

**STATE BAR OF MICHIGAN  
BUSINESS LAW SECTION**

**STRATEGIC PLAN  
(JUNE 2005 UPDATE)**

**INTRODUCTION**

This 2005 update of the Business Law Section Strategic Plan has been prepared by an ad hoc committee of the Council of the Business Law Section (the “Section”) of the State Bar of Michigan comprised of David Foltyn (2005 Council Chair), Eric Lark (2005 Council Vice Chair), Michael Khoury (2005 Council Secretary), Paul Rentenbach (Council Member), John Dresser (Council Member), G. Ann Baker (former Council Chair), Timothy Damschroder (former Council Chair), and Roger Mali (Section Member).

The purposes of the Strategic Plan are First, to articulate the mission statement of the Business Law Section, to set forth strategic goals designed to fulfill this mission statement and to describe specific objectives (and quantifiable metrics) for action that will assist in achieving each of these strategic goals and Second, to set forth the policies and procedures for administration of the Section’s finances and operations. The Council believes that the mission statement (including strategic goals and objectives) of the Section and the administrative policies and procedures of the Council should be regularly monitored and periodically updated. The Council believes that this Strategic Plan must remain a dynamic document and that the progress of the Council in accomplishing the tasks set out in this plan should be communicated to the Section membership as appropriate, which may include the Section website, the Section’s Annual Meeting and *The Michigan Business Law Journal*.

**MISSION STATEMENT**

The mission of the Business Law Section is to foster the highest quality of professionalism and practice in business law and to enhance the legislative and regulatory environment for conducting business in Michigan. To fulfill this mission, the Section shall (1) provide a forum to facilitate service and commitment and to promote ethical conduct and collegiality within the practice; (2) expand the resources of business lawyers by providing educational, networking and mentoring opportunities; and (3) review and promote improvements to Michigan’s business legislation and regulations.

**MISSION: FACILITATE SERVICE AND COMMITMENT AND  
PROMOTE ETHICAL CONDUCT AND COLLEGIALITY**

The strategic goals of the Council that are intended to assist in achieving these purposes include:

***Goal: Encourage member participation generally***

Objective: Host special events such as a golf outing, museum event or river cruise.

Special events afford participants a chance to converse with Council members and committee chairs on a more in-depth basis. However, these types of events would be more costly and would demand a greater time commitment from all participants. The Development Director, with the assistance of any other Council members that he or she selects, will report to the Council on the feasibility of these types of events, including a proposal for implementing those events determined to have the greatest benefit to the Section for the cost incurred. When evaluating possible alternative events, the Development Director should take into consideration the need to broaden the diversity of the Section membership and leadership (Council members) to the greatest extent possible.

**Measurable Outcomes:** Plan and carry out one event during 2005.

**Estimated Cost:** Approximately \$1,500.

***Goal: Increase participation by attorneys from locations other than metropolitan Detroit and Grand Rapids.***

Objective: Conduct meetings with firms in Lansing, Kalamazoo, Traverse City and the Saginaw-Midland-Bay City regions.

Council members, Committee chairs, Council Directors and Council officers currently consist primarily of practitioners from the metropolitan areas of Detroit and Grand Rapids, due in large part to the historical participation in Section matters of the larger firms that are primarily located in these two areas. The Council welcomes and appreciates the commitment of these firms and their members to the Section. At the same time, the Council recognizes that the substantial membership of the Section includes practitioners throughout Michigan, and wishes to have broader participation from other geographic areas. This would provide the benefit of additional perspectives on Section matters and on business law topics in general. Efforts must be undertaken to minimize any obstacles now in place that may hinder participation from Section members located in cities other than metropolitan Detroit and Grand Rapids.

**Measurable Outcomes:** (1) The Development Director, perhaps with the assistance of an *ad hoc* committee selected by him or her, will meet with the principal administrators and their business law practice leaders of firms in the areas listed by the end of 2005, to discuss the benefits of participation in Section matters and the opportunities for members of these firms to participate.

(2) The Program Directors will discuss ways of cooperating with other Sections of the State Bar that already have substantial participation from practitioners from these areas, particularly the tax, real property and probate/estate planning groups.

(3) Add at least one Council member in 2005 or 2006 who is not from metropolitan Detroit or Grand Rapids.

**Estimated Cost:** \$500 to reimburse for travel expenses.

***Goal: Increase participation by Young Lawyers***

The number of Young Lawyers (those under 36 or with less than 5 years of practice experience) active in the Section's activities is below that desired. While all Section members are encouraged to become more active in Section activities, efforts to increase participation by Young Lawyers must be taken. The Council recognizes that the time demands upon all attorneys are great. This is true for Young Lawyers as well as those who have been practicing for longer periods. Still, participation in the Section is worthwhile and persons who get involved are likely to stay involved. Presenting seminars on topics of interest to younger lawyers has been one method of attracting younger lawyers to our Section.

Objective: Sponsor informal after-work receptions in local settings.

These events would likely include a brief presentation about the Section, its activities, and opportunities for involvement. An informal reception with light refreshments would follow at which attendees could discuss participation opportunities with the Council members and committee chairs. The Section's Development Director will be asked to coordinate these social meetings, perhaps with the assistance of a committee of younger lawyers selected by him or her, or with the cooperation of the Young Lawyers Section of the State Bar.

**Measurable Outcomes:** Hold a jointly-sponsored event each year with the Young Lawyers Section of the State Bar, at a convenient location in the principle metropolitan areas of the State and have at least 25 attendees. Discuss with the Chair of the Young Lawyers Section the possibility of presenting a panel discussion on a topic of interest to Young Lawyers at one of the meetings of that Section.

**Estimated Cost:** Approximately \$2,500 per year.

Objective: Continue the associate training series ("Boot Camp") with ICLE.

The two primary purposes for the Business Law Section Boot Camp are to increase young lawyer participation in the Section and allow law firms to outsource associate training by offering a series of seminars on fundamental business law issues. Boot Camp is jointly sponsored and organized by the Business Section and ICLE. Boot Camp I took place from September 2002 through May 2003. There were over 180 participants to these monthly meetings held in Detroit and Grand Rapids. This included 12 of the largest law firms in Michigan that signed up at the firm level. Boot Camp II took place from September 2003 through May 2004. Attendance was similar to Boot Camp I.

Boot Camp III will be offered from September 2005 through May 2006. Topics will include Shareholder Buy/Sell and Voting Agreements; Forming an LLC (including Operating Agreements); Understanding Financial Statements; Choice of Entity (Answering the Most Common Questions); Intellectual Property Primer; Business Valuations and Appraisals; Introduction to Securities Law; Security Agreements (Perfecting Security Interests and Understanding Priorities); and Mergers and Acquisitions: Overview of a Negotiated Acquisition Transaction.

**Measurable Outcomes:** Conduct the Boot Camp program during the Fall of 2005 and 2006 and attract at least 100 participants from at least eight of the major law firms around the state.

**Estimated Cost:** Total cost for the program has been limited to the cost of the closing receptions and gifts to participants; participants (or their firms) pay a fee to attend, and the fee revenue has covered the costs of putting on the training sessions.

**Goal:** *Encourage students to develop an interest in business law*

Objective: Continue the annual writing scholarship award program.

The purpose of this writing scholarship award program is to encourage scholarship and writing on topics pertinent to business lawyers in Michigan, foster law student interest in business law topics and practice, and provide an incentive for Michigan law schools to encourage students to devote attention to such topics. In 2004, the Section received entries from ten students in connection with the scholarship award. Alexis Brink (Ave Maria Law School) was the winner of the Section's scholarship award for her article titled "The Doctrine of Culpa in Contrahendo (Fault in Contractual Negotiations) and Its Applicability to International Transactions." She was presented with a check for \$2,500 at the Mid-Year Meeting in Mt. Pleasant on May 21, 2004. The program has been named in honor of the late Carl L. Tyson, former director of the Michigan Corporation, Securities and Land Development Bureau. Guidelines have been developed for the program, and they address subject matter, writing quality, timeliness and procedures for submission, and agreement to permit publication. An *ad hoc* committee monitors the program, reviews submitted articles for compliance with the guidelines and makes one or more preliminary awards, subject to Council confirmation. The Committee, in conjunction with the Section Administrator, also coordinates publicity regarding the awards, such as press releases, announcements in *The Michigan Business Law Journal* and similar matters.

**Measurable Outcomes:** Develop an advocate for the program at each of the six Michigan law schools, who will encourage students to participate in the writing program, perhaps in conjunction with the satisfaction of course work that is part of the law school's curriculum. Discuss with the Federal Bar Association how its writing program of a similar nature is being administered and explore the possibility of joining together with that group to enhance the corporate writing program.

**Estimated Cost:** Approximately \$2,500 per year, depending on whether the Committee makes more than one award.

**Goal:** *Improve internet and other technology services*

The Council should encourage use of the Internet and technology to better serve our membership. The Section has one of the better section websites (which can be found at [www.michbar.org/business](http://www.michbar.org/business)), and the Council should make efforts (and in instances in which efforts have begun, continue efforts) to accomplish the following to make our website even better.

Objective: Enhance the Section's Website to increase usage.

The State Bar "webmaster" will assist in the development and maintenance of the Section's website, which is part of the State Bar's website. To date, the Section has used the Webmaster's services sparingly. The information available to Section members on this website should be enhanced and members should be educated on the contents of the website and how to use it. The Technology Director and the Section officers should develop a list of materials and information to add to and maintain on the Section's website.

**Measurable Outcomes:** Assess the use of the website and each of its component part on a daily or weekly basis.

**Estimated Cost:** \$4,000 to \$6,000 per year, plus reimbursement for expenses incurred in connection with the performance of the Webmaster's duties.

Objective: Add a Recruiting Module to the Website.

The Technology Director should work with the Section Administrator and the State Bar webmaster to create a user-friendly module to our Section website at which persons or firms seeking to hire business lawyers and paralegals can post positions available with instructions for responding to such a posting. The addition of this module will benefit both those seeking to employ as well as those seeking to become employed. As a part of the creation of such a module, the Director of Technology should determine guidelines and limitations for this tool.

**Measurable Outcomes:** Technology Director and officers or Council members designated by the Chair will work to develop a format for this module by the end of 2005.

**Estimated Cost:** None.

Objective: Add information about the members of each Committee to the website.

Each Committee Chair is listed in The Michigan Business Law Journal and identified on the Section's website. It would be useful to list the members of each Committee and their contact information in order to facilitate communications between the Section members and any committee responsible for an area of our practice that is of concern. Members of the Section should be encouraged to volunteer to participate in any committees that attract their interest, and instructions on how to join, who to contact, etc., should be presented on the website itself.

**Measurable Outcomes:** The Section Administrator should contact each Committee Chair and ascertain which members of the Committee should be identified on the website, and then convey this information to the Webmaster for uploading.

**Estimated Cost:** Approximately \$1,000.

***Goal: Collect information about Section members***

Objective: Update the Section's listserv information on an annual basis.

According to our Section Administrator, our listserv database contains a substantial amount of incorrect information due to the fact that data is provided each quarter from the State Bar in varying formats that are not readily assimilated. A great deal of manual time must be spent to update our member list in order to reflect changed addresses and email addresses, new members and to delete members that have left the Section. This updating project should be done on a regular basis once a year, and assistance needs to be provided to the Section Administrator to keep costs to a minimum.

**Measurable Outcomes:** Establish a schedule for annual updating, beginning after the annual Section dues deadline of February 28 has passed, with completion targeted for April 30 of each year.

**Estimated Cost:** Approximately \$2,800, including costs of purchasing lists from State Bar and an allocated portion of the Section Administrator's annual compensation.

Objective: Review and update the membership questionnaire to capture meaningful data for posting on the Section website.

Our Section database currently has the following information about members on it: name and contact information; listserv opt out; field of practice (including commercial, M&A, securities, non-profit corporations, general corporate law, general transactional law, debtor/creditor, financial institutions law, in-house counsel, agricultural law, other areas, BUCK Committee, USA Subcommittee. The Council should continually be seeking useful information from Section members to identify areas of interest so that activities can be tailored to meet such interests. Technology now permits us to identify various areas of practice, areas of interest, geographical locations and other information for our members which can help Section Committees to attract persons with an expressed interest similar to that of the Committee.

**Measurable Outcomes:** Finalize questionnaire and disseminate it electronically to all members by June 30. Post data results by September 15, 2005.

**Estimated Cost:** Approximately \$1,000, using an outside service provider to handle the electronic sending and gathering of responses.

**MISSION: EXPAND RESOURCES FOR MEMBERS**

The strategic goals of the Council that are intended to assist in achieving these purposes include:

**Goal: *Provide a regularly-published high-quality written communication to Section members.***

Objective: Continue support for the Michigan Business Law Journal, including possibilities for cost reduction.

Our *Journal* is the Business Law Section's publication, delivered without additional charge to all Section members. The Section has a contract with ICLE that extends through June 2006 for ICLE to supervise publication and dissemination of the *Journal*. Currently, for each issue, approximately 4,000 copies of the *Journal* are produced, and approximately 3,600 are sent to Section members. The Council recognizes the need to strive to maintain the *Journal* as a regularly-published, high-quality periodical providing useful information and discussion to Section members. Publication of the *Journal* is coordinated by the Publications Director of the Section. The Council should consider additional support for the Publications Director to insure his or her continued willingness to serve in that capacity. Council must also consider the role that our Section Administrator can play and whether it would be cost effective and productive to place the Section's administrative responsibilities for the *Journal* within the scope of the Section Administrator's activities.

**Measurable Outcomes:** The Council should explore the feasibility of giving Section members the option of receiving the *Journal* electronically, rather than in paper copy, in order to reduce production and mailing costs. The Council should also consider the costs and benefits of making advertising available in the *Journal*.

**Estimated Cost:** Approximately \$8,000 per issue. If the *Journal* is published three times each year, the cost will be approximately \$24,000 per year, including mailing and administering the process by our Section Administrator.

**Goal: *Continue to sponsor a Business Law Section annual spring meeting***

Objective: The Program Committee co-chairs shall consider and report on the following issues: (1) Participation with ICLE, (2) Location and scheduling, (3) Breadth of program focus and (4) Networking and social opportunities.

Since 1996, the Section has conducted the Mid-Year Meeting in conjunction with the ICLE. Under this arrangement, ICLE is responsible for assisting in the organization of the meeting, publicizing the meeting through flyers and other means, taking care of conference facility arrangements and supervising the on-site administration of the meeting. ICLE is responsible for most of the costs of the meeting (the Section underwrites entertainment costs such as subsidized greens fees for golfers and entertainment at the dinner held the first evening of the Meeting) and collects all fees. Additional sponsors have been obtained in recent years (e.g., Bowne, CT Corporation System, CSC, Prentice-Hall, etc.). The Council believes that the relationship with ICLE needs to be periodically evaluated to determine if the benefits to the Section meet Council expectations and to assure that there is not a loss of control of the content of the meeting seminar or the ancillary activities.

Each year the Mid-Year Meeting has been held in the middle of May, commencing on a Friday. The seminar program runs Friday afternoon and Saturday morning. A reception and dinner are held Friday evening to which all attendees are invited. For the past several years, the

Section has also brought in entertainment to which all attendees are invited without charge. The Council believes that the Program Committee should continue to evaluate the location of the meeting, the time of year at which it is held, and the Friday/Saturday format, and periodically report its conclusions to the Council.

**Measurable Outcomes:** The Program Committee should prepare its report to the Council at its quarterly meeting held in September in order to permit sufficient time for implementing any recommended changes.

**Estimated Cost:** None.

**Goal:** *Continue to sponsor programs for Continuing Legal Education*

Objective: Continue presenting CLE programs on topics of our choice.

The Council believes it appropriate to sponsor continuing legal education to Section members, and other interested persons, as part of its efforts to enhance the quality of practice of business law in Michigan. While individual members of the Section have long been involved in continuing legal education seminars, the opportunity exists to further enhance the level of such continuing legal education, as well as the structure of seminars. During the past several years, the number of continuing legal education seminars co-sponsored by the Business Law Section with the Institute of Continuing Legal Education (“ICLE”) has increased and the Section currently co-sponsors approximately 5 seminars each year with ICLE. In addition, various committees of the Section present at least three additional seminars.

**Measurable Outcomes:** Program Directors and Chairs of active Section Committees will meet with representatives of ICLE to map out a calendar of seminars to be presented over the next 12-15 months.

**Estimated Cost:** Other than the Mid-Year Meeting and the e-Commerce and Technology Law Institute, the cost to be a co-sponsor with ICLE should be minimal. Depending upon the attendance at each of the various seminars, it is possible that ICLE would seek some financial support from the Section to defray certain costs.

### **MISSION: PROMOTE IMPROVED LEGISLATION AND REGULATION FOR BUSINESS**

The strategic goals of the Council that are intended to assist in achieving these purposes include:

**Goal:** *To review Michigan’s laws affecting business formation, capital raising, corporate governance and related legal matters, and make recommendations concerning the improvement of such laws, in order to maintain Michigan’s ability to attract and retain new business enterprises and to encourage growth in entrepreneurship.*

Objective: The Section committees should consider ways of monitoring legal developments in their respective areas of interest and should report annually to the Section Council about any recommended changes that are deemed desirable for

Michigan's business community. The Legislative Review Director shall determine whether the State Bar has retained a lobbying firm or lobbyist to assist in legislative initiatives in the event one is needed.

The Section frequently reviews and even assists in the drafting of proposed legislation. Some of this legislation may be viewed as critical to the maintenance of a progressive scheme of business regulation and to maintain the competitiveness of the State as a place to do business. Examples include amendments to the Michigan Business Corporation Act, the Michigan Limited Liability Company Act or the Michigan Uniform Securities Act to keep these statutes current with contemporary regulatory trends and theory. In these situations, the Section may determine it to be in the best interests of its members and Michigan businesses to engage lobbying assistance to educate legislators regarding the issues presented by the legislation and to urge its adoption or rejection. Historically, the Section has been fortunate to find adequate sponsorship among the State's legislators to support favored proposed legislation (which has been, generally, non-controversial), making the need to pay for lobbying efforts unnecessary.

**Measurable Outcomes:** The Chair shall request each Committee Chair to implement this annual analysis and report.

**Estimated Cost:** None.

***Goal: Provide assistance to state government administrators with respect to rule making for the agencies charged with regulating business in Michigan***

Objective: Determine whether the various executive departments in the State government have an interest in proposing or revising administrative rules and obtaining assistance from the Section.

Michigan's business regulatory scheme is very outdated, and in many areas non-existent. To the extent rule-making authority exists, it is rarely used. As new legislation is passed, such as revisions to the MBCA, the revised Uniform Securities Act or the Michigan Banking Code of 1999, consideration should be given by the governmental administrators to the adoption of interpretive rules and regulations. The Section can play a role in developing these rules and regulations, based on the collective expertise of members who deal with specialized practice areas.

**Measurable Outcomes:** The Chair shall contact appropriate representatives of the State departments that have responsibility for business regulation and make known to them that the resources of the Section are available to assist in rule-making.

**Estimated Cost:** None.

#### **MISSION: SECTION ADMINISTRATION**

The Council believes it appropriate to regularly review matters relating to Section governance and administration, including the Section's governing documents, and the roles of officers, Council members, past Section chairs, committee chairs and directors. Management of the human resources available to the Section is important to the effective and efficient

functioning of the Section. In addition, the Section maintains a sense of fiscal responsibility and continue to operate within the constraints of its budgeted annual revenues from Section dues.

**Goal:** *Maintain the involvement of the Section Administrator at an appropriate level.*

Objective: Monitor the activities of the Section Administrator to periodically re-define the scope of the Administrator's duties

The Section has hired a part-time Section Administrator who is involved in planning Council and Section meetings and administration for the Council. The Section Administrator has provided continuity in Section administration, which is otherwise somewhat hampered by the fact that officers serve in each office for terms of only one year, resulting in a new learning curve annually, just as existing officers are becoming comfortable with the duties of their office. The Section Administrator also has an historical perspective on the development of Section policies and activities.

Currently the Section Administrator's activities consist principally of the following: (a) providing assistance in planning meetings, (b) scheduling facilities and services for meetings, (c) assisting Committee Chairs in planning seminars sponsored by the Section, (d) taking and preparing Minutes of Section and Council meetings for review by the Section Secretary, (e) interfacing with the State Bar's "webmaster" to add content to the Section's Internet website, and (f) organizing Section materials (including the Section Resource Manual). The Section Administrator should be encouraged to expand the scope of her or his activities consistent with the goals set forth in this Plan, and the Section Administrator, the Council and the Section officers should seek ways in which the increased use of the Section Administrator can accelerate the accomplishment of the goals set forth in this Plan.

In addition to the activities set forth above, the Section Administrator could assist in the screening of the myriad of matters presented to the Section's leadership which ranges from evaluating proposed legislation to requests for use of the Section mailing list. The Administrator could pre-screen these matters and present them for consideration by the proper officers or, under instruction from the officers, dispose of them. Additional activities for the Section Administrator will likely arise and the Section should encourage the continued and expanded use of the Section Administrator to standardize activities where possible. The standardization of regular activities of the Section and its Council will lead to greater consistency and efficiency.

**Measurable Outcomes:** Chair of the Council shall meet periodically with the Administrator to evaluate the demands on her or his time and devise strategies for efficient utilization of the Administrator's talents.

**Estimated Cost:** The Administrator's compensation is approximately \$15,000 to \$20,000 per year, plus reimbursement for expenses incurred in connection with the performance of his/her duties.

***Goal: Continue support for the “Access to Justice” Program of State Bar***

Objective: Continue an annual \$5,000 contribution.

Over the past three years, the Section has been a significant supporter of the Access to Justice program. The Section itself has made a contribution of \$5,000 each fiscal year and has further encouraged its Section members to participate in the Access to Justice Campaign. The Access to Justice program provides support to a variety of neighborhood and area-wide legal resource programs and projects to make affordable legal services available to the citizens of Michigan. As an organization which has at its very roots the pursuit and encouragement of justice, continued support of the Access to Justice program is worthwhile and should continue to be a part of the Section’s planning and activities.

***Goal: Identify the optimum utilization of Council officers and Directors.***

Objective: Evaluate periodically the proper functions for Council officers and Directors.

The Council’s officers and the various Directors (Program, Legislative Review, Publication, Development, Nominating and Technology) devote substantial time and effort to Section matters. Officers pass through a typical rotation over a four-year period, serving first as Treasurer, second as Secretary, third as Vice Chair and finally as Chairperson. The Treasurer, Secretary and Chairperson all have fairly well-defined roles; the Vice Chair has no specific duties other than to serve in the absence of the Chairperson. In addition, the Chairperson must deal with a substantial amount of administrative detail, such as dealing with proposed litigation, fielding requests for information about the Section and for use of the Section’s mailing list, complying with reporting requirements to the State Bar, planning Council meetings and overseeing the functioning of the Committee system. These duties limit the amount of time the Chairperson can devote to substantive policy matters.

In order to free up the Chairperson to permit him or her to focus on strategic policy matters, the Chairperson-Elect should assume the principal administrative duties of the Section, in conjunction with the Section Administrator. This will also give the Chairperson-Elect a year prior to becoming Chairperson to experience the administrative demands of the Section, bringing additional perspective to the Chairperson’s role. The various Directors of the Section should also have clearly defined roles and responsibilities.

**Measurable Outcomes:** The Chairperson and Chairperson-Elect shall jointly prepare job descriptions for each of the Council’s officers and directors, taking into account the various responsibilities that each of these persons has been assigned in this Strategic Plan.

**Estimated Cost:** None.

***Goal: Define a role for past Chairs who would like to continue to be involved with the Council.***

Objective: Solicit past Chairpersons to determine their interest in assuming a role in Section administration; host an annual leadership dinner in the fall of each year to which all current Council members and past Chairpersons are invited.

The Section has an impressive roster of past Chairpersons, comprising some of the best business lawyers in the State and the region. Traditionally, the Chairperson resigns from the Council upon completion of his or her tenure as Chairperson. Some remain involved with Section committees, but many cease to have any further involvement with the Section. The Council believes that efforts should be made to facilitate continued participation by past Chairpersons in Section matters by creating participation opportunities which require a smaller time commitment than that required of Council members or committee chairs. Special or *ad hoc* tasks should be assigned, either directly or through *ad hoc* committees, to those who indicate an interest. In addition, consideration should be given to using the talents of past Chairpersons as Directors or co-Directors of the Council. Past Chairpersons should also be invited to attend the function put on by the Council at the end of each “boot camp” for younger lawyers.

**Measurable Outcomes:** Survey the past Chairpersons to determine their interest in continuing with Section administration or specific projects.

**Estimated Cost:** None.

***Goal: Establish policies for designating committee chairpersons and evaluating their performance.***

Objective: Annually evaluate committee chairs to ensure that those who do not perform adequately will not continue to serve simply because of Council inaction or inattention.

The Section has been fortunate to have a group of many talented and dedicated committee chairs heading its committees. Much of the most important work of the Section is achieved by its committees, which are generally defined by substantive law emphasis (*e.g.*, UCC Committee, State Regulation of Securities Committee, Nonprofit Corporation Committee, etc.). Once a committee chair has been designated, however, the appointment normally lasts until that person resigns. The Council also believes that even the most effective committee chairs should be encouraged to search for new members for their committees and to plan their own succession. Committee chairs will also be asked to comment, in their annual reports, on their plans regarding succession.

**Measurable Outcomes:** Request a report from each Committee Chairperson regarding the committee’s goals and objectives for the next 12 to 24 months, and its needs for additional support from the Section, if any.

**Estimated Cost:** None.