



THE STATE BAR OF CALIFORNIA  
Council on Access & Fairness

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**The State Bar of California**  
**Council on Access & Fairness**

**Long Range Strategic Plan**  
**2014-2016**

## ***Mission of the State Bar of California***

The purpose of the State Bar of California is to ensure that the people of California are served by the legal profession in a manner consistent with the highest standards of professional competence, care, and ethical conduct; to carry out such additional programs as may be required by law or by rule of court; and to contribute generally to the science of jurisprudence and the administration of justice to the extent and in a manner consistent with the First Amendment rights of its members.

***(Source: Board of Governors' Resolution, August 1991, May 20, 1997 Planning meeting, Board of Governors' Resolution July 11, 2008)***

Public protection is the highest priority for the State Bar in exercising its licensing, regulatory, and disciplinary functions. Whenever public protection is inconsistent with other interests sought to be promoted, public protection is paramount.

***(Source: Business & Professions Code Section 6002)***

## ***Resolution Confirming Commitment to Achieving Diversity:***

The State Bar Board of Trustees also confirmed its commitment to achieving diversity through the following resolution:

**Whereas** the Board of Trustees is undergoing governance changes to enhance and ensure that public protection is the highest priority in the licensing, regulation and discipline of attorneys; and

**Whereas** the State Bar's mission, vision and goals have supported a justice system reflecting the diversity of the State and the elimination of bias in the profession;

**NOW, THEREFORE, IT IS RESOLVED**, that the Board of Trustees hereby reaffirms its commitment to and support of effective policies and activities to enhance access, fairness and diversity in the legal profession and the elimination of bias in the practice of law, consistent with limitations on the expenditure of mandatory dues.

***(Source: Board of Trustees Resolution July 20, 2012)***

## ***Creation of the Council on Access & Fairness***

The State Bar of California, Council on Access and Fairness (COAF), was created in March 2007 (**Source: *Board Resolution March 10, 2007***) to serve as the State Bar diversity “think tank” to advise the State Bar Board of Trustees on strategies to enhance diversity opportunities and advancement in the legal profession. “*Opportunities*” encompass leadership development and appointment to State Bar entities, as well as initiatives to educate students about the law and career opportunities in the law. “*Advancement*” encompasses recruitment, employment, retention and promotion in the legal profession.

COAF is composed of 25 attorney and public members appointed by the Board of Trustees. The membership represents a wide range of stakeholders engaged in programs and initiatives focusing on increasing diversity in the legal profession. Consistent with State Bar appointments policies and diversity criteria, COAF members are drawn from diverse constituencies, including but not limited to: race, ethnicity and national origin; gender; age; sexual orientation and transgender; disabilities; large, medium, small and solo firms; government and public sector practice; public interest organizations, domestic corporate and private firm practice; Pre-K to 12, community colleges, universities, law schools and the judiciary.

**The access, fairness and diversity activities of the Council are funded entirely through voluntary contributions. No mandatory attorney dues are used for these activities.**

The following Council on Access & Fairness mission, charge, vision and strategic goals were adopted following the appointment of COAF by the then Board of Governors.

### ***Mission***

#### ***Current Mission (revised 2/2/13):***

The Council on Access and Fairness (COAF) provides leadership and guidance for the State Bar of California to ensure the legal profession reflects the rich diversity of the people of California in a way that is equally accessible and free of bias.

#### ***Initial Mission Statement adopted with Creation of COAF (adopted March 10, 2007)***

The mission of the Council on Access and Fairness is to advise the State Bar Board of Trustees on appropriate strategies, consistent with State Bar policies and procedures, that enhance opportunities and advancement in the legal profession for diverse populations, particularly those who have been historically underrepresented.

“*Opportunities*” encompasses leadership development and appointments to State Bar entities, as well as initiatives to educate students about the law and career opportunities in the law, referred to as education “pipeline” initiatives. “*Advancement*” encompasses recruitment, employment, retention and advancement in the legal profession. The Council will also screen candidates for the Annual Diversity Awards.

## **COAF Charge**

The charge of the Council on Access & Fairness is to:

- A. Advise the Board on strategies to develop collaborative activities and efforts along the diversity pipeline to raise interest in the legal profession
- B. Serve as liaison between the State Bar and the diverse stakeholders and constituencies in the legal profession
- C. Identify and encourage individuals from diverse backgrounds to enter the legal profession.
- D. Encourage full and equal opportunity for individuals from diverse backgrounds to remain and advance in the legal profession.
- E. Identify and encourage attorneys from diverse backgrounds to become active participants in the administration and governance of the State Bar and make specific recommendations to the Board of Trustees for increasing that participation.
- F. Promote and ensure collaborative efforts to generate and provide support and to increase the numbers of attorneys from diverse backgrounds entering and advancing in the legal profession.
- G. Study and report on the status of attorneys from diverse backgrounds in the legal profession and in State Bar activities.
- H. Produce on an ongoing basis programs and materials designed to maximize opportunities for individuals from diverse backgrounds in the legal profession and in the administration and governance of the State Bar's programs and activities.
- I. Comment, when requested by the Board of Trustees or the Executive Director, on barriers directly related to access opportunities within the profession for attorneys from diverse backgrounds
- J. Screen applicants and make recommendations to the Board of Trustees for recipients of the Annual Diversity Awards.
- K. Educate all attorneys of State Bar policy within the authority of this charge.

**(Source: Board of Governors Resolution March 10, 2007)**

## **COAF Vision**

COAF's vision is of a culture of inclusion within California legal and judicial communities that accommodates the needs of California's diverse population and ensures that the justice system delivers procedural fairness and substantive justice to the people of California; of a legal profession comprised of a diverse population of attorneys (including minorities, women, LGBT, seniors, and persons with disabilities); of the elimination of the educational achievement gap between diverse K through 12 students and other student populations; of equal access for diverse students to enhanced educational opportunities and information about the legal profession to cultivate and support their interest and involvement in the judicial system; and of a student population that understands its role and responsibilities as active participants in our democracy.

*(adopted at COAF Planning Retreat January 12-13, 2008)*

## **STRATEGIC GOALS**

- 1. Produce Institutional and Attitudinal Changes.** Produce institutional and attitudinal changes to create a culture of inclusion within the legal profession and judiciary that fosters diversity.
- 2. Communicate to Inspire and Engage Diversity.** Serve as a catalyst for change by framing and communicating ways to respond to diversity challenges to inspire and empower potential lawyers from diverse communities.
- 3. Partner, Collaborate and Coordinate to Achieve Diversity.** Partner, collaborate and coordinate with existing entities and individuals already working toward the goal of diversity within the justice system to achieve that goal.
- 4. Measure Change.** Create mechanisms to measure change in the diversity of the legal profession over time.

*(adopted COAF Planning Retreat January 12-13, 2008)*

## **Creating the COAF Long Range Strategic Plan**

Each year since its creation, the Council on Access & Fairness has convened an annual planning session to adopt its annual work plans. The work plans have been presented as informational items to the Board Committee on Stakeholder Relations. This year COAF created and adopted its first formal long range strategic plan. Each initiative in the strategic plan has been evaluated for alignment with the four strategic goals listed above. The strategic plan includes extended, continuing and ongoing initiatives, as well as newly adopted initiatives.

To determine which initiatives to include in the long range strategic plan, COAF applied the “**SMART**” criteria “**SMART**” stands for **S**trategic and **S**pecific, **M**easureable/**M**etrics, **A**chievable, **R**elevant/**R**ealistic and **T**imely (with specific **T**imelines for each initiative).

The following **SMART** template was created for use by each of the COAF Standing and Ad Hoc committees to review and evaluate continuing and newly proposed initiatives for inclusion in the 2014-2016 Strategic Plan. Prior to the Annual Planning Session, committees submitted a completed template for each initiative. The templates were initially reviewed by the COAF Chairs to ensure alignment with the strategic goals and then were reviewed at the COAF at its annual planning session.

## **SMART Template**

<b>Council on Access &amp; Fairness Strategic Planning Template 2013</b>
<b>Committee:</b>
<b>Chair:</b>
<b>Proposed New or Continuing Initiative</b>
<b>Strategy Addressed:</b>
<b>“SMART” Analysis:</b>
Strategic and Specific
Measureable/Metrics
Achievable (consider resources available)
Relevant/Realistic
Timely (and within specific Timeline)
<b>Recommendation for including in 2013, 2014 and/or 2015 Priorities</b>

COAF discussed all ongoing and new initiatives and voted to determine which initiatives would be included in the long range plan. The initiatives were prioritized by the number of votes received. COAF evaluated the prioritized listing to ensure that sufficient resources were available to implement the top initiatives. Initiatives were assigned to the four standing committees which track the segments of the diversity pipeline (Early Education, College/Law School, Legal Profession, and Judiciary) and to ad hoc committees created to implement specific projects.

The following long range plan represents the final voting and analysis by the COAF of all SMART templates presented by the COAF committees during the annual planning session on November 2, 2013.

## **Council on Access & Fairness 2014-2016 Long Range Strategic Plan (Action Plan Attached)**

**Strategic Goal 1: Produce Institutional and Attitudinal Change  
to create a culture of inclusion within the legal profession and judiciary  
that fosters diversity.**

***Initiative A: Develop an Implicit Bias/Stereotype Threat Curriculum***  
(Assigned to Ad Hoc Committee on Implicit Bias)

**Task 1: Create implicit bias/stereotype threat curriculum for use in law schools, universities, community colleges and California Partnership High School Law Academies.**

- **Intended Impact:** Improve student performance by educating students and faculty at all of these levels regarding concepts of implicit bias and stereotype threat and impact on student performance
- **How will we measure success?** Feedback via student evaluations; feedback from faculty; Success measured by the number of schools who have adopted the curriculum and the number of students who have been taught the curriculum. Begin with a moderate goal of 10 schools and 500 students per year being taught the curriculum – adjust this goal up or down as necessary as program continues.

**Task 2: Coordinate with Judicial Council to create judicial training model re: implicit bias and impact on access and fairness in the judicial system.**  
(Note: If CJER has created and is presenting judicial programs on implicit bias, COAF will defer to CJER)

- **Intended Impact:** To be determined after assessment of CJER curriculum
- **How will we measure success?** To be determined after assessment of CJER curriculum

### **Task 3: Present implicit bias MCLE trainings at various forums**

- **Intended impact**  
Raise awareness among membership re: existence and implications of implicit bias in the practice of law and how to account for and address biases to achieve fair resolution of legal disputes on behalf of clients from diverse backgrounds
- **How will we measure success?**  
Review attorney participation and performance in self-study MCLE articles for numbers of attorneys participating and demonstrating understanding of concepts and how to address; develop low cost methodology for survey and/or polls of court users/clients re perception of fairness ; administer surveys/polls and evaluate feedback re court user/client perception. Goal is to have 500 attorneys receive the implicit bias training each year and to teach the implicit bias course 10 or more times each year.

### ***Initiative B: To Increase Diversity and Inclusion Within the California State Judiciary (Assigned to Judicial Committee)***

*NOTE: Since its inception, COAF continues to present MCLE programming on the judicial appointments process and tips on completion of the online judicial application. COAF continues to dialogue and collaborate with the Governor's Office re assistance in outreach and education to increase the diversity of the applicant pool.*

### **Task 1: Ongoing presentation of judicial appointments and mentoring workshops, consistent with COAF annual work plans since appointment of COAF in 2006**

- **Intended Impact**  
The judicial appointment workshops are designed to broaden the applicant pool of qualified candidates and to appoint judges that is representative of California's diversity. The mentoring workshops are designed to provide expert feedback on the completion of the judicial appointments application, and increase the likelihood for success as a judicial applicant.



- **How will we measure success?**

Collect program evaluations from participants at appointments workshops and/or send satisfaction surveys to appointment workshop participants and to actual applicants evaluating the helpfulness of the appointments and mentoring workshop. Gather data re number of attendees and the results from the evaluations/satisfaction surveys will be important metrics. Compare the number of current minority applicants with year-end numbers each year. Also measure the increase in the diversity of the applicant pool and the increase in the diversity of members of the judiciary over time.  
*(Data Source: SB 56 Reports from Governor, Judicial Council and JNE)*

**Task 2: Hold regional judicial updates and a statewide Judicial Summit every 5 years –**

*Note: The State Bar Diversity Pipeline Task Force (precursor to the COAF) and the Judicial Council partnered to hold the first Statewide Judicial Diversity Summit in 2006. The Judicial Council Administrative Office of the Courts and the State Bar partnered again in 2011 to hold the second Judicial Summit to review accomplishments, to identify ongoing and new issues and to create an action plan for the next five years.*

- **Intended Impact**

The regional meetings provide the opportunity to conduct outreach and gather feedback re: discussion and findings from the 2011 Judicial Summit and to update and/or modify findings based on feedback. Meetings will be scheduled in each of the six appellate districts

The statewide judicial summit provides an opportunity to evaluate the status of diversity on the bench, to highlight accomplishments on judicial diversity and inclusion initiatives since the 2011 Summit, and to increase awareness of and engage in dialogue re: judicial diversity issues and challenges for all participants.

- **How will we measure success?**

**Regional Meetings:** The number of attendees at each meeting and summary of the dialogue and participation generated by presentation of 2011 Judicial Summit report and findings; buy-in / participation in discussion by attendees for ongoing follow up to address key judicial diversity issues

- **2014:** Inland Empire, Projected 50-100 participants
- **2015:** Northern California, Projected 50-100 participants
- **2016:** TBD depending on prior locations

**2016 Judicial Summit:** convene 5 year review of prior initiatives -- anticipate (250) participants; evaluation re: implementation of Summit findings and recommendations, documentation of accomplishments since the prior Summit, creation of updated action plan for ongoing implementation

**Task 3: Educate and train Judicial Screening committees re formal/objective vetting process; criteria, Gov. Code 12011.5, implicit bias, etc.**

- **Intended impact**  
To educate and raise awareness of JNE Commissioners re existence of bias and how to overcome biases in review of applications submitted by attorneys from diverse backgrounds, practice settings, etc.
- **How will we measure success?**  
Annual JNE EOB training; Distribute, collect and evaluate evaluations submitted by participants; monitor SB 56 reports for demographics of applicants, appointments, and rankings; two sessions each year for local and minority bar screening committees; feedback through program evaluations

***Initiative C: Disseminate Legal Employer Focus Group Report and Recommendations*** (Assigned to Legal Profession Committee)

*Note: COAF convened Legal Employer Focus Groups in San Francisco, Los Angeles, San Diego and Silicon Valley in 2010 and 2011 to gather feedback from representatives from private firms, in house counsel, government offices, public interest entities and law firm diversity directors on the impact of the down economy on ongoing diversity programs. A draft report and recommendations has been created as a resource for legal employers and as the basis for ongoing MCLE programming and articles created by COAF.*

**Task 1: Create plan to hold CLE panel discussions based on report at various forums (conferences, events, law firms, bar associations...etc)**

- **Intended Impact:**  
Educate and raise awareness among attorneys re ongoing issues impacting diversity in legal profession. Encourage use of material in ongoing outreach, hiring, retention and promotion of diverse attorneys and use of expanded criteria to assess applicant/associate effectiveness as a lawyer.

- **How will we measure success?**

**2014:**

(anticipate 2 sessions) and (#) legal employers in attendance (practice setting, position in firm); Collect evaluation forms re: feedback re value of program and likelihood of implementing recommendations; Identify nature/size/scope of program; Compile feedback to determine influence ongoing programming

**2015:**

(anticipate 4 sessions) and (#) legal employers in attendance  
Collect evaluation forms re: feedback re value of program and likelihood of implementing recommendations; Identify nature/size/scope of program; Compile feedback to determine influence ongoing programming

**2016:**

Sessions and to be determined based on programming results in 2014 and 2015

**Task 2: Dissemination of Report among law firms, in-house counsel, government offices, public interest entities, diversity directors, bar associations, law schools and other stakeholders and constituent groups**

- **Intended Impact:**

Widespread distribution /awareness of report and findings among legal profession and key stakeholders; implementation of report recommendations by legal employers

- **How will we measure success?**

distribute reports to local bar, minority bar listings, to legal employer listing used for original focus group outreach (law firms, corporations, government offices, public interest programs, diversity directors) (track numbers of reports distributed and to which employer categories). Anticipate 25% feedback through written and electronic surveys (e.g. Survey Monkey)

**Task 3: Write Self Study MCLE articles for submission to Cal Bar e-journal to provide information to attorneys/ legal employers re hiring, retention and promotion of diverse attorneys**

- **Intended Impact:**

Educate, raise awareness of issues among CA attorneys through MCLE self study article

- **How will we measure success?**

Submit one article per year to Cal Bar e-journal or other publication; data received for number of attorneys taking self-study tests (including successful completion of self study tests indicating understanding of concepts discussed in article)

***Initiative D: Incorporate Diversity in US News Law School Rankings***

**(Assigned to College/Law School Committee)**

*Note: COAF continues to focus on incorporating diversity into the US News Law School Rankings. As recent responses from US News indicate the lack of willingness to add diversity into its law school rankings, COAF will explore other options to address the negative impact of US News rankings on law school admissions.*

**Task 1: Explore options for stakeholder comment on impact of US News rankings on diversity in California law schools to develop further exchange with US News**

- **Intended Impact:**

US News agrees to incorporate diversity factors as part of its overall law school rankings;

- **How will we measure success?**

Positive response by US News incorporating measurable diversity criteria in its overall rankings; Outreach vehicles including articles, letters to editor, speaking on topic, convening forums, identifying and linking with partners for ongoing outreach

**Task 2: Introduce draft law school rankings diversity factors for use by US News and World Report or other law school rankings systems** *(Note: COAF has previously developed proposed factors which it could share with US News if it responds favorably)*

- **Intended impact**

Influence US News to adopt diversity metrics or identify alternative to be incorporated into current rankings

- **How will we measure success?**

US News adopting metrics or viable alternative incorporating metrics

**Task 3: Research, compile and evaluate information from other law school rankings systems and explore other options for addressing rankings issues (“Plan B”) – Create and distribute law school diversity and other relevant information for reference by future law students to assist in decision for law school application(s)**

- **Intended Impact**  
Develop alternative to US News for use by potential law students in decision re: law school applications; Influence increased diversity focus by law schools; Increase diverse applications and admissions for law schools that support and ensure success of diverse students in law school and on the bar exam
- **How will we measure success?**  
If an alternative is found that appears to be able to compete, compile data re dissemination and feedback from students re value of reliance on information as part of decision making process for law school selection

**Strategic Goal 2: Communicate to Inspire and Engage Diversity**  
*Serve as a catalyst for change by framing and communicating ways to respond to diversity challenges to inspire and empower potential lawyers from diverse communities*

***Initiative A: Update and Present Master Road Show Slides***  
(Assigned to Ad Hoc “Road Show” Committee)

*Note: Since its inception, COAF has developed and maintained the Master “Road Show” PowerPoint slides containing data, demographic information and strategies for elimination of bias for use in MCLE EOB programs and to share resources with local bars, academia and other entities for education purposes*

**Task 1: Create updates including revisions, formatting and design**

- **Intended Impact:**  
Compile updated data and information to show status of diversity along the pipeline and ways for involvement of the legal profession in the elimination of bias at each stage.
- **How will we measure success?**  
Completion of power point slides and ongoing updates as needed to keep information current.  
Numbers of presentations during the year; number of attorneys and other participants; evaluations/feedback by participants

***Initiative B: Convene 2014 Annual Stakeholder Forum***  
(Assigned to Ad Hoc Stakeholder Forum Committee)

*Note: each year COAF holds its “Stakeholder Forum” during the State Bar Annual Meeting. The MCLE EOB Programming highlights key diversity pipeline issues of interest to bar members, judges, academics, law students and others*

**Task 1: Presentation at 2014 Annual Meeting (Theme: 50<sup>th</sup> Anniversary of the Civil Rights Act of 1964 -- Where are we now?)**

- **Intended Impact:**  
Educate participants on history and content of the 1964 Civil Rights Act and implications for current initiatives addressing elimination of bias
- **How will we measure success?**  
Estimate 250 participants each year; Program evaluations providing feedback on speakers and content of program

***Initiative C: Convene Stakeholders*** (Assigned to COAF Chairs)

*Note: COAF continues to convene stakeholders and constituents to dialogue re: ongoing initiatives and emerging issues to guide COAF in its ongoing work and to create ongoing collaborations and partnerships*

**Task 1: Periodic convening of stakeholders as needed for ongoing communication, dialogue and collaboration on key initiatives**

- **Intended Impact:**  
Establish and maintain ongoing communication with diversity stakeholders and constituents re key issues and develop response by COAF in partnership with groups, or by groups in cases where COAF cannot take action; ongoing alerts through LinkedIn
- **How will we measure success?**  
Number of groups joining calls (anticipate 25 groups per call); number of groups engaged in follow up; number of individuals signed up through LinkedIn and number of communications per LinkedIn

***Initiative D: Develop and Present Elimination of Bias MCLE Programs***  
(Assigned to Ad Hoc Committee on EOB MCLE Programming)

**Task 1: Ongoing presentation of EOB MCLE Programs at Annual Meeting and other forums during the year**

- **Intended impact:**  
Educate participants re elimination of bias issues and provide approaches on how to address bias in the workplace and practice of law
- **How will we measure success?**  
Number of participants per program: estimate 200 participants each Annual meeting; Program evaluations received at Annual Meeting re program content and speakers; numbers to vary depending on other

venues and forums; similar evaluations distributed and collected for these presentations

***Initiative E: Ongoing Development and Quarterly Dissemination of COAF E-newsletter*** (Assigned to Newsletter Editorial Board)

**Task 1: Create timeline and topics and produce quarterly newsletter**

- **Intended impact:**  
Maintain communication and raise awareness of stakeholders and constituents re COAF initiatives, EOB issues and State Bar initiatives impacting access, fairness and diversity
- **How will we measure success?**  
Distribution and numbers for each issue each year; distribution to increase each year as COAF increases outreach and network.

**Strategic Goal 3: Partner, collaborate, coordinate to achieve diversity**  
***Partner, collaborate and coordinate with existing entities and individuals already working toward the goal of diversity within the justice system to achieve that goal***

***Initiative A: Create Community College 2+2+3 Pathway to Law School***  
(Assigned to College/Law School Committee)

**Task 1: (Phase One) Encourage Agreements (“MOU’s”) among 4 law schools, 4 four-year colleges and 20 community colleges**

- **Intended Impact:**  
Increase preparation and numbers of diverse students entering law school
- **How will we measure success?**  
4 “MOUs” in 2014 with 4 law schools, 4 undergraduate universities and 20 community colleges; Numbers of community college students enrolling in program; number of students completing program and entering law school; students in program graduating from law school and passing bar exam; Funds raised each year (\$) amount

**Task 2: (Phase Two) Encourage agreements among 4 additional law schools, undergraduate schools and 20 community colleges**

- **Intended impact:**  
Increase numbers of diverse students entering law school



- **How will we measure success?**

4 additional “MOUs” with 4 law schools, 4 undergraduate universities and 10 – 15 community colleges; Numbers of additional community college students enrolling in program; number of additional students completing program and entering law school; students in program graduating from law school and passing the bar exam

**Task 3: Develop toolkit for ABA to implement initiative nationwide**

*Note: COAF members and State Bar Staff participate on various ABA councils and commissions and will collaborate with ABA for development and distribute of the tool kit to replicate the 2+2+3 Pathway to Law School Initiative nationally*

- **Intended Impact:**

Encourage creation and implementation of Community College Pathway to Law School initiative in other states

- **How will be measure success**

Distribute tool kits to each state bar and various ABA entities; number of presentations to various entities to promote and encourage program development; number of entities implementing similar programs

**Task 4: Longitudinal study: Measure numbers of community college students impacted, demographics of the pathway students, and compare to overall law school demographics (generate data through 10 years of Phase One of the initiative)**

*Note: Outside finding will be obtained by participating community colleges to develop, implement and administer this ongoing study*

- **Intended impact:**

Increase success of diverse community college students in pathway program in admission to and completion of law school and entering the legal profession

- **How will we measure success?**

Track pathway initiative students to determine Increased diversity in participating law schools and into the profession

***Initiative B: Hold a Community College “Faculty Champion” and Student Law Day*** (Assigned to College/Law School Committee)

**Task 1: Conduct professional development session for 20 community colleges with law schools, LSAC, and Street Law to provide pre law counseling, assist with civic/service learning and establish pre-law clubs and debate/mock trial competitions**



- **Intended impact:**  
Stimulate student participation in 2+2+3 program; enhance professional development of faculty and counselors focusing on law related curriculum and transfer requirements
- **How will we measure success?**  
The number of community college students attending, number of faculty from community colleges, universities and law schools participating; student and faculty feedback on training sessions

**Task 2: Ensure at least one "Faculty Champion" at each of the 20 community colleges and Increase number of community college faculty members committed to initiative**

- **Intended impact**  
Stimulate student participation and support in 2+2+3 program through available faculty support and counseling
- **How will we measure success?**  
By the number of faculty electing to participate; faculty/counselor feedback on support services and programs

**Task 3: Use qualitative feedback forms to assess involvement of faculty champions at their respective community colleges**

- **Intended Impact**  
Encourage active, effective involvement by champions in ongoing student counseling for law school preparation and attendance
- **How will we measure success?**  
faculty at each community college completing and returning forms; evaluation of actual faculty/counselor feedback on support services and programs; 50% of students completing and returning forms; evaluation of student feedback

***Initiative C. Increase Support for California Partnership Academy (CPA) Law Academies*** (Assigned to Ad Hoc California Partnership Academy Committee and Early Education Committee)

*Note: In 2009 the State Bar's COAF partnered with the California Department of Education to facilitate the creation of California Partnership Academies in High Schools throughout the state. There are six original academies (two in Sacramento, Richmond, Long Beach, Los Angeles, and San Diego). 5 additional academes were created (Vallejo, Los Angeles, Richmond (2), and Antioch). The Academies operate independently through ongoing CDE/State funding and support from local Law Academy Advisory Boards.*

**Task 1: Develop and implement a “Calling All Lawyers” Campaign**  
(Assigned to Ad Hoc CPA Committee)

- **Intended Impact:**  
To educate the legal profession and community about the California Partnership Law Academies created through the partnership between the State Bar and the CA Department of Education; to promote the importance and value of the law academies in extending the diversity pipeline; encourage increased numbers of volunteers for the local academies
- **How will we measure success?**  
Presentation to County Bar and Minority Bar Associations in each county where law academies located; draft and circulate law academy article for distribution to all local and minority bars in counties where law academies are located and printing in each entity newsletter; create one resource to be circulated to law related entities in counties where law academies are located; attend or have presence during the year at various bar association and minority bar events to promote law academies. Compare current number of volunteers with numbers at year end in each county where COAF outreach occurred.

**Task 2: Hold ongoing law academy essay contest among the CPA Law Academies to promote key law-related concepts and events using ABA Law Day Themes** (Assigned to Early Education Committee)

*(Note: COAF receives voluntary contributions and support for the essay contest through the CPA High School Law Academies.)*

- **Intended Impact**  
To promote key law-related, elimination of bias concepts for law academy students, using access, fairness and diversity themes
- **How will we measure success?**  
Number of essay entries; Tracking essay contest awardees throughout the rest of their school years (i.e., High School, Graduation, College, Law School, Legal Profession, including the Bench). Obtaining signed release forms and tracking information (i.e., parents and students addresses and academic info).

***Initiative D: Increase Diverse Applicants for Appointment to State Bar and Other Related Entities*** (Assigned to Ad Hoc Appointments Committee)

*Note: One of the key tasks in the COAF charge is the outreach and recruitment of diverse attorneys for application to State Bar and other related entities and positions. COAF continues to conduct outreach and to hold appointments workshops to provide information about various entities and the application and appointments process and*

*provides and informational report each year to the Nominations and Appointments Committee.*

**Task 1: Conduct education and outreach to educate attorneys from diverse backgrounds about leadership opportunities and appointments process for State Bar entities and other entities**

- **Intended Impact**  
Increase diversity in applicant pool and in appointments for all State bar and other entities
- **How will we measure success?**  
Monitor and compare diverse appointments each year end and compare with prior year appointments. Goal: increase diverse appointments each year for designated entities

***Initiative E: Increase Leadership Skills and Opportunities for Diverse Attorneys***  
**(Assigned to Ad Hoc Committee on Leadership Development/Appointments Summit)**

*Note COAF received a grant from the Bar Foundation to convene a leadership development summit designed to raise awareness re the leadership opportunities for diverse attorneys and skill sets needed for successful leaders. The concept for the summit evolved during conversations with the Chief Justice for developing approaches to increase the numbers of applications for appointments.*

**Task: Convene summit to educate diverse attorneys and judges re: development of leadership skills, leadership opportunities and importance of diverse attorneys and judges seeking appointment to leadership positions**

- **Intended Impact**  
Expand Leadership development and diverse applicant pools  
Engage, recruit, prepare and appoint diverse applicants for COAF, State Bar, JNE, Judicial Council, BOT's judges, etc.
- **How will we measure success/**  
Number of appointments made, leadership potential discovered and leadership positions attained.

***Initiative F: Hold Meetings with Law School Deans to Establish Open Dialogue with COAF*** (College Law School Committee)

*Note: COAF has convened conversations with law school deans over the past three years and will continue to meet with law school deans and to share information about model diversity programs and initiatives with new and continuing deans.*

**Task: Create and share resource materials from prior meetings re: model programs to share with new and continuing deans**

- **Intended Impact:**  
Share best diversity programs and activities with new Deans and enhance diversity efforts among all law schools
- **How will we measure success?**  
Ongoing follow-up and meetings to assess change/increase in law school diversity programming and efforts and increased admission of diverse students (check stats through LSAC/ABA annual data)

***Initiative G: Cultivate Network and Partnerships with ABA and Bar Associations Focusing on Early Education Pipeline Issues/Programs***  
(Assigned to Ad Hoc Committee on Networking and Partnerships)

*NOTE: The State Bar and COAF continues to partner with the ABA, National, State and Local Bar Associations and other law related entities to focus on diversity pipeline issues*

**Task: Identify and network with key ABA entities and bar associations to address early pipeline issues**

- **Intended Impact**  
Consolidate programming, initiatives, resources among bar associations and other entities for more effective approach to addressing early education pipeline issues
- **How will we measure success?**  
Identify participation by specific bar associations and other entities establishing network and collaborations/partnerships. (Number of entities partnering with COAF; Identify collaborations on specific projects, initiatives and programs and specific impact made.

***Initiative H: Reduce Truancy Rates and Disciplinary Actions for Minorities in Early Education*** (Early Education Committee)

*Note: COAF has continued to research and monitor school truancy and disciplinary policies and the negative implications for the early education pipeline. Other entities have significant longstanding expertise in this area. COAF seeks to collaborate with these entities for their assistance in educating other law-related entities to help address these issues as they impact the diversity pipeline.*

**Task 1: Work with existing entities focusing on this issue to gather resources and assess status of ongoing initiatives and role for COAF involvement**

- **Intended Impact**  
To modify, reduce or eliminate truancy and disciplinary policies that disproportionately impact minority students and /or students of color at disadvantaged or lower performing schools along the educational pipeline.
- **How will we measure success?**  
Solicit and Review/evaluate data from listserve/database lists on effects of truancy, school discipline and trauma; Impact on foster and homeless youth via city boards of education; monitor studies regarding educational, mental health & trauma info med. care; monitor data from HUD;  
Track Statewide data where law academies are located; data from school superintendents; review available data as it pertains to specific schools where law academies exist, communities and school districts; national data for comparison;

**Task 2: Promote network of bar associations, including minority bar associations to address discipline and truancy issues at a local level**

- **Intended Impact:**  
Create comprehensive approach to reducing/eliminating bias within truancy and disciplinary policies at disadvantaged or lower performing schools along the educational pipeline
- **How will we measure success?**  
Work with existing organizations to gather and compare disciplinary data in schools where minority bars have volunteered to help address the discipline and truancy issues

**Strategic Goal 4: Measure Change**

***Create mechanisms to measure change in the diversity of the legal profession over time***

*Note: COAF decided this year to focus on this strategic goal measuring the impact of its ongoing work. The creation of this long range strategic plan is the first step in this process. COAF also hopes to meet with stakeholders and other diversity partners to identify common metrics to measure change on a statewide basis.*

***Initiative A: Hold Diversity Assessment Training for COAF to Address Ongoing Application of Metrics to COAF's Long Range Plan*** (Assigned to COAF Vice Chair and Chairs)

**Task 1: Hold COAF Diversity Assessment Session**

- **Intended Impact:**  
Train COAF on concept of diversity assessment and create foundation for COAF development of long range strategic plan and measured outcomes
- **How will we measure success**  
Creation of long range strategic plan with measureable outcomes

**Task 2: Create Long Range Strategic Plan which includes meaningful evaluation and measurement of initiatives to achieve strategic goals**

- **Intended impact**  
Create vehicle for measuring ongoing COAF initiatives and concrete movement toward diversity goals
- **How will we measure success**  
Meeting identified metrics in long range strategic plan each year

**Task 3: Hold Diversity Assessment Session with Diversity Stakeholders and Constituents**

- **Intended Impact**  
Share existing assessments with COAF stakeholders; achieve conformity in measuring qualitative and quantitative data to evaluate statewide increase of diversity in the legal profession
- **How will we measure success?**  
Agreement on uniform standards/outcomes to measure diversity accomplishments; identify initiatives for joint stakeholder measurement