

NATIONAL LESBIAN AND GAY LAW ASSOCIATION



An affiliate of the American Bar Association

**National Lesbian and Gay
Law Association
&
National Lesbian and Gay
Law Foundation**

2008-2012 Strategic Plan

Approved by the Board of Directors, March 13, 2008

I. National Lesbian & Gay Law Association Mission, Vision & Values

NLGLA and NLGLF will achieve its vision through its mission:

The National Lesbian and Gay Law Association (NLGLA), a IRS code 501(c)(6) nonprofit organization, is a national association of lawyers, judges and other legal professionals, law students, activists, and affiliated lesbian, gay, bisexual, transgender legal organizations. NLGLA promotes justice in and through the legal profession for the LGBT community in all its diversity.

The National Lesbian and Gay Law Foundation (NLGLF) is an IRS Code 501(c)(3) nonprofit organization that works with NLGLA and provides legal education programs and career opportunities.

Vision Statement

NLGLA aspires to improve the quality of life for LGBT legal practitioners until the time that LGBT legal professionals are recognized without discrimination, stigma or negative bias.

Values

- Influential
- Professional
- Respected
- Education-oriented
- Well-connected

Values Statement

NLGLA and NLGLF value bar associations and the extensive and unique programs they execute. Bar associations become professional homes for our communities; home communities are most successful when they are built by those who are the best and the brightest in our legal community. The builders must have skills to execute administrative tasks efficiently, they must have good moral character to provide leadership, and they must exhibit the self-confidence to work as a small part of a much larger team.

As a matter of principle and ethics, NLGLA and NLGLF operate within the code of the American Bar Association's professional ethics for legal practitioners. In addition, boards of directors and staff for both organizations comport themselves within the standards of good nonprofit governance.

II. Planning Process & Acknowledgements

In August 2007, the National Lesbian and Gay Law Association (NLGLA) began a member-driven strategic planning process to set the goals and objectives of the organization for the next five years. Additionally, the National Lesbian and Gay Law Foundation (NLGLF) undertook its own assessment and set strategic goals for the next five years. Objectives specific to the Foundation are noted.

NLGLA and NLGLF engaged in a process of broad based data collection from September 2007 - November 2007. The goal of this process was to engage in a critical investigation of the stakeholders groups of NLGLA and NLGLF. Data collection consisted of 3 forms: individual interviews, focus groups and a survey.

Individual Interviews

From September 4th -October 16th, 2007, 14 telephone interviews were conducted with individuals who represent the key stakeholder groups of NLGLA and NLGLF. On average, most of the interviewees have known of or have been actively engaged with NLGLA or NLGLF for about 5 years.

The interview questions focused on the people of the association, the programs of the association and the environment NLGLA and NLGLF are operating in.

Additionally, two individuals were interviewed as part of the environmental scan representing the Minority Corporate Council Association (MCCA) and the Association of American Law Schools (AALS) section on gender identity and sexual minorities.

Focus Groups

On September 8th, at the Lavender Law Conference in Chicago, three simultaneous focus groups were conducted with members who are active in regional LGBT bar associations or LGBT law student organizations. More than 30 NLGLA members participated in the focus groups.

Surveys

An electronic survey was open from October 24th-November 7th and used to gather data from a large pool of stakeholders active in NLGLA/NLGLF. Stakeholders identifying as students were asked to participate in additional questions specific to their experiences within the organization.

- Electronic survey of NLGLA/NLGLF contacts in the database (275 responses)
- Student sub-survey (54 responses)

Through the data collection, an assessment was undertaken (1) to gather the data needed to understand the current organizational operations, (2) to assess the knowledge and attitudes of stakeholders and (3) to identify the perceived role of NLGLA in the legal profession and national LGBT civil rights advocacy movement. Findings and recommendations were presented to the Board of Directors through a written assessment report and conference calls.

The strategic plan working committee, known as the Catalyst Committee, was formed in September 2007. The committee met monthly, and more frequently as needed, to draft the Goals and Objectives of the plan. Members were carefully selected to give a voice to the diversity of stakeholders of the organization and the network of LGBT regional bar association affiliates and LGBT student law organizations.

The NLGLA and NLGLF's 2008-2012 Strategic Plans were completed in January 2008. Conference calls and meetings were held with the Board of Directors and regional LGBT bar association affiliate leadership during the review period for final input before approval.

The plan was approved by the Board of Directors on March 13, 2008.

Catalyst Committee Members

Elaine Arabatzis, Dickstein Shapiro LLP
Julie Greenberg, Thomas Jefferson School of Law
Becca Levin, Washington College of Law, American University
James Leipold, National Association for Law Placement
Laura Maechtlen, Seyfarth Shaw LLP
Scott Morgan, Thomson West
Judy Sperling-Newton, The Law Center for Children & Families
Kara Suffredini, National Gay & Lesbian Task Force
Richard Wilson, The Law Offices of Richard A. Wilson, P.C.
Jeff Wolf, Williams, Kastner & Gibbs PLLC

Staff

D'Arcy Kemnitz, Executive Director, NLGLA
Jennifer Kaminski, Development Associate, NLGLA

Consultants

Mickey MacIntyre, Principal, realChange Partners
Pamela Strother, Principal, realChange Partners

III. NLGLA 2008-2010 Strategic Plan

Goal #1: Diversify programs and services to meet the needs of NLGLA members

NLGLA seeks to enhance the programs and services provided to its diverse membership by offering educational, programmatic and career development opportunities. These opportunities will be targeted to member subgroups and affiliated organizations, who all possess membership within the organization. NLGLA also seeks to enhance its services to the greater legal profession by becoming the primary source for data reflecting LGBT diversity in law firms, law schools, the judiciary and the profession.

Objective #1) Establish 3 active member affinity groups based on practice area or identity by September 2008 and grow to 10 by 2012.

Committee Responsible: Practice Area (Membership), Identity Diversity (Membership)

Objective #2) Diversify the professional and social networking opportunities for members, by practice area and identity, by October 2008.

Committee Responsible: Membership, Law Student (Membership), Affiliate (Membership), Practice Area (Membership), Identity Diversity (Membership)

Objective #3) Measure LGBT diversity in law firms, the judiciary, law organizations and law schools by 2012. (NLGLF)

Committee Responsible: Programs

Objective #4) Provide capacity-building trainings for regional LGBT bar association affiliates of NLGLA and LGBT law student organizations by September 2008.

Committee Responsible: Membership, Programs, Law Student (Membership), Affiliate (Membership)

Objective #5) Build an on-demand LGBT legal issues resource bank on the NLGLA website by September 2009. (NLGLF)

Committee Responsible: Public Policy (Programs), Affiliate (Membership)

Objective #6) Increase the number of legal professionals who receive CLE credits from NLGLA from approximately 300 in 2007 to 350 by 2010 and 400 by 2012. (NLGLF)

Committee Responsible: Membership, Practice Area (Membership), Identity Diversity (Membership), CLE (Programs)

Objective #7) Create career and business development resources for members by September 2009.

Committee Responsible: Membership, Programs, Law Student (Membership), Affiliate (Membership), CLE (Programs)

Goal #2: Expand, diversify and engage the NLGLA membership

NLGLA strives to create an organizational environment that is inclusive and supportive, enabling all members to contribute to their fullest potential. NLGLA strives to garner a broader range of experiences and insights to create a spirit of volunteerism, providing powerful and principled leadership opportunities and building relationships with diverse organizations. By respecting and valuing the differences of all its members and affiliate organizations, NLGLA engages the entire breadth of talents and resources to grow and expand its membership. The goal of intentional diversity is vital to a shared ambition in continuing to strengthen the value, quality, visibility, and reputation of NLGLA.

Objective #1) Increase NLGLA individual membership from approximately 1,000 currently to 1,500 in 2008, 1,750 in 2009, 2,000 in 2010, 2,250 in 2011 and 2,500 by 2012 through targeted recruitment of Lavender Law attendees, lapsed members and members of regional LGBT bar associations and through the diversification of membership in the following practice areas and identities, possibly including but not limited to:

Practice & Employment Areas

- Academic Administrator
- Academic Faculty
- Government
- Large Firm Employee
 - Non-LGBT practice areas
- In-House Counsel
- Judiciary
- Non-Profit
- Pro-Bono for low-income
- Public Interest
- Solo Practitioner
- Solo Practitioner of LGBT Law
- Student

Identity

- African American
- Asian American
- Latino/Latina
- Native American
- Disability
- Transgender
- Young Lawyers

Committee Responsible: Law Student (Membership), Affiliate (Membership), Individual (Membership)

Objective #2) Increase the NLGLA membership of LGBT bar association affiliates, LGBT law student organizations, sexual orientation and gender identity committees of other bar associations and other specialty bar associations through targeted recruitment from approximately 25 currently to 50 in 2008, 100 in 2009, 150 in 2010, 200 in 2011 and 250 in 2012.

Committee Responsible: Law Student (Membership), Affiliate (Membership), Individual (Membership)

Objective #3) Engage NLGLA members in the work of the association through identified structured committees by 2008. Increase opportunities each year through 2012.

Committee Responsible: Law Student (Membership), Affiliate (Membership), Individual (Membership)

Goal #3: Be the leading voice of LGBT legal professionals and LGBT legal issues

As the only national association of LGBT legal professionals and law students, NLGLA will strive to achieve its mission of “improving the quality of life for LGBT legal professionals in and through the legal profession” by further solidifying its role as the leading national voice of LGBT legal professionals. Just as the American Bar Association strives to embrace and represent the needs of attorneys across the nation, NLGLA strives to be the professional home and go-to representative of the needs of LGBT attorneys across the nation.

Objective #1) NLGLA will position itself to be able to respond quickly to landmark litigation by submitting its own original amicus briefs or by joining the briefs of other organizations. By February 2009 NLGLA will establish a standing committee to advise the Board on amicus issues.

Committee Responsible: Public Policy

Objective #2) NLGLA ABA liaisons will learn NLGLA policy positions in order to effectively campaign for these policy positions within the ABA by the August 2009 ABA elections.

Committee Responsible: ABA Delegates

Objective #3) Be the leader among minority/specialty bar associations by establishing reciprocal position support by participating in at least one amicus brief of each identified organization by 2010.

Committee Responsible: Communications/Marketing

Objective #4) Promote NLGLA policy positions to regional LGBT bar association affiliate members, including asking for adoption by each organization by 2010.

Committee Responsible: Public Policy

Objective #5) Collaborate with other national LGBT organizations and entities to advocate for LGBT legal issues and legislation by 2012.

Committee Responsible: Communications/Marketing

Goal #4: Build a strong, effective, sustainable NLGLA to leverage greater resources to achieve its mission and goals

On the occasion of the 20th Anniversary of Lavender Law, NLGLA is making the vital transition of a working board to a governing board, to set the policy and direction of the organization for the next 20 years. Staying true to its roots as a Board representative of the interests of members in all regions of the nation, the Board will consist of no less than two representatives from regional affiliates and two law student representatives. By solidifying the brand of the organization as the nation's LGBT bar association, NLGLA will increase its marketing and fundraising efforts to ensure it is a strong, effective and sustainable organization for many, many years to come.

Objective #1) Transition the NLGLA Board from a working Board to a governing Board by February 2009.

Committee Responsible: Governance, By-Laws (Governance)

Objective #2) Transition the NLGLA Board by September 2008 to be composed of the following positions: President, President-elect, Past-President, Secretary, Treasurer, Delegate to the American Bar Association's House of Delegates and 15 at-large Board members. All members will be fully vested. Among the 15 at large, the following seats will be reserved: 2 seats for LGBT regional bar association affiliates. 1 seat for 2nd year LGBT law student, and 1 seat for 3rd year LGBT law student. Members of the NLGLA American Bar Association Delegates Committee who do not serve on the NLGLA Board will automatically hold ex-officio seats on the Board.

Committee Responsible: Governance, By-Laws (Governance), Nominations (Governance), Affiliates Congress, Law Student Congress

Objective #3) Board leaders will engage member participation in the organization to support programming and services by building an effective volunteer committee structure by September 2008.

Committee Responsible: Board of Directors, By-Laws (Membership), Membership

Objective #4) Diversify and expand income streams by 2012 so that 25% is from fee for service, 20% is from membership dues and donations, and 55% is from sponsorship fees in order to successfully support annual increases in operations. (NLGLA and NLGLF)

Committee Responsible: Development, Communications/Marketing, Membership, Programs, Local Host Committee (Programs/Lavender Law),

Objective #5) Increase annual revenues from \$683,000 in 2008 to \$700,000 in 2009, to \$800,000 in 2010, to \$900,000 in 2011, and \$1,000,000 in 2012. (NLGLA and NLGLF)

Committee Responsible: Development, Communications/Marketing, Membership, Programs, Local Host Committee (Programs/Lavender Law), CLE (Programs)

Objective #6) Establish a board policy by August 2008, setting a minimum criteria for board members' fundraising as an annual percentage of the yearly budget, to ensure board member accountability and to expand funding. (NLGLA and NLGLF)

Committee Responsible: Organizational Policy (Governance)

Objective #7) Upon approval by the ABA, change the name NLGLA to "National LGBT Bar Association" by September 2008 and make the official announcement at the Lavender Law conference.

Committee Responsible: Governance, By-Laws (Governance), Communications/Marketing, ABA Delegates

Objective #8) Change the name of Lavender Law to "Lavender Law: National LGBT Bar Association Annual Conference and Career Fair" by October 2009. (NLGLF)

Committee Responsible: Communications/Marketing