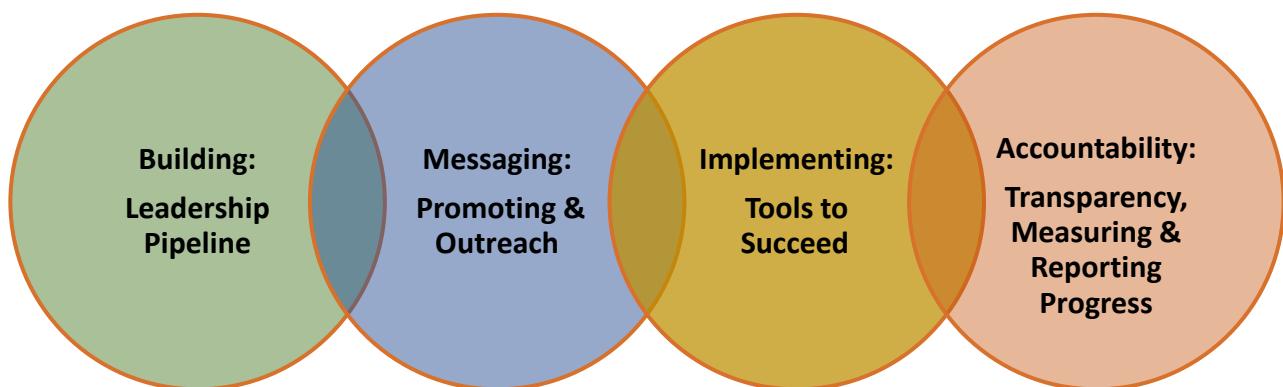




Governance & Leadership Diversity & Inclusivity Action Plan



PILLAR 1

BUILDING: A LEADERSHIP PIPELINE

Building a broader and more diverse pool of leadership applicants

It is important to be intentional about recruiting diverse members. It will not happen organically.

- To encourage diverse leaders to apply for openings, transparency, clarity and personal one-on-one, meaningful outreach are critical.
- Blast emails are ineffective without meaningful outreach.

GOAL 1 Make leadership appointment process transparent, simple, and encouraging

STRATEGY 1 Consistent nominating committee and appointment procedures each year

ACTION 1 Create a standardized application process

- Date | Create an application that includes a resume and letter of interest for the position ✓
- Date | Application includes question around diversity, inclusivity, equity
- Date | Collaborate with nominating committee to draft application
- Date | Interview the candidates ✓
- Date | Use early indication deadlines to create additional time to build applicant pool ✓

ACTION 2 Draft detailed description of leadership positions' duties, qualifications, and terms so applicants easily understand the position and the role of the governing entity ✓

- Date | Description includes the role and purpose of the governing entity
- Date | Description includes meeting frequency and location
- Date | Description includes links to governing body website page

ACTION 3 Memorialize application/nomination process with a checklist and timeline

- Date | Early in the process circulate checklist and timeline to nominating committee chair and committee
- Date | Post application/nomination timeline on webpage ✓

STRATEGY 2 Year-round communication and promoting of leadership opportunities and leadership application process

ACTION 1 Publish leadership opportunities regularly throughout the year in the C Brief, D Brief, The Colorado Lawyer, The Docket and other print platforms

- Date | Include volunteer leader and staff-person contact info to learn more information

ACTION 2 Publish leadership opportunities regularly throughout the year in online Communities, on social media and on website

- Date | Publish in Open Forum to all members
- Date | Publish in each section's online community

ACTION 3	Draft uniform written message with talking points for internal and external stakeholders and partners to circulate
• Date	Use the word “apply” since it encourages more people to apply. The word nominate is confusing and limits applicants
ACTION 4	Meaningful personal, one-on-one outreach to diversity bar associations and other community stakeholders to invite diverse candidates to apply
• Date	Outreach is not limited to emails but includes phone calls, attending meetings, and personal touch ✓
• Date	Outreach includes all the entities identified in Goal 2 action 3 ✓
• Date	Invite immediate past presidents of diversity bars to apply for leadership positions
• Date	Consider assigning one Steering Committee member to each diversity bar association
ACTION 5	Collaborate with sections and committees to help communicate leadership openings during their meetings and events
• Date	Engage staff liaison to ensure messaging is occurring
• Date	Assign one Steering Committee member to each and consider outreach at a micro volunteering opportunity
ACTION 6	President, President Elect, and Executive Director are actively promoting leadership openings
• Date	Presidents and Executive Director promote leadership openings in local bar visit messaging, during Executive Committee, Board of Governors and Board of Trustees meetings and other meetings they chair and attend
ACTION 7	Create quarterly calendar with clear dates and timelines for promoting leadership opportunities for print and online platforms, at events and during meetings
• Date	Ensure time
GOAL 2	Build a pool of diverse candidates for leadership positions
STRATEGY 1	Partner with internal and external stakeholders to identify diverse candidates
ACTION 1	Create a list of names of diverse leadership candidates
• Date	Continue to add names to the leadership pipeline list throughout the year
• Date	Collaborate and communicate with committees, sections, Young Lawyers Division Councils, and COBALT to identify diverse candidates to add to the pipeline list
• Date	Ensure that the leadership pipeline list is available to all the nooks and crannies of the bar associations
ACTION 2	Identify and connect with CBA/DBA's own self-identified diverse members from survey ✓
• Date	Staff pulls list of diverse candidates from membership survey ✓
• Date	Annually send email to diverse members asking if interested in leadership and increased engagement within the bars ✓
ACTION 3	Collaborate and communicate with external stakeholders to identify diverse candidates to add to the pipeline list
• Date	CLE faculty, author list, and diverse speakers pool
• Date	Diversity bar associations
• Date	Diversity bar association past and current presidents and leader

- Date | CAMP
- Date | Local Bar leadership institute for VP positions
- Date | CLI, CLI YLD, CLI – Pipeline Project, CLI – Dream Teams
- Date | Alumni Councils at law schools
- Date | AG's office
- Date | City Attorney
- Date | Big Firms, especially CLI's constituents
- Date | Award winners
- Date | Judge Arguello's Law School Yes, We Can
- Date | Supreme Court and Supreme Court Committees

STRATEGY 2 Implement ACTNOW Initiative (Appointing Critical Talent Now) ✓

ACTION 1 Implement ACTNOW Initiative as part of annual appointment process ✓

- Date | Update ACTNOW Chart so Presidential Appointments are transparent and understandable

ACTION 2 Ask diversity bars to inform members of leadership opportunities ✓

STRATEGY 3 Increase the number of diverse leaders so CBA/DBA leadership reflects the diversity of the profession in Colorado

ACTION 1 Ensure candidates on the pipeline list are in the pool for leadership appointments

GOAL 3 CBA/DBA Diversity & Inclusivity Committee is engaged in the leadership appointment and nomination process

STRATEGY 1 Influence decision-makers making appointments

ACTION 1 Share tools to help decision-makers promote diverse candidates

- Date | Joint Diversity & Inclusivity Committee meet with President elects each year before appointments
- Date | Share leadership pipeline list with decision-makers
- Date | ED and staff liaisons promote Diversity & Inclusivity goals and diverse candidates
- Date | Joint Diversity & Inclusivity Committee meets with nominating committee each year early in process

ACTION 2 Identify decision-makers and calendar appointment timelines

- Date | CBA and DBA Nominating Committees
- Date | CBA and DBA President and President elects
- Date | Section Chairs and councils
- Date | Committee chairs
- Date | CBA Executive Council
- Date | DBA Board of Trustees
- Date | Local Bar Associations

STRATEGY 2 Help promote unknown diverse candidates to break barrier of known candidates getting appointment priority

ACTION 1 Contact decision makers to educate about a diverse candidate's qualifications and potential

ACTION 2 Create a process to shepherd interested candidates into bar association governance to help educate applicants about bar operations and to raise their profile

- Date | Follow up with applicants to encourage continued engagement with the bars and to apply again
- Date | Consider a diverse lawyer speakers' roster for community outreach programs

ACTION 3 Add the names of unsuccessful diverse candidates for leadership positions to the pipeline list

PILLAR 2

MESSAGING: PROMOTING & OUTREACH

Diversity, inclusivity, and equity help raise the bar and make us better practitioners, better professionals, and better leaders

Tell the story, tell it again, tell it one more time, and keep telling it.

- Diversity and Inclusion are strategic goals and values of the CBA and DBA
- Bar associations are leaders of our profession's values and priorities. We set the standards and vision in our communities. When bar associations prioritize diversity, it institutionalizes those critical values.

GOAL 1 Create and maintain a robust Diversity & Inclusivity web page

STRATEGY 1 Create a prominent and simple web interface ✓

ACTION 1 Post CBA/DBA Diversity & Inclusivity Committee's key information

- Date | Action Plan
- Date | Committee roster ✓
- Date | Launch article ✓
- Date | Mission/values/goals from strategic plan ✓
- Date | ACTNOW leadership chart ✓
- Date | Links to all leadership opportunities ✓
- Date | Videos ✓
- Date | Link to ABA diversity portal ✓
- Date | Use diverse photos and images

ACTION 2 Publish on webpage why improving diversity and inclusivity are strategic goals and values of the CBA/DBA

ACTION 3 Publish on webpage bar membership demographics and statewide demographics

STRATEGY 2 Keep webpage relevant, updated and dynamic

ACTION 1 Ensure web page is updated quarterly

- Date | Include links to articles published on bar platforms
- Date | Include CLE diversity resources once finalized (i.e., speakers pool)
- Date | Include links to other resources including diversity bars
- Date | Include videos

GOAL 2	Create innovative messaging strategies to promote Diversity & Inclusivity across all platforms
STRATEGY 1	Embrace new strategies around messaging and education
ACTION 1	Make messaging fun and creative where appropriate
	<ul style="list-style-type: none"> • Date Consider book club and review
ACTION 2	Use videos to promote messaging
ACTION 3	Celebrate and promote successes in sections, committees, governing bodies and from leaders
ACTION 4	Continue to make the case why improving Diversity & Inclusivity are strategic goals and values of the CBA/DBA
ACTION 5	Be mindful of imaging and photos that promote Diversity & Inclusivity in online and print publications
	<ul style="list-style-type: none"> • Date The CBA/DBA websites should incorporate Diversity & Inclusivity references and imaging. See Minnesota State Bar website.
STRATEGY 2	Incorporate a Diversity & Inclusivity section in CBA/DBA print publications
ACTION 1	Re-publish relevant articles from ABA and other resources including the diversity bars
ACTION 2	Prioritize diverse authorship in filling content for print publications
ACTION 3	Create quarterly calendar with dates and topics for print publications
	<ul style="list-style-type: none"> • Date TCL and The Docket • Date C Brief and D Brief • Date Institutionalize regular features on Diversity & Inclusivity in print publications, like factoids and articles • Date Remember to use strategic plan value and goals in messaging
STRATEGY 3	Promote Diversity & Inclusivity on online platforms including social media and communities
ACTION 1	Use Facebook, Twitter, Online Communities
	<ul style="list-style-type: none"> • Date Collaborate and coordinate with staffs' social media plan
ACTION 2	Create quarterly calendar with dates and topics for online publications
STRATEGY 4	Encourage bar leaders to promote Diversity & Inclusivity at live events, including meetings, events, summits, local bar visits
ACTION 1	Create messaging and scripts for bar leaders for live events
STRATEGY 5	Create a mechanism to acknowledge, listen to and respond to criticism and negative feedback
ACTION 1	Create response team
	<ul style="list-style-type: none"> • Date Consider pre-writing response to promote fast action

PILLAR 3

IMPLEMENTING: TOOLS TO SUCCEED

Creating the tools, relationships, programs, policies, and bylaws for bar leadership to implement Diversity & Inclusivity goals

Diversity + Inclusivity = Equity.

It's about more than putting new people in the room or creating a sense of belonging but developing the systems that make all of that and the steps in between, possible.

By asking the right questions and in turn developing initiatives, actions and programs to address them, equity creates the conditions for inclusivity.

- The CBA/DBA have well-intentioned leaders throughout the associations requesting support and direction to build Diversity & Inclusivity.
- The CBA/DBA need the tools, consistent procedures, and coherent institution-wide strategies to successfully achieve our Diversity & Inclusivity goals.

GOAL 1 Generate organizational wide engagement in achieving Diversity & Inclusivity goals

STRATEGY 1 Create champions and ambassadors within each governing body

ACTION 1 Use micro volunteering to implement strategies and create champions, ambassadors, and engagement in achieving goals

- Date | Identify the action steps where micro volunteering is appropriate
- Date | Recruit micro volunteers from bar membership, diversity bars and other stakeholders

ACTION 2 Provide ongoing sessions for key stakeholders to learn about the Diversity & Inclusivity plan and how to implement

- Date | Present engaging program to CBA EC, DB Board of Trustees, local bar leaders, Section and Committee chairs and councils, nominating committee

GOAL 2 Educate leaders, governing bodies and decision-makers around Diversity & Inclusivity issues

STRATEGY 1 Offer ongoing CLE/education/programming/training throughout the year

ACTION 1 Create a calendar for annual educational programs

ACTION 2 Create an Inclusive Behaviors Guide which would be provided to every person as they come onto a governing body

- Date | See Dana Farber's Inclusive Behaviors Guide as a template: https://www.dana-farber.org/uploadedFiles/Pages/About_Us/Careers_at_Dana-Farber/inclusive-behavior-guide.pdf

ACTION 3 Educational programming should prioritize equipping leaders with Diversity & Inclusivity core competencies

- Date | Create programming around designing inclusive meetings and events
- Date | Create programming around implicit bias and interrupting implicit bias
- Date | Create programming on the application process of becoming a leader in the bars' nooks and crannies

- Date | Create programming around NCWBA Good Guys program and toolkit
- Date | Consider national speakers like Kimberly Papillon <https://www.thebettermind.com> and Stephen Robbins <https://www.srobbins.com> who have worked with bar leaders in Michigan
- Date | Include key staff liaisons in programming
- Date | Utilize the online Harvard Implicit Bias Test

ACTION 4 **Invite leaders, governing bodies, sections, and committees to request specific programming/CLEs or attend specific Diversity & Inclusivity programming/CLEs**

ACTION 5 **Collaborate with community partners like CAMP, CLI, Diversity Bars, CLE on programming**

- Date | Publicize and invite CBA/DBA leaders to CLI Inclusiveness summit

ACTION 6 **Utilize education tools and resources available at the ABA Diversity & Inclusion Center
<https://www.americanbar.org/groups/diversity/>**

- Date | ABA Diversity and Inclusion Resource Page
- Date | Diversity CLE Policy, https://www.americanbar.org/content/dam/aba/administrative/diversity-portal/cle_policy_adopted_by_Board_of_Governors_june10_16.pdf
- Date | How To Plan A Fully Accessible Meeting And Event:
https://www.americanbar.org/content/dam/aba/administrative/mental_physical_disability/Accessible_Meetings_Toolkit.authcheckdam.pdf
- Date | D&I Statistics and Research:
<https://www.americanbar.org/groups/diversity/resources/>
- Date | How ABA Celebrates Diverse Holidays and Heritage:
<https://www.americanbar.org/groups/diversity/resources/celebrating-heritage-months/>
- Date | ABA Implicit Bias Videos and Toolkit:
<https://www.americanbar.org/groups/diversity/resources/implicit-bias/>
- Date | ABA How to be an Ally Toolkit:
https://www.americanbar.org/groups/diversity/sexual_orientation/resources/how-to-be-an-ally-toolkit/
- Date | Women of Color Research Initiative Program:
https://www.americanbar.org/groups/diversity/women/initiatives_awards/women_of_color_research_initiative/
- Date | The Invisible Barriers:
https://www.americanbar.org/content/dam/aba/administrative/diversity-portal/the_invisible_barriers.pdf

STRATEGY 2 **Ensure the CBA/DBA Joint Diversity & Inclusivity Committee stays educated on current trends and innovative ideas**

ACTION 1 **Send CBA delegate to annual ABA diversity council meeting**

- Date | Identify who goes and sponsor trip
- Date | Report back to committee, CBA EC, DBA Board of Trustees

ACTION 2 **Monitor and learn from ABA working groups on D & I, and other organizations**

- Date | <https://ms-jd.org/blog/article/10-ways-combat-diversity-fatigue-arin-n-reeves>
- Date | <https://www.americanbar.org/groups/diversity/>
- Date | Commission on Women in the Profession
- Date | Commission on Disability Rights
- Date | Commission on Sexual Orientation and Gender Identity
- Date | Council for Diversity in the Educational Pipeline

- Date | Commission on Racial and Ethnic Diversity in the Profession
- Date | Coalition on Racial and Ethnic Justice
- Date | ABA Diversity & Inclusion Advisory Council

GOAL 3 Solidify new policies and procedures where needed to achieve Diversity & Inclusivity goals

STRATEGY 1 Draft and have CBA Executive Council and DBA Board of Trustees approve new policies and procedures

ACTION 1 Get input from, partner with, and collaborate with involved governing entities and staff

ACTION 2 Identify if any bylaw changes are needed to achieve Diversity & Inclusivity goals

- Date | Have to be a BOARD OF GOVERNORS to serve on EC
- Date | Consider stating commitment to Diversity & Inclusivity in bylaws to show accountability and public commitment

GOAL 4 More robust and consistent engagement with Diversity Bar Associations

STRATEGY 1 Increase the number CBA/DBA leaders who attend diversity bar events and meetings

ACTION 1 Encourage with personal invitations section leaders, committee chairs, CBA EC, DBA Board of Trustees to attend diversity bar events and meetings ✓

- Date | Invite broader group of bar leaders to sit at CBA/DBA sponsored tables at diversity bar events
- Date | Utilize online communities to publicize diversity bar events and promote attendance

STRATEGY 2 Design joint social and networking events with diversity bars and CBA/DBA sections, committees, leadership, and other internal stakeholders

ACTION 1 Collaborate with CBA/DBA Presidents' Diversity Council

PILLAR 4

ACCOUNTABILITY: TRANSPARENCY, MEASURING AND REPORTING PROGRESS

Introducing leadership-wide transparency and accountability through reporting, tracking, implementing, and measuring progress

Diversity & Inclusivity is a top leadership priority and requires engagement from all levels of governance to succeed.

Publicizing the bars' progress on achieving Diversity & Inclusivity goals promotes transparency.

- The next generation of members expects and demands diverse and inclusive associations.
- All leaders and governing entities are equipped with tools, educated with programming, empowered to act and accountable for achieving Diversity & Inclusivity goals.

GOAL 1 Introduce organization-wide accountability and responsibility in achieving CBA/DBA Diversity & Inclusivity goals

STRATEGY 1 Bar leaders throughout all the nooks and crannies of the CBA/DBA are responsible for achieving Diversity & Inclusivity goals

ACTION 1 Create individual leader Diversity & Inclusivity engagement plan

- Date | Use a diversity action checklist to empower bar leaders with specific actions they can choose from to help implement the objectives of the Diversity & Inclusivity plan
- Date | Consider drafting checklist using Michigan's individual plan as a model

ACTION 2 Create a values statement like Building Bridges/Breaking Down Barriers/Creating Tools to Succeed that can be used to remind the CBA/DBA's governing bodies of Diversity & Inclusivity goals

- Date | Print values statement on meeting agendas of governing bodies, committees, sections

GOAL 2 Determine demographic baseline for CBA/DBA governing body leadership positions and track and report progress

STRATEGY 1 Survey members of governance nooks and crannies to determine demographic baseline pursuant to the Refocus 20/20 Strategic Plan goal to, "track and report on diversity at all levels and compare data when possible."

ACTION 1 Track demographics of all members, committees, section chairs, councils, and nooks and crannies

ACTION 2 In survey be specific regarding the purpose for asking for information and what will be done with the information - the more specific and targeted, the better the response rate

- Date | Make changes to policies and procedures to safeguard data collected

ACTION 3 Track all presidential appointments

ACTION 4	Results are easily accessible to governing bodies
ACTION 5	Annually report to CBA/DBA governing bodies the demographic survey and tracking results <ul style="list-style-type: none"> Date Publish leadership demographics and appointments in print publications and D&I webpage
GOAL 3	Track and report progress in achieving Diversity & Inclusivity goals
STRATEGY 1	Create transparent and consistent reporting to CBA/DBA governing bodies on progress achieving in achieving Diversity & Inclusivity goals
ACTION 1	Create checklist to monitor implementation of goals, strategies, and action steps
ACTION 2	Make results easily accessible to governing bodies
ACTION 3	Joint Diversity & Inclusivity Committee reports 2 times a year to CBA Executive Council and DBA Board of Trustees on progress
ACTION 4	Joint Diversity & Inclusivity Committee reports to CBA BOARD OF GOVERNORS 1 time a year
ACTION 5	Presidents' Report on progress to EC, Board of Trustees, and BOARD OF GOVERNORS
ACTION 6	Executive Director's Report on progress to EC, Board of Trustees, and BOARD OF GOVERNORS
ACTION 7	Publish progress on webpage and in print and online publications
GOAL 4	Collect feedback from members serving on governing bodies about their experience and perception of whether the governing body promoted a Diversity & Inclusivity environment
STRATEGY 1	Survey members of governing bodies asking questions targeted at gathering feedback around inclusivity, engagement, satisfaction, and perceptions
ACTION 1	Create survey to gather feedback around inclusivity, engagement, satisfaction, and perceptions
ACTION 2	Track other metrics that help measure impact <ul style="list-style-type: none"> Date Number of programs offered around D & I Date The tools offered to diversity bars Date Number of CBA/DBA leaders attending diversity bar annual events Date Number of Diversity & Inclusivity posts and publications across print and online platforms
ACTION 3	Report and publish this data
STRATEGY 2	Create process for members and leaders of governing bodies to report in real time issues around non-inclusive behavior accompanied by a mechanism to address problems
ACTION 1	Design process and policies to support reporting and intervention mechanism

GOAL 5 Make CBA/DBA Joint Diversity & Inclusivity Committee a standing committee**STRATEGY 1 Solidify members, representatives, succession, terms as committee moves forward****ACTION 1 Follow bylaw procedures for establishing standing committee**

- Date | Have liaison from diversity bars serve on Joint Diversity & Inclusivity Committee

ACTION 2 Secure dedicated staff to help achieve Diversity & Inclusivity goals and support committee's work**STRATEGY 2 Consider use of working groups to implement Diversity & Inclusivity goals****ACTION 1 Create a working group for each of the four pillars: Building, Messaging, Implementing, and Accountability**

The CBA Executive Council and DBA Board of Trustees adopted the pillars, goals and strategies during their June 2019 meetings. The action items are potential steps and tactics to be reviewed for feasibility, impact and priority. The goals, strategies, and actions are meant to be flexible, enduring, and always open for improvement.

✓ - denotes work that has started or has been completed.