

## Section I: Mission Strategic Plan

### Energy Bar Association

#### EBA's Core Purpose

To promote professional excellence in the practice of energy law.

#### EBA's Mission Statement

The mission of EBA is to promote the professional excellence and ethical integrity of its members in the practice, administration, and development of energy laws, regulations and policies by providing:

- superior educational programming,
- networking opportunities, and
- information resources.

#### EBA's Core Values

##### ***The Energy Bar Association is Responsive and Dynamic***

Evidenced in a commitment to fiscal responsibility, ethical decision-making, subject matter excellence, valuable high quality programming, reliable communications, and continuous consideration of our members' current and anticipated needs.

##### ***The Energy Bar Association is Inclusive and Collegial***

Evidenced in a dedication to the value of diverse perspectives, dedication to providing opportunities for learning and community in a position neutral organization, and appreciation of personal and business connections that enhance our members' professional lives.

#### **Strategic Goals 2017-2020**

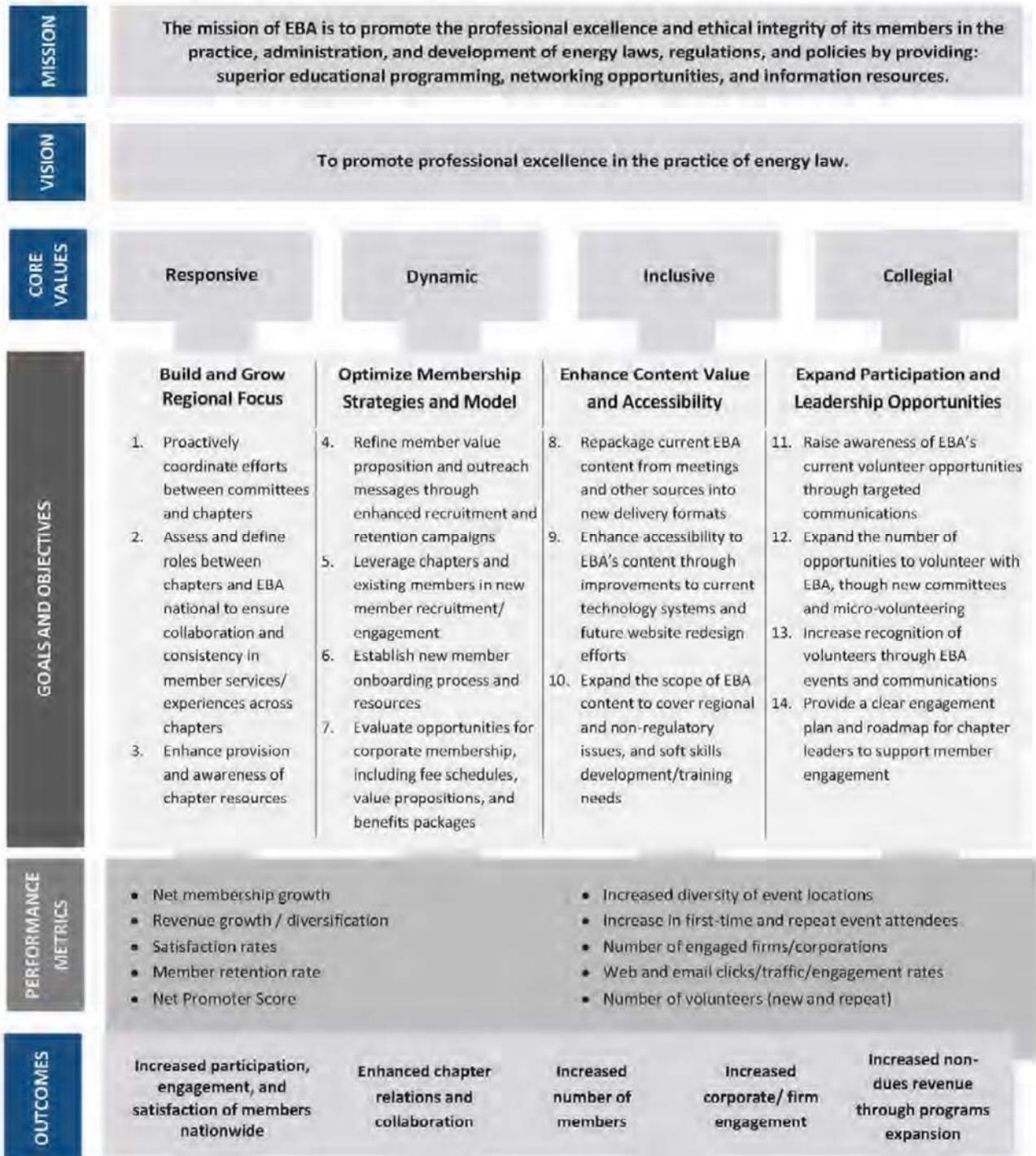
Goal 1: Build and Grow Regional Focus

Goal 2: Optimize Membership Strategies and Models

Goal 3: Expand Participation and Leadership Opportunities

Goal 4: Enhance Content Value and Accessibility

# EBA Strategic Plan 2017-2020



# Strategic Plan

## Goals and Objectives: Establishing Direction

The strategic goals for EBA serve as broad statements of what the organization most wants and expects to accomplish over the next three years. The goals are supported, in each case, by a handful of more specific objectives that further define specific accomplishments to pursue within the plan horizon. Additional context for the goals and objectives discussed is provided below.

### **BUILD AND GROW REGIONAL FOCUS**

- **Proactively coordinate efforts between committees and chapters**
- **Assess and define roles between chapters and EBA national to ensure collaboration and consistency in member services/ experiences across chapters**
- **Enhance provision and awareness of chapter resources**

Discussions related to regional focus and growth centered around the need for EBA to overcome perceptions that the Association is DC-centric. The Board expressed interest in reinforcing the value of EBA to members across all regions, and strengthening collaboration with chapter leaders to ensure consistency in the EBA experience.

Tactics to achieve the objectives as outlined above included:

- Develop criteria for all chapters to adhere to, such as number and diversity of location for events required annually, level of training required of the Board, member communications, etc.
- Re-evaluate current chapter policies and procedures to reinforce EBA's commitment to chapters and foster chapter growth
- Assess the EBA governance structure to ensure equitable geographic composition
- Regionally expand the Charitable Foundation of the EBA (CFEBA) to provide an additional way to engage local volunteers
- Develop a more rigorous and consistent feedback loop between EBA national and chapter leaders
- Survey EBA's membership every 1-3 years to regularly track satisfaction and value across all member groups
- Leverage leadership summits and meetings as an opportunity to reinforce EBA's focus on chapters and increase training delivered to chapter leaders
- Expand the Young Lawyers Council regionally

### **OPTIMIZE MEMBERSHIP STRATEGIES AND MODEL**

- **Refine member value proposition and outreach messages through enhanced recruitment and retention campaigns**
- **Leverage chapters and existing members in new member recruitment/ engagement**
- **Establish new member onboarding process and resources**



- **Evaluate opportunities for corporate membership, including fee schedules, value propositions, and benefits packages**

In discussing membership strategies, the EBA Board sought to improve current efforts to recruit and retain members through enhanced messaging and outreach efforts. As a component of this objective, EBA should refine its member value proposition, while in the future consider what other membership models may be worthy of pursuit to extend the value of EBA engagement beyond professionals and targeted toward firms via a corporate participation model.

Tactics to achieve the objectives as outlined above included:

- Launch “member-get-a-member” campaigns and other strategies to support member referrals
- Strategize and prioritize membership campaigns for the summer student associate cycle
- Develop a Member Recruitment and Engagement Task Force
- Explore opportunities for partnerships with academia to more proactively engage students/young professionals in EBA membership
- Provide tools for in-house counsel to justify the return on investment of EBA membership
- Consider the development of a young professionals mentoring program
- Support diversity initiatives through membership campaigns and targets
- Evaluate corporate membership opportunities through research with current supporting firms and employers
- Conduct intensive membership model research, to include an investigation of dues and fees for members and chapters

#### **ENHANCE CONTENT VALUE AND ACCESSIBILITY**

- **Repackage current EBA content from meetings and other sources into new delivery formats**
- **Enhance accessibility to EBA’s content through improvements to current technology systems and future website redesign**
- **Expand the scope of EBA content to cover regional and non-regulatory issues, and soft skills development/training needs**

The EBA Board of Directors expressed interest in repurposing existing EBA content across multiple platforms to extend the value and lifespan of these materials, identifying meeting content as low-hanging fruit for launching this effort. The group discussed developing more on-demand webinars and modules, as well as packaging content in a manner that chapters could easily customize with regionally relevant overlays and then offer as a continuing education opportunity to its members. Beyond repackaging existing content, the Board would like EBA to explore technology enhancements, potentially scaled through website redesign efforts in the future, and the development of new professional development and soft skills-related training content.

Tactics to achieve the objectives as outlined above included:

- Repurpose existing EBA content into multiple online, on-demand formats, such as webinars, blog postings, podcasts, training modules, etc.
- Increase awareness of and monetize EBA's on-demand programming
- Expand the focus of EBA content more regionally and beyond federal regulatory topics
- Add rigor around tracking EBA's website metrics
- Develop a strategy for accessing EBA content, including considerations to restrict access to some content for members-only
- Collaborate with employers to develop professional development and soft skills trainings for their employees, particularly young professionals or through summer student programming

#### **EXPAND PARTICIPATION AND LEADERSHIP OPPORTUNITIES**

- **Raise awareness of EBA's current volunteer opportunities through targeted communications**
- **Expand the number of opportunities to volunteer with EBA, through new committees and micro-volunteering**
- **Increase recognition of volunteers through EBA events and communications**
- **Provide a clear engagement plan and roadmap for chapter leaders to support member engagement**

EBA's 2016 Member Needs Survey results indicated that EBA members are interested in engaging with the organization, but either do not know how to do so or feel limited by their geographic location. To enhance the accessibility of participating and volunteering with EBA, the Board suggested elevating this concept as a strategic goal, with a focus on increasing awareness of EBA's current volunteer opportunities and expanding the number of total opportunities provided through the additional committees or the creation of micro-volunteering opportunities.

Tactics to achieve the objectives as outlined above included:

- Broaden EBA's call for volunteer nominations and clearly define how volunteers can get involved at all levels of the organization
- Include volunteering opportunities in refined new member onboarding materials
- Scale CFEBA opportunities regionally to increase volunteerism