



| Objectives   | Goals   | Strategies  | Action Steps   |
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|  |   | <p>Create opportunities for attorneys who live and work outside of downtown to engage at events and programs closer to their locations.</p> <p>CBA Leadership to meet annually with leading partners at local firms and leading attorneys at corporations, non-profits and government employers.</p> <p>Identify opportunities to collaborate with other local attorney groups. CBA leadership meets with group leaders.</p> <p>Recognize and value law school graduates with JD Advantage careers.</p> | <ul style="list-style-type: none"> <li>• CLE and membership partner to identify stakeholders who are invested in the CBA and working outside of downtown. Schedule meetings to determine their perception of the value of bar membership and what location(s) would encourage attendance at off-site events.</li> <li>• Membership develops list of contacts for Executive Director and CBA Executive Committee.</li> <li>• Ask all CBA leaders for lists of local attorney groups. Consolidate list for Executive Director review, outreach and determination of potential partnerships.</li> <li>• Provide programming to include members currently in this category. Determine feasibility of committee for these members.</li> </ul> |
| <p>2. Attract and retain young attorneys by offering services relevant to their needs.</p> | <p>Establish a baseline and increase young attorney engagement.</p> <p>Increase YLS members attending at least one event annually (4-6 annual YLS events)</p> | <p>Attorneys 0 – 5 years:</p> <ul style="list-style-type: none"> <li>• Create fresh opportunities for young attorney engagement</li> <li>• Establish a pipeline to draw young attorneys into CBA leadership, particularly committee leadership</li> </ul>   | <ul style="list-style-type: none"> <li>• Create and implement at least one new and fresh idea per year.</li> <li>• Collaborate with the Cincinnati Academy of Leadership for Lawyers (CALL) program to develop a plan to better expose young lawyers to the call for applications to the program.</li> </ul>   |

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|  |   | <ul style="list-style-type: none"> <li>• Identify opportunities for technology advancement to help further engage young attorneys while making event attendance and tracking more streamlined</li> </ul> <p>Emerging attorneys 5-15 years of practice</p> <ul style="list-style-type: none"> <li>• Recognize attorneys with 5+ years of legal practice as a separate group with distinct needs.</li> </ul> <ul style="list-style-type: none"> <li>• Work with newly formed ad hoc committee to help research and identify special areas of interest for this specific group</li> </ul> | <ul style="list-style-type: none"> <li>• Collaborate with membership to identify opportunities for leadership development and committee leadership on-boarding.</li> <li>• Collaborate with IT, Communications, Membership and Accounting departments to develop a recommendation for a comprehensive technology and social media plan.</li> <li>• Implement new technology and social media plan.</li> <li>• Start the process of forming a separate committee tentatively named “Emerging Lawyers.”</li> <li>• Provide budget recommendation to the Administration &amp; Finance Committee for the newly formed committee.</li> <li>• Roll out the newly formed Emerging Lawyers Committee.</li> <li>• Convene ad hoc working group to research, make recommendations and implement findings for attorneys with 5+ years of legal practice (ongoing).</li> </ul> |
| <p>3. Improve the overall success rate of committees to reach a broader audience and make the CBA more relevant to all membership.</p> | <ul style="list-style-type: none"> <li>• Maintain 90% highly functioning committees.</li> <li>• Highly functioning committees are defined by: <ul style="list-style-type: none"> <li>○ Showing year on year growth in meeting and CLE attendance</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Facilitate committee leader and staff interactions through bi-annual leadership meetings and one-on-one planning meetings.</li> </ul>   | <ul style="list-style-type: none"> <li>• Bi-annual leadership meetings established in 2014-15. Plans to continue these meetings in May and November each year.</li> <li>• Create a formal on-going planning document for easy collaboration with committee leadership and transparency.- November 2014. Planning Document will include: <ul style="list-style-type: none"> <li>-Meeting attendance updates after each event</li> <li>-Annual committee member list –May 2015</li> </ul> </li> </ul>  |

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|           | <ul style="list-style-type: none"> <li>○ Possess strong leadership who maintain committee relevance and vitality. <ul style="list-style-type: none"> <li>▪ Hosting qualitative meetings with specified topics and/or speakers at each meeting.</li> </ul> </li> <li>○ Conducting a minimum of 4 events (meetings/CLE/social etc.) per year.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a process for parking/sunseting committees.</li> <li>• Create on-boarding process for new committee leaders.</li> <li>• Formalize Board and YLS liaison program and outline expectations of the liaisons and committee leaders.</li> <li>• Utilize technology to market committee events to attract more members.</li> </ul> | <ul style="list-style-type: none"> <li>-Committee Survey if relevant</li> <li>-Committee History (3-5 years) that includes: <ul style="list-style-type: none"> <li>-Past CLE programs</li> <li>-Meeting Speakers and Topics; Meeting Dates</li> <li>-Event attendance</li> </ul> </li> <li>• MS&amp;D to formalize process.</li> <li>• Work with Membership and CLE departments to create formal on-boarding process for new committee leaders to be implemented May 2015. Initial internal meeting to take place in Jan 2015.</li> <li>• Include Board committee liaison expectations in Board Manual and discuss at Board Retreat.</li> <li>• Working with YLS Membership Chairs to create membership committee to serve as YLS liaisons to practice committees. <ul style="list-style-type: none"> <li>-YLS Membership chairs are reaching out potential YLS liaisons as well as practice committee chairs to get buy-in.</li> <li>-Establish expectations of liaisons.-</li> <li>-Meet with liaisons/YLS Membership committee to introduce program and gain input.</li> <li>-Roll out Liaison Program</li> </ul> </li> <li>• Reiterate technological resources provided by CBA at leadership luncheon. <ul style="list-style-type: none"> <li>▪ CBA Webpages</li> <li>▪ LinkedIn Committee Groups</li> <li>▪ Facebook</li> <li>▪ YLS Blog</li> </ul> </li> <li>• Develop more streamlined process for event registration and easy processing.</li> </ul> |

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| <p>4. Through our actions and communication, change the perception of the CBA to be more appealing and relevant to all attorneys (including diversity by age, race, gender, geography, type of position held, skill focus, etc.) not just those who we have classically served.</p> | <ul style="list-style-type: none"> <li>• Improve the overall perception of the CBA (change and modernize its image and equity), importantly in the areas of: <ul style="list-style-type: none"> <li>○ value, relevance, outreach and a commitment to all attorneys.</li> <li>○ to be measured through 6-10 questions on brand equity in annual member survey (looking to improve scores over three years)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Conduct in-depth research to better understand the issue and what to work on. <ul style="list-style-type: none"> <li>○ Qualitative research through focus groups with both members and nonmembers</li> <li>○ Quantitative research through member survey</li> </ul> </li> <br/> <li>• Invest in outside help to better define the CBA brand and what we want it to become.</li> <br/> <li>• Create clear and consistent messaging that speaks to what we want the CBA to become.</li> <br/> <li>• Create diversity statement.</li> </ul> | <ul style="list-style-type: none"> <li>• Convene Communications Committee to discuss potential branding, equity and perception questions.</li> <li>• Convene member and non-member focus groups to get an idea of current perception and where it needs to improve</li> <li>• Develop initial overall communications survey (to include 6-10 brand equity questions, can be combined with overall member survey if desired) for members. Mirror survey to non-member group.</li> <li>• Compile results and final data report.</li> <br/> <li>• Interview potential branding firms. Provide current equity and work with branding firm to develop new messaging based on research conducted. Submit final messaging for approval to the board/executive committee.</li> <br/> <li>• Develop plan to implement new messaging through: Website CBA Report, All printed collateral, Social media, Staff/board talking points.</li> <br/> <li>• Research organizational diversity stmts; stakeholders review drafts of stmts; present approved stmt board and implement in collateral</li> </ul> |