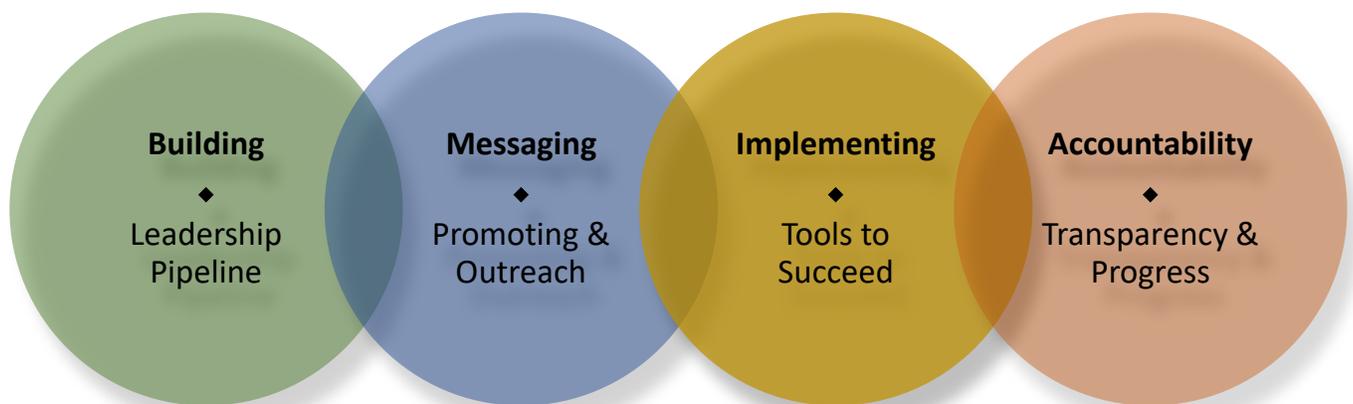

Governance & Leadership
Equity, Diversity & Inclusivity
Summarized Action Plan



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PILLAR 1

BUILDING: A LEADERSHIP PIPELINE

Building a more broad and diverse pool of leadership applicants

It is important to be intentional about recruiting diverse members. It will not happen organically.

- To encourage diverse leaders to apply for openings, transparency, clarity and personal one-on-one, meaningful outreach are critical.
- Blast emails are ineffective without meaningful outreach.

GOAL 1 Make the leadership appointment process transparent, simple, and encouraging

STRATEGY 1 Consistent nominating committee and appointment procedures each year

STRATEGY 2 Year-round communication and promotion of leadership opportunities and the application process

GOAL 2 Build a pool of diverse candidates for leadership positions

STRATEGY 1 Partner with internal and external stakeholders to identify diverse candidates

STRATEGY 2 Implement ACTNOW Initiative (Appointing Critical Talent Now)

STRATEGY 3 Increase the number of diverse leaders so CBA | DBA leadership reflects the diversity of the profession in Colorado

GOAL 3 CBA | DBA Equity, Diversity & Inclusivity Joint Steering Committee is engaged in the leadership appointment and nomination process

STRATEGY 1 Influence decision-makers making appointments

STRATEGY 2 Help promote unknown diverse candidates to break barrier of known candidates getting appointment priority

PILLAR 2

MESSAGING: PROMOTING & OUTREACH

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 one more time, and keep telling it.

- Equity, Diversity & Inclusivity are strategic goals and values of the CBA and DBA.
- Bar associations are leaders of our profession's values and priorities. We set the standards and vision in our communities. When bar associations prioritize diversity, it institutionalizes those critical values.

GOAL 1 Create and maintain a robust Equity, Diversity & Inclusivity web presence

STRATEGY 1 Create a prominent and simple web interface

STRATEGY 2 Keep webpages relevant, updated and dynamic

GOAL 2 Create innovative messaging strategies to promote Equity, Diversity & Inclusivity across all platforms

STRATEGY 1 Embrace new strategies around messaging and education

STRATEGY 2 Incorporate an Equity, Diversity & Inclusivity section in CBA | DBA print publications

STRATEGY 3 Promote Equity, Diversity & Inclusivity on online platforms including social media and communities

STRATEGY 4 Encourage bar leaders to promote Equity, Diversity & Inclusivity at live events, including meetings, events, summits and local bar visits

STRATEGY 5 Create a mechanism to acknowledge, listen to and respond to criticism and negative feedback

PILLAR 3

IMPLEMENTING: TOOLS TO SUCCEED

Creating the tools, relationships, programs, policies, and bylaws for bar leadership to implement Equity, Diversity & Inclusivity goals

It's 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 CBA|DBA have well-intentioned leaders throughout the associations requesting support and direction to build Equity, Diversity & Inclusivity.
- The CBA|DBA need the tools, consistent procedures, and coherent institution-wide strategies to successfully achieve our Equity, Diversity & Inclusivity goals.

GOAL 1 Generate organization-wide engagement in achieving Equity, Diversity & Inclusivity goals

STRATEGY 1 Create champions and ambassadors within each governing body

GOAL 2 Educate leaders, governing bodies and decision-makers around Equity, Diversity & Inclusivity goals

STRATEGY 1 Offer ongoing CLE, education, programming & training throughout the year

STRATEGY 2 Ensure the CBA|DBA Equity, Diversity & Inclusivity Joint Steering Committee stays educated on current trends and innovative ideas

GOAL 3 Solidify new policies and procedures where needed to achieve Equity, Diversity & Inclusivity goals

STRATEGY 1 Draft and have CBA Executive Council and DBA Board of Trustees approve new policies and procedures

GOAL 4 More robust and consistent engagement with Diversity Bar Associations

STRATEGY 1 Increase the number CBA|DBA leaders who attend diversity bar events and meetings

STRATEGY 2 Design joint social and networking events with diversity bars and CBA|DBA sections, committees, leadership, and other internal stakeholders

PILLAR 4

ACCOUNTABILITY: TRANSPARENCY, MEASURING AND REPORTING PROGRESS

Introducing leadership-wide transparency and accountability through reporting, tracking, implementing, and measuring progress

Equity, Diversity & Inclusivity is a top leadership priority and requires engagement from all levels of governance to succeed.

Publicizing the bars' progress on achieving Equity, Diversity & Inclusivity goals promotes transparency.

- The next generation of members expects and demands equitable, diverse and inclusive associations.
- All leaders and governing entities are equipped with tools, educated with programming, empowered to act and accountable for achieving Equity, Diversity & Inclusivity goals.

GOAL 1 Introduce organization-wide accountability and responsibility in achieving CBA | DBA Equity, Diversity & Inclusivity goals

STRATEGY 1 Bar leaders throughout all the nooks and crannies of the CBA | DBA are responsible for achieving Equity, Diversity & Inclusivity goals

GOAL 2 Determine demographic baseline for CBA | DBA governing body leadership positions and track and report progress

STRATEGY 1 Survey members of governance nooks and crannies to determine demographic baseline pursuant to the Refocus 20/20 Strategic Plan goal to, "track and report on diversity at all levels and compare data when possible."

GOAL 3 Track and report progress in achieving Equity, Diversity & Inclusivity goals

STRATEGY 1 Create transparent and consistent reporting to CBA | DBA governing bodies on progress achieving in achieving Equity, Diversity & Inclusivity goals

GOAL 4 Collect feedback from members serving on governing bodies about their experience and perception of whether the governing body promoted an equitable, diverse & inclusive environment

STRATEGY 1 Survey members of governing bodies asking questions targeted at gathering feedback around inclusivity, engagement, satisfaction, and perceptions

STRATEGY 2 Create process for members and leaders of governing bodies to report in real time issues around non-inclusive behavior accompanied by a mechanism to address problems

GOAL 5 Make CBA | DBA Equity, Diversity & Inclusivity Joint Steering Committee a standing committee

STRATEGY 1 Solidify members, representatives, succession and terms as committee moves forward

STRATEGY 2 Consider use of working groups to implement Equity, Diversity & Inclusivity goals

The CBA Executive Council and DBA Board of Trustees adopted the pillars, goals and strategies during their June 2019 meetings. The action items are potential steps and tactics to be reviewed for feasibility, impact and priority. The goals, strategies, and actions are meant to be flexible, enduring, and always open for improvement.