

SERVICE TO THE STUDENT, THE SCHOOL,
THE PROFESSION, AND THE COMMUNITY.



DISTRICT JUSTICE HANDBOOK

**PHI ALPHA DELTA
LAW FRATERNITY, INTERNATIONAL**

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MISSION

Phi Alpha Delta Law Fraternity, International is a professional law fraternity advancing integrity, compassion and courage through service to the student, the school, the profession and the community.

VISION

We are the preeminent law fraternity promoting the bonds of fraternalism and we are the leader in the development and advancement of professional ideals.

CORE VALUES

Bound together by tradition and our common interest in the law, we share these core values: Integrity, Compassion, Courage, Professionalism, Service, Diversity, and Innovation.

DECLARATION OF PURPOSE

The purpose of this Fraternity shall be to form a strong bond uniting students and teachers of the law with members of the Bench and Bar in a fraternal fellowship designed to advance the ideals of liberty and equal justice under law; to stimulate excellence in scholarship; to inspire the virtues of compassion and courage; to foster integrity and professional competence; to promote the welfare of its members; and to encourage their moral, intellectual, and cultural advancement; so that each member may enjoy a lifetime of honorable professional and public service.

WELCOME FROM THE INTERNATIONAL JUSTICE



Congratulations and thank you for accepting an appointment as a District Justice for Phi Alpha Delta Law Fraternity, International! Service as a District Justice is perhaps one of the most rewarding and fun positions within our volunteer organization.

This handbook is designed to be a resource during your tenure as District Justice. As a District Justice, you should familiarize yourself with and frequently refer to it while working with the chapters in the district you serve. Our website, www.PAD.org, has a wealth of information that will assist you in your role as District Justice (DJ). I urge you to visit it often for the latest forms, manuals, news and benefit information. Additionally, you will find the International Executive Office, the International Executive Board and other DJs to be valuable resources who are always willing to help.

The challenge of the future is to build upon the material available in this manual so that we as Fraternity members may continue fulfilling our mission of, *"Service to the Student, the School, the Profession and the Community"*.

Please don't hesitate to contact me if I can ever be of any assistance to you. Don't be afraid to ask questions, seek guidance or bring concerns to my attention. I look forward to a rewarding partnership with you as we advance the ideals of our Fraternity.

Most sincerely and fraternally,

A handwritten signature in black ink, appearing to read "Jay Ross".

Jay Ross, International Justice

A NOTE FROM THE EXECUTIVE DIRECTOR

As you review this manual and embark upon your tenure as a District Justice (DJ), we would like to challenge you to renew your commitment to the ideals and principles of Phi Alpha Delta.

Being a District Justice is both a challenging and rewarding experience. Rest assured that your support as a District Justice does not end with this manual and your DJ Training. The Executive Office (EO), the International Executive Board (IEB), and other District Justices are here to support you. There will undoubtedly be ups and downs throughout your tenure but remember that we are focused on the same goal of keeping P.A.D. the preeminent law fraternity in the world.

If you have any questions or problems, please contact me in the EO by phone or email. I'm always available to assist our District Justices in any way that I can.

Fraternally,

A handwritten signature in black ink, appearing to read "Andrew Sagan".

Andrew Sagan, Executive Director

INTRODUCTION

Congratulations on being appointed as District Justice! This handbook is designed to assist you in that effort and to be a resource during your tenure. You will find the Executive Office (EO), the International Executive Board (IEB), and other DJ's to be valuable resources. As a District Justice (DJ), you should read this handbook and refer to it as you work with your chapters.

Remember that you have the support of the entire organization. The EO can assist you in reaching out to your chapters and alumni by providing lists and contact information. **The Law Operations Department is the primary resource for you.** Contact information for current EO staff can be found at www.PAD.org/contactus.

As the designated representative of P.A.D. within the district, the DJ helps maintain the strength of the Fraternity among the existing chapters, encourages expansion possibilities, promotes alumni activities, and provides continuity of communication within and between chapters.

CHAPTER I - JOB DUTIES

The duties of the District Justice are divided into four major categories:

1. District Manager
2. The fraternal connection within the district
3. The consultant and advisor to individual chapters in the district
4. The district representative of the International Executive Board

DISTRICT MANAGER

Key Tasks:

- Maintain regular contact and correspondence with chapters
- Appoint and manage Assistant District Justices
- Develop a relationship with each chapter's school administration
- Assist the E.O. with the appointment of Faculty and Alumni Advisors

A District Justice establishes and maintains contact with all law school and alumni chapters in a district and should have a thorough understanding of the status and condition of every chapter. This knowledge is obtained and retained primarily through regular communication via email, phone and social media. DJs are expected to have an annual meeting (either in person or over phone/video call) with each chapter in their district. During that meeting, the District Justice analyzes the chapter and relay the information in the District Operations Report.

The District Justice should appoint Assistant District Justices (ADJs) for additional support, particularly if geographic distance is an issue for the district. The DJ should develop expansion and reactivation possibilities at eligible law schools in the district.

The District Justice should also develop and maintain a relationship with the administration of each law school within the district to enable the District Justice to be aware of any new trends or regulations which might influence the operation of P.A.D. at the law schools.

The District Justice helps chapters to appoint faculty and alumni advisors. The DJ consults with and aids these advisors to ensure their active participation.

FRATERNAL CONNECTION

Key Tasks

- Connect law chapters to each other and to local alumni
- Plan and lead the District Leadership and Transition Conference
- Utilize online resources to encourage inter-chapter communications

The District Justice should be the fraternal connection that is seen throughout the district. The DJ should bridge the gap not only between the various law schools of the district but also between law students and alumni. It is easy for chapters to get caught up in the dynamics and events of their own chapter. However, our strength lies in the totality of the organization and not of each individual chapter. The DJ needs to bring this connection to the forefront and make sure that each member within the district is aware that they are a part of something that extends beyond their school and their chapter.

To further enhance communication, a District Justice should regularly monitor their district's and chapters' social media and are encouraged to create joint spaces online where chapters can connect. This helps promote various district activities, afford additional means of inter-chapter contact and encourage the exchange of ideas. One way the District Justice can continue the connection is at the District Leadership and Transition Conference which should include every chapter in the district as well as alumni.

CONSULTANT AND ADVISOR

Key Tasks

- Mentor officers as they lead their chapters
- Assist chapters with the officer transition process
- Assist the E.O. with collection of chapter materials

The District Justice and the E.O. work together to consult with and instruct all new chapter officers in the duties of their positions. The DJ advises chapter officers in fulfilling their obligations and helps to ensure that the chapter is meeting P.A.D. operations expectations and following official policies. The District Justice consults with chapter officers on all aspects of recruitment and the initiation of new members.

The District Justice advises the chapter on effective chapter organization and fiscal policy, promotes the development of a well-rounded calendar, and monitors and encourages the proper exemplification of the Ritual on all occasions. The DJ provides continuity as chapter administrations change, thus assuring records are transferred from the outgoing officers to the new officers. Most of this work is done at the District Leadership and Transition Conference occurring in the spring semester.

REPRESENTATIVE OF THE INTERNATIONAL EXECUTIVE BOARD

Key Tasks:

- Serve as a liaison between the IEB and the district
- Help select chapter awards and encourage chapters to apply for awards
- Attend Convention and ensure their chapters are in attendance

District Justices serve as the district representatives of the IEB. The DJ's responsibility is to ensure compliance with all provisions of the Fraternity Policy Manual and rules promulgated by the International Executive Board by all chapters within the district. **It is important to maintain regular communication with the International Justice and the Executive Office.** This allows you to not only keep the IEB and E.O. abreast of what's happening in the district, it also allows you to stay informed on what the IEB and E.O. are working on. If the E.O. or the IEB have not heard from you, they may think you are not doing much. District Justices participate in District Justice training to learn about current P.A.D. programs, share new ideas and to learn how to develop leaders and chapters to their full potential. Further, they

participate in the International Convention each biennium. District Justices assist in leadership development programs for delegates, lead committees and ensure delegates learn as much as possible from the Convention. **DJs can attend Convention at no cost with the expectation that they help coordinate attendance from each of their chapters at Convention.**

CHAPTER II - DISTRICT LEADERSHIP & TRANSITION

One of the most important duties of the District Justice is the organization and supervision of the annual District Leadership & Transition Conference (DLTC). Its primary purpose is to develop the leadership skills of new officers and provide them with resources to lead their chapters successfully. The DLTC should be held every year to provide each succeeding group of officers with the opportunity to meet, discuss and prepare for the upcoming year.

The event should be attended by both the outgoing and incoming officers during the spring semester. Chapters can also invite their membership, particularly those interested in future leadership positions, to attend. You will receive an updated District Leadership & Transition Conference Budget by first Monday in September. **If you have not already done so at that point, reach out to the chapter officers to select a District Leadership & Transition Conference date.**

The District Justice should select the Outstanding Law School Chapter and Most Improved Law School Chapter in the district and distribute those awards at the DLTC. The DJ can develop other district awards as well.

PLANNING

DATE & LOCATION

District Leadership & Transition Conferences should be held in between the deadline for officer elections (February 15th) and the deadline for fall calendar submission (April 15th). It is important to be as accommodating as possible since every officer is expected to attend. Some important events to consider when planning the date are holidays, spring breaks, exam schedules, sporting events, chapter events, etc. The date should be chosen early in the fall semester so that each chapter can communicate the date and location to officer candidates as part of the election process. This will ensure prospective officers are planning for this important commitment.

The location of a DC should be central to all chapters but that is not to say that no chapter should ever have to travel farther than others. Geographical location of the proposed host chapter, availability of adequate meeting facilities, strength and enthusiasm of the proposed host chapter, and availability of alumni support are all important factors which should be considered in the selection of the DC site.

PUBLICITY

Advance publicity is an important aspect of the DLTC to ensure all officers attend. Once a date is selected you should send regular reminders and logistical details to the attendees. In addition to individual outreach to officers, consider creating a public Facebook event to encourage chapter and alumni attendance.

FINANCING

DLTCs are funded by fraternity funds allotted specifically for this purpose. The amount in the DLTC fund will vary from district to district depending upon the number of members initiated into each district in the preceding fiscal year. As specified in the Fraternity Policy Manual, five percent (5%) of each initiation fee

for each law school and alumni initiate goes into the DLTC fund for the district in which their chapters are located.

District Justices will be notified of the amount in their DC fund by the first Monday in September. The District Justice is expected to be as cost-conscious as possible when arranging the DC. **The District Leadership & Transition Conference fund is NOT a budget that will be carried over from year to year.** The District Justice should use care not to completely exhaust the entire amount available in the DLTC Fund. Areas that can get out of hand financially for the DC are hotel rooms, travel reimbursement, and meals. Here are a few tips to help avoid these pitfalls:

- Offer chapters a travel stipend that they can use towards their travel expenses rather than reimbursing them 100% for their hotel or mileage.
- The DJ should always attempt to find free conference spaces whether at a law school, firm, or other accommodations.
- DC funds should only cover food served at the actual conference. Pre or post dinners and celebrations should be covered by the attending individuals or an outside sponsor.
- Compare your mileage reimbursement to the cost to rent a car for a day. This is often a cheaper option.

DLTC funds may NEVER be used to pay for alcohol.

Additional monies can be raised through sponsorship (our member benefit partners are always happy to pay for lunch in exchange for a few minutes of face time with the chapter leadership), charging a registration fee for attendance at the DLTC, surcharging each chapter in the district a certain amount, or donations from alumni chapters and individual alumni. However, be cautious when charging students to attend a DLTC-- some chapters cannot afford it and they may be the ones who need to attend the most. The International Executive Board has additional funds that may be allocated for a DLTC only in cases of extreme need which is clearly demonstrated, and *not on a continuing or annual basis*.

If you need your funding ahead of the DLTC, you can request, in writing, disbursement of your DLTC Funds from the Executive Office. Such funds should be requested from the office approximately 15 days prior to the time they will be needed. After the DLTC has been held, the District Justice is to remit any unused funds to the Executive Office, along with an itemized breakdown of expenses for which the DLTC funds were used. All receipts must be attached. The unused funds are redeposited in the DLTC Fund and credited to the individual district for its use in subsequent years.

You must save all your receipts. Please be sure to get copies of **itemized** receipts, not just credit card slips. Failure to save and submit the correct documentation of your purchases may jeopardize any reimbursement you expect to receive.

OTHER ATTENDEES

Generally, the International Justice appoints one member of the International Executive Board to attend each District Leadership & Transition Conference as an International Liaison. The IEB representatives have a vast amount of knowledge regarding P.A.D. and the District Justice should make certain that this knowledge is tapped at the DLTC.

The DLTC should also include additional alumni support through alumni members, past International Officers, and Alumni Officers. Effective use of a district "faculty" will give the law school officers and members a better overall sense of Phi Alpha Delta and how their membership will continue beyond law school.

CURRICULUM Please see Appendix G (page 23) for the DLTC Curriculum.

CHAPTER III - OPERATIONS

The continued health and strength of the Fraternity is advanced through the District Justice's role as advisor and consultant to their law school chapters. This section will advise the District Justice of the expected operations of the chapter according to P.A.D. policies and Executive Office standards.

COMMUNICATION

Initial contact with all your chapters is imperative. You may be stepping into a district where a dedicated individual has moved on to other things or a situation where there has been a vacancy or an inactive District Justice. You may have to introduce yourself and the concept of what a DJ is to the chapters and their officers. Establish contact with alumni in your district at the same time, particularly alumni and faculty advisors. This initial contact should be followed by outreach to the chapters and alumni, introducing yourself and setting goals for the district. The E.O. will notify chapters within the district anytime a new DJ is appointed. They will also provide you with all the necessary contact information for chapters and advisors.

Communication is the cornerstone of a successful DJ and the key to building strong chapters. The most successful District Justices are in close contact with their chapters and the E.O. on a regular basis.

Regular communication with officers is key. The E.O. strives to resolve communication outreach within 24 hours and DJs should do the same. Today, everyone can communicate at the press of a button. Although we understand you are a volunteer and have a career outside of P.A.D., it is important to be respectful and punctual with your chapters.

You are not limited to email outreach. DJs are encouraged to use all methods of communication, including phone calls, to touch base with chapter officers.

CHAPTER MEETINGS

The District Justice should meet one-on-one with each of their chapters at least once a year. The best time to hold these meetings is in the fall semester as a follow up to the spring DLTC. If you cannot meet in person then arrange to have a video or conference call. Chapter officers, committee chairs, and/or other key members should be included in this discussion of the chapter's operations.

Main Purposes of a Chapter Meeting:

1. Instill enthusiasm for P.A.D. among chapter members
2. To consult with, aid, and advise the chapter on proper chapter operations.
3. Establish and maintain the liaison role between the chapter and the Fraternity, between the chapter and the law school, and between the chapter and the alumni.
4. Analyze the present condition of the chapter and formulate goals.
5. Be on the lookout for any trouble areas and assist chapters to solve these problems.

PREPARING FOR YOUR VISIT

The E.O. has documents which can give you details about the history and membership of the chapter. The Executive Office Summary (EOS) gives specific information regarding initiation numbers and chapter membership for the past five years. The EOS is available twice a year: once in December and once in June. The E.O. also sends out monthly initiation reports to DJs so you can track your chapters' membership. Be sure to review these documents prior to your visit and do not hesitate to contact the E.O. if there are other documents or information you would like to have.

Should you choose to visit each chapter, your expenses can be reimbursed. Each district has an operating budget for use by the DJ. The funds allotted for each district are there for expenses that DJs incur while

making chapter visits. These funds are not to be used to subsidize programs of the chapters-- they are only used for the operation of the District Justice. Contact the E.O. to ascertain the current funds available for your district. Please also view the Fraternity Expense Policy located in Appendix E (page 19) of this handbook.

If you are conducting your meeting in person, let the chapter know in advance that you would like to meet with the entire chapter at a chapter meeting or recruitment table. This is an opportunity for you to assess the chapter's overall wellbeing and morale, as well as identify "key players" that could fill future officer positions. It is not advisable to make critical or analytical speeches to chapters in such an open meeting. Such discussions should be held in private with chapter officers or individual members.

INVOLVING THE LAW SCHOOL AND LOCAL ALUMNI

A chapter visit should include a visit with (1) the Dean or his/her representative; (2) the faculty members of P.A.D.; (3) the faculty advisor of the chapter; and (4) the alumni advisor. From these individuals you can glean what service P.A.D. can bring to the school and how the chapter can capitalize on that, thus increasing recruitment and strengthening the membership.

When you find a "popular" faculty or administration member who is not affiliated with any law fraternity, invite them to join as a faculty member (the initiation fee is waived for faculty members). Faculty initiations can be an excellent way of getting a faculty member more involved with the local chapter and your student members.

In addition to appointing an official alumni advisor, the DJ should aid the chapter in staying in touch with the local alumni chapter and additional alumni. Remember that chapters will turn to you for assistance with outreach to local P.A.D. members. If there are not many P.A.D. members in your area, recruit your colleagues to network with the chapter, speak at events, offer advice, etc.

CHAPTER PROGRAMMING

The chapter's calendar is its most effective recruitment tool. Chapters must plan a calendar for the coming semester in accordance with Executive Office guidelines. **Fall calendars are due to the EO by April 15th, spring calendars by November 8th.** When asked by a prospective member, "What does the chapter do?" a copy of the calendar can be given in response.

Benefits of a well-planned calendar include:

- Set deadlines, thus avoiding crisis management or last minute cancellations.
- Instilling the importance of calendaring as a part of the profession.
- A definite schedule of chapter meetings, recruitment activities, social events and academic and professional programs.
- Allows the chapter to properly budget, plan and publicize events in advance.

This type of planning on the part of the incoming officers is necessary so the chapter gathers and maintains the momentum necessary for expected operations.

For more information on chapter programming see Chapter VI of the P.A.D. Law Operations Guide.

REPORTS

At the end of each semester DJs should complete a **District Operations Report**. Speaking with each chapter individually is required to complete this report. The District Operations Report is helpful to maintenance of the E.O.'s records and to ensure they can offer the proper resources to the chapter and District Justice. Please see Appendix H (page 30) for an overview of the District Operations Report.

CHAPTER IV - CONVENTION & OTHER FRATERNITY EVENTS

P.A.D. hosts three to four international events each year. Attending an event is a great way for members to get more involved and see how P.A.D. operates at the national and international level. Advance planning is the key to event attendance for both P.A.D. volunteers and student members.

INTERNATIONAL BIENNIAL CONVENTION

Phi Alpha Delta's Biennial Convention is held every two years to bring together P.A.D. student and alumni members from around the world. Programming consists of workshops, panels and guest speakers on a variety of topics. Convention presents invaluable fraternal networking, professional growth, and leadership development opportunities for both student and alumni members. Each chapter is expected to send at least one delegate to Convention.

The Fraternity negotiates reasonable hotel rates and provides access to grants and other funding sources so that as many members as possible may attend. Possible sources for additional funding include:

- Student Bar Association (SBA)
- Law School Dean or Administration
- Chapter Fundraising Activities
- Alumni Sponsorship
- Law Firm Sponsorship

DJs also help the IEB and E.O. throughout the Convention in several ways. Your expertise may be sought out for workshops and other Convention presentations. DJs also play a vital role in the education of the students on the procedures of the Convention and ensuring that the students attend all required events. There are often district meetings throughout the Convention to help get everyone on the same page.

DJs are reimbursed for both their travel to and registration for Convention. The E.O. offers this reimbursement because we expect that the DJ will play an integral role in ensuring their chapters are all in attendance at Convention.

Please see Appendix F (page 20) for the Convention Attendance Action Plan.

LEADERSHIP SUMMIT

Phi Alpha Delta hosts a Leadership Summit during off-Convention summers. The event is open to all prelaw, law and alumni members and is focused on leadership training and development. It is a great opportunity for current and upcoming leaders to networking with other P.A.D. leaders, learn more about the organization and prepare for their current and future officer positions.

During the Summit the E.O. and the IEB will lead an in-person District Justice Training. **Attendance is mandatory for all DJs and travel reimbursement is available to help offset costs.** This training is vital to staying informed on P.A.D. policy, expectations of the DJ position and what resources are available to DJs and other chapter leaders. It is also a forum for DJs provide feedback to the Fraternity's leadership and assist in the development of our strategic plan.

LAW SCHOOL MOCK TRIAL COMPETITION

The Law School Mock Trial Competition is hosted annually in the Washington, DC area. Up to 28 teams from law schools from around the country compete for 1st – 4th place and a variety of individual awards. The P.A.D. competition is one of the largest in the country and one of the only ones where first year law students are permitted to compete. Mock Trial is a key selling point for membership and should be used as a recruitment tool where possible.

PRE-LAW CONFERENCE, MOCK TRIAL COMPETITION & LAW SCHOOL EXPO

Pre-Law Conference is held annually in early November in the Washington, DC area. Each fall approximately 250 students from pre-law chapters across the country converge to learn more about law school admissions, prepare for law school, improve their applications, network with P.A.D. alumni and law school representatives, compete in mock trial and much more.

CHAPTER V - DISTRICT INFRASTRUCTURE

Demands upon a DJ's time from sources other than P.A.D. mean that no one person can perform the job alone. DJs are strongly encouraged to develop their own district infrastructure that they operate with a strong management approach. As a DJ, we ask that you place serious effort into managing your district with a "staff" that you have chosen. That district staff minimally includes at least one alumni and faculty advisor at every chapter and functional and geographic ADJs.

ALUMNI AND FACULTY ADVISORS

Active alumni and faculty advisors help the chapters maintain a strong position of leadership in the law school. The District Justice should work with the E.O. to seek dedicated, effective, positive alumni and faculty advisors for each active chapter in the district. Alumni and Faculty Advisors are appointed by the District Justice with the advice and consent of the law school chapter.

FACULTY ADVISORS

All P.A.D. chapters should have a faculty advisor. The Faculty Advisor should be an active presence within the chapter and able to advise the leadership on school policy, news and advocate on behalf of the chapter to the administration. Further, Faculty Advisors help preserve the institutional memory of the chapter.

If one of your chapters is unhappy with their Faculty Advisor, encourage them to find a new appointment. Remember that there is no charge for Faculty to join P.A.D. so these advisors should be initiated into the Fraternity when they are appointed.

ALUMNI ADVISORS

The alumni advisor does not have to be an alumnus of the chapter they are advising. This is a great role for an up-and-coming leader in your district or for someone seeking involvement but does not have the free time for an ADJ or Alumni Officer position. The Alumni Advisor should be someone that is geographically close to the chapter so that they can attend their events and meetings.

The alumni Advisor should also assist the DJ by:

- Attending chapter meetings and events to keep abreast of the condition and activity of the chapter.
- Performing an officer transition in situations where a chapter is not able to attend the DLTC
- Attending all recruitment activities and tabling events as a representative of local P.A.D. alumni
- Developing good relations with law school administration and faculty;
- Publicity of events throughout the school, faculty, and administration;

The District Justice should communicate to the advisors that the position is a working position, not an honorary one and that the work of the alumni advisor is one of great importance. Effective, involved faculty and alumni advisors will ultimately improve the chapter, lighten the workload of a DJ and strengthen P.A.D.

The Executive Office must be notified of the name of each alumni or faculty advisor who has been appointed and any subsequent changes within 10 days of the appointment or change.

ASSISTANT DISTRICT JUSTICES

A District Justice should request of the International Justice the appointment of one or more members to serve as an Assistant District Justice (ADJ) for their respective district. An ADJ is intended to cover a specific geographical area with multiple chapters. If the assistant is only overseeing one chapter, then the proper appointment would be as an Alumni Advisor not an ADJ.

To have an ADJ appointed, the DJ should submit a written request to the International Justice, including a resume, complete with P.A.D. experience, of the person being proposed as an ADJ. Then, the International Justice, in his or her discretion, may appoint such Assistant District Justices with the advice and consent of the International Executive Board. Notification of such appointment shall be given to all International Officers and District Justices.

The tenure of an Assistant District Justice shall terminate upon the earliest of: (a) the request of the International Executive Board; (b) request for termination by the District Justice; or (c) the resignation or removal of the District Justice that appointed the ADJ.

DUTIES OF ASSISTANT DISTRICT JUSTICES

Assistant District Justices shall perform such duties as are assigned to them from time to time by their District Justice. Assistant District Justices shall not act unilaterally within their assigned districts but rather shall work in concert with their District Justices given the fact that responsibility for each district is reposed in the District Justice.

REIMBURSEMENT OF ASSISTANT DISTRICT JUSTICE EXPENSES

Assistant District Justice expenses are reimbursable by the Fraternity only for expenditures incurred within the district and approved by the District Justice. No district budget shall be increased due to the appointment of one or more Assistant District Justices within that district.

CHAPTER VI. REACTIVATING & CHARTERING LAW CHAPTERS

A crucial aspect of maintaining the health of your district is ensuring that your chapters stay active. In the event you have an inactive chapter in the district, an effort should be made to re-establish that chapter. Similarly, if there is an opportunity to expand membership in the district by chartering a new chapter, the DJ should be a key player in the charter effort.

The Reactivation & Charter Guide for Volunteers is a comprehensive manual for establishing P.A.D. chapters. Please contact the E.O. for a copy and to begin working on reactivating or chartering a chapter in your district.

CHAPTER VII - ALUMNI RELATIONS

The presence of an active local alumni community is especially appealing to new P.A.D. members in today's legal climate. The District Justice should be a Fraternal connection between students and alumni. Not only are they alumni of the Fraternity, they are local members of the legal community and should be able to integrate students into their network.

STARTING AN ALUMNI CHAPTER

One way to establish a professional network for your students to access is to reactivate or charter an alumni chapter. A petition for an alumni chapter must be signed by a minimum of ten alumni members doing business or living in the area, and must be accompanied by an alumni charter fee of \$35.00. Each chapter must pay a Chapter Tax, which is due by May 31st - and is equal to the amount of the current Alumni Initiation Fee. The chapter tax will be waived if the alumni chapter initiates at least one member during the year.

In those states which have only one large concentration of attorneys, a state-wide alumni chapter may be formed. This type of chapter is usually resorted to when the bulk of activity of that chapter normally will be in conjunction with state-wide bar association meetings or meetings of other legal associations and groups. Twenty-five petitioners are necessary to form such a group and the financial obligations are the same as for those chapters formed in a community, city or county.

If you're interested in starting an Alumni Chapter or have questions about the process, please contact the Executive Office at info@pad.org.

CHAPTER VIII - ADDITIONAL RESOURCES

Please rest assured that your resources do not end with this manual. There are a variety of materials that can be found on the P.A.D. website or via the E.O. including:

- Fraternity Policy Manual
- Law Chapter Operations Guide
- Current Liability Insurance Manual
- Model Chapter By-Laws
- Executive Office Summary (EOS)
- International By-Laws
- Ritual
- Programming Guide & Deadlines
- Chapter Statistics
- Recruitment Kits

IN CONCLUSION

We trust that you have found the information contained in your District Justice Manual helpful and informative. As an important person in the P.A.D. leadership, the District Justice is key to the success of our Fraternity. You have the support and resources of the International Executive Board and the Executive Office. By using what you have learned in this manual and the resources available to you, your tenure will be pleasant and rewarding. The opportunity to contribute to your Fraternity will bring you satisfaction and rewards.

Contact information for the IEB and the E.O. are listed on the P.A.D. website.

APPENDIX

A. AWARDS

The District Justice should encourage every chapter to fill out the awards applications. Applications are available online and can be submitted to the E.O. at any time.

STANLEY H. KOHN OUTSTANDING LAW SCHOOL CHAPTER AWARD

Presented annually to the Fraternity's most outstanding chapter. The recipient of the award is determined by the IEB. DJ signature is required.

MERIT CHAPTER AWARD

Presented annually to law school chapters meeting minimum programming and operational requirements as established by the International Executive Board. This is part of the Kohn Application. While chapters may apply for this award independently, the E.O. will automatically award it to chapters that meet the qualifications.

ALEX A. HOTCHKISS OUTSTANDING LAW SCHOOL CHAPTER JUSTICE AWARD

Presented annually to the outstanding law school Justice in the Fraternity. The recipient of the award is determined by the IEB.

PAUL MEIER OUTSTANDING LAW SCHOOL CHAPTER VICE JUSTICE AWARD

Presented annually to the outstanding law school Vice Justice in the Fraternity. The recipient of the award is determined by the IEB.

FRANK E. GRAY OUTSTANDING LAW SCHOOL CHAPTER CLERK AWARD

Presented annually to the outstanding chapter Clerk in the Fraternity. The recipient of the award is determined by the E.O.

DALPHINE MACMILLAN OUTSTANDING LAW SCHOOL CHAPTER TREASURER AWARD

Presented annually to the outstanding law school Treasurer in the Fraternity. The recipient of the award is determined by the IEB.

JACK MILLER OUTSTANDING LAW SCHOOL CHAPTER MARSHAL AWARD

Presented annually to the outstanding law school Marshal in the Fraternity. The recipient of the award is determined by the IEB.

PROGRAMMING AWARDS

Presented annually to chapters with outstanding programming. The recipients of the awards are determined by the IEB. Programming awards are available in the following categories:

- Academic
- Alumni Networking
- Community Service
- Professional
- Social
- Fundraising

B. FRATERNITY POLICIES

Reference the Fraternity Policy Manual for a comprehensive listing of P.A.D. policies. The manual is available for download on www.PAD.org in the Downloads libraries, or by visiting www.pad.org/membership/policies

The below policies are of particular importance to Law Chapter operations.

Sec. 9.1 – ALCOHOL POLICY

All members of Phi Alpha Delta Law Fraternity, International, including all members of the Phi Alpha Delta Pre-Law Program, agree to obey all applicable laws and regulations pertaining to alcohol possession, consumption and sale in effect in:

- (1) the jurisdiction where their school is located or
 - (2) the jurisdiction where they are hosting a Phi Alpha Delta related event,
- whichever is more restrictive.

In addition, all members agree to abide by their respective school policies as those policies related to alcohol and drugs. The possession, sale or use of any illegal drug or controlled substance at any Fraternity event is prohibited.

Sec. 9.2 – ANTI-HAZING POLICY

Phi Alpha Delta Law Fraternity, International does not condone any form of hazing. No Chapter, member, Pre-Law member or prospective member shall engage in any activities which may be construed as hazing. Each member and Chapter of Phi Alpha Delta Law Fraternity, International, including each member and Chapter of the Pre-Law program, shall fully comply with all applicable state and local ordinances and laws which prohibit the practice of “hazing”. In addition, each member and Chapter shall comply with their school’s policies as those policies relate to hazing.

It is the duty and responsibility of every member of Phi Alpha Delta to report to local authorities and the Executive Office of Phi Alpha Delta any and all conduct which that member in good faith believes violates such laws, ordinances or school policies. Failure to report such activities when required shall constitute grounds for the International Executive Board of Phi Alpha Delta to suspend membership and/or the charter of the offending Chapter until such time as there is satisfactory showing that such activity has ceased in its entirety.

Phi Alpha Delta Law Fraternity, International, reserves the right to revoke the rights and privileges of membership of a member or Pre-Law member who has at any time brought disrepute to the Fraternity through unworthy conduct, including but not limited to engaging in hazing activities.”

*For purposes of this policy, the term “hazing” shall be defined to include but shall not be limited to: (1) the applicable state or local definition of such activities for the purposes of the criminal statute; (2) any course of conduct, whether committed on or off the school campus, by individuals calculated to, as a continuing prerequisite for association or membership into any organization, subject the victim(s) to physical or psychological abuse, harassment, violation of law, or otherwise designed to publicly or privately cause humiliation and embarrassment. Furthermore, the International Executive Board of Phi Alpha Delta Law Fraternity, International has determined that should there exist any conflict between the foregoing definition and that which has been established by legislative enactment for the purposes of criminal prosecution, the latter definition shall be and is hereby incorporated by reference into the fraternity’s policy.

<http://hazingprevention.org/>

C. CHAPTER PROGRAMMING GUIDE & DEADLINES

Please see Chapter VI of the Law Operations Guide for additional details.

First week of school (each semester - minimum):

1. Executive Board meeting (with minutes sent to your DJ and the EO)
2. Recruiting/information table at the new student orientation.
3. Academic assistance program

First month of school (each semester - minimum):

1. General chapter meeting (send minutes of the meeting to the DJ and EO)
2. Establish and finalize any committee assignments
3. Social program
4. Academic assistance program or community service program
5. Submit request for funding for sending a delegate to the International Convention (in convention years and off convention years if you want to plan ahead).

First Semester (minimum events):

First Fall Initiation Ceremony	Held no later than 6 weeks from the first day of classes
Executive Board Meetings	Held every two weeks (<i>send minutes to the DJ & EO</i>)
General Chapter Meetings	Held monthly (<i>send minutes to the DJ and EO</i>)
District Conference	Mandatory attendance for all officers
Professional Events/Programs	Two (2) Minimum
Social Events/Programs	Two (2) Minimum
Recruitment Events/Programs	Two (2) Minimum
Academic Events/Programs	Two (2) Minimum
Fundraising Event/Program	One (1) Minimum
Community Service Event/Program	One (1) Minimum
Alumni Networking Event/Program	One (1) Minimum
SUBMIT SPRING CALENDARS	Email to the Executive Office by November 8
Any Applications in Your Chapter's Possession	Submit no later than November 15

Second Semester (minimum events):

First Spring Initiation Ceremony	Held no later than 4 weeks from the first day of classes
Executive Board Meetings	Held every two weeks (<i>send minutes to the DJ & EO</i>)
General Chapter Meetings	Held monthly (<i>send minutes to the DJ and EO</i>)
Professional Events/Programs	Two (2) Minimum
Social Events/Programs	Two (2) Minimum
Recruitment Events/Programs	Two (2) Minimum
Academic Events/Programs	Two (2) Minimum
Fundraising Event/Program	One (1) Minimum

Community Service Event/Program	One (1) Minimum
Alumni Networking Event/Program	One (1) Minimum
Hold Officer Elections	Must be held by February 15
New Officers Take Office	Must take office by April 10
SUBMIT FALL CALENDARS	Email to the Executive Office by April 15
Any Applications in Your Chapter's Possession	Submit no later than May 1
Submit Award Applications	Email to the Executive Office by first Monday in June

D. CHAPTER RED FLAGS

Be on the lookout for any of the following red flags in your chapters as they might cause issues in the chapter or lead to the group going inactive.

- Chapter membership that decreases gradually each year rather than increasing or maintaining.
- Poor turnout at chapter events. This suggests the events are either not advertised well or are unappealing to the membership (or both).
- Unequal representation of all class levels. Not only is the chapter missing out on the contributions other class levels offer, they risk losing a large portion of their membership when the most represented class graduates.
- Chapter repeatedly postpones, rearranges or cancels initiations.
- Chapter maintains no relationship with Dean, Faculty Advisor, Student Activities Office or SBA.
- Chapter does not acknowledge or recognize requests from the E.O. or DJ.
- Officers do not delegate properly, or one officer is doing everything.
- No faculty or alumni advisor.
- No chapter representation at DLTC resulting in no officer transition.
- Lack of interest in running for officer positions resulting in students volunteering to hold officer titles. While it is not always the case, sometimes this results in leaders that are not invested in their roles since they did not “earn” their position via election.
- Students and chapters face serious roadblocks when law schools plan to close, lose their ABA accreditation or there is any other action that puts the future of the school in jeopardy. **Contact the E.O. if this situation is happening at one of your chapters.** We have many resources to aid the students and the DJ throughout these processes.

E. FRATERNITY EXPENSE POLICY

WHAT IS AN ALLOWABLE EXPENSE?

Discount Internet Sites: Members traveling for Fraternity business are expected to travel as frugally as possible. Discount travel sites should be used to arrange travel plans when possible.

Air Travel: All members should use the least expensive airfare. Basic coach or economy airfare must always be used. The Fraternity will not cover additional charges such as seat selection, early boarding, or other ticket upgrades. However, we will cover the cost of one checked bag if that is not included with base ticket fare. First class will not be approved.

Auto: Mileage is reimbursed at the rate of \$0.35 cents per mile traveled. When deciding between air and auto travel, the Fraternity will reimburse whichever amount is lower. Please remember that P.A.D. has discounts with several rental car companies and further discounts can be obtained by using travel discount sites.

Airport Transportation: The Fraternity does not cover transportation to and from the airport or any other travel hub (bus or train station, car rental facility, etc.).

Meal Expense: If on Fraternity business for an entire day, the total daily allowance is \$35.

Hotel Expense: The general rule is that reasonable and necessary expenses for hotels are to be reimbursed. Members should try to stay under \$100/night using discount travel means whenever possible. When multiple members are staying in a hotel, double (or more) occupancy is expected to keep costs low.

WHAT IS NOT ALLOWABLE?

Spouse's Expenses: The Fraternity does not pay any expenses of spouses at functions or on trips unless authorized in advance by the International Executive Board or the International Justice. If a spouse attends a Fraternity function, the expenses for such spouse are personal and are not to be billed to the Fraternity.

Entertainment: Alcohol is considered a personal expense and is not to be charged to the Fraternity. Social and other entertainment events preceding or following a P.A.D. function should not be expensed.

Extra Time: Charges for early arrival or late stays beyond the official conclusion of a meeting or function are not to be charged to the Fraternity, unless travel connections make such necessary. In no event should charges be made for more than one day preceding or more than one day following a function.

HOW DO I SUBMIT EXPENSES?

1. Save all receipts/bills. They must be sent into the Executive Office in order to receive reimbursement. **When using a credit card, you must obtain an itemized receipt, not just the credit card slip.**

2. Submit receipts and an expense report to the Executive Office. Please include the address where you want the check mailed.

3. All requests for reimbursements must be submitted to the Executive Office within sixty days after they have been incurred. Tardy requests will not be honored unless a special waiver is obtained from the International Executive Board.

4. No expense shall be paid which is not reasonably and necessarily incurred in the furtherance of Fraternity business or which is not submitted in accordance with the expense policy set forth above.

5. All requests for reimbursement of expenses shall be preliminarily reviewed by the Executive Director prior to payment. The International Treasurer has the option to review requests before payment is made by the Executive Office. The Executive Director and/or International Treasurer shall have the authority to request clarification or supporting evidence or vouchers for any claimed expense.

F. CONVENTION ATTENDANCE ACTION PLAN

The District Justice plays a vital role in ensuring their chapters are represented at Convention. Convention is where Fraternity business is conducted and elections for international officers are held, so it is important that chapters have at least one delegate to represent the needs and wishes of the chapter. Additionally, Convention is a tremendous opportunity for professional, personal and leadership development. With this in mind, the DJ should develop an action plan to encourage and aid their chapters' attendance at each Convention.

Since Convention is held every two years, there is an off year in between events. Planning to attend Convention might not appear to be a priority for your chapter officers if they are close to graduating and will not be able to attend as delegates. As DJ, you may need to work with these officers to ensure the chapter is adequately fundraising and planning during this period. The tips below and the attached action plan will help you guide your chapters throughout the full biennium.

When to Start Planning:

- Planning should start immediately after Convention concludes. By immediately recapping the event, chapters can record what actions they took to get delegate(s) to Convention so that future officers can simply repeat those actions.
- Have a "farewell" breakfast the Sunday morning after Convention concludes. This is a great way to foster fraternalism, capitalize on Convention excitement and discuss plans for future attendance.

Take the Pledge:

- Members of the TTP program are the first to hear the details of future Conventions, which will help your chapters plan their attendance.
- They will also be able to network with other "TTP-ers" via the TTP Facebook group.
- TTP is not just a way to stay informed, it is a way for prospective Convention attendees to connect with the greater P.A.D. community and build their excitement for the upcoming event.

Funding:

- Most delegates and attendees are covering their costs through a combination of school funding, fundraising and personal funding.
- The earlier the chapter can begin fundraising and requesting school funding, the greater chance they will have success in securing funding for one or more delegates.
- Fundraising for future attendance should be the goal during the non-Convention year.
- **Fundraising is a valuable leadership development skill.** A chapter officer who leads a successful fundraising endeavor should cite that on their resume since it indicates ability to organize, generate revenue and work towards a goal.

- The EO can hold funds on behalf of the chapter to be applied to their future Convention registrations. Contact emily@pad.org to arrange pre-registration.
- Chapters should hold fundraising events for Convention in the off year or at least set aside a portion of any funds raised for Convention attendance. Planning these events is a topic you should cover with them during the programming portion of the DLTC.
- Chapters should be aware of any grant programs sponsored by the P.A.D. International Foundation and the due dates for grant applications.
- The IEB will usually vote to approve a chapter stipend for each chapter in good standing. When the information on this stipend is released, ensure chapters are aware of the information and including it in their financial plan.

Please contact the Executive Office for a digital copy of the action plan which you can edit to fit the needs of your district and/or give to your chapters to develop their own action plans.

Timing	Task	Responsible Party (D), (ADJ), Alumi Advisor, etc.)	Complete?
ONGOING	Encourage interested attendees to Take the Pledge		
ONGOING	Share important updates regarding location, dates or exciting announcements with chapter officers)		
ONGOING	Apply for Grants <i>Applications are available once Convention registration is open. Due dates vary. See the Convention event page on www.PAD.org for additional details.</i>		
ASAP post-Convention	Meet with chapter delegates to recap and plan for future attendance.		
Fall (non-Convention year)	<ul style="list-style-type: none"> • Hold a convention fundraiser (may also set aside portion of general fundraisers for future Convention attendance). • Review school and SBA fund policies to see when requests must be made. • Begin speaking with future officers about planning their attendance. Determine who might be available to attend. 		
Spring (non-Convention year)	<ul style="list-style-type: none"> • Hold a Convention fundraiser (may also set aside portion of general fundraisers for future Convention attendance). • Confirm if chapters have submitted funding requests/budgets to SBA for the following year. • Speak with newly elected officers regarding their Convention attendance (will they be graduating before Convention?). • Work with chapters at DLTC to create their own Convention Action Plans. 		

<p>Fall (Convention year)</p>	<ul style="list-style-type: none"> • Chapters should hold at least one Convention specific fundraiser. • Chapters should discuss Convention as a topic at their general meetings to start identifying delegates (have interested members Take the Pledge). • Chapters should assess their budget to determine how much additional funding will be required and plan fundraisers as needed. • If needed, chapters should begin approaching school administrators and departments to obtain supplemental funding. • District leadership should finalize their Convention registration(s). • District leadership should discuss attending Convention as a young alum with graduating officers/members. • If available, have interested delegates and young alumni apply for relevant attendance grants. 		
<p>Spring (Convention year)</p>	<ul style="list-style-type: none"> • Chapters should complete their registrations and book their hotel rooms. • District leadership should track who from their district has registered. This information can be obtained at any time by contacting the Executive Office. • District leadership can start connecting attendees by creating a group chat/email, Slack channel, Facebook event, etc. • Once confirmed chapters are registered, District leadership can shift focus to the chapters that do not have delegates. 		
<p>Summer Pre-Convention</p>	<ul style="list-style-type: none"> • If not already done in the spring, establish a way for district attendees to communicate prior to Convention (group chat/email, Slack channel, Facebook event, etc.). • Communicate with attendees to confirm logistics, arrival/departure dates, etc. • Send out basic information about what to expect at Convention to your delegates. 		

G. DLTC CURRICULUM

PREPARATION

We suggest providing the following materials and documents to your student attendees:

- Law Operations Handbook
- Copies of Award Applications (for reference and workshopping purposes. Actual applications can be completed and submitted digitally on PAD.org)
- Initiation history and statistics for each chapter (the Executive Office can provide you with these numbers)
- Agendas
- Nametags
- Pens and paper

DIGITAL RESOURCES

You will want to ensure that the host location has a) ability to project a PowerPoint presentation and b) web access. This will allow you to display the DLTC PowerPoint as well as direct students to web-based resources on PAD.org.

TIMETABLE

The following topics must be covered at the DLTC but the order in which you present them is at your discretion. You may need to account for more or less time on each topic depending on the status of your district, the size of your conference, needs of the students, etc.

Keep in mind you will need to account for lunch, breaks and any breakout sessions that run long.

30 Mins	Introductions & Fraternity Business
60 Mins	Chapter Management
60 Mins	Recruitment
60 Mins	Calendars & Programming
30 Mins	Awards
30 Mins	P.A.D. International and District Events
30 Mins	Policy & Resource Review
15 Mins	Wrap Up

TOPICS & NOTES

The DLTC should be structured to provide an opportunity for an interchange of ideas between the chapter officers by having multiple "break out" sessions in which topics can be discussed in small groups. The District Justice should guide discussion to ensure that important subtopics are covered in each breakout and large group discussion.

DISTRICT LEADERSHIP & TRANSITION CONFERENCE AGENDA: Topics, Structure and Goals

Below you will find a breakdown of how to address each required DLTC topic. This includes any important subtopics to cover, how the topics should be address (discussion or breakout) and the goal for each discussion. Your presentation may vary given the circumstances of your district or chapters.

DISCUSSION TOPIC: Call to Order by District Justice

Subtopics/Notes:

Welcome student leaders and introduce any IEB or alumni in attendance.

DISCUSSION TOPIC: State of The Fraternity by Member of The International Executive Board

DISCUSSION TOPIC: Meeting the Chapter Officers and Representatives

Subtopics/Notes:

Have students share highlights and challenges from the year as well as their goals for the upcoming year.

DISCUSSION TOPIC & BREAKOUT: Effective Chapter Management (75% Large Group Discussion/25% Breakout)

GOAL: Officer duties will be understood and clearly delegated. Chapters will have plans to implement or improve their committees.

Subtopics/Notes:

Officer Roles and Duties: Review officer roles and discuss importance of delegation. Ask chapters, are you officers performing these duties? Is there anyone doing jobs that should be assigned to someone else?

Best Practices for Leadership: Review what makes an effective leader. Go over a basic list of both effective and ineffective traits/actions. Ask chapters about effective leaders they know and how those individuals conduct themselves (these can be other organization leaders, administration leaders, etc.)

Committees: Review suggested committees and assess if chapters are utilizing them. At minimum, all chapters should have a recruitment chair that tables on behalf of the chapter at least once a month. Chapters with lots of events or members should have a full slate of committees that are tasked with keeping the chapter organized.

Advisors: Who are the chapter's Faculty & Alumni Advisors? Are they contributing to operations? Would the chapter benefit from move involved advisors?

BREAKOUT: Using the Law Chapter Operations Guide, chapters should review their roles, organization and delegate tasks for the upcoming year.

DISCUSSION TOPIC: Recruitment (Large Group Discussion)

GOAL: Chapters develop a recruitment strategy and goal for the upcoming year.

Subtopics/Notes:

When do you recruit?: Chapters should recruit all the time. Discuss importance of both spring and fall recruitment and how to appeal to students other than 1Ls.

Tabling 101: Discuss the proper way to set up a recruitment table and how to address prospective members. Remind chapters to appoint a recruitment chair to table at least once a month (if permitted by the school).

Calendars as a recruitment tool: Local programming is often why students join PAD. Calendars should be completed and speakers booked in time for the beginning of fall semester.

The PAD Elevator Speech

Unique & Effective ways to recruit

- Initiating popular faculty & members of the law school administration
- Honorary initiations for esteemed faculty or local legal professionals
- Reach out to 1Ls before they start classes – this can be done by including a letter from PAD in the school’s orientation packets, having a PAD presence during 1L orientation, etc.
- Invite alumni to recruitment events
- Directly ask someone if they will join.

Importance of Follow Up: Chapters should collect names and contact info of all interested members and send timely follow up with information about joining.

Initiation: Discuss how to plan and set up initiations, review the ritual, how to get materials from the E.O.

BREAKOUT: Calendars & Programming

GOALS: Each chapter has a complete a calendar, per Executive Office standards, for the upcoming semester.

****NOTE** If the chapter has items that are TBD (guest speakers, locations for meetings, etc.) they should have an action plan for finalizing those items.**

Before splitting into breakout sessions, lead a 5-10 minute orientation to cover calendar expectations and goals for the breakout. Reference why the calendar expectations are in place and why they are important.

Tasks for Breakout:

- Chapters should come prepared with their calendars from last year to use as a base for the following semester.
- Have chapters work individually to plan their fall calendars.
- Visit with each chapter to provide assistance and offer suggestions. This is also an opportunity for you to work one-on-one with chapters that need a lot of help.

BREAKOUT: AWARDS

GOAL: The chapter will determine which awards they will apply for based on their completed calendar. Chapter will decide who will be responsible for completing applications and determine a deadline for that completion.

Before splitting into breakout sessions, lead a 5-10 minute orientation to review available awards.

Tasks for Breakout:

- Officers should decide what awards they will apply for and create timelines for submitting applications.
- Recommend that chapters complete an award application after each event they hold.

DISCUSSION TOPIC: REGIONAL / INTERNATIONAL EVENTS

GOALS: Chapters will understand what events PAD holds and how they can participate in each. Chapters will understand why Convention is important, the resources available to them to help them attend, and have a plan for their chapter's representation.

Subtopics/Notes:

- Refer to each event's webpage on pad.org
- Leadership Summit – Held in July on odd years
- Pre-Law Conference – Held annually in late October/early November in Washington, DC
 - Many officers attend this event as admissions reps from their law school. It's also an opportunity for them to judge the pre-law mock trial competition.
- Law Mock Trial Competition – Held annually in late February in Washington, DC
- P.A.D. Day at the Supreme Court – Held annually in June in at the U.S. Supreme Court
 - Even though law students do not participate in P.A.D. Day, be sure to mention it so they are aware they can participate as an alum.

- 63rd Biennial Convention – August 5-8, 2020 in Orlando Florida
 - Discuss why Convention attendance is valuable, invite students/alumni that have attended to share their experiences, invite attendees to Take The Pledge
 - On Convention years: check in with each chapter on their attendance plan.

DISCUSSION TOPIC: POLICY REVIEW

GOAL: Chapters will understand what policies PAD has and how to appropriately follow them.

Subtopics/Notes:

Refer to the policy page on pad.org and review:

- Insurance
- Alcohol & Drug
- Open Membership
- Complaints & Incident Reports

DISCUSSION TOPIC: EXECUTIVE OFFICE RESOURCES

GOAL: Chapters understand what resources are available to them and how to contact those resources.

Subtopics/Notes:

General Operations Inquiries: Contact Director of Law & Alumni Operations Emily Baranoski. Officers receive regular communication from the E.O. so be sure that your contact information is updated with the office.

Membership Lists and Initiation Materials: Contact membership@pad.org

Working with Pre-Law Chapters: Contact prelaw@pad.org

The PAD Law Download Library : Pull up law chapter downloads on pad.org to show what kind of documents are available online.

DISCUSSION TOPIC: CONCLUSION AND WRAP UP

Subtopics/Notes:

Go over the key points and goals of the day. Check in with officers to see how prepared they feel for the upcoming year.

POST-DLTC

The best way to improve the content of the DLTC is to get feedback from the attendees. One way to do this is to distribute a survey post-conference. If you ever receive feedback that you believe would be beneficial to the DLTC concept, please feel free to pass it along to the EO!

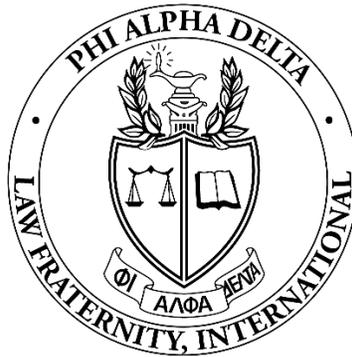
Here are some topics you might want to cover in the survey:

- Thoughts on the location and date of the DLTC
- Suggestions for future dates and locations
- Whether attendees felt they accomplished the goals set forth by the DLTC
- How confident the attendees feel about leading their chapters next year
- What topics they would like to see covered at future events

In addition to feedback on the content and presentation of the DLTC, individual follow up with the chapters is also important. Based on your notes from the DLTC you should reach out to the chapter officers to help with any issues they brought up, check in on their progress, etc. The DLTC is the starting point of your ultimate goal of establishing a working relationship with each officer in your district. Timely follow up that capitalizes the new officers' energy post-DLTC is a crucial aspect of achieving this goal.

Sample Agenda

Here is a sample agenda incorporating official PAD branding and imagery. Contact the E.O. for a digital copy.



DISTRICT __ LEADERSHIP & TRANSITION CONFERENCE

DATE

LOCATION

9 AM: Check In

9:30 AM: Welcome & State of the Fraternity
Chapter Introductions

10 AM: Effective Chapter Management (Discussion & Breakout)

11 AM: Calendar Planning (Discussion & Breakout)

12 PM: Lunch (Opportunity for sponsor to speak)

12:30 PM: Recruitment

1:30 PM: Awards (Breakout)

2 PM: PAD Events

2:30 PM: Policy Review and Executive Office Resources

3 PM: Conclusion & Wrap Up

H. DISTRICT OPERATIONS REPORT

At the end of each semester, the E.O. will request that you complete a District Operations Report. The report consists of a series of questions that assess the overall health of the district as well as your plans and goals for the following semester. This report will help the E.O. to provide you and your chapter leaders with additional resources to accomplish those plans and/or address any issues occurring within the district. The report also helps the E.O. maintain accurate and current records of each chapter.

The report will be completed digitally. Most of the questions are open ended so that you can insert any information you feel is valuable for the E.O. to know. There will be space within the report for you to include any other pertinent information not addressed in the questions as well as space to upload receipts for reimbursement. The content of the reports is below for your reference but is subject to change based on Fraternity events, news, updates, etc.

FALL REPORT (DUE BY DECEMBER 31)

1. What chapters did you visit this semester and when?
2. Did you host any District-wide events this past semester? If so, describe.
3. What challenges did you see in your District or in specific chapters this semester?
4. How do you feel the chapters in your District are performing in regards to:
 - a. Recruitment
 - b. Chapter Programming (meeting P.A.D. requirements, hosting signature events, etc.)
 - c. Overall organization (do they have a full Executive Board, Bylaws, etc.)
 - d. Overall engagement beyond their chapter (including but not limited to: communication with you, your ADJs, and area alumni, participation in national events and working with other law, pre-law and alumni chapters in the District)
5. What are your goals for the District for next semester?
6. What support can the Executive Office and/or International Executive Board provide to meet these goals?
7. When/where do you plan to host the Spring District Leadership & Transition Conference? Can the Executive Office provide any assistance for this event?
8. Are there any alumni that have been key sources of support for you this semester?

SPRING REPORT (DUE BY MAY 1)

1. When/where did your host the Spring District Leadership & Transition Conference?
 - a. How many chapters attended the event?
 - b. What do you feel went well at the event?
 - c. What do you feel needs improvement with the event?
 - d. Any other comments?
2. What chapters did you visit this semester and when (not counting the Conference)?
3. What challenges did you see in your District or in specific chapters this semester?
4. How do you feel the chapters in your District are performing in regards to:
 - a. Recruitment
 - b. Chapter Programming (meeting P.A.D. requirements, hosting signature events, etc.)
 - c. Overall organization (do they have a full Board, bylaws, etc.)
 - d. Overall Engagement beyond their Chapter, including but not limited to: communication with you, your ADJs, and area alumni; participation in national events; and work with other law, pre-law and alumni chapters in the District
5. What are your goals for the District for next semester?
6. What support can the Executive Office and/or International Executive Board provide to meet these goals?
7. Are there any alumni that have been key sources of support for you this semester?

I. COMPLAINTS PROCESS

A. Reporting Procedures. If a member or non-member becomes aware of a potential violation, they may report it to the Executive Director (ED) by filling out an online incident report. In cases of emergency, the ED can be reached via phone at (410) 347-3118. Complaints may be made anonymously; however, P.A.D. encourages those making complaints to provide their name and contact information to allow for appropriate follow-up questions. At a minimum, the following information should be provided in the complaint:

- Where and when the incident occurred;
- The names and titles (if applicable) of the subject of the complaint and any witnesses; and
- The nature of the misconduct.

B. Investigation. Once the complaint is received, the ED will acknowledge receipt of the complaint to the individual who submitted it, unless he/she wishes to remain anonymous. The ED will turn over the complaint and all pertinent information to the Disciplinary Committee. The Disciplinary Committee consists of three to five individuals appointed by the International Justice with the advice and consent of the International Executive Board (IEB). The Committee will select one of its members to conduct the investigation. All aspects of the investigation will be considered confidential, except to the extent necessary: (1) to conduct a full and fair investigation; and (2) for review, when necessary, of P.A.D. operations by the International Executive Board (IEB), an independent audit committee, P.A.D.'s independent public accountants, and/or P.A.D.'s outside legal counsel (3) the identity of the complainant shall be made known to the Compliance Investigator for the purpose of investigation. . If the seriousness of the allegations so warrants, the subject of the complaint may be suspended by the ED pending investigation.

The investigator shall conduct the investigation in a timely fashion. The investigator shall have access to all PAD records, files, and other documents relating to the complaint, as well as to the individuals involved in the complaint, including, but not limited to, any prior history of disciplinary action involving the subject(s) of the complaint. The investigator shall have the right to speak with any parties involved in, or witnesses to, the facts surrounding the complaint. The subject of a complaint need not communicate with the investigator, but the investigator may take any inference it deems appropriate derived from the subject's refusal to communicate with the investigator.

C. Resolution. If, at the conclusion of the investigation, the findings indicate no misconduct, the investigator will submit a report stating so to the Disciplinary Committee and will close out the complaint. If the investigation does indicate misconduct, the investigator will recommend a course of disciplinary action to the Disciplinary Committee. The Committee, by a vote of the majority, will take appropriate action, up to and including removal of the member from P.A.D. The subject may contest the Disciplinary Committee's action within 30 days of the issuance by filing written notice with the ED, at which point the matter will be transmitted to the International Tribunal. The International Tribunal, pursuant to its rules, will review the Disciplinary Committee's Report of Investigation and any responses from the subject, and will issue findings and a decision. The IEB may accept, modify, or reject the Tribunal's decision. If the IEB takes no action on the Tribunal's decision within 30 days, the Tribunal's decision is hereby adopted by the IEB. The IEB's decision is final.

J. DISTRICT JUSTICE POSITION DESCRIPTION

TITLE: District Justice

REPORTS TO: International Justice

GENERAL SUMMARY: A District leader working with the International Executive Board (IEB), Executive Office, and each law and alumni chapter in the District to *advance integrity, compassion and courage through service to the student, the school, the profession and the community*. The District Justice is the ambassador and “face” of Phi Alpha Delta Law Fraternity, International in the District and is the District’s fraternal connection with and between students and alumni.

COMMUNICATES WITH:

1. IEB
2. Executive Office
3. Assistant District Justices
4. Students
5. Alumni

MINIMUM REQUIREMENTS:

1. Establish and maintain a network comprised of alumni members, faculty, members of the IEB, Assistant District Justice(s) (ADJs), and the Executive Office to assist student members.
2. Conduct a productive District Leadership and Transition Conference each school year as directed by the Executive Office and IEB no later than the end of the Spring Semester.
3. Promptly communicate any issues with officer transitions or other chapter operations issues to the Executive Office and IEB.
4. Visit (either in person or electronically) each active chapter once a semester.
5. Use best efforts to appoint at least one ADJ to assist with chapters in the district.
6. Provide district updates as requested by the IEB and the Executive Office.

GOALS:

1. Encourage proper programming for student members and alumni.
2. Assist in the recruitment of new members at each District chapter.
3. Ensure that officer elections and transitions are completed timely each year.
4. Support 3L transition to alumni chapters and further encourage alumni involvement.
5. Promote attendance of at least one delegate from each student and alumni chapter in the District to Convention and Leadership Summit.
6. Attend Convention and serve as a resource to the attendees from the District and as otherwise requested by the International Justice and/or Executive Office.
7. Make a concerted effort to attend other national level and regional events to serve as a resource for District attendees and the general membership, as directed by the International Justice or Executive Office.

8. Support and encourage alumni members in the District to be active in an alumni chapter and/ or on an individual level including serving as Chapter Alumni advisor, ADJs, committee members, etc.
9. Identify and mentor key persons for continued involvement in P.A.D.
10. Assist in the formation and/or reactivation of law school and alumni chapters in the District.
11. Participate in District Justice training annually.

HELPFUL ATTRIBUTES/SKILLS:

1. Strong communication skills. Demonstrate an ability to communicate effectively with members, the Executive Office and the IEB.
2. Desire to work with law students and alumni.
3. Ability to motivate law school and alumni chapters and share a passion for P.A.D.
4. Working knowledge of the history, International By-laws, policies and procedures and organization of the Fraternity.
5. Time management and organizational skills. Ability to balance all of the above, along with one's personal and professional life. Also, ability to communicate any issues or conflicts to the IEB and/or Executive Office.
6. Ability to market P.A.D. and its programs and services.
7. Live in the or work in the District.
8. Ability to delegate responsibilities to ADJs, alumni advisors, etc.

NOTES

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**PHI ALPHA DELTA
LAW FRATERNITY, INTERNATIONAL**

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