

The Lawyer's Office

Goal 1	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
<p>The NCBA will help its members anticipate, recognize and adapt to changes and advances in the law practice environment.</p>	1	<p>(1) Educate members on trends, issues and developments that affect the practice of law. U* (see below)</p>	1	<p>-Convention Planning Advisory Committee</p> <p>-Technology Advisory Committee (TAC)</p>	<p>-Tom Hull</p> <p>-Tom Purdy</p>	<p>Invitations extended to key speakers for AM08. Candidate forums on tap also. Attendance on upswing -Sheraton sold-out.</p> <p><u>Comments:</u> Proposed new Law Practice Management (LPM) section of Web site will contain info on trends, issues & developments that affect the practice of law.</p> <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - Erik Mazzone hired as Director of Law Office Management Assistance Program (LOMAP) - LOMAP and SP&ET Committee will identify trends & utilize NCBA Communication Tools to educate members. The NCBA will: <ul style="list-style-type: none"> o Include at least 1 tech-related blurb or link in e-bar each month (done 1-2 times/month). o Send at least 1 tech-related broadcast e-mail per quarter. – 09/01/08 o Create a Technology subsection of the LPM website. – 09/01/08 - By 07/01/08, the LPM position will create a list of “futurist” links and resources using NABE & ABA contacts. <ul style="list-style-type: none"> o Include on LPM section of NCBA Web site. o Send to annual meeting and

				-Communications Committee	-Russell Rawlings	<p>section/division subcommittee chairs for use in programs for members.</p> <p><u>Budget:</u> Add IT Manager (\$80,000) & buy equipment for Multimedia Technology Initiative (MTI; \$29,500).</p>
				-CLE Committee	-Ray Ruppert	<p>Primarily through e-bar- matters relative to electronic discovery and amendments to Federal Rules of Civil Procedure noted routinely.</p> <p>To enhance education, updating the Bar Center's A.V. equipment and purchase of portable camera system is necessary. Budget request approved for \$57,700. Phase I of the project to commence April 14, 2008.</p>
				-Section CLE Committees	-Jane Weathers, Jacquelyn Terrell- Fountain, Lynda Imhoff, Deidre Lewis	<p>Section leadership & CLE course planners are including/planning hot topics for their specific areas of law in future seminars. Top priority and ongoing.</p>
	(2) Develop ways of helping members recognize and adjust to social and economic changes and shifting client demographics. U	4		-Membership Committee -Latino Affairs Committee	-Whitney von Haam -Whitney von Haam	<p>Mem. Ctee is planning an economic survey for 08-09 to address this target. Quotes have been obtained. Subctee working on updating questions. LAC would like to address the BOG on issues of the changing Latino demographic in NC annually at Jan. Bd. mtg.</p>
	(3) Educate members about the expanding role of technology in law	2		-IT Department	-Tom Purdy	<p><u>Comments:</u> - Resources are available through</p>

		practice. U		-Technology Advisory Committee (TAC)	-Tom Purdy	<p>ABA, NABE (IT Director is IT Section Council Member), and local ISSA chapter (IT Director is board member).</p> <ul style="list-style-type: none"> - LPM section of Web site can be used to meet this target. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - LOMAP Director is working with TAC and Membership Committees to help integrate member services and achievement of common (e.g., tech-related) M2010 goals and targets. - LOMAP Director and IT Director will continue to attend to ABA TECHSHOW & NABE's Annual Meeting each year. <ul style="list-style-type: none"> o Will continue to report to TAC and Membership Committees and channel resources / new ideas to targets. - Centralize ALL Web site tech resources and member services in new LPM section of NCBA Web site. <ul style="list-style-type: none"> o Include Affinity Partners and NC Legal Marketplace in LPM section of Web site and rewrite categories to segregate tech-related vendors. o Cross-list under Membership to show available discounts, etc. - Beginning 07/01/09, IT and LOMAP must create at least 2 tech-related practical advice programs per year. <ul style="list-style-type: none"> o Execute via NCBA MTI. o Make programs available on
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						<p>Web site.</p> <ul style="list-style-type: none"> o Make programs available to section/division program planners. <p>NOTE: Web site changes will be done in conjunction with redesign of NCBA's Web site.</p> <p>Budget: Add IT Manager (\$80,000), buy MTI equipment (\$29,500), & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
				-CLE Committee	-Ray Ruppert	Four tech programs completed.
		(4) Help members understand their own need for training; promote a culture of continuous learning and adaptation to change among members. U	3	-Membership Committee & Director of Membership -IT Department	-Whitney von Haam -Tom Purdy	<p>Mem. Ctee would like to get clarification and ideas from SP&ET ctee on this goal.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - LPM section of NCBA Web site can be used to meet this target. - MTI includes capacity to create training videos. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - TBD. Survey NCBA members to identify tech utilization and training needs. - By 07/01/09, LOMAP, IT, and Membership will identify members' most critical training needs and determine subject matter of training videos. - By 07/01/09, begin creation of training video library and use NCBA Communication Tools to direct members to training resources therein. <p>Budget: Add IT Manager</p>

						(\$80,000) and buy MTI equipment (\$29,500).
		(5) Consider establishing a standing committee to address issues of change as they are affected by technology. U	5	-Technology Advisory Committee (TAC)	-Tom Purdy	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - TAC is best equipped to address issues of change as they are affected by technology. <ul style="list-style-type: none"> o TAC can utilize NABE & ABA resources (e.g., “futurist” reports). - “Emerging Trends” branch of NCBA SP&ET Committee can address these issues, too. - Membership Committee/ LOMAP position will be involved given effect of tech. change on members. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - Do NOT create a new ctee; instead, LOMAP, TAC and/or SP&ET Committee will identify and report on technology trends each year. - Beginning 07/01/08, make technology trends a “new year” agenda item for: <ul style="list-style-type: none"> o First meeting of TAC, o First meeting of SP&ET Committee, and o Bar Leadership Institute (BLI). - Include reports/resources/ articles on LPM section of NCBA Web site. - NCBA staff and members can gather information throughout year for “new year” reports as described above. <p><u>Budget:</u> N/A</p>

						provide services to clients. They are soliciting newsletter articles to educate and enlighten on this.
		(2) Help members identify worthy technology products, vendors and service providers. U	3	- Membership Committee & Director of Membership -IT Department -Technology Advisory Committee (TAC)	-Whitney von Haam -Tom Purdy -Tom Purdy	NC Legal Marketplace answers a first piece of this, but LOMAP will also address this need. <u>Comments:</u> - Consider scope of target/use of disclaimer. o Note difference between <i>identifying</i> tech products & <i>endorsing</i> tech products. o Members apparently want endorsements rather than list of available vendors. - Utilization of Affinity Partner program, NC Legal Marketplace, Career Services, and Classified Listings appears to be low. o We have 12 Affinity Partner listings and 2 Business Services listings. o Better utilization can generate more non-dues revenue. <u>Action Steps:</u> - TBD. Restructure Affinity Partners and NC Legal Marketplace (and review current criteria) for better utilization by members. For example: o Move “Business Services” to new LPM section of Web site, and then segregate tech-related vendors. ▪ Identify formal criteria for tech-related vendors and applicable fees.

						<ul style="list-style-type: none"> ▪ Implement or refine online application process for tech-related vendors. ○ Keep Career Services and Classified Listings in Membership part of Web site. ○ Consolidate Technology Community, Technology Assistance Program (TAP), Technology Resources, and Technology Partners in technology subsection of new LPM section of Web site. ○ Identify categories of services and systematically inform prospective vendors in each category of opportunity to apply. ○ Other: <ul style="list-style-type: none"> ▪ Non-dues revenue source for NCBA. ▪ Essential to have IT participation in evaluation process from outset. <p>NOTE: Web site changes will be done in conjunction with redesign of NCBA's Web site.</p> <p>Budget: Add IT Manager (\$80,000), buy MTI equipment (\$29,500), & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
		(3) Communicate risks and challenges associated with new technological tools, such as electronic filing, metadata and electronic document retention to members. U	2	- Communications Committee & Director of Communications -Technology Advisory	-Russell Rawlings -Tom Purdy	Primarily through e-bar- matters relative to electronic discovery and amendments to Federal Rules of Civil Procedure noted routinely. <u>Comments:</u>

				Committee (TAC) & IT Director		<ul style="list-style-type: none"> - Proposed new LPM section of Web site should identify and communicate risks and challenges associated with tech tools. - MTI → creation of videos and podcasts should facilitate satisfaction of this target. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - By 07/01/09, LOMAP and IT (using existing resources such as NABE, ABA, etc.) will identify risks and challenges associated with technological tools & utilize NCBA Communication Tools to educate members. <ul style="list-style-type: none"> o Include information on risks and challenges in tech-related communications to members as described in Goal 1, Target 1. o Make this information available on the new LPM section of the NCBA Web site. <p>NOTE: Web site changes will be done in conjunction with redesign of NCBA's Web site.</p> <p><u>Budget:</u> Add IT Manager (\$80,000), buy MTI equipment (\$29,500), & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
		(4) Communicate and market the range of NCBA services and resources to members. U	4	- Membership Committee & Director of Membership	-Whitney von Haam	New member welcome packet finalized. Still waiting to get through desktop publishing stage. New ideas being developed to get word out in innovative ways to current members. Services promoted regularly in e-bar and LAD e-newsletter.

				-Technology Advisory Committee (TAC) & IT Director	-Tom Purdy	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - MTI → creation of videos and podcasts should facilitate satisfaction of this target. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - TBD. LOMAP, Membership & IT (using existing resources such as NABE, ABA, etc.) will review member database and determine if additional categories of info are needed so as to tailor messages to members in broadcast e-mails and other NCBA Communication Tools. - Consider placement of some member services in new LPM section of Web site. <p>NOTE: Web site changes will be done in conjunction with redesign of NCBA's Web site.</p> <p>Budget: Add IT Manager (\$80,000), buy MTI equipment (\$29,500), & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
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Goal 3	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will provide, directly and by endorsement, programs tailored for members that promote professional and personal improvement and life skills outside the scope of traditional continuing legal education, regardless of whether CLE credit is awarded.	4	(1) Continue to develop law practice management ("LPM") resources, regardless of whether the State Bar awards CLE credit for these programs. U	1	-Law Practice Management Section -Legal Assistants Division	-Jacquelyn Terrell-Fountain -Deidre Lewis	LPM is continuing to develop CLE topics that promote prof./personal development whether State Bar credit is awarded or not. They are also looking at innovative ways to get the "education" to the attorneys. The ethics & CLE committee of

				-Center for Practice Management	-Erik Mazzone	<p>LAD is working with the CLE Assistant Director to develop an ethics/utilization/specialization reference book for paralegals. A meeting has been scheduled with Assistant Director of Marketing in CLE as well. Estimated completion date is May 2008.</p> <p>LOMAP Director hired.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - Will State Bar ever consider credit for LPM programs? - This target appears to be best implemented after: <ul style="list-style-type: none"> o One year of LOMAP position (3/01/09) o Development of new LPM section of Web site; and o Implementation of MTI. - LPM resources for members could include theme re: “better LPM = additional protection of the public” idea. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - Continue to work on new LOMAP responsibilities and Web site. Revisit target 01/01/09. - Improve access to resources by cross-referencing & consolidating resources whenever possible (e.g., new LPM section of Web site). <p><u>NOTE:</u> Web site changes will be done in conjunction with redesign of NCBA’s Web site.</p> <p><u>Budget:</u> Buy MTI equipment (\$29,500) & send LOMAP Director & IT Manager to</p>
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				-Lawyer Effectiveness & Quality of Life Committee	-Russell Rawlings	ABA/NABE Techshows. LE/QL co-sponsored annual CLE with BarCARES and LAP; supports addition of The Complete Lawyer: NCBA Edition.
		(2) Urge the State Bar to liberalize CLE rules to credit LPM programs and sanction new modes of CLE delivery. C	3	-CLE Committee under supervision of BOG/BOD	-Ray Ruppert	Completed. Expanded rule on LPM programming approved by N.C. Supreme Court. More CLE programs are being planned for 2008.
		(3) Expand self-help libraries by developing “self-help” books, such as the North Carolina Small Law Office Resource Manual and books that address disaster preparedness/planning, starting a law practice, and drawing up business plans for law firms. U	2	-Law Practice Management Section -GP, Small Firm & Solo Section -Legal Assistants Division -Center for Practice Management	-Jacquelyn Terrell-Fountain -Jane Weathers -Deidre Lewis -Erik Mazzone	Updating links and other resources on LPM Section Web site. Several resources are available in the Membership Dept’s “library”. Will be further developed through work with LOMAP. The Council is currently working on developing CeLE Stacks with the CLE department, and this can be in addition to that effort. This will also be addressed in the reference manual being developed by LAD. LOMAP Director hired. <u>Comments:</u> - This target appears to be best implemented after: o One year of LOMAP position (3/1/09); o Development of LPM section of Web site; and o Implementation of MTI. <u>Action Steps:</u> - Continue to work on LOMAP

						<p>responsibilities and Web site; revisit target 01/01/09.</p> <ul style="list-style-type: none"> - Improve access to resources by cross-referencing & consolidating resources whenever possible (e.g., new LPM section of Web site). <p><u>Budget:</u> Buy MTI equipment (\$29,500) & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
		(4) Survey and consult with the managing partners to determine how the NCBA can provide large firms with outreach and training resources in areas such as associate mentoring, how to delegate, working in teams, retirement, financial planning, public speaking and practice group management, regardless of whether such programs qualify for CLE credit. U	6	<p>-Membership Committee</p> <p>-Law Practice Management Section</p> <p>-Center for Practice Management</p>	<p>-Whitney von Haam</p> <p>-Jacquelyn Terrell-Fountain</p> <p>-Erik Mazzone</p>	<p>Part of ongoing LPM discussion with selected volunteers and staff. Discussed at October meeting – felt that large firms already do a good job of these items, not a top priority this year.</p> <p>LPM is creating articles/CLE topics to address these issues whether State Bar credit or not.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - This target appears to be best implemented now that LOMAP Director hired. Working on developing new LPM section of Web site & implementing MTI. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - 01/01/09. LOMAP and IT will draft managing partner survey. - By 09/30/08, LOMAP, IT and Membership will identify large firm training needs and determine subject matter of training videos. - Beginning 07/01/09, begin creation of training video library and use NCBA Communication Tools to direct members to

				<p>training resources therein.</p> <ul style="list-style-type: none"> - Improve access to resources by cross-referencing & consolidating resources whenever possible (e.g., new LPM section of Web site). <p><u>Budget:</u> Buy MTI equipment (\$29,500) & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
	<p>(5) Offer to deliver selected training and other outreach programs, of the type described in Target 4 above, one firm at a time, at individual law offices or firm retreats. U</p>	5	<p>-Director of Membership</p> <p>-Center for Practice Management</p>	<p>-Whitney von Haam</p> <p>-Erik Mazzone</p> <p>LOMAP Director hired.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> - This target appears to be best implemented now that LOMAP Director hired. Working on developing new LPM section of Web site & implementing MTI. <ul style="list-style-type: none"> o Portable equipment is particularly important for off-site training; however, should NCBA restrict its training to online resources? - NCBA training programs are a potential non-dues revenue source. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - Beginning 07/01/09, LOMAP and IT should begin creation of training video library and use NCBA Communication Tools to direct members to training resources therein. - Improve access to resources by cross-referencing & consolidating resources whenever possible (e.g., new LPM section of Web site). <p><u>Budget:</u> Buy MTI equipment (\$29,500) & send LOMAP</p>

						Director & IT Manager to ABA/NABE Techshows.
		(6) Offer quality-of-life and self-improvement programs such as time management, communications, leadership and public speaking, regardless of whether they qualify for CLE credit. U	4	-Lawyer Effectiveness & Quality of Life Committee	-Russell Rawlings	Supported addition of The Complete Lawyer: NCBA Edition.
		(7) Provide career-transition services, in recognition that attorneys will change careers, retire and close or sell their law practices. U	7	- Membership Committee & Director of Membership	-Whitney von Haam	Part of ongoing LPM discussion with selected volunteers and staff. Currently dealt with on individual basis; provide GP's Turning Out the Lights publication. Could become a much bigger program.
		(8) Consider a survey or study to assess the effectiveness of the current young lawyer mentoring program. U	8	-Young Lawyers Division	-Jacquelyn Terrell-Fountain	YLD Membership & Networking will within the next few months survey the current pairings to assess the effectiveness of the mentoring program.

Goal 4	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will provide the highest quality of CLE programming for its members, building on its 50-year tradition of accomplishment and success in this field.	2	(1) Ensure that adequate resources are budgeted to implement the CLE Strategic Plan adopted by the NCBA Board of Governors/NCBF Board of Directors on June 18, 2004. SC	1	-Audit & Finance Committee -CLE Committee	-Ginny Craig -Ray Ruppert	Included in draft CLE strategic plan. To enhance education, updating the Bar Center's A.V. equipment and purchasing portable camera. Budget request approved for \$57,700. Phase I of the project to commence April 14, 2008.
		(2) Continue to provide professionalism courses for North Carolina lawyers (including newly-licensed attorneys) and paralegals. SC	2	-CLE Committee	-Ray Ruppert	Twelve programs completed.
		(3) Continue to develop and secure approval for new approaches to the delivery of credit-sanctioned CLE programs, such as allowing additional	3	-BOG/BOD -CLE Committee	-Ray Ruppert	Completed. State Bar approved request to offer CLE thru different

		MCLE credit for online course work and other convenient delivery methods. C				delivery methods in Jan. 2007.
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Goal 5	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will use technology and other new methods to be innovative in delivering programming, training and educational services.	5	(1) Expand the use of technology to deliver CLE programming to members' desktops and other convenient, affordable venues. U	1	-CLE Committee	-Ray Ruppert	Included in draft CLE strategic plan. To enhance education, updating the Bar Center's A.V. equipment and purchase of portable camera system. Budget request approved for \$57,700. Phase I of the project to commence April 14, 2008.
		(2) Review the pricing structure of CLE products, constantly considering new structures and opportunities for discounts. C	3	-CLE Committee	-Ray Ruppert	Board approved third CLE discount in a year at January 2007 meeting. New passports introduced for CY 08.
		(3) Evaluate new delivery media and methods, such as marketing to limited venues (e.g., local bar associations, single law firms, law firm retreat programming, use of CDs & DVDs, etc.) U	2	-CLE Committee	-Ray Ruppert	Included in draft CLE strategic plan. Second phase of survey of member needs in this area completed. Analyzing results. Already in CLE budget – no additional budgeting required. 3 rd phase of polling members to be launched April 15. Results expected late Spring 08.
		(4) Analyze market niches and consumer groups, such as paralegals, legal secretaries, young lawyers and North Carolina-licensed lawyers residing outside North Carolina. SC	4	-CLE Committee	-Ray Ruppert	Conducted 11 programs with “niche” non-bar organizations.

The Profession

Goal 1	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will maintain and strengthen its flourishing partnership with the North Carolina State Bar by actively reviewing proposed changes to and interpretations of the rules of professional responsibility for practicing attorneys. The NCBA will support the efforts of the Chief Justice's Commission on Professionalism to lead North Carolina lawyers to aspire to the highest ethical standards.	3	(1) Maintain and enhance liaison relationships with the State Bar and the Chief Justice's Commission on Professionalism. SC	1	-President through appointments to liaison positions		Ongoing.

Goal 2	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA and NCBF will increase financial support for Legal Services programs, encourage North Carolina lawyers to make a greater commitment to providing pro bono legal services, and generally promote access to justice for indigent persons.	2	(1) Increase the number of volunteer pro bono attorneys on the rolls of North Carolina Legal Services offices by 10% per year in each of the next five years. U	2	-Director of Public Service & Pro Bono Activities -Public Service Advisory Committee	-Michelle Cofield -Michelle Cofield	Held joint meeting w/ Sections & Division pro bono chairs to discuss moving forward; sent survey to legal services providers seeking statistical info (received 2 responses). To develop grassroots educational plan for increasing pro bono and Rule 6.1 support. No timeframe; no budget at this time. Developed draft firm pro bono survey to help identify needs, pro bono culture, etc. in firms. Developed "Gotta Minute" pro bono project for LANC's Central Intake Unit. Recruitment ongoing.

				<p>-Pro Bono Committees of Sections & Divisions</p> <p>-Director of NC LEAP</p>	<p>Jane Weathers, Jacquelyn Terrell-Fountain, Lynda Imhoff, Deidre Lewis</p> <p>-Milan Pham</p>	<p>Staff-developed ethics/pro bono CLE program being considered for reproduction.</p> <p>Two outstanding proposals to develop pro bono programs/projects.</p> <p>Most Sections & Divisions have a pro bono committee in place with a committee chair. Emphasized at NCBA leadership orientation in June 07 that the ongoing programs continue and are publicized. New projects are being created in Sections & Divisions in conjunction with 4ALL.</p> <p>NC LEAP will work with Sections & Divisions to identify other Sections that might want to adopt NC LEAP as their pro bono project because NC LEAP can provide non-litigation pro bono opportunities across a number of legal specialties.</p>
		(2) Increase the funding provided by the legal profession for Legal Services to the national average and establish a "Legal Aid Fund" (LANC Fund) within the NCBAF Endowment. U	1	<p>-Director of Public Service & Pro Bono Activities</p> <p>-Development Committee & Director of Development</p>	<p>-Michelle Cofield</p> <p>-Tom Hull</p>	<p>LANC Fund at \$570,000. Sections staff following-up with all Council members for their leadership contributions.</p> <p>Two Endowment grants to LANC 1/08 (\$19,000) for MLK interns & lawhelp.org. NCBAF 22nd nationwide in funding LANC.</p> <p>Also, NCBA leadership lobbies for</p>

						increased funding for Legal Services Corporation during the annual ABA Day on the Hill.
		(3) Demonstrate and publicize the pro bono and public service contributions North Carolina lawyers and paralegals make to the wider community. U	3	-Public Service Advisory Committee	-Michelle Cofield	Pro Bono Project/Staff: Statewide celebration of 25 th Vol Lawyers Program Anniversary (2008) at President's Luncheon and possibly LANC pro bono atty reception. Requested \$3000. Pro Bono Awards presentation at AM08/President's Luncheon. NCBA Lake Public Service Award to be presented AM08.
				-Director of Communications	-Russell Rawlings	Promoting NC LEAP and Citizen Lawyer TF initiatives internally and to external media outlets.
				-Communications Committee	-Russell Rawlings	See above. Also, promote pro bono in newsletters.
				-Pro Bono Committees of Sections & Divisions	-Jane Weathers, Jacquelyn Terrell-Fountain, Lynda Imhoff, Deidre Lewis	At June 2007 Bar Leaders Orientation, pro bono activity was stressed and Chairs were asked to appoint committee chairs. 4ALL has become the main pro bono project for most sections in 07-08.
				-Director of NC LEAP	-Milan Pham	Promote lawyers who volunteer with NC LEAP through law school alumni offices and publications. Continuing NC LEAP attorney and client features in NC Lawyer coordinated with Communications.

						Continuing NC LEAP attorney and client features in Business Law and Corporate Counsel newsletters coordinated with editors and Communications. Promote NC LEAP attorneys through Business Journal inserts in respective communities.
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Goal 3	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will foster a culture of professionalism, civility and collegiality among all segments of the legal community in North Carolina. The NCBA will embrace anew its role as the place where North Carolina lawyers meet to have fun - and it should continue to embrace and enhance that role. Annual meetings of the NCBA as a whole and of Sections should remain events in which judges, lawyers, legal assistants and their families socialize and form relationships that make working together on substantive matters rewarding and meaningful.	1	(1) Form closer law school partnerships. U	3	-Law School Liaison Committee	-Ray Ruppert	Subcommittee formed to determine impact of law school debt on profession. Submitted report on Law School Clinics and Law School Debt Forgiveness Programs. Results shared w/ 4ALL Task Force.
		(2) Encourage diversity. U	1	-Membership Committee	-Whitney von Haam	Chairs of the “diversity” committees met and devised Joint Diversity Task Force – see below. Active in Joint Diversity Task Force. Also, WIP met in Smithfield 9/06- invited local bar members, judicial and DA candidates. Other such events being planned. Focusing on Best Practices Guide for 2008-2009. Endowment Grants: Women in Public Service Summer Institute 07 (\$2,000) Jan 07. WIP Changing Face of Justice/Ginsburg Event 10/07 (\$20,000 grant).
				-Women in the Profession Committee	-Michelle Frazier	
				-Latino Affairs Committee	-Whitney von Haam	The four “charged” committees have created a Momentum 2010 Joint Diversity Task Force, which

			<p>-Minorities in the Profession Committee</p> <p>-Environment, Energy and Natural Resources Section</p>	<p>-Deidre Lewis</p> <p>-Lynda Imhoff</p>	<p>Paul Meggett (MIP co-chair) chairs. The Task Force has been divided into five subcommittees charged with developing strategies to address the following five program areas:</p> <ul style="list-style-type: none"> ▪ Diversity Leadership Training Course ▪ Diversity Mentoring and Outreach ▪ Diversity Program Clearinghouse ▪ Diversity/NCBA Membership Expansion ▪ Diversity Pipeline Program(s) <p>The Task Force's 40+ page bound Final Report and Recommendations approved 10/07 by the BOG. Leadership Academy funded by Endowment Grant (\$18,265) for beginning June 08. Web site changes being made.</p> <p>Endowment Grant – Minority BarBri Scholarship (\$5000) Jan 08.</p> <p>Endowment Grant-Environmental Diversity Law Student Fellowships (\$5,000) Jan 08.</p>
	(3) Welcome and integrate lawyers from other jurisdictions. U	4	-Membership Committee	-Whitney von Haam	<p>Outreach and welcome packet being enhanced. Have not worked on separate program with CJ Comm'n on Professionalism or State Bar – Mem. Ctee creating another Task Force to address.</p>

				<p>Out-of-State Law School Graduate Reception at 08 Annual Meeting.</p> <p>Mem. Ctee has decided to make this an 07-08 priority. Will work with Bd of Law Examiners to locate folks coming in on comity, as well as Bar Exam. Develop materials and buddy system for those interested.</p>	
	(4) Work to counter the sense of balkanization and isolation within the profession that increasing practice specialization can foster. U	2	-Professionalism Committee	-Russell Rawlings	<p>Implemented The Better Lawyer online newsletter for distribution via ebar.</p> <p>Endowment grants: NCBA Prof Ctee <i>Lawyer to Lawyer</i> Book (\$7,500) & WCBA Prof Book (\$5,000) Jan 07.</p>
	(5) Advise members about competition from non-lawyers. U	8	-Communications Committee & Director of Communications	-Russell Rawlings	Working with RP Section and Governmental Affairs in monitoring developments relative to proposed Consumer Real Estate Settlement Protection Act.
	(6) Identify new ways to bridge the gap to local and specialty bars. U	5	-Local Bar Services Committee -President, President-Elect, & Executive Director	-Michelle Frazier -Allan Head	Working actively and successfully with 4ALL Task Force re Statewide Public Service Day as a first step.
	(7) Confirm the value of activities that foster fun and collegiality. U	5	-Convention Planning Adv Ctee -Section Councils	-Tom Hull - Sections Staff	<p>Expanded excursions, fireworks, fun & friendship at AM08.</p> <p>Councils plan social activities for their yearly annual meetings. Some sections have regional meetings as well as speakers at one of their quarterly meetings. Receptions and local gatherings are held for networking purposes throughout the year.</p>

		(8) Continue support for BarCARES and sponsor joint programs that promote awareness of BarCARES and the issues it addresses. U	7	-BarCARES of NC, Inc.	-Kaye Barbour	<p>BarCARES is currently available in 17 NC counties & 6 law schools Effective 4/4/08, BarCARES will be available to members of the LAD and Eastern NC Bankruptcy Institute in July 08. The Board is working to expand the program to NC District Court Judges.</p> <p>BarCARES co-sponsored a CLE Ethics program with the LE&QL Com. & NC State Bar LAP on Feb. 8, 2008.</p> <p><u>BarCARES Goals:</u></p> <ul style="list-style-type: none"> ● Expand the exposure of BarCARES by the NCBA (Web site, NC Lawyer, etc.). ● Increase utilization rates in current program groups. ● Expand BarCARES to reach all lawyers in North Carolina. ● Continue to work on joint CLE programs to further educate/publicize the service to lawyers, judges, and law students/faculty. <p>Endowment grant to BCNC for mktg plan Jan 07 (\$4,946).</p>
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The Courthouse

Goal 1	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will take concrete steps to preserve and protect the independence of the federal and state judiciaries.	2	(1) Rebuild public confidence in the courts. U	1	-Administration of Justice Committee -Bench-Bar Liaison Committee -Law-Related Education Advisory Committee	-Kim Crouch -Kim Crouch -Diane Wright	<p>AOJ exploring possibility of conducting a forum to be held at the NCBA. Forum would include leaders of Judicial Branch and practicing lawyers; discussion topics re: how to improve image of judiciary.</p> <p>Legislation passed in 2007 that increases the independence of the judiciary with respect to budget control and flexibility.</p> <p>Bench Bar working with AOJ on projects noted above.</p> <p>Judge Corpening to present to Chief Justice Parker an idea to spearhead a teaching guide on “Connecting to the Courts” for NC. Field-trip Subcommittee has developed standardized trips to include courthouses & Judicial Branch. After presenting at the last BOG mtg. to encourage law schools to implement Street Law, we have been contacted by Elon and Campbell to assist them in this endeavor. Charlotte Law School is forming a Street Law program and has met with Page Potter from NCCU School of Law and me. I have already met with Prof. Steve Friedland from Elon.</p> <p>Our 2nd Justice Teaching Institute took place Oct. 14-16th, and a large</p>

					portion of the program was dedicated to disc. the Independent Judiciary (Judge Manning, Chief Justice Burley Mitchell, and Justice Willis Whichard presented, as well as Judge McGee on the Changing Face of the Judiciary and a trip to the Court of Appeals for oral arguments). The fellows spent 30 minutes in a Q&A with Judges McGee, Steelman & Greer.	
		(2) Evaluate and report on media outreach efforts. U	4	-Communications Committee & Director of Communications	-Russell Rawlings	No extensive media outreach efforts have occurred to date; would accompany a proposed Constitutional amendment calling for the appointment of appellate judges and justices in North Carolina, or efforts geared toward bolstering the independence of the judiciary through the public funding of judicial elections.
		(3) Create rapid response tools for inappropriate criticism of judges. U	2	-Administration of Justice Committee -Bench-Bar Liaison Committee -Communications Committee & Director of Communications	-Kim Crouch -Kim Crouch -Russell Rawlings	AOJ Subcommittee formed and is supporting Communications Committee's efforts. Bench Bar has formed a Subcommittee to work with AOJ. Communications Committee is finalizing proposal.
		(4) Promote courthouse security. U	3	-Administration of Justice Committee	-Kim Crouch	AOJ adopted the recommendations re: court security standards approved by CJ Parker and the Rural Courts Commission; Resolution adopted by NCBA BOG. Rural Courts Commission

				-Bench-Bar Liaison Committee	-Kim Crouch	presented to the Board in January 2008 re: Video Access to Justice Project which is designed, in part, to keep dangerous inmates out of the courtroom when an in-person appearance is not required under the Constitution. Bench Bar has worked on this issue independently in the past and has formed a Subcommittee to work with AOJ on current initiatives.
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Goal 2	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The General Assembly will enact major court system reforms designed to attract the best lawyers to serve as judges and will give these lawyers the tools to serve well. To the extent that these reforms require amendments to the North Carolina Constitution, the amendments will be ratified by the people.	1	(1) Advocate for judicial salary increases. U	1	-Director of Governmental Affairs	-Kim Crouch	NCBA legislation introduced in House and Senate to implement 2005 State Judicial Council's Salary Report and Recommendations; 2007 State Budget Act provided a 5% salary increase for all judges; formed subcommittee of Bench Bar Liaison to draft legislation that will create a standing citizen's salary commission; proposal will be ready for Board review prior to the 2009 legislative session as part of the NCBA legislative agenda.
		(2) Advocate for trial court division law clerks. NFA	6	-Director of Governmental Affairs	-Kim Crouch	Communicated with AOC which said it is not a priority.
		(3) Begin objective evaluations of appellate judicial candidates. U	3	-Administration of Justice Committee	-Kim Crouch	On hold while Judicial Performance Evaluation program for trial court judges is designed and implemented. Screening of appellate candidates is part of the proposal from the

				-Bench-Bar Liaison Committee	-Kim Crouch	Merit Selection Task Force (see Target 5 below). Will assist as necessary.
	(4) Conduct periodic evaluations of all trial judges. U	5	-Administration of Justice Committee -Litigation Section -Criminal Justice Section	-Kim Crouch -Deidre Lewis -Jacquelyn Terrell-Fountain	-Kim Crouch	Judicial Performance Evaluation program launched February 2008; includes a statewide lawyer only survey and a 2 county pilot in Cabarrus and Guilford Counties to survey court personnel in addition to lawyers; JPE Committee comprised of 5 retired lawyers, 5 retired judges and 5 non-lawyers; Endowment grant 1/07 (\$20,000). Grant request to ZSR Fdn 2/08. Committee formed last fiscal year headed by the vice-chair will continue for 07-08. This is being placed on all Council meeting agendas. Will work with AOJ. Council is continually looking at this topic but difficult due to limited membership and volunteer base. Section Council is monitoring action of the Litigation Section and the AOJ Committee, to see how it can be of assistance.
	(5) Continue efforts to abandon judicial elections in favor of appointment of judges based on credentials and experiences. U	2	-Judicial Independence Committee	-Kim Crouch	-Kim Crouch	A draft proposal from the Joint Merit Selection Task Force (NCBA, NCATL, NCADA, NCAWA, NCABL) was presented to the Judicial Independence Committee on 10/17/07. The Committee voted to support the concept in the proposal and authorized the NCBA members of

						<p>the Task Force to continue their work. The proposal itself should be ready for approval by the Committee and BOG by Oct. 2008 (in time for the 09-10 legislative agenda).</p> <p>\$5,000 Endowment grant 6/07 to NC Center for Voter Education – Better Courts Project.</p>
		(6) Study expansion of specialized courts. U	4	-Administration of Justice Committee	-Kim Crouch	<p>NCBA played significant role in the enactment of legislation during the 2007 session that repeals the current statutes governing the process for administrative and judicial review of disputed tax matters and replaces them with a new procedure that includes appeals to the new “NC Business and Tax Court”.</p> <p>Assisted AOC with passing their FY 07 & 08 budget (as part of 2007 State Budget Act) that included additional funding for Family Courts and Drug Treatment Courts.</p>

Goal 3	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
By 2010, funding of the Judicial Branch of state government will equal or exceed 3% of the state budget. That 3% will become a “floor” for court system funding in future appropriations cycles.	3	(1) Identify negative effects of court system budget cuts. U	3	-Administration of Justice Committee -Bench-Bar Liaison Committee	-Kim Crouch -Kim Crouch	<p>Ongoing issue discussed by AOJ as it relates to all other matters affecting judiciary; FY 2007 & 08 AOC budget includes significant increases in funding for the courts.</p> <p>Bench Bar Subcommittee working with AOJ.</p>

		(2) Build a coalition of support. U Deadline: June 2008	1	-Director of Governmental Affairs -Administration of Justice Committee	-Kim Crouch -Kim Crouch	A coalition has been established, and the NCBA is a leader. Coalition partners include other bar organizations, business interests as well as organizations that represent municipalities, counties and law enforcement.
		(3) Advocate for sustained funding of the court system at 3% of the total state budget in all upcoming legislative sessions. U	2	-Director of Governmental Affairs	-Kim Crouch	Part of the NCBA's 2007 Legislative Agenda; helped obtain significant increases in court funding for FY 07 & 08. AOC FY07 = 2.1% AOC FY08 = 2.2% AOC FY07 + OIDS FY 07 = 2.6% AOC FY08 + OIDS FY08 = 2.7%

Goal 4	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will work aggressively with the State Administrative Office of the Courts to develop a long-term technology plan that substantially improves the efficiency of our courts, enhances the availability and reliability of public information, and provides a level of service approximating that of the private sector. The General Assembly will authorize the Administrative Office of the Courts to create and maintain a modern and integrated information technology system and appropriate the necessary funding.	4	(1) Implement e-filing in pilot judicial districts. U Deadline: June 2008	1	-Director of Governmental Affairs -Technology Advisory Committee (TAC) & IT Director	-Kim Crouch -Tom Purdy	Incorporated as part of the AOC's FY07 & 08 technology budget in the 2007 State Budget Act. <u>Comments:</u> - Jan '07 to present: AOC created Civil eFiling Advisory Group to define eFiling requirements, (e.g., procedural, rules, technical ...). o Chair = Latrice Howard, AOC-Technology Services Division. o Project Leader = Judge Bill Neely (NCBA2006-7 TAC chair). o NCBA members include 1 staff (Tom Purdy, IT Director), and 4 TAC members. - Jan '08: 2 vendors reviewed as possible eFiling providers.

				-Technology Advisory Committee (TAC) & IT Director	-Tom Purdy	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - This target, though worthy, is not a high priority for AOC at this time. - TAC is researching use of computerized plea bargains in other states. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - AOC eCourt/ eCitation/ ePayment initiatives are progressing well per AOC (done). - No later than 06/30/08, TAC, AOC Liaison Ctee & Governmental Affairs will develop a broadcast e-mail survey of district attorneys and traffic court attorneys re: desirability, feasibility and priority. - By 12/31/08, TAC will report its recommendation to NCBA BOG. <p>Budget: N/A</p>
		(4) Enhance court system communication. U	3	-Director of Governmental Affairs	-Kim Crouch	<p>Communicated to AOC and part of their budget in a variety of ways (i.e., video testimony for SBI); Rural Courts Commission presented Video Access to Justice Project concept to Board in January 2008.</p>
				-Technology Advisory Committee (TAC) & IT Director	-Tom Purdy	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - NCBA IT Director & TAC chair extensively involved in AOC's Civil eFiling Advisory Group, which as part of its work is addressing internal and external court system communication.

						<ul style="list-style-type: none"> - <u>Action Steps:</u> - On 09/01/06, TAC invited Cliff Layman, AOC's CIO, to attend TAC meetings to address this and other AOC-related targets. - AOC's Deputy CIO reported that Intranet site & e-mail enhancements measurably improved court system communications (done). - Revisit target 01/01/2009. <p><u>Budget:</u> N/A</p>
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Goal 5	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will assist the Administrative Office of the Courts to make significant strides in ensuring that our courts are open to every person without regard to barriers of economic status, English skills or physical disability	5	(1) Increase availability of pro bono legal assistance for litigants of modest means who initially choose to represent themselves. U	1	-Director of Public Service and Pro Bono Activities	-Michelle Cofield	Working with SelfServe Ctr in Mecklenburg to facilitate use of AOC forms.
				-Modest Means Access Committee	-Michelle Cofield	Endowment grants to SelfServe Centers: 10 th JD (\$6,360) & 26 th JD (\$25,000) June 06.
	(2) Create educational tools for pro se civil litigants. U	4	-Modest Means Access Committee	-Michelle Cofield	MMAC Subcommittee has developed 3 courtroom decorum brochures that will be made available throughout the state, especially in family ct jurisdictions & where there are self serve clinics or centers. Timeframe: October 2008. Budget: \$3000. Need to be designed/printed.	
						MMAC is developing bankruptcy exemption instructions/paperwork to accompany the AOC forms.
						MMAC and Family Law have developed equitable distribution forms/affidavit/judgment. These

					documents have been made available to the District Court Judges Conference for their review. Forms initiated by a lawyer-legislator's request to the Family Law Section.
	(3) Advocate for adequate funding for indigent criminal defense representation. U	2	-Director of Governmental Affairs -Administration of Justice Committee -Criminal Justice Section	-Kim Crouch -Kim Crouch -Jacquelyn Terrell-Fountain	Helped OIDS obtain significant increases in funding for FY 07 & 08 in the 2007 State Budget Act, including funding for increase the hourly rate for assigned counsel in non-capital cases. Working committee formed to discuss indigent criminal defense funding and other issues. A meeting w/Doug Heron and reps of Academy & OIDS was a key action. All agreed to speak with one voice at the Legislature about indigent funding issues. Seek greater cooperation with the Conference of DAs. Work to educate members of Legislature & law enforcement community about law-office overhead costs that must be considered in setting billing rates for indigent legal services. Section Council supports a \$10 increase from \$65 to \$75 billing rate for non-capital indigent defense.
	(4) Increase availability of language interpretation services. U	3	-Litigation Section	-Deidre Lewis	Committee formed last fiscal year headed by the vice chair will continue for 07-08. This is being placed on all Council meeting agendas.

			-Modest Means Access Committee	-Michelle Cofield	MMAC subcommittee is creating list of known services and resources for interpretation to be shared with AOC as well as posting on-line. No budget anticipated for now.
			-Latino Affairs Committee	-Whitney von Haam	LAC working on several projects to aid public. CLE by Committee in Feb. had segment to address these issues. Now working on several projects with SE chapter of Hisp Nat'l Bar Assoc. Endowment Comm. approved grant for La Promesa book – book in both Eng and Spanish to help understand the legal system in US; done with HNBA.
			-Immigration Law Committee	-Michelle Cofield	Will review limited English proficiency recommendations from members of the Supreme Court and others attending the Summit on Civil Access to Justice 10/12/07. Exploring “Language Line” interpretation option.
		(5) Promote accessibility of courthouse facilities to the disabled. U	-Disability Law Committee	-Ashley Dickens	Working on updating Web site for the public/members to promote this information.
		(6) Study feasibility of satellite court locations. NFA	-Administration of Justice Committee	-Kim Crouch	AOC is not interested in pursuing at this time.
		(7) Promote Lawyer Referral Service. U	-Lawyer Referral Service Committee	-Michelle Cofield	LRS marketing for 2008 has gone out. Upgraded online ability for LRS renewals and updates. LRS newsletter sent to 2007 LRS

						<p>members (Nov 2007); next newsletter set for Feb 2008 for 2007 and 2008 members.</p> <p>“Your Referrals. Our Business.” LRS campaign. Will be used with 2008 LRS campaign. Budget: \$3000.</p> <p>Revised LRS Web page.</p>
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The Community

Goal 1	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
<p>The NCBA will foster public understanding about the importance of the rule of law and legal institutions in our society by expanding educational and community outreach activities to schools and the adult general population.</p>	1	<p>(1) Strengthen the Association's LRE program in the schools and in the general adult population. U</p>	1	<p>- Law-Related Education Advisory Committee</p>	<p>-Diane Wright</p>	<p>LRE Director started 1/22/07. JoAnn Petilli, LRE's Coordinator, received an award from the Wake County Business Alliance for her service in uniting lawyers, teachers, and students. Working with Judge Corpening to develop student and adult violence awareness & training programs. We will be going to Wilmington for our APPLE program this year that will include; Financial Literacy, Dispute Resolution, and Legal Coattails. In the past year we have partnered with DPI for Business & Construction Law workshops, which were very successful. The 2nd Business Law workshop will be May 12th, 2008. Planning stages of an Adult Judicial Workshop (one English, one Spanish), will be working with Esteban Echeverria on this project. Met with Durham Careers in Construction (DCIC) members to form community partnerships who have like-minded interests. LRE has brought together construction lawyers from two firms, Habitat for Humanity, rep. from Durham Public Schools, and an owner of a construction company. LRE is acting as the conduit that will direct the efforts of these separate organizations into a focused vision: that of lowering the drop-</p>

						<p>out rate of at-risk youths, while at the same time increasing their technical and career skills in the construction trades as well as future business ownership. LRE partnered with the NCATL to hold a mock trial training workshop for teachers, which was very successful. LREA courthouse field trip subcommittee will be developing a database of courthouse contacts for all the NC counties for teachers to access. In Dec., LRE has gratefully received an Endowment Grant of \$15,000 to continue its LRE programs.</p> <p>Diane is the State Coordinator of the nationally-recognized We the People program, under the Washington, D. C.-based Center for Civic Education. This year we increased school team participation by 100%. WTP will strengthen our positive reputation and visibility throughout the state. LRE has received a professional development grant from The Center for Civic Education for \$25,000. The funds will be used for a Summer Institute for Teachers at Peace College in Raleigh. LRE has also received a \$25,000 grant from the NC Hanes Foundation to send 20 North Carolina teachers to Montpelier, Virginia, to the home of James Madison for Constitutional</p>
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					Education. The teachers will come from the Winston-Salem/Forsyth region and surrounding areas.	
		(2) Hire a full-time law-related education coordinator. C	3	-Board of Governors -Audit & Finance Committee -Executive Director -Personnel Committee	-Ginny Craig -Allan Head -Allan Head	Completed- LRE Director started 1/22/07.
		(3) Expand law-related education efforts with the immigrant population. U	2	- Law-Related Education Advisory Committee	- Diane Wright	LRE Director started 1/22/07. Plans are currently underway for most if not all materials to be made available in Spanish. See above re: Adult Judicial Workshop. We have been able to expand the participation of Hispanic/Latino students in the MIP H.S. Law Career Conference, which was held on Oct. 19 th at NCCU School of Law and the Spring MIP took place on March 14 th at Lenoir-Rhyne in Hickory. We will be reaching out to the Joint Diversity Task Force as well as the Immigration Law Comm. when plans have been solidified. LRE has printed a student career brochure that highlights a diverse group of NC attorneys and will continue to rotate new ones throughout the years. Have requested to have Esteban Echeverria to be a member of the LRE Advisory Committee to spear head these initiatives.

				-Immigration Law Committee	-Michelle Cofield	Immigration Law Subcommittee is working to develop bank of one-pagers/info that they hope to post on a "committee Web site" that is available to the public.
				-Director of Public Service & Pro Bono Activities	-Michelle Cofield	Immigration Law working on public web/information. Timeframe: April 2008
				- Latino Affairs Committee	-Whitney von Haam	LAC will work in conjunction with LRE Director.
				-Director of NC LEAP	-Milan Pham	Currently developing a plan to educate limited English proficient Latinos on business law basics for immigrant entrepreneurs with ethnic media. Will also be working with Chinese, Vietnamese and Korean papers on similar.
	(4) Augment the basic informational and practical resources the NCBA publishes. U	4		-Communications Committee	-Russell Rawlings	Committee is assessing overall communications program as it relates to print and electronic priorities.
				-Director of NC LEAP	-Milan Pham	Creating list of business basics, legal informational publications for entrepreneurs which will also provide information for attorneys outside of the bus./transactional field. Publication will be continuing over next two fiscal years.
	(5) Spend the NCBA's resources to promote grassroots civic activities rather than a large-scale coordinated media campaign. U	5		-Communications Committee	-Russell Rawlings	NC Lawyer continues to expand BarNotes coverage of civic contributions; Centennial Awards will receive broader promotion.

Goal 2	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will promote the public citizenship of its members, including volunteer civic activities, service on nonprofit boards and in elected office.	2	(1) Promote the "Citizen Lawyer". U	1	-Citizen Lawyer Task Force	-Michelle Frazier	Theme/recognition at 2007 Annual Meeting very successful; CLE in the afternoon; posters of honorees visible throughout Annual Meeting. Survey of CL activity amongst NCBA members complete and being analyzed. Nomination Form and informational sheet drafted. Identifying CLs for recognition at AM08. Received 32 nominations.
				-Professionalism Committee	-Russell Rawlings	Liaisons appointed to CL Task Force; NC Lawyer cover story.
				-Public Service Advisory Committee	-Michelle Cofield	PSAC chair appointed as liaison to Citizen Lawyer Task Force.
		(2) Promote increase in lawyer involvement in civic activities through service on nonprofit boards or by providing pro bono legal services to nonprofit organizations. U	2	-Director of Public Service & Pro Bono Activities	-Michelle Cofield	Work in progress through CLTF.
				-Public Service Advisory Committee	-Michelle Cofield	"Willingness to serve" form developed for PSAC to review.
						Developing template for Web-based system that allows attorneys to sign up to be notified of opportunities. Will work with Citizen Lawyer Task Force and Joint Diversity Task Force on this.
						Created spreadsheet to track potential NCBA appointees to legal services boards.
						Legal services board appointee handbook drafted.

				-Citizen Lawyer Task Force -CLE Committee	-Michelle Frazier -Ray Ruppert	See answer above. See also Joint Diversity Task Force Final Report re Leadership Academy. Conducted two CLE programs that dealt with service on nonprofit boards and elected office.
		(3) Hire a full-time community outreach coordinator. NFA	4	-Board of Governors -Audit & Finance Committee -Executive Director -Personnel Committee	-Ginny Craig -Allan Head -Allan Head	LRE Director will take on this role for now. LRE Dir. met with the SC Bar Association as well as representatives from Lenoir-Rhyne and Appalachian State. LRE partnered with the Academy on Dec. 3 rd for a teacher training at the Bar Center. Plans are underway with the Education Law Section to develop a “Law for Teachers” program that informs educators of fed/state/local laws affecting their profession.
		(4) Encourage lawyers to run for public office and develop periodic leadership programs or forums discussing the benefits and importance of lawyers serving in elective office. U	3	-Professionalism Committee -Local Bar Services Committee -Director of Governmental Affairs	-Russell Rawlings -Michelle Frazier -Kim Crouch	Potential topic/focal point for new Committee online newsletter. Incorporating into BLI. Also, see Diversity Task Force Report re Leadership Academy. Gov Affairs conducted its 2 nd Politics and Professionalism CLE with YLD in Feb. 2008.

Goal 3	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will continue its existing procedures for examining and advocating for improvements in state laws to benefit the public. The NCBA will examine opportunities for offering similar assistance to local governments.	3	(1) Continue to support proposals for legal reform. U	1	-Section Councils & Committees -Director of Governmental Affairs	-All -Kim Crouch	See 2007-2008 NCBA Legislative Agenda.
		(2) With leadership from Section Councils, identify legislative advocacy efforts to assist local governments in improving the law. U	2	-Director of Governmental Affairs	-Kim Crouch	Incorporated into Doug's presentation for BLI.

The Bar Association

Goal 1	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA's membership recruitment and retention initiatives will focus on the value of membership, with the result that the growth in NCBA membership will exceed the growth rate of the membership of the North Carolina State Bar.	1	(1) Support the Sections. U	1	-Membership Committee -Sections	-Whitney von Haam -Jane Weathers, Jacquelyn Terrell-Fountain, Lynda Imhoff and Deidre Lewis	Continue to support Sections in their retention and recruitment efforts. Mem Ctee hears Section report at all meetings; address issues or concerns at that time. All Sections have a membership chair tasked to continue recruitment of members. Staff shares opportunities for recruitment, using recent specialists list, writing newsletter articles, and contacting attendees at Section CLE programs who do not belong to Section. Staff provides Section information at appropriate non-NCBA meetings to encourage membership.
		(2) Step up recruiting of in-house counsel and government-sector lawyers for NCBA membership. U	4	-Executive Director -Corporate Counsel Section -Membership Committee	-Allan Head -Deidre Lewis -Whitney von Haam	Corporate Counsel Section brochure is in the final editing process. Several regional informal luncheons have taken place. Corporate Counsel membership is up by 16 from year end. Membership Committee considering proposals by several Sections to expand membership. A Positional Membership Bylaw has been approved by BOG. Promotion of new Positional Membership began in Feb. 08 with letters to agency heads and

				-Government & Public Sector Section	-Lynda Imhoff	attorneys with specific brochure. Section continues recruitment push and membership has increased. They also proposed the “Positional Membership” for the NCBA (see above) and now are offering free Section membership to the first 50 who join as Positional Members...
	(3) Build diversity. U	1	-Membership Committee -Latino Affairs Committee -Minorities in the Profession Committee -Women in the Profession Committee	-Whitney von Haam -Whitney von Haam -Deidre Lewis -Michelle Frazier	See item above in Lawyer’s Office, Goal 3, Target 2, i.e., Joint Diversity Task Force including all four listed Committees.	
	(4) Adapt and tailor the message. U	5	-Membership Committee -Legal Assistants Division	-Whitney von Haam -Deidre Lewis	Div. Task Force report addresses some of these issues. LAD continues to grow and retain its membership. With close to 5,000 certified paralegals in the state of North Carolina, LAD membership is currently at 1,123 of which 781 are also section members. LAD focuses on the value of membership by planning many section CLE seminars. A bankruptcy seminar and an IP seminar for paralegals have taken place. LAD has also planned several teleseminars and webinars this year for which their members will receive the expanded discount.	

				-Law Practice Management Section -NCBA Staff -Other Relevant Sections	-Jacquelyn Terrell-Fountain -All	LPM is “promoting” LPM Section membership by attending other CLE programs and “selling” the benefits of the Section. They also have revised their bylaws to allow non-attorneys in functional areas and actively participate in the management of the firm [like admin, HR, librarians, marketing, information systems, finance, etc.] to join the Section, as an affiliate. Eight short Development web videos complete and online at www.ncbar.org . Initial targeted e-mail marketing test complete 4/08.
	(5) Communicate the messages. U	6	-Membership Committee -Communications Committee & Director of Communications -Technology Advisory Committee (TAC)	-Whitney von Haam -Russell Rawlings -Tom Purdy	Once messages have been devised, will formulate plan to move forward. Diversity report approved, moving forward on several diversity initiatives. <u>Comments:</u> - MTI and Web site re-design will further enhance NCBA Communication Tools. <u>Action Steps:</u> - ACTION COMPLETED: o NCBA staff and members are using NCBA satellite offices and/or conference rooms or classrooms at new law schools.	

						<ul style="list-style-type: none"> ▪ Charlotte office &/or conference rooms or classrooms contain webconferencing, videoconferencing, plasma TV, & other equipment. ▪ Many Elon conference rooms or classrooms contain all of the above except live video capability. ○ MeetingBridge phone/web conference service provider was approved as Affinity Partner at April '07 BOG meeting. <ul style="list-style-type: none"> ▪ Provides interactive communication tool referenced in M2010 for members throughout NC. ▪ Source of non-dues revenue (e.g., 10% revenue share for staff and member usage). - IT, Membership and Communications will develop action plan to publicize MeetingBridge on monthly or quarterly basis to members using NCBA Communication Tools. - IT, Communications & Membership will re-design Web site to include LPM section. <p><u>NOTE:</u> Web site changes will be done in conjunction with redesign of NCBA's web site.</p> <p><u>Budget:</u> Add IT Manager (\$80,000), buy MTI equipment (\$29,500), & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p>
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		(6) Reach out to all lawyers across North Carolina, using technology and personal contacts by NCBA staff and leadership. U	3	-Technology Advisory Committee (TAC) & IT Director -Executive Director -Assistant Executive Director -Other Directors -Director of Membership -Director of Development	-Tom Purdy -Allan Head -Michelle Frazier -Whitney von Haam -Tom Hull	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - SIMILAR TO GOAL 1, TARGET 5. - Include assessment of members' access to technology in technology training needs survey described in implementation of Goal 1, Target 4. <p><u>Budget:</u> Add IT Manager (\$80,000), buy MTI equipment (\$29,500), & send LOMAP Director & IT Manager to ABA/NABE Techshows.</p> <p>Has spoken to 9 local bars since July 2006 and 18 law firms since July 2005. Also, Janet Ward has spoken to 50+ groups about 4ALL.</p> <p>Ongoing.</p> <p>Continue to travel state and reach out via Lawyers Mutual programs, local bars and contact via phone and e-mail. Presented Practice Tech. Update around state at local bars, sponsored by LIA.</p> <p>Dev/Endowment exhibitor displays at Section Annual Meetings. Direct mail targeted to specific groups for educational and fundraising. Dev. Ctee meets in Triad, Charlotte, and Triangle. New web videos educating members re: opportunities to be</p>
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						involved and give back to profession too.
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Goal 2	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will invest in the technology necessary to deliver services to members and the public and to promote member involvement.	3	(1) Conduct internal technology audit and train staff better on the use of technology. U	2	-Technology Advisory Committee (TAC)	-Tom Purdy	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - Any NCBAF employee can request tech-related training. The problem with this approach is that the employee may not know his or her training needs. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - IT will create an inventory of technology currently used by NCBA staff. - IT & HR will determine questions re: perceived training needs for permanent inclusion per mid-year NCBA employee satisfaction survey. - IT & HR will research and ID the appropriate technology skill assessment tools for identification and evaluation of NCBA staff training needs. - IT & HR will begin utilization of assessment tools, develop and conduct training programs (e.g., using MTI equipment), and incorporate accountability measures and skill improvement targets. <p><u>Budget:</u> Add IT Manager (\$80,000), upgrade Bar Center conf room technology (\$25,000), buy MTI equipment (\$29,500), buy staff training assessment tool (\$5,000), & send LOMAP Director & IT Manager to ABA/</p>

					NABE mtgs.	
		(2) Improve or expand technology used for delivery of NCBA member services. U	1	-Technology Advisory Committee (TAC) & IT Department	-Tom Purdy	<p><u>Comments:</u></p> <ul style="list-style-type: none"> - Web site redesign (6/30/08) will meet this target. - MTI video production capability will improve delivery of services and information to members across several branches of the NCBA. <p><u>Action Steps:</u></p> <ul style="list-style-type: none"> - Hire additional IT staff member to work on implementation of M2010 targets. <ul style="list-style-type: none"> o This should be a priority in the 2008-09 budget cycle. <p><u>Budget:</u> Add IT Manager (\$80,000), buy MTI equipment (\$29,500), and internal tech audit (\$5,000).</p> <p><u>Recommendations:</u> Hire additional IT Staff Member; invest in new speakerphones w/ remote speakers for each Bar Center Conference Room (done); and install long-distance videoconferencing, web casting or interactive tech system. IT Director should have discretion to select technologies that serve needs.</p> <p>Education to members on LISTSERV, Forums, etc. is on-going. Continual need to educate NCBA Members on tech issues and services. Offer members opportunity to upload computer</p>
				-YLD's Internet Communications Committee	-Jacquelyn Terrell-Fountain	

						files to separate central location for backup and safeguarding, through a reputable service provider. Publicize availability of NCBA wireless network in Bar Center for use by members (done - user cards). Improve NCBA wireless network's reliability (done - upgraded 2007). Funding needed but amount unknown.
		(3) Look beyond the legal profession for technical expertise and prognostication. U	3	-Technology Advisory Committee (TAC) & IT Director	-Tom Purdy	<u>Comments:</u> - LOMAP can be involved with this. <u>Action Steps:</u> - TBD. LOMAP and IT will create list of non-legal "futurist" links and resources regarding general tech trends, which will be included in new NCBA website. - The information obtained to meet this target can be part of the "new year" trend reports to SP&ET Committee and TAC. <u>Budget:</u> N/A.

Goal 3	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA should foster the sound financial infrastructure necessary to support innovation.	2	(1) By 2009, non-dues sources of income for the NCBA and the NCBAF should increase to at least 45% of total revenues and the corpus of the NCBAF Endowment should grow by \$1-2 million. U	1	-Endowment Committee & Director of Development	-Tom Hull	Increased 5-6 figure gifts to Endowment. Development Committee to discuss NCBA Foundation 50 th anniversary and associated events. Will review in Spring 2008. Dixon & Edmunds gifts building LANC Fund, Ruppe & Williams gifts building unrestricted Endowment fund. LANC Fund \$570,000 & total

				-Membership Committee	-Whitney von Haam	Endowment \$7 M as of 4/08. Six figure law firms gifts to be announced in Spring 08. Patron Campaign on target to exceed 07-08 goal of \$155,000. More Gold and Platinum givers. 1/08 Improving revenue from several key sources: Office Depot, Bank of America, Deltacom and real property forms.
		(2) NCBF Board of Directors to set Endowment funding priorities after consultation. SC	2	-NCBF Board of Directors -Development Committee -Endowment Committee	-President -Tom Hull -Tom Hull	Endowment Committee utilized M2010 priorities as guide for grant decisions at May & Dec 07 meetings. See grants listed in status column throughout Chart.
		(3) Coordinate all fundraising efforts through the Development Committee. U	3	-All Sections and Committees	-All	Guidance & monitoring given by Development Committee – (4ALL projects, NC LEAP, WIP Ginsburg event, LRE, YLD on board). Any fund- raising that Sections propose is brought to Tom Hull’s attention.

Goal 4	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA’s governance structure will maximize opportunities for strategic action and decision-making.	5	(1) Once this Strategic Plan is approved by the BOG, the Board should instruct the Executive Director and the Strategic Planning & Emerging Trends Committee to monitor and oversee its implementation. C	1	-Executive Director - Strategic Planning & Emerging Trends Committee	-Allan Head -Michelle Frazier	Completed.
		(2) Maintain the Strategic Planning & Emerging Trends Committee’s current role as an observer and monitor of trends in the practice and the profession. SC	2	- Strategic Planning & Emerging Trends Committee	-Michelle Frazier	Ongoing. At August meeting, heard from Tom Lambeth with Partnership for NC’s Future re Medicaid, transportation, affordable housing, etc. At

						November meeting, heard from El Pueblo re immigrant issues and AOC re Mo2010/AOC issues. At February meeting, heard from Dean Davis at Elon Law about The State of Legal Education.
		(3) Sunset appropriate NCBA initiatives and groups on a regular and systematic basis. U	3	-Board of Governors	-Allan Head	Ongoing. AOC Liaison Committee sunset on June 30, 2007.

Goal 5	Rank	Target	Rank	Group Responsible	NCBA Staff Liaison	Status
The NCBA will continue its tradition of staff excellence.	4	(1) Review Executive Director succession plan. U	2	-Personnel Committee	-Allan Head	Personnel Committee met in May 2007 and reviewed plan. No changes.
		(2) Establish a “culture of training” for NCBA staff. U	1	-Executive/Management Staff -Executive Director	-All -Allan Head	Management Staff Retreat held on November 7-8, 2007. Hired outside consultant to provide management training and teach leadership skills. Retreat included lecture and applying learned skills with physical and mental challenges. This provided leadership and management training to 23 of our employees at the NCBA/F. An additional Management Staff Retreat was held on February 25, 2008, to discuss issues facing all NCBA/F managers. Committees were assigned to research various issues and potential changes to management policy. Performance Management/Giving Receiving Feedback Training held on 3/31/08 for all Management Staff of NCBA/F.

						<p>Off site Excel (Basic and Advanced) classes were offered to all employees of the NCBA/F in May 2008.</p> <p>Additional training attended by staff members included: Outstanding Receptionist, Customer Service, and national LRS Training. We continue to work on additional training opportunities during monthly Executive and Management Staff meetings, for learning new technologies and improving management skills.</p>
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Last updated: April 7, 2008