



MCCA™

Strategic Plan 2021-2023

Core Values

- ▶ **Excellence:** we measure, monitor, analyze and improve productivity, processes, programs, tasks and ourselves to satisfy members.
- ▶ **Integrity:** we conduct our business in accordance with the highest professional standards by being transparent, honest and ethical in all our interactions internally and externally. We are not afraid to stand alone, especially when it is the right thing to do.
- ▶ **Respect:** we embrace each colleague's unique talents and operate in a spirit of cooperation that values human dignity and facilitates teamwork.
- ▶ **Accountability:** we hold ourselves accountable to a code of conduct derived from our core values.
- ▶ **Perseverance:** we work with enthusiasm, intellect; and are driven to surpass what has already been achieved.

Vision and Mission

Vision: To make the next generation of legal leaders as diverse as the world we live in.

Mission: MCCA is committed to advancing the hiring, retention and promotion of diverse lawyers in law departments and law firms by providing research, best practices, professional development and training.

GOAL ONE: FINANCIAL

Continue to maintain financial sustainability and focus on growth to achieve mission and vision.

Objectives

- A. Improve Brand Awareness – (ongoing 2021-2023)*
- B. Continue to Develop Alternative Revenue Sources*
 1. Productize MAP services (1Q22)
 2. Explore opportunities to partner with start-ups (ongoing 2021-2023)
 3. Become a trusted charity with members and charity listing organizations (2021)

GOAL TWO: BRAND

Fortify MCCA's position as the industry thought leader that provides pragmatic solutions to create and improve sustainable diversity, equity and inclusion strategies for corporate America through research, best practices, and data analytics.

Objectives

A. Update brand strategy

1. Improve narrative about why MCCA matters consistently in all platforms (1Q21)
2. Conduct member surveys (2Q21)

B. Improve Marketing & Communications

1. Redesign and refresh the website (release 1Q21)
2. Social media campaign positioning MCCA as a courageous organization that's activating systemic change (ongoing 2021 – 2022)
3. Engage Board members and their respective companies to elevate narrative of being courageous (ongoing 2021-2023)
4. Monthly newsletter with focus on workplace culture (launch 1Q21)
5. Continue to leverage media and industry outlets in the US and internationally (ongoing 2021-2023)

C. Leverage Research & Industry Data

1. Build a new law firm diversity database with enhanced comparative analytics (launch 3Q21)
2. Create industry standards via the Law Firm Diversity Scorecard (launch 2Q21)
3. Relaunch the Corporate Survey Demographic Report with new questions regarding belonging (4Q21)

GOAL THREE: OPERATIONAL

Strengthen operational processes be prepared and nimble during times of change.

Objectives

- A. Automate all membership processes from soup to nuts*
 1. invoicing and renewal process (1Q21)
 2. onboarding and offboarding process (2Q21)
 3. Scheduling annual meetings with each member (2Q21)

- B. Finalize standard operating procedures and templates for all events, programs and services (2021)*

Key Performance Indicators

- ▶ Increased revenue of 5% starting in 2022 and 5-10% in 2023
- ▶ Paying clients for our MAP services (2022-2023)
- ▶ Decrease attrition rate with members in the U.S. annually (2021-2023)
- ▶ Establish international membership and one annual program (2022-2023)
- ▶ Increase social media followership in U.S. and abroad by 5% annually (ongoing)