

CLOC Governance Framework



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Governance Architecture

Structure	Primary role	Time horizon	Typical output
Board of Directors	Governance, fiduciary oversight, strategy and accountability	Multi-year	Strategy, policy, oversight, organizational decisions
Board Committees	Board-level oversight and recommendation	Ongoing	Recommendations, oversight reports, decisions delegated by Board
Councils	Strategic thought leadership and long-term member/industry initiatives	2 years	Strategic frameworks, recommendations, programs, industry perspectives
Member Committees	Member-driven problem solving and creation of practical resources	2 Years	Guides, standards, tools, educational content, recommendations
Task Forces	Time-bound response to a defined strategic opportunity/problem	3–12 months	Specific deliverable, recommendation or implementation plan
Regional Groups	Geographic member connection, engagement and local community building	2 years	Local relationships, programming, member engagement and volunteer leadership
Communities of Practice	Peer learning and exchange around shared professional practices, responsibilities, industries or career experiences	1 year	Peer learning, knowledge exchange, professional connection and member-generated insights
Community Circles	Connection, belonging and mutual support around shared identities, lived experiences or affinities	1 year	Relationships, belonging, peer connection and community engagement

The CLOC Board governs. Board committees oversee. Councils advise and shape. Member committees execute and develop. Task forces solve defined problems. Member communities connect, engage and create belonging. Staff enable, support and operationalize. The architecture works this way:

Structure	Guiding Question
Board	What should CLOC do, and how do we resource it?
Board Committees	Are we governing and overseeing it appropriately?
Councils	Where does the profession and CLOC need to go next?
Member Committees	What practical knowledge, tools and solutions can members create?
Task Forces	What specific problem must we solve now?
Regional Groups	How do we create meaningful CLOC connection and engagement where members are?
Communities of Practice	How can members learn from one another and advance shared areas of professional practice?
Community Circles	How do we create spaces for connection, belonging and mutual support around shared identities, lived experiences or affinities?
Staff	How do we operationalize, implement, measure and sustain it?

Every CLOC governance and member community structure has a defined reason to exist, clearly bounded authority and responsibilities, deliberately selected leadership or participation parameters, measurable outcomes or value, an appropriate reporting or staff-support relationship, and a defined point at which it is reviewed, renewed, redesigned or concluded.

BOARD COMMITTEES

There are six Board-level committees:

1. **Executive**
2. **Compensation**
3. **Governance & Nominating**
4. **Finance & Investment**
5. **Global Events Strategy**
6. **Audit & Risk**

Board committees should generally be composed primarily of Directors and operate under Board-approved charters. They should not become large working groups. Their principal value is focused Board oversight, due diligence and recommendations.

CLOC's Bylaws establish that Board committees and task forces report to the Board and that the Board determines their authority, composition, and responsibilities.

Executive Committee

Description

The Executive Committee is the Board's principal leadership and continuity body. It provides focused oversight between full Board meetings, coordinates matters requiring Board leadership and helps ensure alignment among the Board Chair, officers, President & CEO and major Board priorities.

Purpose

To provide timely executive-level governance, coordination and decision support while preserving the authority of the full Board.

Key objectives

- Advance implementation of Board-approved strategy.
- Address matters requiring timely Board leadership between Board meetings.
- Support the Board Chair and President & CEO in maintaining governance continuity.
- Monitor significant strategic, organizational or reputational issues.
- Coordinate work among Board committees where responsibilities intersect.
- Prepare significant matters for consideration by the full Board.
- Ensure the Board remains focused on governance rather than operational management.

Expected deliverables

- Executive Committee meeting agendas and action records.
- Recommendations to the full Board.
- Strategic-priority progress updates.
- Escalation and decision recommendations on material issues.
- Annual review of Board priorities and governance calendar.
- Coordination recommendations where multiple Board committees have overlapping responsibilities.

Qualifications

Members should:

- Be current CLOC Directors/officers as specified by the bylaws.
- Demonstrate substantial governance or senior leadership experience.
- Understand CLOC's mission, business model and member ecosystem.
- Exercise independent judgment.

- Be capable of handling confidential and sensitive matters.
- Have sufficient time to respond between regular Board meetings.

Expectations

Members are expected to:

- Put CLOC's interests ahead of organizational or personal interests.
- Maintain strict confidentiality.
- Prepare thoroughly for meetings.
- Make themselves reasonably available for time-sensitive matters.
- Avoid micromanaging staff.
- Escalate rather than independently resolve matters outside delegated authority.
- Support decisions of the Board once made.

CLOC's existing Board expectations specifically include compliance with bylaws and policies, conflict-of-interest disclosure and confidentiality.

Compensation Committee

Description

The Compensation Committee provides Board-level oversight of executive compensation and the performance-management relationship between the Board and President & CEO.

Purpose

To ensure that CLOC's executive compensation, performance evaluation, employment terms and succession planning are aligned with organizational strategy, fiduciary responsibilities and appropriate association practices.

Key objectives

- Establish and periodically review executive compensation philosophy.
- Conduct the President & CEO's annual performance evaluation.
- Establish guidelines and rationale for compensation and benefits recommendations to the Board.
- Consider and leverage market studies, research reports, and other resources to benchmark and decide equitable executive compensation and benefits for the President & CEO.
- Ensure compensation decisions are documented, consistent and appropriately governed.
- Review employment agreement and material amendments.
- Support succession planning.

Expected deliverables

- Annual President & CEO evaluation.
- Compensation recommendations to the Board.
- Executive compensation philosophy.
- Periodic compensation benchmarking.
- Succession-readiness assessment.
- Recommendations concerning employment agreement and executive benefits.

Qualifications

Ideally include Directors with experience in:

- Executive compensation for association and corporate executive leaders.
- Human resources.
- Organizational leadership.
- Association governance.

- Executive recruitment.
- Performance management.
- Employment matters.

At least one member should have meaningful experience interpreting executive compensation data.

Expectations

Members should:

- Maintain strict confidentiality.
- Avoid conflicts involving personal compensation interests.
- Evaluate performance against Board-approved objectives rather than personal preference or personal compensation ceilings.
- Use appropriate benchmarking and objective evidence for association and corporate leaders.
- Keep executive compensation discussions within authorized governance channels.

CLOC's bylaws specifically assign this committee responsibility for the President & CEO's performance evaluation, compensation philosophy, compensation and benefits, employment contract, hiring, discipline, termination and succession planning.

Governance & Nominating Committee

Description

The Governance & Nominating Committee is the Board's principal body for governance quality, Board composition, leadership succession and Director recruitment.

Purpose

To ensure that CLOC has the governance structure, leadership pipeline, Board composition and accountability practices required to serve a growing global profession.

Key objectives

- Identify future Board and officer candidates.
- Establish transparent nomination and evaluation processes.
- Assess Board composition against strategic needs.
- Promote appropriate diversity of geography, experience, expertise and perspectives.
- Conduct Board and committee effectiveness reviews.
- Recommend governance-policy improvements.
- Maintain leadership succession planning.
- Review committee and Council leadership pipelines.

Expected deliverables

- Annual Board competency/skills matrix.
- Board candidate slate/recommendations.
- Board succession plan.
- Annual governance assessment.
- Board and committee evaluation process/results.
- Recommended governance-policy amendments.
- Annual review of committee/council composition.

Qualifications

Members should bring:

- Governance experience.
- Knowledge of CLOC and its membership.
- Understanding of Board fiduciary responsibilities.
- Ability to evaluate candidates objectively.
- Strong judgment and discretion.
- Commitment to representation across the global legal-operations ecosystem.

CLOC's bylaws require the Nominating Committee to establish a process for identifying, evaluating and recommending candidates and specify diversity of experience, representation and impartiality as considerations.

Expectations

Members should:

- Evaluate candidates against defined competencies.
- Avoid using the process to advance personal or organizational agendas.
- Maintain confidentiality.
- Distinguish leadership popularity from governance capability.
- Build a pipeline rather than merely fill vacancies.
- Regularly evaluate whether the Board has the expertise needed for CLOC's next stage of development.

Finance & Investment Committee

Description

The Finance & Investment Committee provides strategic financial oversight and advises the Board on CLOC's financial sustainability, reserves and investments.

Purpose

To protect and strengthen CLOC's financial foundation while ensuring resources are aligned with mission and strategic priorities.

Key objectives

- Review annual budgets.
- Monitor financial performance.
- Evaluate reserves and liquidity.
- Oversee investment strategy.
- Monitor major financial assumptions and risks.
- Review financial forecasts.
- Advise the Board on major financial decisions.
- Ensure financial resources support strategic priorities.

Expected deliverables

- Annual budget recommendation.
- Quarterly financial-performance review.
- Investment-policy recommendations.
- Reserve analysis.
- Financial forecast.
- Recommendations on major capital or strategic expenditures.
- Annual assessment of financial sustainability.

Qualifications

Ideally include:

- Accounting/CPA expertise.
- Investment or treasury experience.
- Financial management.
- Association/nonprofit finance.
- Budgeting and forecasting.
- Financial risk management.

Expectations

Members should:

- Understand CLOC's financial statements.
- Ask probing but constructive questions.
- Maintain fiduciary discipline.
- Distinguish financial stewardship from operational management.
- Evaluate investments according to approved policy.
- Protect confidential financial information.

Global Events Strategy Committee

Description

The Global Events Strategy Committee provides Board-level strategic oversight of CLOC's major events portfolio and its role in member engagement, education, revenue generation, brand positioning and global community building.

Purpose

To ensure CLOC's events strategy advances the organization's mission and global growth rather than serving simply as an event-production function.

Key objectives

- Provide high-level strategic guidance on CLOC's events portfolio and overall event strategy.
- Advise on the purpose, positioning, and experience of CLOC events.
- Provide input on event messaging, key themes, speeches, and executive communications.
- Identify opportunities to strengthen member engagement, brand impact, and business value through events.
- Provide a strategic perspective on new event concepts, formats, markets, and experiences.
- Share industry and member insights to help ensure CLOC's events remain relevant and differentiated.
- Advise on the overall attendee experience and event evolution.
- Serve as strategic ambassadors for CLOC's events and help build engagement across the community.

Expected deliverables

- Annual global events strategy.
- Event portfolio recommendations.
- Strategic event-performance dashboard.
- Member/audience engagement objectives.
- Recommendations for geographic expansion or adjustment.
- Post-event strategic assessment.
- Recommendations for integrating events with education, membership and brand strategy.

Qualifications

Members should collectively represent:

- Association/industry events leadership
- Legal operations
- Member engagement
- Education
- Global/regional markets
- Sponsorship/revenue strategy
- Marketing/brand
- Technology/event experience

Expectations

Members should:

- Focus on strategy rather than event logistics.
- Use stakeholder data and feedback.
- Consider global accessibility.
- Avoid allowing individual sponsor or commercial interests to dictate strategy.
- Evaluate events as part of the broader CLOC member experience.

Audit & Risk Committee

Description

The Audit & Risk Committee provides independent Board-level oversight of financial controls, enterprise risk, compliance, internal controls and other material organizational risks.

Purpose

To help the Board understand and manage risks that could materially affect CLOC's financial integrity, reputation, legal compliance, operations or ability to achieve its mission.

Key objectives

- Review internal controls.
- Monitor financial-reporting integrity.
- Oversee external audit processes.
- Identify and monitor enterprise risks.
- Review significant legal/compliance risks.
- Monitor cybersecurity, privacy and data risks.
- Review business-continuity and crisis-management preparedness.
- Review and advise on insurance coverage policies including type and level of coverage.
- Ensure appropriate escalation of material risks.

Expected deliverables

- Annual enterprise risk assessment.
- Risk register/dashboard.
- Audit plan and results.
- Internal-control assessment.
- Recommendations for risk mitigation.
- Recommendations for liability and officers' liability coverage.
- Annual compliance/governance review.
- Crisis/business-continuity recommendations.

Qualifications

At least some members should have expertise in:

- Audit.
- Accounting.
- Risk management.

- Compliance.
- Cybersecurity/data governance.
- Legal/regulatory matters.
- Nonprofit governance.

Expectations

Members should:

- Maintain independence and objectivity.
- Challenge management constructively.
- Protect confidential information.
- Understand the difference between oversight and operational risk management.
- Escalate material risks promptly.

CLOC COUNCILS

There are six Councils:

1. **Inclusion & Social Impact**
2. **Professional Advancement & Leadership Development**
3. **Voice & Brand**
4. **Technology & Innovation**
5. **Global Advisory**
6. **Education Advisory**

Inclusion & Social Impact Council (ISIC)

Description

The ISIC serves as CLOC's strategic advisory body for inclusion, access, belonging and social impact across the legal-operations profession and CLOC community.

Purpose

To help CLOC build an inclusive global profession and ensure that access, opportunity and social impact are embedded in CLOC's programs, leadership, education and community.

Key objectives

- Identify barriers to participation and advancement.
- Advise on inclusive leadership practices.
- Develop initiatives that broaden access to CLOC.
- Consider geographic, professional and socioeconomic dimensions of participation.
- Advise on scholarships, mentoring and access initiatives.
- Integrate inclusion considerations into CLOC programming.
- Identify opportunities for measurable social impact.

Expected deliverables

- Annual inclusion/social-impact priorities.
- Inclusion framework or recommendations.
- Recommended programs and initiatives.
- Member-access recommendations.
- Annual impact report/dashboard.
- Educational resources for inclusive leadership.
- Recommendations to Board and staff.

Qualifications

Seek a mix of:

- Legal operations leaders.
- DEI/inclusion professionals.
- Community leaders.
- Regional/global representatives.
- Leadership-development experts.
- Members with lived professional experience across different sectors and career stages.

Expectations

Members should:

- Practice respectful, inclusive leadership.
- Represent the broader community rather than a single constituency.
- Use evidence and member feedback.
- Be willing to challenge assumptions constructively.
- Translate values into measurable initiatives.
- Attend the monthly council meeting and join at least one workgroup.

Professional Advancement & Leadership Development Council (PALDC)

Description

PALDC advises CLOC on the evolution of the legal operations profession, career pathways, leadership development and professional capability.

Purpose

To strengthen the legal operations talent pipeline and help define what professional excellence and leadership look like as the profession evolves.

Key objectives

- Define emerging competencies.
- Develop career-pathway frameworks.
- Identify leadership-development needs.
- Support emerging leaders.
- Advise on mentoring and professional development.
- Identify future capabilities required by legal departments.
- Consider global differences in career development.

Expected deliverables

- Legal operations competency/career framework.
- Leadership-development recommendations.
- Mentoring framework.
- Emerging-leader programming.
- Professional-development curriculum recommendations.
- Annual trends report on the profession's talent needs.

Qualifications

Members should collectively include:

- Experienced legal operations executives.
- Emerging leaders.
- Talent/HR professionals.
- Leadership-development experts.
- Educators.
- Representatives from different regions and organization sizes.

Expectations

Members should:

- Mentor and develop others.
- Bring forward emerging trends.
- Avoid designing programs solely around their own career experiences.
- Consider the profession globally.
- Produce practical, usable resources.
- Attend the monthly council meeting and join at least one workgroup.

Voice & Brand Council (VBC)

Description

VBC provides strategic guidance on how CLOC communicates its identity, value and point of view to members, the legal ecosystem and external stakeholders.

Purpose

To strengthen CLOC's clarity, credibility and distinct voice as the global community for legal operations.

Key objectives

- Clarify CLOC's value proposition.
- Advise on brand positioning.
- Identify emerging issues where CLOC should contribute expertise.
- Help distinguish CLOC's voice from commercial interests.
- Advise on thought leadership.
- Ensure consistent messaging across global markets.
- Identify opportunities to elevate the legal operations profession.
- Define priority audiences and the value CLOC offers each.
- Extend CLOC's reach through member voices, ambassadors and speakers.
- Bring practitioner perspective to major initiatives, such as the CGI annual theme and the Core Awards.
- Guide a consistent CLOC presence across social, podcast and live events.

Expected deliverables

- Brand/voice recommendations.
- Annual thought-leadership priorities.
- Messaging frameworks.
- Editorial/content priorities.
- Recommendations for external positioning.
- Stakeholder/audience insights.
- Priority audiences and value propositions.
- CGI annual theme recommendations.
- Ambassador program guidance.
- Input on member research and survey findings.
- Regional event promotion playbook.

Qualifications

Include expertise or strong interest in:

- Communications.
- Marketing/brand.
- Legal operations.
- Journalism/editorial.
- Thought leadership.
- Public relations.
- Global member/community engagement.
- Public speaking.

Expectations

Members should:

- Protect CLOC's credibility.
- Distinguish personal opinions from CLOC positions.
- Respect CLOC's approval process for public statements.
- Avoid commercial promotion.
- Bring evidence and member perspectives to communications strategy.
- Attend the monthly council meeting and join at least one workgroup.
- Serve as ambassadors and speakers when asked.
- Respect that Marketing and Communications staff own execution and final decisions on brand elements.

Technology & Innovation Council (TIC)

Description

TIC provides strategic foresight and guidance on technology, innovation, data, AI and emerging capabilities transforming legal operations.

Purpose

To help CLOC anticipate technological change and translate emerging technologies into responsible, practical legal-operations strategies.

Key objectives

- Monitor emerging technology trends.
- Assess implications of AI for legal operations.
- Identify emerging operating models.
- Advise on responsible technology adoption.
- Identify opportunities for CLOC research and education.
- Connect technology trends to legal-operations maturity.
- Identify implications for skills, governance, data and workflows.

Expected deliverables

- Annual technology/innovation outlook.
- AI and emerging-technology guidance.
- Technology maturity frameworks.
- Strategic recommendations to Board.
- Educational programming recommendations.
- Emerging-technology research agenda.
- Practical implementation resources.

Qualifications

Collectively include:

- Legal operations.
- CIO/CTO/technology leadership.
- AI/data science.
- Legal technology.
- Information governance.
- Process transformation.
- Change management.
- Cybersecurity/risk.

- Vendor ecosystem experience.

Expectations

Members should:

- Separate technological hype from practical capability.
- Evaluate technology through business outcomes.
- Consider governance, data, security and change management.
- Disclose commercial conflicts.
- Avoid turning the Council into a vendor advisory group.
- Think beyond current technology categories toward emerging operating models.
- Attend the monthly council meeting and join at least one workgroup.

Global Advisory Council (GAC)

Description

GAC serves as CLOC's global market and regional intelligence body, helping the Board and staff understand how legal operations is developing across jurisdictions, cultures and legal markets.

Purpose

To ensure CLOC's strategy, programming and resources reflect the realities of a genuinely global legal operations profession.

Key objectives

- Identify regional trends.
- Surface market-specific needs.
- Advise on global expansion.
- Identify cultural and regulatory considerations.
- Improve regional representation.
- Connect regional communities with global CLOC strategy.
- Identify opportunities for international partnerships.

Expected deliverables

- Annual global legal-operations outlook.
- Regional market reports.
- Global programming recommendations.
- Regional member-needs assessments.
- Recommendations for localization of CLOC resources.
- Global partnership recommendations.

Qualifications

Membership should intentionally represent:

- Multiple geographic regions.
- Different legal systems.
- Different levels of market maturity.
- In-house legal operations.
- Law firms/legal service providers where appropriate.
- Technology ecosystem participants.
- Multinational organizations.

Expectations

Members should:

- Represent regional perspectives without becoming regional advocates only.
- Translate local developments into global implications.
- Recognize cultural differences.
- Avoid assuming the U.S. legal market is the universal model.
- Share intelligence across regions.
- Attend the monthly council meeting and join at least one workgroup.

Education Advisory Council (EAC)

Description

EAC provides strategic guidance regarding CLOC's education strategy, professional learning ecosystem and development of high-value educational experiences.

Purpose

To ensure CLOC education remains relevant, practical, globally applicable and aligned with the evolving capabilities required of legal operations professionals.

Key objectives

- Identify emerging education needs.
- Advise on curriculum priorities.
- Identify gaps in CLOC's educational portfolio.
- Ensure appropriate balance of foundational and advanced content.
- Promote practitioner-led education.
- Consider multiple learning modalities.
- Align education with the evolution of the profession.

Expected deliverables

- Annual education strategy.
- Curriculum priorities.
- Education-gap assessment.
- Recommended learning pathways.
- Content-quality principles.
- Faculty/speaker recommendations.
- Evaluation of educational outcomes.

Qualifications

Members should include:

- Senior legal operations practitioners.
- Educators/instructional-design experts.
- Subject-matter experts.
- Regional representatives.
- Emerging professionals.
- Learning/technology specialists.

Expectations

Members should:

- Focus on learner outcomes.
- Prioritize practical application.
- Avoid vendor-driven education.
- Bring diverse practitioner perspectives.
- Evaluate education based on demonstrated value rather than volume.
- Attend the monthly council meeting and join at least one workgroup.

CLOC identifies education and professional development as core member benefits and specifically describes councils and committees as vehicles for producing best practices, e-books and other educational resources.

CLOC MEMBER COMMITTEES

There are four member committees:

- 1. Membership & Engagement**
- 2. Certification Advisory**
- 3. Legal Department Maturity Assessment Program (LDMAP)**
- 4. Core Awards Review**

CLOC's Committee Guide provides particularly useful design principles here. CLOC says committees should create and deliver outcomes or a body of work, support strategic goals, provide opportunities for members to contribute expertise and generally produce tangible resources benefiting members and the legal ecosystem.

Membership & Engagement Committee

Description

A member-driven committee focused on improving member acquisition, onboarding, participation, retention, engagement and overall member experience.

Purpose

To help CLOC continuously understand and improve the experience and value proposition of its members.

Key objectives

- Identify member needs.
- Improve onboarding.
- Increase meaningful volunteer engagement.
- Identify participation barriers.
- Improve community engagement.
- Develop member-feedback mechanisms.
- Recommend improvements to member benefits.
- Support member retention.
- Connect members to CLOC communities, education and leadership opportunities.

Expected deliverables

- Annual member-engagement plan.
- Member journey/map.
- Member feedback and survey recommendations.
- Engagement dashboard.
- Volunteer-engagement strategy.
- Onboarding recommendations.
- Recommendations for improving member benefits.
- Member community programming recommendations.

Qualifications

A balanced mix of:

- Long-standing members.
- Newer members.
- Legal operations professionals.
- Affiliate/ecosystem members (law firms, technology vendors and consultants).
- Regional representatives.

- Different organization sizes and sectors.
- Members with community-building or customer/member experience.

Expectations

Members should:

- Be active participants.
- Bring actual member perspectives.
- Recruit participation without creating cliques.
- Support inclusive engagement.
- Test ideas with members.
- Produce tangible recommendations/resources.

CLOC's existing committee guidance specifically expects committees to maintain or grow participation and demonstrate member benefit through resource output or knowledge sharing.

Certification Advisory Committee

Description

A member advisory committee serving as the subject-matter core to establish foundational industry standards, author scenario-based assessment materials, and guide policy for CLOC's credentialing initiative.

Purpose

To establish a credible, peer-reviewed body of professional knowledge and standards that validates mid-level legal operations practitioners (3–5+ years of experience) and advances the global recognition of the legal operations profession.

Key objectives

- Define minimum competency requirements across the CLOC Core 12 functional areas.
- Incorporate legal ethics (Model Rules of Professional Conduct) and baseline AI transformation competencies into core standards.
- Author, peer-review, and validate scenario-based questions, decision trees, and case studies.
- Collaborate on candidate eligibility requirements, ethics codes, and operational policies for the Master Policy Manual.
- Participate in Job Task Analysis (JTA) validation and psychometric standard setting (Modified Angoff cut-score determination).
- Recommend recertification criteria, renewal cycles, and continuing education (CE) frameworks.

Expected deliverables

- Job Task Analysis (JTA) task inventory and market validation survey.
- Psychometrically defensible Exam Test Blueprint with domain weightings.
- Scenario-based test item bank and curated list of industry reference materials.
- Master Policy Manual covering candidate eligibility, test security, retakes, ethics, and appeals.
- Psychometric Standard Setting Report establishing defensible passing cut scores.
- Recertification and Continuing Education (CE) framework recommendations.

Qualifications

Should include:

- Senior legal operations practitioners.
- Standards-development professionals.
- Certification/credentialing experts.
- Legal educators.
- Process/quality experts.
- Global/regional practitioners.
- Subject-matter experts.

Expectations

Members should:

- Base competency standards on empirical Job Task Analysis (JTA) market data and practitioner consensus.
- Focus assessments on practical professional judgment and scenario-based issue-spotting rather than rote memorization.
- Ensure standards reflect modern technological shifts, including AI transformation.
- Complete high-stakes item-writer training and adhere to psychometric quality and sensitivity review protocols.
- Commit to active participation in monthly meetings, working sessions, JTA workshops, and standard-setting panels leading up to the launch.
- Maintain strict exam security, confidentiality, and accreditation readiness standards (e.g., NCCA / ICE 1100).

Legal Department Maturity Assessment Program (LDMAP) Committee

Description

A member committee that maintains CLOC's legal department maturity model and the assessment tools built on it.

Purpose

To give legal departments a practical, peer-validated way to measure operational maturity across the CLOC Core 12 and plan their next steps.

Key objectives

- Maintain and update the maturity model across the CLOC Core 12 functional areas.
- Refine assessment questions, scoring and benchmarks.
- Guide how assessment results turn into practical recommendations.
- Align the maturity model with CLOC education, research and certification standards.

Expected deliverables

- Updated maturity model and assessment framework.
- Assessment question and scoring recommendations.
- Benchmark insights for members.
- Practical resources that help departments act on their results.

Qualifications

Members should collectively include:

- Senior legal operations practitioners.
- Experience assessing or improving legal department operations.
- Knowledge of the CLOC Core 12.
- Data, measurement or benchmarking experience.
- Representation across regions and organization sizes.

Expectations

Members should:

- Base recommendations on practitioner data and member feedback.

- Keep the model practical and vendor-neutral.
- Coordinate with the Certification Advisory Committee where standards overlap.

Core Awards Review Committee

Description

A member committee that reviews nominations for the CLOC Core Awards and recommends finalists and winners.

Purpose

To recognize excellence in legal operations through a fair, credible and consistent review process.

Key objectives

- Apply published criteria consistently across all award categories.
- Review and score nominations.
- Recommend finalists and winners.
- Recommend improvements to categories, criteria and process for future cycles.

Expected deliverables

- Scored nominations.
- Finalist and winner recommendations.
- Post-cycle recommendations on categories, criteria and process.

Qualifications

Members should collectively include:

- Experienced legal operations practitioners.
- A mix of in-house, law firm and ecosystem perspectives.
- Regional representation.
- Sound, impartial judgment.

Expectations

Members should:

- Disclose conflicts and recuse from related nominations.
- Keep nominations and deliberations confidential.
- Score against published criteria.
- Meet review deadlines.

CLOC MEMBER COMMUNITIES

CLOC Member Communities provide structured opportunities for members to build relationships, exchange knowledge, engage with peers, and contribute to the broader CLOC community. Regional Groups, Communities of Practice, and Community Circles each serve a distinct purpose within the CLOC member experience and operate within CLOC's organizational governance and policies.

Shared Governance Principles

CLOC Affiliation: All Member Communities are official CLOC communities and operate as part of CLOC. They are not independent organizations or entities.

Volunteer Leadership: Member Communities are volunteer-led in partnership with CLOC staff. Leadership structures, eligibility requirements, terms, and responsibilities vary by community type and are defined within the applicable governance or operating framework.

Staff Partnership & Oversight: CLOC staff provide governance oversight, guidance, resources, operational support, and organizational coordination while enabling volunteer leaders to shape meaningful community experiences.

Community Engagement: Members may engage in multiple CLOC communities based on geography, professional interests, career experience, identity, lived experience, or affinity, subject to any eligibility requirements established for a particular community. Engagement in a community does not constitute appointment to a volunteer leadership role. Volunteer leadership positions are subject to CLOC's separate eligibility, selection, appointment, and service requirements.

Leadership Accountability: Volunteer leaders are expected to operate in alignment with CLOC's mission, policies, community standards, and volunteer expectations and to fulfill the responsibilities associated with their appointed roles.

Annual Planning & Evaluation: Member Communities participate in appropriate planning and evaluation processes to support continued relevance, meaningful engagement, leadership capacity, and alignment with CLOC priorities.

Community Lifecycle: CLOC may establish, evolve, merge, pause, or sunset Member Communities based on member needs, participation, leadership capacity, strategic alignment, and long-term sustainability.

Organizational Authority: Community names, structures, leadership appointments, programming, communications, sponsorships, and other activities are subject to CLOC policies and appropriate organizational approval.

Regional Groups

Description

Regional Groups are CLOC member communities organized around geography and designed to create meaningful opportunities for local connection, learning, engagement and volunteer leadership.

Purpose

To strengthen CLOC's global community by creating consistent, locally relevant ways for members to build relationships, exchange knowledge and engage with CLOC where they live and work.

Key objectives

- Create meaningful local member connection and engagement.
- Deliver locally relevant programming and peer experiences.
- Support member recruitment, retention and deeper participation.
- Develop volunteer leaders and a sustainable regional leadership pipeline.
- Connect local market needs and perspectives to the broader CLOC community.
- Build appropriate local partnerships and sponsorship opportunities within CLOC guidelines.

Expected deliverables

- Annual regional engagement plan aligned with CLOC priorities.
- Consistent in-person programming and peer connection opportunities.
- Member and prospect engagement insights from the local market.
- Volunteer leadership development and succession planning.
- Regional participation, engagement and program results reported to CLOC.

Leadership structure

Regional Groups are led by a Regional Chair and Vice Chair, supported by functional leaders aligned to programming, membership and community engagement, partnerships and sponsorships, operations and administration, and, for more mature regions, communications. Leadership structure may scale based on the region's stage of development under the Regional Group Operating Framework. Executive leadership terms are generally two years.

Primary responsibilities

- Provide strategic direction and annual planning for the region.

- Build and sustain an active local member community.
- Plan and deliver CLOC-approved regional programming.
- Welcome and engage members and create pathways for volunteer participation.
- Identify local partnership and sponsorship opportunities in collaboration with CLOC staff.
- Maintain alignment with CLOC policies, brand, systems and operating expectations.
- Support leadership continuity and succession.

Current Regional Groups

United States

Arizona • Atlanta • Austin–San Antonio • Chicago–Milwaukee • Colorado • Dallas–Fort Worth • Florida • Houston • Indiana • Minnesota • New England • New York • North Carolina • Oregon/Idaho • San Francisco Bay Area • Seattle • Southern California • Washington, D.C.

Canada

Canada

Latin America

Brasil • Colombia • Mexico

Europe

Germany • Netherlands • Spain • Switzerland • United Kingdom

Asia-Pacific (APAC)

Australia • Japan • Singapore

Communities of Practice

Description

Communities of Practice are CLOC member communities organized around a shared area of professional practice, responsibility, industry or career experience.

Purpose

To create ongoing opportunities for members to learn from one another, exchange practical knowledge, solve common challenges and advance legal operations practice together.

Key objectives

- Facilitate peer learning and practical knowledge exchange.
- Convene recurring Community Huddles for practical discussion, peer exchange, problem solving and relationship-building.
- Create connection among members with shared professional interests or responsibilities.
- Surface emerging challenges, practices and member needs.
- Encourage member-generated insights, resources and thought leadership where appropriate.
- Create pathways for members to contribute expertise and develop as volunteer leaders.
- Connect community insights to relevant CLOC education, research and programming.

Expected deliverables

- Annual community engagement plan and priorities.
- Recurring Community Huddles held monthly, bi-monthly or quarterly based on the needs and capacity of the community, providing practical peer discussion, knowledge exchange, problem solving and relationship-building.
- Practical insights, resources or educational contributions where appropriate.
- Member feedback and emerging-practice insights shared with CLOC.
- Participation and engagement results that inform future community planning.

Leadership structure

Each Community of Practice is led by a Community Lead and Co-Lead, with additional contributors or working groups established as needed. Leaders serve one-year terms and may be considered for a second consecutive one-year term. CLOC staff provide strategic and operational support.

Primary responsibilities

- Set the community's annual priorities and engagement plan in partnership with CLOC staff.
- Plan and facilitate recurring Community Huddles, including identifying relevant topics, engaging members in discussion, and creating opportunities for practical peer exchange and relationship-building.
- Facilitate discussions and surface relevant member needs, practices and trends.
- Encourage broad member participation and identify opportunities for members to contribute.
- Coordinate community-generated resources or educational contributions where appropriate.
- Maintain alignment with CLOC policies, brand and community standards.

Current Communities of Practice

Department of One

For legal operations professionals working as a team of one or in very small functions. The community creates space to exchange practical approaches to prioritization, influence, technology, resourcing and building legal operations capability with limited capacity.

Emerging Professionals

For professionals who are early in their legal operations careers or transitioning into the field. The community supports career development, practical skill-building, peer relationships and greater understanding of pathways within the legal operations profession.

Executive Leadership

For the most senior legal operations leaders within their organizations who hold enterprise-level responsibility for legal operations strategy, organizational transformation and executive decision-making. Participation should generally be limited to Chief Legal Operations Officers, Heads of Legal Operations, Vice Presidents/Senior Vice Presidents, or equivalent senior executives with primary responsibility for the legal operations function. Eligibility should be based on scope and decision authority rather than title alone, recognizing that titles vary across organizations.

Financial Services

For legal operations professionals working in banking, financial services and related regulated environments. The community provides a forum to compare approaches to operational complexity, risk, technology, outside counsel management and other sector-specific challenges.

Higher Education

For legal operations professionals working within colleges, universities and other higher education institutions. The community supports peer exchange around governance, institutional complexity, resource constraints, stakeholder needs and adapting legal operations practices to academic environments.

Insurance

For legal operations professionals working across insurance organizations and related businesses. The community creates opportunities to exchange practices around legal service delivery, claims-related legal operations, technology, data, outside counsel and regulated operating environments.

Intellectual Property

For professionals whose legal operations responsibilities intersect with intellectual property portfolios and IP-focused legal work. The community supports peer learning around processes, technology, data, vendors and operational practices that strengthen IP management.

Legal Project Management

For members applying project management disciplines to legal work and legal service delivery. The community supports exchange of practical methods, tools and approaches for scoping, planning, resourcing, budgeting, communication and continuous improvement.

Nonprofits

For legal operations professionals working in nonprofit and other mission-driven organizations. The community provides a forum to exchange practical approaches to resource constraints, governance, stakeholder complexity and building effective legal operations in mission-focused environments.

Community Circles

Description

Community Circles are CLOC member communities centered on shared identities, lived experiences or affinities and designed to create spaces for connection, belonging and mutual support.

Purpose

To strengthen belonging within CLOC by creating welcoming opportunities for members to build relationships, share experiences and connect with others around dimensions of identity, lived experience or affinity.

Key objectives

- Create meaningful spaces for connection and belonging.
- Support relationship-building and mutual support among participants.
- Elevate perspectives and experiences that can help CLOC strengthen an inclusive member experience.
- Provide accessible pathways for members to participate and contribute.
- Support volunteer leadership within each Circle.
- Connect members to the broader CLOC community while preserving the distinct purpose of each Circle.
- Convene each Community Circle annually at the CLOC Global Institute (CGI) as its primary in-person community experience.

Expected deliverables

- Annual Community Circle meetup at the CLOC Global Institute (CGI).
- A welcoming, member-centered space for connection, conversation and relationship-building.
- Member insights that may inform CLOC's broader inclusion and engagement efforts.
- Volunteer leadership and contribution opportunities.
- Additional virtual or year-round touchpoints when appropriate and supported by member interest.

Leadership structure

Each Community Circle is led by a Circle Lead and Co-Lead. Leaders serve one-year terms and may be considered for a second consecutive one-year term. CLOC staff provide guidance, coordination and operational support, particularly for the annual CGI convening.

Primary responsibilities

- Shape the annual Circle experience and priorities in partnership with CLOC staff.
- Plan and host the Circle's annual meetup at the CLOC Global Institute (CGI).
- Create a welcoming environment centered on connection, belonging and mutual support.
- Encourage participation while respecting that engagement is voluntary and members may participate across multiple Circles.
- Surface member perspectives and opportunities to strengthen the broader CLOC community.
- Maintain alignment with CLOC policies, brand, community standards and expectations for inclusive participation.

Current Community Circles

ABLE@CLOC

A community centered on accessibility, disability, neurodivergence and related lived experiences. ABLE@CLOC creates space for members to connect, share perspectives and strengthen belonging while recognizing the breadth and diversity of experiences represented within the community.

Asian & Pacific Islander@CLOC

A community for Asian and Pacific Islander members to connect around shared and varied experiences, build relationships, and strengthen belonging and visibility across the legal operations community.

Black@CLOC

A community for Black members to connect around shared and varied experiences, build relationships, and strengthen belonging and visibility across the legal operations community.

Latino@CLOC

A community for Latino members to connect around shared and varied cultural and professional experiences, build relationships, and strengthen belonging and visibility across the legal operations community.

Pride@CLOC

A community for LGBTQ+ members to connect around shared and varied experiences, build relationships, and strengthen belonging and visibility across the legal operations community.

Women Rising@CLOC

A community for women across career stages to build relationships, exchange experiences, support one another and strengthen their connection and influence across the legal operations community.

TASK FORCES

There are two task forces:

1. **Strategic Business Development**
2. **Vendor Practices & Education**

Strategic Business Development Task Force

Description

A time-limited expert group examining CLOC's strategic opportunities for organizational growth, partnerships, revenue development, ecosystem expansion and/or new business models.

Purpose

To investigate clearly defined strategic business opportunities that could strengthen CLOC's long-term sustainability, reach and impact.

Key objectives

- Identify strategic growth opportunities.
- Evaluate potential partnerships.
- Explore new member/value propositions.
- Identify sustainable revenue opportunities consistent with CLOC's mission.
- Evaluate new markets or audiences.
- Develop business cases for Board consideration.
- Identify risks and implementation requirements.

Expected deliverables

- Opportunity assessment.
- Market/competitive analysis.
- Strategic options paper.
- Business case(s).
- Financial assumptions.
- Risk assessment.
- Implementation roadmap.
- Board recommendation.
- Final report and sunset recommendation.

Qualifications

Members should collectively possess:

- Strategy.
- Business development.
- Association/nonprofit experience.

- Legal operations expertise.
- Partnerships.
- Finance.
- Marketing.
- Global market experience.
- Entrepreneurial/business-model expertise.

Expectations

Members should:

- Work from a defined charter.
- Conduct evidence-based analysis.
- Disclose commercial conflicts.
- Avoid turning the task force into a sales channel.
- Meet defined milestones.
- Deliver the agreed work product.
- Sunset when the assignment is complete.

Vendor Practices & Education Task Force

Description

A temporary expert group examining the relationship between CLOC's membership, legal technology/service-provider ecosystem and responsible vendor engagement.

Purpose

To develop practical guidance that improves transparency, professionalism, education and value in interactions between legal operations professionals and vendors/service providers.

Key objectives

- Identify recurring challenges in buyer/vendor relationships.
- Develop principles for responsible vendor engagement.
- Address appropriate educational practices.
- Improve transparency around sponsorship and commercial influence.
- Identify procurement/buyer education needs.
- Establish principles for vendor participation in CLOC activities.
- Identify potential conflicts and safeguards.
- Recommend educational resources for both buyers and providers.

Expected deliverables

- Vendor engagement principles.
- Buyer/vendor best-practice guide.
- Vendor education framework.
- Recommended disclosure principles.
- Sponsorship/education recommendations.
- Conflict-management recommendations.
- Buyer evaluation resources.
- Final recommendations to the Board/staff.

Qualifications

The group should intentionally balance:

- In-house legal operations leaders.
- Procurement professionals.
- Legal technology users.
- Vendor/service-provider representatives.
- Legal educators.

- Association governance experts.
- Members with ethics/compliance experience.

Importantly, **vendor participation should not allow vendors to control standards concerning vendors.**

Expectations

Members should:

- Disclose commercial relationships.
- Avoid promoting specific vendors.
- Separate educational content from sales activity.
- Protect confidential procurement information.
- Represent the broader ecosystem.
- Follow CLOC's restrictions concerning solicitation and commercial conduct.

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