

**2014-2016 Council on Access & Fairness Long Range Strategic Plan
Attachment
Action Plan: Detailed Tasks and Timeline**

Strategic Goal 1: Produce Institutional and Attitudinal Change

Produce institutional and attitudinal changes 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 and implement training module/curriculum (law schools, community colleges, high school law academies) to educate students and increase self-confidence and performance)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Identify individuals who can help create the curriculum for implicit bias and stereotype threats: Convene and create and implement timeline to create curriculum	Students in law schools, community colleges, law academies and faculty in each level	Projected year end 2014
	Target certain schools to have pilot programs to have conversations with faculty and administration.	Law academy students and faculty	Share with CLAS at June 2014 CLAS Annual summit Identify schools by yearend
2015	Complete Curriculum and beta test at high school law academies and Pathway to Law School Community Colleges; Coordinate with Street Law to create or expand existing curriculum	High School law academies; Participants in 2+2+3 Pathway to law School Initiative	During 2015 school year; Preview on Law Day May 1-2, 2015
2016	Ongoing upgrade of law academy and community college curriculum; Continue to identify schools willing to adopt curriculum	High School Law Academies and 2+2+3 community colleges	Year end 2016

Task 2: Create judicial training model re: implicit bias and impact on access and fairness in the judicial system

Timeframe	Action Plan	Target Participants	Date & Location
2014	Determine current level of implicit bias training for judicial officers through AOC/CJER -- If training is ongoing, we can take this off our agenda and defer to CJER	TBD	TBD
2015	TBD		
2016	TBD		

Task 3: Present implicit bias MCLE trainings at various forums

Timeframe	Action Plan	Target Participants	Date & Location
2014	Provide 5 MCLE program ideas to EOB MCLE Committee for State Bar Annual meeting (deadline 2/7/14); Preparing self-study article for 2014, early 2015 Self-study MCLE articles. For Cal Bar e-journal; Coordinate with EOB committee Re ongoing programs; Keep gathering ideas for venues and forums that might benefit from this training. Confer w/ EOB committee	Attorneys, Judges, law students, faculty and others attending Annual Meeting and other MCLE EOB programs	Plan for programming during September 2014 annual meeting; Other programming yearend 2014
2015	Evaluate prior year programming and develop additional programs for Annual meeting and the remainder of the year	Attorneys, Judges, law students, faculty and others attending Annual Meeting and other MCLE EOB programs	Plan for programming during 2015 Annual meeting; Other programming yearend 2015
2016	Evaluate prior year programming and develop additional programs for Annual meeting and the remainder of the year	Attorneys, Judges, law students, faculty and others attending Annual Meeting and other MCLE EOB programs	Plan for programming during 2016 Annual meeting; Other programming yearend 2016

Initiative B: To Increase Diversity and Inclusion within the California State Judiciary (Judicial Committee)

Task 1: Hold judicial appointments and mentoring workshops for potential judicial applicants

Timeframe	Action Plan	Target Participants	Date & Location
2014	Hold judicial appointments workshop re: process, application and criteria.	Local bar members	San Diego
	Hold appointments mentoring workshop.	Local bar members	Los Angeles
2015	Hold judicial appointments workshop.	Local bar members	Solano County or San Mateo Co.
	Hold mentoring workshop.	Local bar members	Fresno (tentative)
2016	Hold judicial appointments workshop	Local bar members	TBD – depends on which counties have vacancies
	Hold mentoring workshop	Local bar members	TBD – depends on which counties have vacancies

Task 2. Hold regional judicial updates and a statewide Judicial Summit every 5 years.

Timeframe	Action Plan	Target Participants	Date & Location
2014	Hold first 2 regional updates. Review 6 districts (SF, LA, Sacramento, San Diego, Fresno and San Jose) and assign two districts per year from 2014 through 2016	Judicial Officers and Local bar members	Inland Counties Date TBD
	Initial discussions re statewide summit.	Attorneys, judges and other CA stakeholders	Yearend 2014
2015	Hold next 2 regional updates.	Judicial Officers and Local bar members	Northern California Dates TBD
	Plan for statewide summit.	Attorneys, judges and other CA stakeholders	Start work on summit Spring 2015
2016	Hold final 2 regional updates.	Judicial Officers and Local bar members	Southern California Dates TBD
	Hold statewide summit.	Attorneys, judges and other CA stakeholders	Fall 2016

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

Timeframe	Action Plan	Target Participants	Date & Location
2014	Provide annual JNE training per invitation of JNE Chair	JNE members and staff	Will depend on JNE schedule
	Reach out to local and minority bar judicial screening committees to share resources re: Gov. Code provisions, implicit bias issues, and judicial diversity data—two sessions	Local and minority bar judicial screening committees	By county or regionally --TBD
2015	Same as above re JNE training	Same as above	Per JNE schedule
	Same as above for local and minority bar training—two sessions	Same as above	By county or region - TBD
2016	Same as above re JNE	Same as above	Per JNE schedule
	Same as above for Local and minority bar training—two sessions	Same as above	By county or region - TBD

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

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

Timeframe	Action Plan	Target Participants	Date & Location
2014	Presentation and full discussion based on report including Disability and LGBT issues (use as model for future programming)	BASF and MBC EOB credit	June 2014, SF
	INTEL Diversity and Inclusion committee – possible programming	INTEL audience and broadcast broadly	TBD
	MCBA (women lawyers LA)	Diversity bars	TBD
	CMCP	Corporate counsel	TBD
	State Bar Sections; Ask for co-sponsorship for	Annual Meeting	January 2014

	Annual Meeting Program	attendees	
	State Bar Annual Meeting Program – design program and recruit/confirm speakers	Annual meeting attendees	Early 2014 per State Bar Deadlines
	Design evaluation form to provide more feedback re impact of program	Program attendees	February 2014
	Be sure looking for all potential events and conferences for this program -- Do groundwork for expansion of program presentation to broader audience...see 2015	Expanded Program audience – see groups above	Yearend 2014
2015	Build on 2014 programming and broaden outreach to mainstream audiences (e.g. Co-sponsorship with a mega-firm to host program, etc.)	Two firms each in Northern and Southern California	Early 2015
2016	Planning based on programming in 2014 and 2015	See specific projects above	Early 2016

Task 2: Dissemination of Report

Timeframe	Action Plan	Target Participants	Date & Location
2014	Final editing, formatting and design of report; Create template for “mini reports” by practice setting	Legal employers by Separate practice settings discussed in report	June 2014
	Incorporate key data/info into COAF Roadshow	Legal Employers	July 2014
	Compile distribution list (e.g. bar association, diversity bars, law firms, legal employers, etc.); Create vehicles for feedback (written form and electronic survey); Distribute versions of report	Bar association, diversity bars, law firms, other legal employers, and other report recipients	July 2014
2015	Ongoing Dissemination and feedback	Bar association, diversity bars, law firms, other legal employers, etc.	Year end 2015; Tentative Annual Meeting
2016	Ongoing Dissemination and feedback	Bar association, diversity bars, law firms, other legal employers, etc.	Year end 2016; Tentative Annual Meeting

Task 3. Write self-study MCLE articles to provide legal employers with tools to make practice setting changes re hiring, retention and promotion

Timeframe	Action Plan	Target Participants	Date & Location
2014	Submit article for 2014 to Cal Bar e journal	California bar members	June 2014
2015	Submit article	California bar members	June 2015
2016	Submit article	California bar members	June 2016

Initiative D: Incorporate Diversity in US News Law School Rankings (College/Law School Committee)

Task 1: Explore seeking public comment on impact of US News rankings on diversity at public and private law schools in California or create other options for addressing rankings issues (Plan B)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Work with State Bar to consider options for stakeholder feedback	TBD	Summer 2014
	Create “Plan B” and implementation timeline by	TBD	Fall 2014
	Initial stages of implementation and updating plan	TBD	Year end 2014
2015	implementation of Plan B	Law schools, pre-law students	Year end 2015
	Create Findings and recommendations from Plan B	Law schools, pre-law students	Year end 2015
2016	Implementation of recommendations	Law schools, pre-law students	Year end 2016

Task 2: Create draft of law school rankings diversity factors for use by US News

Timeframe	Action Plan	Target Participants	Date & Location
2014	Create diversity factors (including review of draft metrics previously created by committee)	Law Schools	Fall 2014
2015	Share metrics with US news to further ongoing dialogue and response	US News	Year end 2014
	Share draft diversity factors with law schools and other rankings stakeholders	Law schools, US News	Year end 2014
2016	Incorporate same updated rankings criteria	Ongoing	ongoing

Task 3: Compile and evaluate information from other law school rankings systems

Timeframe	Action Plan	Target Participants	Date & Location
2014	Research Rankings reports other than US News & develop analysis of visibility & impact on students	N/A	Summer 2014
2015	Compile information for distribution to potential law students		Summer 2015
	Coordinate with other groups to present information at prelaw Workshops		Fall 2015 to year end 2015
2016	Ongoing outreach	Law schools, pre-law	Fall 2016

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
(Road Show Ad Hoc Committee)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Review and update slide show content Review new format and design for slide show --	Ad hoc committee	July 2014
	Complete revised slide show and share with COAF for feedback	Full COAF	November 1, 2014 (Annual planning Meeting)
2015	Updating data and adding new slides as needed	Attorneys, judges, bar associations, law schools	ongoing
	Presentation of new slides as requested and per outreach to various entities	Attorneys, judges, bar associations, law schools	CAOC, USC, JNE, Annual Meeting; local and minority bar MCLE programs
2016	Ongoing updating data and adding new slides as needed	Attorneys, judges, bar associations, law schools	ongoing
	Presentation of new slides as requested and per outreach to various entities	Attorneys, judges, bar associations, law schools	CAOC, USC, JNE, Annual Meeting and local and minority bar MCLE programs

Initiative B: 2014 Stakeholder Forum (Stakeholder Forum Ad Hoc Committee)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Plan for Stakeholder Forum—timeline to include PR and actual presentation; Confirm theme and speakers; Confirm and gather program materials	Annual meeting attendees	Program presented September 13, 2014, San Diego;
2015	Plan for Stakeholder Forum- timeline to include PR and actual presentation; Confirm theme and speakers; Confirm and gather program materials	Annual meeting attendees	Program presented October 10, 2015, Anaheim
2016	Plan for Stakeholder Forum- timeline to include PR and actual presentation; Confirm theme and speakers; Confirm and gather program materials	Annual meeting attendees	October 2016 Date and location TBD

Initiative C: Convene Stakeholders (Chairs)

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

Timeframe	Action Plan	Target Participants	Date & Location
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2014	Identify key issues and trends for ongoing communication and dialogue with diversity constituents/stakeholders	Stakeholder groups; diversity constituents	As needed; assume at least quarterly
2015	Identify key issues and trends for ongoing communication and dialogue with diversity constituents/stakeholders	Stakeholder groups; diversity constituents	As needed; assume at least quarterly
2016	Identify key issues and trends for ongoing communication and dialogue with stakeholders and diversity constituents	Stakeholder groups; diversity constituents	As needed; assume at least quarterly

Initiative D: Develop and Present Elimination of Bias MCLE Programs

(EOB MCLE Ad Hoc Committee)

Presentation of MCLE Programs at Annual Meeting and other forums during the year

Timeframe	Action Plan	Target Participants	Date & Location
2014	Develop and present programming for Annual meeting	Attorneys at Annual Meeting	September 2014
	Coordinate with other COAF committees to develop and present additional MCLE programs	Attorneys; bar associations	Year end 2014
2015	Develop and present programming for Annual meeting	Attorneys at Annual meeting	October 2015
	Coordinate with other COAF committees to develop and present additional MCLE programs	Attorneys – bar associations	Year end 2015
2016	Develop and present programming for Annual meeting	Attorneys at Annual Meeting	October 2016
	Coordinate with other COAF committees to develop and present additional MCLE programs	Attorneys—bar associations	Year end 2016

Initiative E: Develop and Disseminate Quarterly COAF E-newsletter

(Newsletter Editorial Board)

Create timeline and topics for quarterly newsletter

Timeframe	Action Plan	Target Participants	Date & Location
2014	Convene Editorial Board; identify themes for each quarterly newsletter; confirm production timeline; create and disseminate newsletter	Stakeholders; constituent groups	January, May, August, November 2014
2015	Convene Editorial Board; identify themes for each quarterly newsletter; confirm production timeline; create and disseminate newsletter	Stakeholders; constituent groups	January, May, September, November 2015
2016	Convene Editorial Board; identify themes for each quarterly newsletter; confirm production timeline; create and disseminate newsletter	Stakeholders; constituent groups	January, May, September, November 2016

Strategic Goal 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

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

Task 1: (Phase One) Execute MOU's among 4 law schools, 4 four-year universities and 20 community colleges

Timeframe	Action Plan	Target Participants	Date & Location
2014	Execute MOU's w/Irvine, Santa Clara, USC & Davis, undergraduate entities and selected community colleges	4 Law Schools, undergraduate entities and community colleges	March 2014
2015	Ongoing implementation-Maintain MOU's—	Original MOU parties	Year end 2015
	Fundraising to maintain/stabilize program	Funding sources	Year end 2015
2016	Ongoing implementation-Maintain MOU's	Original MOU parties	Year end 2016
	Ongoing Fundraising	Funding sources	Year end 2016

Task 2: (Phase two) execute agreements among 4 additional law schools, undergraduate schools and 20 community colleges

Timeframe	Action Plan	Target Participants	Date & Location
2014	Continue discussions w/4 Law Schools, undergrads and negotiation of MOU's	Original participants: UCI, UCD, USC, Santa Clara	Jan-March 2014
	Consider addition of participating law schools, universities	Loyola and USF	May 2014
2015	Consider addition of community colleges and law schools	Ongoing	Year end 2015
2016	Maintain ongoing program	Ongoing	Year end 2016

Task 3: Develop toolkit for ABA to implement initiative nationwide

Timeframe	Action Plan	Target Participants	Date & Location
2014	Develop tool kit to replicate program using MOU, and other materials & lessons learned from implementations of 2+2+3 program	ABA	Year end 2014
2015	Ongoing distribution of tool kit and presentations re program development	ABA and other national and state entities; bar associations	Year end 2015
2016	Ongoing distribution of tool kit and presentations re program development	ABA and other national and state entities; bar associations	Year end 2016

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)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Identify college which will track students in the 2+2+3 program	Colleges participating in 2+2+3 program	NA
	Initiate longitudinal study		

2015	Continue data collection and evaluation over next 10 years	Community colleges undergraduate entities, law schools participating in program	
2016	TBD		

Initiative B: Hold a Community College “Faculty Champion” and Student Law Day
(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 establishing pre-law clubs and debate/mock trial competitions

Timeframe	Action Plan	Target Participants	Date & Location
2014	Schedule 2+2+3 workshop In preparation for 2014-2015 school year	Community College and 4 year college and law school participants	Law Day 2014
2015	Annual Conference	Community College and 4 year college and law school participants in 2+2+3	Law Day 2015
2016	Annual Conference	Community College and 4 year college and law school participants in 2+2+3	Law Day 2016

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

Timeframe	Action Plan	Target Participants	Date & Location
2014	Through Workshop & other outreach to 20 CC’s obtain commitment from Professors	CC participants in 2+2+3	Jan-July 2014
2015	Through Workshop & other outreach to 20 CC’s maintain and expand commitment from Professors	CC participants in 2+2+3	By beginning of school year 2015
2016	Through Workshop & other outreach to 20 CC’s maintain and expand commitment from professors	CC participants in 2+2+3	By beginning of school year 2016

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

Timeframe	Action Plan	Target Participants	Date & Location
2014	Develop feedback forms to be distributed & returned by faculty and students; evaluate and distribute compiled results	20 CC’s	2014 YE
2015	Distribute and evaluate compiled results from returned forms	20 CC faculty champions	End of 2015-2016 school year

2016	Distribute and evaluate compiled results from returned forms	20 CC faculty champions	End of 2016-2017 school year
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Initiative C. California Partnership Academy (CPA) Law Academy Support
(California Partnership Academy Ad Hoc Committee and Early Education Committee)

Task 1: Develop and implement a “Calling All Lawyers Campaign”

Timeframe	Action Plan	Target Participants	Date & Location
2014	Conduct general PR for the law academies statewide and more targeted PR and outreach in each county where an academy is located to promote the programs and encourage attorneys, judges, and law students to volunteer in various capacities.	Legal profession in counties where CPA law academies are located (Sacramento, West Contra Costa, Los Angeles, San Diego, Solano)	TBD
	Outreach conducted through Presentations, Articles, Resource Materials Networking	To various law related entities/ offices in law academy locations; Potential law academy volunteers/and supporters; Local bars/ Potential law academy volunteers/and supporters; Local bars and other law related entities	TBD
2015	Ongoing		
2016	Ongoing		

Task 2: Hold essay contest among the California Partnership Law Academies to promote key law-related concepts and events selecting ABA Law Day Themes
(Early Education Committee)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Early Education Essay Contest using Civil Rights Act theme; Acknowledge participants at local schools, booklet at Annual meeting and articles published in COAF Newsletter; fundraising for contest expenses	Eleven CPA Law Academies.	Essay Deadline April 21, 2014 Selected essays in May with winners notified and acknowledged at law academy Law Day

			ceremonies.
2015	Select annual theme and conduct contest	All existing CPA Law Academies	Same as above
2016	Select annual theme and conduct contest	All existing CPA Law Academies	Same as above

Initiative D: Conduct Education and Outreach to Increase Diverse Applicants for Appointment to State Bar and Other Entities (Appointments Ad Hoc Committee)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Create general outreach plan to encourage applications for COAF, State Bar and other entities; present appointments workshops -- Northern and Southern California	Attorneys, judges, public members	By application deadlines during the year
	Identify key entities for focused recruitment and do outreach and recruitment	Attorneys, judges, public members	By application deadlines during the year
2015	Create general outreach plan to encourage applications for COAF, State Bar and other entities		
	Identify key entities for focused recruitment and do outreach and recruitment	Attorneys, judges, public members	By application deadlines during the year
2016	Create general outreach plan to encourage applications for COAF, State Bar and other entities		
	Identify key entities for focused recruitment and do outreach and recruitment	Attorneys, judges, public members	By application deadlines during the year

Initiative E: Hold Leadership Development/Appointments Summit (Leadership Development/Appointments Summit Ad Hoc Committee)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Confirm date with Chief Justice; Confirm site at AOC	Committee	10/30-31/2014 at AOC, San Francisco
	Create Action Plan/timeline; Plan monthly conference calls with committee	Committee members	March/April 2014

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

Task: Create and share with new and continuing law school deans resource materials from prior dean conversations re; model diversity programs and key issues

Timeframe	Action Plan	Target Participants	Date & Location
2014	Schedule meetings w/four new and continuing Deans to discuss best practices/diversity issues	4 law schools TBD	TBD
	Compile and share prior and new materials with Law School Assembly and Law School Council	All ABA and CA law schools	TBD
2015	Same annually	4 law schools TBD	TBD
2016	Same annually	4 law schools TBD	TBD

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)

Timeframe	Action Plan	Target Participants	Date & Location
2014	Cultivate communication with the Specialty Bars, ABA, and County Bar Associations regarding Diversity issues and Events and/or Civic Education Obtain a contact list for the minority bar associations. Coordinate through bar sponsored seminars; Ongoing bar association events around and including education issues	Specialty and County Bar Associations and ABA Bar partners	TBD:
	Identify and focus on early education pipeline issues/ programs; support civic education events within the Academies, the ABA, Specialty Bar Associations and local Bar Associations by providing pamphlets, comprehensive lists of resources	Specialty and County Bar Associations and ABA Bar partners	Fall 2014; law academies
	Provide representatives at Statewide conventions/ meetings to discuss diversity, early childhood education and State Bar partnerships with local schools – COAF Ambassador networking and partnership	Attorneys, judges, community based organizations; bar associations, ABA Bar partners	Summer 2014 upon request @ bar related seminars
2015	Begin to cultivate a relationship between State Bar and Local Bar Associations regarding training on early education pipeline issues and cultural competency ; Obtain listing of local bar associations.	Attorneys/judges	August 2015 Law Academies, State Bar sponsored or co-sponsored seminars
	Begin to cultivate a relationship between State Bar and Statewide Bar Associations and Larger Specialty Bar Associations regarding training on early education pipeline issues and cultural competency (i.e. CABL, Legal Defense NAACP, LGBT, LBA, etc).	Attorneys/judges	TBD
2016	Identify, collaborate, communicate and connect with other pipeline projects sponsored by any legal entity including bar associations, law schools, law firms, government offices, corporate entities, public interest programs and the judiciary	Pipeline Projects	TBD
	Assist the Early Education Committee in working with the existing law academies and any other Committee initiative or current project.	Early Education Committee initiatives	TBD at Law academy locations
	Create and maintain a listserv of specialty/ethnic bars for communication purposes.	Specialty and ethnic bars	TBD
	Visit and speak at specialty bar meetings/ events/etc.	Specialty bars	TBD

Initiative H: Reduce Truancy Rates and Disciplinary Actions in Early Education to Promote Diversity in the Practice of Law (Early Educ. Comm.)

Task 1: Work with existing entities focusing on this issue; gather resources and assess status of ongoing initiatives and identify appropriate role for COAF to address impact on early education pipeline

Timeframe	Action Plan	Target Participants	Date & Location
2014	Identify what other entities are doing to reduce truancy rates and collaborate with COAF early education pipeline stakeholders, instead of creating or developing our own initiatives. Hold statewide forums to raise awareness re: school discipline issues impacting students of color and create a network of minority Bar Associations to address the issue at the local level. Create a listserv for events, internet links, websites and other school resources both locally and nationally that address truancy or school disciplinary policies that can lead to excessive suspensions and expulsions.	High School Law Academies statewide	Ongoing
2015	Track work of community based/Youth Law organizations and promote relationship with city/county boards of education; facilitate relationships		ongoing
2016	Ongoing		

Task 2: Create network of bar associations including local, minority and specialty bar associations to address discipline and truancy issues at local level

Timeframe	Action Plan	Target Participants	Date & Location
2014	Create data base or listserv identifying Bar Associations, Law Firms or Working Groups and entities examining the effects that truancy, school discipline and trauma have on youth.	TBD	Initially year end 2014 and then ongoing
2015	Determine barriers and boundaries	Attorneys, Judges , juvenile court	Year end 2015
2016	Support educational passports for foster and homeless youth		Year end 2016

Strategic Goal 4: Measure Change

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

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

Task 1: Hold COAF diversity session

Timeframe	Action Plan	Target Participants	Date & Location
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2014	Conduct facilitated diversity session as first step of Annual Planning session and creation of long range strategic plan	COAF and liaisons	November 2013 (as part of COAF annual planning session)
2015	NA		
2016	NA		

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

Timeframe	Action Plan	Target Participants	Date & Location
2014	Create strategic planning templates for identified strategic initiatives	COAF	February 2014
	Create long range strategic plan	COAF	March 2014
	Review and implementation of strategic plan; modify 2015 and 2016 initiatives as needed	COAF	November 2014
2015	Continue review and implementation of strategic plan; Modify 2016 initiatives and extend strategic plan to 2017	COAF	November 2015
2016	Continue review and implementation of strategic plan; Modify 2017 initiatives and extend strategic plan to 2018	COAF	November 2016

Task 3: Hold diversity session with diversity stakeholders and constituents

Timeframe	Action Plan	Target Participants	Date & Location
2014	Convene stakeholders/ constituents periodically to dialogue re: key diversity issues, COAF strategic plan, diversity factors/outcomes	Stakeholders and constituents	At least quarterly calls by Year end 2014
2015	Create report/recommendations/ and consistent outcome measures	Key stakeholders and constituents	Summer 2015
	Dialogue with stakeholders and constituents re COAF strategic plan and key issues	Key stakeholders and constituents	At least quarterly calls by Year end 2015