

**ABA Section of Business Law
Business Plan June 2008-09
Preliminary Business Plan 2009-11**

I. Mission Statement

The Mission of the Section of Business Law is to serve its members, the profession, and the Section by furthering the development and improvement of business law, educating Section members in business law and related professional responsibilities and helping Section members to serve their clients competently, efficiently and professionally.¹

II. Strategic Goals adopted in April 2008²

The strategic goals identified below are in addition to the Section's ongoing commitment to involvement in the betterment of law, commitment to pro bono efforts, and commitment to diversity.

- A. Maintaining the Section's relevance to business lawyers.
 - 1. The Section should reflect the global reach of business law.
 - 2. The Section should develop processes to identify evolving areas of law and to have Section resources in place to respond to the needs of business lawyers in those areas.
 - 3. The Section should foster opportunities to promote professionalism and ethical practices, pride, civility, and community among business lawyers.
 - 4. The Section should foster timely delivery of information in all formats to members in areas of law important to business lawyers.
- B. Managing the Section to enhance its relevance to business lawyers.
 - 1. The Section Officers and Council should develop and approve a multi-year business plan (that will be reviewed and updated annually), to allocate properly the Section's revenues, staff time, and volunteer time in achieving the above goals.
 - 2. Section resources should be managed to serve the entire membership, including those who do not attend meetings, while realizing that meetings help form a critical basis for content development and community building.
 - 3. Section resources should be managed to build and retain membership and leadership so that the Section is a vibrant and viable entity.
 - 4. Section resources should be employed to influence American Bar Association policies and processes to better serve the Section's members.

III. Implementation of the Strategic Goals³

The implementation steps and tasks noted below are arranged by ABA fiscal year (September 1 to August 31) with the relationship to the strategic goals noted.

¹ Section Bylaws, Article 1, § 1.2 Purpose.

² March 27, 2008 report of the Advance III Planning Committee to the Section Council. Strategic Goals adopted by action of the Section Council at the April 2008 Spring Meeting. The goals are not listed in order of importance or priority.

³ Subsequent to the adoption of the Strategic Goals stated above, the Section Officers identified implementation steps to achieve the strategic goals over a course of three years and prioritized those implementation steps. A small drafting group then discussed those implementation steps and formulated more specific tasks, timelines, and metrics for accomplishing those implementation steps and ultimately the achievement of the Strategic Goals. The draft business plan was further reviewed by the Section Officers and circulated to the broader Section leadership for comment. Based upon that review and comment process, the implementation steps will be presented for adoption by the Council at its August 2008 meeting.

Implementation Steps/Tasks for 2008-09

Implementation Steps	Action	By Whom	By When
A. Goal: The Section should foster timely delivery of information in all formats to members in areas of law important to business lawyers			
<i>1. Appoint a Content Officer</i>			
a. Section Officers should draft a job description for a Content Officer that will include facilitating delivery of existing content and, as longer term goals, facilitating development and distribution of content across platforms. The Content Officer should be a non-ladder officer with a three-year term. Section Officers should draft an appropriate bylaw amendment creating this officer position for adoption by the Council. Both the job description and the bylaw amendment should be submitted to the August 2008 Council meeting.	<ul style="list-style-type: none"> • Draft Content Officer job description • Draft bylaw amendment • Obtain Council approval of job description and bylaw amendment 	<ul style="list-style-type: none"> • Section Officers • Section Officers • Chair places it on August 08 Council agenda 	<ul style="list-style-type: none"> • August 08 Council meeting
Once approved, that bylaw amendment will be submitted to Board of Governors pursuant to the existing ABA process.	<ul style="list-style-type: none"> • Obtain Board of Governor's approval of bylaw amendment 	<ul style="list-style-type: none"> • Section Director 	<ul style="list-style-type: none"> • Next applicable meeting of BOG
b. The Content Officer will normally be proposed by the nominating committee and elected by the membership at the appropriate annual meeting, as is the Budget Officer. In order to facilitate work on the content issues prior to the usual nomination process taking place during the 2008-09 fiscal year, by end of September 2008, the Section Chair, in consultation with the other Section Officers, will identify and appoint a Content Officer to serve for an initial one-year term during the 2008-09 fiscal year. ⁴	<ul style="list-style-type: none"> • Appoint Content Officer for one-year term 	<ul style="list-style-type: none"> • Section Chair, in consultation with other Section Officers 	<ul style="list-style-type: none"> • September 2008
<i>2. Appoint a Content Committee</i>			
a. By end of September 2008, the Section Chair will appoint a Content Committee composed of at least the chairs or the chairs' designee from the following Section committees: Publications Board, BLT Board, Educational Programming Board, TBL Board, Technology Committee, and the Meetings Committee. Up to three other members may be appointed at the discretion of the Section Chair. The Content Committee should also have liaisons to ABA SCOPO, SCOTIS, and	<ul style="list-style-type: none"> • Establish and appoint Content Committee • Designate liaisons to SCOPO, SCOTIS, and SCCLE 	<ul style="list-style-type: none"> • Section Chair 	<ul style="list-style-type: none"> • September 2008

⁴ The person appointed pursuant to this interim process would be eligible to be appointed to a three-year term through the normal nomination process.

Implementation Steps	Action	By Whom	By When
SCCLE (which could be Section members currently serving on those bodies). The Content Committee will be chaired by the Content Officer.			
b. The mission of the Content Committee will be to assist the Content Officer in developing a comprehensive content management plan for all Section content.			
<i>3. Develop a comprehensive content management plan for all Section content.</i>			
a. The Content Committee should draft the initial content management plan by the end of December 2008. The plan should be discussed and approved, if necessary, by the Council at the January 2009 Council meeting.	<ul style="list-style-type: none"> • Draft content management plan • Obtain Council approval of content management plan 	<ul style="list-style-type: none"> • Content Committee 	<ul style="list-style-type: none"> • December 2008 for draft • January 2009 for approval
b. The content management plan should build on the content distribution plan adopted in 2007 and be updated as necessary.	<ul style="list-style-type: none"> • Update as necessary 	<ul style="list-style-type: none"> • Content Committee 	<ul style="list-style-type: none"> • As needed
c. At a minimum, the content management plan should address the following: <ul style="list-style-type: none"> • Identify actions to enhance distribution of content to Section members using existing and developing technology, including, improvements to the Section website to make existing content easier to find and use (e.g., requiring native PDF formats instead of non-native PDFs). <ul style="list-style-type: none"> ○ As part of its assessment of technology capabilities, the content management plan should prioritize Section needs and recommend methods for receiving necessary technology support from the ABA IS department. ○ The content management plan should address what content should be “pushed” to Section members, and the manner in which that “push” should take place. • Implement methods for allowing remote access to Section CLE 			

⁵ Current metrics regarding content are:

- Open up and click through rates are monitored daily for: Section e-newsletters, Committee e-newsletters, book marketing;
- Webstats are currently monitored monthly, but new analytics will likely lead to daily monitoring of: Total visits to Section website, BLT online access, eSource archive traffic, TBL online access, Program material access, meeting website(s) access, committee page access;
- Suggested additional monitoring that would require little extra effort: number of weekly/monthly messages to committee list serves, monthly media contacts/ references, search-terms used, entry/exit pages, and click-paths.

Implementation Steps	Action	By Whom	By When
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and non-CLE programming and meetings.

- Identify content packages that should be offered as a part of the Section’s membership and marketing plan (see Goal B below).
 - Coordinate with the existing “package plan” currently marketed by the ABA.
 - Coordinate with the Section’s membership and marketing plan to determine appropriate pricing levels for the various types of content being offered.
- Identify staff and budgetary resources needed to make Section-produced content widely and easily available consistent with an overall pricing model.
- Set metrics for determining whether the content is reaching the desired audiences in a cost-effective manner. Suggested metrics may include:⁵
 - Content input (e.g., volume of content available, forms of content available, cost of producing content, committees producing content)
 - Content output (e.g., website hits, downloads, revenue generated, identification of which committees members are accessing content, what committee’s content is being accessed)
 - Website and download activity (e.g., access by persons who have not attended meetings on a regular basis *vs.* access by regular meeting attendees, access by members *vs.* non members, frequency of joins from content access)

4. Content delivery improvement should not await the approval of the content management plan.

The Section’s website should be improved expeditiously to become more market driven and easier to navigate and search for content. Given the critical nature of these issues to the overall health and advancement of the Section and its strategic goals, these efforts should be a high priority for the Section. The Section should accomplish these steps expeditiously with appropriate collaboration with the ABA IS department.

<p>a. Index all Section content, including, without limitation, TBL, BLT, CLE, newsletters, non-CLE programs, committee materials (in all formats, audio, video, print, electronic, etc) by subject matter, author, area of concentration, which committee or group generated it, its initial publication date, and copyright ownership. A comprehensive indexing by at least these categories is necessary in order to create search</p>	<ul style="list-style-type: none"> • Index content • Enhance search utility • Organize web page by subject matter • Enhance content push out by subject 	<ul style="list-style-type: none"> • ABA IS and Section staff 	<ul style="list-style-type: none"> • August 2009
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Implementation Steps	Action	By Whom	By When
<p>mechanisms (particularly for non-native PDF materials that are currently in the electronic library).⁶ All new PDF additions of content that will be available on the website should be in a native-format PDF.</p> <p>b. Employ a search utility on the Section’s website that allows searching the entire website (and not limiting searches to information in current content silos such as CLE, meetings, TBL, etc.) by the index categories as well as full text searching on native PDF and/or word processing documents. A ‘Google’- based appliance is desirable for this important search function.</p> <p>c. Organize the Section’s website (particularly the entry page) with an index by subject matter (e.g., securities, mergers and acquisitions, bankruptcy, tax, commercial law) so that when a visitor to the website views the home page and has a specific substantive interest can easily determine where to click to obtain relevant information. This could be accomplished by effective use of icons. (This feature should be in addition to the manner in which information is currently organized on the left side tool bar).</p> <p>d. Employ methods to push content out by subject matter (area of concentration) instead of just by committee membership. A suggested methodology for accomplishing this capability would be the use of RSS “subscription” features, thus allowing a customizable “My-BLS” webpage.</p> <p>e. Build a seamless interface so that a search by subject matter accesses information both on the Section website and information in the ABA Webstore.</p> <p>f. Build a “join the Section now” option that pops up in appropriate places.</p>	<p>matter</p> <ul style="list-style-type: none"> Seamless interface between ABA Webstore and section website re: searching for information Join section now dialog 		
<p>5. <i>Assign Section staff or other appropriate resources</i></p>			
<p>Section staff resources (or other appropriate resources) should be assigned to assist the Content Officer and the Content Committee in developing the content management plan, and in implementing the items listed in (4) above.</p>	<ul style="list-style-type: none"> Assign appropriate resources 	<ul style="list-style-type: none"> Section Officers, Section Director, Finance Committee 	<ul style="list-style-type: none"> August 2008

⁶ With respect to existing PDF content in non-native format, consideration should be given to having that material scanned onto the system to make it fully searchable.

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B. Goal: Section resources should be managed to build and retain membership and leadership so that the Section is a vibrant and viable entity.			
<i>1. In 2008-09, the Section will implement a plan to increase Section membership to 60,000, of which 1,000 will be new lawyer members, and 250 will be lawyers located outside the US.</i>			
a. The Section’s Associate Director is currently implementing a membership and marketing plan in consultation with the Section’s Chair. Because the plan needs to be nimble and responsive to changing market directions, the Section’s Associate Director, working in close coordination with the Section Chair and the Membership Committee, will continue to have primary responsibility in this area.	<ul style="list-style-type: none"> Achieve target membership increases 	<ul style="list-style-type: none"> Section Assoc. Director 	<ul style="list-style-type: none"> August 2009
b. At each of the three in-person meetings of the Council Committee on Member Services, the Council Committee should review and evaluate the Section’s performance on its membership and marketing plan and provide input to the Associate Director and the Section Officers on matters such as: identifying potential markets where the Section’s membership penetration is low, the recommended approaches for marketing to these identified markets, and other types of market intelligence that would affect Section activities (such as the attractiveness of Section products and services, analysis of marketing and membership reports by the Associate Director, and marketing priorities).	<ul style="list-style-type: none"> Review, evaluate, and provide input to Section Associate Director on membership and marketing plan 	<ul style="list-style-type: none"> Council Committee on Member Services 	<ul style="list-style-type: none"> At each meeting of Committee
c. Council Committee input into and the direction and success of the membership and marketing plan should be a regular and recurring item on the agenda of the monthly Section Officer’s calls.		<ul style="list-style-type: none"> Section Officers 	<ul style="list-style-type: none"> Monthly Officers calls
d. The membership and marketing plan should continue to build on the already successful committee-based recruitment model (which depends upon the Section maintaining committees that are relevant to its members’ practices, see Goal D on evolving areas of law) and should identify the coordinated efforts necessary to increase membership. These marketing steps should be coordinated with the content management plan referred to above to optimize the balance among revenue, member benefits, and delivery of information to the business lawyer. <ul style="list-style-type: none"> The Associate Director will use the data from the Section’s current membership retention efforts (which includes reasons for leaving 	<ul style="list-style-type: none"> Build on committee based recruitment model Identify next coordinated recruitment effort Coordinate with content management plan Identify additional information needed from departing members Identify additional membership 	<ul style="list-style-type: none"> Section Assoc. Director in consultation with Content Committee, Section Officers, and Council Committee on Member Services 	<ul style="list-style-type: none"> Ongoing

Implementation Steps	Action	By Whom	By When
<p>the Section as reported by departing members) in development of the membership and marketing plan.</p> <ul style="list-style-type: none"> The Associate Director, in consultation with the Section Officers and the Council Committee on Member Services, should identify what additional information needs to be gathered from departing members in “exit interviews” and other necessary steps that should be taken to enhance membership retention. 	retention efforts		
<p>e. The membership and marketing plan should identify three to five other professional or trade associations to approach for purposes such as increasing membership, collaboration, cross-marketing and co-sponsorship. The plan should identify the areas of interaction that would be most effective as they relate to each identified organization, including appropriate collaboration with other ABA entities that may have relationships with the identified associations.⁷</p> <p>The three to five groups should be selected, and the proposed strategy for interaction decided by, the Council Committee on Member Services and the Section Officers. The identification of organizations and the proposed interaction should be completed by April 2009, with ongoing evaluation and a determination as to the effectiveness of the interaction.</p>	<ul style="list-style-type: none"> Develop cross marketing and co-sponsorship opportunities with three to five professional or trade associations 	<ul style="list-style-type: none"> Section Assoc. Director, Council Committee on Member Services, Section Officers 	<ul style="list-style-type: none"> April 2009
<p>By August 2009, an additional three to five groups should be selected and a proposed interaction plan for each group developed.</p>	<ul style="list-style-type: none"> Identify an additional three to five professional or trade associations to approach in the following year (2009-10) 	<ul style="list-style-type: none"> Section Assoc. Director, Council Committee on Member Services, Section Officers 	<ul style="list-style-type: none"> August 2009
<p>f. The membership and marketing plan should set metrics that are evaluated over time. In addition to gross membership numbers (and membership numbers in certain categories, such as class of membership, ethnic groups, gender), there should be target metrics on</p>	<ul style="list-style-type: none"> Set target metrics 	<ul style="list-style-type: none"> Section Assoc. Director, Council Committee on Member Services, 	<ul style="list-style-type: none"> April 2009

⁷ Proposed associations include, but are not limited to: American Institute of Certified Public Accountants (and perhaps state accountants’ associations), American Society of Corporate Secretaries and Governance Professionals, National Society of Compliance Professionals, Association of Corporate Counsel, Commercial Finance Association, Ethics and Compliance Officers Association, American College of Investment Counsel, American College of Real Estate Lawyers, American College of Commercial Finance Lawyers, American College of Consumer Financial Services Lawyers, National Venture Capital Association, Association of Commercial Finance Attorneys, Loan Syndications and Trading Association, Securities Industry and Financial Markets Association, American Bankers Association, Society of Corporate Compliance and Ethics, National Conference of Bankruptcy Judges, American College of Business Court Judges; International Technology Law Association. Additional international professional and trade associations should be added to this list.

Implementation Steps	Action	By Whom	By When
<p>meeting registrations, product sales, product development, website activity, committee membership, and committee activity at meetings.⁸ Additional metrics should be set to evaluate the effectiveness of the relationships with the targeted groups identified for collaboration. These metrics should be set in consultation with the Council Committee on Member Services, the Membership Committee and the Section's Officers. This should be decided by April 2009.</p>		<p>Membership Committee, Section Officers</p>	
<p>2. <i>The Council Committee on Member Services and the Diversity Committee should evaluate the Section's current diversity efforts.</i></p>			
<p>a. The goals of this review are to:</p> <ul style="list-style-type: none"> • Recommend enhanced diversity efforts in this area in light of existing diversity goals concerning populations that are underrepresented within the section such as lawyers of color, women lawyers, and younger lawyers. As part of the evaluation of the diversity efforts, consideration should be given to broadening the Section's diversity efforts in relation to the targeted groups. The diversity efforts should seek to increase the membership among the targeted groups and to increase meaningful involvement of individuals from those targeted groups. • Recommend efforts to increase practice setting diversity (in house, solo/small firm, government) <p>b. In reviewing the Section's diversity efforts, the Council Committee and the Diversity Committee will seek input from the Section's various outreach committees including the Back to Business Law, Business Law Fellows, Ambassadors, and Diplomats, Career and Practice Development, Judges Initiative, Membership, and Young Lawyer Forum. The review should be finished by August 2009.</p>	<ul style="list-style-type: none"> • Review Section's diversity efforts and consider the directions further efforts should take 	<ul style="list-style-type: none"> • Council Committee on Member Services and the Diversity Committee 	<ul style="list-style-type: none"> • August 2009
<p>3. <i>Each year, the Section Chair (or Chair-Elect) should send a master communication to the committee leadership concerning CLE programming for the upcoming year.</i></p>			
<p>That communication should bring to the committee leadership's attention important topics for programming for the upcoming year (see Goal C regarding cross border programming, and Goal F regarding professionalism and ethics), including a reminder to have diverse speaker panels.</p>	<ul style="list-style-type: none"> • Send master communication re: CLE programming 	<ul style="list-style-type: none"> • Section Chair or Chair-Elect 	<ul style="list-style-type: none"> • By August 2008 and each August thereafter

⁸ Current metrics measured are (i) open up and click through rates are monitored daily for meeting marketing messages and membership recruitment and retention messages, (ii) membership totals reviewed daily against other transactional interest sections across all membership categories and (iii) daily review of committee and subcommittee enrollment.

Implementation Steps	Action	By Whom	By When
<i>4. Determine the appropriate technology interface to build online communities among members.</i>			
<p>a. The Council Committee on Member Services should survey the leadership of the substantive committees to determine what type of online community would be helpful to them in accomplishing the work and goals of their committees, including increasing membership and participation in the committees. That survey should be developed in consultation with the Content Committee and the Technology Committee.</p> <p>b. This survey should help to build the business case for the website enhancements that need to be undertaken to facilitate each committee's work.</p> <p>c. The survey should be completed as soon as possible, preferably by the end of 2008, but no later than August 2009.</p>	<ul style="list-style-type: none"> Survey committees for technology they need regarding web site enhancements 	<ul style="list-style-type: none"> Council Committee on Member Services 	<ul style="list-style-type: none"> August 2009
<i>5. Continue and expand on the Section's leadership development efforts.</i>			
<p>a. The leadership development efforts have at least three primary focuses: (i) orientation to the administrative aspect of chairing committees in the Section; (ii) helping committee chairs be effective leaders of their committees; and (iii) helping the existing committee leadership identify, recruit, and train future leaders of their committees.</p> <p>b. Establish a "Leadership Development Committee" chaired by a former section chair, the membership of which will consist primarily of former committee chairs. This committee should be established in August 2008.</p> <ul style="list-style-type: none"> The Leadership Development Committee will have as its primary function, the items listed as (ii) and (iii) above. This committee should have a "mentoring" approach to the current committee leadership and should coordinate its activities in consultation with the Council Committee on Committee Support and Structure. 	<ul style="list-style-type: none"> Establish Leadership Development Committee 	<ul style="list-style-type: none"> Section Chair 	<ul style="list-style-type: none"> August 2008
<ul style="list-style-type: none"> The Leadership Development Committee should have a program at the midwinter leadership meeting for the current and incoming committee leadership on items (ii) and (iii) above. The current and incoming committee leadership should include the chairs and known incoming chairs of each committee. For example, at the January 2009 meeting, the current committee chairs and the known committee chairs who will begin their terms in August 	<ul style="list-style-type: none"> Prepare a program for midwinter leadership meeting for committee chairs and known incoming chairs to help them be effective leaders and to help them build an effective cadre of future leaders 	<ul style="list-style-type: none"> Leadership Development Committee 	<ul style="list-style-type: none"> First program January 2009, and every January thereafter

Implementation Steps	Action	By Whom	By When
2009 should be invited.			
c. At the midwinter leadership meetings and either at the spring or annual meetings thereafter the Council Committee on Committee Support and Structure should hold orientation sessions designed to acquaint new and incoming committee chairs with the administrative process of running their committees and the organization and operation of the Section.	<ul style="list-style-type: none"> Orientation sessions to acquaint chairs and incoming chairs with administrative process of running committees, Section and ABA polices, etc. 	<ul style="list-style-type: none"> Council Committee on Committee Support and Structure 	<ul style="list-style-type: none"> January midwinter 2009, and either spring or annual thereafter (repeat each year)
d. By August 2009, the Leadership Development Committee and the Council Committee on Committee Support and Structure should develop an ongoing plan for leadership development within the Section.	<ul style="list-style-type: none"> Develop leadership development plan 	<ul style="list-style-type: none"> Leadership Development Committee and Council Committee on Support and Structure 	<ul style="list-style-type: none"> August 2009
C. Goal: The Section should reflect the global reach of business law.			
<i>1. Convene at least one Section-wide meeting outside the United States and Canada.</i>			
a. The first Global Business Law Forum was in Frankfurt in May 2008. Planning is underway for a Global Business Law Forum in Hong Kong in June 2009 and one in London in early fall 2009.	<ul style="list-style-type: none"> Plan and execute at least one non U.S. Section wide meeting per year 	<ul style="list-style-type: none"> Section Chair 	<ul style="list-style-type: none"> Yearly
b. This effort should be continued for several years to determine whether it is successful. Success should be determined by factors such as increased non-U.S. membership in the Section, attendance and reception of the programs, financial impact on the Section, opportunities for partnering and networking on a global basis, and effect on attendance and participation in other Section meetings and programs.			
<i>2. Encourage CLE programming to address cross-border issues as appropriate.</i>			
This implementation step is to create a culture of addressing cross-border issues as relevant to the practice of business law.	<ul style="list-style-type: none"> Each committee review its mission statement regarding appropriate cross-border focus, amend if needed. 	<ul style="list-style-type: none"> Each committee chair 	<ul style="list-style-type: none"> December 2008
a. By December 2008, each committee should review its mission statement to determine if it appropriately addresses cross-border business law issues.			

Implementation Steps	Action	By Whom	By When
b. Each committee, to the extent relevant to that committee, is encouraged to offer CLE programming devoted to cross-border business law issues as appropriate and, to the extent feasible and appropriate, is encouraged to address cross-border issues in programs that deal primarily with domestic law. Committees are encouraged to collaborate with the Committee on International Business Law, as appropriate.	<ul style="list-style-type: none"> Offer appropriate cross-border programming 	<ul style="list-style-type: none"> Each committee as relevant to that committee's area of expertise Committee on International Business Law 	<ul style="list-style-type: none"> For programming in 2008-09
c. Each year, the Section Chair (or Chair-Elect) should send a master communication to the committee leadership concerning CLE programming for the upcoming year (See Goal B.3). That communication should bring to the committee leadership's attention important topics for programming for the upcoming year, including an encouragement to focus on cross-border issues as appropriate. The communication should request that committees respond to the Section Chair (or Chair-Elect) concerning the programming planned for the upcoming year with respect to cross-border issues.	<ul style="list-style-type: none"> Send master communication re: CLE programming 	<ul style="list-style-type: none"> Section Chair or Chair-Elect 	<ul style="list-style-type: none"> By August 2008 and each August thereafter
d. The semi-annual committee reports should provide information regarding programming and other committee activities that addressed cross-border issues.	<ul style="list-style-type: none"> Amend committee report question 	<ul style="list-style-type: none"> Section staff 	<ul style="list-style-type: none"> For Spring 2009 reports and thereafter
e. Section staff should evaluate each CLE program (by reviewing committee reports and programming materials) to determine the extent to which cross-border issues were addressed and provide a report to the Meetings Committee and the Educational Programming Committee twice each year. Those reports should be made available to the Section Officers. Once some experience is gained with the number of programs that address cross-border issues, the Section Officers will determine if more efforts need to be made in this area.	<ul style="list-style-type: none"> Evaluation of cross-border related programming and provide reports to Meetings Committee, Educational Programming Committee and Section Officers 	<ul style="list-style-type: none"> Section staff 	<ul style="list-style-type: none"> June and December each year
<p>3. <i>Identify technology that will enable remote access to CLE and non-CLE programs and meetings for members unable to attend meetings, with a particular emphasis on those members located outside the United States.</i></p>			
As part of the content management plan development and implementation referred to in Goal A above, remote access to Section CLE and non-CLE programming and meetings will be made available to members as appropriate on a cost-effective basis as determined in the content management plan.	<ul style="list-style-type: none"> Facilitate remote access to CLE and non-CLE meetings 	<ul style="list-style-type: none"> Content Officer as part of Content Management Plan 	<ul style="list-style-type: none"> By August 2009 and thereafter

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D. Goal: The Section should develop processes to identify evolving areas of law and to have Section resources in place to respond to the needs of business lawyers in those areas			
<i>1. The Section's Council Committee on Strategic Planning should be dissolved.</i>			
	<ul style="list-style-type: none"> Dissolve Council Committee on Strategic Planning 	<ul style="list-style-type: none"> Council 	<ul style="list-style-type: none"> August 2008
<i>2. The Section Chair, in Consultation with the Section Officers, should appoint a "Council Planning Committee."</i>			
<p>a. The Council Planning Committee would have two primary tasks: (i) identify evolving areas of law; and (ii) formulate the Section's yearly business plan (see Goal E below).</p> <p>This Committee should be chaired by the Chair-Elect of the Section. The Committee should be composed of five Council members and representatives from the three other Council committees. The Committee members should have a combined knowledge that spans the breadth of the Section's subject areas and should be strategic thinkers with the ability to "look around the corner" at legal trends, and emerging legal areas. This Committee should be created by December 2008.</p>	<ul style="list-style-type: none"> Establish Council Planning Committee 	<ul style="list-style-type: none"> Section Chair 	<ul style="list-style-type: none"> December 2008
<p>b. To facilitate this process, the committee report questionnaire should have a question regarding evolving legal areas and trends.</p>	<ul style="list-style-type: none"> Amend committee report question 	<ul style="list-style-type: none"> Section staff 	<ul style="list-style-type: none"> For Spring 2009 reports and thereafter
<p>c. Once an evolving area of law is identified, the Planning Committee should coordinate with the appropriate Section committees to identify the appropriate home for any identified legal area (whether that be within a current committee of the Section or creation of a new group), and to identify (in consultation with the Section Officers and the appropriate Section committees) the appropriate individual to lead the efforts in that new legal area. This Committee should encourage a "bottoms up" approach to identifying new areas of law, by keeping this subject of identifying new areas of law on the radar for committee chairs and for members of the Section who are not members of committees. The idea is to create a culture within the Section of ongoing identification and responsiveness to evolving areas of the law.</p>	<ul style="list-style-type: none"> Identify new areas of law and help it find appropriate home and champion in Section 	<ul style="list-style-type: none"> Council Planning Committee 	<ul style="list-style-type: none"> Ongoing

Implementation Steps	Action	By Whom	By When
d. To the extent that new committees are created to address evolving legal areas, the Council Planning Committee should help the new committee get established in a timely manner pursuant to the Section's approval process for new committees.	<ul style="list-style-type: none"> Help any area that is identified as a new committee get established in section 	<ul style="list-style-type: none"> Council Planning Committee 	<ul style="list-style-type: none"> Ongoing as needed
<i>3. The Council Planning Committee should identify three to five industry trade groups and/or professional associations with which the Section should establish relationships in order to help identify and respond to evolving areas of the law.</i>			
<p>These groups should be identified by surveying the substantive committees of the Section for the relevant industry trade groups and/or professional associations that would be most helpful to the Section. As part of this effort, the Council Planning Committee should seek to develop active liaisons from the Section's substantive committees to interact with the identified other groups to foster information exchange. This identification of the groups, identification of active liaisons, and the approach to the initial list of identified groups should be completed by August 2009.</p>	<ul style="list-style-type: none"> Identify trade and/or prof. associations to help identify evolving areas of law Survey committees for appropriate groups to identify Help substantive committees establish active liaisons with identified groups 	<ul style="list-style-type: none"> Council Planning Committee 	<ul style="list-style-type: none"> August 2009
E. Goal: Section resources should be managed to serve the entire membership, including those who do not attend meetings, while realizing that meetings help form a critical basis for content development and community building.			
<i>1. The Council Planning Committee should develop and refine an annual business plan that provides for consensus-driven goals and implementation steps for at least a three-year period.</i>			
a. The Section should conduct a strategic planning event every five years to reassess and adapt (or create) the strategic goals for the Section. This periodic reassessment of strategic goals will then flow into the business planning process outlined below.	<ul style="list-style-type: none"> Conduct strategic planning session every five years 	<ul style="list-style-type: none"> Section Officers 	<ul style="list-style-type: none"> Next session should be in 2013
b. The annual business plan should establish priorities and implementation steps that will be undertaken during the forthcoming fiscal year to achieve the strategic goals previously identified. This annual business plan focus on the priorities and implementations steps for the upcoming fiscal year, in the context of a longer term identification of priorities and implementation steps as described below.	<ul style="list-style-type: none"> Develop business plan each year (see specific steps below) 	<ul style="list-style-type: none"> Council Planning Committee (see Goal D.1. regarding creation) 	<ul style="list-style-type: none"> See below
c. To develop the business plan, the following timeline should be followed (dates are inserted in order to make the time line clear):			

Implementation Steps	Action	By Whom	By When
<ul style="list-style-type: none"> By each September, the Chair-Elect, in consultation with other Section Officers, should determine priorities and implementation steps for the next fiscal year in order to achieve the Section's strategic goals. To illustrate, by September 2008, for fiscal year 2009-10 (which begins Sept. 1, 2009) the Chair-Elect (whose term as Chair will begin in August 2009) would identify the priorities and implementation steps for that person's year as Chair. This identification process would build on the previous year's business plan and identified strategic goals by looking back on what the Section has accomplished or plans to accomplish in the current year and look forward as to the next year's priorities and if possible, tentatively identify the implementation steps and priorities for the next two years. This is intended to be a fluid process, recognizing that some previously identified steps may take longer or may require refinement. 	<ul style="list-style-type: none"> Determine priorities and implementation steps for the 2009-10 fiscal year (repeat for following years) 	<ul style="list-style-type: none"> Chair-elect in consultation with Section Officers (repeat for following years) 	<ul style="list-style-type: none"> September 2008 (repeat for following years)
<ul style="list-style-type: none"> Use the identified implementation steps and priorities to draft a business plan. To illustrate, for fiscal year 2009-10, that Committee would draft the plan during September 2008-December 2008. 	<ul style="list-style-type: none"> Draft business plan for 2009-10 fiscal year (repeat for following years) 	<ul style="list-style-type: none"> Council Planning Committee 	<ul style="list-style-type: none"> By December 2008 (repeat for following years)
<ul style="list-style-type: none"> A preliminary draft of the business plan would be discussed at the January midwinter meeting. To illustrate, the preliminary draft business plan for fiscal year 2009-10 would be discussed at the January 2009 meeting. 	<ul style="list-style-type: none"> Council to discuss and provide input on draft business plan (repeat for following years) 	<ul style="list-style-type: none"> Council 	<ul style="list-style-type: none"> January 2009 Council meeting (repeat for following years)
<ul style="list-style-type: none"> The Council Planning Committee would finalize the business plan for presentation to the Council for approval at the Spring meeting. To illustrate, the final business plan for 2009-10 fiscal year would be presented at the Spring 2009 meeting. 	<ul style="list-style-type: none"> Finalize business plan based on Council and leadership input and present at Spring 2009 meeting (repeat for following years) 	<ul style="list-style-type: none"> Council Planning Committee 	<ul style="list-style-type: none"> Spring meeting 2009 (repeat for following years)
<ul style="list-style-type: none"> During the summer months, the Council Committee on Finance would be guided by the final business plan for the forthcoming fiscal year as it prepares the Section's final budget for the forthcoming fiscal year. To illustrate, the final business plan adopted in Spring 2009 for the forthcoming 2009-10 fiscal year would be coordinated with the final budgeting process which takes place during the Summer of 2009. The budget for 2009-10, reflecting the business plan priorities and implementation steps would then be approved at the August 2009 Council meeting. 	<ul style="list-style-type: none"> Prepare and approve budget for 2009-10 with business plan in place (repeat for following years) 	<ul style="list-style-type: none"> Council Committee on Finance and Council 	<ul style="list-style-type: none"> Summer 2009 (repeat for following years)

Implementation Steps	Action	By Whom	By When
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Illustrative Timeline for Business Plan and Budget

Sept.	Sept.--Dec.	Jan.	Mar-Apr. (Spring mtg.)	May-July	August (Annual mtg.)
Chair-Elect and Section Officers	Council Planning Cmt.	Council	Council	Finance Cmt.	Council
Develop priorities and implementation steps	Draft Business Plan	Discuss Draft Plan	Approve Final Plan	Prepare budget to implement Plan	Approve budget

2. Gather data regarding costs associated with Section meetings.

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| a. The Section currently tracks direct expense cost for all meetings the Section participates in or sponsors. The Section also incurs overhead costs, including staff time on planning and meeting logistics. The indirect costs should be estimated for each meeting. | <ul style="list-style-type: none"> Gather indirect cost data regarding all Section meetings to which the Section commits any resources | <ul style="list-style-type: none"> Section staff | <ul style="list-style-type: none"> 2008-09 fiscal year |
| b. That data should be presented to Section Officers and the Council Committee on Finance in order to determine the full cost to the Section of its meeting participation. | <ul style="list-style-type: none"> Report to Section Officers and Council Committee on Finance on direct and indirect costs of all meetings to which Section commits any resources | <ul style="list-style-type: none"> Section staff | <ul style="list-style-type: none"> August 2009 |

F. Goal: The Section should foster opportunities to promote professionalism and ethical practices, pride, civility, and community among business lawyers.

1. Increase emphasis on ethical considerations in transactional work and non-litigation directed business advice.

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| a. Each committee should be encouraged to offer CLE programming (either as a component of committee sponsored programs and/or as stand-alone programs) and engage in publications (such as BLT, TBL, and newsletter articles) that addresses ethical issues in transactional work and non-litigation directed business advice. | | | |
| b. Each year, the Section Chair (or Chair-Elect) should send a master communication to the committee leadership concerning CLE programming for the upcoming year (See Goal B.3). That communication should bring to the committee leadership's attention important topics for programming for the upcoming year, including encouragement to focus on ethical issues in transactional work and non-litigation directed business advising as appropriate. The communication should request that committees respond to the Section Chair (or Chair-Elect) concerning the programming planned for the | <ul style="list-style-type: none"> Send master communication re: CLE programming | <ul style="list-style-type: none"> Section Chair or Chair-Elect | <ul style="list-style-type: none"> By August 2008 and each August thereafter |

Implementation Steps	Action	By Whom	By When
upcoming year as it addresses those issues.			
c. The semi-annual committee report questionnaire should have a section inquiring about committee programming and publications that addressed ethical issues in transactional work and non-litigation business advice.	<ul style="list-style-type: none"> Add question to committee report form 	<ul style="list-style-type: none"> Section staff 	<ul style="list-style-type: none"> For spring 2009 committee reports and thereafter
d. The Committee on Professional Responsibility should evaluate each CLE program (through reviewing committee reports or the programming materials) to determine if ethical issues in transactional work and non-litigation business advising were addressed and provide a report to the Meetings Committee and the Educational Programming Committee twice a year. Those reports should be made available to the Section Officers. The Committee should also report to the Section Officers once a year on Section publications in this area. Once some experience has been gained with respect to the number of programs that address these ethical issues, the Section Officers will determine if more efforts need to be made in this area.	<ul style="list-style-type: none"> Evaluation of ethical issues in programming and provide reports to Meetings Committee, Educational Programming Committee and Section Officers Report on publications in ethics area to Section Officers 	<ul style="list-style-type: none"> Committee on Professional Responsibility Committee on Professional Responsibility 	<ul style="list-style-type: none"> June and December each year June each year
<i>2. Develop greater awareness of pro bono activities among committees as part of fostering professionalism, pride in the profession, and community among lawyers.</i>			
a. The Pro Bono Committee should enhance its efforts in encouraging substantive committees to undertake pro bono efforts. One suggestion is to target three particular substantive committees each year with which to work in a more intensive manner to facilitate pro bono work within the ambit of that committee's expertise. New targeted committees should be identified by September 2008 and specific action steps regarding appropriate pro bono for each committee developed in consultation with the committee's chair developed by December 2008.	<ul style="list-style-type: none"> Target three new substantive committees a year for intensive help to facilitate pro bono opportunities within that area of expertise Develop plans for each of the three substantive committees in consultation with Committee chair 	<ul style="list-style-type: none"> Pro Bono Committee 	<ul style="list-style-type: none"> Identify by Sept. 2008 Plans by December 2008
b. Substantive committee chairs should survey their members for current pro bono activities undertaken either through the committee, by members' employers, or by individual members and report the results of this survey to the Pro Bono Committee. This will facilitate not only harvesting good ideas regarding pro bono activity, it will also make apparent the degree to which members of the Section are currently involved in pro bono activities. This survey should be completed by August 2009.	<ul style="list-style-type: none"> Survey members of each substantive committee to identify ongoing pro bono efforts of each member inside and outside section 	<ul style="list-style-type: none"> Substantive committees coordinated by Pro Bono Committee 	<ul style="list-style-type: none"> August 2009

Implementation Steps	Action	By Whom	By When
c. The Pro Bono Committee should develop mechanisms for recognizing committees' involvement in pro bono activities. Such activities could be highlighted in BLT, eSource, and at the Expo displays at the spring and annual meetings. Currently, recognition of pro bono work is directed at recognizing non-Section entities for their good work by an annual award. An annual award may also be appropriate for recognizing one or more Section committees for pro bono efforts the committees undertake. The mechanisms for recognizing committees' pro bono efforts should be determined by December 2008.	<ul style="list-style-type: none"> Develop mechanisms for recognizing pro bono activities of committees and their members 	<ul style="list-style-type: none"> Pro Bono Committee 	<ul style="list-style-type: none"> December 2008

The Council Planning Committee would work on developing the Section's Business Plan for 2009-10 and 2010-11 using these tentatively identified items pursuant to the process outlined in Goal E above.

Tentatively Identified Implementation Steps/Tasks for 2009-10

1. Goal - Delivery of Content to a Broad Audience in a Timely Fashion

- a. Continue to refine content distribution enhancements and implement the use of webcast and podcast technologies at the Section's Spring and Fall meetings and at the ABA Annual Meeting.
- b. If test marketing is effective, implement on a broad scale subscription programs for member groups.
- c. Benchmark the Section against other content providers.
- d. Survey lawyers regarding quality of the Section's content vis-à-vis other content providers.
- e. Identify potential non-ABA third parties that are potential collaborators for the delivery of content.
- f. Continue to improve the Section's website.
- g. Implement the content management plan.

2. Goal – Build and Retain Membership and Section Leadership

- a. Develop a plan to increase overall Section membership by at least 2,500, with 1,000 new lawyer members and 250 new members from outside the United States.
- b. Initiate relationships with professional organizations for cross-marketing and co-sponsorship purposes.
- c. Develop a marketing plan focused on large law firms and corporate legal departments with discounted membership fees for group billing.
- d. Develop the framework for a leadership training program.
- e. Develop new and far-reaching diversity initiatives.
- f. Review feedback from Section “drops” and make necessary changes to improve member retention.
- g. Implement the first phase of “community” discussion groups through the use of member-only “blogs” and chat rooms.

- 3. Goal – Global Reach of Business Law**
 - a. Convene at least one Section-wide meeting outside the United States.
 - b. Encourage programming to include cross-border issues as appropriate.
 - c. Implement technology that will allow for remote access to CLE and non-CLE programs and meetings for members unable to attend in person.
 - d. Identify areas where the Section can assist in the development of legal systems outside the United States, particularly in under-developed countries.

- 4. Goal – Identification and Response to Evolution of the Law**
 - a. Restructure or re-task Section committees and/or create new committees to respond to evolving areas of law.
 - b. Conduct at least one new collaborative program with an identified industry trade group.
 - c. Sponsor two programs focusing on new areas of the law.
 - d. Develop mechanisms for members to communicate new areas of law to Council Planning Committee that may not arise within purview of existing committee structure.

- 5. Goal – Manage Section Resources to Serve the Entire Membership**
 - a. Develop and refine a business plan for the period from 2009-2012 that reflects consensus-driven goals and implementation steps for each of the following three years.
 - b. Continue to monitor the costs associated with meetings and implement steps to contain costs yet provide robust products and services to members.
 - c. Develop and implement a revised budgeting process that involves an annual cost/benefit analysis of all special projects and programs to determine their continuing value to members.

- 6. Goal – Professionalism and Ethics**
 - a. Offer two programs on ethical considerations in transactional work.
 - b. Encourage committees to address professionalism in program offerings, as appropriate.
 - c. Examine the feasibility of an “Inns of Court” concept for transactional lawyers.

Tentatively Identified Implementation Steps/Tasks for 2010-11

- 1. Goal - Delivery of Content to a Broad Audience in a Timely Fashion**
 - a. Continue to enhance content distribution through broader use of technological tools that allow robust Section content to be distributed to all members, wherever located.
 - b. Improve quality of content in response to survey results.
 - c. Enhance committee web-pages
 - d. Partner with other non-ABA entities to improve content distribution.
 - e. Continue to improve the Section’s website.

- f. Refine and update the content management plan.
 - g. Allow members to more effectively designate the type of content they want to receive automatically.
- 2. Goal – Build and Retain Membership and Section Leadership**
- a. Develop a plan to increase overall Section membership by at least 3,000, with 1,250 new lawyer members and 250 new members from outside the United States.
 - b. Enhance relationships with professional organizations and conduct at least one co-sponsored program attractive to the members of both the Section and the other organization.
 - c. Implement a marketing plan focused on large law firms and corporate legal departments with discounted membership fees for group billing.
 - d. Implement a leadership training program.
 - e. Continue to evaluate and improve diversity programs.
 - f. Implement fully the concept of “virtual community” among Section members through the use of blogs, chat rooms and other interactive tools.
- 3. Goal – Global Reach of Business Law**
- a. Convene at least one Section-wide meeting outside the United States.
 - b. Encourage committee programming to include cross-border issues, as appropriate.
 - c. Further implement technology allowing remote access to programs and meetings.
 - d. Develop a program for legal assistance to the development of modern commercial legal systems in under-developed countries.
- 4. Goal – Identification and Response to Evolution of the Law**
- a. Continue to restructure or re-task Section committees to respond to changes in the legal practice.
 - b. Conduct at least one new collaborative program with an identified industry trade group.
 - c. Sponsor two new programs focusing on new areas of the law.
- 5. Goal – Manage Section Resources to Serve the Entire Membership**
- a. Develop and refine a business plan for the period from 2010-2013 that reflects consensus-driven goals and implementation steps for each of the following three years.
 - b. Take steps necessary to contain costs associated with meetings while continuing to provide high-quality products and services to a broad range of members.
 - c. Take steps necessary to eliminate projects and programs that are not justified on a cost/benefit analysis.
- 6. Goal – Professionalism and Ethics**
- a. Offer two programs on ethical considerations in transactional work.
 - b. Encourage committees to address professionalism as part of program offerings.
 - c. If feasible, implement an “Inns of Court” concept for transactional lawyers.