

CLEA STRATEGIC PLAN - 2016

Mission

CLEA exists to advocate for clinical legal education as fundamental to the education of lawyers. CLEA and its members seek to:

- **foster excellent teaching and scholarship by clinical educators;**
- **integrate clinical teaching and extend its methods into the legal education program of every law school;**
- **reform legal education so as to prepare law students for excellent and reflective law practice;**
- **advance regulation of legal education that insures the continued vitality of clinical education in law schools; and**
- **pursue and promote justice and diversity as core values of the legal profession.**

Strategic Plan

This strategic plan will be a working document for CLEA and time frames and success measures may be revised as we continue working with it.

Goal One: CLEA will enhance its advocacy for clinical legal education and the CLEA community, including its responsiveness to ongoing changes in the legal profession and in legal education.

Objectives:

- 1.1: For the benefit of clinical legal education and the CLEA community, strengthen understanding of the ongoing relevant changes in the legal profession and in legal education.
- 1.2: Strengthen understanding of the ongoing advocacy needs of the CLEA community at the local, regional, and national level.
- 1.3: Enhance advocacy for clinical legal education and the CLEA community, including regarding best practices for experiential education.
- 1.4: Improve communication among CLEA's directors and officers, committee members, association members, and constituencies.

ACTION ITEM	TIMEFRAME	KEY PARTICIPANTS	SUCCESS MEASURES
1. Create new “Research Committee” charged with community outreach and data gathering regarding impact of changes in legal profession and in legal education and the resulting advocacy needs of CLEA and its members.	6 months	Co-Presidents	<ul style="list-style-type: none"> • Formation of Research Committee. • Establishment of committee goals and objectives.
2. Research Committee will survey CLEA membership to learn about the perceived need for advocacy related to impact of changes in legal profession and legal education and any other concerns that may lead to additional advocacy work by CLEA.	1 year	Research Committee	<ul style="list-style-type: none"> • Completion of survey. • Dissemination of survey report/analysis and recommendations.
3. Research institutional statements by AALS, ABA, law schools, as well as media reports regarding changes in legal profession and in legal education relevant to clinical legal education and the CLEA community.	1 1/2 years	Research Committee	<ul style="list-style-type: none"> • Completion of research report. • Distribution of research report with recommendation for CLEA advocacy.
4. Develop and implement a plan for future information gathering, to analyze and address CLEA membership’s advocacy needs.	0-3 years – each year	Board; Research Committee; Communications Committee; Advocacy Training Committee	<ul style="list-style-type: none"> • Implementation of information gathering plan.
5. Rename current advocacy committee “ABA and Bar Standards Committee.”	2 months	Co-Presidents	<ul style="list-style-type: none"> • Completion of renaming of committee.
6. Create “Advocacy Training Committee” designed to address identified advocacy training needs of CLEA membership.	6 months	Co-Presidents	<ul style="list-style-type: none"> • Formation of Advocacy Training Committee. • Develops plan for prioritizing and addressing the advocacy training needs of CLEA membership.

<p>7. Provide meaningful and noticeable updates and training regarding CLEA's advocacy work to all members, including during all CLEA Board and membership meetings and at national and regional conferences.</p>	<p>6 months – 3 years</p>	<p>Advocacy Training Committee; Research Committee; Communications Committee; ABA and Bar Standards Advocacy Committee; Board</p>	<ul style="list-style-type: none"> • Creation of plan for advocacy trainings and updates for CLEA Board and members. • Implementation of plan for advocacy trainings. • Implementation of plan for disseminating information. • Annual Survey of CLEA Board and members shows familiarity with advocacy issues.
<p>8. Consider planning and presenting annual New Clinicians Conference in collaboration with AALS Section on Clinical Legal Education to maximize advocacy trainings each year.</p>	<p>2 years</p>	<p>Board; New Clinicians Committee; Advocacy Training Committee; Conference Committee; Best Practices in Pedagogy Committee</p>	<ul style="list-style-type: none"> • Decision by responsible parties as to whether or not to change approach to New Clinicians Conference.
<p>9. Develop and implement a plan for equitable distribution of advocacy tasks among CLEA officers and directors and, when appropriate, other CLEA members.</p>	<p>3 years</p>	<p>Co-Presidents; Research Committee; ABA and Bar Standards Advocacy Committee; Communications Committee; Advocacy Training Committee; Board; any other newly created committee</p>	<ul style="list-style-type: none"> • Decentralization of current Advocacy Committee. • Creation of task forces for discrete projects. • Communication has been clear regarding responsibilities. • Survey of Board and Advocacy Committees shows satisfaction with advocacy operations.
<p>10. Support CLEA members in seeking ABA positions.</p>	<p>1-2 years</p>	<p>Co-Presidents; Board; Advocacy Training Committee</p>	<ul style="list-style-type: none"> • Research conducted on how best to support CLEA members' inclusion in ABA. • Completion of trainings for CLEA members regarding ABA positions. • Increased CLEA representation at ABA.

Goal Two: CLEA will enhance its communications with its members and other bodies and organizations regarding its work.

Objectives:

2.1: CLEA’s members and other relevant bodies and organizations will become more familiar with its work.

2.2: Improvements will be made to the CLEA website and CLEA’s social media presence will be enhanced.

2.3: CLEA’s presence, visibility, and impact at national and regional conferences will improve.

ACTION ITEM	TIMEFRAME	KEY PARTICIPANTS	SUCCESS MEASURES
1. Consider establishing “Regional CLEA Contacts” to serve as links between CLEA and its members.	1-2 years	Board	<ul style="list-style-type: none"> • Decision as to whether or not to create regional contacts. • If decide to have regional contacts, recruitment of regional contacts and creation of guidance for regional contacts. • If decide to have regional contacts, survey of membership shows use of regional contacts and satisfaction with them.
2. Develop and execute plan for increasing public awareness of CLEA’s mission and its role in executing and supporting national and regional conferences.	1-2 years	Communications Committee; Conference Committee	<ul style="list-style-type: none"> • Increased awareness of CLEA’s mission and its support and execution of conferences, among members of the clinical legal education community.
3. Establish a process for CLEA members and the public to seek information and support from CLEA.	2 years	Board; Advocacy Committee; Communications Committee	<ul style="list-style-type: none"> • Establishment of protocol for CLEA to participate in relevant public discussions. • Establishment and publication of process for CLEA members and public to request CLEA support and information.

			<ul style="list-style-type: none"> • Timely addressing of public debate on issues. • Survey of CLEA members shows understanding of process and satisfaction with it.
4. Create and execute a public relations strategy for highlighting CLEA's advocacy work.	2-3 years	Outside Consultant(s); ABA Bar Standards Committee; Communications Committee; Board	<ul style="list-style-type: none"> • Execution of public relations strategy. • Survey shows CLEA members have increased understanding of CLEA's advocacy work. • Increased web traffic regarding advocacy work shows increased understanding by public of CLEA's advocacy work.
5. Develop and execute a protocol for CLEA officers and directors to communicate with CLEA members regarding relevant events, changes, and other issues of importance.	1 year	Communications Committee; Executive Committee	<ul style="list-style-type: none"> • Protocol established for and followed regarding communication with CLEA members. • Survey of memberships shows increased knowledge regarding CLEA activities by membership.

Goal Three: CLEA will serve as a primary resource on best practices for clinical and experiential legal education.

Objectives:

3.1: Identify, support, and promote best pedagogical practices in legal education with an emphasis on clinical and experiential education.

3.2: Provide up-to-date resources for clinicians (especially new clinicians) and other law faculty interested in clinical and experiential teaching methodologies.

ACTION ITEM	TIMEFRAME	KEY PARTICIPANTS	SUCCESS MEASURES
1. Best Practices Implementation Committee to be renamed “Best Practices in Pedagogy Committee” to clarify that the Committee’s focus extends beyond implementing current best practices.	1 year	Board; Best Practices Implementation Committee	<ul style="list-style-type: none"> • Establish Best Practices in Pedagogy Committee; confirm chair(s) and members of new committee.
2. Consider whether the Best Practices in Pedagogy Committee should expand its focus to include legal education reform initiatives beyond clinical and experiential pedagogy.	2 years	Board; Best Practices in Pedagogy Committee	<ul style="list-style-type: none"> • Establish scope of Goal Three regarding legal education reform initiatives.
3. CLEA to offer presentations on best practices in pedagogy at regional and other conferences.	3 years	Conference Committee; Best Practices in Pedagogy Committee; New Clinicians Committee	<ul style="list-style-type: none"> • Evaluations of conference presentations on best practices in pedagogy are favorable. • Surveys of membership demonstrate satisfaction with conference presentations on best practices in pedagogy. • Repeat requests for CLEA presentations on best practices in pedagogy.
4. Develop and execute a CLEA pedagogy workshop series, delivered live and remotely.	2 years	Best Practices in Pedagogy Committee; Communications Committee; New Clinicians Committee	<ul style="list-style-type: none"> • Workshops draw interest from live and remote participants. • Positive feedback from live and remote participants. • Ongoing demand for future workshops. • Views by faculty (clinicians and non-clinicians), Deans and Associate Deans.
5. Consider planning and presenting annual New Clinicians Conference in collaboration	2 years	Board; New Clinicians Committee; Advocacy Training Committee;	<ul style="list-style-type: none"> • Decision as to CLEA’s involvement in New Clinicians Conference every year.

with AALS Section on Clinical Legal Education.		Conference Committee; Best Practices in Pedagogy Committee	<ul style="list-style-type: none"> • Best practices in pedagogy incorporated in CLEA’s presentations and conference materials every year. • CLEA advocacy items included each year.
6. Develop and broadly disseminate information highlighting CLEA’s resources on best practices for legal education.	2 years	Best Practices in Pedagogy Committee; Communications Committee	<ul style="list-style-type: none"> • Comprehensive resource list established on CLEA website. • Resource materials are regularly updated. • Sustained traffic to web pages (large number of “hits”). • Survey of membership shows increased awareness of CLEA’s resources.

Goal Four: CLEA will pursue and promote justice and diversity as core values of the legal profession.

Objectives:

4.1: Create and/or support existing initiatives aimed at increasing student and faculty diversity at law schools.

4.2: Serve as a clearinghouse for national or nationally replicable social justice projects relating to social justice issues being addressed by clinical legal education.

4.3: Serve as a clearinghouse for projects that enhance diversity in legal education.

ACTION ITEM	TIMEFRAME	KEY PARTICIPANTS	SUCCESS MEASURES
1. Create new committee focused on social justice issues, “Social Justice Issues Committee.”	2 years	Board	<ul style="list-style-type: none"> • Committee on social justice issues formed.
2. Develop and broadly disseminate information regarding CLEA-supported	1 years	Communications Committee; Diversity in Legal Education	<ul style="list-style-type: none"> • Creation of “social justice projects” and diversity issues section of CLEA Newsletter and on CLEA web site.

social justice endeavors and projects as well as diversity issues.		Committee; (newly formed) Social Justice Issues Committee; allied organizations (SALT, AALS)	<ul style="list-style-type: none"> • Collate and disseminate information about CLEA’s social justice projects and initiatives by region and/or topic.
3. Survey membership to determine social justice issues that CLEA should support.	1 year	Social Justice Issues Committee; Diversity in Legal Education Committee; Communications Committee; Board	<ul style="list-style-type: none"> • Membership is surveyed and social justice issues are identified. • Identification of social issues for CLEA to support.
4. Social Justice Issues Committee and Diversity in Legal Education Committee will investigate social justice issues to determine which issues CLEA might support and for which CLEA should develop resources.	3 years	Social Justice Issues Committee; Diversity in Legal Education Committee; Board	<ul style="list-style-type: none"> • Decision regarding particular social justice issues CLEA should support and for which CLEA should serve as resource. • Communication to membership of identified issues. • Effective use of CLEA website for supporting social justice issues. • Communication with allied organizations and CLEA membership regarding issues to coordinate support. • Creation and execution of plan to support and serve as resources for social justice and diversity issues.

Goal Five: CLEA will implement best practices in board governance and financial management in support of its mission.

Objectives:

5.1: Implement a transparent annual budget process with sufficient time for deliberation by Board and Committee Chairs to strategically allocate resources in support of core initiatives and priorities.

5.2: Increase Board member engagement in governance.

5.3: Review and evaluate existing by-laws, policies, processes and committee structures to determine effectiveness in satisfying the organization’s mission and current best practices; revise as appropriate.

5.4 Enhance expertise and involvement of committee members and succession of committee leadership.

5.5 Coordination of committee work, including outreach to membership.

ACTION ITEM	TIMELINE	KEY PARTICIPANTS	SUCCESS MEASURES
1. Create annual budget that reflects intentional choices regarding realistic expenditures and needs.	1 year and each year in future	Board	<ul style="list-style-type: none"> • Survey by Co-Presidents of committees completed by May 15 regarding budget requests for following year. • Treasurer and EC have evaluated budget for following year based on committee requests.
2. Increase number of annual Board meetings and maintain active Board membership.	1 year	Co-Presidents	<ul style="list-style-type: none"> • Board meetings conducted at least four times each year: in January; April/May; September; and November. • Consistently maintain maximum of 22 Board members.
3. Consider transitioning CLEA board elections to cycle that comports with fiscal year and determine necessary steps if decision is made to change election cycle.	2-3 years	Elections Committee; Audit Committee; Board	<ul style="list-style-type: none"> • Decision made regarding date of Board terms and election cycle. • If change in election cycle is deemed appropriate, identification of all steps needed to effectuate the change.

4. Enhance competence and engagement of all committee members; request succession plans from each committee.	2-3 years	EC; all committee chairs	<ul style="list-style-type: none"> • Succession plans for chairs and membership of each committee completed. • Competency building plans for each committee completed. • Decision made regarding whether or not to create incentives to increase membership engagement.
5. Maintain and expand membership of Audit Committee, charged with ensuring that Board is compliant with Best Practices.	Ongoing	Audit Committee; Co-Presidents	<ul style="list-style-type: none"> • Membership of Audit Committee secured. • Implementation of Audit Committee recommendations for Board's best practices compliance by June 2017. • Decision made regarding necessity of part-time staff member to assist with elections, membership, and website.
6. Assign to each newly elected board member a mentor who has been a board member for at least two years.	1 year	Co-Presidents	<ul style="list-style-type: none"> • Mentorship program in place by June 2017. • Survey of new board members shows satisfaction with mentorship program.
7. Strengthen orientation and training of newly elected board members and ensure that all board members are aware of and compliant with identified Best Practices.	1-2 years	Co-Presidents; Board Orientation Committee; Audit Committee; Secretary	<ul style="list-style-type: none"> • Survey of board members conducted each June to ensure compliance. • Necessary Board forms are completed and submitted each year. • Signed forms are saved on Dropbox each year.
8. Enhance record retention.	Ongoing	Co-Presidents; Secretary; Part-time staffer (if hired)	<ul style="list-style-type: none"> • Creation and execution of plan for retaining important documents in shared Dropbox (or other file share space) and on CLEA website. • Creation of digital files for all Committee work.

			<ul style="list-style-type: none"> • Board and committee materials are accessible by all Board and Committee members.
9. Develop plan for coordination among committees regarding surveys of membership.	Ongoing	Executive Committee; Committee Chairs and Co-Chairs; Communications Committee	<ul style="list-style-type: none"> • Surveys of membership are conducted in a coordinated manner.
10. Develop plan for coordination of communications to membership.	Ongoing	Executive Committee; Committee Chairs; Communications Committee	<ul style="list-style-type: none"> • To the extent possible, all communications to CLEA members are coordinated by the Communications Committee.