

ELENA M. PAUL

EXECUTIVE EXPERIENCE

RINGLING COLLEGE OF ART AND DESIGN, Sarasota, Florida

General Counsel

July 2023 – Present

Position: General Counsel in a private nonprofit, tax-exempt Art and Design College founded in 1931.

ALVIN AILEY DANCE FOUNDATION, New York, New York

General Counsel and Corporate Secretary

September 2012 – July 2023

Position: General Counsel and Corporate Secretary in a nonprofit, tax-exempt performing arts and educational service organization that supports the activities of Alvin Ailey American Dance Theater and Ailey II, two dance companies (one of which is union-represented) with extensive national and international performance and touring; The Ailey School which offers professional and pre-professional training for dancers; Ailey Arts In Education & Community Programs, national community service and dance programs for all ages, including at-risk youth; and The Ailey Extension, over 60 dance and exercise offerings each week in its NYC facility. Legal specialties include nonprofit governance and corporate matters, strategic planning and risk-management, transactional work (negotiations and drafting) and intellectual property, entertainment law, labor and employment matters, and the management of legal matters placed with outside counsel. In addition to the legal function, supervise The Ailey Archives. Balance and maintain the highest standards for the legal aspects of the role—risk management, governance, and deal negotiations—while ensuring that the critical mission of the organization to further the pioneering vision work of the choreographer, dancer, and cultural leader Alvin Ailey is accomplished.

Business Affairs Role: Engage an entrepreneurial approach to identify and implement independent initiatives to improve processes around the creation of mission-aligned content, particularly as the company expands into offerings and activities beyond the traditional format of live-stage presentations and passive involvement in news and documentary-type film productions; also, identify internal and external forces, trends, and changes, which affect operations and activities and recommend and implement mission-oriented adjustments to business practices to reflect the changing environment within which content is produced, presented and marketed. Examples of initiatives include organizing and articulating the work and new projects and funding opportunities for The Ailey Archives; standardizing music acquisition and clearance procedures; developing and teaching professional development classes for staff on the legal and business issues that frame their work inside a nonprofit tax-exempt performing arts organization and school, including social media activities; and created a Production Negotiation and Contracting Protocol for a comprehensive and detailed approach to dance production commissions and licensing deals.

VOLUNTEER LAWYERS FOR THE ARTS, New York, New York

Executive Director and functional General Counsel

January 2001 – August 2012

Position: Chief Executive Officer of, and functional General Counsel/Legal Advisor in a nonprofit, tax-exempt legal aid and arts service organization serving over 10,000 arts community members each year. Since 1969, VLA has provided *pro bono* legal services and representation, alternative dispute resolution services, educational programs, and advocacy to the arts community.

Executive Role: Establish and manage the vision, policies, advancement/development, programs and services, finances, and personnel of the organization. Developed excellent working relationships and partnerships with Board of Directors, government agencies, private foundations, arts councils and art service organizations, law firms and corporations, bar associations, volunteer attorneys, law schools and institutions of higher education, individual donors and clients. During tenure, more than tripled the number served, developed over twenty new programs, greatly expanded volunteers and supporters, and operated each year at a surplus, reversing seven years of deficits.

Legal Role: General Counsel and Legal Advisor to nonprofit, tax-exempt arts and cultural organizations, art service organizations and individual artists, specializing in nonprofit governance and corporate matters, strategic planning and risk-management, transactional work and intellectual property, and management of legal matters placed with outside counsel. Also act as development consultant/legal advisor for cultural and arts projects in addition to television, film and theatrical productions.

Community Development and Outreach: Conceptualize and develop curriculum, and support, for original programs and services on legal and business issues for the arts community as well as members of the legal and business communities who support arts and cultural organizations and individual artists. Teach and give formal lectures and other presentations for artists, arts educators, arts and cultural organizations and attorneys at VLA, national conferences and other institutions as well as serving as an adjunct professor at Fordham Law School, Brooklyn Law School, and the New York Film Academy.

WASHINGTON AREA LAWYERS FOR THE ARTS, Washington, D.C.

Executive Director and functional General Counsel

August 1998 – December 2000

Position: Chief Executive Officer of, and functional General Counsel/Legal Advisor in a nonprofit, tax-exempt legal aid and arts service organization serving the arts community Washington, DC, MD and VA.

Executive Role: Established and managed the vision, policies, advancement/development, programs, finances, and personnel of the organization. Established excellent working relationships and partnerships with Board of Directors, government agencies, private foundations, arts organizations, legal organizations and corporations, volunteer attorneys, and educational institutions individual donors and clients.

Legal Role: General Counsel and Legal Advisor to nonprofit, tax-exempt arts and cultural organizations, art service organizations and individual artists.

UNIVERSITY OF MARYLAND, COLLEGE PARK, College Park, Maryland

Office of the President, University Counsel

February 1994 – July 1998

Responsibilities included providing direct, daily, on-campus legal, general consulting and risk management advice to the President, Vice Presidents, Deans, Department Chairs and Senior Officers in the formulation of institutional policy and the management of a top-tier AAU research university; Formulating and drafting State legislation and policies; Providing liaison and support to Office of the Attorney General of Maryland in all litigation and real estate matters; Conducting confidential investigations, including investigation of allegations of gender (sexual harassment) and other forms of prohibited discrimination; Negotiation and drafting of University agreements, including real property, infrastructure acquisition and disposition, lease, architectural, employment, and settlement and release agreements; Federal, State and local government grants and other joint projects; Development agreements with donors, including the J. William Fulbright International Center Agreement. Representing the University before Federal, State, County, and private agencies, commissions, departments, and associations, including the Department of Education, Equal

Employment Opportunity Commission, Maryland Commission on Human Relations, Maryland State Ethics Commission, and Maryland Office of Administrative Hearings.

Member: President's Commission on Disability Issues; Environmental, Safety and Health Management Policy Committee, Search Committee for Department of Environmental Safety Assistant Director; and Search Committee for Department of Environmental Safety Associate Director.

Direct responsibility for the following clients (departments): Administrative Affairs; Procurement & Supply; Architecture, Construction & Engineering; Institutional Advancement; Environmental Safety; Physical Plant; Personnel; Telecommunications and Business Services; and University Police.

BRYAN CAVE, Washington, D.C.

Associate

June 1992 – January 1994

Member of two practice groups: Corporate and Business; Banking, Bankruptcy and Real Estate. Experience includes research, negotiating, counseling, drafting and management of due diligence for commercial and real estate transactions, including acquisitions, leases and related agreements, loan modifications, foreclosures, license agreements and legislative projects.

PATTON BOGGS, LLP, Washington, D.C.

Associate

October 1988 – May 1992

Practice focused in commercial and real estate transactions, including acquisitions, reorganizations and contracts. Experience includes reorganizations in connection with stock acquisitions, debt refinancing, multiple property acquisitions and bond issuance; corporate structuring and care-taking; responsible for ongoing oversight of more than fifty commercial properties held by a major retailer, a major manufacturer and an asset holding corporation; commercial lease negotiations and litigation; environmental counseling for corporate transactions; commercial litigation and bankruptcy.

EDUCATION

HARVARD LAW SCHOOL, Cambridge, Massachusetts

Juris Doctor, May 1988

International Law Journal

Harvard Law Business Club

Harvard Mediation Program

Wasserstein Public Interest Fellow 2000

Celebration 50: Making Public Interest Work, Panelist, May 2003

Celebration 55: The Women's Leadership Summit, Panelist, September 2008

DAVIDSON COLLEGE, Davidson, North Carolina

Bachelor of Arts, cum laude, May 1985 (Major: Economics)

Honors:

Phi Beta Kappa

Omicron Delta Epsilon, national economics honor society

Charles A. Dana Scholar

Robert Bell Scholar

SELECTED PROFESSIONAL & OTHER AFFILIATIONS

Admitted to Bar, District of Columbia, Pennsylvania, and New York
Art Collection Advisory Committee, Davidson College, 2010 to Present
Board of Visitors, Davidson College, 2017 to Present
Board of Directors, The Center for Photography at Woodstock, 2022 to Present
Consultant, The Classical Theatre of Harlem, 2019 to Present
Board of Directors, Lower Manhattan Cultural Council, 2002 to 2004
President, Board of Directors, *Hand Print Workshop International, Inc.*, 1999 to 2002
Board of Directors, *Illustrators' Partnership, Inc.*, 2002 to 2012
Board of Directors, *Slow Lab, Inc.*, 2003 to 2012
Board of Directors, *Sculpture Center*, 2011 to 2017
Board of Directors, *Washington Area Lawyers for the Arts, Inc.*, 1997 to 1999
Vice President, 1998; Pro Bono Service Award, 1993
Adjunct Professor, *Pratt Institute of Art & Design*
Arts and Entertainment Law, Fall 2001
Adjunct Professor, *The George Washington University Center for Career Education*
Arts and Entertainment Law, Fall 1999
Adjunct Professor, *Brooklyn Law School*
VLA Transaction Law Clinic, Fall 2003 to 2011
Adjunct Professor, *Fordham Law School*
Fashion Law Practicum, Spring 2011
Adjunct Professor, *John Jay College of Criminal Justice*
Art Crime, Spring 2007
Adjunct Professor, *New York Film Academy*
Entertainment Law for Producing and Documentary Departments, Spring 2007 to Present

I authorize the processing of my personal data pursuant to art. 13 of Legislative Decree 30 June 2003, n. 196 "Code regarding the protection of personal data" and art. 13 of the GDPR (EU Regulation 2016/679). Aware that false declarations involve the application of the penalties provided by art. 76 of the Italian Presidential Decree 445/2000, I declare that the information reported in this document is true.



City of Sarasota in Florida, USA on June 18, 2024