

Colorado Bar Association
& Colorado Judicial Institute

DIVERSITY ON THE BENCH COALITION



ACTION PLAN



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[INTRODUCTORY REMARKS TO BE INSERTED]

The Diversity on the Bench Coalition will work with the Colorado Judicial Department's Head of Judicial Diversity Outreach in the implementation of this Action Plan.

September 2020

GOAL 1 Promote Education Opportunities Prior to Law School

Strategy 1 | Educate students from elementary school through college on the role and importance of judicial officers and the steps to becoming a judge

ACTION 1 • Design field trips to meet judges and tour courthouses

ACTION 2 • Participate in career days at high schools

ACTION 3 • Speak each semester to the constitutional law classes at public and private high schools

ACTION 4 • Develop lines of communication with school district liaisons

ACTION 5 • Foster relationships with rural and urban community colleges, for-profit colleges, state colleges and private colleges (e.g., Adams State, CU Pueblo, Metro College of Denver, Trinidad Junior College)

ACTION 6 • At four-year colleges, develop relationships with student organizations such as Black Student Association, Native American Student Association, UMAS/MECHA for Latinx students, Asian American student association as well as the Black and Latinx sororities and fraternities

ACTION 7 • Connect with the Denver Public Schools CTE Pathways Program that includes “Becoming a Lawyer” and “Becoming Law Enforcement” as career options

ACTION 8 • Connect with the Street Law Program, a legal and civics education program geared at secondary school students

ACTION 9 • Partner with other organizations that are already providing a forum to discuss the need for a diverse bench (e.g., Educating Children of Color, Teacher’s Law School [ABOTA])

Strategy 2 | Design a powerful message and prepare speakers

ACTION 1 • Utilize the power of data to support the message

ACTION 2 • Involve law schools in developing and delivering programming for elementary, middle, and high school students

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- ACTION 3** • Create a speaker’s bureau to generate interest in the judiciary as a career
- ACTION 4** • Utilize sitting judges as speakers
- ACTION 5** • Develop a presentation that judges can deliver to local students
- ACTION 6** • Design messaging for the public that encourages them to tour their local courthouse
- ACTION 7** • Inform teachers and other professionals of available events and trainings through easily accessible messaging (i.e., Colorado Center for Civic Learning & Engagement [C3LE], Teacher’s Law School [ABOTA])
- ACTION 8** • Maintain lists of learning opportunities in accessible locations (e.g., Coalition, Judicial, and Colorado Judicial Institute webpages)
- ACTION 9** • Expand “Our Courts” program to work with other youth-serving organizations (e.g., Boys and Girls Club, Career Track, Denver Kids) at local elementary and middle schools and include accompanying YouTube or video with vignettes of judges from diverse backgrounds, with an aspirational charge for every judge to participate several times a year

Strategy 3 | Offer mentoring opportunities to students and connect them with diverse attorneys and judges

- ACTION 1** • Create opportunities for diverse attorneys to engage with kids, to see and be an example of what is possible including one-on-one interactions
- ACTION 2** • Develop a “Take a minority child/someone else’s child to work” day
- ACTION 3** • Meet with students prior to mock trials and discuss diversity on the bench as they prepare
- ACTION 4** • Connect with US District Court Judge Christine Arguello’s “Law School...Yes We Can!” program and the “Dream Team” program through the Center for Legal Inclusiveness (Hon. Wiley Daniel’s Dream Team Program)
- ACTION 5** • Partner with the “Color of Justice Program” through the National Association of Women Judges [This model involves half-day programs designed to encourage minority students in grades 7-12 to consider a career in the law or judiciary. The program includes panels of judges and justices who discuss their career trajectory and the challenges and rewards of their profession.]

GOAL 2 Conduct Robust Recruitment in Law Schools

Strategy 1 | Implement consistent engagement opportunities with law students to promote the judiciary as a career track

ACTION 1 • Develop programs and practical materials to maintain engagement with law students at each level, beginning with incoming 1Ls at orientation, helping them strive for judgeships and judicial clerkships.

ACTION 2 • Partner with 1L mentoring programs at the law schools and train mentors to encourage their mentees to strive to become judges; equip mentors with resources and messaging

ACTION 3 • Urge corporations, businesses, law firms and foundations to give scholarship monies to CU and DU to attract Black and Latinx students. (e.g., inform them of specific scholarship opportunities, such as the LILAC Scholarship and Penfield Tate, II Scholarships at CU and Lucy Denson and Alfred Harrell Scholarships at DU)

ACTION 4 • Identify and connect with schools in feeder regions to Colorado's law schools (e.g., Texas Southern University Thurgood Marshall Law School)

ACTION 5 • Invite law students to mingle with judges at events (e.g., Colorado Judicial Institute's Young Professionals Events)

ACTION 6 • Ask judges and diversity bar leaders to partner and give presentations to the law schools

Strategy 2 | Create a judicial track program/curriculum at the law schools

ACTION 1 • Expand legal externship opportunities for 2L and 3L students

ACTION 2 • Design classes or curriculum specifically around becoming a judge, taught in part by a JNC member or a judge

ACTION 3 • Build meaningful classroom curriculum for student judicial externs which covers topics such as the judicial appointment process, effective self-promotion for judicial candidates, and utilizing mentors to create a pathway to the bench

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ACTION 4 • Equip law student diversity groups with access to judicial mentors and funding for programming to encourage minority law students to consider careers in the judiciary

ACTION 5 • Work with the law schools to create a program where students can clerk during the semester for school credit or apply the hours towards their pro bono requirement, using the model of a law school clinic

Strategy 3 | Increase the number of judicial clerkships for diverse law students at all levels of the judiciary

ACTION 1 • Create a paid fellowship for judicial clerkships for diverse law students and attorneys in metro areas

ACTION 2 • Create a paid fellowship for judicial clerkships for diverse law students and attorneys in greater Colorado – outside the Denver metro area – and include housing and moving assistance

ACTION 3 • Partner with diverse judges like US District Court Judge Christine Arguello and Colorado District Court Judge Cynthia Mares to develop a judicial clerkship program for diverse law students

ACTION 4 • Create a fundraising campaign through firms and organizations to fund paid judicial clerkships

GOAL 3 Recruit Diverse Candidates to Apply for Judicial Vacancies

Strategy 1 | Create opportunities for personal outreach to potential candidates to build a pipeline of diverse candidates

ACTION 1 • Create a list of up-and-coming and current diverse lawyers who have judicial aspirations and potential, identify and assign people to personally connect with these candidates to tell them they should apply and that there is community support for them throughout the process. Ask diverse judges to identify potential candidates

ACTION 2 • Ask the Board of each diversity bar to create a list of members it believes are strong judicial candidates so members of the Coalition and/or current judges can contact them directly to discuss this potential opportunity

ACTION 3 • Expand the recruitment of diverse attorneys and encourage them to apply for a judicial appointment:

- Request that the Colorado Bar Association send an email to its diverse members asking, “If you are interested in becoming a judge or learning more about judicial openings, contact the Coalition.”
- Request that the Office of Attorney Regulation Counsel send an email to diverse attorneys asking, “If you are interested in becoming a judge or learning more about judicial openings, contact the Coalition.”
- Recruit from public service lawyers including the Attorney General’s office, District Attorney’s office, Public Defender’s office, municipal Public Defender’s offices and the criminal defense bar
- Request that the Governor’s Office speak to the Public Defenders to encourage more criminal defense applicants

ACTION 4 • Host gatherings like Supreme Court Justice Hart’s personal outreach dinner inviting diverse lawyers to meet with Supreme Court Justices and others to get honest, off the record insight into what is involved in the application process

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ACTION 5 • Conduct road shows and happy hours with Municipal, County and District Court Judges as well as Court of Appeals Judges and Supreme Court Justices (in particular, connect bar leaders in Pueblo, Arapahoe, Adams, Colorado Springs and Denver)

ACTION 6 • Encourage experienced attorneys to apply. Utilize leaders within the bar to recruit applicants

Strategy 2 | Ask sitting judges to help recruit judicial candidates

ACTION 1 • Train and inspire the judiciary on their responsibility and power to help fill the pipeline of future diverse judges

ACTION 2 • Ask each judge to reach out to at least one potential candidate and encourage them to consider becoming a judge and then provide that person with the resources to make that goal a reality

ACTION 3 • Use relatable personal stories from sitting judges that show their diverse paths to the bench

Strategy 3 | Replicate the Colorado Bar Association’s ACTNow Initiative (Appointing Critical Talent Now) in which the diversity bars sponsor one applicant per judicial appointment

ACTION 1 • Create an annual judicial recruiting event with each diversity bar association focused on pathways to the bench and resources to support applicants

ACTION 2 • Ensure that diversity bar-sponsored applicants are guaranteed a JNC interview

Strategy 4 | Create an annual judicial recruiting event with each diversity bar association focused on pathways to the bench and resources to support applicants

ACTION 1 • Ask each bar to host one event or put on one program per year

ACTION 2 • Hold Judges of Color Reception open to all judges at the annual Judicial Conference in which the focus is to highlight the scarcity and need for diverse judges

ACTION 3 • Use established events, such as “Storming the Bench” to share the message

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Strategy 5 | Create talking points for individuals who are encouraging diverse candidates to consider serving on the bench

ACTION 1 • Focus on why they should consider becoming a judge, steps to take if interested, and resources for support from the community

Strategy 6 | Engage with community organizations

ACTION 1 • Present to community groups such as the Colorado Black Women for Political Action, Colorado Black Roundtable, Colorado Black Chamber of Commerce, Black Lives Matter gatherings, Colorado Black Educators Association, and similar community meetings for all other diverse groups

GOAL 4 Support and Develop Diverse Candidates

Strategy 1 | Start recruiting and supporting candidates as early as possible

- ACTION 1** • Reach out to candidates to help them through the process, not waiting for them to reach out and ask for help
- ACTION 2** • Post contact information for those seeking help on the Coalition’s webpage
- ACTION 3** • Use social media, Coalition Partners and community stakeholders to help spread the word to candidates about where to find help preparing
- ACTION 4** • Encourage candidates to apply for Magistrate, part-time positions, and for a position on the Presiding Disciplinary Judge Panel [Include in messaging that there is no residency requirement to serve as a magistrate]

Strategy 2 | Develop formal training on becoming a judge

- ACTION 1** • Options for formal training include:
 - Create a COBALT-style program for candidates
 - Create a judicial application mentoring program through CAMP
 - Create a formal mentoring program or “Guidance Counselor” bureau between aspiring attorneys and judicial officers to proactively assist judicial applicants at all stages of the application process
 - Connect with retired judges and retired judges at mediation groups who could make themselves available to help diverse applicants go through the process

Strategy 3 | Train the trainers

- ACTION 1** • Design and improve mock interview training for applicants
- ACTION 2** • Recruit former JNC members or JNC members from other judicial districts for mock interviews

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ACTION 3 • Share strategies and learn from current efforts underway in the diversity bars

ACTION 4 • Hold a “Train the Trainers” meeting and collaborate with the “Dream Team” from the Center for Legal Inclusiveness and other groups and individuals with success helping candidates get appointed to learn and share successful techniques

ACTION 5 • Recruit and train local bar leadership and Colorado Bar Association members to help develop and support diversity on the bench in greater Colorado

Strategy 4 | Educate candidates on the basics, nuances, and successful strategies to navigate the application process

ACTION 1 • Teach the success strategies starting early in the process and not just focusing on the interview. This includes assistance with networking, making the proper connections, and developing the necessary skills before they apply. Support and help candidates in drafting their applications

ACTION 2 • Develop an application buddy system for those who are one or two years out from applying, providing a buddy who can shepherd them through the process and help them lay the necessary foundation before the formal process begins

ACTION 3 • Create easily accessible online videos covering how to go through the process

ACTION 4 • Put on more Q & A programs with judicial officers, JNC members, Governor’s Office around “everything you wanted to know but were afraid to ask about the application process” utilizing Supreme Court “So you Want to be a Judge” and CWBA “You be the Judge” programs

ACTION 5 • Educate potential candidates on the day-to-day routine, docket management and pressures of a being a judge and judicial performance requirements

Strategy 5 | Help candidates develop resilience and persistence during the process so they are not discouraged if rejected

ACTION 1 • Encourage JNC members and Supreme Court ex-officios to provide unsuccessful candidates with thorough, detailed, and honest feedback

ACTION 2 • Encourage applicants to solicit feedback from the JNC after their interview

ACTION 3 • Encourage those who are not selected to apply again, reminding them that it can take several “tries” to be selected

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ACTION 4 • Continue to educate candidates on what it takes to prepare, including mock prep and support from a number of individuals at each attempt

Strategy 6 | Create partnerships with groups in the legal community

ACTION 1 • Urge mediation groups (e.g., Judicial Arbitrator Group (JAG), Judicial Department, JAMS, Joe Epstein) to use their human resources and money to help develop diverse judicial candidates

ACTION 2 • Partner with the Center for Legal Inclusiveness “The Bench Dream Team”, Colorado Lawyers Committee, Diversity Bar Associations, the Specialty Bar Associations, Association of Corporate Counsel and other such groups

ACTION 3 • Speak at the ABOTA Teacher’s Law School which is conducted annually

GOAL 5 Promote Law Firm Responsibility to Encourage Diverse Attorneys to Apply

Strategy 1 | Increase law firms' encouragement and support of potential judicial applicants during the application process

ACTION 1 • Activate Mansfield Rule certified law firms to serve as examples of firms making judgeships a part of their attorneys' career tracks

ACTION 2 • Create "Lunches with the Judges" series at large law firms (e.g., Davis Graham, Wheeler Trigg & O'Donnell, Hogan Lovells, Sherman & Howard, Bryan Cave, Holland & Hart and Brownstein Farber)

ACTION 3 • Create "Lunches with the Judges" series which would include medium, small, and solo firms

ACTION 4 • Address any myths or negative perceptions at law firms that discourage firm lawyers from applying for state judgeships rather than focusing solely on federal judgeships

ACTION 5 • Address golden handcuffs of big law, partnership tracks, big salaries, and big debt to support more lawyers applying for state judgeships

Strategy 2 | Encourage law firms to provide employment opportunities to former judges to relieve concerns by candidates that there will not be opportunities when they leave the bench.

ACTION 1 • Identify successful law firm partners who were judicial officers at one time and tell their stories

ACTION 2 • Promote within law firms panels with former judges speaking to diverse lawyers about alternative careers following judgeships, including mediation, arbitration, Board service, other public-sector and career opportunities

ACTION 3 • Make this program available to ALL judges, including administrative law judges

NOMINATING COMMISSIONS

GOAL 1 Recruit and Appoint Applicants for Judicial Nominating Commissions who are Committed to Diversity

Strategy 1 | Identify diverse lay people, as well as non-diverse lay people supportive of a diverse bench, to apply to serve on a Judicial Nominating Commission (JNC)

ACTION 1 • Create a list of target JNC applicants and assign specific people to contact, recruit, and guide them through the process

ACTION 2 • Educate and promote outside of the legal profession and across different sectors to places of worships, chambers, schools, community centers, chambers, sector, and service clubs where there are high concentrations of diverse candidates, on why serving on the JNC is important and why they should be interested. Partner with community stakeholders like “Our Courts” presentations. Solicit potential recruits from the people in attendance

ACTION 3 • Create a video on how the JNC application/appointment process works and why people should want to be on a JNC – share presentation with law firms, law schools, government agencies, businesses, and outside of the legal profession to places of worships, chambers, schools, community centers, private sector, and service clubs.

ACTION 4 • Recruit applicants from groups who are familiar with the courts and work with judicial branch stakeholders in each district to assist with JNC applicant recruitment. This includes:

- Self-Represented Litigant Coordinators (SRLCs)
- CASA
- CNA
- Municipal Courts
- retired court personnel
- other agencies that work for the court system

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ACTION 5 • Have JNC members help recruit their replacements and fill vacancies on the JNC. Equip JNC members with a concrete set of criteria for new members that includes elements of diversity and inclusion. Require that at least one of the recruits the JNC member targets be diverse

ACTION 6 • Engage local bar associations and local bar leaders. Identify champions in each judicial district throughout greater Colorado, including individuals and groups from other vocations to help recruit JNC applicants

ACTION 7 • Collaborate with the diversity bar associations to recruit applicants

Strategy 2 | Educate and promote how the JNC application/appointment process works to help interested applicants and stakeholders understand the process

ACTION 1 • Publish on the Colorado Bar Association, Colorado Judicial Institute, Judicial Department, and Governor’s Office websites an easy-to-navigate, step-by-step description of the JNC application/appointment process, how to apply, and why people should want to be on a JNC

ACTION 2 • Publish on the Colorado Bar Association, Colorado Judicial Institute, Judicial Department, and Governor’s Office websites a video of the JNC application/ appointment process works, how to apply and why people should want to be on a JNC

Strategy 3 | Improve notice of deadlines on JNC vacancies to the broader community, stakeholders, and coalition partners so they can recruit applicants

ACTION 1 • Publicize openings early and often, explaining the benefits and importance of serving on a JNC. Use Coalition Partners, social media, and other key relationships to promote vacancies on JNC

ACTION 2 • Track upcoming vacancies and number of applicants in each judicial district

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Strategy 4 | Work with the Judicial Branch to redesign the JNC webpage so JNC vacancies, rosters, deadlines, and JNC applications are prominent, obvious, and easy to navigate

ACTION 1 • Include easily accessible links to applications and contact information that interested individuals can reach out to with questions

ACTION 2 • Include a map to assist applicants in identifying their judicial district

ACTION 3 • Create a webpage on the Colorado Bar Association, Colorado Judicial Institute, and Governor's Office websites that links to the Judicial Department's webpage for all upcoming JNC vacancies to ensure easy viewing of current openings

Strategy 5 | Reduce the JNC term to less than 6 years since the term length may be a barrier for underrepresented communities

ACTION 1 • Determine whether there should be a constitutional amendment to reduce the length of the term

GOAL 2 Ongoing and Mandatory Training for Both New and Existing Members of Judicial Nominating Commissions

Strategy 1 | Develop a consistent set of best practices for the JNC

- ACTION 1** • Create an easily accessible online repository of JNC best practices, potentially on a separate JNC website.
- ACTION 2** • Create a 1-2-page summary of JNC best practices
- ACTION 3** • Create formal onboarding/training for new JNC members
- ACTION 4** • Invite JNC to review best practices before each meeting

Strategy 2 | Training and education should entail a deep dive into the value of a diverse bench, the problem when diversity is lacking, and the solutions

- ACTION 1** • Data should be emphasized in the training because the numbers tell a powerful story, including census demographics for the districts' communities and demographics of their judges. Circulate data before each JNC meeting
- ACTION 2** • Design a list of questions and qualifications/experiences for the JNC to focus on at every stage of the judicial selection process. Focus on establishing that the deciding criteria at every stage of the selection process, from who gets interviewed to who gets selected as finalist should be a candidates' attributes, experience, qualities, contributions, and diversity. Include in the training the value, qualities and attributes that diverse judges bring to the bench
- ACTION 3** • Train JNC to recognize the tendency to overemphasize interview performance in selecting finalist
- ACTION 4** • Partner with national and local experts including the Center for Legal Inclusiveness (CLI) and the Institute for the Advancement of the American Legal System (IAALS) and others.
- ACTION 5** • Utilize the stories from Judge Jackson's interviews with former and current judges on why a diverse bench is important. Organize and publish these stories on Colorado Bar Association, Colorado Judicial Institute, Judicial Department, and Governor's Office websites

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ACTION 6 • Considering meeting individually with each JNC member (whether in-person or remotely) to educate around the problem, share data, the goals, and resources

ACTION 7 • Include the chief judge in each district in the JNC training to help educate on why it is important to have a diverse bench so Chiefs can be champions when speaking to the JNC before each meeting. Discuss how silence can be a barrier to attaining a diverse bench

ACTION 8 • Meet regularly with the Chief Judges Council

Strategy 3 | Mandatory and ongoing implicit bias training for new JNC members and existing members

ACTION 1 • Use the best of the best implicit bias trainers and vetted successful strategies from around the country. Encourage JNC members to take an implicit bias test

ACTION 2 • Promote and use the current JNC training video and other existing resources

ACTION 3 • Each time the JNC meets, remind the members of the training and resources to review including implicit association tests to help them recognize biases in the application process

Strategy 4 | Encourage Supreme Court Justices who serve as ex-officios to help educate the JNC and play a more vocal role in the process

ACTION 1 • Interview Supreme Court Justices, who are present at every JNC meeting, to capture their suggestions on how to help candidates and improve the process

ACTION 2 • Create talking points for Supreme Court Justices as JNC membership changes and new members are added (e.g., ensure that all JNC voices are required to speak and be heard, and no one or two people are permitted to dominate, ensure that one individual is not pursuing a personal agenda)

DECIDING OFFICIALS

GOAL 1 Educate Decision-Makers on the Importance of Having a Diverse Bench

Strategy 1 | Inform Judicial leadership, the Attorney General and political leadership about judicial deficits and the lack of diverse representation

ACTION 1 • Educate decision makers at every level of the judicial appointment process including Mayors, Governors, City Managers, City Council Members, Heads of Boards and Commissions, Attorney General’s Office, County Commissioners, Chief Judges, Executives of the State Court Administrators Office

ACTION 2 • Use the data to tell the story, including both Supreme Court data and district-wide census data to highlight the need for the bench to reflect a district’s demographics

ACTION 3 • Have diverse individuals come and talk to decision makers so they can hear their very real and personal stories concerning exclusion and discrimination. Tell the story of what it feels like to walk into the courtroom with no one that looks like them (e.g., create a video that captures the story). Ask individuals to come and speak to leaders about their personal experiences with a non-diverse judicial system, how it impacted them, and why it needs to change

ACTION 4 • Include programming to help all judges better understand the challenges that judges from diverse communities experience

ACTION 5 • Share information with judicial officers to move them to identify their “uncomfortable truths” (e.g., biases, supposed meritocracy, systemic racism within the system, identifying the good and expressing what needs to be improved, and how a diverse bench is part of the solution)

ACTION 6 • Coordinate with the County Court Judges Association, District Court Judges Association, Federal Judges and Municipal Court Judges Association to promote the message on the importance of a diverse bench to decision makers

GOAL 2 Create a Plan to Encourage Buy-In from Deciding Officials

Strategy 1 | Create a comprehensive plan to address deficits and gain buy-in from other leaders who are part of the decision-making process

ACTION 1 • Inquire of each agency what systems and processes they have in place to promote diversity and encourage decision makers to implement policies and goals to increase diversity on the bench

ACTION 2 • Work with the JNC and other deciding officials to develop aspirational diversity goals

ACTION 3 • Hold small round table discussions comprised of minorities and specific decision makers with the focus of the discussion on identifying common goals and agreed-upon strategies for reaching those goals. Partner with community stakeholders like the Colorado Black Women for Political Action, Colorado Black Roundtable, Colorado Black Chamber of Commerce, Black Lives Matter gatherings, Colorado Black Educators Association, and similar community meetings for all other diverse groups

ACTION 4 • Ensure that the deciding official, such as Heads of Boards and Commissions, is committed to a diverse court

Strategy 2 | Design strategies that are different from the historic solutions of having black, indigenous and people of color (BIPOC) candidates assimilate into a white power structure

ACTION 1 • Identify leadership, diversity, and anti-racism resources that can be made part of the conversation and solution

ACTION 2 • Discuss and frame the work around equity, diversity and inclusivity (EDI), including taking action around systemic racism

ACTION 3 • Listen to the voices of the specialty bars regarding the problem

ACTION 4 • Connect with the Colorado Lawyers Committee, Colorado Judicial Institute, IAALS and other organizations to assist with training

GOAL 3 Target Influential Colorado Companies who have the Decision Makers

Strategy 1 | Recruit private business to help as they have the power and the platform to help spread the message, reach the broader Colorado community, and influence decision-makers

ACTION 1 • Create a list of Colorado companies that share EDI values and that might be interested in partnering with the Coalition (e.g., companies like DaVita, Xcel Energy, Alterra, Aspen Skiing Company, Children’s Hospital, Verizon, Western Union, and Arrow)

ACTION 2 • Create a list of “asks” for each of these partner companies, as well as a list of talking points that describe the Coalition’s mission, goals, and why it would be in the company’s best interest to partner with this work (This could take a “make your ask a give” approach to increase chances of success.)

ACTION 3 • With the completion of a potential partner list, assign individuals with connections to those companies to reach out to them

ACTION 4 • Connect with diverse Chambers of Commerce, Center for Legal Inclusiveness corporate members, Colorado GC Group, TIED, mediation groups like JAG and JAMS, businesses through the Colorado Judicial Institute’s Marketing Initiative (which includes questions regarding knowledge & interest in the state judicial system)

GOAL 1 | Use Data to Bust Myths and Solve the Right Problems

Strategy 1 | Survey judicial applicants to track demographic data of candidates

- ACTION 1** • Ask the same demographic questions used by Office of Attorney Regulation Counsel
- ACTION 2** • Obtain demographic data from the JNCs through applications submitted (follow up on a letter written to the Supreme Court requesting that this data be obtained through the application process)

Strategy 2 | Survey JNC members to track demographic data of commissioners

- ACTION 1** • Ask the same demographic questions used by Office of Attorney Regulation Counsel

Strategy 3 | Track ongoing judicial appointments and JNC appointments to ensure that data is always accurate and updated

- ACTION 1** • Make data easily accessible to the public
- ACTION 2** • Track all judicial appointments on the Colorado Bar Association, Colorado Judicial Institute and Judicial Department websites with links to respective local courts

Strategy 4 | Track demographics of law students at DU and CU

- ACTION 1** • Obtain annual data from law schools for all classes and demographic groups

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Strategy 5 | Identify diverse lawyers in each judicial district

ACTION 1 • Track the demographics of members and leaders within a judicial district. Collaborate with Office of Attorney Regulation Counsel and Colorado Bar Association.

ACTION 2 • Identify all diverse lawyers who are admitted to practice in Colorado and break out those who have come from out-of-state schools

Strategy 6 | Compile census demographics for citizens in all judicial districts

ACTION 1 • The Coalition is currently focusing on 5 districts with the highest Black and Latinx communities

Strategy 7 | Report out to the community on successful appointments of diverse judges

ACTION 1 • Publish data on websites and publicize to Coalition Partners and community stakeholders.

Strategy 8 | Eli Wald's survey on the history of all Colorado Judges

ACTION 1 • Share results on webpages, with JNCs, in speaking engagements and other forums

Strategy 9 | Poll potential judicial candidates to gather data on their assessment of the judicial appointment system:

ACTION 1 • Ask questions like:

- Have you ever considered being a judge? If not, why not?
- Are you aware of the process to become a judge in Colorado?
- Do you view your credentials, your occupation, judicial pay, or any other factors as significant barriers to your becoming a judge?
- Do you believe that you will be given a fair opportunity under our merit selection system if you apply to be a judge?

GOAL 2 Make Data Easily Accessible

Strategy 1 | Create a public repository to easily access the demographics of Colorado state court judges and appointments

ACTION 1 • Post data on the Colorado Bar Association, Colorado Judicial Institute, Municipal Courts, and Judicial Department websites

ACTION 2 • Determine who will be responsible for and update the public repository

GOAL 1 | Widely Publicize the Lack of Judicial Diversity

Strategy 1 | Educate and promote outside of the legal profession and across different sectors to places of worships, chambers, schools, community centers, private sector

ACTION 1 • Use data to tell the story

ACTION 2 • Consider TV and radio PSAs similar to the Office of Judicial Performance Evaluation election cycle ads

ACTION 3 • Translate material into Spanish (as a starting point)

ACTION 4 • Publicize consistent press releases on the work of the Coalition

ACTION 5 • Ask chief judges to help tell this story

ACTION 6 • Connect with *Educating Children of Color* (Colorado College)

Strategy 2 | Educate and promote more widely within the profession

ACTION 1 • Promote in law schools

ACTION 2 • Promote in law firms

ACTION 3 • Utilize the Colorado Bar Association's existing communication resources, including Greater Colorado and Local Bar Leader Communities, Section Leaders, Colorado Bar Association | Denver Bar Association Diversity Bar Presidents' Council, Young Lawyer's Divisions; as well as the Center for Legal Inclusiveness, the Colorado Justice Institute and all diversity bar associations

ACTION 4 • Promote in Law Week, The Docket, The Colorado Lawyer, The Loop

ACTION 5 • Use Coalition Partners to promote messaging in their role as ambassadors and conduits of communication

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Strategy 2 | Through the Colorado Bar Association and Supreme Court, develop messaging opportunities that emphasize the importance of making diversity on the bench a priority

ACTION 1 • Ask all Colorado Bar Association members in leadership positions to identify 1-2 goals and steps they are committed to taking in the next six months to increase diversity on the bench

ACTION 2 • Ask all Colorado Judges to identify 1-2 goals and steps they are committed to taking in the next six months to increase diversity on the bench

ACTION 3 • Implement a “check in” with Colorado Bar Association members and judges to create accountability for the goals and steps they identified

GOAL 2 Use Empathy and the Power of Personal Stories

Strategy 1 | Invite non-minority decision-makers to a gathering where that person is the only non-minority

ACTION 1 • Create a mock trial where the non-minority decision maker is the defendant and everyone else (judge, jury, witnesses, attorneys) is a minority

ACTION 2 • Invite non-minority decision-makers to a home or other small gathering where that person is the only non-minority

Strategy 2 | Use personal videos from individuals on the value of a diverse bench

ACTION 1 • Record the judges who provided Judge Jackson with written stories (e.g., Cathy Lemon, Karen Ashby, Robert Russell, Neeti Pawar, Terry Fox)

ACTION 2 • Record individuals (e.g., prior litigants, jurors, and community members) who are people of color and can discuss the feeling of entering a courtroom as the only person of color

Strategy 3 | Publish the written stories from judges on the value of diversity to the broader community and coalition partners

ACTION 1 • Utilize the stories from Judge Jackson’s interviews with former and current judges on why a diverse bench is important. Organize and publish these stories on the Colorado Bar Association, Colorado Judicial Institute, Judicial Department, and Governor’s Office websites

ACTION 2 • Compile stories into an easily accessible platform for circulation

ACTION 3 • Post stories on websites, social media, and in print media

Strategy 4 | Publish the appointments of diverse judges while continuing to emphasize the need for additional appointments

ACTION 1 • Ensure that the published numbers are fact-checked and accurate

GOAL 3 Publicize Accomplishments of Diverse Judges

Strategy 1 | Create videos and use print media, social media, TV media to tell the stories

ACTION 1 • Profile the accomplishments & highlight the successes of diverse judges both in and out of court as personal interest stories (e.g., social media & The Colorado Lawyer)

Strategy 2 | Ensure the inclusion of diverse judicial nominees in awards

ACTION 1 • Colorado Judicial Institute Judicial Excellence Awards

ACTION 2 • Colorado Women’s Bar Association & other specialty bars during annual judicial officer recognition

ACTION 3 • Awards at the State Court Administrator’s Office

ACTION 4 • Colorado Bar Association Award of Merit, YLD and others

GOAL 4 Publicize the Work of the Coalition

Strategy 1 | Create a communications plan for the Coalition

ACTION 1 • Coordinate with Colorado Bar Association staff to create a communications plan like the Colorado Bar Association | Denver Bar Association EDI Joint Steering Committee plan

ACTION 2 • Consider hiring a marketing director

Strategy 2 | Create a social media presence for the Coalition

ACTION 1 • Coordinate

Strategy 3 | Create a Coalition webpage on Colorado Bar Association & Colorado Judicial Institute websites

ACTION 1 • Consolidate in one place contacts, resources, trainings, support for interested candidates, and data

ACTION 2 • Develop an online presentation platform to provide training about diversity on the bench in conjunction with outreach to recruit candidates. Explain the basics of the judicial application process and preparation

ACTION 3 • Utilize the Colorado Bar Association and Colorado Judicial Institute websites

ACTION 4 • Include on the website all the diversity bar and other community resources with links

Strategy 4 | Present at the annual conferences of Coalition Partners and other community Stakeholders

ACTION 1 • Annual Judicial Conference, Chief Judges Council, District and County Court Judges Association Meetings, Colorado Bar Association, local bar associations focusing on the 5 targeted counties and specialty bar symposiums and conferences

ACTION 2 • Present at law firms, government offices and to solo practitioners during Colorado Bar Association's Presidential visits

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ACTION 3 • Partner with existing Colorado Bar Association and Denver Bar Association programs that are already engaged in the community (e.g., Metro Volunteer Lawyers, Colorado Judicial Institute’s annual Judicial Excellence Awards, Mock Trial, Our Courts)

ACTION 4 • Create Speakers Bureau with talking points

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