ALA MISSION:
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.

ALA’s STRATEGIC GOALS 2017-2020:
1. Define our Identity
2. Increase Member and Business Partner Value
3. Enhance Industry Thought Leadership
4. Advance Legal Management Professional Development
5. Build Community and Engagement

COMMITTEE NAME: Certification Committee
COMMITTEE CHAIR: DeAnna Ouderkirk, CLM, MBA, SCP
COMMITTEE VICE-CHAIR: Ken Koehn, CLM, CPA, CMA
ALA BOARD LIAISON: Brian Gilman, CLM
ALA STAFF LIAISON: Patricia Carrera, JD, CKM, CPLP
COMMITTEE SIZE: 8 (One member stepped down in 2019 we have 3 rolling off in 2020)
COMMITTEE TERM: 4 years, non-renewable (We would like to request this be changed to 3 years with an option to renew for 1 additional year.

COMMITTEE PURPOSE:
Along with the ALA Board of Directors and staff, the Certification Committee ensures that the CLM program constitutes a fair and rigorous assessment process as a means of improving the professional development and stature of legal management professionals.

The Committee serves to review, revise, and manage the Certified Legal Manager (CLM) certification program. Its primary responsibilities include writing new test items, reviewing and revising test items, working with the testing contractor to evaluate and improve the assessment process, working with the professional staff in overseeing the administration of the program, and recommending needed changes in prerequisite and recertification requirements, subject to the approval of the Board of Directors.
ROLE:

- In collaboration with ALA’s Board of Directors and staff, the Certification Committee oversees the quality and integrity of the Certified Legal Manager (CLM) certification program.

- Promotes awareness of the CLM credentialing program and communicates its benefits to all stakeholders.

- Recommends reference materials targeted at increasing an examinee’s mastery of each of the competency areas.

- Develops and maintains the certification assessment following certification industry standards and best practices.

COMMITTEE MEMBER ELIGIBILITY AND SELECTION PROCESS:

Committee members must be a Certified Legal Manager and must have completed at least one recertification cycle. Although expertise in one or more functional areas is not critical for every member, it is important to maintain a balance of knowledge among committee members. Interested individuals complete an application form, which includes references, areas of expertise, and a writing sample. Committee members are interviewed and carefully considered based on educational background, experience level, size of firm, areas of expertise, and writing skill. (Since we have 4 committee members to replace in 2020, we would like the board to consider changing the term to a 3 year term with a one year extension if desired. The committee feels the 4 year term is a deterrent for people to volunteer.)

COMMITTEE CONFIDENTIALITY:

Committee members will frequently have access to confidential information and materials related to the CLM testing program. As the integrity of the program is of utmost importance, confidentiality must be maintained by each committee member.

Each member is responsible for maintaining test materials in a secure fashion and treating sensitive information confidentially. This refers specifically, but not exclusively to the questions, themselves. No member may make or keep copies of test questions, or discuss test items with anyone outside of the Committee, including ALA Board members.

Furthermore, members of the committee are not permitted to know the identification of any candidate for the exam. Only the names of successful CLM candidates will be revealed to the committee. Information about precise pass scores is not released to the Certification Committee. Pass rate information, although shared with the committee, is not advertised outside the committee because the relatively small numbers of examinees means that these rates fluctuate across test administrations.

Because of their unique knowledge of the contents of the CLM examination, committee members sign a confidentiality agreement every year and are not permitted to be involved in study activities and development.
of study products (e.g., commercial study guides). This moratorium continues for at least 3 years after a member rotates off the committee.

**COMMITTEE MEMBER EXPECTATIONS / MEETINGS:**

Participation on the Certification Committee requires members to fully and actively participate in all aspects of committee work. Committee members are required to train in item writing and test development, devote their own time between meetings researching and writing test questions, attend in-person meetings, virtual meetings and conference calls, and serve as spokespeople for the CLM program. Identifying source materials is as much a part of the process as the creation of new test questions.

Attendance is required at one in-person committee meeting per year (Annual Conference). The in-person meeting is a full-day meeting at the Annual Conference to welcome and orient new committee members, bid farewell to outgoing committee members, conduct the score-setting process, conduct item-writer training, receive writing assignments, and review conference CLM-related activities. Committee members also attend a CLM breakfast or lunch and represent the committee for short periods at a booth in the conference exhibit hall to answer questions about the certification program.

Participation in 5 to 7 virtual meetings is required by all committee members. The first 2 half-day virtual meetings will be held on consecutive days in mid-summer (early July) to review the first half of the items assigned at the Annual Conference. The ALA staff liaison will set up the Zoom Meeting but not participate in the call. The HumRRO representative will moderate the meeting to review and update the item. The next virtual meeting will also be 2 half-day sessions and will be held on consecutive days in late September or early October to review the remaining and corrected items assigned at the Annual Conference. The fall virtual meeting will be 4 to 6 hours in length and will be held in late Oct or early Nov, at this meeting the Committee will conduct administrative business for the benefit of the CLM program. Finally, Committee members must also be available for a half-day to full-day virtual meeting held in the winter/spring. Committee members evaluate the program and test blueprint at this meeting, and conduct other administrative business for the benefit of the CLM program.

Also, there is an orientation conference call in the winter/spring for new members joining the committee, which is attended by the Certification Committee chair and vice-chair, the ALA staff representative, a HumRRO staff member, and mentors to the new committee members. The orientation call reviews the committee handbook and provides new members with preliminary background about the certification program, the role of the committee, ALA, and HumRRO, and expectations prior to the first committee meeting, as well as give the new members an opportunity to answer questions about the committee and handbook.

On an ongoing basis, the Committee also reviews the program and responds to issues with respect to accreditation, and committee members promote and serve as spokespeople for the program.
STRATEGIES TO ACHIEVE ALA GOALS:

Goal 1 - Provide high quality customer service and resources to all CLM’s and those seeking credentials
   Identify and commit to customer service standards and metrics
   Consistent documentation all program policies and procedures
   Establish and maintain an accurate database of all CLMs

Goal 2 - Maintain fair and defensible certification program with assessments and standards to ensure the validity of the program
   Evaluate the soundness of the certification requirements and exam
   Ensure the exam reflects current knowledge and professional practices
   Strive to make the program financially self-sustaining

Goal 3 - Support continuous professional development and increase CLM participation
   Develop a 2-year Path to Certification Task Force
   Expand relevant professional development opportunities by fostering relationships with continuing education providers (Approved Provider program)
   Create a self-assessment process for CLM Candidates
   Provide an online repository for tracking certification credits
   Establish a defined Path to Certification - ALA education aligned with path to certification
   Develop badging/micro-credentialing for courses
   Develop a Legal Industry and Operations Management e-learning courses and Leadership required course
   Ensure regular review and update of CLM Study Guide
   Provide study group support for Chapters
   Encourage chapter support for CLM candidates
   Provide value adds for successful CLM candidates

Goal 4 - Visibility & recognition of CLM designation
   Develop marketing plan
   Maintain consistent brand image
   Form alliances with related organizations to help promote the program
   Seek clear support from ALA Board & HQ
   Marketing effort from chapters, coordinated by National
   Ensure consistent and prominent recognition of CLM status at all ALA events
   Publicize credibility-enhancing events (e.g., endorsements)
   Recruiting campaign for volunteers for the committee

COMMITTEE DELIVERABLES:

The Certification Committee produces about 100 new test questions each year for the Certification Exam. Members of the Certification Committee present at local chapters and annual conferences to support the members that wish to take the CLM exam. The Certification Committee is integral in developing, reviewing and revising Certification materials and resources as needed. The Certification Committee has been integral in further developing the Path to Certification and a strategic plan to implement the path, including recommendations and developments of new educational offerings that further support all members, not just those seeking the CLM exam. The Certification Committee is also involved in the Approved Provider
Program, the Study Guide development and updates, the Practice Analysis and the assistance to Chapters and members in developing Study Groups and understanding the program.

RESOURCES:
The Certification Committee would like to request the development of a 2-year Path to Certification Task Force in which a group of volunteers that would include 6 to 8 members that are past Certification Committee Members, current Certification Committee Members and current Professional Development Committee Members. This task force would work closely with the Certification Committee Members, the Professional Development Committee, ALA Headquarters Staff and the Board to meet each of the above outline goals. The Certification Committee already spends a lot of time concentrating on developing test items and feels that it is imperative to the success of the Path to Certification initiatives that we have this extra team working to get these initiative off and running. Once these core materials are developed, we are confident the Certification and Professional Development Committees will be able to help keep them current.

The CLM exam is gaining popularity, we have 75 attendees in the current Chicago Chapter Study group alone. In order to maintain the credibility and integrity of the program and to provide the added benefit to all ALA members of the Path to Certification; we feel we have to provide a first class program with first class service. We can only do that if efforts are concentrated on the program.

In addition, we must have a database or program to have reliable and consistent data. We ask that we either have the IMIS certification module or some reliable system purchased and made available at the earliest possible time. The management and access of this information is extremely important to the professionalism, and integrity of our program.

The Certification Committee appreciates and regularly depends heavily on its staff liaison, Patricia Carrera and HumRRO representative, Tiffany Day, to conduct its business. We utilize the Zoom meeting often and regularly. We depend on the one in person meeting at Annual Conference in which each Committee Member receives one nights hotel stay to attend.
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**COMMITTEE NAME:** Committee on Diversity & Inclusion

**COMMITTEE CHAIR:** Outgoing May 2020: Michael Stephens; Incoming May 2020: Jessica Mazzeo

**COMMITTEE BOARD LIAISON:** Jean Jewell

**COMMITTEE STAFF LIAISON:** Michele Schaede-Guy

**COMMITTEE SIZE:** Eight

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

**MISSION STATEMENT:** Provide each ALA member with the tools and resources required to be a leader in meeting ALA’s goal.

**PURPOSE:** Increase awareness of and sensitivity to the differences among our workforce and to advance the concept of inclusiveness and acceptance.

**ROLE:** Providing guidance, education, and resources in support of the ALA Diversity Initiative.

**COMMITTEE MEMBER SELECTION PROCESS:** Committee candidates are interviewed by the Chair and Vice Chair and due diligence is completed. After this process, the Chair will recommend candidates and alternates for approval to the ALA Board of Directors. After appointment, committee members begin their term at the annual committee meeting. Informally, we encourage and welcome new appointees to participate (listen) in the committee’s monthly conference calls to begin to familiarize themselves with committee work.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:** Qualified candidates must have a keen interest in diversity and inclusion and in advancing the goals of ALA and the committee. A willingness to travel, give presentations, do research, write articles and participate in social media are all needed for this committee, but essential is the willingness to devote the time necessary to support the work of the committee. A commitment by the candidate’s employer (if applicable) to allow the candidate to fully participate is highly recommended. Previous committee or leadership service within ALA, Chapter, Regional or National, is helpful but not required. Experience, background and/or education in diversity and inclusion are very helpful but not required.

**IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:** Availability to attend the annual committee meeting held during ALA’s annual conference week is required. Members must be available for monthly committee conference calls. Each committee member is assigned leadership roles for major projects to distribute the workload. As a working committee, ad hoc and other assignments are also available on a volunteer basis, though it is expected that Committee members volunteer for
assignments equally. There is also an expectation of Committee members being available to conduct in-person or remote training to all ALA chapters and individual members.

STRATEGIES TO ACHIEVE ALA GOALS: Identify 3-5 strategies the committee recommends to achieve any of the ALA goals. Strategies include viability for any initiative; research to support the goals; and an implementation/marketing plan to achieve the outcomes desired.

1. **Education**: Develop and provide education to chapters, members and their legal services organizations.
2. **Resources**: Develop, provide and maintain resources for chapters, members and their legal services organizations.
3. **Accountability**: Assist ALA in assuring that as an association, it has prioritized and held itself accountable for diversity and inclusion.
4. **Promotion**: Promote the thought leadership and work of ALA in the area of diversity and inclusion.
5. **Partnership**: When possible, develop and maintaining alliances with other diversity focused organizations.

COMMITTEE DELIVERABLES: Describe the specific tactics/outputs your committee plans to produce in the coming year.

1. **Education**: The Committee has or will continue to
   - Conduct educational training at an economical cost to chapters and legal service organizations.
   - Update and curate a speaker list on the committee webpage.
   - Present at the Annual Conference in May 2020.
   - Propose a presentation for the Chapter Leadership Institute 2020.
   - Develop thought leadership in the area of inclusion.
   - Gain and share knowledge of Mansfield, Equity and Bullying

2. **Resources**: The Committee has or will continue to
   - Enhance and maintain the ALA webpage on Diversity & Inclusion.
   - Enhance its online brochure.
   - Enhance and maintain the Chapter Scorecard.
   - Recreate and maintain the Firm Scorecard.
   - Share the Committee’s “What’s My Diversity” video.

3. **Accountability**: The Committee has or will continue to
   - Present a recommendation to the ALA Board of Directors to incorporate diversity and inclusion in its strategic initiatives through an integrated Strategic Plan.
   - Encourage Chapters to offer education and develop committees or task forces on diversity and inclusion.
   - In conjunction with ALA Annual Conference, recommend programing that promotes diversity and inclusion.
4. **Promotion:** The Committee has or will continue to
   - Enhance ALA’s presence in social media by promoting committee presentations, published work and resources.
   - Promote the committees “Diversity Toolkit.”
   - Market itself to conduct D&I presentations to chapters and member law firms and legal organizations.

5. **Partnership:** The Committee has or will continue to
   - Find and pursue opportunities for partnership with diversity and legal focused organizations such as Institute for Inclusion in the Legal Profession.
   - Work collaboratively with ALA staff, leadership, committees and chapters to consult, identify, recommend, and support cross functional opportunities to promote, enhance and support
   - Work with LMA, ILTA and NALP to participate in an D&I panel at LMA Annual Conference 2020.

**RESOURCES:** Outline approved program, budget, resources needed and staff support the committee receives.

ALA provides a modest budget for the work of the Committee which in the past primarily supported the production cost of brochures or other take-away items. The Committee would like to have a table at Annual Conference and CLI along with printed pop up banner for use during these conferences to further promote the Committee and its resource to members and chapters. The Committee is continually grateful for its headquarters staff liaison and its Board liaison as both help facilitate communications with ALA Headquarters staff and as well as at the Regional and Board levels. The Committee is grateful to the Board of Directors for all of this support.

**PROPOSED DATE:** October 31, 2019  
**EFFECTIVE DATE:** January 1, 2020
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COMMITTEE NAME: ALA Foundation Board of Trustees

COMMITTEE CHAIR: President, Wendy Rice-Isaacs

COMMITTEE BOARD LIAISON: Debbie Elsbury as Pres. Elect of ALA

COMMITTEE STAFF LIAISON: Sharon Leeds

COMMITTEE SIZE: 6 Trustee Board members, ALA Pres. Elect, ALA Ex. Director for a total of 8.

COMMITTEE TERM: 4 years (this is not technically a committee, it’s a Board of Trustees)

MISSION STATEMENT: The Foundation of the Association of Legal Administrators was formed by the ALA Board of Directors in 1981. Since that time, the Foundation’s mission and goals have focused on the development of education programs, research on the changing legal workplace and increasing awareness of the value of legal management professionals.

PURPOSE: We have three initiatives:

- The David Brezina Memorial Session at Annual Conference
- The Susan French Emerging Leader Fellowship Program
- The Student Scholarship and Visibility Focus

ROLE:

COMMITTEE MEMBER SELECTION PROCESS: Each year we have one or two board trustees that cycle off the Foundation. Two Trustees have the responsibility of reviewing and interviewing volunteer applications. The two trustees present their recommendations to the Trustees and once approved, a recommendation letter for the proposed “new” trustees is sent to the ALA Board for approval. Once
that is approved by the ALA Board of Directors, the selected applicants are informed and those not selected are informed by personal phone calls.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:** We follow the standard call for volunteers form that all other committees use. We are looking for highly engaged individuals that can commit to a four year position.

**IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:** The Foundation has monthly conference calls by zoom; bi-annual face to face meetings at annual ALA conference and in November at ALA HQ.

**STRATEGIES TO ACHIEVE ALA GOALS:** Identify 3-5 strategies the committee recommends to achieve any of the ALA goals. Strategies include viability for any initiative; research to support the goals; and an implementation/marketing plan to achieve the outcomes desired.

Our three initiatives compliment three of the ALA strategies:

1) The David Brezina Memorial Session at Annual Conference features an engaging speaker and leader for the conference attendees. In 2020, we will feature a time to tell our stories about what we have done during 2019 -2020 year. This fits nicely with the “Enhance Industry Thought Leadership” and the “Build Community & Engagement goals of the association. By bringing a thought leadership speaker to our membership and by engaging the audience in the works of the Foundation, we deliver educational goals and share the work of the Foundation to engage members.

2) The Susan French Emerging Leader Fellowship Program. This revamped program has had a very successful first year. Two recipients were chosen to participate in a yearlong program. They attended Judy Hissong’s *Elevate Your professional Presence* online class and will participate in a custom presentation skills class in January 2020. The two recipients have two trustees as mentors. The mentors meet with them every month via conference call and quarterly as a group. The mentors work with them on their journey and provide homework and guidance along the way. The recipients attended the 2019 CLI and have done a nice job in the program! Each will be awarded tuition and travel to the 2020 ALA annual conference where they will participate in the David Brezina session. They will be mentors for the new class of 2020 fellowship participants. This initiative fits nicely with the Advance Legal Management Professional Development.

3) The Student Scholarship and Visibility Focus is built upon the following:
1) Student Scholarships for those in their Jr. and Sr. years of college seeking a non-lawyer, legal mgmt. career. The trustees will be awarding up to 10k in scholarship money in the month of Feb. 2020.

2) Career fairs are another focus for the Foundation and we conducted the first event at Miami Dade Community College on October 23, 2019. The event was very successful and there was a lot of interest from students and faculty. We look forward to doing more career fairs and helping chapters conduct their own by providing them a checklist and promotional materials. Along with this, we produced a video telling the story about how members got their start in legal and first hand practical advice. We have linked this to a page tied to the Student Scholarship and Visibility initiative that is called “Resources for Students”. We will also have our scholarship application link on this page when we open up the application process in December 2019.

3) Seed money is also available to chapters who are looking to formalize an internship program. We will help provide resources to chapters that have done this successfully and help them to get their programs started.

This Student focus ties very nicely to Building Community and Engagement.

COMMITTEE DELIVERABLES: Describe the specific tactics/outputs your committee plans to produce in the coming year.

In 2020, the Foundation will continue to enhance the above initiatives described. We will officially launch our student scholarship program, go into our second year with the Susan French Emerging Leader Fellowship program, enhance our Student video while we are at the Annual Conference and deliver a “new revamped” David Brezina Session at the 2020 ALA Annual Conference. We also look forward to doing more career fairs to spread the word about business careers in legal.

RESOURCES: Outline approved program, budget, resources needed and staff support the committee receives.

The budget for the Foundation is separate from the ALA’s budget and dependent on donations and silent auction proceeds at ALA Annual conference. Our new staff liaison Sharon Leeds will be replacing Valerie Danner as we move into 2020. Our six person trustee group is very dedicated and hardworking. We are extremely proud of the work we are doing. Thank you.

PROPOSED DATE: ________________           EFFECTIVE DATE: ________________
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The strategic plan and goals of the association are available for review on the ALA website.

**COMMITTEE NAME:** Large Firm Administrators Caucus Steering Committee

**COMMITTEE CHAIR:** Fred O’Malley

**COMMITTEE LIAISON:** Oliver Yandle

**COMMITTEE SIZE:** 11

**COMMITTEE TERM:** 3 years

**CALL FOR VOLUNTEERS:** Summer  
**SELECTIONS MADE:** Summer

**MISSION STATEMENT:** The LFA Caucus Steering Committee provides strategic direction and oversight of programs and activities to support the needs of principal administrators of law firms with 100+ attorneys. This includes membership development activities, educational programming, and other engagement opportunities.

**PURPOSE:** See above

**ROLE:** See above

**COMMITTEE MEMBER SELECTION PROCESS:** Committee members are selected by current caucus members at the LFA Retreat in August. Nominations may come from current members of the steering committee or through expressions of interest from Caucus members.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:** Committee members must be eligible for membership in the caucus and should be active participants in the group, including regular attendance at the Retreat and active participation in the online community.
IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS: The Caucus meets several times a year via conference call and in person annually at the LFA Retreat. Working groups may also meet via conference call as needed.

STRATEGIES TO ACHIEVE ALA GOALS: The LFA has identified 3 strategies to advance ALA’s goals:

1) Define our Identity – Grow membership. The committee has developed a prospect list, talking points and support material to promote membership among qualified candidates. The group is also developing a survey to identify member needs.

2) Build Community and Engagement – The committee will continue to leverage its very active online community to provide members with access to insights and resources, and strengthen relationships within the Caucus.

3) Advance Legal Management Professional Development – The Caucus has discussed opportunities to increase participation in the Annual Conference beyond the Idea Exchange. Caucus members have indicated an interest and willingness to serve as educational session panelists and moderators and sharing the results of the 2019 LFA Retreat with the broader ALA community and legal industry. We are finalizing a summary of the work done in Nashville and are discussing the creation of a white paper on compensation systems.

COMMITTEE DELIVERABLES: See the Strategies section above.

RESOURCES: The primary resources for these activities will be volunteer and staff support.

PROPOSED DATE: 1/1/2020 EFFECTIVE DATE: ________________
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**COMMITTEE NAME:** Membership Development Committee

**COMMITTEE CHAIR:** Judy Hissong

**COMMITTEE BOARD LIAISON:** Lori Hughes

**COMMITTEE STAFF LIAISON:** Teena Austin

**COMMITTEE SIZE:** 8 (we lost one this year, and will be looking to add it back in the upcoming selection process)

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

**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 MDC identifies, develops, and implements 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. This has become challenging as a result of many factors influencing legal management and is now more critical for these key reasons: 1) member retirements outpacing new members; 2) law firm mergers; 3) increased competition; and 4) budgetary considerations.

**ROLE:**
We serve at the pleasure of the Board of Directors to investigate and provide options for ideas as they task us. We also present ideas to the Board or other Committees or staff functions to increase member acquisition and retention, or to improve member experience. We also, as appropriate, assume tasks at
the individual level to implement our ideas. We do not generally participate in day-to-day operations tasks that are best handled by association staff.

**COMMITTEE MEMBER SELECTION PROCESS:**
The next Chair (Sarah Didrikson) and Vice Chair (TBD) engage in video interviews of prospective committee members, asking a specific set of questions and considering leadership and strategic thinking qualities among others. We will be replacing 2 members (Judy Hissong and Michael Keatts) rolling off, plus one who left mid-term.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:**
Membership on ALA committees is open to any member or business partner, or other interested party whose knowledge, skills, and expertise is deemed useful for the efforts of the committee. The Chair must be a member of the Association. We value diversity, a keen interest in membership, commitment to the value of ALA, follow through and strategic vision. Our committee members represent our stakeholders (role, geography, organization size and type, age, gender, etc.) as well as the needs of the organization as a whole. We challenge long standing perceptions and norms and think outside the box to develop ideas that improve the value of our association for current and future members.

**IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:**
Attendance is required at the annual committee meeting held alongside the Annual Conference. Members must be available for monthly, and as needed, scheduled video calls. Each member may be assigned leadership roles for major projects as the workload is distributed, and it is expected committee members will volunteer for assignments.

**STRATEGIES TO ACHIEVE ALA GOALS:** The MDC focuses on three strategic priorities:
Exploring moments of truth; increasing member and partner value; and enhancing the member experience.

**COMMITTEE DELIVERABLES:**
- We introduce a membership toolkit for Chapters that will include templates, worksheets, and guideposts for engaging existing and attracting new members. We anticipate at least one connection point per year with the appropriate representative from each Chapter to dialogue about the kit.
• We provide a plan to heighten engagement of the independent members that improves retention by 10% in this segment by the 2021 renewal cycle.

• We continue to focus on the value of the member experience, including moments of truth that members make purchase decisions. We deliver a points of engagement report that offers opportunities to improve ALA touchpoints with members.

RESOURCES: Outline approved program, budget, resources needed and staff support the committee receives.

We would like to continue our annual meeting at the Annual Conference, with a meeting room, and 8 hours of meeting time available to the team.

PROPOSED DATE: _________________  EFFECTIVE DATE: _________________
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**COMMITTEE NAME:** Product & Services Review Committee (PSRC)

**COMMITTEE CHAIR:** Karie Rivkin, CLM

**COMMITTEE BOARD LIAISON:** Geoffrey Williams, CLM

**COMMITTEE STAFF LIAISON:** Theresa Wojtalewicz

**COMMITTEE SIZE:** 11 (6 ALA members and 1 business partner, 1 board liaison, and 3 ALA HQ staff)

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

**MISSION STATEMENT:** To ensure ALA provides cutting-edge products and services on legal management and leadership issues, thereby helping its members solve strategic and operational challenges both now and in the future.

**PURPOSE:** The PSRC is responsible for reviewing ALA’s current inventory and brainstorming prospective products and services to ensure timely, necessary and valuable tools are provided to its members. This committee will determine whether the product or service is affordable, effective and supportive of ALA’s strategic goals.

**ROLE:** The PSRC will obtain data, research, and ultimately evaluate a product or service. A product or service is either discarded, forwarded to a more appropriate committee to vet, or presented to the Board of Directors so that the Board can make decisions as to whether to keep, eliminate, modify or pursue said products or services.

**COMMITTEE MEMBER SELECTION PROCESS:** Committee member selection is through the annual “Call for Volunteers” process and recommendations obtained from ALA leadership.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:** Service on this committee is open to any regular member, business partner, consultant, or other interested parties whose knowledge, skills and expertise is deemed useful to the work of the committee. Ideal candidates are those who have insight
into membership and members’ needs and are creative and innovative, critical, and strategic thinkers, actively and effectively communicate, and able to work successfully as a team.

**IN-PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:** The PSRC is required to meet at least twice each year. One meeting is face-to-face in conjunction with ALA’s Annual Conference & Expo. The committee currently has monthly telephone/video conference calls scheduled for the second Wednesday of each month.

**STRATEGIES TO ACHIEVE ALA GOALS:** This committee has quickly evolved and is assisting ALA in improving offerings on both existing and prospective products and services. With the recent inclusion of consultants and students as regular members, PSRC will need to expand offerings to meet the needs and appeal to a more diverse group in all stages of professional development. PSRC will do this through research, brainstorming, analyzing, and evaluating data to determine new products and services.

**COMMITTEE DELIVERABLES:**
PSRC will work closely with HQ staff and other ALA committees to establish new and improve upon existing products and services.

To enhance ALA as a thought leader, PSRC is considering ideas to create and sell original content. For example, the committee is currently evaluating a Writing Studio that, in the future, would produce work that would be owned by ALA and sold on the ALA e-Store.

Another idea presented is a Book Club. To develop data to determine its success, PSRC requested a pilot Book Club. With HQ’s lead, the pilot will launch in November 2019 on the ALA Online Communities. A book will be chosen from the ALA e-Store and featured on the Book Club Community. Questions will be presented by a moderator so that members can share ideas and hold intelligent discussions.

To advance our members' professional development, PSRC is looking for opportunities to provide additional educational resources in areas that we believe are critical to our members in performing their daily jobs. PSRC will focus on areas that are currently not offered or are underdeveloped. For example, Facilities, Legal Industry, Project Management, and Technology (hardware and software).

With the help of HQ and one of our business partner committee members, Mark Davey, we are exploring opportunities to further solidify our relationship with other legal organizations, for example, Corporate Legal Operations Consortium (CLOC).

PSRC is also working with HQ staff to improve on the member experience by assisting with ideas for updates to the ALA website and e-Store. Finally, as PSRC is full of talent, we continue to brainstorm for innovative ideas.

**RESOURCES:** To date, this committee uses ALA’s conference call and video conference services for conducting monthly meetings. For PSRC’s annual live meeting, held in conjunction with the annual
conference, a room (ideally to include a projector and other AV equipment) is required. For all other data and statistics, the PSRC will rely on ALA's staff and members' resources.

PROPOSED DATE: ________________  EFFECTIVE DATE: ________________
2020 PLAN OF WORK
PROFESSIONAL DEVELOPMENT ADVISORY COMMITTEE (PDAC)

COMMITTEE NAME: Professional Development Advisory Committee
COMMITTEE CHAIR: Lana McGinnis, CLM, SPHR, SHRM-SCP
CO-CHAIR: Teresa Walker
COMMITTEE LIAISON: Trish Carrera
COMMITTEE SIZE: 9-10
COMMITTEE TERM: 3 years
CALL FOR VOLUNTEERS: Fall
SELECTIONS MADE: Winter

MISSION STATEMENT:
The Professional Development Advisory Committee’s purpose is to keep an eye toward the horizon of the legal community in order to bring topic awareness and deliver idea framework to be effectively interpreted by ALA headquarters, committees and suppliers to facilitate ALA keeping its members on the forefront of legal management trends and technology.

PURPOSE:
The Professional Development Advisory Committee provides insights and recommendations for a broad range of professional development activities that align with ALA’s strategic goals. It does this by monitoring industry trends, considering relevant research and needs assessment data and collaborating with ALA staff, other ALA committees and ALA suppliers in the development of professional development programming. Though it will assist in developing content, the Professional Development Advisory Committee is not directly responsible for developing content or identifying instructors or speakers for courses or conferences.

ROLE:
- Provide topic awareness and framework suggestions that can be effectively used in ALA’s professional development initiatives;
- Use ALA education-relative survey/evaluation data to recommend enhancements to existing programs and make suggestions for future inclusions;
- Recommend new educational offerings based on ALA’s strategic goals;
• Review and recommend proposals received in response to ALA’s call for presentations;
• Collaborate with other ALA Committees and ALA Suppliers as needed.

COMMITTEE MEMBER SELECTION PROCESS:
ALA members, business partners and other individuals who have demonstrated thought leadership are eligible for this committee. Interested individuals must timely submit a completed application form, be recommended by the standing committee, and be confirmed by ALA’s Board of Directors.

COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:
PDAC is open to both members and business partner participation. Among the considerations in selecting new members are educational background, experience level and areas of expertise. Consideration is also given to an applicant’s experience with education, training, and career development.

IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:
Committee members are expected to attend one annual in-person committee meeting (usually at Annual Conference), participate in monthly conference calls, contribute at least 3 articles monthly to basecamp, and participate in discussion forums created by the committee for ongoing collaboration.

COMMITTEE DELIVERABLES:
1. PDAC will submit an annual Plan of Work and semi-annual written reports to ALA’s Board of Directors
2. PDAC will continue to identify and share trending legal industry content for the Ahead of the Curve e-Newsletter or other vehicle which may be identified for distribution of this information.
3. PDAC will collaborate with ACI or other ALA Suppliers as needed to provide topics/speakers/author recommendations for annual conferences, professional development programs and webinars.
4. PDAC will provide topic suggestions for Legal Management magazine, ALA social media, etc.
5. PDAC will submit a presentation to CLI annually. The presentation will cover PDAC’s function and offer content to assist chapters and their leaders in elevating their
professional development offerings. This will include the document created that gives tips on selecting speakers and ensuring their quality.

6. PDAC will provide content suggestions as it relates to books and/or authors that would be useful for educational purposes.

7. PDAC will provide information on podcasts thought to be informative and relevant to legal management.

8. PDAC will provide oversight for the newly formed Education Ideas Discussion Forum.

RESOURCES:
Budget for yearly in person meeting, ongoing staff liaison engagement, Basecamp collaboration software fees and travel expenses (air fare, hotel, meals, etc.) and registration for one committee member to attend CLI.

SUBMITTAL DATE: October 31, 2019
ALA is the premier professional association connecting leaders and managers within the legal industry. We provide extensive professional development, collaborative peer communities, strategic operational solutions, and business partner connections empowering our members to lead the business of law.

The 2017-20 Strategic Plan for the Association is available for review on the ALA website.

**COMMITTEE NAME:** Standards Review Committee

**COMMITTEE CHAIR:** Laura J. Broomell, CLM
**COMMITTEE VICE CHAIR:** Eric Hightower, CLM, SPHR

**COMMITTEE BOARD LIAISON:** Michael T. Bumgarner, CLM, CPA, CGMA

**COMMITTEE STAFF LIAISON:** Steve Kenney

**COMMITTEE SIZE:** Up to 7

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

**MISSION STATEMENT:**
The committee’s mission is to increase awareness for the need to bring standardization to the legal industry, specifically within the areas of administration and operations.

**PURPOSE:** The committee is primarily responsible for the maintenance, interpretation and promotion of the Uniform Process Based Management System (UPBMS) Code Set. It is also charged with monitoring and when appropriate supporting or participating in similar efforts across the legal industry.

**ROLE:** The role of this committee is to:
- Maintain a universally applicable set of standards
- Educate our members and others about the use and understanding of how standards can be used to improve operations
- Support and foster efforts by others to develop and promote the use of legal industry standards

**COMMITTEE MEMBER SELECTION PROCESS:** ALA members, business partners, consultants, and other individuals who have demonstrated thought leadership are eligible for this committee. Interested
individuals must timely submit a completed application form, be recommended by the committee, and be confirmed by the ALA’s Board of Directors.

**COMMITTEE MEMBER QUALIFICATIONS/ELIGIBILITY:** Membership on the committee is open to anyone in the legal management community with a stake or interest in the development of industry standards, including representatives from law firms, corporate legal departments, legal management consultants, and business partners. Knowledge of or experience with standards is helpful, but not required. A general interest or expertise in process improvement methodologies is desirable.

**IN PERSON MEETINGS/COMMITTEE MEMBER EXPECTATIONS:** The committee will meet in person once a year during the ALA Annual Conference. The committee will hold regular conference calls, in addition to other calls, as needed for sub-committee projects.

**STRATEGIES TO ACHIEVE ALA GOALS:** The work of the Standards Review Committee supports the ALA’s strategic goals in the following ways:

- **Increase Member and Business Partner Value:** The UPBMS is a unique and tangible resource for both ALA members and the larger legal community. In addition to helping members deliver value within their own organizations, the pursuit of a vital and necessary standard like the UPBMS serves to build and enhance ALA’s reputation.

- **Enhance Industry Thought Leadership:** As the legal industry grapples with change and calls for increased value, the UPBMS illustrates ALA’s desire to take an active role in addressing key legal management issues. The uniqueness of the UPBMS combined with ALA’s unique ability to develop this standard creates an exclusive opportunity to influence the future of legal management.

- **Advance Legal Management Professional Development:** The UPBMS is a powerful resource that can be used by ALA members to achieve the knowledge, skills and abilities they need to be successful.

- **Build Community and Engagement:** As a far reaching and industry-wide resource, the UPBMS has the potential to be a reason for members to gather and work together to improve the operation of their firms, advance their own professional development, and influence the larger legal industry.

**COMMITTEE DELIVERABLES:** Describe the specific tactics/outputs your committee plans to produce in the coming year.
• Continue to enhance the UPBMS by reviewing and updating each section. Work to collaborate with other legal organizations to use as a resource, especially in more specialized areas.
• Determine options to possibly integrate UPBMS with SALI.
• Review options to implement a new taxonomy software program to improve our ability to visualize taxonomy and manage the revision and development processes more effectively.
• Augment the UPBMS website and the UPBMS content on the ALA website, including developing Case Studies or Story Boards on how the UPBMS has or can be used.
• Work on a social media plan.
• Liaise with the job description task force to ensure consistency and compatibility in the development of the Job Description Toolkit version 2.
• If possible, partner with the Certification Committee on the next KSA needs assessment, since there is a strong correlation between the KSAs and the UPBMS.

RESOURCES: Possible budget for taxonomy software. Continued collaboration with Steve Kenney.

PROPOSED DATE: ________________ EFFECTIVE DATE: ________________