

The College of Labor and Employment Lawyers

Board of Governors Strategic Plan

(Revised 2024)

This Strategic Plan is intended to be a work in progress, subject to revision from time to time as deemed appropriate by the College Board of Governors to meet the needs of its membership. It does not contain a list of imperatives, but strategic objectives and aspirational goals designed to further achieve the College's mission.

Mission Statement

The College of Labor and Employment Lawyers is a fellowship of the most accomplished members of the labor and employment law community. Its mission is:

- To promote achievement, advancement, and excellence in the practice of labor and employment law;
- To establish, by example, high standards of professionalism and civility for the practice of labor and employment law;
- To share our experience and knowledge to improve existing systems of dispute resolution and conflict management and to develop new ones;
- To recognize and honor distinguished members of the labor and employment law community;
- To convene meetings and sponsor programs to pursue our mission, induct new members, and celebrate our fellowship; and
- To act as a resource of labor and employment law knowledge, skills, experience, and history for the bar, academia, government, the judiciary, and the community at large.

A. PROMOTION

Task: Increase Fellow Involvement in Regional Activities

Purpose: To get members involved on a regional basis and provide value to membership.

Strategy: Reorganize BRAC. Do away with the circuit lines but rather organize BRAC by a “Heat Map” where areas are identified as “hot” – meaning a high concentration of members and then identify members in each hot area who would help CLEL ensure worthy and interesting College activities occur in that area. Potential hot areas could be determined by sorting CLEL membership by zip codes. In connection with identifying hot areas, it would make sense to figure out what hot areas could be logically combined (e.g., the S.F. Bay area and Oakland) and what hot areas should not be combined because they are so different (e.g., Philadelphia and Pittsburgh). Recognition is important. Hot areas must conduct regular (we suggest quarterly, but at a minimum two each year) meetings and there must be a way to hold each hot area accountable.

Each hot area will decide what is best for activities in that hot area. Again, for example, some locations do not need CLE but may benefit from networking and social interaction.

Regarding activities, our Fellows could serve as teachers and use available materials (civility video), and conduct demonstrative teaching CLEs for newer lawyers.

Responsibility: Identify people who agree to oversee the activities in a hot area with a unique colored name tag at the annual dinner, have them stand for applause, also thank them by name in the newsletter, and maybe send a letter to their employers acknowledging their contributions. There should be more than one person in charge of each hot area, and hopefully, at least two people from different constituencies. This would help us with our goals of balance and inclusiveness. It would also provide an important check and balance function. In recruiting people to take on each hot area and ensure activities occur in each hot area, look at new Fellows and get them involved. Each hot area should have a new Fellow and a long-standing Fellow. Develop and present an orientation for the volunteers in the hot areas. Our recruits for volunteers should ideally come from the list of new Fellows who indicated they wanted to be involved, as that may highlight potential leaders for this effort. In the newsletter, ask Fellows if they want to be active in the heat area/zone. Ask people to sign up to volunteer at the dinner. And identify people who are “voluntold” to help.

Time Frame: Once the Board approves, it can be set in motion. We can publish something in the newsletter and have a volunteer at the board meeting responsible for implementing it.

Dissemination: Any activities in a hot area need to be coordinated with Susan Wan.

Financial Implications: (Should we add a provision for any cost – money available to each hot area for some support for their activities?)

Task: Diversity/Balance

Purpose: Make sure the College is diverse and balanced.

Strategy: Diversity should be defined broadly (e.g., all protected classes, different parts of the U.S. and Canada, different industries for in-house, private practice lawyers from different size firms, etc.). Diversity is broadly defined in the by-laws, and CLEL is rightly focusing on diversity and balance to ensure compliance with the by-laws. Use the diversity statistics we received as part of our recent polling. Going forward request diversity information when Fellows renew and pay their annual dues. Identification should be voluntary but we should make it clear why this information is so vital to CLEL so the Fellows provide the information voluntarily. Continue to stress that Fellows must think of diverse candidates to nominate. This should also be a special responsibility of the Board.

Responsibility: This is the responsibility of the Board.

Time Frame: Immediately.

Dissemination: The Board may consider whether it wishes to publish an annual report on the status of diversity in the newsletter.

Financial Implications:

Task: CLEL Membership Value

Purpose: The “value proposition” is key to everything, including CLEL’s longevity. The work of BRAC is highly connected to the value-add concept.

Strategy: Evaluate the survey results on why Fellows value being a Fellow. The results of this survey should guide us in how we approach changing what we provide our members. We also need to figure out how to attract the new generation, so they want to become Fellows when they qualify.

Once a list of potential value-adds is compiled, there should be a special two-hour board meeting where the Board discusses the potential value-adds, prioritizes them, discusses how to accomplish them and makes a

list to publish. In advance of the meeting, there should be a questionnaire the Board answers to obtain Board input, and the answers should be summarized, so we all come into the meeting with a basic understanding. That would help the meeting to proceed efficiently. It would be good if the meeting could be facilitated, as two hours is short to discuss such an important topic. The meeting would likely occur via Zoom or another remote method. A marketing person should be hired to highlight the College and our members which will help us get more members.

Responsibility: Need a volunteer to coordinate this

Time Frame:

Dissemination:

Financial Implications:

B. CIVILITY

Task: Mentoring and Promotion of Collaboration Among Constituencies: Law School Employment or Labor Law Class Program on Ethical Practices in Labor and Employment Law.

Purpose: Law students have little exposure to the real world of labor and employment law practice. This proposed program presents an opportunity to expose law students to the ethical challenges they will encounter, the ethical principles to which they must adhere, and to the leaders of the specialty who are paragons of ethical and civil practice.

Strategy: Utilize the previously used 50-minute program at additional law schools. (Note this program has already been developed and used elsewhere).

Responsibility: Create a committee chaired by a Board member and staffed by academic Fellows and Fellows from other constituencies to assess and determine the feasibility of creating and installing a pilot program for three law schools.

Time Frame: Determine whether the model program can be rolled out to additional law schools within a year.

Dissemination: All academic Fellows should be informed by letter from a respected colleague asking whether they have an interest in participating. During the first Board meeting after the letters have gone out and responses have been tabulated, create a committee if the responses are positive.

Financial Implications: None.

Task: Ethics – Government Employees

- Purpose:** To ensure that government employees in labor and employment agencies obtain ethics and civility training consistent with College principles. Advertise the College to government employees so that fellowship becomes an aspirational goal.
- Strategy:** Review previous training programs and create a committee of interested College members to reestablish such training and expand the training beyond government attorneys, initially starting in the 7th Circuit.
- Responsibility:** Create a subcommittee of the BRAC which should include members of BRAC and government Fellows.
- Time Frame:** Reestablish the committee to develop training materials and conduct presentation within one year, starting in the 7th Circuit.
- Dissemination:** Chair of the subcommittee of BRAC should provide regular status reports to the Board.
- Financial Implications:** None. (The College would not pay for space to conduct training; a law firm or government office should be able to host the training or some other space at no cost).

Task: Mentoring and Promotion of Collaboration Among Constituencies: Young Lawyer Mentorship Program

- Purpose:** New attorneys to the practice of law have had little exposure to the real world of labor and employment law practice. This program presents an opportunity to expose beginning practitioners to the ethical challenges they will encounter, the ethical principles to which they must adhere, and to the leaders of the specialty who are paragons of ethical and civil practice. Through the existing mentorship program, mentors can provide one-on-one resource for advice, support, guidance and perspective regarding a mentee's career.
- Strategy:** The program has begun in Dallas, Chicago and Boston. There is currently a pamphlet that was developed as a means of information about the program. The pamphlet should be made available to Fellows so they will become aware of the program, its goals and benefits. This pamphlet should be reviewed and updated as needed.
- Responsibility:** Create a committee of two Board members, from different constituencies, to oversee and evaluate the program. The Board members should divide up which Board member is responsible for each city. There will be two Co-chairs, from different constituencies, in each city. The Board member assigned to that city will work with the Co-chairs. The Co-chairs in each

city will recruit and select Fellows to serve as Mentors. In turn, the Mentors will recruit the Mentees.

Time Frame: Continue and revise as necessary with the possibility of expanding the program to additional cities, taking into account geographical diversity. Conduct a poll of Fellows to determine the greatest needs and interests of the Mentorship Program.

Dissemination: The Chairs of each City should provide regular status reports to the Board member to whom they report. The reports should be submitted for review twice a year at the February and August Board meetings.

Financial Implications: None, except if a group function were to take place, there potentially could be a request for some reimbursement from the College.

Task: Civility Training Video Entitled: Lawyers Behaving Badly: How to Respond to Uncivil and Unprofessional Conduct

Purpose: Using a series of video vignettes, illustrating real-world situations, a panel, which includes a federal judge, respected practitioners, and a behavioral science expert, share their personal experiences and practical recommendations on ethical challenges. This video, together with a study guide, presents an opportunity to expose beginning practitioners and law students to the ethical challenges they will encounter and the ethical principles to which they must adhere.

Strategy: This program was produced by the College in conjunction with ALI-CLE. It can be used in law schools and firms at no cost. It can also be used in conjunction with the existing law school program (see Task above). A pamphlet or marketing brochure should be developed to better provide information to Fellows and law schools about the availability of the program and its goals and benefits.

Responsibility: There is a standing Civility and Professionalism Committee tasked with taking a leading role in disseminating these principles. The Committee needs to be re-established and report to a Board member. The Committee should take responsibility for the marketing and distribution of this video. The College is always seeking volunteers for projects. The Class of 2023 had over a dozen Fellows express interest in working on this committee. The College should contact these and other individuals who have expressed an interest in this Committee to obtain volunteers for this task.

Time Frame: By June 2025, the Civility and Professionalism Committee should meet and develop a plan with volunteers in place to work on this task.

Dissemination: The Civility and Professionalism Committee should report to a Board member assigned to this task.

Financial Implications: None

C. EDUCATION

Task: Increased Regional Activity

Purpose: Through increased regional activity, the College will highlight the importance of its mission, provide educational programs, and strengthen its relevance throughout the country. *See generally* Promotions section of Strategic Plan regarding BRAC. We should focus efforts in enhancing the BRAC efforts in each Circuit. *But see also* Strategy point below.

Strategy: Consider whether there are “national” topics or CLEL missions (e.g., civility, leadership in the profession, outreach to young lawyers and law students), including Canada, that can be developed at Board level and then disseminated to Regional efforts.

Responsibility: Education subcommittee.

Time Frame: Within 30 days of approval, Education subcommittee should finalize timeline for “national” activities for the coming year.

Dissemination: All College members should be informed of this initiative and the opportunity to participate in the next College newsletter.

Financial Implications:

Task: Education/Publications

Purpose: Increase CLEL awareness and Fellow engagement through broader dissemination of content developed, facilitated, or endorsed by CLEL.

Strategy: Use LinkedIn to disseminate CLEL content.

- Create a social media committee to:
 - Identify other possible avenues for publishing and promoting CLEL content.
 - Recruit Fellow and other targets (e.g., law students) to provide content and/or recirculate CLEL content.
- Develop materials that Circuits can use for regular law student outreach, including diverse student organizations.

Responsibility: Create Social Media committee consisting of Board members and interested College Fellows. Consider retaining public relations professional to craft, implement and possibly assist with ongoing efforts.

Time Frame: Social Media committee should be formed by December with goal of having a draft plan prepared for Board review in January 2025.

Dissemination: All College members should be informed and their participation and input solicited in the next College newsletter.

Financial Implications:

Task: Law School Writing Competition

Purpose: The Law School Writing Competition serves the purpose of: a) introducing law students to the College and the practice of labor and employment law; and b) educating readers of the ABA Journal of Labor and Employment Law on the topic covered by the competition winner.

Strategy: No structural changes are needed to the current program. The College should ensure a succession for judges, and solicit feedback from judges to improve the consistent quality of the competition. There should be continuous review of the awards provided to competition winners. However, this effort should be expanded to include Canada.

Responsibility: The College Board is responsible for oversight.

Time Frame: N/A

Dissemination: The competition is already well advertised on the College's website and to various law schools. A journal should be secured to ensure ongoing publication.

Financial Implications:

Task: Video History Project

Purpose: The purpose of the video project is to develop a video library to preserve the history of labor and employment law, making it readily accessible to Fellows and the public.

Strategy: The Board should spend substantial time reviewing the project taking into consideration: (a) its purpose; (b) a reduction in expenses through possible elimination of a professional videographer (CLEL purchase cameras); (c) options for editing existing video to shorten the viewing time and ensuring videos are edited and indexed; (d) use of Fellows, film schools, college students to conduct edits; (e) where videos should be stored (Cornell and/or elsewhere, including on the College website); (f) the targeted audience; (g) investing in documentarians/academics rather than CLEL creating the videos; and (h) use of grants/sponsors to fund and produce the videos.

Going forward, the Board should:

- Consider change in oversight
- Evaluate expected costs, including location for hosting videos (e.g., cloud, or YouTube)
- Identify content for use on social media and at CLEL events.
- Expand to include relevant Canadian history.

Responsibility: The College Board should be responsible for deciding what videos should be made to preserve important labor and employment history and ensuring that videos are completed. Project leadership to be determined.

Time Frame: . Future projects will be chosen because of their import to the College or some other basis that is connected to our mission or to labor-employment issues.

Dissemination: Once the Board determines how it wishes to proceed, the College membership should be informed in the next College newsletter.

Financial Implications:

D. NEW DIRECTIONS

Task: Technological Advancement and Trends in the Practice of L&E Law

Purpose: The purpose is to monitor and analyze technological developments and current trends that impact Fellows and the practice of labor and employment law. This will be accomplished by keeping abreast of technological developments and trends in the legal profession and the workplace. The College also will develop programs and informational tools tailored for Fellows, prospective Fellows, junior lawyers, and interested law students regarding AI-and tech employment practices and technology's impact on the legal profession. Such issues include how AI is used for employment applicants and current employees, how employers and labor organizations use AI in labor relations and collective bargaining, and technology and AI means impact lawyers' ethical obligation of competency. Another potential topic is how cybersecurity technology impacts the legal profession, employers, and labor organizations.

Strategy: Among other approaches, the New Directions Committee (NDC) recommends that the College sponsor CLE programs addressing these topics. The Committee also will engage with BRAC and Regional Activities Committee Chairs to develop programs in the various circuits.

Responsibility: The NDC will undertake these endeavors in collaboration with the ABA Technology Group, Board members, BRAC, Strategic Planning Committee, and Fellows who express an interest in this area. The NDC will assist in planning CLE programs and identifying potential speakers.

Time Frame: The NDC will monitor technological developments and trends on an ongoing basis. CLE events will be developed in coordination with Regional Activities Committees in 2025 and beyond.

Dissemination: The College will inform all Fellows of this initiative and solicit their input and participation. The College also will invite Fellows, prospective Fellows, junior lawyers and interested law students to the CLE programs.

Resources: Committee members' time to monitor tech trends in the practice and to plan programming.

Task: Partnering Organizations

Purpose: Join with other Colleges and similar organizations, within the U.S. and overseas, to expand the reputation of the College as an esteemed organization well recognized for serving labor and employment lawyers throughout North America and other continents.

Strategy: Set timetable for presenting a substantive CLE type program, and invite another College or similar organization to join with us for this program; and encourage all College Fellows to participate. This program would be in addition to the regional CLE programs discussed above.

Responsibility: The Board should appoint a task force to undertake this endeavor, which would include members of the Board, the Strategic Planning Committee and interested Fellows.

Time Frame: The program should be presented by the annual dinner in 2026.

Dissemination: All College Fellows should be informed of this initiative, and the results should be distributed to all Fellows.

Financial Implications:

Committee Assignments

Promotion: Cynthia Sass*, Barbara D'Aquila, Rubin Garcia, Ted Borromeo, Yona Rozen, Carolyn Kay

Civility: Peter Sung Ohr*, Diane King, Lisa Moss

Education: Joe Torres*, Samantha Dulaney* (Chair responsibility as it relates to the Video History Project), Mark Pearce, Paul Donnelly (VHP only), Carolyn Kay

New Directions: Rod Tanner*, John LeCrone, Laura Ho, Paul Donnelly, Cyndi Nance

** indicates committee chair*