



2026 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 general questions about IPO committees, contact 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 2026 IPO has 29 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 Standing IP Committees varies 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, associate, or other IP professional in a member company or firm. Appointments to committees are approved by IPO staff.

Committees are made up of chairs, vice chairs, a secretary/ies, 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 provide other members leadership opportunities.

Chairs and vice chairs should be in regular communication with their board and staff liaisons, who are available to provide 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 IPO members who contribute to committee projects but are not members of the committee. Leaders are also asked to help identify and develop potential future leaders by encouraging trainees and junior attorneys or others earlier in their IP careers to get involved with IPO. In addition to expanding the number of committee members to help with committee projects, joining an IPO committee can help these IP professionals build practical skills, expand their networks, and contribute meaningfully to the IP community early in their careers.

Secretaries

Each committee must have a secretary appointed by the chair(s) and vice chair(s) for a one-year term 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. This position is more clerical than other committee leader positions, but as a leadership role the secretary position can be an opportunity to develop a succession plan for committee leadership and provide professional development experience for emerging IP leaders.

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 the two-year term, members are removed from the roster and must rejoin or join a different committee if they wish to continue serving.

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 based on lack of active participation.



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

IPO corporate members may serve on an unlimited number of IP Law & Practice committees as either voting or non-voting members. Other IPO members, such as law firm, service provider, and individual members, may serve on only one IP Law & Practice committee as a voting member; and as a non-voting member on up to three additional committees.

No more than three employees of an IPO member company or firm may serve as voting members on a single committee. Additionally, 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.

Voting membership on Business & Professional Committees is not limited. Any IPO member can join any Business & Professional Committee as a voting member regardless of membership on IP Law & Practice Committees.

Board Liaisons

A member of the IPO Board of Directors is assigned to be a Board Liaison on each Standing IP Committee. A board liaison is a non-voting member who provides a line of communication between the board and the committee and acts as a sponsor and advocate for the committee. Board liaisons should participate in committee meetings and stay in regular 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, provide background on 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 feedback from the IPO Executive Committee on committee projects when appropriate.

Staff Liaisons

An IPO staff member is assigned as a staff liaison to each Standing IP Committee. Staff liaisons are non-voting members who work with board liaisons to guide committees in selecting projects and setting their agendas 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 include staff liaisons on any communications about committee business and use them as a resource as needed.



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 a new slate of committee chairs and vice chairs each calendar year. (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). Committee leaders are expected to 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 liaisons of their selections.

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 assign a committee to investigate an issue or develop a recommendation for the board's consideration. (Refer to Section IV for instructions on developing board resolutions, preparing supporting reports, and a [template](#)). Staff liaisons also 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 consistent with IPO's mission and vision. In addition to recommending policy 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 IPO Owners Spring Summit or IPO Annual Meeting, or propose programs for IPO's IP Chat Channel™. Committee leaders should also encourage committee members to suggest projects to them for the committee to consider.

Committee leaders should monitor and share information with committee members about developments relevant to the committee's charter. The *IPO Daily News*™ reports on many developments. Committees are encouraged to identify and prepare brief news items for inclusion in the *Daily News* on developments in their field of interest to the general membership. Committees are also encouraged to submit longer articles for inclusion in the *IPO Owners Quarterly*™ or the *IPO Law Journal*.

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

Spring Committee Leadership Meeting and Developing Annual Goals

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 annual goals. 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. On this document, 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 goals will be distributed to all meeting attendees. During the meeting each committee will have an opportunity to make a brief presentation about its plans for the year. The meeting agenda also reserves time for networking with other committee leaders.

IPO Annual Meeting Committee-Organized CLE Sessions

Committees help organize CLE sessions for the IPO Annual Meeting and IPO Owners Spring Summit programs. IPO staff will request proposals in the Spring that include topics and descriptions. Committees whose proposals are accepted will be prompted to provide additional information such as proposed speakers. Speakers and moderators for all IPO conferences must be approved by IPO leadership before being formally invited.



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 Grover at samantha@ipo.org or to the committee's staff liaison. A proposal should include basic information including a proposed title or topic, a brief description of the issues session, and recommended speakers. Upon approval, the committee will be asked to assist in producing marketing materials and helping schedule and plan the webinar. These webinars may include proposed speakers from outside the committee membership.

Annual Reports

Each November, chair(s) and vice chair(s) are asked to prepare a one-page annual report summarizing committee activities, suggesting future activities to aid incoming committee members/leadership, and providing 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 modern 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 a mix of virtual and hybrid virtual/in-person 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 resolution, prepare a brief memo explaining the recommended position, and vote on the resolution (unless a different manner of proceeding has been approved by IPO). Committee discussions and deliberations should not be publicly disclosed, nor that a resolution is being prepared or will be presented to 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.
- Circulate to voting members of the committee and record their votes.
- Submit final memo, including record of committee vote as required by the provided template, to the staff liaison.

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

Votes on proposed resolutions require a quorum, meaning votes (for, abstain, or against) by a majority of the committee's **voting members**. 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:

- **Title**
- **Names and Affiliations of Committee Leaders**
- **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 if needed to revise based on 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 proposal with the executive committee. 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 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 may not 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 are likely to have views on the topic. 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 might be useful to present 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.

Typically a committee will 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 approval by IPO leadership. ([Click here for a template for comments and letters.](#)) Staff liaisons will set deadlines for submission to IPO. 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 about whether IPO should act as an amicus in a case. Standing IP Committees can submit requests to the IPO Amicus Brief Committee recommending IPO file a brief in a case



Amicus requests 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 both 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 are rarely approved. Requests are to be submitted via email to the committee's leaders, in care of Hannah Denny at hdenny@ipo.org.

IP Law & Policy Committees are also asked to follow case law and alert 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 might 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
5. Note: you can download the roster to an excel file by selecting “Export” above the roster list

A screenshot of a web page for the "Artificial Intelligence, Data & New Emerging Technologies Committee". The page has a blue header bar with the committee name and a "Settings" link. Below the header, there are navigation links for "Community Home", "Discussion 770", "Library 122", "Events 0", and "Members 102". The "Members" link is highlighted with a box. The main content area has input fields for "First Name", "Last Name", "Company Name", and "Email Address". Below these fields are two buttons: "Find Members" and "Clear All". In the bottom right corner of the content area, there is a red circle around a "Export" button.

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 described and illustrated above to download an Excel file) and send the Outlook reminder directly to that list.

Because the committee roster is continuously updated as new members join the committee or existing members leave their companies and firms, the secretary should download a new roster and update the recipient list at least a monthly to ensure all current committee members receive the invite. At a minimum, the secretary should add new members to the calendar invite when the IPO staff notifies the committee leaders of additions.

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 log in to IPO Connect to view previous messages and learn about 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. Proposed resolutions should usually be submitted two to 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.

Use Subcommittees

Consider using subcommittees to work on specific projects and report back to the full committee. This delegation is particularly useful for very large committees because it allows the committee to pursue multiple projects, provides active committee



members a greater opportunity to get involved, and adds leadership opportunities beyond full committee leader 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 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 may be renewed. Board members are nominated by the IPO 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 that require a rapid response.

Strategic Plan

The board engages in strategic planning every three years. Strategic planning activities will take place during 2026. 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

2024-2026 Strategic Priorities

Maximize impact and relevance in a changing IP landscape by focusing advocacy and education on issues of common interest such as artificial intelligence and international harmonization of IP laws

- Advocate in the US and around the world on developing IP issues in AI, e.g. inventorship and sufficiency of disclosure. Consider whether certain aspects of AI do not fit within existing IP framework and explore data usage IP issues related to AI.
- Educate IPO members, legislators, and patent offices
- Continue ongoing activities related to procedural patent law harmonization
- Explore opportunities to expand scope of activities to encompass AI issues related to trade secrets and/or to include other countries beyond IP5

Promote the value of IP

- Appoint board task force to do a benchmarking study on ongoing PR initiatives and historical IPO PR campaigns; propose scope, audience, messaging, and budget for campaign
- Coordinate with IPO Education Foundation



Foster diverse engagement on policy issues to improve the IP system and elevate IPO's voice

- Implement new procedures for considering controversial issues where diverse industry perspectives exist and alignment of views may be challenging
- Strive to take positions on issues where diverse industry perspectives exist, based on thoughtfully and respectfully considering the reasoning behind differing views
- When consensus is not achieved on key issues, share the differing views and rationales with policy makers to educate and inform them



Ensure effective governance

- Appoint board task force to recommend revisions to existing board commitment form
- Develop core values for organization
- Implement board governance best practices and continually review communication mechanisms to ensure widespread, effective engagement by the board
- Align membership recruiting strategy to focus on common ground issues and provide additional opportunities to attract those members, e.g. target recruiting in Europe and Asia to support harmonization; develop committees and educational content for data/privacy professionals etc.

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 2026: 1) February 2 (virtual); 2) March 18 in conjunction with the IPOwners Spring Summit and IPO Committee Leadership Meeting (hybrid); 3) May 7 (virtual); 4) June 17 (virtual); 5) September 27 in conjunction with the IPO Annual Meeting (hybrid); 6) October (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.