

# WMACCA Five Year Strategic Plan 2007 - 2012

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## WMACCA Strategic Priorities for 2007-2012

1. Increase our membership both by attracting new members and maximizing retention of our current members. Increase the number of participation and volunteer opportunities for members.
  2. Ensure that the infrastructure of the organization is appropriate to achieve the growth objectives of the organization and ensure continued stable funding for programs and activities.
  3. Enhance the image and reputation of WMACCA and the in-house bar. Serve as advocates for the professional interests of in-house lawyers.
  4. Ensure that the Corporate Scholars Program, the Corporate Counsel Awards Program, our advocacy activities, and our pro bono and community service activities continue to be successful.
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## Our Mission

*WMACCA is organized and operated to assist in-house corporate counsel in their professional endeavors through the identification, discussion, clarification, and sharing of legal information and related matters pertinent to its members.*

*It is the mission of WMACCA to be the preeminent provider of educational programming and networking opportunities for attorneys who practice law as employees in corporations and other private sector organizations in this region. To fulfill this mission, WMACCA will promote the common interests of its members, contribute to their continuing legal education, seek to improve understanding of the role and value of in-house counsel, work with regulatory and government agencies and other officials, as appropriate, to advocate the interests of our membership, and encourage advancements in the standards of corporate legal practice. WMACCA also will provide its members with meaningful opportunities to satisfy their pro bono and community service responsibilities.*

## Overview

For the past two consecutive years, WMACCA has been the winner of the large chapter of the year award given by the ACC. WMACCA has earned this distinction through the hard work of its volunteers and extraordinary Executive Director, strong and active Board leadership, and high-quality programs and services that attract and retain members. WMACCA programs and special events have been some of the best across the country. We are fortunate to have a premier location for drawing stellar speakers, and we have worked hard to provide value to our dedicated sponsors.

Although established in 1980, WMACCA has undergone tremendous changes in recent years, in terms of its size, member services, range of activities, and organizational vision:

- **MEMBERSHIP BY THE NUMBERS:** Since 2002, the organization has grown from 770 to approximately 1,500 members. In 2006, our geographic region expanded into all of Virginia. We also reach to Howard and Anne Arundel Counties in Maryland, and our membership in this area has also grown. We have accomplished this growth even while a number of large law departments have consolidated in mergers and/or moved out of state.
- **CLE PROGRAMMING:** In the past five years, we have increased our programming by 66 percent, from 36 to 60 CLEs a year. After creating our first substantive specialty committees in 2000 (the Employment and Labor and IT/IP Forums), we have gradually added five more. We now average 7 CLEs each month, attracting anywhere from 15 attendees to 100 or more. We have added longer-form programs to our schedule, including an annual Employment Law Conference, a Mini-Executive MBA, Global Issues Forum Symposium, and others. In the past five years, WMACCA has offered Virginia Bar MCLE credit for most programs and has become a certified MCLE sponsor. We make many of our programs accessible at multiple locations, or by teleconference or Web seminar, so that members from throughout our service area can participate.
- **STAFFING:** WMACCA entered into an independent contractor relationship with its first Executive Director to provide services in 1998. In 2006, we contracted with two additional independent contractors to provide services to the Chapter, particularly in Richmond.
- **OTHER INITIATIVES:** We have increased our public relations and advocacy efforts. We have reached out to and participated in the D.C. Bar Volunteer Bar Presidents program. We have implemented new programs with local area law schools to familiarize students with in-house practice as a career option. We have created an annual summer internship program, the Corporate Scholars Program, and established a new foundation to support our fund-raising for the Program. We have also increased our sponsorship funding levels and found additional opportunities for sponsorships.

- **SOCIAL ACTIVITIES:** We inaugurated a cocktail reception in 1999 with approximately 100 attendees and 12 sponsoring law firms (each paying \$1,000). In 2005, in conjunction with celebrating WMACCA's 25<sup>th</sup> Anniversary, we changed this annual social event to a well-attended awards program. In 2006, the Awards Reception was attended by 250 members, in-house counsel, and friends, and 125 sponsors. We also hold informal socials throughout our region during the year, such as wine sampling socials, socials tied to CLE programs, and others.
- **BUDGET:** In FY 1999, WMACCA's annual budget for programs and events was approximately \$27,000. In FY 2005-06, it was approximately \$350,000. In 2007, WMACCA implemented a new, annual sponsorship program, and sold 38 sponsorships to law firms and legal services vendors, bringing in \$426,500. The sponsorship fees fund chapter operations, provide a "rainy day fund," and support the Corporate Scholars Program.

In a very short time, there has been a sea change in the scope of WMACCA's activities and its ambitions as an organization. Accordingly, it is imperative that we examine what we are doing to ensure that our services and initiatives are meeting the needs and interests of our membership and of the in-house profession. We also need to ensure that our resources – staffing, systems and infrastructure, and financing – are aligned to support our goals and plans. It is for this reason that the Board of WMACCA has engaged in a strategic planning project. We looked back to see where we have been and have identified where we want to go. This Strategic Plan, and the action items that follow each of the strategic objectives, is designed to keep our organization and activities focused on our future. We are especially grateful to Attorney James Patton, National Director of Legal Projects for Robert Half International, Inc., who gave invaluable time to seek feedback from the Board and facilitated many of our group discussions.

### **Our Objectives**

*The objectives of WMACCA are:*

*To provide a forum for discussion of the concerns of corporate legal counsel in its service area.*

*To provide research, educational programs, publications, and the exchange of information with respect to legal matters of general interest to corporate counsel.*

*To gather and transmit information affecting corporate legal counsel to members of WMACCA and to other concerned corporate counsel.*

*To foster and promote education and advanced knowledge about the in-house practice of law, as it relates to matters involving or affecting corporations or other private-sector organizations, to provide opportunities for members to network and share information,*

*and to advocate on regulations and/or issues concerning in-house practice and practitioners.*

*Any other means necessary and proper to accomplish the aforesaid purposes, including the raising of funds through grants, gifts, devises, bequests or otherwise for the carrying out of said purposes and objectives.*

*WMACCA shall accomplish these purposes and objectives by sharing information, experiences and methods, furnishing assistance to corporate counsel, and through the establishment and maintenance of close cooperation among all members of WMACCA.*

### **Our Membership**

Membership in WMACCA currently stands at approximately 1,500 attorney members making it the largest chapter in the ACC. WMACCA has approximately 25 large law department memberships (defined as nine attorneys or more).

Geographical Membership Data:

District of Columbia	340
Virginia	925
Maryland	270

### **The Board of Directors**

The Board of Directors is composed of eighteen (18) directors. The Board is representative of the diversity of the membership.

4	from large law departments	4	from DC
14	from small law departments	3	from MD
8	women	11	from VA
10	men		

### **The Officers**

There are seven (7) officers: President, President-Elect, Vice-President - Program Chair, Vice President - External Affairs, Secretary, Treasurer, and the Immediate Past-President.

### **Chapter Administration**

The Executive Director is a part-time independent contractor. She engages a part-time independent contractor to provide services – including programs, activities, and initiatives – to the extended Virginia area (including Richmond), and an hourly support staff person to assist in administrative duties for the chapter and programs.

## **Committees**

There are six (6) standing committees: Board Operations, Executive, Finance and Audit, Membership, Nominating, and Program Committee (including: Forums, Breakfast and Teas, luncheons, and special programs). Under the umbrella of the Program Committee, we have seven (7) substantive law forums:

1. Corporate and Securities Forum
2. Employment and Labor Forum
3. Global Issues Forum
4. Government Contractors Forum
5. Information Technology/Intellectual Property (IT/IP) Forum
6. Litigation Forum
7. Non-Profits and Associations Forum

There are five (5) (functional) ad hoc committees, initiatives, and forums: Advocacy, Career Development, Diversity Initiative and Corporate Scholars, Public Relations, and Pro Bono and Community Service.

## **Five-Year Action Items for Committees**

The following action items have been identified to achieve the five-year strategic objectives of WMACCA's Strategic Plan. In the coming years, new action items may be added to support the strategic objectives of the Plan.

### **Action Items for Standing Committees**

#### 1. Board Operations Committee

**Strategic Objective:** To ensure that WMACCA governing documents and systems are up-to-date and appropriate to support the chapter's activities.

**Action Item:** We will review WMACCA's governing documents on a regular basis to determine if they require revision and implement systems necessary to allow the Board to govern the chapter more effectively and efficiently.

**Strategic Objective:** To improve our connection with WMACCA members throughout our service area.

**Action Item:** We will increase number of members in our Virginia Steering committee, reaching other clusters of members outside Richmond, and empower them to take a more active role in running operations and programs.

**Action Item:** We will plan spring social events in Richmond and, together with the Baltimore chapter, on the border between our two service areas.

**Strategic Objective:** To increase the number of volunteer leaders from our membership.

**Action Item:** We will identify new volunteer opportunities for members by increasing the size of committees and forums to include more members. We will identify new ways to engage members and encourage volunteerism. We will implement terms of service to ensure that new members are continuously cycling into and out of committees and forums.

## 2. Executive Committee

**Strategic Objective:** To ensure that the chapter's staff members are reasonably and appropriately compensated and to ensure that their extraordinary skills and talents are reflected in the scope of their duties.

**Action Item:** We will develop an employment agreement and position description for the Executive Director and develop engagement letters and position descriptions for the support staff.

**Strategic Objective:** To ensure that the infrastructure of the organization is appropriate to achieve the growth objectives of the organization.

**Action Item:** We will develop more detailed position descriptions for each officer and committee chair position, along with committee charters which outline the scope of committee work.

## 3. Finance and Audit Committee

**Strategic Objective:** To ensure continued stable funding for programs and activities that support the mission of the organization and this Strategic Plan.

**Action Item:** We will review our sponsorship program each year in light of the programs of competitive organizations and other ACC chapters. We also will seek feedback from our sponsors to ensure they are content with the value they are receiving for the sponsorships.

**Action Item:** We will improve our annual budgeting process to reflect current and new initiatives, as well as to develop reserves for special projects.

**Action Item:** We will seek to increase a carryover balance each year, which we will build into the organization budget to ensure continuous funding for general operations and for the Corporate Scholars Program, and for new initiatives that benefit the membership and the interests of in-house counsel.

**Strategic Objective:** To ensure adequate funding for forum programming, without losing control over program content.

**Action Item:** We will seek exclusive sponsorships for select substantive law forums and price these sponsorships at competitive rates. Sponsors will receive a package of benefits based on the level of sponsorship.

#### 4. Membership Committee

**Strategic Objective:** To ensure the retention of our current members and to increase our membership in our service area.

**Action Item:** We will mine target companies for retention/recruitment efforts. Targets will be determined after examining such sources as the *Washington Post* list of the top 125 public companies, seeking input from the WMACCA Board and from our volunteer leaders, etc.

**Action Item:** We will identify competitor organizations, identify strengths/weaknesses against our own, and identify ways to compete more effectively.

**Action Item:** We will conduct a membership survey to measure member satisfaction and to ascertain what drives members to join ACC, attend WMACCA events, and continue as members.

**Action Item:** We will develop and implement a strategy to welcome new members effectively into the chapter, introduce new members to chapter events, and encourage long term membership.

**Action Item:** We will develop a membership task force to focus on calling and/or meeting with general counsels and others with the ability to help retain and grow our membership

**Action Item:** We will seek to increase the number of members from large law departments, areas throughout Virginia, and in the Maryland suburbs included in our service area, and within the non-profits and associations sector, with specially designed recruitment programs.

#### 5. Nominating Committee

**Strategic Objective:** To ensure that the diversity of our membership is reflected in our Board and Officers.

**Action Item:** We will nominate candidates who reflect the geographical diversity of our membership, including ensuring that one or more board seats are held by attorneys practicing in Virginia and Maryland.

**Action Item:** We will nominate candidates who reflect the law department diversity of our membership, including nominees from both large and small law departments and from non-profit organizations.

6. Program Committee (including: Forums, Breakfast and Teas, general programs)

**Strategic Objective:** To improve membership access to program materials and events using new technologies.

**Action Item:** We will enhance the breadth, depth and scope of member services to include more electronic materials and services (podcasts, webcasts etc.), ways to record and digitize more events that provide greater access to programs, materials and data, explore ways to download program materials for improved member access, program take-away materials, outlines and forms, to improve the perceived value of membership.

**Action Item:** We will evaluate the cost of using new technologies to ensure that the program costs do not exceed program revenues. We will be selective in deciding what to make available by podcasting or other technology so as not to reduce event attendance.

**Action Item:** We will explore whether videotape recording of programs diminishes the quality of program participant discussion, and may identify specific programs where recording is appropriate. We will explore MP3 files and audio only recordings as alternate forms of technology use.

**Action Item:** We will offer repeat programs throughout the service area, especially with law firms that have offices in those service areas.

**Strategic Objective:** To increase the number of participation opportunities for WMACCA members in programs and events.

**Action Item:** We will seek ways to reach out to non-IT attorneys in our region and offer opportunities for them to participate in an IT/IP Forum.

**Action Item:** We will use listservs and e-newsletters to reach out more effectively to specific populations within the WMACCA membership.

**Action Item:** We will explore developing programs specifically for WMACCA members who are also executive directors and corporate secretaries covering issues such as corporate governance and human resources updates.

## **Action Items for Ad Hoc Committees, Initiatives, and Forums**

### 1. Advocacy Initiative and External Affairs

**Strategic Objective:** To ensure that WMACCA is recognized by the Bars in our region, and the public, as the voice of the in-house counsel bar in our service area.

**Action Item:** We will identify select issues that affect in-house practice and publicly advocate our position, in consultation with ACC and other relevant legal organizations. We will seek out focused visible service advocacy opportunities.

**Action Item:** We will build and expand on networks developed in prior years and formalize our relationships with the bars in DC, MD, and VA and identify members willing to take on leadership roles with these Bars. We will enhance our outreach to other ACC chapters and ascertain what they are doing with their local bars. We will identify opportunities for amicus briefs.

**Action Item:** We will work with other ACC chapters, particularly Baltimore, to identify and monitor advocacy issues that affect our members' practice areas, e.g. Maryland bar issues.

**Strategic Objective:** To ensure that the Corporate Counsel Awards remains a vital and important chapter event.

**Action Item:** We will evaluate whether to expand the number of categories of awards to bring in new sponsors and increase the reputation of WMACCA and the awards program.

**Action Item:** We will create a booth at the event to use for recruitment of new members, including membership materials and other take-aways.

**Action Item:** We will develop talking points for Board members to use during the event and assign them to "work the room."

**Strategic Objective:** To improve the perceived value of the Corporate Counsel Award within the legal community, and specifically within the Washington area business community.

**Action Item:** We will evaluate ways to improve the awards program by using a professional master of ceremonies or other professionals, and voice-over videos to improve the quality of the experience for recipients and participants.

**Action Item:** We want to ensure that the quality of the nominees is strong and that the award winners reflect the diversity of our membership (large and small law departments, geographical diversity, gender balance, etc.).

**Action Item:** We will explore ways to use our award winners as “ambassadors” for WMACCA.

## 2. Career Development Forum

**Strategic Objective:** To improve career development offerings for members of all types, not simply members in-transition.

**Action Item:** We will design new materials for the webpage to raise the profile and perceived value of the Career Development Forum for all members.

**Action Item:** We will offer new programs that assist members in their professional development including the mini-MBA program, communications for lawyers, etc.

**Action Item:** We will continue to improve the quality of our social events which offer networking opportunities for our members. We will identify new opportunities to co-sponsor and partner with other organizations that offer new types of events for networking, including joint events with other ACC chapters, Women’s Bar Associations, golf outings, show tickets, private museum tours, etc.

**Action Item:** We will appoint a staff person to work directly with this forum and its chair to carry out our strategic objectives.

## 3. Diversity Initiative and Corporate Scholars Program

**Strategic Objective:** To increase the number of corporate scholarship opportunities for law students and to increase the amount of each summer scholarship award.

**Action Item:** We will develop a mission statement for the program, enhance the program infrastructure to ensure continuity, create an alumni association for scholars to connect with each other, and to use prior year scholars in law school recruitment, and improve law school outreach by WMACCA members.

**Action Item:** We will benchmark our current scholarship awards against other law student summer assignments to be sure that our awards are competitive. We will seek to improve the scholarship revenue stream to ensure that we have the resources to continue to build the program.

**Action Item:** We will continue to reach out to schools in our service area that are outside the Washington Metropolitan Area, including the University of Richmond, William & Mary, the University of Maryland, and the University of Virginia.

#### 4. Public Relations Initiative

**Strategic Objective:** To enhance the image and reputation of WMACCA and the in-house bar among members of the bar, bench, press, political leaders, law-related organizations, service providers, and business leaders.

**Action Item:** We will use program luncheons as a way to network with other organizations. We will offer program luncheon invitations to selected organizations as a way to introduce them to our organization. We will seek out co-sponsorship opportunities with other organizations. We will use selected invitations strategically to introduce WMACCA to business leaders and related organizations in our area as part of our public relations efforts.

**Action Item:** We will seek out new ways to network with other organizations including Northern Virginia Technology Council, Potomac Officers Club, DC Tech Council, MD Tech Council, and the Greater Washington Board of Trade, as well as bar associations and other appropriate organizations in our service area.

**Action Item:** We will seek out opportunities to co-sponsor events with other organizations without eroding our unique organizational culture.

**Strategic Objective:** To increase our media presence.

**Action Item:** We will find new ways to report on the contents of our programming. We will create news stories that highlight our volunteers. We will ask forum chairs to develop news articles for the *Legal Times*. We will post more photos on our website. We will develop an “Experts List” from among our members that the press can use to seek quotes for articles. We will create a “media day” and invite local reporters to meet with WMACCA leaders. We will continue to send press releases on the wire service and invite media to high-profile events. We will continue to have columns in the *Metropolitan Corporate Counsel*. Our Executive Director will ensure proper publication of our programming including free listings with the *Washington post*, *Washington Business Journal*, *Legal Times*, ACC, and other relevant sources. We will explore ad trades with news organizations.

#### 5. Pro Bono and Community Service

**Strategic Objective:** To use pro bono and community service activities to enhance the reputation of WMACCA and its members.

**Action Item:** We will identify a variety of discrete service activities that appeal to a variety of our members in various geographic locations, including both national and local charities. We will seek out a minimum of four (4) focused visible service opportunities per year, and promote various others.

**Action Item:** We will identify another person(s) with special expertise to work to promote pro bono opportunities and partner with others (law firms, legal service agencies, etc.) to provide opportunities that will meet our members' interests. We will work through some established channels – such as the DC Bar Pro Bono Committee – to recruit WMACCA members to work on pro bono opportunities, and expand as appropriate.

**Strategic Objective:** To improve our outreach to disadvantaged communities in our service area.

**Action Item:** We will evaluate volunteer opportunities to adopt a school or mentor children.

### **Conclusion**

In looking back, we realize how quickly we have come so far in our growth and maturation as an organization. We have a strong foundation on which to build further. In meeting the strategic objectives outlined above, it is vital that WMACCA:

- Be cognizant of the constituency it serves (and all the variations within that constituency) and ensure that it provides services (including CLE programs, networking opportunities, etc.) that are unique and set it apart from other professional organizations that may also appeal to our membership.
- Position itself to advocate for the needs and interests of the in-house bar with those bodies that regulate our membership and its practice.
- Establish a strong profile in the business community for itself as an organization and for leaders among its members.
- Establish a strong profile of in-house practice that will help create a pipeline of talented law students and young lawyers interested in going in-house.

## **WMACCA 2007 Strategic Objectives**

### **Membership**

1. Increase our membership both by maximizing retention of our current members and attracting new members.
2. Improve WMACCA's connection with its members throughout our service area.

### **Finance**

3. Ensure continued stable funding for programs and activities that supports the mission of the organization and this Strategic Plan.
4. Ensure adequate funding for forum programming, without losing control over program content.

### **Programs**

5. Increase the number of participation opportunities for WMACCA members in programs and events.
6. Improve membership access to program materials and events using new technologies.
7. Improve career development offerings for members of all types.

### **Operations**

8. Ensure that the infrastructure of the organization is appropriate to achieve the growth objectives of the organization.
9. Ensure that our Executive Director and our staff are reasonably and appropriately compensated and ensure that their extraordinary skills and talents are reflected in the scope of their duties.

### **Governance**

10. Ensure that the diversity of our membership is reflected in our board and officers.
11. Increase the number of volunteer leaders from our membership.

### **External Affairs and Advocacy**

12. Enhance the image and reputation of WMACCA and the in-house bar among members of the bar, bench, press, political leaders, law-related organizations, service providers and business leaders.
13. Ensure that WMACCA is viewed by the public as the voice of the in-house counsel bar in our service area.
14. Increase our media presence.

### **Corporate Scholars Program**

15. Ensure that the Corporate Scholars Program continues to be successful.
16. Increase the number of corporate scholarship opportunities for law students and increase the amount of each summer scholarship award.

### **Corporate Counsel Awards**

17. Ensure that the Corporate Counsel Awards remains a vital and important chapter event.
18. Improve the perceived value of the Corporate Counsel Award within the legal community, and within the Washington-area business community.

**Pro Bono and Community Service Activities**

19. Use our pro bono and community service activities to enhance the reputation of WMACCA and its members.

20. Improve our outreach to disadvantaged communities in our service area.

Adopted May 7, 2007