



## ASSOCIATION OF LEGAL ADMINISTRATORS PLAN OF WORK TEMPLATE FOR STANDING COMMITTEES

*Not applicable for event planning committees*

ALA is the undisputed leader for the business of law, focused on the delivery of cutting-edge management and leadership products and services to the global legal community.

We identify and provide solutions to the most strategic and operational challenges our members and customers face today, while we prepare them for the opportunities and challenges of tomorrow.

The [strategic plan and goals](#) of the association are available for review on the ALA website.

**COMMITTEE NAME:** Membership Development Committee

**COMMITTEE CHAIR:** Timothy B. Corcoran

**COMMITTEE LIAISON:** Laura Broomell, CLM

**COMMITTEE SIZE:** 9-10

**COMMITTEE TERM:** 3 years, non-renewable

**CALL FOR VOLUNTEERS:** Summer

**SELECTIONS MADE:** Fall

**MISSION STATEMENT:** We are a cross-section of passionate volunteers who evaluate, enhance, and innovate the membership experience. We represent legal business professionals to improve and deliver an inspired member experience.

**PURPOSE:** The Membership Development Committee focuses on the identification, development, and implementation of strategies and tactics to advance ALA goals and objectives related to membership. Membership development is important as a means to govern the organization and achieve its overall mission. It has become more challenging as a result of many factors influencing legal management, and is now more critical in particular for these key reasons: 1) member retirements outpacing new members, 2) law firm mergers, 3) increased competition, and 4) budget cuts.

**ROLE:** We present ideas to the Board or other Committees or staff functions to increase member acquisition and retention, or to improve member experience. We also, where warranted, take on tasks at the committee or individual level to help implement our ideas. We do not generally participate in day-to-day operational tasks that are best handled by association staff.

**COMMITTEE MEMBER SELECTION PROCESS:** The current committee members are Timothy B. Corcoran, Chair; Paula Barnes, Vice Chair; Laura Broomell, CLM, Board Liaison; Brent Bridges; Chassidy Deckard; Judith Hissong, CLM; Marsha Kendall, SPHR; Michael Keats; Deborah O'Donnell, CLM; and Shannon Silveira. Deborah, Chassidy, and Tim are scheduled to conclude their inaugural terms in 2018, and there is a possibility of other changes, so we expect to welcome 2-4 new members in 2018. We will review volunteer expressions of interest with an eye toward maintaining a diverse



committee profile. At the Board Meeting in November 2017, the Board approved the MDC Chair recommendation, so Tim will stay on the committee an additional year.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:** Membership on ALA committees is open to any regular member, associate member, business partner, consultant, or other interested party whose knowledge, skills, and expertise is deemed useful to the work of the committee. Only regular members may serve as chair or chair-elect. A keen interest in membership, commitment to the value of ALA, enjoyment in talking with other members/prospects, good follow-through and strategic vision are required. We also value diversity, as our focus is on the ALA of tomorrow. Our committee members should be able to represent both their own demographic stakeholders (role, geography, organization size, organization type, age, gender) as well as consider the needs of the organization as a whole, at the national, regional, chapter, and individual levels. We challenge long-standing perceptions and norms and think outside the box to develop ideas that will improve the value of the association investment for current and future members.

**IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:** Attendance is required at the annual committee meeting which coincides with the Annual Conference. Members must be available for monthly and as-needed scheduled committee video-conference calls. Each committee member may be assigned leadership roles for major projects to distribute the workload, and it is expected that committee members volunteer for assignments equally.

**STRATEGIES TO ACHIEVE ALA GOALS:** The Membership Development Committee focuses on three strategic priorities: Defining our Identity; Increasing Member & Partner Value; and Enhancing Member Experience. Our efforts include broadening the appeal of ALA to existing and expanded member targets, and increasing the value of the association investment for current members.

**COMMITTEE DELIVERABLES:** We're focused on three key initiatives:

- Market trends indicate a steep decline in the traditional member demographic profile. We will continue the work commenced in 2016-7 to better understand the financial impact, to identify tactics to broaden ALA's reach into the current addressable market, e.g., those who fit ALA's traditional member demographic profile but are not members, and to expand ALA's reach into new member demographics, e.g., younger members, and other legal business functions. ALA is uniquely positioned to appeal to "business of law" stakeholders in law firms, law departments, government and military agencies, whose roles cross traditional functional boundaries. Specific tasks include defining this market and developing membership options, value statements, demographic and financial models, with an overall recommendation presented to the Board in May 2018.  
ALA is investigating the feasibility of a group membership option to determine if this specific tactic will: 1) improve member value and engagement through expanded choice, benefits and potential savings, 2) build relationships and awareness of ALA with managing partners, and 3) potentially generate incremental revenue and member headcount. ALA has few member organizations with multiple members, in part due to the current dues structure. We will provide feedback on the group membership pilot program that was approved by the Board of Directors at their November meeting, measure the effectiveness, and work with staff on developing a recommendation for moving beyond the pilot. If needed, we will work with staff to develop a contingency plan to explore association best practices, interview impacted members and potential members, and other ALA stakeholders, and develop additional recommendations for group membership or alternative dues structures.



- We will also study and map the member experience to determine the impact and magnitude of ALA's service posture on recruitment and retention. We will examine specific tactics in place at the national, regional, and local level, and study past member surveys to develop an understanding of potential challenges and opportunities. It's our observation that ALA has numerous best practices, but our distributed governance model leads to significant variability and inconsistency in member experience. By identifying and fostering existing best practices, we will increase the value of the member investment. Specific goals include making recommendations to more effectively align the member experience across ALA International and our Chapters; develop communication strategies to articulate the value of ALA membership to chapter members; create membership "personas" and value statements to assist with targeted communications; work with HQ staff to create an Ambassador Program; and seek ways to increase micro-volunteer opportunities for members. One anticipated outcome of this activity is an educational presentation during the 2018 Chapter Leadership Institute.
- The committee will review the original committee description to ensure its program is targeted to achieve the Goals & Objectives initially approved for the committee, and may also make recommendations to modify if indicated.

**RESOURCES:** Our ALA Headquarters Liaison is Teena Austin.

**PROPOSED DATE:** October 2017

**EFFECTIVE DATE:** Ongoing/January 2018