



NATIONAL ASSOCIATION OF BAR EXECUTIVES

2015 DIVERSITY SURVEY

Compiled by:

**National Association of Bar Executives Diversity Committee and
The ABA Division for Bar Services
December 2015**

METHODOLOGY

The questionnaire for the NABE 2015 Diversity Survey was developed by the NABE Diversity Committee, which is chaired by Gregory Conyers, director of diversity at the State Bar of Michigan. The purpose of the survey was to gather data to assist with tailoring resources for NABE members as they relate to diversity topics and concerns.

Implementation and execution of the survey, data analysis and report drafting were administered by the ABA Division for Bar Services in conjunction with the Diversity Committee.

The questionnaire for the 2015 NABE Diversity Survey was emailed in October 2015 to 335 state, local, national and specialty bar associations (both NABE members and nonmembers). A total of 88 bar associations began the survey and 68 completed the survey. The number of respondents in each category is as follows:

- Unified state bars – 15
- Voluntary state bars – 12
- Local bars with 2,000+ members – 24
- Local bars with fewer than 2,000 members – 35
- National bars – 1
- Specialty bars – 1

NABE 2015-16 Diversity Committee

Gregory Conyers, State Bar of Michigan, Chair
Alysia Keating, Allegheny County Bar Association, Vice Chair
Sebrina Barrett, The Missouri Bar
Hinda Carbon, Clearwater Bar Association
Megan Cooley, Tarrant County Bar Association
Tim Groshens, Minnesota State Bar Association
Danielle Hall, Kansas Bar Association
Jeremy Schupbach, Colorado Bar Association
Patricia Lee, State Bar of California
Wanda Calvin Claiborne, Maryland State Bar Association, Board Liaison
Rebecca Green-Jablonsky, ABA Division for Bar Services Staff Liaison

EXECUTIVE SUMMARY

Sections I, II and III—Diversity Definitions, Plans

The total number of bar associations completing the survey (68) represents approximately 20 percent of the total number of those surveyed. Of those, 15 are unified state bars, with an average staff size of 64, 12 are voluntary state bars with an average staff size of 35, 24 local bars with over 2,000 members and an average staff size of 19, 35 with fewer than 2,000 and an average staff size of two, one national bar with a staff of 15, and one specialty bar with a staff of three.

Forty-five of the 54 total respondents operate under a definition of diversity. There are two bars that are currently exploring the development of a definition with committees in place. Seven bars purposely do not have a formal definition, citing either a lack of desire to leave out groups or a belief that the way they operate is that all groups are welcome, alleviating a need to have anything formal. Fifteen of the total respondents participating in the survey provide no answer to the question.

Of the 87 respondents to the question about a formal strategic diversity plan, 20 percent have a plan in place. This includes 42 percent of the voluntary state bars, 27 percent of the unified state bars, 25 percent of the local bars with over 2,000 members and 6 percent of the local bars with under 2000 members. Neither the national bar nor the specialty bar has a formal plan.

Sections IV and V—Use of Consultants

Overall, only 18 percent of the 87 responding bar associations have used diversity and inclusion consultants. State bar associations and larger local bar associations were more likely to have used consultants, with 27 percent of voluntary state bars and 33 percent of unified state bars reporting having used consultants. In addition, twenty-five percent of local bars with membership over 2,000 used consultants.

Consultants were used to assist with board and staff training, identifying program speakers, strategic plan development, marketing and messaging, and development of an ADA checklist to use when inspecting venues. Respondents reported that the consultants were helpful in educating members and staff, and in exploring additional opportunities for programs and activities.

Section VI—Diversity Programming

The type of diversity and inclusion programming varied by size of bar. Larger state bars offered CLEs on topics that directly affected members of underrepresented groups as well as CLEs on diversity and inclusion topics generally, including ethics and bias in the profession. Several state bars also had a diverse speakers series and annual diversity programming. Local bars focus their efforts on emphasizing the engagement of diverse speakers in bar programs and elimination of bias/implicit bias programming. They also offer programming on skills training (e.g., leadership skills and public speaking). Local bars also took advantage of programming developed by the ABA in the form of “tool kits” which could easily be offered to their members. These ABA programs include the Grit and Growth Mindset program and the Women of Color program. Smaller local bars with fewer than 2,000 members also offer CLE programming (including annual diversity programming) and other programming on implicit bias in addition to partnering on programming with other local organizations and affinity bars.

Section VII—Diversity Staffing, Training

Of the total –76 responding bar associations, 22 percent have diversity and inclusion staff positions.

Comparing the 30 responding local bars with fewer than 2,000 members and the 21 responding local bars with more than 2,000 members, the larger local bars have 29 percent diversity staff and the smaller local bars have 7 percent dedicated diversity staff.

Comparing the 10 voluntary bars responding to the 13 unified bars responding, the numbers were fairly close with 40 percent of the voluntary bars having dedicated diversity and inclusion staff, while 38 percent of the unified bars have similar staff.

One national bar and one specialty bar responded. Neither has dedicated diversity and inclusion staff.

Of the responding voluntary state bars, the titles are a variation of “director of diversity” (e.g., “director of diversity & inclusion,” “director of diversity initiatives,” and “diversity officer”). The positions report to either the executive director or associate/assistant executive director. In one instance the diversity staff person reports to the general counsel.

The diversity staff in the responding unified state bars had a variety of position titles, with some focusing on variations of “director of diversity” (e.g., “diversity and outreach advisor” and “diversity initiatives manager”), with others linking the diversity staff person with member services (e.g., “director of member outreach and diversity”). In one bar, the diversity and inclusion function was assigned to the deputy executive director. The diversity staff reported either to the executive director or to the chief member services officer.

For local bars with over 2,000 members, most of the bar diversity staff have titles which are variations of “director of diversity and inclusion” (e.g., “director of diversity and gender equality,” “diversity manager,” and “diversity coordinator”). Other bars assigned diversity and inclusion responsibilities to the “manager of member engagement, Membership Department” and to the “assistant director of CLE,” who staffs the Minority in the Legal Profession Section. In most cases, the diversity staff person reports to the executive director, and in one case staff reports to the director of member programs.

In local bars under 2,000 members the diversity functions were performed by either a diversity committee with a voluntary chair or by the Board of Directors.

Of the 74 respondents answering the question as to whether other staff besides named diversity and inclusion staff have responsibilities for the diversity work, 39 percent answer in the affirmative. Answers regarding percent with other staff performing diversity work range from a high of 50 percent for voluntary bars to 0 percent from the national and specialty bars respectively.

Respondents report a broad range of staff positions with responsibilities that included but were not limited to diversity. Some examples are staff liaison, meeting planner, and executive director. The percentage of time dedicated to diversity work also varies greatly among types of bar associations.

Responses to the question of whether training is available for diversity and other staff is descriptive and anecdotal. For each bar category, the most common type of reported training is training through bar association resources. Reports within each bar category also included staff attendance at national conferences. Reports of “no formal training,” planned training in 2016, and no training were also reported. Other types of training identified in the response include training by outside organizations, availability of professional development funds, online training, and local professional development opportunities.

Specific subject areas of training identified in the survey include unconscious bias training, seminars at NABE conferences, access to an Americans with Disabilities Act (ADA) trainer, human resource training, and recruitment and retention training.

Seventy-three organizations (representing 15 percent of the survey respondents) responded to this question. Of the unified state bars, 38 percent reported providing diversity and inclusion training (38 percent) followed by 20 percent of voluntary state bars. Of the of local bar associations with more than 2,000 members 15 percent reported providing training, and 4 percent of voluntary bar associations with fewer than 2,000 members responded similarly.

Eight respondents provided information on the types of diversity training provided to staff without specific diversity responsibilities. Four respondents provided specific diversity training either as a standalone program or part of a regular staff meeting or retreat. The other four offered more general training.

Section VIII—Diversity Demographics

Overall, only 35 percent of the respondents collect any type of diversity demographics. The overall number was low because very few of the local bars with fewer than 2,000 members collected the data. However 75 percent of the responding voluntary state bars collected some type of demographic data, and 50 percent of the responding local bars with more than 2,000 members collected demographic information. Of the responding unified state bars, 45 percent collected demographic data.

Methods for collecting demographic data vary from the initial membership application to a survey of all lawyers. Of all respondents, 58 percent collect some demographic information on their dues statements. Forty-two percent utilize a separate survey to collect the information, and only 12 percent use a separate survey of all legal professionals.

Of the 26 respondents, 0 percent reported that a response for diversity demographics is mandatory. This includes voluntary, unified and local bars with over 2,000 members and those with under 2,000 members. However, when diversity demographics are requested of the voluntary bars, of those who responded, 29 percent believed that they received a response rate under 10 percent , 43 percent felt 10-20 percent, while 14 percent felt 61-70 percent and another 14 percent felt 71-80 percent. Unified bars appear to feel they receive a higher response from their members than voluntary bars. Of the response from unified bars, 40 percent felt they received 21-30 percent response, while the categories of 71-80 percent, 81-90 percent and 91-100 percent each received a 20 percent rate of response. The responses from the local bars with more than 2,000 members seem to be across the board when it comes to the percentage of response they felt they get in regards to diversity demographics while local bars that have fewer than 2,000 members seem to fall into two categories: the local bars with fewer than 2,000 members felt that they received information in the 10-20 percent and 31-40 percent response range, while the local bars with more than 2,000 members responded with answers ranging from less than 10 percent to 80 percent response rate. In short, there is definitely a noticeable trend in unified bars receiving more of this type information when asking their members, while voluntary bars receive less. Local bars tend to vary.

Respondents provide a range of comments on the uses of data collected. Uses of the data range from little to none because of the newness of the activity to planning for events and providing information on leadership opportunities and hiring.

Of 26 respondents to the question of whether or not they felt resistance to the collection of demographic data from members and legal professionals, 46 percent indicate they feel members are somewhat

resistant. Fifteen percent perceive no resistance, while 15 percent feel their members are neutral and 15 percent are uncertain.

Respondents indicate that, with respect to encouraging members and professionals who are resistant to providing diversity demographics, the options are limited to explaining and clarifying why the data is being requested (as a means to better understanding the profession and membership make-up) to ignoring or repeating the request. It's a lot of carrot but very little stick.

With respect to other organizations that collect diversity information the list included various bar associations, a few courts (which collect a limited subset of data—race/ethnicity and gender), law offices, non-profits and educational facilities. It was a wide range, but focused toward the legal professional areas.

Section IX—Diversity Educational Programming

Of 73 respondents, 67 percent are interested in a webinar on the topic of diversity and inclusion. This includes 90 percent of voluntary state bars, 77 percent of the unified state bars, 60 percent of the local bars with over 2,000 members, 59 percent of local bars with fewer than 2,000 members, and one specialty bar.

Of 71 respondents, 41 percent say they would attend or send a member to a full- or half-day meeting on advanced diversity and inclusion programming before the NABE Midyear Meeting. This includes 80 percent of the voluntary state bars, 75 percent of the unified state bars, 35 percent of the bars with over 2,000 members, 14 percent of the local bars with fewer than 2,000 members, and the specialty bar.

I. THE RESPONDENTS

1. Please indicate your bar association type:

BAR TYPE	# OF RESPONSES	% OF TOTAL RESPONDENTS
ALL RESPONDENTS	88	100%
Voluntary state bars	12	14%
Unified state bars	15	17%
Local bars 2,000+ members	24	27%
Local bars under 2,000 members	35	40%
National bars	1	1%
Specialty bars	1	1%
International bars	0	0%
Minority or other diversity bars	0	0%

2. Please indicate the membership size of your association:

BAR TYPE	# OF RESPONSES	AVERAGE SIZE
ALL RESPONDENTS	88	7,606
Voluntary state bars	12	14,885
Unified state bars	15	20,538
Local bars 2,000+ members	24	5,621
Local bars under 2,000 members	35	817
National bars	1	17,000
Specialty bars	1	2,200

3. Please indicate the number of full-time equivalent (FTE) staff in your association:

BAR TYPE	# OF RESPONSES	AVERAGE STAFF SIZE
ALL RESPONDENTS	88	22
Voluntary state bars	12	35
Unified state bars	15	64
Local bars 2,000+ members	24	19
Local bars under 2,000 members	35	2
National bars	1	15
Specialty bars	1	3

II. DIVERSITY AND INCLUSION DEFINITIONS

4. How does your bar define diversity and inclusion?

VOLUNTARY STATE BARS – DIVERSITY AND INCLUSION DEFINITIONS

Minnesota State Bar Association:

Diversity: Persons who have historically faced discrimination based on race/ethnicity, gender, physical and mental disabilities, and sexual orientation. Inclusion: An organizational culture of opportunity for all persons, with an eye on long-term retention of diverse human capital, with a goal of making different views, experiences, and beliefs work together in a respectful manner.

Pennsylvania Bar Association:

Diversity is generally used to describe the differences, similarities, and unique characteristics of people and groups of individuals. Organizational inclusion is how the organization leverages that diversity to enhance outcomes and performance. Together, these terms describe the set of policies, practices, and programs to enhance, support, and build diversity and change the rhetoric of inclusion into measurable and meaningful change that values differences and promotes opportunities for all employees.

Kansas Bar Association:

The KBA uses the term “diverse” to describe the composition of its membership, encompassing the characteristics of race, religion, color, sex, disability, national origin or ancestry, sexual orientation, and gender identity. The KBA uses the term “inclusive” to describe a culture which values the perspectives, contributions, and needs of its diverse members.

Nebraska State Bar Association:

Value all our members and promote the strengths that come from our differences, including our diverse backgrounds, circumstances, and geographic and practice settings.

New Jersey State Bar Association:

The New Jersey State Bar Association (“NJSBA”) is committed to promoting and fostering a diverse and inclusive bar association. The Association recognizes that the broad concept of diversity includes race, ethnicity, gender, gender identity, sexual orientation, religion, age and disability. The NJSBA fosters and promotes an inclusive environment that gives value to the unique contributions of diverse individuals and organizations in all aspects of the Association. The NJSBA further recognizes that:

-Increased diversity and inclusion efforts benefit not only the NJSBA, but also the entire legal profession and the greater community that we are all a part of.

-Bringing diverse individuals and viewpoints together creates opportunities for all.

-In order for the NJSBA to become truly diverse, such inclusive efforts, must be supported by all Sections/Divisions/Committees of the NJSBA through continuous and heartfelt actions.

-Diversity and inclusion requires ongoing training and education of the entire profession, in order to enable its members to break down barriers that have previously prevented progress.

-Creating a diverse and inclusive environment requires a commitment and consistent momentum towards the future of the profession, and achieving diversity and inclusion requires unwavering commitment by the NJSBA and the entire profession.

For these aforementioned reasons, the New Jersey State Bar Association reaffirms its commitment to diversity and inclusion and agrees to:

-Support the diversity and inclusion goals adopted by the American Bar Association and other bar associations throughout the nation as follows: Goal III - Eliminate Bias and Enhance Diversity. Objectives: 1. Promote full and equal participation in the association, our profession, and the justice system by all persons. 2. Eliminate bias in the legal profession and the justice system.;

-Support and maintain a Leadership Academy for all individuals, particularly attorneys newer to the

profession, attorneys of color and other diverse attorneys that would benefit from intense yearlong training by legal scholars to help these individuals prepare for growth and leadership roles;

-Increase access and representation of all minorities and diverse individuals in law firms, legal departments, bar associations, law schools and other organizations; and

-Measure and encourage hiring, recruitment and retention of diverse attorneys in the legal profession.

Iowa State Bar Association:

The ISBA currently has a Diversity & Inclusiveness Committee and a YLD Diversity Committee. While diversity and inclusion are not necessarily explicitly defined, the mission of the ISBA Diversity & Inclusiveness Committee is to "continue the work of the study committee which preceded it and. . .assist the Board of Governors in assuring fair treatment and opportunities for all attorneys practicing in this state."

Colorado Bar Association:

To be sensitive to the diverse composition of the CBA so that all members may recognize that their interests and aspirations are given serious attention in the conduct of the CBA's affairs.

North Carolina Bar Association:

The Association is an inclusive organization that recognizes respects, promotes and encourages diversity among all members of the legal profession.

UNIFIED STATE BARS - DIVERSITY AND INCLUSION DEFINITIONS

The Mississippi Bar, The Missouri Bar, the Wyoming State Bar and the State Bar of South Dakota indicated they do not have a formal or official definition.

State Bar of Michigan:

We have defined diversity in the context of a pledge:

We believe that diversity and inclusion are core values of the legal profession, and that these values require a sustained commitment to strategies of inclusion. Diversity is inclusive. It encompasses, among other things, race, ethnicity, gender, sexual orientation, gender identity and expression, religion, nationality, language, age, disability, marital and parental status, geographic origin, and socioeconomic background. Diversity creates greater trust and confidence in the administration of justice and the rule of law, and enables us to better serve our clients and society. It makes us more effective and creative by bringing different perspectives, experiences, backgrounds, talents, and interests to the practice of law. We believe that law schools, law firms, corporate counsel, solo and small firm lawyers, judges, government agencies, and bar associations must cooperatively work together to achieve diversity and inclusion, and that strategies designed to achieve diversity and inclusion will benefit from appropriate assessment and recognition. Therefore, we pledge to continue working with others to achieve diversity and inclusion in the education, hiring, retention, and promotion of Michigan's attorneys and in the elevation of attorneys to leadership positions within our organizations, the judiciary, and the profession.

State Bar of New Mexico:

The Committee on Diversity in the Legal Profession promotes opportunities for minorities in the legal profession and encourages participation by minorities in bar programs and activities. Diversity and inclusion are stated in the bar's mission.

Louisiana State Bar Association:

The Louisiana State Bar Association (LSBA) recognizes that achieving diversity in the legal profession is an evolutionary process that requires the Association's continued effort and commitment. The LSBA is committed to diversity in its membership, Board of Governors, staff, House of Delegates, committees and all leadership positions. Diversity is an inclusive concept that encompasses race, ethnicity, national origin, religion, gender, age, sexual orientation and disability. The LSBA is a richer and more effective

Association because of diversity, as it increases our strengths, capabilities and adaptability. In addition, a diverse group of talented legal professionals is important to the success of law firms, law departments, public service organizations and other organizations that include attorneys. Through increased diversity, the LSBA and its members can bring more varied perspectives, experiences, backgrounds, talents and interests to the practice of law and the administration of justice.

State Bar of Wisconsin:

The term "diversity" has a dynamic meaning that evolves as the demographics in the state change. It is an inclusive concept that encompasses, among other things, race, ethnicity, national origin, religion, gender, gender identity, age, sexual orientation and disability. Inclusion helps to create a culture that embraces people from the widest range of talent and experience and promotes understanding and respect for all people and different points of view in the legal profession.

State Bar of Nevada:

Although we do not have a formal definition for diversity and inclusion, the State Bar of Nevada's Diversity Committee has developed the following two-fold mission statement: To increase diversity within the membership and leadership of the State Bar of Nevada and the profession.

- Support and encourage opportunities for current and aspiring attorneys from underrepresented groups;
- Raise awareness of the benefits of diversity; and
- To promote cultural competence in the profession.

State Bar of Arizona:

The Bar's core value for diversity states: This value represents our commitment to ensuring that the legal profession and the justice system reflect the community it serves in all of its social, economic, and geographical diversity. It is seeking out representatives of underrepresented groups to add their strength to the legal profession and to the advancement of justice in all areas of society.

The State Bar of Arizona is committed to sharing values of diversity and inclusion. The Bar's core value for diversity states: "This value represents our commitment to ensuring that the legal profession and the justice system reflect the community it serves in all of its social, economic, and geographical diversity. It is seeking out representatives of underrepresented groups to add their strength to the legal profession and to the advancement of justice in all areas of society."

The Florida Bar:

The term "diversity" has a dynamic meaning that changes as the demographics of Floridians change. Apart from differences in race, color, gender, national origin, religion, age, sexual orientation, citizenship, and geography, to mention a few, the public and our profession will experience changes in thought, culture, and beliefs. These demographics are constantly in flux. Defining "diversity" based on current differences would limit its application to future changes, and likewise restrict or limit The Florida Bar's consideration of and response to such change. The Florida Bar is fully committed to the enhancement of diversity within the Bar, the legal profession, legal education, and in the justice system, and affirms its commitment toward a diverse and inclusive environment with equal access and equal opportunity for all.

LOCAL BARS WITH 2,000+ MEMBERS - DIVERSITY AND INCLUSION DEFINITIONS

The Bar Association of Erie County (NY), the Oakland County Bar Association (MI), the Oklahoma County Bar Association (OK), the Tarrant County Bar Association (TX), and the Wake County Bar Association (NC) indicated they do not have a formal or official definition.

Palm Beach County Bar Association (FL):

Our anti-discrimination policy states: The Palm Beach County Bar Association is committed to a policy of inclusion and diversity with respect to the composition of its staff, its membership, the chairs and members of its committees, and its officers. Consistent with this policy of promoting inclusiveness and

diversity, the Association does not discriminate against any individual because of such individual's actual or perceived race, color, national origin, citizenship status, religion, creed, gender, gender identity or expression, sexual orientation, disability, marital status, familial status or responsibilities, U.S. Military or veteran status, or age.

Birmingham Bar Association (AL):

We have a new Diversity and Inclusion Committee that is conducting a similar survey now to articulate the Bar's diversity and inclusion definition.

Dade County Bar Association (FL):

The ability for all attorneys and judges to participate in the programs, events and opportunities of the Association.

Santa Clara County Bar Association (CA):

We define diversity as including gender, sexual orientation, race, ethnicity, disability, practice area, geography, age, community participation.

Indianapolis Bar Association (IN):

We purposely don't, so we don't inadvertently omit or discriminate.

Multnomah Bar Association (OR):

We have a very broad definition of diversity - any distinguishing personal characteristic such as gender, race, ethnicity, disability, sexual orientation, gender identity or expression, social or economic status, military status, age, national origin, or religion.

King County Bar Association (WA):

Diversity is defined by the King County Bar Association to refer to the inclusion of individuals who self-identify with those groups historically discriminated against, and which continue to experience the effects of such, and/or who are under-represented in the legal profession including on the basis of disability, gender, race/ ethnicity, sexual orientation, gender identity, and gender expression.

Bar Association of Metropolitan St. Louis (MO):

Inclusive of all types of diversity...follows the MOBAR definition.

Allegheny County Bar Association (PA):

We are looking at the definition of diversity right now as part of an assessment of our diversity and inclusion efforts. Historically, our diversity efforts were aimed largely at addressing the needs of racial and ethnic minorities as defined by the EEOC because of a historic underrepresentation of racial and ethnic minorities in the profession in Pittsburgh and among our membership. However, as we have worked to meet the needs of other diverse members of our association, including our LGBT members and disabled members through, for example, the creation of additional affinity committees, we have found that our diversity initiatives may need to be more broadly defined.

The Bar Association of San Francisco:

We do not have an official statement on the definition. However we have many programs and initiatives that address racial, gender, LGBTQ and persons with disabilities equality.

Essex County Bar Association (NJ):

Informally, our organization speaks in terms of diversity of practice, experience, gender, socio-economics, as well as race, religion and creed - among so many other characteristics that define and distinguish our members and the clients they serve.

Nashville Bar Association (TN):

WHEREAS, the Nashville Bar Association Board of Directors resolutely condemns discrimination based on race, color, creed, religion or gender; and, WHEREAS, we acknowledge that this country's denial of equal rights to all citizens found its way into our historical experience as a bar association, and that we have not taken an aggressive posture to affirmatively and publicly decry these historical inequities; and, WHEREAS, the Nashville Bar Association Board of Directors recognizes that our profession, more so than any other, is entrusted with the responsibility to know, interpret, and apply the law; and, WHEREAS, lawyers owe to all the citizens of this state the inviolable duty to conform our practices to clear mandates of both the constitution of the United States and the laws of the State of Tennessee, not only because it is legally required, but also because it is morally right; and, WHEREAS, the Nashville Bar Association Board of Directors believes that all members of our profession must have access to full participation in all phases of membership at all levels, including association leadership, board membership and committee work; THEREFORE, be it resolved that the Nashville Bar Association Board of Directors irrevocably commits itself and this association to a course of conduct designed to purge any vestige or appearance of racial discrimination in the policies or practices of this association; and, That in aid of this goal we further commit ourselves to foster in the Nashville legal community a climate of awareness of the particular needs of the minority lawyers and to implement programs designed to ensure that every attorney will have the opportunity to succeed professionally and participate in the affairs of the legal community without regard to race, color, creed, religion, or gender; and that we hereby establish the Minority Opportunities Committee as a standing committee of the Nashville Bar Association and charge that committee with the responsibility of making recommendations to the Board necessary for the implementing of the letter and spirit of this resolution.

Boston Bar Association:

The Boston Bar Association is committed to advancing diversity and inclusion in the legal profession by honoring exceptional leadership in diversity strategies, offering public service opportunities for lawyers looking to introduce diverse youth into the legal field, and providing valuable mentoring and professional experience to help retain a diverse population of lawyers in Boston.

LOCAL BARS UNDER 2,000 MEMBERS – DIVERSITY AND INCLUSION DEFINITIONS

The East King County Bar Association (WA), the Montgomery Bar Association (AL), the Monroe County Bar Association, the Snohomish County Bar Association (WA), the Volusia County Bar Association (FL), and the Toledo Bar Association (OH) indicated they do not have a formal or official definition.

El Paso County Bar Association (TX):

We don't actually define it in our materials; we just try to be very inclusive.

Chester County Bar Association (PA):

Individuals who self-identify with those groups historically discriminated against on the basis of disability, gender, race, ethnicity, sexual orientation, gender identity, and/or gender expression or who otherwise come from a disadvantaged background.

Akron Bar Association (OH):

This is the charge to our Diversity Committee: The committee shall encourage and promote diversity among under-represented and under-served groups in our legal and broader community. The primary focus is diversity of the Akron Bar Association and the Summit County legal community.

Clark County Bar Association (WA):

Purpose and goal statement.

Knoxville Bar Association (TN):

The Knoxville Bar Association is an inclusive organization committed to recognizing, respecting, promoting and encouraging diversity among its leadership, its membership and the entire legal community. We encourage legal employers and law firms to promote diversity and inclusion within their workplaces to mirror the world in which we practice. The Diversity in the Profession Committee will foster in the Knoxville legal community a climate of awareness of the particular needs of the minority lawyers and to implement programs designed to ensure that every attorney will have the opportunity to succeed professionally and participate in the affairs of the legal community without regard to race, color, creed, religion, or gender.

Fayette County Bar Association (KY):

Our association believes it means respect for and appreciation of differences in ethnicity, gender, age, nationality, disability, sexual orientation, education and religion. But it's more than this. We all bring with diverse perspectives, work experiences, lifestyles and cultures.

Lee County Bar Association (FL):

Ensuring access to all individuals to attend our functions and participate in our activities.

Clearwater Bar Association (FL):

Promotes principles of diversity and inclusion and implements or continues programs designed to increase the diversity of the association's membership and the local legal community. When practical, works in coordination with Florida Bar committees tasked with promoting diversity and inclusion.

Albuquerque Bar Association:

Our hiring and bar business practices are equal opportunity.

Washtenaw County Bar Association (MI):

Firm size, geographical area, age, race, gender, religion, disability, sexual orientation or national origin.

Western San Bernardino County Bar Association (CA):

We do not. Everyone is equal.

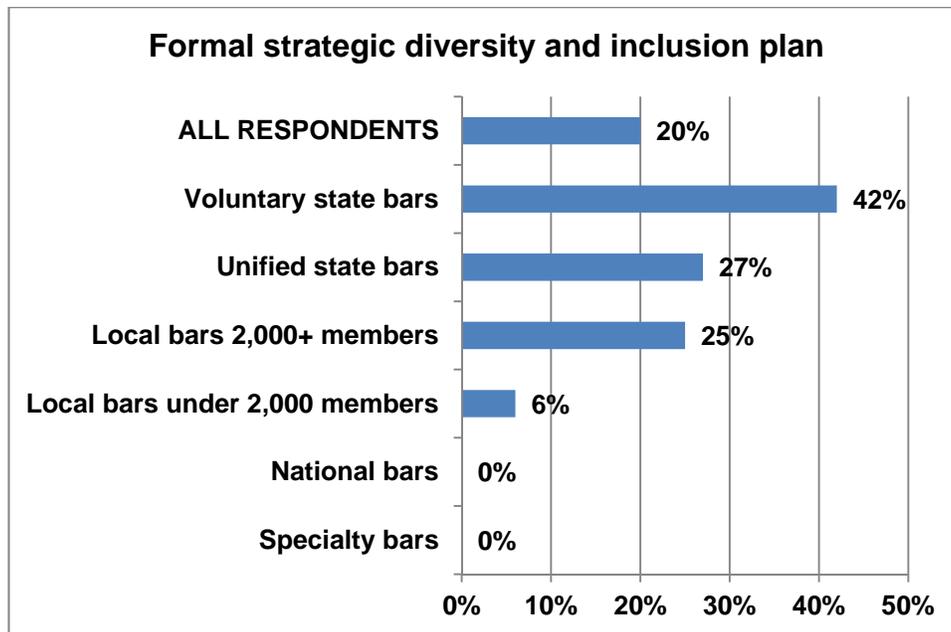
Evansville Bar Association (IN):

Currently working to update our definition.

III. FORMAL STRATEGIC PLANS

5. Does your bar have a formal strategic diversity and inclusion plan?

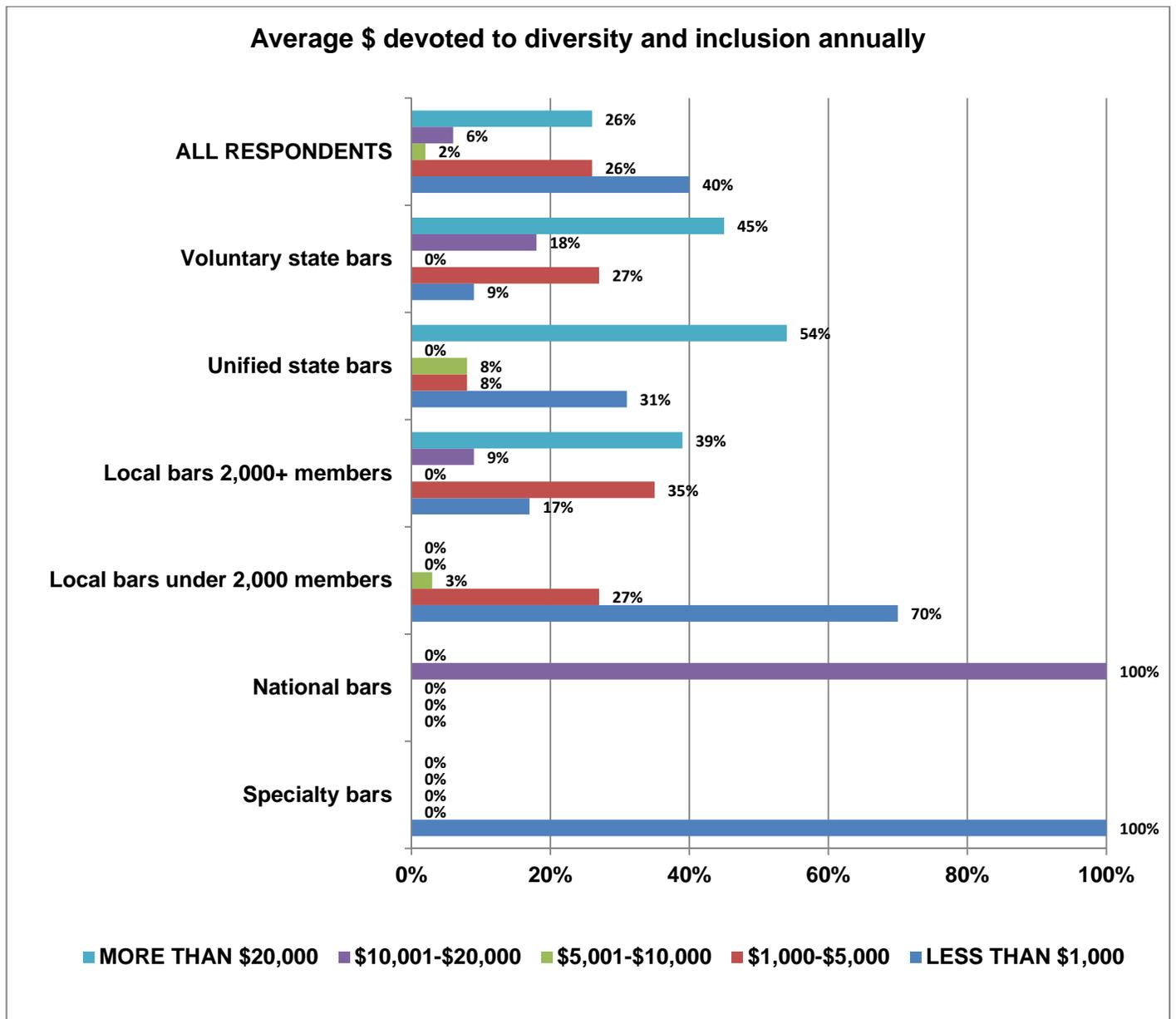
BAR TYPE	# OF RESPONSES	% WITH FORMAL PLANS
ALL RESPONDENTS	87	20%
Voluntary state bars	12	42%
Unified state bars	15	27%
Local bars 2,000+ members	24	25%
Local bars under 2,000 members	34	6%
National bars	1	0%
Specialty bars	1	0%



IV. RESOURCES DEVOTED TO DIVERSITY AND INCLUSION

6. Please indicate the average amount of money/resources (including staff costs) that are devoted to diversity and inclusion work in your association per year.

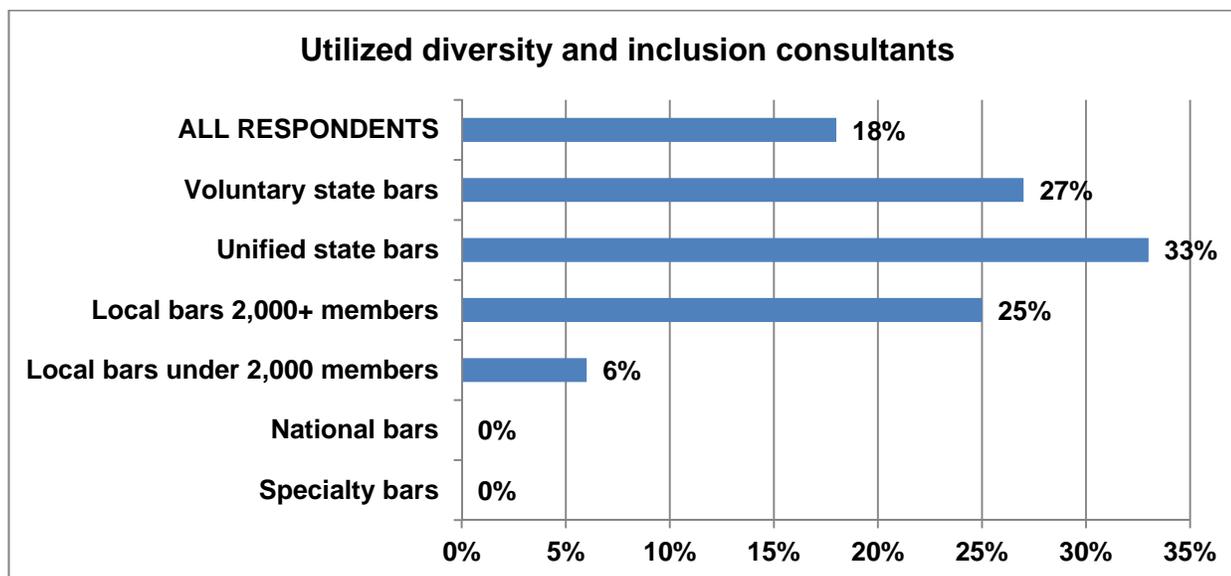
BAR TYPE	# OF RESPONSES	LESS THAN \$1,000	\$1,000-\$5,000	\$5,001-\$10,000	\$10,001-\$20,000	MORE THAN \$20,000
ALL RESPONDENTS	82	40%	26%	2%	6%	26%
Voluntary state bars	11	9%	27%	0%	18%	45%
Unified state bars	13	31%	8%	8%	0%	54%
Local bars 2,000+ members	23	17%	35%	0%	9%	39%
Local bars under 2,000 members	33	70%	27%	3%	0%	0%
National bars	1	0%	0%	0%	100%	0%
Specialty bars	1	100%	0%	0%	0%	0%



V. DIVERSITY AND INCLUSION CONSULTANTS

7. Have you utilized the services of diversity and inclusion consultants?

BAR TYPE	# OF RESPONSES	% UTILIZING CONSULTANTS
ALL RESPONDENTS	87	18%
Voluntary state bars	11	27%
Unified state bars	15	33%
Local bars 2,000+ members	24	25%
Local bars under 2,000 members	35	6%
National bars	1	0%
Specialty bars	1	0%



8. Please explain how the consultants were used and if they were helpful in your diversity and inclusion goals.

VOLUNTARY STATE BARS - CONSULTANT USE:

- Planning, strategic plan development, strategy and programming implementation, marketing, messaging, outreach
- Speakers
- Workshop, program speakers

UNIFIED STATE BARS - CONSULTANT USE:

- Established a "law firm group" some years ago.
- We have developed programming and invited consultants to present at 2 annual meetings and for 2 other standalone events.
- Have used consultants for board and staff training, to train "trainers" to do diversity and inclusion training in their firms, etc., and at our annual Conclave on Diversity in the Legal Profession.
- Faculty for CLE programs, faculty for convention programs, facilitators for State Bar of Arizona Bar Leadership Institute, presenters for staff diversity programs. In all cases were helpful in educating members and staff. Also helpful in exploring opportunities for programs/activities.
- Consultant engaged to create the "Successful Lawyering in a Diverse Society" program. The consultant used the train the trainer method. Program length: Two 4 hour or one 8 hour sessions. Includes ten segments that can be used separately. The target population: members of law firms, voluntary bar associations and bar staff. Attendees found the training to be useful in their organizations.

LOCAL BARS WITH 2,000+ MEMBERS - CONSULTANT USE:

- We have employed consultants to facilitate CLE seminars on diversity and inclusion, at least 1x/year for past 3 years.
- Assisted in developing an ADA checklist that staff utilize on all venue inspections. Partnered with the DCBA in developing and presenting the ADA Summit held in 2014. 37 voluntary bar associations were invited to participate and provided the tools they need to develop a protocol to use for all events that will ensure that they are fully accessible and comply with the ADA.
- We have used them for CLE for members and we have used them for staff training.
- We had two consultants speak at our summer 2015 board retreat. Their presentation was excellent, but it was not new information for anyone. Good reminders though.
- We have used consultants to offer diversity and inclusion training/programming to our members through educational programs and CLE. The programming has been well received and has helped us meet our goals of educating the membership on a number of the issues.

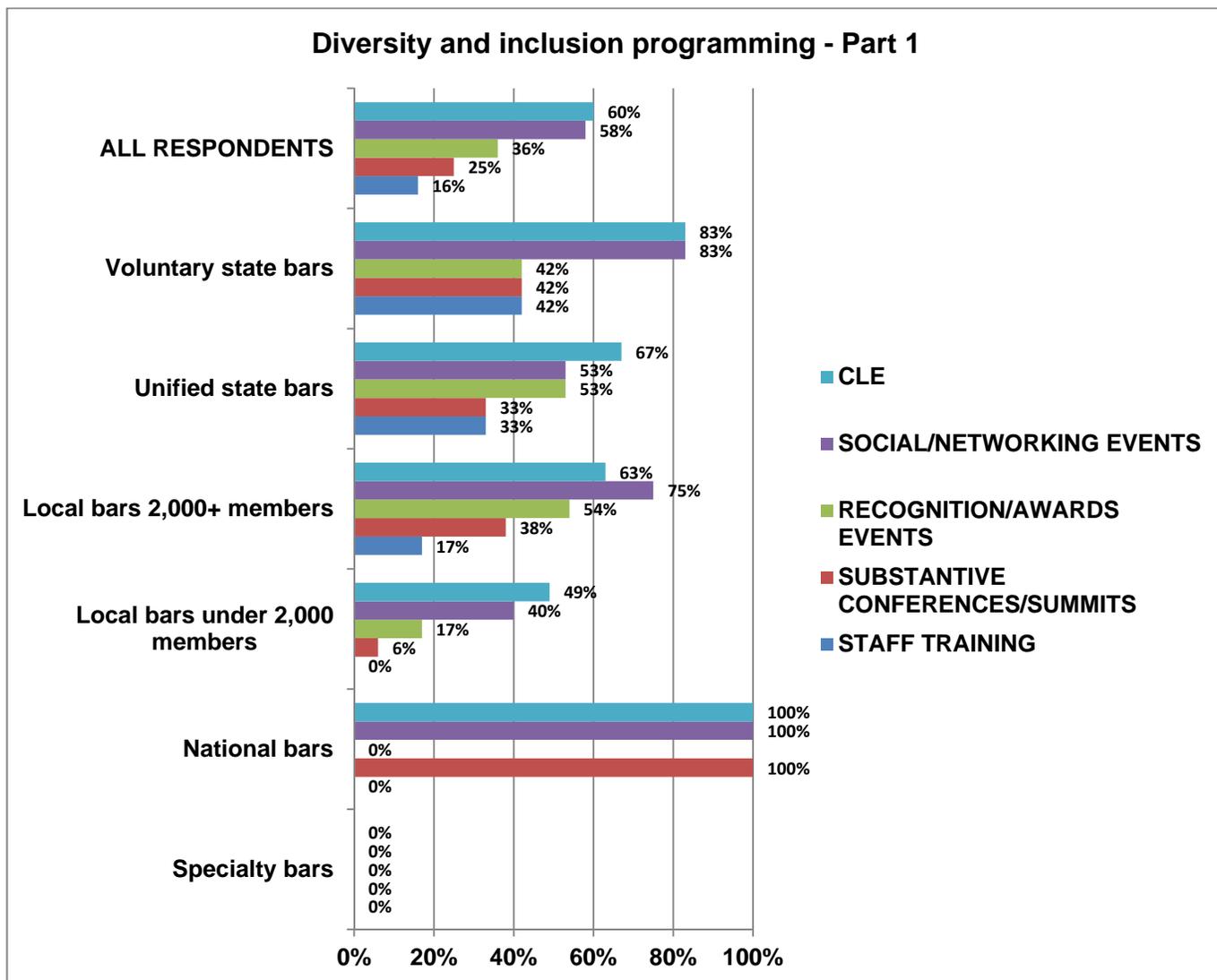
LOCAL BARS UNDER 2,000 MEMBERS - CONSULTANT USE:

- Education programs for attorneys and law students.
- Consultants have been brought in to conduct interactive workshops with both our diversity committee and other interested bar members. They were helpful, but then the committee didn't follow through with action plan.

VI. DIVERSITY AND INCLUSION PROGRAMMING

9. What types of diversity and inclusion programming does your association offer? – Part One

BAR TYPE	# OF RESPONSES	CLE	SOCIAL/ NETWORKING EVENTS	RECOGNITION/ AWARDS EVENTS	SUBSTANTIVE CONFERENCES/ SUMMITS	STAFF TRAINING
ALL RESPONDENTS	88	60%	58%	36%	25%	16%
Voluntary state bars	12	83%	83%	42%	42%	42%
Unified state bars	15	67%	53%	53%	33%	33%
Local bars 2,000+ members	24	63%	75%	54%	38%	17%
Local bars under 2,000 members	35	49%	40%	17%	6%	0%
National bars	1	100%	100%	0%	100%	0%
Specialty bars	1	0%	0%	0%	0%	0%



What types of diversity and inclusion programming does your association offer? – Part Two

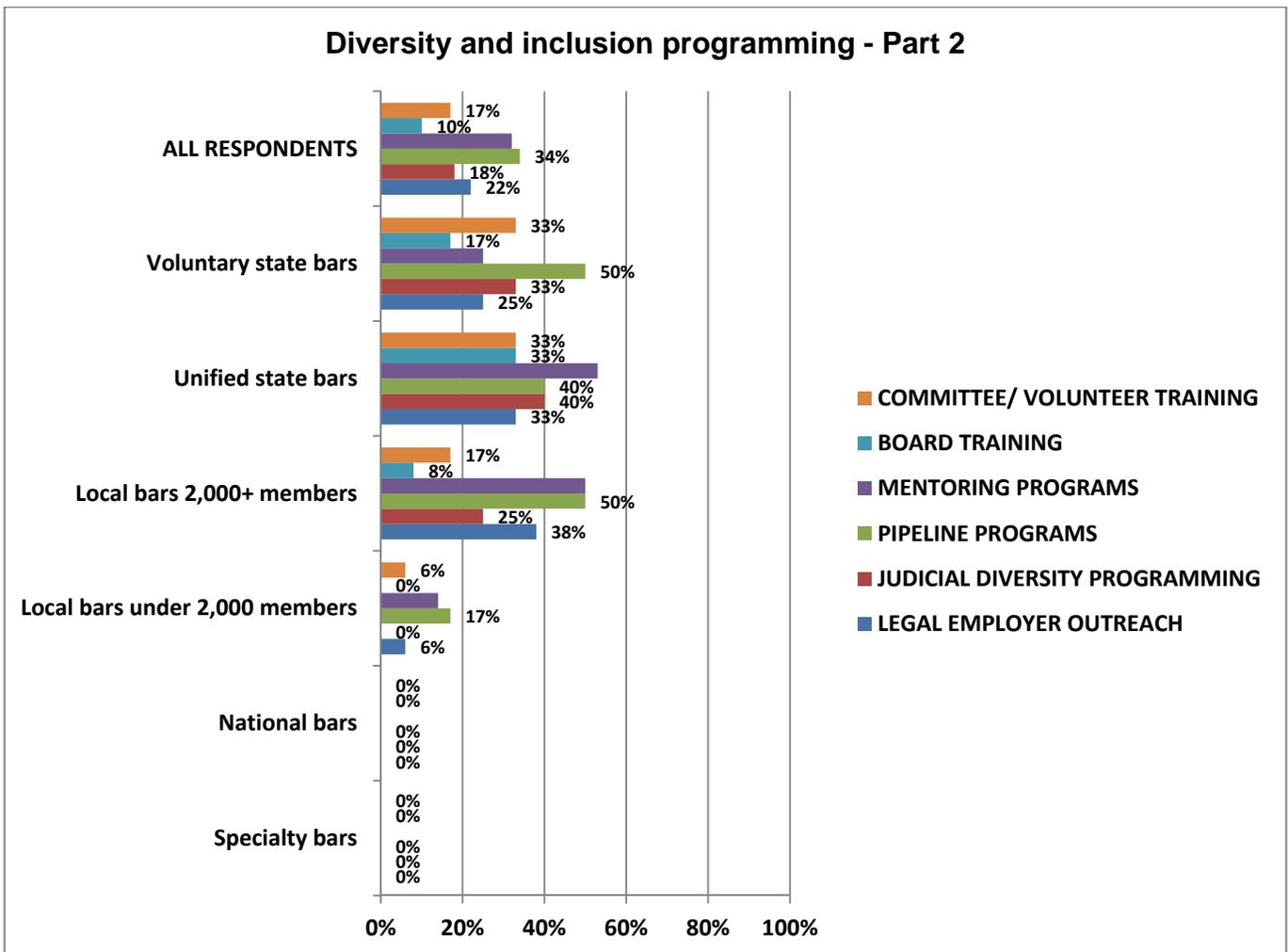
BAR TYPE	COMMITTEE/ VOLUNTEER TRAINING	BOARD TRAINING	MENTORING PROGRAMS	PIPELINE PROGRAMS	JUDICIAL DIVERSITY PROGRAMMING	LEGAL EMPLOYER OUTREACH
ALL RESPONDENTS	17%	10%	32%	34%	18%	22%
Voluntary state bars	33%	17%	25%	50%	33%	25%
Unified state bars	33%	33%	53%	40%	40%	33%
Local bars 2,000+ members	17%	8%	50%	50%	25%	38%
Local bars under 2,000 members	6%	0%	14%	17%	0%	6%
National bars	0%	0%	0%	0%	0%	0%
Specialty bars	0%	0%	0%	0%	0%	0%

OTHER PROGRAMMING:

Unified state bars

- Leadership Academy
- Building Bridges program

Local bars under 2,000 members - Diversity committee



10. Please provide further details on your diversity and inclusion programming and/or program links for more information.

CLE PROGRAMMING

Voluntary state bars

- Current event programming that directly affects underrepresented attorneys (i.e. supreme court listening session on the historic Obergefell case, Collateral consequences of Obergefell, and black lives matter CLE).
- Provided CLE development on the inclusive lawyer and diversity in the legal profession.
- NSBA offers a number of CLE on diversity and inclusion topics throughout the year.
- Diverse Voices-Distinguished Speaker Series/supplier diversity program/YLD symposium.
- CLE focusing on diversity and inclusion related topics including ethics - the Iowa Supreme Court is currently reviewing a proposed amendment to the Iowa Court rules of professional regulation that would allow ethics credit for more general instruction regarding bias or discrimination in the court system or in attorney professional relationships, without requiring specific reference to the rules of professional conduct or the code of judicial conduct.
- We include diverse speakers who bring their experiences and knowledge to others. Also make sure we include diversity in some of our programming.
- We offer CLE programs on issues that are relevant and timely related to diversity issues such as a social event where we gathered members to listen to the oral arguments in the S Ct. marriage case.
- Cosponsor Diversity Education Conference; Emphasis on diversity of speaker panels; programming on diversity issues

Unified state bars:

- Diversity summit and diversity programming.
- See: <http://www.lsba.org/Diversity/>
- Annual CLE programming includes topics that focus on diversity and/or have speakers representing attorneys of different races, ethnicities, gender, and sexual orientation. Topics for CLE programs address bias in the profession.
- Grit Project; Unconscious Bias; Bar Leadership Institute - 9 month leadership training program with CLE <http://www.azbar.org/professionaldevelopment/barleadershipinstitute>. Also have a CLE Institute - program that provides skills based training to improve public speaking and teaching skills.
- Developing CLE Speakers Diversity Program to increase the diversity of speakers at the Florida Bar to better present the composition of the membership.

Local bars with 2,000+ members:

- Annually: Bar Leadership Institute for Affinity Bar Associations - training series offered to leadership of the area's diversity bar associations. Annually: "Let's Get Real: Surviving and Succeeding as a Diverse Attorney in Boston" <https://www.bostonbar.org/membership/events/event-details?ID=17647>. Other recent events: "Marriage Equality at the Supreme Court: An Evening with Janson Wu, GLAD Executive Director" <https://www.bostonbar.org/membership/events/event-details?ID=17569>. "From Visible Invisibility to Visibly Successful: Women of Color Research and Strategies for the Workplace" <https://www.bostonbar.org/m/events/event-details?ID=15419>.
- Elimination of bias CLE programming throughout the year. Racial, gender, LGBTQ and persons with disabilities programming.
- We have offered several CLE's on implicit bias and many skill-based programs through our Institute for Gender Equality designed to empower women and educate decision makers on the issues facing women in the profession.
- Program on implicit bias.
- Let's Talk CLE Series is at its core a diverse judges panel that focuses on a variety of topics in the fields of family, juvenile, criminal, and family law. It was started to help diverse attorneys gain access to and insights from the bench.
- We offer various access to justice CLE classes. We hold a professionalism panel with a diversity and inclusion focus.
- Programming has centered on implicit bias and educational training around differences within the legal community
- Really in the form of conscious consideration of panel/speaker makeup, inclusion of a variety of topics and resources.

Local bars under 2,000 members:

- Ongoing variety of specialized programming.
- <http://www.knoxbar.org/Event/507-default/509-cle/2015/10/01/1603-current-conflicts-and-trends-in-the-advancement-of-workplace-diversity>.
- CLE seminars with topics focused on diversity issues.
- Our 2015 Bench Bar Conference topic was "Across the Racial Divide".
- We co-host an annual program with the Akron/Canton Barristers (an African-American bar association).
- Our Diversity Committee sponsors an annual CLE Seminar.
- We worked with Lexington Fairness to do an all-day CLE geared toward the gay community in Lexington.
- Annual diversity and inclusion symposium and CLE.
- Use speakers from the state bar that have had diversity training.
- We provide a diverse coverage of topics and speakers.
- CLE events offered that focus on diversity and inclusion.
- Intent for a 1/2 day CLE for Hispanic, Black, then women on a 3-year rotating schedule related to appropriate current topics.
- Seminars/CLE updates on the latest rulings regarding marriage equality, etc.
- Our Diversity Committee hosts at least one CLE per year, and participates in other committee CLEs upon request. We have also formed a new Women's Law Committee that will act as a stand-alone substantive law committee, host CLEs and will work closely with our Diversity Committee.
- We have offered CLE on cultural diversity (focusing on religious, racial and ethnic diversity) and how you can better serve a diverse client base, as well as, CLE focusing on how to be inclusive of the LGBT community.

SOCIAL/NETWORKING EVENTS**Voluntary state bars:**

- Within some of those CLE we have a socializing component.
- Scheduling various meetings and events with local bar associations.
- Networking reception at our annual diversity summit. Also networking options throughout the year through Women and the Law and Hispanic attorney sections.
- Minority Judge's Reception / holiday party / Welcome to the Profession series with the three area law schools.
- The ISBA Diversity & Inclusiveness Committee and the YLD Diversity Committee cosponsor events together and with affiliate associations.
- Annual diversity reception; Annual women in the law program and reception; biennial women in profession luncheon event.

Unified state bars:

- Receptions in conjunction with CLE programs.
- See: <http://www.lsba.org/Diversity/>
- State Bar of Nevada representatives often speak with specialty bar associations about the promotion of diversity within the profession at their hosted events.
- All diversity CLE programs have a networking component. The Bar Leadership has multiple networking events with leaders in the legal community.

Local bars with 2,000+ members:

- Annual holiday reception: <https://www.bostonbar.org/membership/events/event-details?ID=18785>; Annual luncheon for diverse summer associates and law student interns.
- Affinity receptions, minority bar coalition events, Barristers Diversity Awards reception, etc.
- Annual events include: diverse law student reception; Hispanic Heritage Month Program and Reception; MLK Prayer Breakfast and Program; Lunar New Year Dinner; Black History Month Program and Reception; Cinco de Mayo Celebration. Our LGBT Rights Committee and Committee on Law and Disability also offer at least one networking event annually, sometimes in connection with a substantive program on issues relevant to the LGBT or disabled community. Our Women in the Law Division also has several networking events each year. Many of these committees and divisions also have holiday parties and end of year receptions.
- Networking event at least two times per year.

- Our summer diversity clerkship program has a variety of evening and lunchtime networking events. <https://meckbar.org/get-involved/charlotte-legal-diversity-clerkship.aspx>.
- We hold a social with the local specialty bar leaders in which a rep. from each group is given time to address the group. We also recognize our LSAT prep course scholarship recipients at the event.
- Diversity Dinner - bi-annual dinner recognizing diversity in the legal professions, including local affinity bar associations / www.ocba.org.
- Cooperative events with minority and specialty bars.
- Networking events with various specialty bars in our area.
- Networking socials.
- Diversity panel discussion recently aimed at law students; diversity committee happy hours.
- We have a somewhat newly formed committee that does work to involve and activate a greater percentage of diverse members, through social and educational events.

Local bars under 2,000 members

- Ongoing social and networking events.
- <http://www.knoxbar.org/Event/507-default/513-networking/2015/10/01/1621-minority-law-student-reception-2015>.
- We hold an annual diversity potluck luncheon.
- We host an annual diversity sidebar social.
- Our diversity committee meets regularly and has at least one after hours social each year.
- Young lawyer events, member receptions.
- Monthly socials for all bar members.
- We provide many different events in cooperation with diverse bar associations.
- Free events for individuals who are not members of the organization.
- Social events prior to our CLE programs.
- The new Women's Law Committee is will host a luncheon in the spring.

RECOGNITION/AWARD EVENTS

Voluntary state bars:

- Establishment of the first PBA award outstanding leadership in diversity and inclusion.
- NSBA Diversity Award is presented annually at the NSBA Annual meeting to recognize the exceptional efforts an individual or law firm for promoting diversity in Nebraska's legal profession.
- Mel Narol Award- May / Minority Judge's Award- October / Diversity Newsletter
- Annual Awards luncheon including diversity awards.

Unified state bars:

- See: <http://www.lsba.org/Diversity/>
- The State Bar of Nevada regularly participates in the National Bar Association's annual awards gala and events sponsored by specialty bar associations.
- Diversity and Inclusion Award / The John R. Sticht Disability Achievement Award

Local bars with 2,000+ members:

- Annually - program in its 6th year, The Boston Bar Association's Beacon Award for Diversity & Inclusion
- In-House Counsel Diversity Award / Barrister Diversity Award / Unity Award of the Minority Bar Coalition / Outstanding Volunteer Award
- Annual El Sol Award by our Hispanic Attorneys Committee; Annual Drum Major for Justice Award by our Homer S. Brown Division; Annual Spirit Award and Young Leader by our Homer S. Brown Division; Annual Carol Los Mansmann Helping Hand Award by our Women in the Law Division; Biennial Legal Champions Award by our Diversity Collaborative Committee; Biennial Ally Award by our Diversity Collaborative Committee.
- Ronda Williams award given annually.
- Julius Chambers Diversity Champion Award / <https://meckbar.org/newspublications/awards,-speeches-presentations/nominations-sought-for-diversity-champion-award.aspx>.
- Leon Hubbard Award for Diversity / Michael K. Lee Award for Diversity in the Legal Profession
- Annual diversity award given to either an individual or law firm.
- Law Firm Diversity awards at Law Day.

Local bars under 2,000 members:

- January Awards Luncheon
- End of program recognition reception with members.
- We incorporate diverse bar associations for nominations for awards.
- Awards offered yearly for recipients who excel in skills such as diversity and inclusion.
- Bias Awareness Week including MLK, Jr. Award.

SUBSTANTIVE CONFERENCES/SUMMITS**Voluntary state bars:**

- The Pennsylvania Bar Association sponsors both a Minority Attorney Conference and a Diversity Summit to address substantive issues for diverse lawyers.
- Annual Diversity Summit is hosted every September since 2003. It brings together programming for pre-law students, law student, attorneys, employers and judges.
- Annual Diversity Summit.

Unified state bars:

- Justice Initiative Summit in 2013 with Kimberly Papillon / <http://thebettermind.com>; 2014 Annual Meeting - Skot Welch of / Globalbridge builders skot@globalbridgebuilders.com; 2012 Annual meeting program on implicit bias Dr. Stephen Robbins steve@srobbins.com
- See: <http://www.lsba.org/Diversity/DiversityConclave.aspx>
- We have an annual day and a half CLE program on diversity and inclusion.
<http://www.azbar.org/sectionsandcommittees/committees/minoritiesandwomeninthelaw/springtrainingforlawyers>

Local bars with 2,000+ members:

- Diversity Summit every five years to inform our Goals and Timetable Summit. Diversity conference once goals and Timetable Report is published to discuss and highlight the findings of the study and report.
- Each of our affinity groups also offer lunch and learns or other non-CLE programs. For example we have had programs for women of color, on workplace accessibility.
- Frankie Freeman event.
- We will host a mini-symposium this fall consisting of two panels. 1) Success is Intentional: Law Firm Advancement Demystified and 2) Discussion with Corporate Counsel: Beyond the Corporate Diversity Scorecard.
- Annual membership luncheons that focus on a specific diversity issue co-sponsored by diverse bars in our area.
- Diversity Summit scheduled for March 3, afternoon of programming, reception to follow.

Local bars under 2,000 members:

- Annual Diversity & Inclusion Symposium & CLE.
- We have a professional summit for high school and college students from traditionally underrepresented groups that partners with medical, engineering and accounting professionals.

STAFF TRAINING**Voluntary state bars:**

- Unconscious bias training at staff retreat.
- Proposed training for staff devoted to diversity in the legal profession.
- We have brought in speakers to present on diversity and inclusiveness issues. We are also working on guidelines for staff to use concerning seeking out diverse speakers, avoiding scheduling on religious holidays, making sure our leadership is reflective of diverse members, etc.
- Offer monthly diversity comments at the staff meeting.
- Regular training for managers and periodic training for entire staff.

Unified state bars:

- See: <http://www.lsba.org/Diversity/>
- Diversity and Outreach Advisor attends one continuing education event annually. Last year Advisor attended the conference at the Center for Legal Inclusiveness.
- Diversity Manager along with the HR Director provides staff training in diverse areas for staff.

Local bars with 2,000+ members:

- MILP provides

COMMITTEE/VOLUNTEER TRAINING**Voluntary state bars:**

- Appointed diversity representatives to committees to assist with dissemination of information and outreach/training.
- Programs on how to become involved in bar governance.

Unified state bars:

- See: <http://www.lsba.org/Diversity/>
- Successful Lawyering in a Diverse Society.

Local bars with 2,000+ members:

- Similar to elimination of bias training. Cultural competency training.

Local bars under 2,000 members:

- Ongoing committee meetings.
- Consultants and videos.

BOARD TRAINING**Voluntary state bars:**

- Provided training materials to board on role of board and leadership in diversity process.
- Offer diversity report/comments at board meetings.

Unified state bars:

- See: <http://www.lsba.org/Diversity/>
- The Diversity and Inclusion Oversight Committee reports at each Board of Governors meeting and at each Executive Committee about the progress being made by the committee and leads discussions at Executive Committee meetings about diversity and inclusion efforts and issues among the bar membership and the bar staff.
- Board training is a component of the Bar Leadership Institute.

MENTORING PROGRAMS**Voluntary state bars:**

- The YLD Diversity Committee has a new mentoring program for law students that connects law students from Drake University and the University of Iowa College of Law who have diverse backgrounds with lawyers from across the state. The program seeks to provide a way for students to develop networks for summer clerkships and eventually find permanent jobs.
- Diversity Fellows Program conducted through Diversity Leadership Council.

Unified state bars:

- See: <http://www.lsba.org/Diversity/>
- The State Bar of Nevada has a Transitioning into Practice (TIP) mentorship program required of all newly admitted attorneys. The program works in conjunction with mentoring programs offered by Nevada's specialty bar associations.
- Mentoring is a component of the Bar Leadership Institute.
- Diversity grants are provided to Voluntary Bar Associations to assist with mentoring programs thought-out the state.

Local bars with 2,000+ members:

- Group Mentoring Program - has served over 450 new lawyers since its inception. <http://www.bostonbar.org/sections-forums/sections/diversity-inclusion/group-mentoring-program>
- Diversity mentorship programs for our diversity high school, college, law school programs, judicial mentoring.
- We do not have any formal mentoring programs in place, but we participate in some informal programs. For example, our Asian Attorneys Committee has an informal mentoring program for members of the committee and Asian law students attending local law schools.
- The Apex Mentoring Program matches law firm junior associates between 3-7 years in their legal practice with senior corporate counsel mentors.
- The BBA New Lawyer Mentoring Program actively solicits diverse mentees and mentors for this annual program.
- Pro Bono Mentor Match / Mentor Match
- Overall mentoring program for all PBCBA members
- High School summer mentoring program and work internship.

Local bars under 2,000 members:

- Weekly speakers/mentoring opportunities for participants in the diversity summer internship program.
- Partner with the CBA to offer a broad based mentoring program for new lawyers.
- We offered a mentor program during the summer for those law students interested in our area, as well as offering mentoring to local minority high school and college students that are thinking about law school.

PIPELINE PROGRAMS**Voluntary state bars:**

- We are beginning to work with law schools to develop a program that highlights prominent national minority advocate who can speak to all law students about future legal work and getting involved in the bar.
- Participate in various pipeline programs at junior high school, high school, college, and law school levels.
- LSAT Prep Scholarship program covers the costs of an LSAT Prep course and the LSAT exam for historically underrepresented students showing economic need. Since 2009, over 50+ scholarships have been awarded, with an average of an 8 point increase in LSAT exam scores. Track of programming is also offered for pre-law students at the Annual Legal Diversity Summit.
- The ISBA Diversity & Inclusiveness Committee is focusing on creating a pipeline to the legal profession via early education.
- Cosponsor with SIU Law School a Diversity leadership training program (week long effort).

Unified state bars:

- Statewide Pipeline Programs Brochure: <http://www.michbar.org/file/diversity/pdfs/pipelineguide.pdf>
- See: <http://www.lsba.org/Diversity/>
- The State Bar of Nevada's Diversity Committee offers two \$5,000 scholarships each year to UNLV Boyd School of Law students who embrace the Committee's mission to increase diversity within the membership and leadership of the State Bar of Nevada and the profession and to promote cultural competence.

Local bars with 2,000+ members:

- Judicial Internship Program for law students - specifically recruiting students of color and who identify as diverse: <http://www.bostonbar.org/sections-forums/sections/diversity-inclusion/judicial-internship-program>. Summer Jobs Program for High School Students: <http://www.bostonbar.org/in-the-community/public-service/summer-jobs-program>.
- Kids in Court program / Law Academy / Mock Trial / School to College (college readiness) / Diversity career fair / Minority Law Student Scholarships.
- We have a placement program for 1L diverse students which places an average of 20 students a year in positions with local legal employers for the summer. In addition, our Diverse Law Student Initiative focused on developing leaders among diverse 2Ls and 3Ls. We also had a program that placed minority high school students in office/clerical positions at local firms for over 20 years, but it was recently discontinued as the Board decided we should focus our efforts on law students.
- <http://www.kcba.org/diversity/>

- Every February, we host a conference titled "Increasing Diversity in the Legal Profession", targeting high school and college students: <https://meckbar.org/get-involved/diversity-day.aspx>. We also have a program called Lunch with a Lawyer, where attorney mentors meet with an 8th grader for a monthly lunch at their school to provide mentorship and a window into the legal profession.
- We work with an after school program to expose school age children to legal career options. We work with Portland State University on an "explore the law" program for students interested in law school. We award LSAT prep course scholarships.
- Law student intern program.
- We have worked hard to pipeline people beginning in law school, into leadership roles in the bar.

Local bars under 2,000 members:

- Co-sponsor law school competitions.
- High school programs.
- We provide the Street Law program in a number of schools and are partners with the Law and Leadership Institute held at the U of Akron School of Law.
- Internships with four law firms as well as legal aid and domestic violence.
- Student legal intern program for high school students.
- Outreach to the local high schools and colleges.

JUDICIAL DIVERSITY/PROGRAMMING

Voluntary state bars:

- We work with our underrepresented bar associations and the governor's office in gathering data and resources to help them further their efforts of judicial diversity.
- Serve on the Diversity Committee of the Interbranch Commission for Gender, Racial and Ethnic Fairness and collaboration for joint programming.
- Participation in Judicial evaluation program with diverse bars in Chicago area.

Unified state bars:

- Programs about judicial diversity within the summit.
- See: <http://www.lsba.org/Diversity/>
- Five month judicial mentoring program where diverse attorneys were paired with sitting judges. Mentees attended several workshops and there were several networking events. This was a cooperative effort with the State Bar of Arizona, Partner Bar organizations and Justice at Stake.
- Diversity Manager serves as faculty for diversity training for the judiciary.

Local bars with 2,000+ members:

- Annually: Great Candidates = Great Judges: Insight Into the Judicial Nominating Process - program to give attorneys insight and practical advice about navigating the judicial nominating process and becoming a Massachusetts judge: <https://www.bostonbar.org/membership/events/event-details?ID=20093>.
- Judicial mentoring program.
- We offered a program on The Pathway to a More Inclusive Bench which focused on increasing diversity on the bench generally and honored several trailblazers as "Legal Champions" and we have an ongoing program through our Women in the Law Division entitled Pathway to the Bench, designed to teach women lawyers what they need to know to successfully run for or be appointed judge.

LEGAL EMPLOYER OUTREACH/PROGRAMMING

Voluntary state bars:

- Development of CLEs for law firms and local bar associations on diversity issues
- Our website has a place where jobs can be posted that reach out to diverse members.

Unified state bars:

- See: <http://www.lsba.org/Diversity>
- We have a diversity clerkship program where we match diverse law students with clerkships in law offices the summer after their first year in law school.

Local bars with 2,000+ members:

- The Path to Becoming an Assistant United States Attorney: <https://www.bostonbar.org/membership/events/event-details?ID=18762>. Similar events offered for State's Attorney General's Office and other areas of practice - presented in conjunction with our local affinity bar partners (diversity bar associations).
- Advisory meetings with law firms throughout the city to strategize issues and solutions to retention and hiring in law firms.
- I meet with diversity committees and other personnel from local firms to offer advice and share resources.
- Each year, we host an Annual Meeting of Signatories to the Call to Action-a collective pledge made by a number of large firms and corporate legal departments in Mecklenburg County. At the meeting, the group discusses the annual benchmarking report and strategies to continue to move the needle on increasing diversity in the legal profession. We also have a Lateral Hires Taskforce, which has the goal of strategizing on ways to increase the number of minority lateral hires in firms and corporate legal departments.
- <http://www.ibadiversityjobfair.org/employers.htm>
- Diversity jobs database
- Managing partners meetings

Local bars under 2,000 members:

- Law firms committed to hiring diverse law student for summer internship program.
- We offered financial incentive to employers to hire from our resume pool of interested law students that were from racial and ethnic groups that are generally underrepresented in the bar.

OTHER DIVERSITY/INCLUSION PROGRAMMING**Voluntary state bars:**

- The ISBA's publications, including the *Iowa Lawyer Magazine* and the weekly newsletter, currently include a focus on diversity and inclusiveness: <http://digital.turn-page.com/i/571087-september-october-2015>

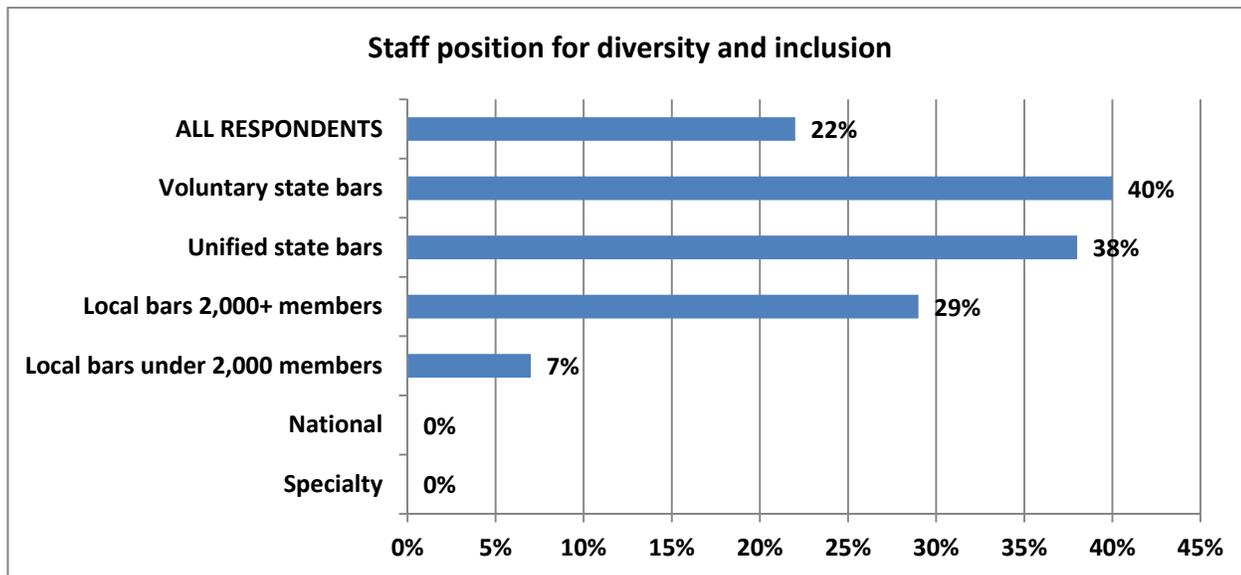
Unified state bars:

- Leadership academy focuses on diversity in selection of participants.
- The Building Bridges Program is the outreach effort by the Board of Governors to the ethnic minority bar associations in Wisconsin. A representative to the Board of Governors is appointed by the ethnic bar leadership. That person is treated in every way like an elected member of the Board except they do not have a vote. In addition, each individual has the opportunity to attend the annual meeting of the national ethnic bar association at state bar expense with the requirement that they report back to the State Bar Board of Governors the major issues facing the national association and recommend any opportunity for state bar engagement.

VII. DIVERSITY AND INCLUSION STAFFING

11. Does your association have a position dedicated to enhancing diversity and inclusion?

BAR TYPE	# OF RESPONSES	% WITH STAFF POSITION
ALL RESPONDENTS	76	22%
Voluntary state bars	10	40%
Unified state bars	13	38%
Local bars 2,000+ members	21	29%
Local bars under 2,000 members	30	7%
National	1	0%
Specialty	1	0%



12. Please indicate the title of the position dedicated to enhancing diversity and inclusion and their position in the association's organizational structure (i.e., department, who they report to, etc.)

Voluntary state bars:

- Director of Diversity and Inclusion. The director reports to the Assistant Executive Director. The position used to report to the Executive Director.
- Diversity Officer reports to Executive Director.
- Assistant General Counsel and Director of Diversity Initiatives report to the General Counsel.
- Director of Diversity reports to Associate Executive Director.

Unified state bars:

- Director of Diversity
- Director of Member Outreach and Diversity
- Deputy Executive Director (Admin., reports to Executive Director)
- Diversity and Outreach Advisor reports to the Chief Member Services Officer.
- Arnell Bryant-Willis, Diversity Initiatives Manager, reports to the Executive Director.

Local bars with 2,000+ members:

- Director of Diversity & Inclusion -- reports to Executive Director.
- Assistant Director of CLE staffs the Minority in the Legal Profession Section.
- Director of Diversity and Gender Equality--A Director level position that reports directly to the Executive Director.
- Diversity Director and Diversity Manager

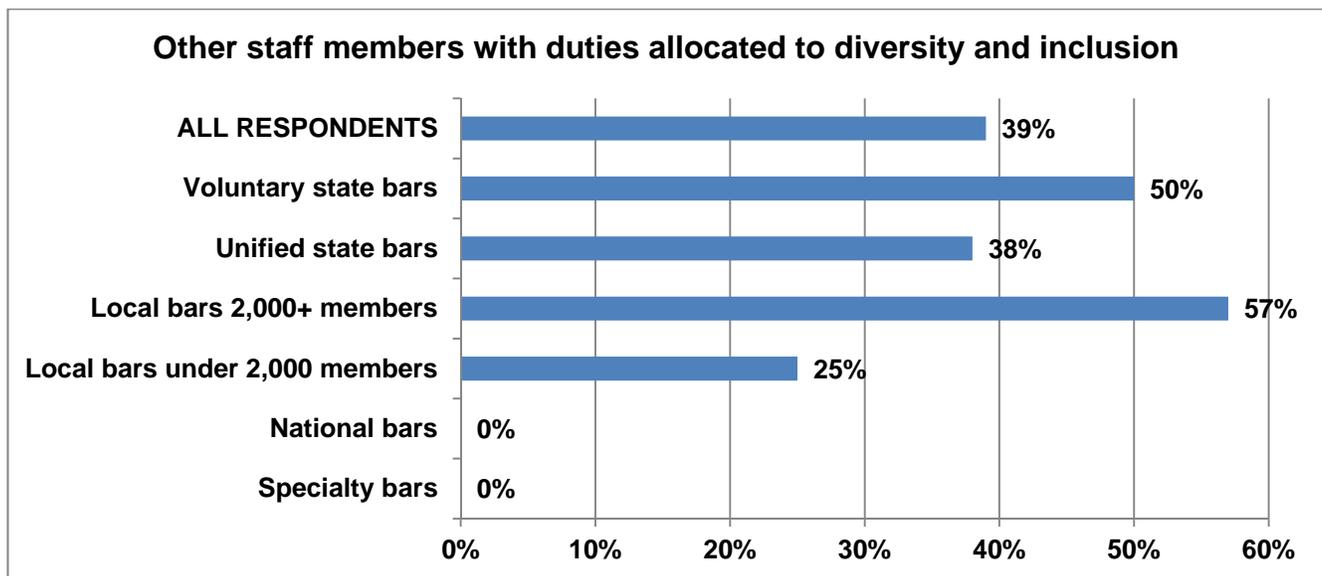
- Diversity & Inclusion Coordinator
- Manager of Member Engagement, Membership Department - reports to Director of Member Programs

Local bars under 2,000 members:

- We have a diversity committee with a voluntary chair.
- Board of Directors

13. Do other staff members (other than a dedicated diversity/inclusion staff person) have duties allocated to diversity and inclusion efforts?

BAR TYPE	# OF RESPONSES	% WITH OTHER STAFF WITH DIVERSITY/INCLUSION DUTIES
ALL RESPONDENTS	74	39%
Voluntary state bars	10	50%
Unified state bars	13	38%
Local bars 2,000+ members	21	57%
Local bars under 2,000 members	28	25%
National bars	1	0%
Specialty bars	1	0%



14. Please list the titles of your other positions with duties related to enhancing diversity and inclusion. Please also indicate their position in the association’s organizational structure (i.e., department, who they report to, etc.) and the percent of each position that is allocated to diversity and inclusion efforts.

Voluntary state bars:

OTHER POSITION	POSITION IN ORGANIZATION STRUCTURE	PERCENT OF TIME DEVOTED TO DIVERSITY/INCLUSION EFFORTS
Staff liaison	n/s	n/a
Meeting planner	Reports to senior meeting planner	24%
Director of sections and divisions	Reports to executive director	10%
Executive director	n/s	n/s
Section liaison	n/s	20%
Education/special projects	n/s	n/s
Membership	n/s	n/s

Unified state bars:

OTHER POSITION	POSITION IN ORGANIZATION STRUCTURE	PERCENT OF TIME DEVOTED TO DIVERSITY/INCLUSION EFFORTS
LPM attorney	Reports to executive director	15%
Executive director	CEO	5%-10%
Program coordinator	Membership services department	25%
Member services administrator	Administrative	10%
Executive secretary	Administrative	80%-90%
Human resources director	Executive administration	10%
Project director	Reports to executive director	10%
Outreach coordinator	Mid-level	30%-40%
Member services manager	Member services department	10%

Local bars with 2,000+ members:

OTHER POSITION	POSITION IN ORGANIZATION STRUCTURE	PERCENT OF TIME DEVOTED TO DIVERSITY/INCLUSION EFFORTS
Coordinator	Reports to director of diversity and inclusion	50%
Assistant director	2 nd	5%
Diversity director	n/s	25%
Membership	Reports to executive director	.2%
Pro bono and legal services coordinator	Senior	30%
Director, events and programs	Manager	5%-10%
Executive director		5%
Membership	Director	.03%
Executive director		5%
Member outreach assistant	Assistant	16%
CLE director	n/s	25%
CEO	Executive management	30%
CLE and new lawyers	Reports to executive director	25%
Executive director	Manager	2%-5%
Assistant to executive director/committee staff liaison	Reports to executive director	2%
Member services representative	Assistant (entry level)	10%

Local bars under 2,000 members:

OTHER POSITION	POSITION IN ORGANIZATION STRUCTURE	PERCENT OF TIME DEVOTED TO DIVERSITY/INCLUSION EFFORTS
Administrative assistant	n/s	10%
Development director	n/s	5%
Executive director	Reports to board of governors	5%
Executive director		5%
Executive director		Less than 5%
Membership coordinator	Reports to executive director	5%

15. What type of training or professional development do you provide to staff members with duties related to enhancing diversity and inclusion to assist them in performing those duties?

Voluntary state bars:

- We provide professional development funds for diversity conferences, CLEs and webinars.
- CLE and education materials
- Planning to have diversity training in 2016.
- Participation in national conferences.
- Outside training
- In-house training and professional development programs presented by outside organizations.

Unified state bars:

- None at this time, but staff-wide training is anticipated in the future.
- Only the director has had advanced training but the programs we have developed are open to staff.
- They attend trainings and diversity programming sponsored by association, as well as any programming specifically designed for staff members.
- Nothing specific to diversity/inclusion staff. Have provided unconscious bias/white privilege training to staff, have had a president with disabilities speak to the staff, HR director attends SHRM conferences regarding recruitment and retention.
- We had a brief unconscious bias presentation to all staff in October and plan to bring in a professional for more extensive training in 2016.
- Bar resources are available for training and professional development.

Local bars with 2,000+ members:

- Access to ADA trainer.
- We bring in a diversity training person to do a staff retreat on diversity and inclusion.
- On-line training as available.
- Local professional development.
- No formal training, but it is available as needed. All staff members know that diversity is a core value of the association. We consider diversity in multiple ways, including committee and board appointments.
- I attend diversity and inclusion conferences, but am not a certified diversity and inclusion professional.
- Diversity training is part of our human resources onboarding and we attend relevant conferences and trainings as they arise locally.

Local bars with 2,000+ members:

- Participation in education programs sponsored by the association.
- Executive director attends the NABE conferences which include diversity and inclusion programming.

16. Does your organization provide diversity and inclusion training for staff members who have no specified responsibilities dedicated to enhancing diversity and inclusion?

BAR TYPE	# OF RESPONSES	% PROVIDING DIVERSITY/INCLUSION TRAINING FOR OTHER STAFF
ALL RESPONDENTS	73	15%
Voluntary state bars	10	20%
Unified state bars	13	38%
Local bars 2,000+ members	20	15%
Local bars under 2,000 members	28	4%
National bars	1	0%
Specialty bars	1	0%

17. Please indicate the type of professional development/training provided to staff with no specified diversity or inclusion responsibilities.

Voluntary state bars:

- We have staff-wide training sessions on diversity sensitivity. We are developing guidelines for all staff to use in securing speakers, avoiding scheduling on religious holidays, etc.
- Part of regular staff training efforts.

Unified state bars:

- We incorporate diversity and sensitivity training (specifics vary) into staff retreat, and other program for staff.
- All staff are required to attend a training session on diversity and sexual harassment. Staff may be required to attend additional training based on need.

Local bars with 2,000+ members:

- Annual review of association's goals and policies regarding access for all attorneys and specifically those with disabilities.
- We give everyone the same training.
- Monthly professional enrichment programs.

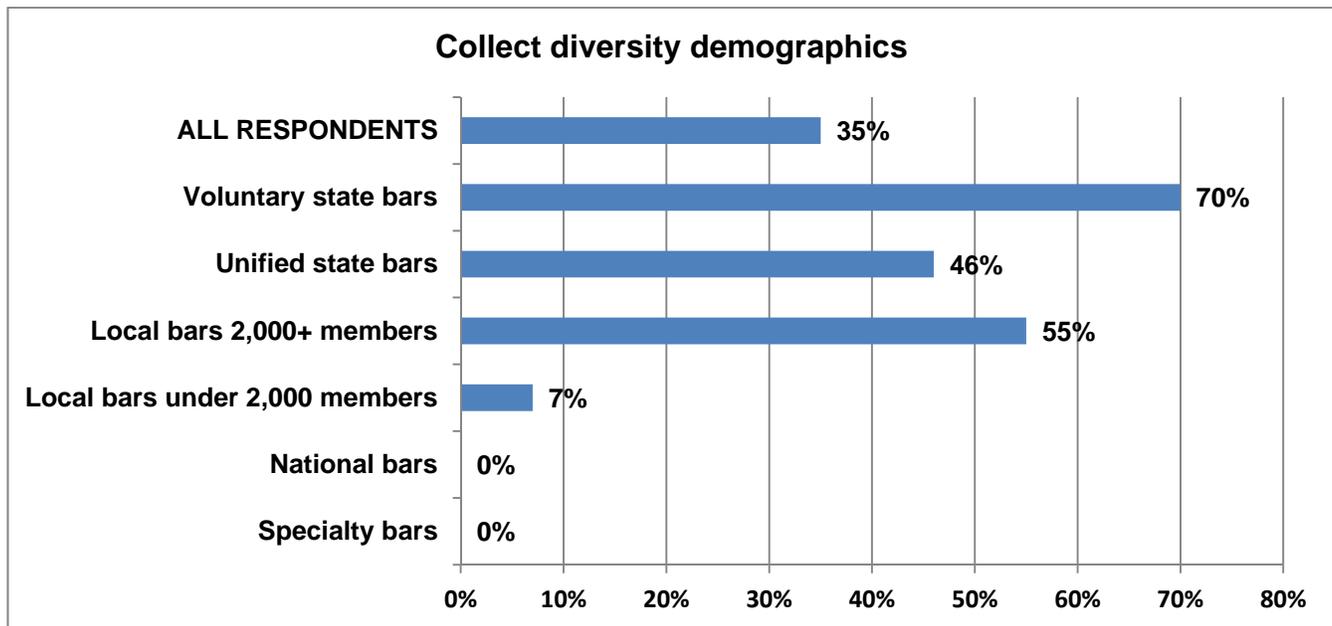
Local bars under 2,000 members:

- Participation in bar-sponsored seminars.

VIII. DIVERSITY DEMOGRAPHICS

18. Does your association collect information on diversity demographics for the legal profession such as race, gender, sexual orientation and disability?

BAR TYPE	# OF RESPONSES	% COLLECTING DIVERSITY DEMOGRAPHICS
ALL RESPONDENTS	74	35%
Voluntary state bars	10	70%
Unified state bars	13	46%
Local bars 2,000+ members	20	55%
Local bars under 2,000 members	29	7%
National bars	1	0%
Specialty bars	1	0%

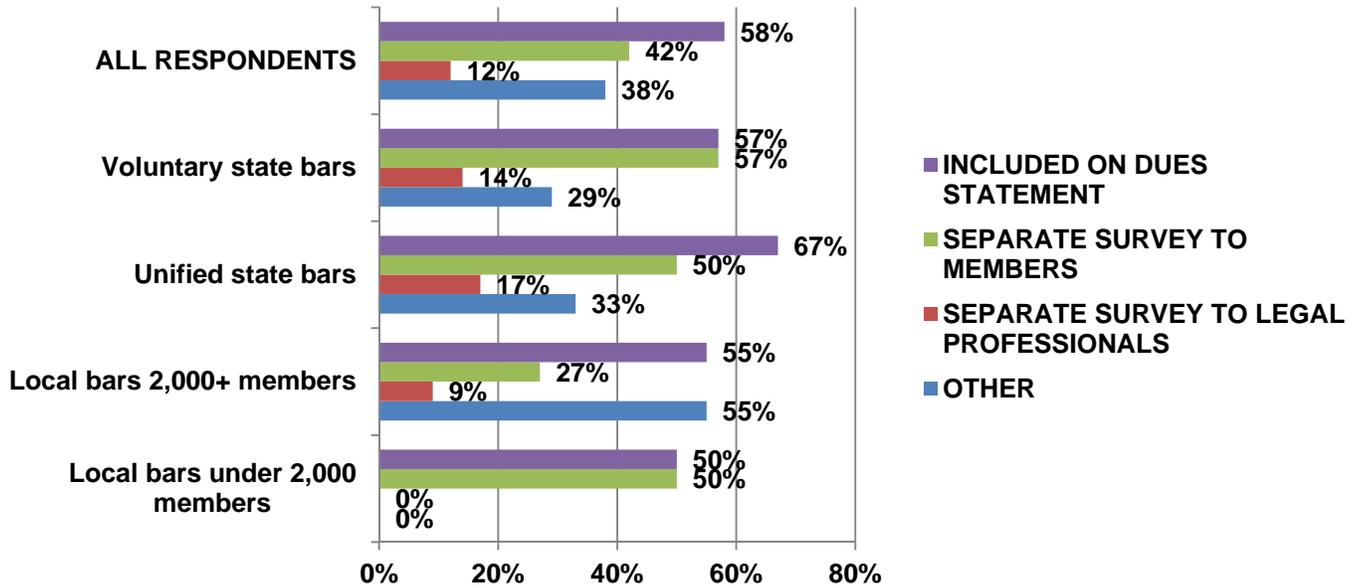


19. How do you collect diversity demographics?¹

BAR TYPE	# OF RESPONSES	INCLUDED ON DUES STATEMENT	SEPARATE SURVEY TO MEMBERS	SEPARATE SURVEY TO LEGAL PROFESSIONALS	OTHER
ALL RESPONDENTS	26	58%	42%	12%	38%
Voluntary state bars	7	57%	57%	14%	29%
Unified state bars	6	67%	50%	17%	33%
Local bars 2,000+ members	11	55%	27%	9%	55%
Local bars under 2,000 members	2	50%	50%	0%	0%

¹ Percentages may not equal 100% as respondents were allowed to choose more than one option.

Method of collecting diversity demographics



OTHER RESPONSES:

Voluntary state bars:

- We ask members to provide diversity information in their online profile also.

Unified state bars:

- Original application for membership.
- Ask staff to complete a survey when hired.

Local bars with 2,000+ members:

- Online member profiles request this information.
- We have voluntary check boxes with respect to racial and ethnic identification and gender only at this time and only on our initial membership application. Our Board is currently reviewing a recommendation to expand the categories of self-identification and to include the opportunity to self-identify on all renewals as well. The Board is also considering a recommendation to survey local legal employers as well.
- Survey to signatory law firms.
- When members apply.
- Staff inputs / members can complete their profiles online.

20. Is a response for diversity demographics mandatory?

BAR TYPE	# OF RESPONSES	DIVERSITY DEMOGRAPHICS RESPONSE MANDATORY
ALL RESPONDENTS	26	0%
Voluntary state bars	7	0%
Unified state bars	6	0%
Local bars 2,000+ members	11	0%
Local bars under 2,000 members	2	0%

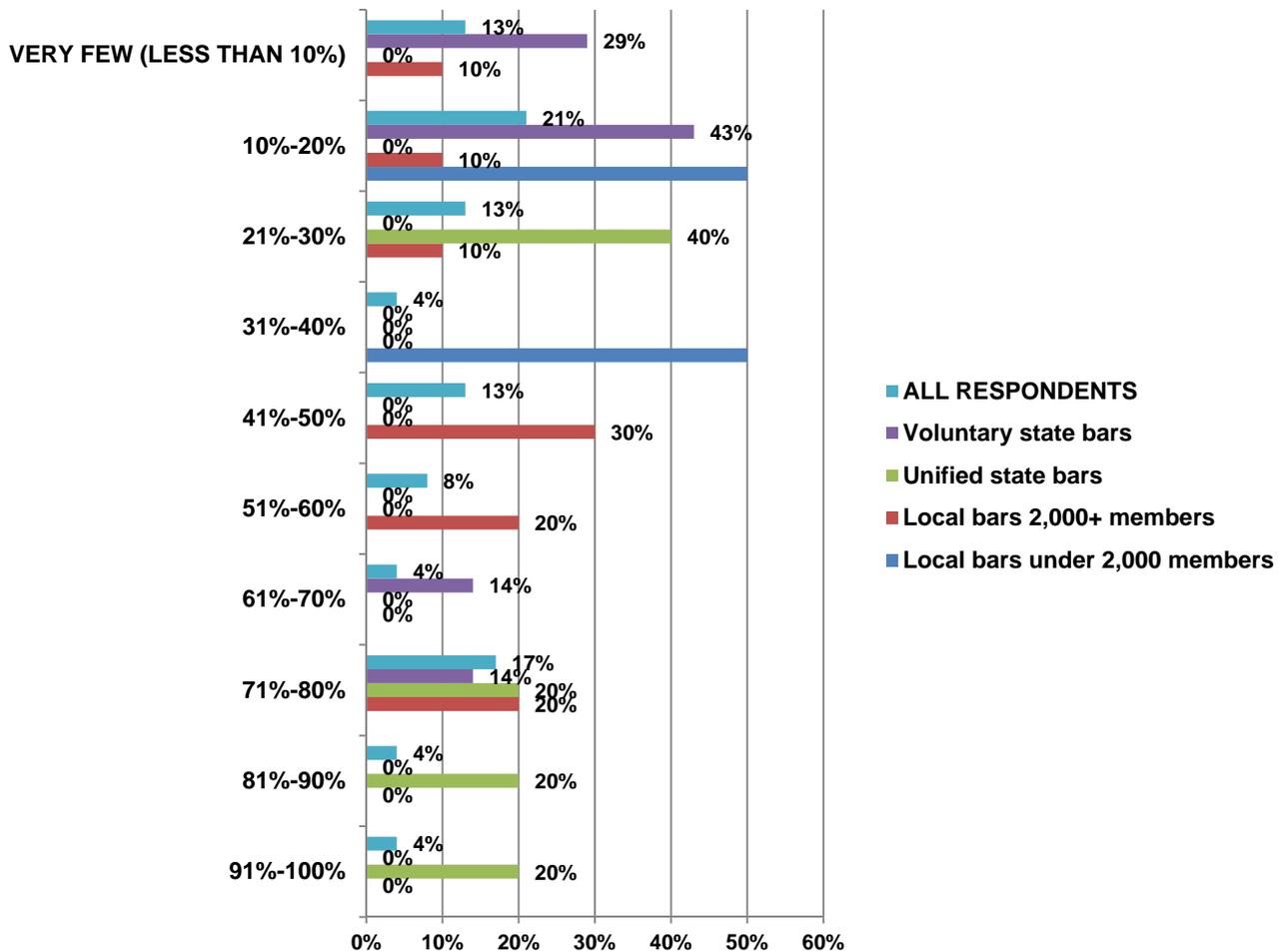
21. What percentage of possible respondents do you estimate provide diversity demographics when requested? – Part One

BAR TYPE	# OF RESPONSES	VERY FEW (LESS THAN 10%)	10%-20%	21%-30%	31%-40%	41%-50%
ALL RESPONDENTS	24	13%	21%	13%	4%	13%
Voluntary state bars	7	29%	43%	0%	0%	0%
Unified state bars	5	0%	0%	40%	0%	0%
Local bars 2,000+ members	10	10%	10%	10%	0%	30%
Local bars under 2,000 members	2	0%	50%	0%	50%	0%

22. What percentage of possible respondents do you estimate provide diversity demographics when requested? – Part Two

BAR TYPE	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%
ALL RESPONDENTS	8%	4%	17%	4%	4%
Voluntary state bars	0%	14%	14%	0%	0%
Unified state bars	0%	0%	20%	20%	20%
Local bars 2,000+ members	20%	0%	20%	0%	0%
Local bars under 2,000 members	0%	0%	0%	0%	0%

Percent of respondents providing diversity demographics



23. How do you use the data on diversity demographics that you collect?

Voluntary state bars:

- We are new at collecting data and have not met a critical mass yet. Therefore, we are not using the data yet.
- Mostly Women in the Profession.
- Promotion of events and opportunities (e.g., Hispanic attorney Section).
- We use this information for planning CLE programs, webinars and board positions.
- The data is used for reports prepared for the ISBA Board of Governors and membership. For example, the ISBA Executive Director's reports include membership data and the ISBA Economic Survey captures and reports on data including gender and age. Data beyond gender and age may be somewhat statistically unreliable as reporting is voluntary. Gender responses are not included in the estimated 10% - 20% in response to the question, "What percentage of possible respondents do you estimate provide diversity demographics when requested?"
- Provided to Diversity Leadership Council and used for programming efforts.

Unified state bars:

- Statistical data.
- We will begin collecting gender only in 2016. We have not collected any of this data yet, so we do not have a percentage of response or information on the use of the data at this time.
- Published as part of the survey of economics of the practice of law yearly.
- Data collected from the membership is used to set goals and objectives for the future.

Local bars with 2,000+ members:

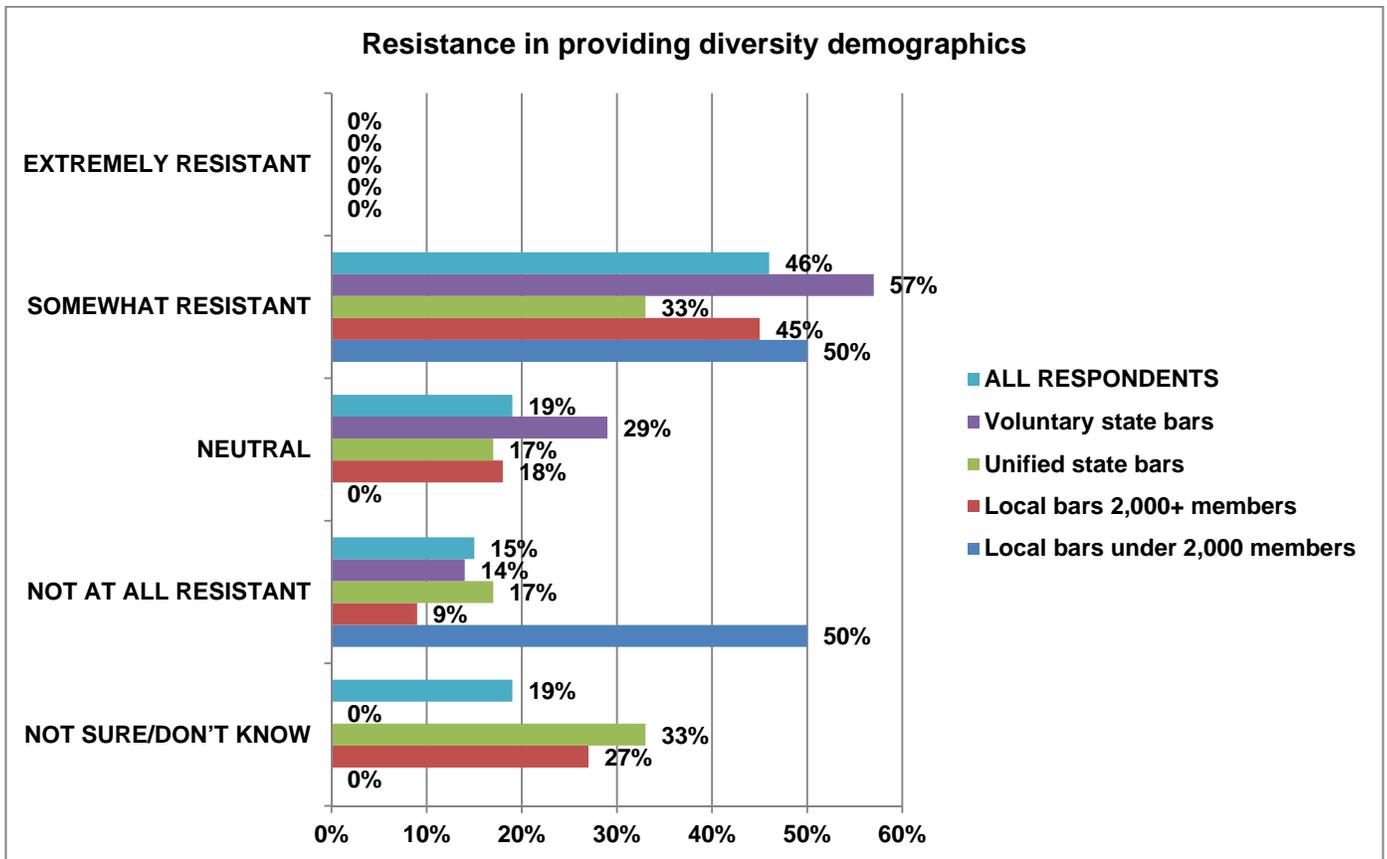
- Publish benchmarking survey results and provide individual firm data to each firm.
- Used in statistical reports for certain presentations.
- Because of the low number of voluntary participants, we anecdotally estimate diversity statistics when necessary.
- Determine if we are reaching different groups, determine future programming and targeted outreach.
- Gauge involvement of those licensed vs. those joining.
- Targeted announcements of leadership opportunities, hiring opportunities.
- We are using the information collected from members to assist us in meeting their needs and in understanding the level of diversity in our legal community. In answer to the previous question, I believe that the members who are asked to voluntarily self-identify as to race/ethnicity and gender largely do so. My expectation is that legal employers will be less likely to share their particular demographic composition so the answer below relates more to the legal profession rather than the member.
- We just collect the data.
- On occasion to slice and dice the roles for invitation to events or leadership opportunities.
- The data is not reliable / comprehensive enough yet.

Local bars under 2,000 members:

- Still collecting data.

24. Please indicate how resistant you feel members or legal professionals are to provide the diversity demographics that you request.

BAR TYPE	# OF RESPONSES	EXTREMELY RESISTANT	SOMEWHAT RESISTANT	NEUTRAL	NOT AT ALL RESISTANT	NOT SURE/DON'T KNOW
ALL RESPONDENTS	26	0%	46%	19%	15%	19%
Voluntary state bars	7	0%	57%	29%	14%	0%
Unified state bars	6	0%	33%	17%	17%	33%
Local bars 2,000+ members	11	0%	45%	18%	9%	27%
Local bars under 2,000 members	2	0%	50%	0%	50%	0%



25. Please indicate how you respond to members or legal professionals who are resistant to provide diversity demographics.

Voluntary state bars:

- We tell them very clearly why we are requesting the data. At this point we are attempting to determine the existence or non-existence of a diversity problem in the legal profession and among our membership. Is there in fact a dearth of underrepresented attorneys in our membership statewide?
- Still addressing this issue.
- Provision is optional so there is no formal response.

Unified state bars:

- Never been directly questioned. They just don't fill out the information.
- Members are encouraged to provide diversity demographics for a more informed understanding of the makeup of the membership. This information assists in the development of programs geared to the need of the total membership and provides data for speaker make-up when offering CLE opportunities.

Local bars with 2,000+ members:

- With respect for their opinion.
- We haven't encountered it yet as we have not surveyed local legal employers. We will encourage those employers who have signed on to our Diversity Statement and have previously committed to provide demographic information to comply.

26. Please list the organizations (not including your association) that collect diversity demographics for the legal profession such as race, gender, sexual orientation and disability for each category below. Please indicate what data they collect and for what purpose they collect the data.

State and local bars:

- My guess is that most local bars attempt to collect this data, although my understanding is that legally it may not be required.
- Alabama State Bar
- Oregon State Bar
- Diversity section of the Idaho State Bar

Courts:

- Our organization (with the support of our underrepresented bars in the state) lobbied our (Minnesota) Supreme Court to add race/ethnicity, disability, and LGBTQ questions to the annual attorney registration form in 2014. It seemed like an appropriate supplement to the gender data the court was already collecting. The court agreed to add only a race/ethnicity question. This will be present on the attorney registration in early 2016. We have been contacted by another court in another jurisdiction out east about how we have gone about asking for and collecting data at the court level. They indicated they want to move forward in doing the same.
- State's Supreme Court
- Office of Attorney Ethics
- Attorney registration is starting to collect diversity demographics. Once the court has their questions in place, the CBA hopes to mirror them on our membership statements so we are collecting the same data.
- The Supreme Court will start collecting information on gender and race.

Other entities:

- Southern Poverty Law Center
- Idaho Women Lawyers
- We have a rather extensive report that highlights across the nation what bars collect diversity information and what type. It's too extensive to discuss on this survey.
- US Census
- The Center for Legal Inclusiveness in Colorado focuses on large law firms increasing diversity amongst their lawyers.
- I don't know specifically what data they collect or for what purpose, but East Stroudsburg University and Northampton Community College both collect various data for their purposes.
- Minority Corporate Counsel Association
- NALP, Vault, NAWL, Flextime Lawyers
- Other state bars
- National Association of Law Placement (NALP)
- Mandatory, unified state bar here in NC. optional data that is collected on race, gender
- North Carolina Bar Association, gender and ethnicity
- Law schools

IX. DIVERSITY EDUCATIONAL PROGRAMMING

27. *Would you be interested in a webinar on the topic of diversity and inclusion?*

BAR TYPE	# OF RESPONSES	INTERESTED IN DIVERSITY/INCLUSION WEBINAR
ALL RESPONDENTS	73	67%
Voluntary state bars	10	90%
Unified state bars	13	77%
Local bars 2,000+ members	20	60%
Local bars under 2,000 members	29	59%
Specialty bars	1	100%

28. *If there was a full- or half-day meeting in advance of the NABE Midyear Meeting on advanced diversity and inclusion programming, would you or a member of your organization's staff attend?*

BAR TYPE	# OF RESPONSES	WOULD ATTEND FULL- OR HALF-DAY PROGRAM ON DIVERSITY AND INCLUSION
ALL RESPONDENTS	71	41%
Voluntary state bars	10	80%
Unified state bars	12	75%
Local bars 2,000+ members	20	35%
Local bars under 2,000 members	28	14%
Specialty bars	1	100%

29. *How can the NABE Diversity Committee help your association meet the needs of your diverse members and/or staff?*

Voluntary state bars:

- It would be nice if NABE provided more assistance and templates for measurement of diversity work.
- Best practices discussion
- The ISBA and the ISBA Diversity & Inclusiveness Committee plan to work on a best practices guide similar to the Minnesota State Bar Association's Diversity and Gender Equity in the Legal Profession - Best Practices Guide. Information from the NABE Diversity Committee and other NABE member associations is welcome and may be directed to committee co-chairs Emily Chafa, emily.chafa@iwd.iowa.gov; Henry Bevel III, bevel@s-c-law.com; and Virginia Sipes, J.D., ISBA Assistant Communications Director, vsipes@iowabar.org.
- By continuing to share information on how to be more effective in these areas.
- Board and committee training resources
- Formal programming and network opportunities for diversity staff.

Unified state bars:

- Discuss ways to send the message to members and staff that this is ongoing training not a one shot deal.
- Principally in the area of member engagement.
- We are in planning stage of creating committee, defining its goals, and are currently actively reaching out to every identifiable group.
- We are always interested in programs that work for other associations. Educational materials - especially if there is a Tool Kit similar to the Grit Project.
- Provide information and training geared to specific areas for the expansion of diversity and inclusion, i.e., best practice for development opportunities that enhance diversity and foster inclusion, and creating environments the reflect the growing diversity of the bar, legal community and clients.

Local bars with 2,000+ members:

- We already have a very active CDI (Committee for Diversity and Inclusion) program.

- We have a diversity committee made up of members, but they are sometimes uninspired as to what types of activities they should be doing aside from the networking events. Ideas for bar association activities would be great.
- I've been attending NABE conferences for many years. Our diversity programs tend to tell us what to do not nuts/bolts on effective methods of outreach. We tend to keep scratching at the surface. I'd like something more in depth and less preaching to the choir. I tend to look elsewhere for information and programming.
- Resource sharing, training specific to bar association staff, best practice information, speakers bureau list
- Develop a confidential support group for Diversity & Inclusion professionals can share resources, experiences, and coping strategies.
- Would like to learn about other bar association diversity programs to add to or enhance ours.
- Probably more important on the NCBP programming. Diversity is on the mind of staff, getting it on the mind of leader-volunteers is the harder piece of the puzzle.
- A helpful offering would be a primer or online training in diversity & inclusion for bar association staff.

Local bars under 2,000 members:

- Share information from other bar associations that are our size (small bar) on how they meet the needs of diverse members or staff.
- Not sure at this point.
- As a small, local bar there is not a diverse population of either attorneys or staff. I highly support NABE and all who work to create a successful work environment for people of all backgrounds. If the need ever does arise for assistance, I know I can turn to NABE for assistance in this area. Thank you.
- Assist in planning our new events
- Info and suggestions for smaller bars for programs and CLEs.
- Release a how-to newsletter of how to make small changes that assist inclusion.