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54-162 JULY 2017

DATE: June 22, 2017

TO: Members, Stakeholders, Access to Justice, and Appointments Committee
Members, Board of Trustees

FROM: Judge Diana Becton, Chair, Council on Access & Fairness
Patricia Lee, Managing Director for Diversity Outreach

SUBJECT: Council on Access & Fairness Long Range Plan

EXECUTIVE SUMMARY

Since its inception in 2006, the Council on Access & Fairness (COAF) has engaged in an annual planning process, resulting in the adoption of work plans to guide COAF's ongoing efforts. COAF continued to present the work plans to the then Stakeholder Relations Committee each year on an informational basis. In 2013, COAF engaged in a formal strategic planning process and created its first Long Range Strategic Plan for 2014-2017, which was approved by the Board of Trustees. The Plan for 2015-2018 was approved by the BOT's in 2015. During its recent annual planning sessions, COAF revised the 2017-2018 portions of the plan to reflect the newly prioritize goals and available COAF capacity and resources. The attached 2017-2018 Long Range Strategic Plan is being presented to the Stakeholders, Access to Justice and Appointments Committee for review and recommendation for approval to the Board of Trustees.

BACKGROUND

Following the appointment of the Council on Access & Fairness in 2006, COAF convened a retreat to discuss its assigned role as the State Bar's diversity "think tank." During the retreat COAF focused on the Board approved COAF Charge and created the COAF mission, vision, and strategic goals. In addition, COAF annually engaged in the development of work plans to guide COAF's diversity and inclusion efforts. Initially, the creation of work plans was a required part of the State Bar's organizational planning process, with each appointed entity required to create and implement annual work plans to achieve its overall goals. Although this portion of the State Bar planning process is no longer required, COAF continued to create and implement annual work plans until 2013, when COAF engaged in a more formal strategic planning process and created its 2014-2017 Long Range Strategic Plan. Since then an updated 2015-2018 Plan was presented to and approved by the BOT's in 2015. As noted in the Plan, some initiatives were ongoing and multi-year activities, while others were new initiatives that addressed emerging diversity pipeline issues. Initiatives in this and subsequent Long Range Plans have been evaluated for alignment with the COAF strategic goals listed in the plan. The initiatives meet the "**SMART**" planning criteria (e.g. **S**trategic, **M**easureable, **A**chievable, **R**elevant/**R**ealistic components to be completed within a specific **T**imeline).

DISCUSSION

During its recent annual planning session in November 2016 and continuing in May 2017, COAF noted that 2017 marked the 10th anniversary since the creation of COAF and that this would be an appropriate time to recognize this milestone by engaging in reflection on prior and future goals and initiatives. In reviewing the existing Long Range Plan, COAF recognized that the existing plan was too ambitious, exceeded the capacity and resources available to COAF, and would result in the inability to meet the stated goals in a manner that would produce meaningful and measurable outcomes.

As a result, COAF has identified two priority areas and two appropriate roles for COAF to assume, which are reflected in the revised 2017-2018 Long Range Plan as follows:

COAF Priorities:

- **Elimination of Bias/Inclusion in the Profession--** Development of the legal profession's understanding of current issues related to diversity and inclusion as inherent to the State Bar's public protection mission
- **Diversity Pipeline** – ensuring ongoing involvement of students and attorneys from diverse backgrounds moving along the diversity pipeline (e.g. educating pre-college students who may consider the law as a career; encouraging diverse candidates entering legal education; encouraging and educating qualified candidates to seek judicial appointment)

COAF Roles/Opportunities:

The revised 2017-2018 Plan reflects the nature and scope of initiatives designed to address the priorities, with opportunities for COAF

- to exercise its **leadership role** (e.g. increasing judicial diversity through promoting access to opportunities and information about the judicial appointments process; building attorney competency through education re: diversity and inclusion programming; and creating a statewide mentoring network to facilitate expansion and creation of local mentoring programs) and
- to engage in a **supporting role** (e.g. introducing concepts and initiatives to increase bar passage; supporting enhancement and growth of diversity pipeline programs; and ongoing stakeholder outreach, involvement and support re: diversity and inclusion programming).

Also COAF recognized that this would be an appropriate time to engage in dialogue with a wide range of stakeholders about the importance/value of diversity and inclusion in the profession and provision of legal services to the public; to educate and receive feedback about how increased diversity and inclusion supports the State Bar's public protection mission and enhances public trust and confidence in the judicial system; and to identify key issues, initiatives and measurable outcomes to address the identified issues. During the remainder of the year, COAF will initiate a process designed to engage stakeholders in ongoing dialogue about these areas, providing COAF with input from a wide spectrum of viewpoints to better inform COAF as it updates its long range strategic plan.

The attached draft COAF 2017-2018 Long Range Strategic Plan is being presented to the Stakeholders, Access to Justice and Appointments Committee for review and recommendation to the Board of Trustees for approval

FISCAL/PERSONNEL IMPACT

No additional fiscal or personnel impact.

RULE AMENDMENTS

None.

BOARD BOOK IMPACT

None.

BOARD GOALS & OBJECTIVES

Goal 4b. Study and implement improved programmatic approaches to increasing access to justice.

BOARD COMMITTEE RECOMMENDATIONS

The Stakeholders, Access to Justice, and Appointments Committee recommends that the Board of Trustees approve the following resolution:

RESOLVED, that the Board of Trustees approves the Council on Access & Fairness 2017-2018 Long Range Plan.

ATTACHMENT LIST

- A. Proposed Council on Access & Fairness 2017-2018 Long Range Plan