NABL U
PRESENTS THE WORKSHOP

MEMORANDUM

To: The Workshop 2019 Steering Committee Members

From: JoLinda Herring, The Workshop 2019 Chair

Date: April, 2019

Subject: Responsibilities of The Workshop Steering Committee Members

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INTRODUCTION

Thank you again for agreeing to serve as a member of the Steering Committee for The Workshop 2019 and for your participation in the Steering Committee meeting. The purpose of this memorandum is to summarize your responsibilities and confirm the deadlines we will discuss at the meeting.

As a member of the Steering Committee, your two principal responsibilities are:

- **Planning for The Workshop –** As a member of the Steering Committee, you are responsible for working with The Workshop Chair and other members of the Steering Committee to develop the overall plan for The Workshop, including the timing and content of one or more general sessions, super sessions, and determining whether to add or discontinue panels and understanding and coordinating the intended content of the panels.

- **Serving as a Panel Chair** and Moderator– When you were asked to serve on the Steering Committee, you were asked to serve as chair of a panel for a specific topic. Your responsibilities as a panel chair are described in more detail in **Appendix A**.

Dates; Locations; Attendance

The Workshop has been conducted every year since 1976, generally in September or October. The Workshop has been held in Chicago every year, except from 2009 through 2011 (when it was held in Phoenix for one year and then San Antonio for two years).

120 bond lawyers attended the first workshop in 1976. Today attendance at The Workshop is consistently between 800 and 1000.

Manner of Presentation

One definition of “workshop” is a “brief intensive educational program for a relatively small group of people in a given field that emphasizes participation in problem-solving efforts.” While this may have been the vision of The Workshop’s founders, and the reality in the early years, the size and scope of The Workshop today limits the interaction between faculty and attendees in individual panel sessions.

While it may not be possible for The Workshop to be a “workshop” as defined in the preceding paragraph, it is clear that presentations at The Workshop are not intended to be lectures. Questions from and comments by members of the audience are welcomed and encouraged; however, panel chairs cannot rely on audience participation to make their panel sessions successful. To ensure that panel sessions are meaningful, panel chairs must develop goals for their panel sessions and identify the key takeaways for attendees.

Government Panelists and Attendees

When The Workshop was founded in 1976 as a workshop for bond lawyers, by bond lawyers, there were no significant federal tax or securities enforcement efforts directed at the municipal market. Since the early 1990s, federal tax and securities enforcement efforts have been established and increased in scope and intensity. As a result, government speakers have become an increasingly important part of The Workshop panel sessions. Moreover, government regulatory and enforcement officials attend, and send new employees to, The Workshop and other NABL seminars for training.

One obvious consequence of having government speakers and attendees at The Workshop is their presence may inhibit discussions that member attendees might otherwise be willing to have about issues they are encountering in practice. The general conclusion of The Workshop and NABL leadership is that the benefits of having government speakers and attendees outweigh this cost. In rare circumstances a particular The Workshop panel session has been designated as “practitioner-only” (meaning that governmental and press representatives will not participate on the panel or otherwise be in attendance at the session) to attempt to facilitate a more candid discussion of issues by member attendees; however, such sessions should remain a rare occurrence.

Relationship to The Essentials and The Institute

The Essentials is targeted at lawyers who are beginning their public finance practice. As a result, presentations at The Essentials are intended to be in a lecture format and at a more basic level.

NABL's The Institute is targeted at lawyers with substantial experience in public finance practice, and attendance is limited to NABL members only (although the faculty includes government and industry speakers). Generally, there is a presumption that The Institute presentations can assume background knowledge and start at a higher level. And the relatively small size of The Institute is intended to permit greater participation from attendees.

The Workshop must cover everything between The Essentials and The Institute. Like The Institute, The Workshop is targeted at lawyers with substantial experience in public finance (or at least enough experience that attending Fundamentals would not be beneficial). As a result, The Workshop presentations need to be informative and interesting to those more seasoned practitioners. On the other hand, The Workshop attracts attendees who are still in the early stages of their public finance practice who have "graduated" from Fundamentals. The Workshop presentations should not be so advanced that they are not useful to those attendees. Some panel chairs attempt to address this challenge by designating some of their sessions as "beginning" or "advanced."

Because The Workshop and The Institute are targeted at many of the same practitioners, there is a risk that The Workshop and The Institute presentations on the same or similar topics in any given year can be duplicative. To the extent that The Workshop Steering Committee members attend The Institute, it is helpful to attend The Institute sessions that are similar to the panels they are chairing, so they can be aware of the content of those presentations and seek to differentiate the presentation at The Workshop. Another way to reduce the possibility of duplication is to seek to have different panelists for similar topics at The Workshop and The Institute.

RESPONSIBILITIES AS PANEL CHAIR

Your responsibilities as a panel chair will begin prior to the Steering Committee Planning Meeting and continue through the completion of The Workshop.

The Workshop Steering Committee Planning Meeting

During The Workshop Steering Committee Planning Meeting, the Steering Committee will consider whether any new panels should be added, whether the scope of any panels should be modified and whether any panels should be discontinued. It is possible that, as a result of conclusions reached by the Steering Committee at the planning meeting, you may be asked to chair a different panel or a panel with a revised scope. In any event, within a few days of the planning meeting, panel chair assignments should be final.

Panel Descriptions ("Blurbs") for the Brochure

Preparing the panel description is your first opportunity to envision the presentations at the panel sessions and begin establishing goals and takeaways for those sessions. Draft descriptions were due on March 20, 2019.

The Workshop Chair will review and revise the proposed descriptions and work with Steering Committee members to finalize the descriptions in time for inclusion in the brochure.

The final panel description should appear on the cover page for your panel's Blue Book chapter (which will also serve as the cover page for your panel's Program Book outline).

Requests for Government/Industry Panelists

At The Workshop Steering Committee Planning Meeting or promptly thereafter by April 15, 2019, you should determine whether you would like to have government or industry panelists participate in your panel sessions.

You should submit your request for government or industry panelists to The Workshop Chair and NABL's Director for Governmental Affairs, Jessica Giroux. If you make a request for government or industry panelists, The Workshop Chair or the NABL staff will confirm to you who has been invited and is expected to serve on all or some of your panel sessions.

Selection of Panelists

You are responsible for selecting panelists to serve on your panel. If you are chairing an existing panel, the logical place to start may be with the panelists from last year. But don't be afraid to add new panelists. Remember that serving as a panelist may be the first step toward more extensive NABL service. Look for diversity in geography, law firms, law firm size, years of practice, gender and race/ethnicity. At the end of your three-year term, you will be asked whether any of your panelists are candidates to succeed you on the Steering Committee. Recruiting strong panelists not only ensures high quality presentations each year, but lays the groundwork for selection of future leaders. With the exception of government and industry speakers, all panelists must be current NABL members.

In selecting panelists, keep in mind that the optimal number of panelists for each panel session is generally 3-4 people, including the moderator and any government or industry panelists. The number of panelists you need to recruit depends on the number of sessions for your panel, and whether you expect your panelists to serve at more than one session.

Plan to hold at least three organizational calls with all of your session panelists in advance of The Workshop.

Blue Text Book Chapter

You will need to submit an updated draft of your panel's Blue Text Book chapter in Word format The Workshop Chair by May 2, 2019. Be sure to involve your panelists as contributors and editors. **This chapter (long outline) is intended to supplement the material discussed during your session, not the outline that you will follow during the panel session.**

The Workshop P Executive Committee will review and comment on these chapters. A final revised version is due by May 21, 2019.

Handouts/Program Book

You will need to submit your proposed program book (speaker) session outline for your panel in Word to The Workshop Chair by June 27, 2019. Again, involve your panelists as contributors and editors**. Please remember that this outline should closely follow the panel session; attendees refer to this during the panel session. A most frequent survey complaint received is that the panel session did not follow the outline in the Program Book.**

The cover page for your panel's Blue Text Book chapter should be re-used as the cover page for your Program Book session outline speaker outline and should include the list of your session panelists. The Workshop Executive Committee will review your draft handout and provide comments to you. If any revisions are required, you will need to submit a final revised handout in Word to The Workshop Chair by July 22, 2019.

Panel Organizational Calls/Session Assignments

As mentioned earlier, you should conduct at least three planning calls with you panelists in advance of The Workshop. Further, to involve your panelists in the preparation/editing of the written materials, the first call by the week of April 16, 2019, is strongly encouraged.

During these calls, you should review the outline, chapter, and additional materials with your panelists, confirm the goals and takeaways for the panel sessions with your panelists, assign panelists to serve on the panel for specific sessions and assign speaking responsibility for particular topics to individual panelists. You should also review the important points of public speaking. Being a brilliant lawyer does not automatically translate into an effective public speaker, and this is perennially the most frequent survey complaint received.

Moderating Your Panel Sessions at The Workshop

Your final, and perhaps most important, responsibility as a Steering Committee Member is to serve as the moderator for each of your panel sessions at The Workshop. Having the committee members serve as moderators for their panel sessions serves two purposes: first, to keep the quality and scope of each session of a panel as consistent as possible, and second, to ensure that the goals for the panel sessions are met and the takeaways are communicated to attendees.

If you feel that you cannot or should not serve as moderator for each of your panel sessions at The Workshop, you should discuss this with the The Workshop Chair.

Based on the experience of NABL members and feedback from seminar attendees over many years, NABL's Education and Member Services Committee has developed guidelines for moderators, which are attached as Appendix B. Please carefully review and follow these guidelines. If you have any questions about these guidelines, please discuss them with the The Workshop Chair. If you have comments on or suggestions for improvement in the guidelines, please share them with The Workshop Chair or the Chair of the Education and Member Services Committee.

APPENDIX A

NABL MODERATOR GUIDELINES

Moderating a panel of our fellow bond lawyers can be a difficult task, but even the most brilliant panelists need someone to guide the discussion, keep everyone on task and ensure that the audience remains engaged. Examples of panels that are poorly received by attendees include panels in which the discussion rambles, where a domineering (often long-winded) panel member causes the panel discussion to drift from the main topics into a narrow one, and panels which get bogged down and cover only one or two hypotheticals (out of 10 in the speakers' outline). Almost all of these examples can be avoided by a moderator that follows certain best practices. Based on the experience of NABL members and feedback from seminar attendees over many years, NABL's Education and Member Services Committee has developed the following guidelines for moderators.

1. **Consider Your Audience**. A moderator must know the audience. What are their key interests, needs and concerns? What is it about your panel that attracts them? What questions are they hoping to have answered? This will help you to prepare a discussion that is relevant and meaningful to the audience. Typically, the audience for a general panel is there to learn while the audience for an advanced panel is there to participate and discuss current and topical issues.

2. **Introductions**. After you call the panel session to order, introduce yourself and either introduce the panelists or ask them to introduce themselves. Unless some aspect of your experience or the experience of your panelists is relevant to the presentation, introductions are likely to be limited to name, firm and city.

3. **Announce the Goals for the Session**. Immediately after the introductions, you should announce the goals for the session (e.g., the topics that you intend to cover). Be sure to let the audience know any other relevant information such as when and where to direct questions, handout availability, etc.

4. **Act as the Audience's Advocate**. During the course of the panel session, you should be monitoring the audience to read their reactions (e.g., can they hear the panelists, do they appear to be confused, do they have, or appear to have, questions). Even if the panelists are deep in a topic discussion, don't hesitate to interrupt and remind them to speak into the microphone, ask a basic question to help establish the background necessary for your audience to understand the discussion or recognize a question from a member of the audience.

5. **Do Not Dominate the Panel**. You are likely a well-known expert on your topic, but if you are acting as the moderator, don't dominate the panel discussion. Your role, generally, is to guide the conversation, maintain an appropriate tone and <u>keep your panelists on task</u>. We cannot emphasize enough how important it is to keep your panelists focused on the outline and the scripting you all agreed to in your planning calls, so that the panel can cover your entire agenda and/or set of hypotheticals during the course of the session.

6. **Control the Discussion**. You should be prepared to cut off long-winded panel members (or audience members) who are rambling off topic or dominating the discussion. Having a few prepared "cutoff phrases," such as "you have an interesting point there, but we want to know more about ___" or "thank you, [panelist], now let's hear [alternative panelist] view on this topic." You may want to discuss your "cutoff phrases" with your panel members beforehand so that they know to respond appropriately. It is also important to allow the panelist to question each other rather than having every question come from you. Also, whenever possible, asking your panel members to comment on critical or significant statements made by another panelist can enhance the discussion while allowing you to control the discussion.

7. **Time Management**. In your planning calls, you should have developed a schedule for your panel sessions so that all planned topics can be covered. For example, if you allot 20 minutes to a topic, be prepared to close discussion on that topic at the 20 minute mark and move on. Otherwise, you may not get to all the intended topics.

8. **Concluding Remarks and Takeaways**. Make an effort to save a few minutes at the end of each session for concluding remarks in which you highlight the takeaways (three, or four, or five) from your panel. Always thank the audience for their attendance and participation.