

ATTACHMENT B
Complete COAF 2015-2018 Strategic Plan

The State Bar of California
Council on Access & Fairness

Long Range Strategic Plan
2015 -2018

**(Revised during 11/21/15 Annual Planning Retreat
and confirmed at 2/27/16 meeting)**

Mission of the State Bar of California

(Source: Business & Professions Code Section 6002)

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.

Board of Trustees Confirms Commitment to Achieving Diversity

(Source: Board of Trustees Resolution July 20, 2011)

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.

Creation of the Council on Access & Fairness

The State Bar of California, Council on Access and Fairness (COAF) was created in 2006 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 and law schools; and the judiciary, as well as different years' experience and geographical location.

The vision, mission, strategic goals, and charge of The State Bar of California Council on Access and Fairness are detailed, below.

COAF Mission

The Council on Access and Fairness 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.

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 understand its role and responsibilities as active participants in our democracy.

COAF 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.

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 Governors 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 Governors 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 Governors for recipients of the Annual Diversity Awards.
- K. Educate all attorneys of State Bar policy within the authority of this charge.

Creating the COAF Long Range Strategic Plan

Applying the “SMART” Criteria to Evaluate Ongoing/Proposed Initiatives:

Strategic and **S**pecific, **M**easurable/**M**etrics, **A**chievable, **R**elevant/**R**ealistic and **T**imely (with specific **T**imeline)

Each initiative in the long range strategic plan has been evaluated for alignment with respect to the four strategic goals listed above.

Specific initiatives for achieving the goals also must meet these **SMART** criteria. The following **SMART** Template was used by each of the COAF committees to review the proposed initiatives.

SMART Template

Council on Access & Fairness Strategic Planning Template 2015
Committee:
Chair:
Proposed New or Continuing Initiative
Strategy Addressed:
“SMART” Analysis:
S trategic and S pecific
M easurable/ M etrics
A chievable (consider resources available)
R elevant/ R ealistic
T imely (and within specific T imeline)
Recommendation for including in 2015 through 2018 Priorities

Council on Access & Fairness

2015-2018 Long Range Strategic Plan

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: Increase Diversity and Inclusion Within the California State Judiciary (Judicial Committee)

Task 1: Conduct judicial appointments and mentoring workshops

(Hold judicial appointments workshops re: the application and appointments process. Hold mentoring workshops to provide one-on-one feedback for attorneys who have drafted their online judicial application. Distribute and collect evaluation forms from workshops. Continue to update judicial informational PowerPoint slides so data and content remain current.)

Intended impact

The judicial appointment workshop is designed to increase the applicant pool of qualified minority candidates and to increase the appointment of diverse judges.

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.

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.

Measure the increase in the diversity of the applicant pool and the increase in the diversity of sitting judges over time. (Data Source: SB 56 Reports)

Task 2: Provide updates from 2011 judicial summit statewide; conduct Judicial Summit every five years (next summit scheduled for October 2016)

(Convene statewide summit every 5 years; Review findings and recommendations from prior Summit to determine completion of “action plan”. Record discussion/feedback for review and compilation by Planning Committee and COAF; Complete 2016 Judicial Summit Report and Recommendations. Develop Action Plan for next 5 years)

Intended impact
Conduct outreach and gather feedback during appointments workshops re: discussion and findings from the 2011 Judicial Summit and update and/or modify findings based on feedback. 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?
The Number of workshops and attendees and the dialogue and participation generated by presentation of 2011 Judicial Summit report and findings; Buy-in / participation in follow-up by attendees for ongoing follow up to address key judicial diversity issues; For 2016 Judicial Summit: 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 2017 Analysis and implementation plan for Judicial Summit Findings and Recommendations

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

(Present annual JNE EOB trainings; Create resource materials re diversity provisions in Gov. Code 12011.5; periodic meetings with Governor's appointment secretary re status of judicial recruitment and appointments)

Intended impact increase awareness of implicit bias, etc. of JNE commissioners
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 B: Disseminate COAF Legal Employer Focus Group Report and Recommendations (Legal Profession Committee)

Task 1: Complete and disseminate Legal Employer Focus Group Report

(Distribute the Report generated from COAF Focus Groups with legal employers from law firms, government offices, corporate counsel, public interest entities and in-house diversity managers and data in "Road Show" PowerPoint slides; create MCLE presentations highlighting the feedback from the focus groups re: model in-house diversity programs; include Report in EOB Video Packet; distribute materials to local/minority /specialty bars, in house counsel, law schools -- statewide and nationally)

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

How will we measure success?
Numbers of reports distributed to local bar, minority bar listings (approximately 280 entities); Track distribution to legal employer listing used for original focus group outreach (law firms, corporations, government offices, public interest programs, diversity directors); Anticipate 25% feedback through written program evaluations and electronic surveys.

Task 2: Write Self Study MCLE articles to provide legal employers with tools to make systematic changes re hiring, retention and promotion of diverse attorneys
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(write and submit self-study and other MCLE articles each year to California Law e-journal and other legal publications seeking MCLE articles)

Intended impact
Educate, raise awareness of diversity and inclusion 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; Collect data received for number of attorneys taking self-study tests(including successful completion of self study test indicating understanding of concepts discussed in article).

Task 3: Who is on your team? Hiring and Retention in a corporate setting

(Compile list of in-house counsel contacts and begin outreach/invitations to participate in small group discussions; Convene meetings with teams of in-house counsel for dialogue and feedback on how to leverage influence to increase diversity and inclusion among hired outside law firms)

Intended impact
Raise awareness amongst key decision makers in large corporate legal departments. Ultimately impact the hiring of diverse outside counsel and the retention/hiring of diverse in-house counsel.
How will we measure success?
Review survey data from participants measuring their commitment to the best practices and their desire to implement the best practices.

Initiative C: Compile and Distribute Demographic Information from California Law Schools (College/Law School Committee)

Task 1: Compile and post demographic information from California law schools for student reference re: law school applications

(compile existing demographic data already collected and reported by ABA accredited law schools; collect same data from California accredited law schools; post data on a site accessible to prospective law students as they decide on submission of law school applications)

Intended impact
Creating additional option(s)/information to US News Rankings for evaluation or reliance by future law students on additional diversity data in law school selection; Increased use by pre-law students of options other than US News to factor into decision to apply to various law schools; Increased diverse applications and admissions in law schools that support and ensure success of diverse students in law school and on the bar exam
How will we measure success?
Numbers of “hits” on information site; monitoring increases in law school applications

Task 2: Create and distribute draft law school rankings diversity metrics for use by California law schools and law school rankings systems

(Create and share metrics with the law schools in 2+2+3 MOU to see if metrics align with their diversity programs; share metrics with various law school rankings systems for feedback and incorporation into their rankings criteria; identify model rankings programs and best practices)

Intended impact
Creating law school rankings systems that incorporate diversity metrics into current rankings
How will we measure success?
Adoption of proposed metrics or viable alternatives in existing law school rankings systems

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

(Research rankings systems that incorporate diversity as one of the criteria in the rankings methodology; share information and Coordinate with other groups/present information at prelaw Workshops)

Intended impact
Develop alternative to US News law school rankings for use by potential law students; Influence/expand diversity programming and focus by law schools
How will we measure success?
Data re dissemination of metrics; and Feedback from students accessing the website re reliance on information as part of decision making process for law school selection

Initiative D: Increase Bar Passage Rates Among Students from Diverse Backgrounds (College Law School Committee)

Task 1. Evaluate bar passage data for students from diverse backgrounds

Collect and review bar passage data for underrepresented groups including students with disabilities, first generation students attending law school, students from economically disadvantaged backgrounds, etc.

Task 2. Identify bar passage programs and compile resources to share with students

Survey programs addressing needs of students in the identified underrepresented groups identify model programs and compile resources for use by students .

Intended impact
Improve student performance on bar exam by providing available programs and resources to assist in bar exam preparation
How will we measure success?
Students accessing information Increased student participation in bar passage programs Bar passage feedback from participating students

Initiative E: Develop an Implicit Bias/Stereotype Threat Curriculum **(EOB/MCLE Committee)**

Task 1: Develop Implicit Bias/Stereotype Threat Curriculum for High School Law Academy and Community College Faculty and Students
(Identify collaborators; obtain funding; create community college curriculum; create high school curriculum; conduct professional development among academy and community college teachers, conduct program assessments)
Intended impact
Improve student performance by educating students and faculty regarding concepts of implicit bias and stereotype threat and impact on student performance and self-confidence in the classroom and on standardized testing
How will we measure success?
Feedback via student evaluations; feedback from faculty; success measured by number of schools adopting the curriculum and the number of students who have been taught the curriculum; begin with a moderate goal of 10 schools and 500 students being taught curriculum – adjust the goal up or down as necessary once further into the process.

Task 2: Assess judicial training models regarding implicit bias and impact on access and fairness in the judicial system
(Work with Judicial Council Staff and Advisory Committees to assess judicial training curriculum offered through CJER; make recommendations and provide support for additional training)
Intended impact
Reduction in the negative impact to access and fairness in the courts caused by implicit bias among judicial officers
How will we measure success?
Success will be measured through assessment of whether any new training/ education is implemented for California judicial officers as a result of identified gaps in training and education.

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 and to inspire and empower potential lawyers from diverse communities

Initiative A: Update and Present Master “Road Show” Slides (EOB/MCLE

Task 1: Updates including revisions, formatting and design

(Review and update slide show content; Review new format and design for slide show; Complete revised slide show and share with COAF for feedback ; Updating data and adding new slides as needed; Presentation of new slides as requested and per outreach to various entities)

Intended impact
Inform and educate stakeholders re: the status of diversity in the legal profession
Engage in dialogue re: strategies for increasing diversity and inclusion in the legal profession
How will we measure success?
Programs presented using data and information
Materials used in other programs by stakeholders

Initiative B: Convene Annual Stakeholder Forum (Stakeholder Committee)

Task 1: Presentation of COAF Annual Stakeholder Forum during State Bar Annual Meeting

(select annual theme; develop and produce MCLE programming; conduct outreach and convene forum)

Intended impact
Educate participants on annual theme and implications for diversity and elimination of bias in the legal profession
How will we measure success?
Number of participants; program evaluations/feedback

Initiative C: Establish Dialogue with Stakeholders (Stakeholder Committee)

Task 1: Convene stakeholders periodically, as needed, for ongoing communication, dialogue and collaboration on key issues and initiatives

(Ongoing identification of key issues and trends for ongoing communication and dialogue; convene quarterly stakeholder Diversity Dialogues)

Intended impact
Establish and maintain ongoing communication via conference calls with diversity stakeholders and constituents re key issues and actions to be taken to address issues by either 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 and Articles (EOB/MCLE Committee)

Task 1: Presentation of MCLE Programs at Annual Meeting and other forums during the year

(develop and present EOB MCLE programming at State Bar Annual meeting; coordinate with COAF to develop programming during the year; seek sponsorships for programming; responds to requests from stakeholder entities for COAF presentations)

Intended impact
Educate participants re Elimination of bias issues and provide approaches on how to address 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

Task 2: Write/Submit Self Study MCLE articles to provide legal employers with tools to make systematic changes re hiring, retention and promotion of diverse attorneys

(write and submit article to California Bar e-journal and other legal periodicals; circulate draft articles to local and minority bar associations and other entities for publication)

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 test indicating understanding of concepts discussed in article).

Initiative E: Develop and Disseminate Quarterly COAF e-newsletter (Newsletter Editorial Board)

Task 1: Create timeline and topics for quarterly newsletter

(convene Editorial Board, identify themes for quarterly issues; create and disseminate 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 categories and numbers for each issue each year; distribution to increase each year as COAF increases outreach and network..

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. Support California Partnership Law Academies (CPA's)
(Early Education Committee)

Background: *In 2010 the State Bar of California partnered with the California Department of Education (CDE) to create six California Partnership High School Law Academies pursuant to Education Code 54690-54697 and the California Partnership Academy Model. Created by the California Legislature in 1986, students in these classrooms must be at least 50% at risk and be in high schools of 350+ students. These requirements led to classrooms that reflected the diverse population of California. High school students receive a law class starting in the 10th grade - every day for 3 years. The dream of becoming a lawyer became a reality for the first time for many of these students, many who were considered disadvantaged. The Law Academies were the first academies to focus on the legal profession in the 30 years the program has been in existence. The academy programs are implemented and administered through the local school districts and are supported by local groups of volunteer lawyers and judges coordinated under the California Law Academy Support Council (CLAS). More than 1200 legal professionals give of their time, energy and funds to work with these students. There are close to 500 existing Partnership Academies statewide, focusing on 15 career pathways, which represent the leading industry sectors in the state. The partnership academies are funded by the CDE and receive ongoing support from the Office of the Governor and State Legislature. There are currently 16 law academies throughout the state with numbers continuing to grow.*

The Council on Access & Fairness (COAF) has supported the ongoing implementation of the California Partnership Law Academy Initiative by facilitating the partnership with the CDE and opening communication among the law academies through developing, identifying and sharing resources, conducting professional development sessions, and convening an annual summer forum for teaching teams, school district representatives, advisory board members, CDE staff, COAF members and various experts. COAF also conducts outreach to promote the academies among the local legal community and to recruit judges, lawyers, law firms, government offices, law schools, corporations, local community representatives, and others to serve as volunteers and to support the local academy programs. The California Partnership High School Law Academies are viewed as the initial segment of the pathway to law, preceding the pathway created through the Community College 2+2+3 Pathway to Law program and resulting in a 4+2+2+3 Pathway to Law. With the creation of California LAW, an entity under the auspices of the California Community College Foundation, the ongoing partnership with the CDE for the creation and implementation of the Partnership Academies will be absorbed by California LAW. COAF will continue to promote the programs, help to increase support and recruit volunteers, and facilitate ongoing communication and professional development among the law academies.

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

(coordinate with the Law Academy Advisory Boards to conduct outreach promoting the law academies and encouraging attorneys, judges, law students, local and minority bar associations, and local business/ community representatives, elected officials, etc. to get involved with the programs and to support the academies; activities include creating media packets; collecting sample letters and creating templates requesting volunteer and other contributions; drafting articles; creating resource materials; networking; and reviewing academy outcomes to determine how to address ongoing development)

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; encouraging increased numbers of volunteers for the local academies
How will we measure success?
Draft and circulate law academy articles for distribution to all local and minority bars in counties where law academies are located and printing in each entity newsletter Create one resource in each county to be circulated to law-related entities; Attend or have presence during the year at local and minority bar events to promote law academies; Compare current number of volunteers with numbers at year end in each county

Task 2: Hold high school law academy essay contest among the CPA Law Academies to promote law-related concepts and events using ABA and Other Law Day Themes

(Develop and implement annual timeline for Annual Essay Contest to be initiated in the beginning of the school year (October) for contest deadline in second semester of each school year to provide time for teachers to incorporate topic and contest into curriculum/lesson plans for contest; select annual theme; develop and distribute contest packet to California Partnership Law Academies; raise funds for student stipends, plaques and essay booklets)

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 B: Reduce Truancy Rates and Disciplinary Actions for Students from Diverse Backgrounds in the Early Education Pipeline (Early Education Committee)

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

(identify what other entities are doing to reduce truancy and discipline; gather/compile resources from existing programs for use by law academies; conduct outreach; convene forums to raise awareness re: school discipline policies impacting students from diverse backgrounds)

Intended impact
To increase movement along diversity pipeline for students of color by reducing or eradicating 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?
Review and track statewide data where law academies are located; Data from school superintendents; Identify national data for comparison

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

(create network of minority and specialty bar associations to address issues at local level; Create a list serve for events, internet links, websites and other school resources both locally and nationally that address truancy or school disciplinary policies leading to excessive suspensions and expulsions; Track work of community based organizations and Youth Law organizations and promote relationship with city and county boards of education; facilitate relationships)

Intended impact
Create comprehensive approach to reducing/eliminating truancy and disciplinary policies disproportionately impacting 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 2017 - Create a survey to measure the impact of the work we are doing. Expand the pipeline to include younger students. Possible cartoon contest dealing with 1 st Amendment issues; mock trials; reaching out to foster youth and Native communities. Thomas will reach out to the Governors' liaison Cynthia Gomez about how to connect with different tribes and encourage their participation.

Task 3 : Hold cartoon/poster contest among designated elementary schools that feed into the CPA Law Academies to educate students and community re: importance of reducing school truancy

(Create contest guidelines, timeline, review criteria, contest packet, classroom lesson plan, confirm participation by schools, collect entries, review and judge, notify selected students and their teachers, produce/distribute PR materials with winning entries)

Initiative C: Presentation of “Know Your Rights” Programming to Partnership Law Academies (Early Education Committee)

Task: Coordinate with local and minority bar associations to present “Know Your Rights” programs to California High School Partnership Academies

(Identify national and local minority bar associations presenting “Know Your Rights” programs to high school students to advise students re: proper responses/interaction when encountering law enforcement officials; partner with and expand programming to California Partnership Academies)

Initiative D: Promote and Support Community College 2+2+3 Pathway to Law School Initiative (College/Law School Committee)

Background: The 2+2+3 Community College Pathway to Law Program was established in 2014 through the efforts of the Council on Access & Fairness, College & Law School Committee. 24 California Community Colleges, 6 undergraduate institutions and 6 law schools all signed a Memorandum of Understanding (MOU) as the inaugural class of the Community College Pathway to Law School initiative. Thuy Thi Nguyen, then the chair of the Pipeline Committee of the Council on Access and Fairness, envisioned this project and worked tirelessly to make it a reality. An additional 5 California Community Colleges have been added for a total of 29 Community Colleges as signatories to the MOU. The Community College Pathway to Law School initiative is an innovative, unprecedented program in the United States, and in the legal profession. The initiative has received national attention through various news outlets such as the Los Angeles Times, National Public Radio, San Francisco Chronicle, San Jose Mercury News, Fresno Bee, American Bar Association Journal, and the Community College Daily. Our community college system has the most diverse student population of the three public systems in California, providing opportunity for everyone who aspires to obtain a college education, including students from the least affluent communities in California, first generation students, students of color, students with disabilities, veterans, and those who have work and family responsibilities. Thousands of talented and promising students leak out of the education pipeline from community college to law school every year because of a lack of support, mentoring, financial resources, and information about what is needed to gain admission and succeed in law school. The initiative provides a clear pathway from community college to law school for students from diverse backgrounds who otherwise would not have an opportunity to enter the legal profession.

The Community College Pathway to Law School initiative requires the completion of courses that are based on a defined set of “26 success factors” that help make effective lawyers. The intention of this initiative is to align criteria from the “success factors” with California Community College courses already approved in corresponding Intersegmental General Education Transfer Curriculum (IGETC) areas in order to prepare students for law school and the legal profession prior to transfer. Support for the students, including mentoring and pre-law counseling, will be included in order to provide students with the best possible chance for success. Professional development activities would be provided to faculty members. Upon successful completion of the community college curriculum, students will graduate from community college with a “California Law Scholar” designation on their transcripts and will receive a certificate from the community college indicating successful completion of the program as part of the partnership between the MOU signatories, the California Community Colleges Chancellor’s Office, and the State Bar Council on Access & Fairness

In 2015, California LAW, a California public benefit corporation, was formed to become the foundational structure that will connect, communicate, collaborate, and coordinate with the programs that are part of the educational pipeline for diverse students into the legal profession or law-related careers. It operates under the auspices of the Foundation for California Community Colleges a 501 (c)(3) serving as the fiscal agent for CaliforniaLAW. The full education pipeline includes the high school law academies (described on pages 13-14 of this Long Range Plan) created under the California Partnership Academy model in a unique partnership between the State Bar of California and the California Department of Education. Additionally, it includes members of the 2+2+3 Community College Pathway to Law School initiative described here, resulting in an educational pipeline into the legal profession created under the leadership of the State Bar of California’s Council on Access and Fairness. With these agreements, California LAW, Inc. and the State Bar’s Council on Access & Fairness will continue a partnership to create a clear pathway for students from diverse backgrounds to attend law schools.

Through the ongoing partnership between California LAW and the State Bar Council on Access & Fairness (COAF), California LAW will be responsible for the ongoing oversight, administration and programming for the Pathway to Law initiative, which includes adding signatories to the MOU, technical support and program development for MOU compliance, fundraising, developing a Tool Kit for program replication through the ABA and other entities, providing professional development for Community College faculty champions, providing Law Day programming for students, and developing a longitudinal study to assess the success of the program.

COAF will continue to conduct outreach to promote the program nationally, statewide and locally, to recruit members of the legal profession, to provide support, to volunteer for the programs as Advisory Board members, mentors, internship sites, classroom speakers, field trip chaperones, etc., to collect and distribute resource materials, and to review annual reports re: program performance to provide feedback and evaluation to California LAW re: continued program operations during and after the initial 10 year pilot phase of the program.

Tasks: Promote and Provide Support for Community College Pathway to Law Program

(Continue State Bar/COAF partnership through California LAW to promote the 2+2+3 program nationally, statewide and locally; to recruit members of the legal profession to provide support and to volunteer for the programs as Advisory Board members, mentors, internship sites, classroom speakers, field trip chaperones, etc.; to promote Pathways program among all California undergraduate and law schools for potential applications by future Community College Pathway Scholars ; to collect and distribute resource materials; present forums at COAF and State Bar meetings and other venues; and to review annual reports re: program performance to provide feedback and evaluation to California LAW re: continued program operations during and after the initial 10 year pilot phase of the program; and revise MOU so provisions align with ongoing partnership with State Bar/COAF)

Initiative E: Develop Education Pipeline from Law School to Practice **(College/Law School Committee)**

Task 1: Create pilot education pipeline programs

(Conduct research and use data to develop pipeline models and components; conduct outreach to law schools and potential employees; match pipeline partners; sponsor, publicize and coordinate pilot education pipeline programs; expand programs into multiple counties)

Task 2: Replicate DFEH program to place “Graduate Legal Assistants” in various state agencies

(Encourage law graduates from diverse backgrounds to take Civil Service exam for “Graduate Legal Assistant” level; promote program among State agencies to create positions and to use of the civil service “Graduate Legal Assistant” eligibility list to hire law graduates as interns and eventually to hire from this list for open attorney positions; track student and agency participation).

Intended impact

Expand education pipeline from law school graduation into the profession

How will we measure success?

Data compiled re existing program models; Potential employers contacted and participating;
Programs created; Numbers of law graduates participating;

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

Task 1. Create outreach plan to encourage applications from diverse attorneys for COAF and other State Bar entities

Identify key entities for focused recruitment and do outreach and recruitment (Create outreach plans and present workshops to encourage applications from diverse attorneys for State Bar and other entities; identify key entities for added recruitment and outreach;

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 G: Create Pipeline for Leadership Development (Legal Profession)

Tasks: Create and Implement Leadership Development Action Plan for attorneys from diverse backgrounds

(use leadership opportunities highlighted at COAF Leadership Development Summit as basis for ongoing action plan and forums focusing on leadership opportunities for attorneys from diverse backgrounds; Include discussion of applications for State Bar appointments)

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, and other key entities

How will we measure success?

Number of appointments made, leadership potential discovered and leadership positions attained;

Workshops held focusing on other leadership development and opportunities;

Participant feedback.

Initiative H: Partner with Bar Associations and Other Entities to Create and Expand Mentoring Programs for New Lawyers (Legal Profession)

Tasks: Survey bar associations and other entities re: existing mentoring programs and identify model programs for further study

(Conduct survey of bar associations and other entities re: existing mentoring programs; review information and identify model programs; share feedback with State Bar and other entities as follow up to State Bar Mentoring Task Force recommendations and possible creation of pilot mentoring program for new lawyers)

Intended impact
Increase mentoring resources for new lawyers to facilitate entry into the profession
How will we measure success?
Programs created/evaluated; Participants in the program; Feedback from mentors and mentees; Ongoing review of discipline data

Initiative I: Cultivate Network and Partnerships with ABA and Bar Associations Focusing on Early Education Pipeline Issues/Programs (Communications Committee)

Task 1: Cultivate communication with local, minority and specialty bars re: diversity issues and events and/or civic education

(gather info to compile contact list for all bars; Identify and focus on early education pipeline issues/ programs; support civic education events within the Academies, the ABA, Specialty Bar Associations and County Bar Associations by providing pamphlets, comprehensive lists of resource; provide representatives at Statewide conventions/ meetings to discuss diversity, early childhood education and State Bar partnerships with local schools; serve as COAF Ambassador networking and partnership; create and maintain a listserve of specialty/ ethnic bars for communication purposes; Visit and speak at specialty bar meetings/ events/etc

Intended impact
Increase communication and consolidate partnerships for programming, initiatives, resources among bar associations and other entities for 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 J: Conduct Outreach to Promote COAF Initiatives and Projects (Communications Committee)

Tasks: Expand outreach to stakeholders re: COAF background/charge/programs and initiatives

(Branding COAF; use of social media to communicate to stakeholders; posting resources on State Bar website; creating/enhancing resource site for students)

Strategic Goal 4: Measure Change

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

Initiative A: Hold Diversity Metrics Training for COAF to Address Ongoing Application of Metrics to COAF Long Range Plan (Chairs)

Task 1: Hold COAF Diversity Metrics Session

(conduct facilitated diversity metrics session as part of Annual Planning session; create long range strategic plan; create templates and structure for ongoing planning sessions and updating Long Range Plan)

Intended impact

Train COAF on concept of diversity metrics 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 and update each year

(identify annual accomplishments; review and adjust ongoing initiatives as needed; incorporate additional new initiatives for rolling three year plan)

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 Metrics Session with Diversity Stakeholders and Constituents

(Convene stakeholders/ constituents periodically to dialogue re: key diversity issues, COAF strategic plan, diversity metrics/outcomes; Create report/ recommendations from dialogue, including consistent measurement of outcomes)

Intended impact

Share existing metrics 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 metrics/outcomes to measure diversity accomplishments;
Identify initiatives for joint stakeholder measurement;
Apply uniform metrics statewide to evaluate diversity accomplishments/outcomes

Initiative B: Raise Additional Funds to Ensure Implementation of Approved Long Range Plan Initiatives and Programs (Fundraising)**Task 1: Raise additional voluntary funds to support access & fairness programs and initiatives**

(appoint and convene Fundraising Committee each year to raise funds for Diversity Reception/Program and Essay Contest; Develop and implement fundraising goals/plan)

Intended impact

Enable COAF to implement expanded programming and approved initiatives confirmed and prioritized through long range strategic planning sessions. Engage support and involvement of ongoing and new stakeholders.

How will we measure success?

Amount of funds raised ; programs implemented; participants/individuals served

