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2025 IPO Standing IP Committee Handbook

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This handbook is a blueprint for IPO committee operations. It explains how committees are organized and how appointments are made, defines the primary responsibilities of committee leaders, and outlines expectations including the schedule of committee activities and deadlines for the year. For questions about IPO committees, contact the IPO office at committees@ipo.org.

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I. Introduction

Standing IP Committees

Standing IP Committees report to the IPO Board of Directors, which sets the policy direction for the organization. In 2025 IPO has 30 Standing IP Committees that fall into the categories of Business & Professional and IP Law & Practice Committees. (See <https://ipo.org/index.php/find-a-committee/> for a list of current committees and their leadership).

The number of committees is subject to vary annually. Each committee focuses on an area of IP law or business/professional issue of interest to IP owners. All IPO members are eligible to join a Standing IP Committee, including any employee, partner, or associate in a member company or firm. Appointments to committees are approved by IPO staff.

Committees are made up of chairs, vice chairs, a secretary, a board liaison, a staff liaison, and voting and non-voting members. The IPO President appoints chairs, vice chairs, and board liaisons. Committee chairs are selected from IPO's corporate members. Vice chairs are typically selected from law firm members but may include members from other membership categories. More than one chair or vice chair will be appointed if the committee has a large membership, is expected to have a large workload, or to create industry balance. A committee secretary is selected by a committee's chair(s) and vice chair(s).

To be appointed to a Standing IP Committee, an IPO member must apply on the IPO website (www.ipo.org/joinacommittee). Only IPO members are permitted to join committees. Participation by IPO nonmembers is prohibited, except when invited as a guest speaker.

II. Expectations of Committee Leaders and Members

Chairs and Vice Chairs

Committee chairs and vice chairs are appointed by the IPO President for one-year terms that run from January 1 to December 31. Chairs and vice chairs can be reappointed for additional terms, although reappointments are sometimes limited to give other members leadership opportunities.

Chairs and vice chairs should be in regular communication with their board and staff liaisons for feedback about the committee's projects; context, such as existing board resolutions and other policy positions; and historical information, such as how certain recommendations have been received, whether changes in circumstance merit revisiting a position, or projects to which the board is not likely to be receptive.



Although the number and scope of projects undertaken by committees will vary, chairs and vice chairs should expect to devote an average of two to three hours a month to committee work.

Committee leaders are strongly encouraged to attend IPO meetings including the Committee Leadership Meeting, IPOwners Spring Summit, and IPO Annual Meeting.

Chairs and vice chairs should update the IPO staff if their contact information changes.

Committee chairs and vice chairs are encouraged to recruit IPO members to their committees, particularly any IPO members who contribute to committee projects but are not members of the committee. Benefits available to those responsible for recruiting companies or firms to become IPO members can be found [here](#). Chairs and vice chairs are also asked to help identify potential future leaders.

Secretaries

Every committee must have a secretary appointed by the chair(s) and vice chair(s) for a one-year term. The role of the secretary is to handle administrative tasks such as distributing meeting reminders and agendas, preparing and distributing meeting minutes, collecting committee votes on proposed resolutions, and otherwise assisting the chair(s) and vice chair(s) as needed.

Committee Members

Committee members are appointed for two-year terms. Members should expect to devote an average of one to two hours a month to committee work. At the end of each two-year committee term, committee members can rejoin the same committee or join a different committee.

Voting and Non-Voting Members

Voting members are expected to participate in as many committee meetings as possible, participate substantively in discussions, assist with preparing comment letters and proposed resolutions, and vote on proposed resolutions. The chair(s), vice chair(s), and staff liaison have the discretion to assess whether voting members have been actively participating and to reclassify a member as non-voting if active participation is not maintained.

Non-voting members participate in committee meetings and receive all communications of the committee but are not permitted to vote on proposed resolutions.

IPO corporate members may serve on multiple IP Law & Practice committees as either voting or non-voting members. All other members, such as law firm and individual members, may serve on only one IP Law & Practice committee as a voting member; in addition, they may participate and as non-voting members on up to three committees.



No more than three employees of an IPO member company or firm may serve as voting members on the same committee. In making committee appointments, consideration is given to balancing the number of corporate, law firm, and other member categories on a committee, as well as achieving industry diversity.

Any IPO member can serve as a voting member on any Business & Professional Committee without limitation.

Board Liaisons

A member of the IPO Board of Directors is assigned to each Standing IP Committee as a non-voting member. A board liaison acts as a line of communication between the board and the committee and as a sponsor and advocate for the committee. Board liaisons should participate in committee meetings and stay in communication with committee leadership. The board liaison should help identify projects for the committee that are of interest to the board and consistent with IPO's strategic framework.

Board liaisons help committees create agendas that support the board's policy objectives, represent existing board positions, and help committees avoid spending time on projects with respect to which the board is not likely to be receptive. Board liaisons are encouraged to highlight significant committee milestones or activities during board meetings and brief and seek direction from the IPO Executive Committee on committee projects when appropriate.

Staff Liaisons

An IPO staff member is assigned to each Standing IP Committee as a non-voting member. Staff liaisons work with board liaisons to guide committees in selecting projects and setting the agenda to align with board priorities and existing positions while also giving committees leeway to explore topics of interest to their members. Chairs and vice chairs should communicate with staff liaisons frequently on committee matters.

The staff liaison participates in committee meetings; advises the committee on the history concerning issues the committee might consider pursuing, including resolutions adopted and past recommendations that were rejected; contributes substantively on legal, legislative, and management issues; answers questions regarding IPO policy and procedure, the strategic framework, and the organization's mission, vision, and existing policies and positions; and provides assistance to committee leadership as needed.

III. Standing IP Committee Operations

Committee Leader Appointments and First Meetings (January through March)



The IPO President appoints committee chairs and vice chairs each calendar year. (Note: In the event of a delay in appointments, committee leaders from the previous calendar year will continue to lead their committees until new leaders are announced). The expectation is that committee leaders will work together to coordinate committee activities and facilitate committee discussion on a regular, consistent schedule. Throughout the year, committee leaders work closely with their board and staff liaisons to develop proposals to present to the IPO Board of Directors along with other committee projects.

In the first few weeks of committee operations, chairs and vice chairs should select committee secretaries and notify their staff liaison of the selection.

Communicating with Committee Members

Chairs and vice chairs should hold recurring meetings with their members to facilitate sharing information about issues within the committee's jurisdiction and collaborate on committee projects. Committees typically meet at least monthly. IPO Connect is the tool for communicating with committee members. It contains the up-to-date membership roster and keeps a record of correspondence. Instructions for using IPO Connect are included in Section VII.

Identifying Committee Projects

Committee projects can be initiated in several ways. The board might ask a committee to investigate an issue or develop a recommendation for board action. (Refer to Section IV for instructions on developing board resolutions, supporting reports, and the [template](#)). Staff liaisons often ask committees to recommend IPO positions in response to new developments in IP law.

Committee chair(s) and vice chair(s) are also encouraged to propose projects to their members that are within the scope of the committee's charter and are consistent with IPO's mission and vision. In addition to recommending positions on legislation and proposed regulations, committees can undertake legal or business research, prepare informational papers to educate IPO members or the board about an issue, organize educational sessions to be held during the IPOwners Spring Summit or IPO Annual Meeting, or work to propose programs for IPO's IP Chat Channel™.

Committee members who would like to propose projects to the committee should make suggestions to the committee's leaders.

Committee leaders should monitor and share information about developments relevant to the committee's charter with committee members. The *IPO Daily News*^(TM) reports on many developments. Committees are encouraged to identify and prepare brief news items on developments in their field that will be of interest to the general membership.



For longer form articles, committees are encouraged to develop articles for the *IPOwners Quarterly* or the *IPO Law Journal*.

Committee leaders and members should not publicize committee deliberations or work outside IPO without consulting the committee's staff or board liaison.

Spring Committee Leadership Meeting and Developing an Annual Plan

Each spring IPO hosts a Committee Leadership Meeting that brings together all committee leaders and the IPO Board of Directors.

In advance of this meeting, each committee will be asked to develop an annual plan. This document should identify the committee's planned activities for the year, including include 2-3 "deliverables" such as proposing resolutions, creating white papers to educate the IPO membership about current issues, developing proposals for IP Chat Channel webinars, or holding meetings with government officials such as the USPTO. In the annual plan, committees may also propose changes to the committee's charter. Any proposed modifications should be indicated in redline and explained for consideration and potential approval by the IPO President. Newly established committees should draft proposed charters.

Each committee's annual plan will be distributed to all meeting attendees. During the meeting each committee will have an opportunity to make a brief presentation about its work to date and plans for the remainder of the year during the meeting. Time is reserved during the meeting for networking with other committee leaders.

IPO Annual Meeting Committee-Organized CLE Sessions

Committees help organize CLE sessions for the IPO Annual Meeting and IPOwners Spring Summit program. Requests for proposals are by the IPO staff in the spring. Committees whose proposals are accepted will be asked to provide additional information such as proposed speakers. Speakers for committee sessions must be approved by IPO leadership before they are invited to speak.

IP Chat Channel Webinars

Committees are encouraged to develop proposed webinars for the IPO Chat Channel. Proposals for one-hour webinars can be submitted directly to Samantha Aguayo at samantha@ipo.org or to the committee's staff liaison and should include basic information such as a proposed title or topic, a brief description of the issues to be covered, and recommended speakers. Upon approval, the committee will be asked to assist in producing marketing materials and helping plan the webinar. These webinars may include proposed speakers from outside of the committee membership.



Annual Reports

Each November, chair(s) and vice chair(s) are asked to prepare a one-page annual report that summarizes committee activities, suggests future activities to aid incoming committee members/leadership, and provides general information about developments on IP issues relevant to the committee's charter. These reports might also recommend issues IPO should (or should not) continue to address within the committee structure and new issues that might deserve attention. The IPO staff will send a message in the Fall concerning the requirements and deadline for this report.

Outstanding Committee of the Year Award

The Outstanding Committee of the Year Award is presented to one or more committees during the IPO Annual Meeting to recognize outstanding service in promoting reliable, effective, and up-to-date intellectual property systems. Winners receive:

- Recognition by the IPO President during the annual meeting;
- Plaques for committee chair(s), vice chair(s), secretary, and board liaison;
- Recognition on the IPO website and mention in the *IPO Daily News*.

IV. Guide to Proposing Resolutions for Adoption by the Board

The IPO Board of Directors meets several times per year, including 100% virtual, 100% in person, and hybrid meetings (see <https://ipo.org/index.php/committee-resources/> for the schedule).

To propose a resolution for adoption by the board, a committee must draft the proposed resolution and a brief memo explaining the recommended position and conduct a vote of its members (unless a different manner of proceeding has been approved by IPO). Committee discussions and deliberations should not be publicly disclosed until after final approval by the board.

The general steps for developing proposed resolutions (subject to change) are below:

- Identify issue, notify staff liaison, and begin drafting resolution and supporting memo.
- Complete resolution and supporting memo and circulate to voting members of the committee for recorded vote.
- Submit final memo, including record of committee vote with voting members' names, company or firm affiliation, and vote, to staff liaison.

The committee's staff liaison will provide guidance about deadlines for each of these steps based on when the board meeting will be held.



Votes on proposed resolutions require a quorum, meaning votes (for, abstain, or against) by a majority of the committee members **who have voting member status**. Given the importance of achieving a quorum, chairs and vice chairs are responsible for encouraging eligible committee members to vote.

The memo supporting a proposed resolution should be brief (generally three to four pages) and include the following sections:

- **Issue**
- **Resolution(s)**
- **Past Actions**
- **Background & Proposal**
- **Committee Votes for and Against**

([Click here for a template](#)).

A resolution should be a policy statement that enjoys the broadest possible consensus within the IPO Board. Be aware that proposed resolutions are often amended by the board before adoption for this reason and are sometimes sent back to a committee to consider the Board's feedback.

When considering whether to include a proposed resolution on the agenda for an upcoming board meeting, the IPO Executive Committee might ask a committee to have one or two of its members discuss the recommendation with the executive committee virtually. If the proposed resolution is selected for a board meeting agenda, one or two members of the committee will be asked to present the proposal to the board during a board meeting. Typically chair(s) or vice chairs(s) attend on the committee's behalf as in addition to the committee member who contributed extensively to drafting the proposal might be asked to participate.

Committee presenters are not permitted to publicize outside IPO or the relevant committees/colleagues that they are attending a board meeting or presenting a proposed resolution on a particular topic. Note that IPO follows adopted Chatham House Rules for Board discussions.

Tips on Presenting Resolutions to the IPO Board

- The IPO staff will notify you when and how to attend the board meeting.
- When you join the meeting, you will be introduced and board members will be referred to the page in their materials where your memo begins. You will be invited to present the proposed resolution, followed by questions from board members.
- Be concise: Your presentation should be less than five minutes in most instances. The board receives proposed resolutions two weeks in advance of the meeting, so a high-level overview generally suffices.



- Don't read from notes!
- Presentation to the board should include:
 - Context: Explain why the committee is proposing the resolution, including precipitating events and relevant prior activities.
 - Background: Discuss the important issues raised and addressed by the committee. Explain the process followed at the committee level, including any negotiations on wording. This part of the presentation should be concise.
 - Discuss the resolution: Highlight specific, critical language in the resolution, especially if there was disagreement about how to handle any issues.
 - Committee voting: Discuss the results of the committee vote, including the level of participation (particularly by corporate members) and the reasons expressed by any member who opposed the resolution.
- Consider whether slides might be useful in presenting the information to the board, particularly for 100% virtual meetings.
- Know your audience: The board is made up of leaders from large companies that likely have views on the topics you will address. Some may have advocated to Congress or other governmental bodies concerning their company's position. There might be differences in views among board members and potentially among your committee's members. When possible, it is helpful to identify common ground to help build consensus. Do not emphasize divisive areas that are not material to the recommendation. On the other hand, where there are two strong points of view on an issue, it is useful to provide a point/counterpoint to present the different perspectives.
- Be prepared: During the question period, you might be asked about process and your sense of the committee's views on alternative approaches to the resolution. Possible modifications may be proposed for your reaction. Being prepared for these possibilities will assist the board in its deliberations.
- Common concerns/questions raised by the board:
 - Questions about the choice of specific terms and whether the committee considered alternative wording or approaches. The text of the resolution should be as clear as possible because it will be published, but the supporting memo will not be public.
 - Timing considerations such as expected Congressional action on legislation or agency action on rulemaking and any other considerations relevant to the need to adopt a resolution immediately or await potential future events.

V. Guide to Preparing Letters and Comments

Committees are expected to study requests for comments on proposed U.S. and international regulations and draft responses for approval by the IPO leadership. In the



U.S., requests are typically published in the *Federal Register* and outline proposed regulations or requests for public comments. Other countries have similar mechanisms for requesting public comments on proposed governmental actions.

Committees may also recommend that IPO submit letters to legislative or administrative agencies outside the context of a direct request – for example, to comment on legislation or offer input on an issue that is not currently the subject of proposed rulemaking.

Committees often form a subgroup of members to prepare an initial draft for feedback by the full committee during a committee meeting or by email. Comments and letters are expected to fairly reflect consensus on an issue but do not require a committee vote before submission to the staff liaison for obtaining approval by IPO leadership. ([Click here for a template for comments and letters.](#)) Staff liaisons will set deadlines for submission to IPO for required approvals. Committee leaders should provide the staff liaison with a copy of or link to any regulations being commented on or, if applicable, an English translation of the regulations.

Comments and letters are typically signed by IPO's president or executive director and are submitted to the relevant governmental body by the IPO staff. Committees who participate in preparing comments or letters typically receive recognition in the *IPO Daily News*; committee leaders should provide their staff liaisons with a list of members who actively participated and/or the member who led the project.

VI. Recommending that IPO File an Amicus Brief

IPO's Amicus Brief Committee is charged with advising the IPO Board of Directors concerning whether IPO should act as an amicus in a case. Standing IP Committees can submit requests to the IPO Amicus Brief Committee recommending that IPO file a brief in a case

Requests by an IPO committee must include the following:

- A short paper (no more than three (3) pages) describing the underlying position of the litigants, the reasons for which the Committee believes IPO should participate as amicus and the position the Committee recommends IPO take in the case,
- Copies of relevant pleadings, motions, decisions, or other papers to reflect the nature of the controversy,
- The name and email addresses of lead counsel of all parties involved in the litigation, and
- If the case is not in a U.S. court, the request should include the name of the relevant court and due dates for amicus briefs.



NOTE: if IPO must be granted leave to intervene or otherwise participate in the case before filing the substantive brief, the Committee must provide the Amicus Brief Committee with a copy of the draft motion and an outline of the substantive brief.

The amicus committee needs at least 30 days to review the request and draft and print a brief. Requests submitted with less than 30 days to review will have a significantly decreased chance of being fulfilled. Requests are to be submitted via email to the Chair of the Amicus Brief Committee, John Cheek, in care of Hannah Denny at hdenny@ipo.org.

IP Law & Policy Committees are also asked to follow case law and alert their staff and board liaisons concerning cases that might be appropriate for filing amicus briefs in the future. In cases where there is a question of law at issue, it may be appropriate to recommend a position to the board on the legal issue via a proposed resolution.

VII. Using IPO Connect for Committee Business

IPO Standing IP Committee members should communicate with their entire committee using this area of the IPO Website.

How To Login to IPO Connect:

1. Open a web browser and go to <http://connect.ipo.org>
2. Click "Sign-in"
3. Login using the same username and password you use for IPO.org
4. If you cannot remember your password, request a new one at <http://www.ipo.org/password> (If you are still experiencing problems logging in, please email committees@ipo.org to have your password reset)

What Can I Do on IPO Connect?

Check your Committee Roster

IPO Connect is regularly synced with the IPO database. It should be your first stop if you need to see who is currently on your committee.

To check your roster:

1. Sign-in to IPO Connect
2. Click the "Committees" link in the top navigation area
3. Click on the committee name to view recent activity
4. To view the full roster, click the "Members" tab

Send a Message to the Committee

Messages sent through IPO Connect are delivered in real time to the email address we have on file for each committee member.



To send a message:

1. Sign-in to IPO Connect
2. Click the "Committees" navigation item
3. Click on your committee name
4. Click on the "Discussions" tab, and then "+Post New Message" on the right-hand side of the page
5. Give the message a subject
6. After writing your message using the text editor, click "Send" to send immediately or "Attach" if you would like to attach a document (a document can also be an Outlook calendar invitation)
7. When uploading an attachment, be sure to complete steps 1 and 2 on the form
8. When you have your document uploaded, click "Finish" at the bottom of the form to finalize the attachment

Share or Archive a Document

Occasionally, you might want to upload a document to share later with your committee or save it for archival purposes.

To Upload a Document:

1. Sign-in to IPO Connect
2. Click the "Committees" navigation item
3. Click on your committee name
4. Click on "Add Document" under "Latest Shared Files" in the bottom left-hand corner of the page
5. Fill out a Title and Description for the document
6. Select your committee from the "Library" list
7. After you upload your document in step 2, be sure to click "Next" at the bottom of the form to add your document

Send an Outlook Invitation

The committee secretary can download a roster of committee members (by visiting the "Members" section on IPO Connect and using the "Export" function to download an Excel file) and send the Outlook reminder directly to that list. Keep in mind that the committee roster is continuously updated as new members join the committee or when members leave their companies and firms. The secretary should download a new roster and update the recipient list on at least a monthly basis to ensure all current committee members receive the invite.



Create a Subcommittee

On occasion, it can be helpful to create a subcommittee to work on a specific project. Once created, a subcommittee will have all the functionalities of the parent committee.

To Create a Subcommittee:

1. Send an email to your IPO staff liaison.
2. In the email, please include:
 - a. The name of your committee
 - b. The name of the subcommittee you are requesting
 - c. Which members of your committee should be on the subcommittee.
3. The IPO staff will enter the data and respond when the subcommittee is created.

VIII. Tips for Committee Chairs and Vice Chairs

Establish Regular Communication

- Set a schedule for monthly meetings for the full committee and send a reminder message and meeting agenda before each meeting.
- Make sure all committee members are on the official IPO roster.
- Direct individuals who inquire about signing up for your committee to www.ipo.org/joinacommittee.
- Publish a schedule and attach a calendar invitation to your message. This helps to increase participation.
- Send out messages with items of interest to committee members somewhat regularly to keep members engaged outside of regular meetings.
- Committee leaders should communicate with each other outside of full committee meetings as needed. Many committee leaders choose to hold meetings to plan the agenda for each meeting of the full committee.
- Hold an in-person committee business meeting during the IPO Annual Meeting

Encourage Committee Members to Explore IPO Connect

IPO's professional networking site, IPO Connect, includes a discussion group for every committee. Encourage new committee members to login to IPO Connect to view previous messages and get up to speed on the committee's projects. Refer to the "Using IPO Connect for Committee Business" section in this manual for more information about using IPO Connect.

Be Aware of IPO Deadlines

As explained above, committees are asked to submit reports two times during the year (one for the Committee Leadership Meeting and an Annual Report). Be aware of these deadlines. Reports to the IPO Board usually must be submitted two-three weeks before



a board meeting (see Section IV). Comments and letters usually should be submitted to the staff liaison one to two weeks before the due date for submission (see Section V). Staff liaisons may permit different deadlines when appropriate, for example because of an issue's time sensitivity.

Organize Subcommittees

Consider organizing subcommittees to work on specific projects and report back to the full committee. This is particularly useful for very large committees because it allows the committee to pursue multiple projects and provides active committee members a greater opportunity to get involved and provide additional leadership opportunities beyond the full committee leadership positions. Chairs should check in regularly with each subcommittee to ensure that they are on track and working toward the committee's goals. Contact your staff liaison if you would like to have an IPO Connect group created for your subcommittees.

XI. IPO Governance

Board of Directors

The IPO Board of Directors is the governing and policy-setting body of the association. It operates in accordance with IPO's mission, vision, and strategic framework.

Most [board members](#) are corporate chief intellectual property counsel. There are 44 sustaining corporate board members. Sustaining corporate members are elected for two-year terms that can be renewed consecutively. Five board members are regular corporate members who are elected for two-year terms that may not be renewed consecutively. One inventor/entrepreneur member is elected to the board for a two-year term that can be renewed. Board members are nominated by the nominations committee and elected by the membership during the Annual Meeting.

Executive Committee

The nine-member [IPO Executive Committee](#) is vested with the authority to act on behalf of the board between meetings. Its nine members include the president, vice-president, treasurer, immediate past-president, IPO Education Foundation president, and four at-large members elected from the board for staggered two-year terms.

Officers

IPO officers include the president, vice-president, treasurer, and secretary. The president, vice-president, and treasurer are elected by the IPO Board of Directors. The executive director serves as the secretary. The IPO Board delegates authority to the officers to serve as advisors for management and to approve recommendations as needed concerning issues related to operations, non-controversial policy matters, and ad hoc issues requiring a rapid response.

Strategic Plan

The board engages in strategic planning every three years. Strategic planning activities took place during 2023; the strategic plan guides all association activities, including governance, U.S. and international advocacy, committee activities, and association business activities such as membership recruiting and conferences. The mission, vision, and strategic framework adopted by the IPO Board in 2023 are below.

Mission

Promote high quality and enforceable intellectual property rights and predictable legal systems for all industries and technologies.

Vision

The global acceleration of innovation, creativity, and investment necessary to improve lives.

2024-2026 Strategic Framework



Policy on Achieving Board Consensus

A unique value of IPO is that it represents IP owners in all industries and fields of technology. IPO is most effective when it speaks with one voice as a representative of this diverse membership. In order to achieve diverse representation, IPO will recruit



members from all industries and fields of technology. The board charges its nominations committee to strike a desirable balance as it nominates new members to the IPO Board of Directors. While the by-laws permit taking positions based on a majority vote (two-thirds for amicus briefs), the goal is to achieve consensus whenever practical. The board charges its leadership with facilitating robust discussion of IP policy, IP legislation, and other matters of IP law, with the objective of achieving consensus on resolutions and other actions. When consensus is not easily achieved, the leadership will seek to identify and understand each position and explore appropriate steps for further consideration.

Policy on the Value of IPO's Diverse Membership

The IPO Board recognizes, values, and seeks to engage the participation, thought leadership, and collaboration of our non-board members. Therefore, we recognize the importance of addressing interests and needs of the broad range of IPO members. This includes:

- Creating professional, networking, and business development opportunities,
- Providing continuing legal education opportunities,
- Guiding the Standing IP Committees via regular and timely feedback,
- Publicizing committee activities,
- Seeking input of non-Board members on IPO positions to be advocated to Congress, the USPTO, and the courts,
- Communicating with members about Board initiatives, and
- Updating members on the developments in IP law via the *IPO Daily News*.

IPO Board Meetings

The board will hold seven meetings during 2025: 1) February 4 (virtual); 2) March 5 in conjunction with the IPOwners Spring Summit and IPO Committee Leadership Meeting (hybrid); 3) April 23 (virtual); 4) June 10 (virtual); 5) September 7 in conjunction with the IPO Annual Meeting (hybrid); 6) October 28 (virtual); and 7) December in conjunction with the IPO Education Foundation Awards Celebration (hybrid). Staff liaisons will share notices and deadlines for upcoming meetings as appropriate.