

# **CBA REGION VICE-PRESIDENTS: MANUAL AND BEST PRACTICES GUIDE**

## **Introduction**

The CBA is divided into seven regions, each of which is represented by a Vice-President. The role of the Vice Presidents is important because it provides representation across the state on the Executive Council which most resembles the governing board of the Colorado Bar Association. Vice-Presidents are selected from their geographic region and serve two-year terms. Each Vice President is also a member of the Board of Governors.

A key role for the CBA Region Vice-Presidents is to make sure there is a line of communication between local bar members and CBA leadership. The Region VPs are described as “critical to the governance of the CBA” and expected to serve as “active liaisons” to the local bar associations in their regions. This manual attempts to spell out the duties and expectations of the Region VPs in clear terms as well as provide some practical tips.

This manual is intended to be a living document, to be updated periodically as the position evolves and to include additional information and tips from the experiences of future Region VPs.

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## **Official Duties**

*Section 7.3(e) of the CBA Bylaws Provides:*

“Each Regional Vice President shall serve as an active liaison between the CBA and each Affiliated Local Bar Association in the Region from which such Regional Vice President has been elected. Regional Vice Presidents shall undertake special assignments at the President’s request.”

## **Practical Meaning of Serving as an “Active Liaison”**

The Region VPs’ primary responsibilities are to:

- Communicate with the Board of Governors representatives for local bars in your Region and make sure they are informed about Board of Governors meetings
- Work with your BOG representatives to select a Region representative for the CBA leadership selection committee
- Identify up-and-coming leaders in each local bar within your Region
  - Identify and encourage candidates from your Region for the CBA Senior Vice President position when your Region comes up in the rotation
  - Work with your local bars and BOG representatives to nominate a candidate to be your successor as Region VP
- Attend the CBA Presidential Visits to each local bar within your Region
- Be aware of any major concerns or issues facing the local bars in your Region
- Coordinate events and communicate needs between local bars and the CBA
- Attend Board of Governors and Executive Council meetings and review materials in advance so that you are prepared to act in the best interests of your constituents

## Board of Governors Representatives and Meetings

### Your constituents

Broadly speaking, the VPs represent all CBA members in their Region. As a practical matter, your core group of constituents is the Board of Governors members representing the local bars in your Region and the local bar leaders in your region. With the exception of Region 1 (Denver), each Region is comprised of multiple local bar associations.

| <b>Region</b>  | <b>Number of BOG Representatives*</b> |
|--|---------------------------------------|
| <u>Region 1</u> : Denver   | 40                                    |
| <u>Region 2</u> : Adams-Broomfield (3), Arapahoe (5), Aurora (2), Douglas-Elbert (3), 1st JD (5) | 18                                    |
| <u>Region 3</u> : Boulder (6), Larimer (3), 13th JD (1), Weld (2)                                | 12                                    |
| <u>Region 4</u> : Pueblo (1), 16th JD (1), Southeastern (1), Southern (1)                        | 4                                     |
| <u>Region 5</u> : El Paso (5), Fremont/Custer (1), Heart of the Rockies (1), San Luis Valley (1) | 8                                     |
| <u>Region 6</u> : Four Corners (1), Mesa (2), 7th JD (1), Southwestern (1)                       | 5                                     |
| <u>Region 7</u> : Continental Divide (2), 9th JD (1), Northwestern (1), Pitkin (1)               | 5                                     |

*\* Note: The number of representatives is based on the number of members in each affiliated local bar association. Each local bar association gets one Board of Governors representative for every 200 members. See CBA Bylaws 5.2(a)(1).*

The Board of Governors is also comprised of representatives from the various CBA Sections, the CBA Executive Council, Diversity Bar representatives, and other legal organizations as designated in the CBA bylaws. While many of these members may also be members of the local bars you represent, your focus is on those members who serve in the Board of Governors as representatives of their local bars and the local bar leaders in your region.

### Communication

How to best communicate with your constituents will depend on your preferred personal style, the geographic distances in your region, as well as the number of representatives in your Region. Obviously, communicating and coordinating with five representatives will be a different

experience from communicating and coordinating with 40 representatives. With five members, a conference call or even in person meetings are possible. With 40 members, you will have to rely on email for at least some of your communications. You might also consider setting up a forum within the CBA Community Forum for discussion with your members. Contact Shelby Knafel ([sknafel@cobar.org](mailto:sknafel@cobar.org)) for details on this. Zoom or other form of video call could work for communicating with your members. You should also establish regular communication with your local bar leaders, which may include Presidents, Vice Presidents and Treasurer/Secretary of the local bars.

Many Board of Governors members say that the biggest value of serving on the BoG is the social camaraderie and networking. Organizing a social event for the members in your Region will help everyone get to know one another and put faces to names. At a recent Board of Governors meeting, many members expressed interest in something like this.

Regarding what to communicate, in addition to information about BoG meetings, members have asked to be informed about the discussions at Executive Council meetings, local bar executive meetings (for example, the DBA Board of Trustees), and any other important issues that are going on at the CBA or that will be discussed at the Board of Governors meetings. Consider providing updates at a regular interval (e.g. monthly, quarterly, etc.).

### *Board of Governors meetings*

The CBA Board of Governors meets twice a year, typically one meeting in the fall or winter months and one in the spring or summer months. The location of these meetings changes each year. It is the VPs responsibility to make sure that the Board of Governors representatives in their Region are informed about the dates and locations of these meetings and to encourage them to attend. Each VP shall also attend the Board of Governors meetings during their term.

### *Tips and Best Practices*

- Communicate with your constituents early and often!
- Options for communication include email, phone calls, video conference calls, and the CBA Community Forum. Try a few and figure out what works best.
- Shortly after July 1<sup>st</sup> of each year (when CBA leadership changes over), call or email each local bar President in your Region to introduce yourself and explain your role in the CBA.
- Consider organizing a social event between BoG meetings or in conjunction with the twice-yearly meetings.
- Send an introductory email or make phone calls to your Board of Governors representatives shortly after July 1<sup>st</sup> of each year (when CBA leadership changes over.) Introduce yourself as their Region VP, share the dates of that year's Board of Governors meetings, and let them know that you will be working with them to select a member for the CBA nominating committee.

- Provide regular updates to your constituents about what is going on at the bar and in your Region, including discussions at Executive Council meetings and local bar meetings. If you attended an event (such as a Presidential Visit), send pictures!
- Send outlook calendar invites for each Board of Governors meetings so the dates, times, and locations are on everyone's radar as soon as possible.
- Work with your local bar presidents to create a master calendar of events within your Region to better facilitate local bar associations working together and supporting each other's events.
- Coordinate with the CBA's governance liaison (Jessica Lindzy – [jlindzy@cobar.org](mailto:jlindzy@cobar.org)) to ensure you have the most current list of the representatives from your Region. Occasionally local bar leadership and BOG representatives may have changed since the last update to the CBA list. If you find that a new person has been selected in that position, update that information with the CBA and provide that contact information to Jessica Lindzy at CBA.
- Some people might not be aware that they are on the Board of Governors or understand what that means. Be prepared to answer questions! There are resources about the Board of Governors on the CBA website (<https://www.cobar.org/About-the-CBA/Governance/Board-of-Governors>).
- If any Board of Governor representatives need to step down or otherwise cannot finish their term, coordinate with the respective local bar president who will appoint a replacement. (For example, if a BOG member from Pueblo steps down, you should ask the President of the Pueblo County Bar Association to appoint the replacement.)

## Leadership Selection Committee

The Board of Governors representatives for each Region must appoint one member from its Region to serve on the leadership selection committee.

### Bylaws

*Appendix D provides:*

“This Committee determines selections for the elective offices comprising the following members, determined between July 1 and October 1 of the year preceding the year in which the elected officers' terms will commence: (1) the President; (2) two CBA members appointed by the President; (3) one CBA member chosen from each Region by a majority of the Governors from that Region; (4) one Governor who is a Section representative on the Board of Governors chosen by majority vote of the Section representatives on the Board of Governors, on or before July 1; (5) one YLD member chosen pursuant to

procedures established by the YLD; (6) three representatives chosen by the CBA Executive Council; and (7) the President-Elect. The Executive Director serves as an advisor to this Committee. When selecting Committee members, the President, the Governors, the Executive Council, the Section representatives, and the YLD, respectively, shall be committed to selecting historically underrepresented, diverse members of the CBA in fulfilling the CBA's Mission, Values, and Vision Statements as contained in Appendix A. Once the Committee members have been selected, and no later than November 15, the CBA membership shall be provided the names and addresses of each of the Committee members. At the first Leadership Selection Committee meeting, its members shall select a Chair, who shall not be the President, President-Elect, or Senior Vice-President (if applicable).”

### Process

Each Region's Board of Governors representatives must appoint one member from an affiliated local bar by a majority. The person appointed to the leadership selection committee can be a Region Board of Governors representative, but does not have to be. Any member from a local bar association in your Region is eligible. This is why it is important to identify up and coming leaders in your local bar (more on that below).

As with how to best communicate with your constituents, you should take into account the number of representatives in your Region. A conference call is a great option for a Region with five members, but would be near impossible for Region 1 given its large number of members.

Whatever process you decide on should involve the following aspects:

- Ask for nominations or suggestions from your Board of Governors members and from each local bar president in your Region.
- Make sure each person nominated is willing and able to serve on the nominating committee.
- Discuss the potential nominees for the appointment. This may include providing a short bio or other information about each nominee to your BOG representatives.
- Vote.
- Ensure that the person selected has received a majority of votes from the Board of Governors representatives in your Region. A run-off election may be required.

### Tips and Best Practices

- Selecting who is on the nominating committee is very important for ensuring quality and representative leadership for the CBA!
- Please consider diversity when determining a representative for the leadership selection committee. The CBA is working hard to create more diversity within its

leadership and having a diverse leadership selection committee is an invaluable piece of this.

- For the same reasons, consider involving young lawyers when determining who should serve on the leadership selection committee.
- Consider rotating the leadership selection committee member between each local bar in your Region.
- Your selection for the leadership selection committee must be made by October 1<sup>st</sup> of each year. Start the selection process well in advance so you can easily make this deadline. (Assume it will take much longer than you think it will!)

## **Identifying Local Bar Leaders and Creating a Pipeline to CBA Leadership**

An important aspect of the Region VPs' role is to make sure the CBA knows the up-and-coming leaders in the local bar associations across the state. The Region VPs are responsible for facilitating a pipeline of members who can serve as future Region Vice-Presidents and Presidents of the CBA.

The Region VPs should reach out and introduce themselves to all local bar presidents in their Region. Check the CBA website (<https://www.cobar.org/Local-Bar-Associations>) or contact Emy López ([elopez@cobar.org](mailto:elopez@cobar.org)) for names and contact information for each local bar association president.

### *Bylaws*

*Section 8.3 regarding election of the CBA Senior Vice President provides:*

**“Election and Term of Senior Vice President; Rotation.** The Senior Vice President shall be elected as stated in Section 8.5 to serve one year as Senior Vice President and the succeeding year (and until a successor takes office) as President-elect. For terms beginning in even-numbered years, the Senior Vice President shall be a member of an Affiliated Local Bar Association in Region One whose principal office is in Region One. For terms beginning in odd-numbered years, the President-elect shall be a member of an Affiliated Local Bar Association in a Region other than Region One whose principal office is in that Region, which Region shall be, for the term beginning in 2022, Region Six and which shall be, in succeeding even-numbered years, the next Region (other than Region One) in numerical order, respectively.”

*Section 8.4 regarding election of the Region Vice-Presidents provides:*

**“Election and Terms of Regional Vice Presidencies.** Each Regional Vice President shall be a member of an Affiliated Local Bar Association in the Region from which the Regional Vice President is elected, and that Vice President's principal office shall be in that Region. The Regional Vice Presidents shall be elected as stated in Section 8.5 to serve two-year staggered terms and until their

respective successors are elected and take office. Commencing July 1, 2017, even-numbered Regions shall elect their Vice Presidents in even-numbered years; odd-numbered Regions shall elect their Vice Presidents in odd-numbered years.”

*Section 8.5(b)(c)(d)(e)(f) regarding selection procedures provides:*

“(b) *Solicitation of Applicants.* The CBA shall issue a call for leadership each year to all current CBA members identifying the Regions eligible for election and from which the next Senior Vice President is to be selected. Interested members will have until December 31 of the year preceding the year in which the term of office for such position would begin to submit their application to the Leadership Selection Committee. The Leadership Selection Committee will review applications and announce to the membership the qualified candidates vying for each position from the applicable Regions.

(c) *Member Comment.* Following the announcement of candidates, the Leadership Selection Committee shall solicit confidential comments from CBA members regarding any candidate, making available each candidate’s application. The results will be compiled by the CBA staff. All responses are confidential and for the exclusive use by the Leadership Selection Committee.

(d) *Standards.* Officers shall be chosen based on their ability and willingness to serve the CBA’s needs and in consideration of the CBA’s Strategic Plan rather than as a method of conferring honors. The diverse composition of the CBA shall be considered so that all members may recognize that their interests and aspirations are being given serious attention both in the selection of officers and in the conduct of the CBA’s affairs. Selecting historically underrepresented, diverse members of the CBA to fill officer positions is a commitment to fulfill the CBA’s Mission, Values, and Vision Statements as contained in Appendix A. The qualifications required by these Bylaws for each office holder also include the requirements in Sections 8.3 and 8.4.

(e) *Leadership Selection Committee Report.* On or before March 10, the Leadership Selection Committee shall select one qualified person for each of the CBA’s elective offices and provide those names to the Executive Director. The Executive Director shall give notice of the selection, stating their names and addresses and the Regions in which they are members of Affiliated Local Bar Associations and in which they have their principal offices, to all CBA members before March 15 of that year.

(f) *Applications by Petition.* In addition to the selections made by the Leadership Selection Committee, persons may apply by petition for any of the CBA’s elective offices pursuant to the provisions of this Section 8.5(f). Each petition shall be in writing (which may be in counterparts) and shall state the name of each applicant, the office for which the applications made, the applicants address, and the Region in which the applicant is a member of an Affiliated Local Bar Association and has the applicants principal office. Each such petition shall be signed by the lesser of 100 or 5 percent of

the CBA members entitled to vote within the Region from which the applicant is a member and shall be delivered to the Executive Director on or before April 15 of the year in which the applicant’s term would begin. For any such petition, the signatures must come from CBA members entitled to vote from within the Region for which the applicant seeks office. Each such applicant shall have the qualifications required by these Bylaws.”

*Senior Vice President*

The Senior Vice President position rotates between Regions, with a Senior Vice President from Region 1 (Denver) selected for every term beginning in an even year, and a Senior Vice President selected from a Region other than Region 1 in the odd years. In the even years, the Region of the Senior Vice President rotates through in numerical order. Each non-Denver Region will have a President from that Region every 12 years.

For the next several years, the rotation looks like this:

| <b>Year</b> | <b>Region</b> | <b>Affiliated Local Bars</b>                               |
|-------------|---------------|--|
| 2022        | Region 1      | Denver   |
| 2023        | Region 7      | Continental Divide, 9th JD, Northwestern, Pitkin           |
| 2024        | Region 1      | Denver   |
| 2025        | Region 2      | Adams-Broomfield, Arapahoe, Aurora, Douglas-Elbert, 1st JD |
| 2026        | Region 1      | Denver   |
| 2027        | Region 3      | Boulder, Larimer, 13th JD, Weld                            |
| 2028        | Region 1      | Denver   |
| 2029        | Region 4      | Pueblo, 16th JD, Southeastern, Southern                    |

When your Region is up on the rotation, it is your responsibility to make sure at least two candidates from your Region will apply. Again, diversity is an important consideration when encouraging local bar leaders to apply for the Senior Vice President position.

Section 8.5(d) of the bylaws regarding selection of the Senior Vice President provides:

“Officers shall be chosen based on their ability and willingness to serve the CBA’s needs and in consideration of the CBA’s Strategic Plan rather than as a method of conferring honors. The diverse composition of the CBA shall be considered so that all members may recognize that their interests and aspirations are being given serious attention both in the selection of officers and in the conduct of the CBA’s affairs. Selecting historically underrepresented, diverse members of the CBA to fill officer positions is a commitment to fulfill the CBA’s Mission, Values, and Vision Statements as contained in Appendix A. The qualifications required by these Bylaws for each office holder also include the requirements in Sections 8.3 and 8.4.”

Remember, the earlier you can start this process the better. The leadership selection committee typically begins meeting in November or December in the year before the Senior Vice President will take office.

*Vice-Presidents*

Another important aspect of your role as a Region VP is helping identify potential successors. Any CBA member in your Region is eligible.

Region VPs serve staggered two-year terms. Even-numbered Regions elect a Vice-President in even numbered years, odd-numbered Regions elect a Vice-President in odd-numbered years.

| <b>Year</b> | <b>Region VPs elected</b> |
|-------------|---------------------------|
| 2022        | 2, 4, 6                   |
| 2023        | 1, 3, 5, 7                |
| 2024        | 2, 4, 6                   |
| 2025        | 1, 3, 5, 7                |

### *Tips and Best Practices*

- Forming a relationship with the local bar presidents is crucial to identifying future CBA leaders.
- Current and former local bar presidents are obvious potential candidates for CBA leadership positions; they will also know who else in their local bar is a rising star.
- Attending the CBA Presidential visits is a great way to get to know the local bar leadership within your Region.
- When your Senior Vice President rotation year is coming up, start early to identify potential candidates, so you can ensure there will be at least two candidates by the time the leadership selection committee meets.
- The CBA leadership selection committee typically meets in November or December to select members for positions that will begin the following July.

## Presidential Visits

Every year, the CBA President makes a formal “Presidential Visit” to each local bar. Region VPs are expected to attend the visits for each local bar in their Region. This is a great way to form a relationship with the local bar leaders in your Region! It is also an important way to learn about the issues going on in the local bars in your Region and if there are any major concerns that should be passed along to the CBA. Reimbursement is available for your travel expenses.

Note: Each judicial district has a liaison from the Colorado Court of Appeals and these liaisons also make visits. Coordinating with the Court of Appeals representatives for your Region and encouraging your members to participate in these visits provides another opportunity to bring your members together.

### Tips and Best Practices

- Communicate early with the CBA President and Executive Director about the dates of visits and get them on your calendar.
- If you cannot attend, find a proxy to go in your place. The Board of Governors representatives in your Region, as well as any leaders you have identified as potential candidates for Region VP or Senior Vice President are great options for a proxy.
- Attending Presidential Visits is a great way to get to know your local bars, identify up-and-coming leaders, and learn of any major concerns or issues in your Region.
- The Policy and Procedures manual provides that the CBA will reimburse vice-presidents, as well as their spouses, to attend local bar visits within their districts.

## Reimbursement for Travel

Serving as a Region Vice-President will likely involve a certain amount of travel. The following travel expenses are eligible for reimbursement:

- Presidential Visits. The CBA will reimburse VPs and their spouses to attend local bar visits within their Region.
- Executive Council meetings. Vice-Presidents who travel more than 125 miles each way Executive Council meetings can be reimbursed for their expenses (including hotel costs.) This does **not apply** when an Executive Council meeting is held in conjunction with a Board of Governors meeting.
- Board of Governors meetings. Reimbursement from the CBA is **not available** for travel to Board of Governors meetings (for either the VP or the representatives.) Some local bar associations will pay a portion of these costs. Check with your

local bar association and encourage the BOG representatives in your Region to do the same.

- A form for reimbursement is included in the Appendix. Direct all requests and questions to Jessica Lindzy ([jlindzy@coabar.org](mailto:jlindzy@coabar.org).)

## **Appendix**

1. Region Map with list of local bars
2. Reimbursement Form / Expense Report