

Whereas, the National Black Law Students Association (NBLSA) is the largest student-run 501(c)(3) organization dedicated to fostering leadership, empowering law students to serve their communities, and enhancing their professional and advocacy skills;

Whereas, NBLSA's financial and operational growth requires systems to prevent previous inefficiencies that may have and could hinder its ability to execute its mission effectively;

Whereas, reliance solely on law students---who balance full-time academic commitments and leadership responsibilities---has led to inconsistent execution, operational inefficiencies, and vacant leadership positions at both the regional and national levels;

Whereas, the lack of continuity and institutional memory due to an inadequate transition process results in recurring inefficiencies, requiring each new administration to spend two to three months onboarding, reducing the impact of an already brief ten-month term;

Whereas, membership benefits have declined, providing law students with limited academic support, financial assistance, and scholarship access, making it difficult to demonstrate the value of NBLSA membership beyond convention discounts;

Whereas, the absence of professional oversight and infrastructure has contributed to leadership burnout, communication breakdowns, and collaboration difficulties, impeding the recruitment, evaluation, and retention of high-performing leaders;

Whereas, the appointment of an Executive Manager as a precursor to a full Executive Administrator would provide immediate stability, enhance professionalism, streamline transitions, and begin to fortify NBLSA's ability to achieve its strategic objectives while maintaining fiscal responsibility;

Whereas, a comprehensive review of NBLSA's financial planning, executive functions, and governance structure is critical to establishing a sustainable, efficient operational model;

Whereas, the formation of a Task Force, co-led by the National Chair, Vice Chair, and a qualified NBLSA alumnus, will facilitate an in-depth assessment of these challenges and provide actionable recommendations at the Joint Board Retreat (JBR);

Resolved, that the National Black Law Students Association (NBLSA):

Establishes the formation of a Task Force which will explore key consultancies focusing on (1) Financial Planning and Assessment (2) Governance and Organizational Development and shall (3) Procurement of Professional Event Management for Key Programming

1. Financial Planning and Assessment, which shall:
 - a. Review and assess NBLSA's financial operating systems, including auditing, reconciliation, and spending protocols;
 - b. Conduct a formal audit process for the last three fiscal years and provide recommendations for future audit procedures;
 - c. Evaluate revenue sources, including sponsorships, and propose strategies for sustainable income generation.
2. Governance and Organizational Development, which shall:
 - a. Review and analyze existing governance structures, including election processes and operational procedures;
 - b. Evaluate membership growth strategies, particularly pre-law initiatives, and propose enhancements;
 - c. Assess the alignment of NBLSA's mission with the current needs of Black law students and recommend necessary adjustments.
3. Executive Functions and Event Management, which shall:
 - a. Procure a professional staff member, hereinafter referred to as the "Executive Manager"
 - b. The Executive Manager shall:
 - i. Role and Responsibilities:
 1. Be directly responsible for reviewing all contracts executed in the current and projected fiscal years and shall serve in a consultative capacity for event contracts and planning to ensure proper oversight and compliance
 2. Be responsible for advising and helping identify potential external funding sources, including but not limited to grants, corporate sponsorships, alumni donations, and strategic partnerships, while working collaboratively with leadership to secure such funding, rather than owning this activity independently
 3. Serve as a member of the Task Force and shall provide operational expertise and continuity during the assessment and implementation phases of organizational development.
 - ii. Board Oversight
 1. Report directly to the Board of Directors (BOD), ensuring continuity and professional oversight of NBLSA's contractual relationships across national and regional boards. The Executive Manager will be overseen by the National Chair and Vice Chair, who will manage their responsibilities. Additionally, the BOD shall conduct an annual review in July of each calendar year to assess performance and ensure alignment with organizational goals. The Executive Manager will streamline contract negotiations to leverage NBLSA's collective bargaining power across all seven annual conventions while protecting the association from financial commitments that could become an

albatross around the association's neck and impact the long-term financial viability of the organization.

4. Implementation Timeline:

- a. The Task Force shall convene no later than April 15 following its activation. A preliminary progress report shall be presented to the Board of Directors and National Executive Board by May 30th. Final recommendations shall be delivered at the Joint Board Retreat in June, with an action plan for implementation.
- b. The Task Force shall be co-led by the National Chair, Vice Chair, and a qualified NBLSA alumnus, who may be a former NBLSA Chair, an Alumni Chair, or a dues-paying National Bar Association member with extensive knowledge of the inner workings of NBLSA, as elected by the Board of Directors.
- c. The transition from Executive Manager to Executive Administrator shall occur when the financial milestones outlined below are achieved. Upon meeting these milestones, NBLSA will hire an Executive Administrator who will fully subsume all roles and responsibilities of the Executive Manager while also taking on expanded responsibilities including long-term planning and financial management alongside the auditor.
- d. The Board of Directors shall conduct a formal assessment of these milestones annually, with a targeted timeline of three years for the transition to an Executive Administrator.
- e. The transition from Executive Manager to Executive Administrator shall be guided by the following financial milestones:
 - i. Completion of a clean financial audit with proper accounting of all regional and national funds for two consecutive fiscal years;
 - ii. Establishment of a six-month operating expense reserve fund;
 - iii. Successful implementation of standardized contractual processes across all regions that demonstrate cost savings or revenue increases of at least 15%;
 - iv. Implementation of at least three new value-added membership benefits that increase national membership by a minimum of 15%;
 - v. Development and implementation of a sustainable fundraising strategy that generates a minimum of \$100,000 in non-convention revenue annually