



5
YEAR

THE ACC 5-YEAR STRATEGIC PLAN

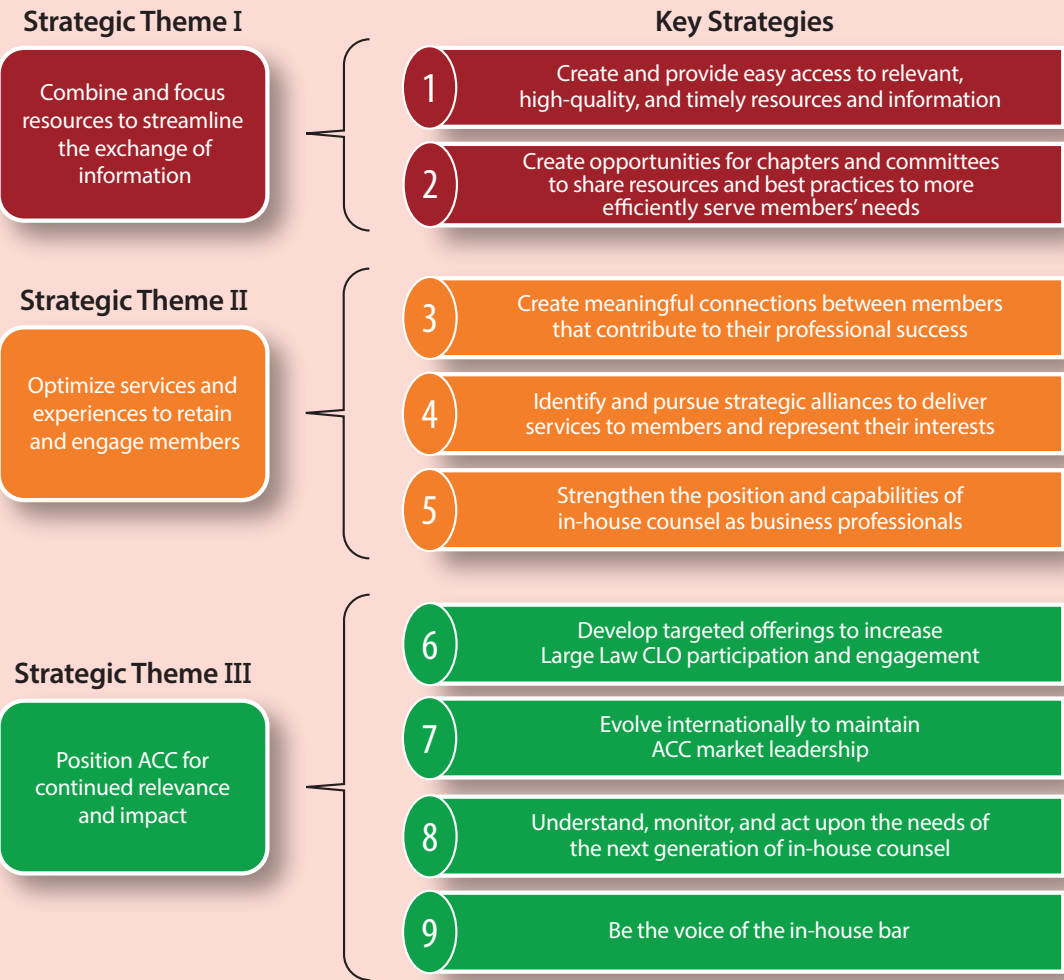
Making ACC stronger. A progress report.



LOOKING BACK

Strategic Plan 1.0 • 2012-2017

STRATEGY OVERVIEW



Mission Statement

The Association of Corporate Counsel (ACC) is a global legal association that promotes the common professional and business interests of in-house counsel who work for corporations, associations, and other organizations through information, education, networking, and advocacy.



Introduction

With the conclusion of Fiscal Year 2017, ACC has reached the end of its Five-Year Strategic Plan, which charted the association's growth and success since 2012. In five years, ACC has transformed its ability to serve the in-house community through clearly defined goals, attainable actions, and ongoing assessment and accountability.

Three strategic themes set forth how ACC realized our mission and vision. These themes defined specific approaches for guiding decision-making, and their implementation resulted in measurable progress.

As a result, ACC's role as the voice of the in-house bar is stronger than ever. Each year, the board of directors and staff continued to build upon the accomplishments of the year prior, delivering above and beyond our promises to members.

The ACC of 2017 is larger, more global, and more diverse than the ACC of 2012, but it is also more efficient, more nimble, and more member-focused. As we celebrate the achievements of our Five-Year Strategic Plan, we also move to calling it "Strategic Plan 1.0," reflective of our immediate rollout of Strategic Plan 2.0, a roadmap for the association for 2017-2022. We are proud of our momentum and have no plans to slow down in the next five years.

Vision Statement

ACC aims to be the premier global legal association serving the diversified needs of in-house counsel by:

- anticipating and understanding the needs of the in-house bar
- helping members deliver services to their corporate clients efficiently and promoting the value of in-house services
- influencing the practice of law as it affects the in-house bar
- delivering a mix of relevant, timely services, including information, education, networking, and advocacy

Stewardship Report from the ACC President & CEO Veta T. Richardson



With the close of fiscal year 2017, we mark a full half-decade since ACC embarked on Strategic Plan 1.0. This path, carefully developed with insights from the in-house community and guidance from the board of directors, built upon a strong foundation to improve our service to our members between 2012 and 2017.

In the past five years, I have felt incredibly fortunate to serve the in-house community as our association adds value, expands resources and benefits, and grows connections for ACC members. From reaching one million resource downloads on our website to adding six chapters

outside of the United States, we have much to celebrate among our SP 1.0 accomplishments. But, most importantly, we want to capitalize on this momentum. Thus, our milestones lead us directly to Strategic Plan 2.0.

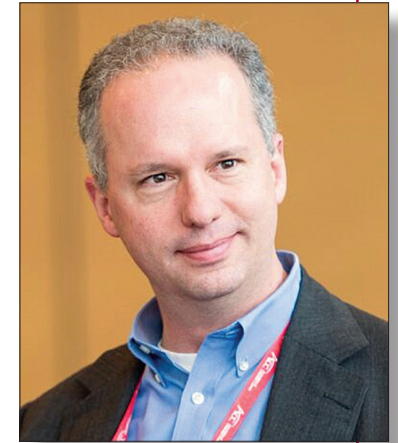
SP 2.0 will take our association through the year 2022, and I am grateful for the opportunity to lead ACC at such an exciting time. Under SP 2.0, we introduce four strategic themes: 1) transforming products and services to offer members a more targeted and personalized experience; 2) bolstering our efforts to enable productive connections, collaboration, and engagement between members; 3) serving as the network of choice for in-house counsel worldwide by providing a first-rate customer experience regardless of location; and 4) shaping the environment in which our members operate so that their contributions and counsel are highly valued and sought by their key stakeholders.

I know that the entire ACC staff and our board of directors join in my enthusiasm for the next five years. We are launching several exciting initiatives related to globalization, setting standards for the in-house counsel community, and advocating for a “Seat at the Table.” We hope you will enjoy reading more about these initiatives in the pages that follow.

Mirroring the timing and anticipation associated with the rollout of SP 2.0, ACC will also have a brand new location for our Washington, DC, headquarters. Our new space will be modern, open, and bright – the perfect place to foster the increased collaboration and innovation that the strategies underpinning SP 2.0 will inspire. We’ve put a great deal of thought into designing an open, flexible workspace that will enable our team to best serve our members at thousands of organizations, spanning 85 countries, and crossing dozens of time zones. When you are next in the area, we invite you to visit our new office at 1001 G Street NW, Suite 300W, Washington, DC 20001, which is right at Metro Center. Phone numbers and email addresses remain unchanged.

The crossroads of SP 1.0 and SP 2.0 allowed us the chance to re-evaluate ACC members’ priorities, and to reaffirm our commitment to constantly improving our services and member benefits. We hope that as you read through this year’s Stewardship Report, you are inspired by our dynamic in-house community, and remain proud to be a part of ACC.

Letter from the ACC Board Chair Bill Mordan *General Counsel & Company Secretary, Shire Pharmaceuticals*



It is a pleasure to work with ACC members around the world and to serve you on the ACC global board of directors. I now also have the good fortune of serving as chairman of ACC’s board as we launch our new Strategic Plan 2.0. The ACC staff and your board have worked diligently to create a revised, refreshed, and retooled vision for our organization, one that reflects your needs and guidance. It will be our roadmap as ACC grows and we continue to serve you and thousands of other in-house counsel around the world.

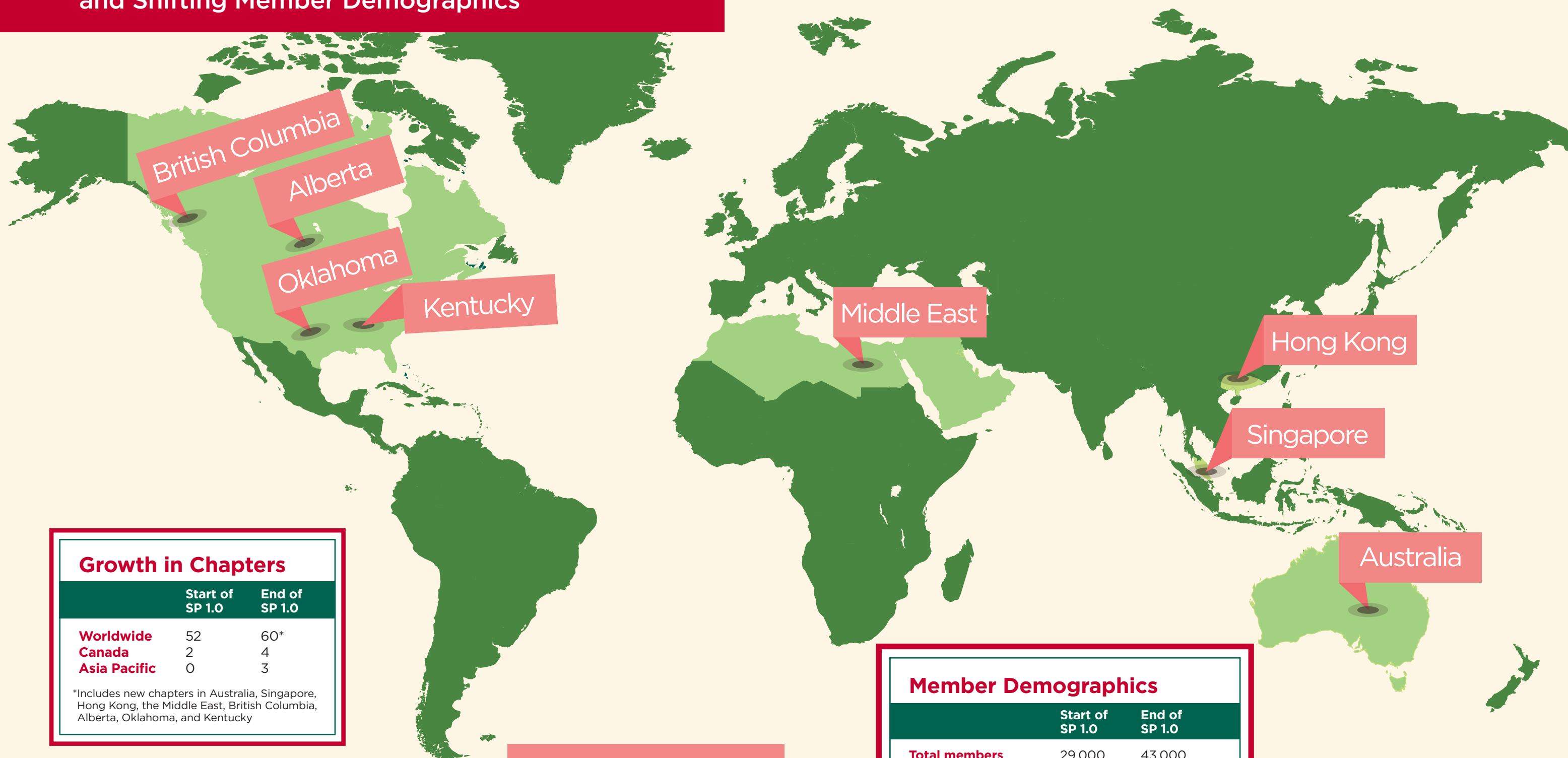
Since the launch of the first Strategic Plan five years ago, ACC has seen incredible growth and now provides a wide array of new benefits to members in 85 countries. Under the original Strategic Plan, we added 14,000 new members to our association, which means thousands of new peer connections for you. Most of these new members live and work outside of the United States, reflecting the increasingly global practice of law and the needs of the in-house community to have resources and networks around the world.

I know the value of these global connections firsthand. In the late 1990s, as I was working in Latin America as in-house counsel, my ACC membership kept me connected to the broader in-house community. Whenever I needed career advice or to contact someone outside of my immediate professional circle, the ACC community was always there to offer peer-to-peer feedback, provide resources, and keep me informed of changes in the law. This commitment to keeping in-house lawyers well informed and well connected has remained essential to ACC’s mission, and has always been a guiding principle of the association’s Strategic Plan.

ACC has introduced thousands of new member services and resources in the past five years, and they would not have been possible without the leadership of past ACC board members, ACC President & CEO Veta T. Richardson, and the hard work of an exemplary association staff. I would like to specifically recognize the efforts of Tom Sabatino, David Allgood, John Page, Sabine Chalmers, and Iohann Le Frapper, former chairs of the board, who guided the association under the first Strategic Plan. I hope to learn from their examples as we enter the next phase of growth and service to you.

Under Strategic Plan 2.0, we will take on new efforts to advance our members’ ability to better serve their corporate clients. We will work to set standards for education, accreditation, and benchmarking; elevate the practice of in-house law and emphasize the unique role of the general counsel; and we will continue our global growth, with a deeper focus on Europe and the Asia Pacific region. The next five years will build upon the accomplishments of the past five, and I look forward to serving as board chair as we constantly work to improve what it means to be a member of ACC.

THEN AND NOW, Globalization, Growth
and Shifting Member Demographics



Growth in Chapters		
	Start of SP 1.0	End of SP 1.0
Worldwide	52	60*
Canada	2	4
Asia Pacific	0	3

*Includes new chapters in Australia, Singapore, Hong Kong, the Middle East, British Columbia, Alberta, Oklahoma, and Kentucky

New Chapters During
SP 1.0 2012-2017

Member Demographics		
	Start of SP 1.0	End of SP 1.0
Total members	29,000	43,000 (48 % growth)
Non-US members	3,733	9,800 (163 % growth)
Live/work outside the US	10 %	22 %
Traditionalist	2 %	1 %
Baby Boomer	47 %	31 %
Generation X	49 %	54 %
Generation Y	2 %	14 %
Male membership	57 %	54 %
Female membership	43 %	46 %



THEN AND NOW, ACC Education

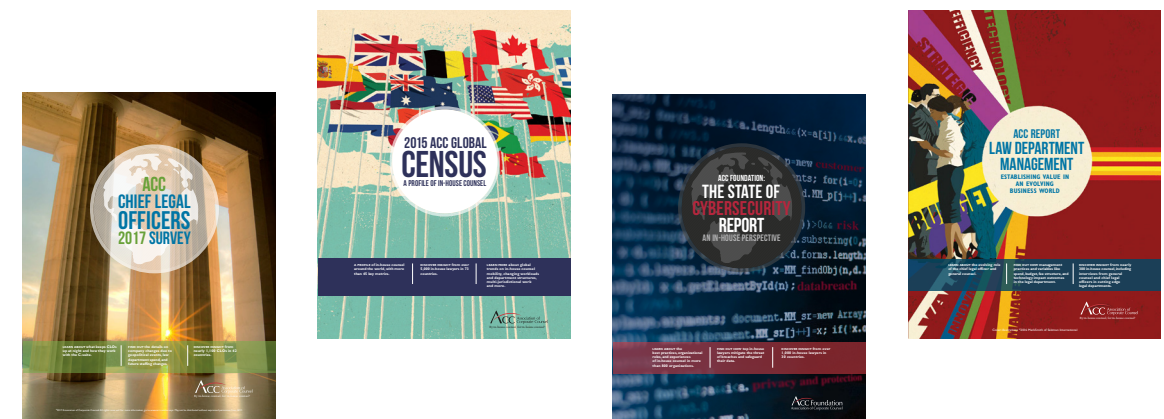
Under SP 1.0, ACC added new education opportunities to meet members' varied needs, including requests for more advanced topics for mid-career in-house counsel, programming in multiple locations worldwide, a stronger focus on leadership and business skills, and more specialized programming. Under SP 1.0, ACC:

- Hosted new programming geared toward mid-career in-house counsel seeking advanced, interactive topics by introducing the ACC Mid-Year Meeting. The inaugural and second annual conferences welcomed several hundred attendees from approximately 10 countries.
- Expanded advanced business education for in-house counsel via our partnership with Boston University. This included new 2.5-day finance and accounting instruction for in-house counsel.
- Created the General Counsel Summit to offer exclusive peer-to-peer connections and discussion-based learning for general counsel from the world's largest companies, and hosted summits in London and Paris.
- Prepared future general counsel for their next promotion by launching the Executive Leadership Institute: Master Class for the Next Generation of General Counsel. We hosted the program in Chicago and London.
- Highlighted for members the "soft skills" necessary to succeed as in-house counsel by hosting new Law Department Leadership 2.0 conferences annually in Canada (Calgary, Toronto, and Montreal).
- Added the ACC Legal Operations Conference to our programming roster and hosted three annual conferences, each larger than the last.
- Improved the ACC Annual Meeting each year, adding new programming and networking opportunities. Attendance at each meeting continued to surpass that of the prior year, and included welcoming more than 2,600 in-house counsel attendees in 2016 alone.
- Created an ACC mobile application to further engage with members, including game features to increase social and in-person interaction among faculty, members, and sponsors.

THEN AND NOW, ACC Resources



Under SP 1.0, ACC stopped serving as a distributor of third-party research and took ownership of the intellectual property developed by surveying our membership. The association launched a top-flight research division to provide members with the most relevant data on the in-house community. These research reports are among those ACC has published since 2012.



Resource Downloads

START OF SP 1.0:

274,000 downloads annually from the ACC website

Average of 9 resource downloads annually per member

END OF SP 1.0:

More than 1,000,000 resource downloads annually from the ACC website

Average of 24 resource downloads annually per member



ACC also developed capacity for its internal research team to create custom benchmarking data and reports for specific corporate law departments at their request, as well as to segment survey data to provide industry-specific information.

During SP 1.0,
ACC added more than 5,000 non-US/
cross-border legal
resources.



THEN AND NOW, ACC Member Services

From October 1, 2012 – September 30, 2017, ACC was relentless in its pursuit of new opportunities to empower members to interact with other members, and new services to offer the in-house community. New services during SP 1.0 included:

- Provided new opportunities to better serve members in Asia Pacific closer to their time zones by opening an office in Melbourne, through the launch of ACC Australia.
- Supported the growing legal operations constituency in its mission to serve the general counsel and manage corporate law departments by creating the ACC Legal Operations section.
- Added a new practice area committee to respond to member interests and needs, the ACC Information Governance Committee.
- Promoted gender diversity and equality in corporate law departments and the broader in-house profession with the launch of the Women in the House (WITH) initiative.
- Facilitated stronger connections between law department leaders by increasing engagement with chief legal officers worldwide.
 - At the start of SP 1.0, ACC had engagement with 14 CLOs in the Global 1000.
 - At the end of SP 1.0, ACC had engagement with 266 CLOs in the Global 1000.
- Opened the ACC Australia GC100 to support a close-knit network of Australia's leading general counsel.
- Relaunched the ACC Foundation, which in only a few short years:
 - Supported thought leadership in the in-house profession by issuing its first research report, on cybersecurity, and hosting the inaugural Cybersecurity Summit.
 - Created new ways to support women in the profession, such as hosting the Global Women in Law and Leadership symposium, dinner, and awards at the United Nations in 2016 and 2017 and launching On-Ramp In-House, a program with Diversity Lab to facilitate corporate law department fellowships for women returning to the workforce.
 - Continued ACC's promotion of diversity in the in-house community through ongoing partnerships with Street Law and Corporate Pro Bono and extending support to new ACC allies, including Corporate Counsel Women of Color, Hispanic National Bar Association, Minority Corporate Counsel Association, National Asian Pacific American Bar Association, National Bar Association, National LGBT Bar Association, and South Asian Bar Association.

THEN AND NOW, ACC as the Voice of the In-house Bar

ACC serves in-house lawyers across a wide range of geographies, industries, and law department sizes, and we work to advance their shared interests. Throughout SP 1.0, we more than doubled the number of meetings we arranged between our members and regulators, ensuring that the regulatory community is in touch with the needs of in-house counsel, and creating open lines of dialogue and communication. We also increased the number of briefs and comment letters filed in the United States, European Union, Australia, and elsewhere. ACC undertakes these advocacy initiatives in an effort to address issues that directly affect our members and their practice of law. From gatekeeper liability, to right to practice, to attorney-client/legal professional privilege, we brought attention to the issues that our members care about most.

ACC seeks to be a thought leader in the business and legal communities, elevating the position of in-house counsel and amplifying the voice of the in-house bar. To accomplish this, members' interests were increasingly covered by the legal and business media, and we spoke out frequently on issues of importance to the in-house profession. We also cultivated active communities on social media so that members had central places to connect with peers and gain the most from their membership.

Throughout SP 1.0, we promoted the evolving role of the in-house counsel as business strategist, drawing attention to the abilities and career potential for in-house lawyers. This included securing more coverage of in-house counsel in the publications read most by the business community, and we achieved a 383 percent increase in the number of placements in business media between 2012 and 2017.



ACC Timeline

1982

Fifty-three general counsel meet to discuss ACC's formation. Later that year, the group forms the American Corporate Counsel Association, names Nancy Nord executive director, and establishes its first two chapters (Colorado and Alabama).

1985

Holds its first Annual Meeting and launches "Operation Treasure Trove," a predecessor to the now completely-online resource library.

1991

Frederick J. Krebs succeeds Nancy Nord as executive director (title changed later to president and chief operating officer).



1994

Forms its first chapter outside of the United States, ACC Europe.



1997

Launches its Legal Resources department, intended to develop online resources and respond to members' inquiries.

1998

Develops Jobline, the CLO Club, and a globalization task force.



2000

Charters its second chapter outside of the United States, ACC Israel.

2001

Adopts the Global Corporate Counsel Association (GCCA) brand to reflect a growing international presence.

2002

Releases the results of the first-ever census of the in-house bar and hosts its first Corporate Counsel University®.

2003

Changes its name to the Association of Corporate Counsel, in recognition of ACC's global membership and focus.



2007

Forms its first Canadian chapter, ACC Ontario.



2008

Establishes ACC Quebec.

2010

Charters its first Latin American chapter, ACC Argentina.



2011

Names Veta T. Richardson as the new ACC President & CEO following Frederick J. Krebs' retirement after 20 years of service.

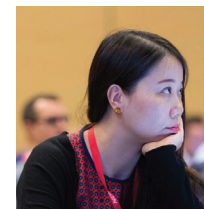


2012

Announces its Five-Year Strategic Plan, charters ACC British Columbia and tops 30,000 members in 75 countries.

2013

Forms ACC Singapore, the organization's first chapter in Asia and generates more than half a million downloads of online resources.



2014

Finalizes an alliance with ACLA to establish ACC Australia and charters ACC Alberta (the fourth Canadian chapter) and ACC Middle East. Reaches 36,000 members.

2015

Membership grows to 40,000. Welcomes 4,000 ACLA members to ACC Australia and opens a staff office in Melbourne to serve members throughout Asia Pacific.

2016

Membership reaches 42,000 in 85 countries. Surpasses one million online resources downloads.

Launches women's initiative Women in the House (WITH).



2017

Finalizes an alliance with HKCCA to form ACC Hong Kong.

Names inaugural ACC Legal Operations chair.

Announces Strategic Plan 2.0 (2017-2022).

Launches in-house credentialing program with government of Dubai.



As ACC has evolved, so has our logo.

1994

American Corporate Counsel Association continues to grow since its establishment in 1981



1998

Logo change established along with the creation of chapter logos



2003

ACC changed its name and logo. **THEN** American Corporate Counsel Association **NOW** Association of Corporate Counsel, in recognition of ACC's global membership and focus



2014

New chapter logo reflects one brand-one organization strategy



With a few minor changes, our new logo reflects our global expansion and strengthens our one brand-one global organization strategy.

We are all a part of ACC.



REACHING STRATEGIC PLAN 2.0 • 2017-2022

As ACC assessed our progress made through SP 1.0 and developed plans for the future, no feedback was more relevant than the perspectives of our members. We fielded the comprehensive ACC Voice of Member (VOM) Survey and held a number of focus groups to assemble more detailed perspectives.

The 10 key findings presented below represent the most important things we learned about ACC from our members, and served as the foundation for setting the priorities laid out in Strategic Plan 2.0.

- 1 Members say ACC continues to fulfill its mission, with significant improvement in how ACC influences the practice of law as it affects the in-house bar.
- 2 ACC performs best in the areas that matter most to members – legal education, thought leadership, and best practices and resources – all of which contribute to the high ratings members gave the ACC brand.
- 3 Members support growth via geographic expansion and offered clear guidance to assist in setting priorities.
- 4 Although the best practices information and resources were highly rated, delivery/access mechanisms were not. The ACC website and member access to ACC resources are important to members, but are not highly rated. In addition, easier and more personalized access to ACC’s resources is the single greatest need members cite for the next five years.
- 5 Members are most satisfied with the ACC products and services that they use the most. However, many products and services are used only by a minority of members.
- 6 Members vary in their needs and concerns, and their preferences for potential products and services. Members show significant differences depending on the stage of their career.
- 7 Opportunities to connect with other in-house counsel are strong benefits of ACC membership, but many members face challenges networking through ACC.
- 8 Many members see the need for more insight on measuring, managing, and improving law department performance.
- 9 Meeting member needs for more data and thought leadership will likely outstrip the commercial research function’s current delivery capacity.
- 10 Members highly value ACC’s ability to save them time with its suite of programming, practical resources, and other services.

The Voice of Member Survey results informed and guided how, consistent with ACC’s mission and vision, priorities would be set for ACC’s next five-year strategic plan and build upon the advances made under Strategic Plan 1.0.


These four strategic themes presented below are decision-making guideposts against which to assess ACC’s current direction as well as measure which future opportunities and initiatives to pursue.

Theme #1	Theme #2	Theme #3	Theme #4
Transform ACC products and services to offer members a more targeted and personalized experience based on their unique context.	Bolster ACC’s efforts to enable productive connections, collaboration, and engagement between members with similar interests.	Be the network of choice for in-house counsel worldwide by providing all members a first-rate customer experience, no matter their location.	Shape the environment in which members operate, so that their contributions and counsel are highly valued and sought by their key stakeholders.
These four themes are anchored by 14 key strategies that further detail ACC’s direction for the next five years.			





SPOTLIGHT ON STRATEGIC PLAN 2.0: Globalization



Building on ACC's substantially longer global reach achieved as a result of SP 1.0, ACC will continue to focus on growing our global network under SP 2.0.

The VOM Survey told us that members strongly support ACC growth through geographic expansion. Since 2011, the percentage of members who believe it is important for ACC to develop a strong global presence and international network has increased from an already high 81 percent to 87 percent.

Furthermore, the percentage of members who believe it is very important for ACC to develop a strong global presence and international network (29 percent) has more than doubled since 2011.

In 2016, members identified Europe and Asia Pacific as their most recommended areas for ACC to focus on deepening global connections. These two regions remain consistent with past member preferences in 2011.

We will continue to listen to our members' top priorities for global expansion throughout SP 2.0 and will deepen our focus in Europe and Asia Pacific. In doing so, this does not mean that ACC plans to abandon or lessen service in other existing locations. But it does mean we will approach our plans for Europe and Asia Pacific more purposefully and strategically.

As SP 1.0 concluded, ACC celebrated the launch of ACC Hong Kong, the third chapter in the Asia Pacific region, resulting from the Hong Kong Corporate Counsel Association merger of its 800 members into ACC. As these new ACC members are welcomed, we will focus on member recruitment and retention in Hong Kong as well as growing our network in India.

SPOTLIGHT ON STRATEGIC PLAN 2.0: Setting Standards

From the VOM Survey, we learned that while our members vary greatly in their needs, concerns, and preferences, they all seek to stay abreast of the latest trends, demonstrate their value, and stay ahead as they advance their careers.

As a result, members look to ACC to help set standards that are *by in-house counsel, for in-house counsel*. They seek quality consistency when it comes to education, accreditation, or benchmarking, and they want to ensure these standards are peer-derived and peer-approved.

Throughout the five years of SP 2.0, we plan to add further peer-to-peer value to our networking opportunities, legal resources, and education offerings. We will make further investments to improve our ability to customize the services we offer our members through these experiences.

Based upon member feedback, we will also tailor ACC's networking, resources, and education based on career stages. Millennials especially expressed interest in career advancement and education tailored to their needs. Meanwhile, lawyers in other stages of their careers are looking for ACC to set profession-wide standards. We plan to better define, measure, and enhance in-house performance through new opportunities for credentialing, such as certification and accreditation.

We are also planning to expand our research capabilities in order to provide members with the data they need to benchmark and set their own departmental standards. In-house lawyers today are under increased pressure to show their organizations how they deliver value, and ACC is uniquely positioned to provide the metrics they need.



SPOTLIGHT ON STRATEGIC PLAN 2.0: Seat at the Table

Under SP 1.0, two of ACC's three top priorities were advocacy and chief legal officer services. We bring these areas of importance under one umbrella in SP 2.0 with the Seat at the Table initiative.

We believe the CLO is a critical ally to the board of directors and chief executive in order to assure a "tone from the top" approach to building a corporate culture of compliance and ethics. In order to be an effective ally, the CLO/GC must have a standing seat at both the executive and boardroom tables. This permanent seat signals to the rest of the company that compliance with laws and regulations is a corporate priority.

Thus, under SP 2.0, our advocacy and CLO services positions will continue to elevate the practice of in-house law and the unique, important role of the head of legal. But we move from a more reactive mindset of defending the in-house position from threats (attacks on privilege, caps on lawyer mobility, and instances of gatekeeper liability) to a more proactive approach. It is a shift in strategy we will lead.

Under SP 2.0, we will seek to shape the legal and business environment, to ensure that these areas are evolving in the same vein as the in-house profession itself. Despite notable increases in the influence and credibility given to lawyers at all levels of the in-house profession, we are adamant that the GC or CLO cannot do his or her job effectively without a permanent seat at the table.

We look forward to shaping the marketplace to ensure this understanding of the full potential of the GC/CLO role. We invite all ACC members to please join with us to advance these and other objectives.



Under Strategic Plan 2.0, ACC will build upon more than 35 years of serving the in-house community. A focus on the four strategic themes of SP 2.0, with special emphasis on globalization, setting standards, and a seat at the table, will put ACC on a path of continued success. Our commitment to our members has never been stronger, and we look forward to amplifying the voice of the in-house community for decades to come.



For more information on ACC's Strategic Plan 2.0, visit www.acc.com/mission



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