corporation may establish other classes of individual, corporate, and/or organizational members whose authorities, benefits and eligibility shall be determined by the Board of Directors.
- Section 4. *Individual Membership Dues and Good Standing.* The Board of Directors, by a minimum of two-thirds affirmative vote of the whole number of the Board of Directors, shall determine the structure and amount of individual membership dues. A member-in-good-standing is an individual who is certified by the Corporation as having paid their dues for the current membership year.

ARTICLE IV. NETWORKS.

- Section 1. *Authority and Organization.* The Executive Committee shall have the sole authority to establish and charter the formation of individual Networks to further the purposes of the Corporation, and to determine the terms of Network affiliation, membership and operating guidelines. Except as otherwise provided by applicable law, the Networks are separately chartered entities that operate as authorized divisions of the Corporation. (Rules of Operation covering the operation and governance of the Network are annexed as *Exhibit A*).
- Section 2. *Rules of Operation.* The Executive Board shall establish Rules of Operation for the formation and governance of individual Networks, which shall be reviewed and updated periodically at the sole discretion of the Executive Board and approved by the Board of Directors. To the extent necessary to maintain the goals and purpose of the Corporation, a Network may request a waiver of certain provisions of the Rules of Operation from the Board of Directors of the Corporation, which waiver may be granted in the sole discretion of the Board of Directors.
- Section 3. *Network Governance.* Members of a Network have the authority to elect officers and directors of their primary affiliated Network, and through them, subject to the Rules of Operation, to agree how the Network will be governed and operated to serve the goals and purposes of its affiliated members. Duly elected Network leadership has the responsibility to hold events or activities for the benefit of members and to recruit new members; to maintain regular contact with affiliated members; to maintain regular contact with the Board of Directors of the Corporation and participate in IWIRC's business.
- Section 4. *Other Affiliations.* The Corporation may enter into affiliations with other organizations or entities to help carry out the purposes of the Corporation. The Board of Directors shall have the sole authority to determine terms and conditions of such affiliations.

Section 5. *Affiliation with a Network.* Members of the Corporation may be affiliated with more than one Network without an additional membership charge. However, dues rebates will only be payable to the Member's primary affiliated Network. The Executive Committee shall establish rules and procedures governing any rebate of the membership fee to any network from time to time.

ARTICLE V. BOARD OF DIRECTORS.

Section 1. *At-Large Powers.* The property, affairs and business of the Corporation will be managed by a Board of Directors (hereafter, the "Board" or the "Directors") under a structure and terms determined by the members.

Section 2. *Property.* No Director will have any right, title or interest in any property or asset of the Corporation.

Section 3. *Composition.* Each member of the Board shall be a Director of the Corporation. The Board shall be composed of the Officers (as described in Article VI), the Management Committee (as described in Article VII), and the At-Large Directors (as described in (as described in Article VIII)). The Immediate Past Chair of the Corporation shall also serve on the Board. All Directors or Vice Directors, whether elected or appointed, must be members-in-good-standing of the Corporation.

Section 4. The Executive Committee shall have the authority to appoint up to two (2) additional At Large Directors for a one-year term to the Board in order to advance the mission of the Corporation.

Section 5. *Election.* The Board shall be elected as described in Article XI.

Section 6. *Place of Meetings.* The Board may hold its meetings at any location it chooses (and may choose to do so via electronic communications as provided in Section 8 of this Article).

Section 7. *Regular Meetings.* Regular meetings of the Board will be held at least quarterly and may be conducted telephonically or through video conferencing and at a time and place determined by the Board. Verbal or written notice of regular meetings will be given at least ten (10) days prior to any regular meeting.

Section 8. *Special Meetings and Notice.* Special meetings may be called by the Chair or by twenty-five percent (25%) or more of the whole number of Directors. Notice of special meetings will be mailed by electronic means to each Director's last known email address at least five (5) days before the day of the meeting, or delivered personally or by telephone or other electronic means, no later than two (2) days before the meeting. The notice must include the time and place of the meeting, but need not state the purpose

except as provided in Section 9 of this Article and Section 4 of Article VI. Any meeting of the Board will be a legal meeting, without any notice having been given, if all of the Directors then in office are present at the meeting or waive such notice in writing before, at or after the meeting.

Section 9. *Electronic Communications.* Directors may participate in meetings of the Board through conference telephone, video or other such electronic communication device, providing that all participating Directors can hear one another and that applicable law allows for such meetings.

ARTICLE VI. OFFICERS.

Section 1. *Number.* The Officers will be the Chair, Vice Chair, the Secretary, the Finance Director, the Vice Finance Director, and the Immediate Past Chair; and these Officers shall comprise the “Executive Committee.”

Section 2. *Election, Term of Office and Qualifications.* All Officers will be elected by the Board from nominees recommended by the Nominating Committee. Except in the case of Officers installed under the provisions of Section 5 of this Article, each Officer will hold office for one year with terms commencing January 1 and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. Only members in good-standing who have previously served on the Board may be Officers absent a majority vote of the existing Board not to enforce this requirement in a particular year. Further, Officers shall serve no more than six consecutive terms as an Officer of the Board, (not including any term as an At-Large Director or member of the Management Committee other than as an Officer) absent a majority vote of the existing Board not to enforce these limitations.

Section 3. *Resignations.* Any Officer may resign office by giving written notice to the Chair, Vice Chair, Secretary, Finance Director or Vice Finance Director. Any resignation will take effect at the time specified and the acceptance of the resignation shall not be necessary to make it effective.

Section 4. *Removal.* Any Officer may be removed, with cause, at any time. Removal requires a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the special meeting. Any resulting vacancy will be filled in the manner specified in Section 5 of this Article.

Section 5. *Vacancies.* A vacancy in any office will be filled for the unexpired portion of the term by election of the Board.

Section 6. *Chair.* The Chair conducts the meetings of the Corporation and has primary responsibility for the at-large welfare of the Corporation. The Chair is

responsible for the administration of IWIRC, policy development and public media relations. The Chair coordinates and oversees in At-Large the programs, projects and initiatives of IWIRC. The Chair also coordinates the relationships of IWIRC with other insolvency organizations. The Chair serves on the Executive Committee.

- Section 7. *Vice Chair.* In the absence of the Chair, the Vice Chair shall preside over meetings of the Corporation. The Vice Chair assists the Chair in overseeing the current programs, projects and initiatives of IWIRC. In addition, the Vice Chair develops new projects and coordinates with the Board or as otherwise directed by the Chair. The Vice Chair is also a member of the Executive Committee.
- Section 8. *Secretary.* The Secretary is responsible for the reporting of IWIRC. The Secretary maintains the minutes and records of the Board and Executive Committee meetings. The Secretary is a member of the Executive Committee. The Secretary, with the assistance of the applicable Officers or committees, shall assume the responsibility for ongoing governance, including preparing for and managing the election process, thinking about succession issues, and making sure our bylaws, membership and marketing materials are accurate.
- Section 9. *Finance Director; Vice Finance Director.* The Finance Director and Vice Finance Director are members of the Executive Committee and shall be responsible for financial oversight, including facilitating the annual audit and the filing of the annual tax return, investments and developing, increasing and sustaining sponsors for the Corporation. The Finance Director with the assistance of the Vice Finance Director shall develop sponsorship levels and benefits for new sponsors of the Corporation as an organization as well as for international events and assist in the preparation and oversight of the Corporation's budget. The Finance Director and Vice Finance Director may choose to create a committee to assist them.
- Section 10. *Immediate Past-Chair.* The Immediate Past-Chair is a member of the Executive Committee and shall be responsible for chairing the Nominating Committee and serving as a liaison to the Advisory Counsel. The Immediate Past-Chair shall also work with and assist the Executive Committee and the Chair with directives in furtherance of the mission and affairs of the Corporation. The Immediate Past-Chair is a member of the Executive Committee.
- Section 11. *Other Officers, Agents and Employees.* The Corporation may have other officers, agents and employees as may be deemed necessary by the Board. Each shall hold office or employment at the pleasure of the Board and shall have such authority, perform such duties and receive such reasonable compensation, if any, as a majority of the Board may, from time to time, determine. To the fullest extent allowed by law, the Board may delegate to any

employee or agent any powers possessed by the Board and may prescribe their respective titles, terms of office, authorities and duties.

ARTICLE VII. MANAGEMENT COMMITTEE

- Section 1. *Composition of Voting Members.* The voting members of the Management Committee shall consist of the Executive Committee, the Asia Networks Director, Europe Networks Director, U.S. Networks Director, Asia Regional Director, Canada Regional Director, Caribbean Regional Director, Europe Regional Director, Latin America Regional Director, Global Networks Director, Communications Co-Directors, Member Services Director, U.S. Program Committee Co-Directors, Diversity, Inclusion & Belonging Co-Directors, and the Strategic Director.
- Section 2. *Composition of Non-Voting Members.* The following positions will be included in the Management Committee as non-voting members: UNCITRAL Committee Co-Directors, Vice Director of Budget and Analytics, Vice Director of Fall Programs, Vice Director of Spring Programs, Vice Director of Regional Programming, Vice Director of Member Services, Vice Director of Leadership Programming, New Network and Regional Development Co-Directors, Asia Regional Vice Director of Programming, Asia Regional Vice Director Membership, Vice Director of Communications and News, Vice Director of Social Media, and the Rising Star Finalist from the previous year.
- Section 3. *Election, Term of Office and Qualifications.* All Management Committee Directors that are not Officers (excluding Advisory Council Members) shall be elected and serve a one year term and be elected in accordance with Article XI. Qualifications for consideration shall be as established and approved by the Executive Committee.
- Section 4. *Resignations.* Any Management Committee member may resign their office by giving written notice to any member of the Executive Committee. Any resignation will take effect at the time specified and the acceptance of the resignation shall not be necessary to make it effective.
- Section 5. *Removal.* Any Management Committee member may be removed, with cause, at any time. Removal requires a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting.
- Section 6. *Vacancies.* The Executive Committee shall fill any vacancy in the Management Committee positions. A Management Committee member selected to fill such vacancy shall serve the unexpired term of that position.

ARTICLE VIII. AT-LARGE DIRECTORS.

- Section 1. *Election and Appointment.* The At Large Directors ("At Large Directors") shall consist of twelve (12) members of the Corporation elected by the

Members pursuant to Article XI, plus up to two (2) members appointed by the Executive Committee. The At Large Directors elected by the Members, shall serve two-year terms.

- Section 2. *Term.* Each elected At-Large Director shall serve a term of two years and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. At-Large Directors shall serve no more than two consecutive terms as an At-Large Director of the Board absent a majority vote of the existing Board not to enforce this limitation. The terms of one half of the elected At-Large Directors shall be staggered to begin and end in alternate years.
- Section 3. *Resignation.* Any At-Large Director may resign at any time by giving written notice to the Chair or to the Secretary. The resignation takes effect at the time specified by the At-Large Director and the acceptance of the resignation is not necessary to make it effective.
- Section 4. *Vacancies.* The Executive Committee shall fill any vacancy in At-Large Director positions. An At-Large Director selected to fill such vacancy shall serve the unexpired term of that position.
- Section 5. *Removal.* Any At-Large Director may be removed, with or without cause, at any time by majority of the membership. The Board may remove an At-Large Director for cause by a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting. Any resulting vacancy will be filled in the manner specified in Section 8 of this Article.
- Section 6. *Duties.* The At Large Directors shall volunteer or be assigned by the Executive Committee to such tasks or responsibilities as may be identified or determined from time to time. Each At Large Directors shall serve on at least one standing committee.

ARTICLE IX. BOARD COMMITTEES.

- Section 1. *Executive Committee.* The Executive Committee shall be composed of the Officers of the Corporation and is authorized to conduct the affairs of the Corporation between meetings of the Board. Any action taken by the Executive Committee is subject to review and change by the Board.
- Section 2. *Standing Committees.* The standing committees of the Corporation shall be a Program Committee, one or more Network Committees, a Communications and News Committee, a Member Services Committee, a Diversity, Inclusion & Belonging Committee and a Finance Committee. Other standing committees may be established by majority vote of the Board. The Committees shall be chaired by the respective Director positions.

- Section 3. *Program Committee.* The Program Committee will recommend to the Board substantive IWIRC programs and projects, as well as topics and agenda items for IWIRC events. The Program Committee develops, on an annual basis, the IWIRC Fall Conference and the IWIRC Spring Meeting. The Program Committee may perform additional duties and functions as designated from time to time by the Board.
- Section 4. *Member Services.* The Member Services Committee builds member recruiting and retention programs, assumes responsibility for the mentoring program, surveys members to develop additional benefits, and develops the IWIRC speakers bureau and other professional development strategies for members.
- Section 5. *Communications and News Committee.* The Communications Committee is responsible for executing a proactive media relations strategy, including preparing and distributing press releases, seeking opportunities for officers of IWIRC to speak to the media or to relevant organizations or meetings, and for regular communication with members, including overseeing the preparation and publication of IWIRC e-newsletters and periodic bulletins. The Communications Committee will also assist in social media or other online communications/ marketing, including maintaining the IWIRC website through regular updates to content and periodic structural updates, as necessary and agreed by the Executive Committee. In addition, the Communications Committee shall be responsible for management of online directory and website, conducting external surveys for public relations purposes, and will be the keeper of the IWIRC brand.
- Section 6. *Network Committees.* The Network Committees promote new and assist existing Networks, provide input on network grant requests, convene network chair meetings, develop network toolkits to help new Networks with recruiting, event planning and communications and promote the benefits of IWIRC membership. The Network Committees will also identify geographic areas for new networks and stimulate interest in those areas and drive the process to completion, and provide standardized tools to assist new networks. The Network Committees will determine how to better leverage our international network structure, assist network boards in succession planning, and identify and address networks needing revitalization. The Network Directors in charge of the Europe, Asia, Latin America and the North America regions will serve and lead the Network Committees for their respective regions.
- Section 7. *Diversity, Inclusion & Belonging Committee.* The Diversity, Inclusion & Belonging Committee will recommend initiatives to the Executive Committee and the Board to promote diversity, inclusion and belonging among IWIRC members and networks. The Diversity, Inclusion & Belonging Committee may perform additional duties and functions as designated from time to time by the Executive Committee or the Board.

Section 8. *Finance Committee.* The Finance Committee, led by IWIRC's Finance Director and Vice Finance Director, is responsible for providing oversight and advice to IWIRC's Executive Board on financial aspects of IWIRC, including sponsor development and communications with IWIRC's annual sponsors, and works in conjunction with other standing committees to assist with sponsor planning and/or other financial aspects of the Corporation. The Finance Committee will also assist with special projects as determined by the Executive Board.

Section 9. *Ad Hoc and Special Committees.* Ad hoc and special committees may be established by the Chair or the Executive Committee who shall determine the composition, responsibilities and duties of such committees. The term of service for ad hoc and special committees shall terminate at the end of term of the Chair and/or the Executive Committee establishing such committee or committees.

ARTICLE X. VOTING.

Section 1. *Manner.* Voting may be in person, telephonic, or electronic, unless the Board determines by majority vote at a meeting that it will accept votes by proxy or those members may participate by other means.

Section 2. *Quorum and Manner of Acting.* Except as otherwise provided by statute or these by-laws, a minimum of fifty-one percent (51%) of the Directors are required to constitute a quorum to transact business at any meeting, and the act of a majority of the Directors present at such a meeting will be the act of the Board. In the absence of a quorum, a majority of the Directors present may adjourn the meeting. Notice of any adjourned meeting need not be given.

Section 3. *Resolutions by Members of the Corporation.* Resolutions may be proposed by five percent (5%) of the total membership as of June 1 of each year. Resolutions must be submitted to the Secretary at least sixty (60) days prior to the annual Fall Conference ("Conference") and will be voted on by the Board at that time as outlined in Section 2 above.

ARTICLE XI. ELECTIONS

Section 1. *Frequency.* Elections shall take place annually as follows: (i) the members of the Executive Committee and Management Committee shall be elected annually and (ii) the At Large Directors, shall be elected, fifty (50%) percent annually (i.e. six (6) At Large Directors each year). Elections shall take place as necessary to fill any vacancies as set forth herein.

Section 2. *Nominating Committee.* The Nominating Committee ("Nominating Committee") shall be chaired by the Immediate Past Chair and shall be

comprised of the Chair, Vice Chair, Immediate Past Chair, Secretary and three other members chosen by the Immediate Past Chair, taking into account diversity of practice, geographic diversity and racial/ethnic diversity of the Corporation.

- Section 3. *Nominating Slate.* On or before November 1 of each election year the Nominating Committee shall review, as appropriate, the existing Board members and upon recommendation of the existing Board, shall prepare a Nominating Slate consistent with the provisions of Article V, Section 3, Article VI, Section 2, and Article VII, Sections 1 and 2 and the goals and purposes of the Corporation.
- Section 4. *Voting.* On or before November 15 of each election year, the Nominating Slate shall be circulated to the Board for approval. Each Board member shall be entitled to cast: (i) one (1) vote for the purpose of approving the Nominating Slate prior to its circulation to the membership for election of the At Large Directors; and (ii) one (1) vote for the purpose of electing the members of the Management Committee.
- Section 5. *Majority Vote.* Approval of the Nominating Slate and/or the election of the members of the Management Committee shall be by majority vote of the Board. Approval of the At Large Members shall be by majority vote of those members of the Corporation who cast ballots in such election.

ARTICLE XII. ADVISORY AND HONORARY BOARDS.

- Section 1. *Advisory and Honorary Boards.* The Board may, at its discretion, establish an advisory board and/or other honorary boards to assist the Corporation in the carrying out of its purposes. The duties, responsibilities, composition, and leadership of such boards shall be designated by resolution of the Board.
- Section 2. *Advisory Board Participation.* In the event the Board establishes an Advisory Board, the Board may invite members of such Advisory Board to participate in Board meetings as non-voting members.

ARTICLE XIII. BOOKS OF RECORD, AUDIT, ANNUAL REPORT, FISCAL YEAR AND BOND.

- Section 1. *Books and Records.* The Board will keep:
- (a) Records of all proceedings of the Board and committees; and
 - (b) All financial statements of this Corporation; and
 - (c) Certificate of Corporation and by-laws of this Corporation and all amendments and restatements; and

- (d) Other records and books of account necessary and appropriate to the conduct of the corporate business.

Section 2. *Audit/Financial Review, Annual Report and Tax Return.* The records and books of account of this Corporation will be reviewed or audited at least once in each fiscal year. The Executive Committee will select the auditor with the Finance Director and Vice Finance Director to be primary contacts from the Board. A draft audit report will be circulated to the Executive Committee and subsequently to the Board for review and approval. The Board also shall make such inquiry as the Board deems necessary or advisable into the condition of all trusts and funds held by any trustee, agent, or custodian for the benefit of this Corporation, and shall retain such person or firm for such purposes as it may deem appropriate.

The Board will cause any audit report to be conveyed to each Director within one hundred eighty (180) days of the close of each fiscal year. Such audit report shall contain: a statement of all assets and liabilities; principal changes in funds; income and expense statement; status of all funds held for restricted purposes; and any other such information as may be required by law, these by-laws and/or for purposes of fulfilling the fiduciary responsibilities of the Directors.

An annual tax return shall be filed by the statutory deadline, subject to formally requesting and receiving an extension to the filing deadline.

Section 3. *Fiscal Year.* The fiscal year of the Corporation will be from January 1st to December 31st of each year.

Section 4. *Bond.* The Corporation will obtain a bond on such people and in such amounts as may from time to time be deemed necessary by the Board.

ARTICLE XIV. WAIVER OF NOTICE.

Section 1. Whenever any notice is required to be given by these by-laws or any of the corporate laws of the State of New York, such notice may be waived in writing, signed by the person or persons entitled to said notice, whether before, at, or after the time stated therein, or before, at, or after the meeting.

ARTICLE XV. INDEMNIFICATION.

Section 1. The Corporation will indemnify any present or former director, officer, employee or agent of this Corporation, to the fullest extent possible against expenses, including attorneys' fees, judgments, fines, settlements and reasonable expenses, actually incurred by such person relating to their conduct as trustee, director, officer, employee, member or agent of this Corporation, except that the mandatory indemnification required by this sentence shall not

apply: (i) to a breach of the duty of loyalty to the Corporation; (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law; (iii) for a transaction from which such person derived an improper personal benefit; or (iv) against judgments, penalties, fines and settlements arising from any proceeding by or in the right of the Corporation, or against expenses in any such case, where such person shall be adjudged liable to the Corporation.

Section 2. Service on the Board of the Corporation, or as an officer, employee or agent thereof, is deemed by this Corporation to have been undertaken and carried on in reliance by such persons on the full exercise by the Corporation of all powers of indemnification which are granted to it under this Article and New York law, as amended from time to time. Accordingly, the Corporation shall exercise all of its powers whenever, as often as necessary, and to the fullest extent possible, to indemnify such persons. Such indemnification shall be limited or denied only when and to the extent provided above unless New York law or other applicable legal principles limit or deny the Corporation's authority to so act. This Article and the indemnification provisions of New York law (to the extent not otherwise governed by controlling precedent) shall be construed liberally in favor of the indemnification of such persons.

ARTICLE XVI. AMENDMENTS.

Section 1. *By-laws.* Proposals to amend these by-laws may be submitted to the Executive Committee by any member of the Board. Proposed amendments shall then be conveyed to the members of the Board at least ten (10) days prior to any meeting or special meeting and shall be approved consistent with Article X.

Section 2. *Certificate of Corporation.* The Board may amend the Certificate of Corporation to include or omit any provision which could be lawfully included or omitted. Any number of amendments, or an entire revision or restatement of the Certificate of Corporation, may be submitted and voted upon at a single meeting of the Board and be adopted at such meeting, a quorum being present, upon receiving the affirmative vote of two-thirds (2/3) of the whole number of Directors. Thirty (30) days written notice will be required before any amendment shall be voted upon by the Board.

ARTICLE XVII. MISCELLANEOUS

Section 1. *Notice.* Any written notice required by these Bylaws may be given through electronic means.