



Board of Directors Candidates

Paul Wittekind

DIRECTOR OF KNOWLEDGE AND LEGAL PROCESS SOLUTIONS
PORZIO, BROMBERG & NEWMAN, P.C.



Candidate Country

United States

ILTA Profile Link

[Paul Wittekind ILTA Profile](#)

LinkedIn Profile Link

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Legal Sector
Experience

My involvement with technology in the legal environment started thirty years ago when I became Porzio's first Director of Information Technology Services. The challenge at that time was moving technology from the "back office" into the personnel- and client-facing areas of the firm, and to build a team that would work effectively within a law firm environment. As the use of technology expanded, I guided Porzio's strategic initiatives in enterprise content and matter management, desktop virtualization, e-discovery, information research services, and firm-client integration. I oversaw growth of the firm's technology infrastructure to support five offices and three subsidiary companies. My current role, among other responsibilities, involves consulting directly with clients on all aspects of their legal matters that touch technology, including development of systems and processes within their legal departments to enhance matter and information management.

ILTA Volunteer
Experience

- Vice Chair and Chair, Program Planning Council (PPC)
- PPC Liaison to the Educational Subcommittee of the Partner Advisory Council (PAC)
- PPC Project team member (Innovation, Content Curation, Reporting, Online Community Assessment)
- Peer Group Vice President - Enterprise Content Management (ECM) Peer Group
- OpenText SIG / Peer Group
- ILTA Conference Committee
- Peer Award - Outstanding Member-Contributed Magazine Article
- Nominating Committee, Board of Directors (pre-Talent Council)
- Judge - ILTA Volunteer Achievement / Distinguished Peer Awards (multiple)
- Interview and selection of volunteer leaders and members for multiple teams and committees (PPC, Talent Council, peer groups)
- Ascend Volunteer Event Steering Committee
- Program Planning Council and Peer Group leadership events
- Attendance at ILTA national conferences (2006 forward), LegalSec Summit, and LegalWeek ILTA track

Board of Directors
Experience
(ILTA and other
organizations)

Board of Trustees of Catholic Charities in the Diocese of Paterson (New Jersey),
2005-present

- Service on Facilities, Finance, and Audit Committees
- Audit Committee Chair, 2017-present
- Structure similar to ILTA Board: strategic level oversight at the Board and Committee level, with delegation of execution to the CEO and the C-level leadership

Background

I am based in Porzio's headquarters in Morristown, New Jersey, one of the firm's five offices in the Northeast. After graduating from Harvard College with a degree in chemistry and physics, I joined Porzio in a technical research and investigative role. Our team introduced the first PCs to attorneys and legal personnel, and we overcame the myriad challenges early adopters experience. From the beginning, we promoted novel uses of technology within the firm, such as development and presentation of the first computerized video animation that a New Jersey trial court accepted into evidence.

It was a natural evolution to move into the first technology-specific role at the firm, and I have been fortunate to experience the full trajectory of the firm's thirty-year digital transformation. My ILTA participation has influenced our firm's key initiatives, including enterprise content and matter management, desktop virtualization, e-discovery, information research services, and firm-client integration. As those technologies matured, I have transitioned to focusing on client- and externally-facing projects that will improve Porzio's competitive position within the mid-sized firm marketplace.

With this focus on technology, it perhaps is surprising that I have developed a parallel interest in mechanical timepieces and analog watchmaking. The creativity, craftsmanship, and passion required to make minute and extremely precise mechanical devices is a welcome antidote to our digital world!

Vision

Each candidate was asked questions related to Board service and their vision for ILTA's future. The questions and response are shown below.

Question: Considering the areas of global experience, financial expertise, and consensus building, please share some unique business experience, personal qualities, and/or perspectives that you will bring to your ILTA Board service if elected.

Response: *"Most of my ILTA leadership roles have required listening to and building a consensus among volunteers with disparate backgrounds, interests, and perspectives. The experience I developed in those roles culminated during my service as Vice Chair and Chair of the Program Planning Council (PPC). The PPC was formed during the 2014-2015 volunteer restructure. In 2018, the Volunteer Leadership Task Force (VLTF) recommended changes to the PPC in response to increasing volunteer concerns that its structure was not optimized for content development. The changes included introduction of the Chair and Vice Chair roles, with Tony McKenna and I filling the inaugural roles.*

This was a critical juncture for the PPC – it had to demonstrate that the revamped structure promoted robust content development. As PPC leaders, Tony and I found roles for some people who had significant doubts about the new structure. We listened to concerns about the revised liaison structure and who perceived that they were not being heard. We redoubled our communications to constituents as to what the PPC was doing and why. We built a consensus around the PPC's annual development of ILTA's overall programming framework. We worked collaboratively with ILTA staff to ensure that PPC members understood the demands their initiatives would place upon staff. The repositioning of the PPC was one large experiment in consensus building, and the robust programming the PPC has directed during the past five years demonstrates our success.

I also can bring to the Board the financial literacy and business acumen I have developed during the past eleven years serving in finance-related roles for the Catholic Charities Board of Trustees. As Chair of the Audit Committee for the past five years, I have developed an in-depth understanding of a non-profit organization's financial obligations, how to examine and interpret statements of expenses and balance sheets as they relate to the organization's fiscal health, and the proper recognition of revenue and expenses. ILTA has weathered significant financial challenges, and it is always seeking to determine the proper revenue mix to improve stability. The Board has an obligation to appropriately oversee those efforts."

Question: Please describe your vision of ILTA's future. What does ILTA need to help ensure a successful future?

Response: *"Two key pillars of ILTA's strength have been "peer-powered" and superlative educational content. The organization needs to assess what those concepts mean in the current environment, and to address them in the 2023-26 strategic plan.*

Peer relationships include member-to-member, member-to-business partner, and business partner-to-business partner. The slogan "peer-powered" initially derived from member relationships, but the other two have always been components of ILTA engagement. The organization has used this branding to differentiate itself from alternate formats for peer engagement, such as vendor user groups or product-specific conferences. How does ILTA promote peer engagement when so much engagement has become virtual? If the relevance of that branding declines, will members come to ILTA first for educational content? How will that

affect the relevance of conferences, despite the quality of the content provided? What is the role of business partners, who provide both content and financial support? Although not immediately apparent, the “peer-powered” branding supports many revenue streams. The new Constituents Council has a critical role in identifying the challenges to the ILTA brand and proposing solutions.

The Board has begun to address the second pillar, in part via myILTA: how do we position ILTA as the primary trusted provider for content needed to make members successful at their firms? With the benefit of the content and curation report the Program Planning Council delivered in 2022, the Board is supporting the effort to modernize the content delivery platform. Any vision of ILTA's future has to account for the threats to its content delivery model and the risk that members continue to “peel off” and go to other resources first. This strategic vision also needs to account for the challenges associated with a non-profit's funding of technology infrastructure – a challenge similar to that of most law firms, which cannot raise capital on the open market and have to fund technology investments internally.”

Question

Which ideas from the current strategic plan should be pulled forward into the 2023 – 2026 strategic plan and what additional outcomes should be included in the 2023 – 2026 strategic plan?

Response

“Business partners are a key component of ILTA's continued viability, and the current strategic plan set as a goal “Ensure Business Partners feel respected and valued.” ILTA has made great strides in improving business partner satisfaction during the past two years. The Program Planning Council has worked closely with the Partner Advisory Council (PAC) to make the business partners feel that their content contributions are valued. The Conference Committee and the Content Teams have revised their practices to encourage broader business partner engagement, and have addressed successfully business partner concerns about policies they believed impeded their contributions to the organization. ILTA needs to remain alert that consolidation among business partners in the legal space may present a challenge to the organization's funding stream.

A factor critical to ILTA's viability is alignment of revenue sources with available income streams during the next five years. This differs from “diversifying” revenue sources. Although diversification may appear to be an obvious goal, it is not the same as identifying which revenue streams are appropriate for ILTA. Some “established” assumptions may need to be reconsidered. Perhaps a suite of vigorous conferences should continue to be a primary revenue stream if they become increasingly relevant to constituents. Perhaps monetizing access to some of ILTA content does not align with the best revenue opportunities during the coming years. Although financial viability is boilerplate for most strategic plans, the next strategic plan should emphasize it more broadly as a specific goal that supports all other areas of myILTA”.