

# COLUMBUS BAR ASSOCIATION

## STRATEGIC PLAN 2008-2011

### STRATEGIC ISSUE:

#### I. Use of Technology to Assist CBA Members in their Practice of Law

Description of the Issue	Outcomes Sought	Strategies/Tactics	Milestone Dates
<i>Proliferation of software to assist law office operations challenges our members with a myriad of choices.</i>	Assistance to our members (particularly solo and small firm practitioners) in evaluating and selecting software	Assemble panel with expertise in software applications to compile impressions of the potential utility of software reaching the market for our members.	By last quarter of 2008.
		Continue to include technological topics in CBA continuing legal education curricula.	On-going from new CLE catalogue into the future with periodic assessments of member reactions.
<i>Solo and small firm practitioners are challenged by the need to maintain sophisticated technology.</i>	Assistance to our members in accessing systems maintenance and repair help.	Identify individuals and firms with capability to assist solo and small firm practitioners and make this information available to our members.	By last quarter of 2008.
		Convene a technology interest group to meet periodically with systems professionals to discuss commonly recurring issues with commonly used software & hardware.	Initiate in first quarter of 2009.

**STRATEGIC ISSUE:**

**II. Communication Between CBA and Our Members**

Description of the Issue	Outcomes Sought	Strategies/Tactics	Milestone Dates
<i>One factor arising from CBA's increasingly diverse membership is that some members still value printed publications while others value on-line versions.</i>	Selection of publication and delivery methods which brings our messages to the greatest number of our member as possible.	CBA should convene a task force to make a comprehensive review of current publications and delivery systems and recommend a strategy for future communications. Recommendation may include level of necessary duplication to satisfy the variety of interests of audiences for selected publications.	Time limited task force to report by mid-2009.
<i>Increasingly solo and small firm practitioners seek practice management technical assistance.</i>	Use current professional development resources of CBA to provide practice management information.	Incorporate more practice management topics in <i>Daily Reporter</i> and <i>Columbus Lawyers Quarterly</i> .	Develop editorial plan for 2009 issues of <i>Daily Reporter</i> and <i>Columbus Lawyers Quarterly</i> .
		Add practice management content to continuing legal education curriculum.	Develop offerings for 2009 CLE curriculum.
		Consider sponsoring practice management discussions before selected committee meetings and other CBA events offering members a chance to get a double benefit from their participation.	Develop opportunities to be offered by mid-2009.

**STRATEGIC ISSUE**

**III. CBA’s Role In Continuing Legal Education**

Description of the Issue	Outcomes Sought	Strategies/Tactics	Milestone Dates
<i>Competition within the CLE market increases year-by-year inviting CBA to consider its continued commitment to providing this service and its methods of pricing/delivery/marketing.</i>	Assuring that quality, accessible continuing legal education sessions are available to our members.	Build on the reputation CBA has for delivering quality CLE. Develop a plan for doing retrospective assessment of our CLE offerings in terms of relevance of content, quality of presenters and transfer of information to participant’s practices.	To be applied to 2009 CLE offerings.
		Experiment with delivery of CLE sessions in suburban locations and assess results.	Initiate on trial basis in 2008 with decision to formalize this strategy for 2009 offerings.
		Survey CLE participants to measure intangibles which are valued by them in our offerings.	C3. Conduct survey beginning in Fourth Quarter 2008; aim for results in First Quarter 2009.
	Occupying CLE niche which builds on our past successes and needs and desires of our members.	Continue/build on history of successful institutes in probate law, bankruptcy and real property and explore development of similar niche programs.	Incorporate advances and refinements in 2009 offerings.
	Offering attractive CLE options in terms of length as well as content/accessibility.	Evaluate market response to expanded offerings of shorter CLE programs.	Initiate in 2008 for use of results in designing 2010 programs.

### III. CBA's Role In Continuing Legal Education, *Continued*

Description of the Issue	Outcomes Sought	Strategies/Tactics	Milestone Dates
<i>Competition within the CLE market increases year-by-year inviting CBA to reconsider its continued commitment to providing this service and its strategies for pricing, delivery and marketing.</i>	Use CLE program offerings to support membership development strategies among new lawyers.	Develop CLE offerings with specific focus on new lawyers' interest and needs (e.g., the economic imperative of the first years of practice).	Incorporate offerings in 2009 program schedule.
		Develop CLE offerings with specific focus on new lawyers' interest in social interaction with peers.	Incorporate offerings in 2009 program schedule.
	Expanded participation as presenters by CBA members.	Build on CBA's reputation for quality CLE presentations by developing curricula showcasing leading member-lawyers as CLE presenters.	Incorporate expanded list of member-lawyers in 2010 program schedule.
	More commitment from managing partners to market CBA continuing legal education offerings to their lawyers.	Explore pricing options (e.g., annual per-payment package) which may be attractive to lawyers as a cost savings tactic.	Conduct marketing visits to campaign in first half of 2009.
	More commitment from solo and small firm practitioners to CBA continuing legal education offerings.	Explore pricing options which may be attractive to solo and small firm practitioners - explore tie between CLE tuition and CBA membership.	Include as part of comprehensive pricing strategy review for all CBA products and services by during first half of 2009.

**STRATEGIC ISSUE**

**IV. Outreach And Professional Development**

<b>Description of the Issue</b>	<b>Outcomes Sought</b>	<b>Strategies/Tactics</b>	<b>Milestone Dates</b>
<i>The growing diversity of the legal environment invites CBA to consider strategies to broaden and deepen its programs and strategies for remaining relevant to diverse elements in our legal and social communities.</i>	CBA seeks an appropriate, supportive relationship with existing and emerging specialty, specific interest bars.	Continue to offer support and, perhaps, contracts services to assist existing specialty bars in meeting the needs of their members. Support may include joint membership agreements; joint programming; etc.	Continue as on-going effort.
		Seek to be supportive of new, emerging specialty lawyer groups with the intent of providing the most efficient support through incorporating them as integral parts of CBA.	On-going strategy.
	CBA seeks a supportive relationship with the gay, lesbian and trans-gender community as this community is represented in the profession and as it seeks services from the profession.	Become better informed of the size, composition and economic reach of this community and develop a strategy for responding to their interests and needs.	Identify in detail this community in 2009 and incorporate appropriate strategic responses in 2010 budget.
<i>New lawyers represent a significant market test for CBA and, at base, its future as a professional organization.</i>	CBA has a successful Leadership Academy which provides a base upon which to build in retaining and growing its penetration into this market.	Continue to elaborate this program and seek to provide additional events and programming beyond the Leadership Academy that provides networking opportunities while continuing to offer programs with a unique new lawyers' perspective.	On-going strategy.

Description of the Issue	Outcomes Sought	Strategies/Tactics	Milestone Dates
	<i>Continued from previous page.</i> CBA has a successful Leadership Academy which provides a base upon which to build in retaining and growing its penetration into this market.	Continue to enhance the content of the <i>Better Lawyer</i> publication.	
<i>Development of professionalism can begin earlier if we can find ways to access law students.</i>	Earlier opportunities to discuss professionalism and civility which being of use to law students trying to understand the realities of the profession they are about to enter.	Access law students through participation in mandated ethics courses and at common times set aside at law schools for enrichment experiences.	Develop programs with The Ohio State University and Capital University Law School during 2009.
<i>The Columbus Bar Directory should be seen as a member benefit and marketed as part of membership in CBA.</i>	Access to the on-line version of the directory should be available as a member benefit.	Limit access to Columbus Bar Directory on-line version to CBA members only. Continue to offer printed version at premium price to non-members.	Implement with 2009 edition of the Columbus Bar Directory.