To: the Board Members of ADRIC and of the affiliates

CC: Executive Director of ADRIC and of each affiliate

From: Michelle T. Maniago, Chair, 'Under 40' Engagement Subcommittee (*Ad Hoc*), Marketing and Membership Committee

Date: 06 June 2017

Re: Questionnaire re marketing best practices for developing 'under 40' membership

Background

As many current members begin to retire from active practice or reduce full-time practice, ADRIC thought it prudent that it and its affiliates begin, to the extent not already started, to consider membership trends for the next 10-20 years, and identify and implement best practices for recruitment of new, younger, members.

To this end, ADRIC created an AD HOC subcommittee to its Marketing and Membership committee, chaired by Michelle Maniago, to consider engagement strategies aimed at the "under 40" population, with a sub-focus on engaging new women members (the "**Subcommittee**").

The Subcommittee recognized that to move forward meaningfully with its mandate, it needed first to obtain data to understand the current situation regarding membership and engagement strategies across the country, and then identify possible best practices for the future.

In March 2017, the Subcommittee received data from several of the affiliates in response to an initial request to create a baseline understanding. That data reveals, in general, that we do not track metrics related to under-40 membership, and, with the notable exception of ADRIA, there are no targeted efforts by the affiliates to increase their exposure with the under 40 population.

The purpose of this questionnaire is to discover best practices drawn from the personal experiences of the directors or other interested individuals from across our organization to consider how, if at all, we should focus on including 'under 40' individuals as part of our membership. In considering this, it may be of interest to bear in mind the following:

- First, it is well documented that "generational" attitudes towards career longevity have shifted over time, where the norm is that younger workers no longer expect to remain in the same job, let alone the same career, for all of their working years. Indeed, studies now suggest that younger professionals

may shift their careers (and their employer) multiple times, and the expectation of working in a single company throughout their working years is much more rare.[1]

- Second, even the most promising and senior individuals in the under-40 category are likely at least 5-10 years away from regularly acting as arbitrators or mediators, *if they ever develop into that career stream at all*. Some will remain as advocates or practitioners of ADR, without ever taking on an arbitrator, facilitator or mediator role.

- Finally, it is important to recognize that major career shifts will likely occur throughout these younger individuals' lives. Consequently, the impact of ADRIC or the affiliates may well be felt years after initial exposure to the organization.

Please share this background document, with the questionnaire, with your fellow board members and other interested persons, as you see fit. We greatly appreciate your participation and consideration, and hope that we can then share best practices from across the country for the benefit of the entire organization.

Deadline for Response and Next Steps

Completed written responses to the questionnaire should be returned to Michelle Maniago at mmaniago@blg.com by **1 August 2017**. If you would like to provide further feedback by way of a small group teleconference with Ms. Maniago, please indicate so at the end of the questionnaire.

The results of this consultation are expected to be finalized for the ADRIC October board meetings. A copy of the final report will be circulated to all affiliates for potential distribution to their respective boards and may be a topic of discussion at an upcoming president's roundtable.

Thank you in advance for your participation and consideration.

Sincerely,
Michelle T. Maniago

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[1] See for example: Sean T. Lyons, Eddy S. Ng and Linda Schweitzer, "Generational career shift: Millennials and the changing nature of careers in Canada" in Managing the New Workforce: International Perspectives on the Millennial Generation (Edward Elgar: Northhampton, MA, USA, 2012), chapter 4.