



# Equity, Diversity & Inclusivity Toolkit for Section Leaders

The Colorado Bar Association (CBA) and the Denver Bar Association (DBA) are committed to advancing equity, diversity and inclusivity so that all members of the Bar can fully engage in all aspects of the profession. The Associations’ strategic plans guide this direction ([CBA REFOCUS Strategic Plan](#) & [DBA Strategic Plan](#)).

Section Leaders are crucial in promoting equity, diversity and inclusivity. The Joint Steering Committee has developed this **Toolkit for Section Leaders** which provides key concepts, practical tools and curated resources for:

- **Building:** Leadership Pipeline
- **Messaging:** Promoting & Outreach
- **Implementing:** Tools to Succeed
- **Accountability:** Transparency, Measuring & Reporting Progress

This document provides a mechanism for tracking the action items listed in the online [Toolkit for Section Leaders](#). By saving this document and checking initiated or completed action items, leaders can track their efforts as they work toward their equity, diversity & inclusivity goals.

Contact us at [Leadership@cobar.org](mailto:Leadership@cobar.org) if you have any questions, suggestions or would like to suggest additional resources to be added to the Toolkit .

## Leader Information

**Full Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Current Bar Association Leadership Position(s):**

Position: \_\_\_\_\_ Term: \_\_\_\_\_

Position: \_\_\_\_\_ Term: \_\_\_\_\_

Position: \_\_\_\_\_ Term: \_\_\_\_\_

# Building: Leadership Pipeline

## Key Concepts

- Build a more broad and diverse pool of leadership applicants.
- Be intentional about recruiting diverse members - it will not happen organically.
- Encourage diverse leaders to apply for openings through transparency, clarity and personal one-on-one, meaningful outreach.
- Avoid blast emails without meaningful personal outreach.

## Make leadership appointment process transparent, simple and encouraging to all section members

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- Create nominating committee and appointment procedures that are followed each year
- Use the word “apply” instead of “nominate” as it encourages a broader applicant pool and creates less confusion
- Create a standardized application process
- Publish leadership and membership opportunities regularly throughout the year in all print publications such as *The Colorado Lawyer* and *The DBA Docket*
- Publish leadership opportunities regularly throughout the year in *The Loop!*, online communities, on social media and on applicable websites

## Build a pool of diverse leadership candidates for your section’s leadership positions

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- Invite diverse section members to meetings, events, and microvolunteering opportunities - do this consistently and repeatedly as it takes more than one invitation
- Use messaging similar to the language below when reaching out to your diverse members:

“We are reaching out to you because we haven’t before.”

“We are reaching out to you because our section wants more voices at table.”

“We are reaching out to you because we haven’t engaged you before.”

“There is a relationship between leadership, engaging in the bar or section and becoming a judge.”

“Your engagement in our section will help you build relationships, leadership skills, and engage in the broader legal community that can help you if you want to be a judge.”

- Identify your diverse section members annually and invite them to engage with your section
- Use the CBA's Appointing Critical Talent NOW (ACTNOW) Initiative as part of the annual leadership appointment process by asking the diversity bars to inform their members of leadership opportunities
- Use the CBA|DBA Joint Equity, Diversity and Inclusivity Steering Committee leadership pipeline to identify potential diverse members and leadership candidates
- Engage in meaningful personal, one-on-one outreach to diversity bar associations and other community stakeholders to invite diverse candidates to apply
- Invite your diverse members to attend meetings through phone calls and personal invitations - effective outreach should not be limited to emails because the personal touch is key
- Invite immediate past presidents of diversity bars to apply for leadership positions
- Invite diverse law students to section meetings and events
- Engage with the law schools by scheduling presentations and inviting law students to attend
- Consider a scholarship/sponsorship for diverse law students to become members of your section, to help students attend section events, and to help students attend your section's CLEs

## Appoint diverse leaders to leadership openings

- Ensure that your section council and committee chairs have diverse leaders
- Ensure that your section's rotation for the chairperson includes diverse leaders
- Publicize and educate interested candidates on your section's governance and leadership appointment process
- Create a buddy system/mentoring program to shepherd diverse members into the section and to keep your members engaged
- Follow up with applicants who were not selected for a leadership position to encourage their continued engagement with the bars and to apply again
- Use the CBA|DBA Joint Equity, Diversity and Inclusivity Steering Committee leadership pipeline to identify potential diverse members and leadership candidates

## Resources for Building a Leadership Pipeline

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Links to useful resources

[Diversity & Inclusion Resources \[ABA\]](#)

[Why Diversity Programs Fail \[Harvard Business Review\]](#)

[Colorado's leaders are going to be more diverse in 2019. Here's why it matters. \[The Denver Post\]](#)

## Notes

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# Messaging:

## Promoting & Outreach

### Key Concepts

- Equity, Diversity & Inclusivity help raise the bar and make us better practitioners, better professionals and better leaders
- Tell the story, tell it again, tell it once more and keep telling it
- Equity, Diversity and Inclusivity are strategic goals and values of the Associations
- Bar associations are leaders of our profession's values and priorities. We set the standards and vision in our communities. When bar associations prioritize EDI, they institutionalize these critical values.

### Include the topic of EDI on every section agenda & discuss goals regularly

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- Review the [CBA's Strategic Plan REFOCUS 20/20](#) and the [CBA|DBA Equity, Diversity & Inclusivity Action Plan](#)
- Ensure that equity, diversity & inclusivity are included in your section's priorities
- Include the [CBA's Equity, Diversity and Inclusivity Mission and Values Statements](#) on your section's meeting agendas
- Include your section's equity, diversity & inclusivity goals and priorities in your leadership training (see [Implementing: Tools to Succeed, Schedule educational programming](#))
- Encourage each member of your section council and your leadership teams to take the online [Harvard Implicit Association Test](#) and facilitate an open discussion about what was learned

### Engage in personal one-on-one outreach to section members, not just emails

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- Design a welcoming and encouraging invitation to new members and members you are inviting to be more involved with your section – make the ask a give
- Make time for outreach with new or potential members after meetings or events
- Consider sponsoring a potential new section member by covering their fee to an event or CLE to show the value of section membership

## Collaborate with other sections on EDI ideas, events & strategies

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- Use the CBA online communities to promote section collaboration
- Considering a section liaison to other sections to facilitate collaboration and learn what is working for other sections
- Plan joint events with other sections

## Create consistent messaging and promotional materials

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- Update your section's webpage quarterly to ensure that new members know how to join, attend meetings and events and how they can learn more about your section
- Be mindful of imaging and photos that promote equity, diversity & inclusivity in your online and print publications
- Incorporate equity, diversity & inclusivity in your section's publications
- Prioritize diverse authorship as you fill content for your section's print publications – this can develop into micro-volunteering opportunities
- Include the [CBA's Equity, Diversity and Inclusivity Mission and Values Statements](#) on your section's meeting agendas
- Re-publish relevant articles from the ABA, the Associations, and other resources in your section's newsletter
- Promote equity, diversity & inclusivity on online platforms (e.g., social media, your section's online community) and communicate with your section liaison if you need help from the CBA's Communications Department
- Use your section's publications and promotional materials to lead members to the CBA's Equity, Diversity & Inclusivity webpage and to your online community and work that your section is doing

## Ensure diverse speakers at CLEs and other section events

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- Ask section councils to monitor their CLE speakers and panels to ensure diversity at each event
- Invite diverse speakers to CLEs to discuss substantive law not just equity, diversity & inclusivity topics
- Collaborate with CBA-CLE and your CLE liaison to invite diverse speakers to your section's programming
- Reach out to [specialty/diversity bar associations](#) and others to recruit and identify diverse speakers

## Resources for Messaging, Promoting & Outreach

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Links to useful resources

[2019 – 2020 The State of Diversity and Inclusion in the Legal Profession \[Institute for Inclusion in the Legal Profession\]](#)

[Diversity & Inclusion Resources \[ABA\]](#)

[The Value Proposition of Inclusion \[Diversity Forum\]](#)

[Different bars, different ways to work toward diversity and inclusion \[ABA\]](#)

[How Two Associations Built Diverse Boards \[Associations Now\]](#)

## Notes

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# Implementing: Tools to Succeed

## Key Concepts

- Create the tools, relationships, programs, policies and bylaws for bar leadership to implement Equity, Diversity & Inclusivity goals.
- It is about more than putting new people in the room or creating a sense of belonging but developing the systems that make all of that and the steps in between, possible.
- By asking the right questions and in turn developing initiatives, actions and programs to address them, equity creates the conditions for inclusivity.
- The Associations have well-intentioned leaders requesting support and direction to build Equity, Diversity & Inclusivity.
- The Associations need the tools, consistent procedures and coherent institution-wide strategies to successfully achieve their Equity, Diversity & Inclusivity goals.

## Engage section councils and chairs to implement the Toolkit and your section's EDI goals

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- Share the planning and implementation of equity, diversity & inclusivity goals - one person cannot be solely responsible for achieving a section's goals
- Promote the engagement and commitment of the entire section council, chairs, and leaders to ensure success

## Create your section's diversity and inclusivity team

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- Include your section's council members as part of these teams
- Consider creating teams to implement each individual pillar in this toolkit
- Consider using microvolunteering opportunities to help your section and your teams implement the action steps in this Toolkit

## Designate section council members as ambassadors to the diversity bars

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- Create relationships and facilitate outreach with diversity bars
- Serve as personal ambassadors at Association events and diversity bar events and consider promoting attendance over the section's online community and other platforms



## Encourage section chairs and chair elects meet with the Joint Steering Committee 2-3 times a year

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- Encourage section chairs and chair-elects to attend section leadership meetings with the CBA|DBA Equity, Diversity & Inclusivity Joint Steering Committee 2-3 times a year

## Solidify new bylaws, policies, and procedures to achieve EDI goals

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- Identify needed section bylaw changes to achieve equity, diversity & inclusivity goals
- Update section bylaws to encourage rotating leadership
- Consider stating your section's commitment to equity, diversity & inclusivity in bylaws to show accountability and public commitment
- Add the [CBA's Equity, Diversity and Inclusivity Mission and Values Statements](#) to your section's bylaws

## Design robust and consistent engagement with the diversity bars

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- Encourage your section leaders, section chairs, and members to attend more diversity bar events and meetings
- Create a microvolunteering opportunity for a member who, with the support of the section's CBA staff liaison, can be responsible for publicizing diversity bar association events to your section leaders and in your section's communications, newsletters, emails and meetings
- Utilize the section's online community to publicize diversity bar events and promote attendance by section leaders
- Invite diversity bar leaders to speak at your section meetings
- Design joint social and networking events with diversity bar associations and other CBA sections, the CBA YLD, committees, and other internal stakeholders
- Design an annual meeting with the CBA/DBA Presidents' Diversity Council, section chairs and other council members
- Recruit microvolunteers from the [Specialty/Diversity Bar Associations](#)

## Engage and invite the CBA YLD to your section leadership

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- Learn about the successes of the YLD in engaging diverse members in leadership positions and throughout their division
- Link to the YLD task force & their equity, diversity & inclusivity plan

## Schedule educational programming on how to lead an inclusive meeting and design inclusive events

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- Plan an annual orientation for your section council, officers and chairs that includes equity, diversity & inclusivity goals and strategies
- Utilize the summer months, before your section's new year begins, to launch onboarding, training and programming for your section's leadership
- Ensure that your educational programming prioritizes equipping leaders with equity, diversity & inclusivity core competencies like:
  - Designing inclusive meetings and events
  - Implicit bias and interrupting implicit bias
  - [The National Conference of Women's Bar Association's Good Guys Program and Toolkit](#)
- Invite diverse speakers to your section's orientations, onboarding, training, and programming
- Encourage section leaders to request specific programming or CLEs from the CBA|DBA Equity, Diversity & Inclusivity Joint Steering Committee that will be helpful to your section leaders and members
- Collaborate with community partners like the [Colorado Attorney Mentoring Program](#) (CAMP), [Center for Legal Inclusiveness](#) (CLI), [Specialty/Diversity Bar Associations](#), and [CBA-CLE](#) on programming
- Study the Inclusive Behaviors Guide provided to all CBA leaders to learn what you can do personally to learn more about equity, diversity & inclusivity

## Add EDI to your section's CLE curriculum each year

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- Commit to putting on two annual events that have an equity, diversity & inclusivity focus
- Commit to putting on two annual CLEs with an EDI focus
- Commit to having each of your section's council members attend two diversity bar events annually
- Include staff liaisons in programming to provide assistance
- Have section council members complete an Individual Leadership Action Plan

## Resources for Implementing Tools to Succeed

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Links to useful resources

[Diversity & Inclusion Resources \[ABA\]](#)

[Two Tools to Help your Entity with its Diversity and Inclusion Efforts, Entity Program Evaluation Toolkit \[ABA\]](#)

[Why Inclusive Leaders Are Good for Organizations, and How to Become One \[Harvard Business Review\]](#)

[Diversity & Inclusion CLE Policy \[ABA\]](#)

[Celebrating Diversity through Heritage Months and Special Days \[ABA\]](#)

[Planning Accessible Meetings and Events \[ABA\]](#)

[10 Tips for an Inclusive Meeting \[University of Michigan\]](#)

[How to Design an Effective Diversity Training](#)

[The Invisible Barriers - Increasing Diversity in the Educational Pipeline \[ABA\]](#)

[Zero Tolerance Program Toolkit – Identifying and Combating Sex-Based Harassment \[ABA\]](#)

[Sexual Orientation and Gender Identity Ally Toolkit \[ABA\]](#)

[Women of Color Research Initiative \[ABA\]](#)

[Achieving Long-Term Careers for Women in Law \[ABA\]](#)

[Men in the Mix \[ABA\]](#)

[Implicit Bias and Cultural Competency Training \[Harvard\]](#)

[Becoming Culturally Competent](#)

[Implicit Bias Videos and Toolkit \[ABA\]](#)

[How the Best Bosses Interrupt Bias on their Teams \[Harvard Business Review\]](#)

[Unconscious Bias, Implicit Bias, and Microaggressions: What Can We Do About Them? \[ABA\]](#)

[Bias Interrupters - Interrupting Racial & Gender Bias in the Legal Profession \[ABA\]](#)

[Managing Unconscious Bias \[Facebook\]](#)

## Notes

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## **Accountability:**

### Transparency, Measuring & Reporting Progress

#### Key Concepts

- Introduce leadership-wide transparency and accountability through reporting, tracking, implementing, and measuring progress
- Ensure that Equity, Diversity & Inclusivity is a top leadership priority and communicate that engagement from all levels of governance is necessary to succeed
- Publish the bar's progress on achieving Equity, Diversity & Inclusivity goals to promote transparency
- Share that the next generation of members expects and demands an equitable, diverse and inclusive association
- Equip all leaders and governing entities with tools to ensure that they are educated with programming, empowered to act and accountable for achieving Equity, Diversity & Inclusivity goals.

#### Set specific EDI goals for your section

- Use this toolkit as your roadmap in creating your section's equity, diversity & inclusivity goals

#### Survey your section council and members for feedback on EDI efforts

- Collect feedback from your section council and section membership about their experience and perception of whether the section promoted an equitable, diverse and inclusive environment

#### Track your section's progress as you implement the Toolkit

- Use the Equity, Diversity & Inclusivity Toolkit Tracking Guide to show your section's work
- Create transparent and consistent reporting mechanisms to inform the CBA|DBA Equity, Diversity & Inclusivity Joint Steering Committee of your section's progress toward achieving your EDI goals and implementing components of the toolkit
- Create transparent and consistent reporting mechanisms to inform your section council and members of your progress toward achieving your EDI goals and implementing components of the toolkit

## Resources for Accountability, Transparency, Measuring & Reporting

Links to useful resources

[Ending Gender Discrimination Requires More than a Training Program \[Harvard Business Review\]](#)

[How Can You Measure Diversity and Inclusion Results? Millennials Have an Idea \[Forbes\]](#)

## Notes

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