



Oregon  
State  
Bar

**2014 – 2016**  
**DIVERSITY**  
**ACTION PLAN**



Oregon State Bar

# Diversity and Inclusion: Making Us Stronger

## Welcome from the Board of Governors

A diverse bench and bar is vitally important to Oregon's system of justice. No one has captured the importance of diversity better than U.S. Supreme Court Justice Ruth Bader Ginsberg, who said in a speech in 1998:

A system of justice is the richer for diversity of background and experience. It is the poorer, in terms of appreciating what is at stake and the impact of its judgments, if its members – its lawyers, jurors, and judges – are all cast from the same mold.

I am a longtime supporter of the bar's efforts to promote diversity within the legal profession, and a passionate advocate for the importance of cultural diversity within our community. My law firm, Kranovich & Lucero, promotes diversity and equal opportunities for all regardless of race, ethnicity, gender, sexual orientation, and socioeconomic status. Diversity is not merely something we value, it is who we are: A diverse law firm working with diverse clients. If you visit our website you will see that language front and center, with further evidence of our deep commitment to diversity woven throughout.

With this action plan the OSB takes its commitment to diversity front and center, and also weaves it throughout the various programs and services of the bar. It is evidence of our growth as an organization. We once had a stand-alone Affirmative Action Program. We now have a comprehensive plan to make Diversity & Inclusion a part of every program and service we provide. I could not be more pleased and proud that this plan has come together just as I prepare to take office as President of the Oregon State Bar. I extend my congratulations to the Diversity Advisory Council and pledge my continued support.



Michael E. Haglund  
*President, 2013*



Tom Kranovich  
*President, 2014*

## Overview

### Diversity Advisory Council

In 2012, the Oregon State Bar (OSB) Board of Governors created a Diversity Advisory Council (DAC) and directed the DAC to develop a recommended Diversity Action Plan by the end of 2013. This document is the product of the work of the Diversity Advisory Council, and contains a three-year Diversity Action Plan that the OSB Board of Governors adopted in November 2013.

### Background

To fully achieve the Oregon State Bar's mission we must ensure our programs, services, and activities are delivered in an inclusive and culturally responsive manner to our diverse bar and community. The OSB Diversity Advisory Council (DAC) will help to promote a systemic, collaborative, and strategic approach to achieve set goals and objectives to enhance the OSB's interest in advancing diversity and inclusion in the bar.

### Charge

Promoting access to justice, encouraging respect for the rule of law, increasing the quality of legal services, and developing a diverse and inclusive bar are key components of the OSB's mission and values. The DAC serves in an advisory capacity to the OSB Executive Director. As stewards and agents of the OSB, the DAC is charged with developing an internal Diversity Action Plan (Plan) to ensure that the OSB's programs, services, and activities are delivered in an inclusive and culturally responsive manner to our diverse bar and community. Upon approval of the Plan by the Executive Director and adoption by the Board of Governors (BOG), the DAC is charged with implementation and ongoing monitoring of the Plan, including measuring progress toward achieving goals and objectives. Also, the DAC advises the Executive Director generally on matters related to diversity and inclusion in all aspects of the OSB's mission.

### Membership

The Executive Director appoints members to the DAC, taking into consideration the need to have representatives from each department and a diverse and inclusive team. The President of the OSB, at his or her discretion, may appoint representatives from the BOG to serve as DAC members.

DAC members are expected to participate in meetings and contribute to the work of the team.

The OSB Diversity & Inclusion Department provides administrative staff to support the DAC's activities.

### Responsibilities

The DAC's responsibilities include developing a recommended Diversity Action Plan for the OSB that addresses all of the OSB's departments and mission areas. The DAC is encouraged to address and make recommendations concerning the following issues, as well as others as they are identified:



**Toni Kelich**  
*Diversity & Inclusion Coordinator*



**Benjamin James**  
*Diversity & Inclusion Assistant*

### Business Case for Diversity

A diverse and inclusive bar is necessary to attract and retain talented employees and leaders; effectively serve diverse clients with diverse needs; understand and adapt to increasingly diverse local and global markets; devise creative solutions to complex problems; and improve access to justice, respect for the rule of law, and credibility of the legal profession.

- Development of strategies to increase the diversity of OSB staff;
- Development of strategies to improve the OSB climate and the retention of diverse staff;
- Identification and development of diversity best practices;
- Identification of resources to support diversity initiatives, including resources for education, training, and staff recruitment.
- Identification of resources to assist employees in enhancing cultural proficiency when providing services to diverse customers;
- Identification of resources to assist departments with diversity strategic planning;
- Identification of resources to expand contacts and connections with diverse communities and organizations;
- Development of programs and initiatives to promote and support diversity in all of the OSB’s mission areas;
- Development of a critical mass of support to bolster attendance at events dedicated to promoting diversity; and
- Improvement of services to diverse bar and community members.

The DAC makes recommendations for an OSB Diversity Action Plan no later than the end of its first year. Upon approval and adoption of the Plan, the DAC monitors the Plan, and measures and reports on progress toward achieving Plan goals and objectives at least annually. Also, the DAC’s responsibilities include making recommendations concerning the DAC’s charge, membership, and responsibilities.

## Diversity Advisory Council Members

**Judith Baker** – Director of Legal Services Programs  
/ OLF Executive Director

**Danielle Edwards** – Director of Member Services

**Dawn Evans** – Disciplinary Counsel  
/ Director of Regulatory Services

**Susan Grabe** – Director of Public Affairs

**Helen Hierschbiel** – General Counsel

**Mariann Hyland** – Director of Diversity & Inclusion

**Christine Kennedy** – Director of Human Resources

**Linda Kruschke** – Director of Legal Publications

**Karen Lee** – Director of CLE Seminars

**Audrey Matsumonji** – Board of Governors

**Kay Pulju** – Director of Communications  
& Public Services

**Josh Ross** – Board of Governors

**Sylvia Stevens** – OSB Executive Director

**Kateri Walsh** – Director of Media Relations  
and New Lawyer Mentoring Program (NLMP)

**Rod Wegener** – Chief Financial Officer



**Mariann Hyland**  
*Director of Diversity & Inclusion*

### OSB Diversity & Inclusion Definition

Diversity and inclusion mean acknowledging, embracing, and valuing the unique contributions our individual backgrounds make to strengthen our legal community, increase access to justice, and promote laws and creative solutions that better serve clients and communities. Diversity includes, but is not limited to: age; culture; disability; ethnicity; gender and gender identity or expression; geographic location; national origin; race; religion; sex; sexual orientation; and socio-economic status.

**GOAL #1****Increase the diversity of the Oregon bar and bench — Page 5**

- Strategy 1 – Increase the accuracy of the bar’s diversity demographic membership data
- Strategy 2 – Develop a diverse pipeline of law students who feel supported, welcomed, and encouraged to practice law in Oregon
- Strategy 3 – Encourage a diverse applicant pool for judicial appointments
- Strategy 4 – Ensure the Board of Governors’ judicial appointment recommendations includes candidates who have demonstrated competency in dealing with diverse people and issues

**GOAL #2****Increase engagement by bar leadership for community outreach — Page 6**

- Strategy 1 – Increase participation in events hosted by diverse organizations

**GOAL #3****Increase the diversity of the pool of volunteer bar and community members engaged — Page 7 in OSB activities and leadership**

- Strategy 1 – Increase the diversity of OSB CLE seminar speaker pool
- Strategy 2 – Increase the diversity of lawyers and community members in Board of Governors appointed volunteer positions and on the Board of Governors
- Strategy 3 – Increase the diversity of the New Lawyer Mentoring Committee and volunteer mentor pool

**GOAL #4****Increase bar staff diversity and education, and foster a welcoming and inclusive culture — Page 8**

- Strategy 1 – Assess the OSB climate and workforce
- Strategy 2 – Increase outreach to diversify the pool of applicants for vacant positions at the OSB
- Strategy 3 – Provide educational opportunities for OSB staff

**GOAL #5****Increase the diversity of OSB contractors, suppliers, vendors, and renters — Page 9**

- Strategy 1 – Conduct an assessment and implement a process to increase diversity

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- Strategy 1 – Increase the participation of all OSB sections in the legislative process
- Strategy 2 – Increase the coverage of diversity-related subjects in the *Capitol Insider* newsletter

**GOAL #7****Expand public and bar member education, outreach, and service — Page 10**

- Strategy 1 – Increase Access to Justice CLE seminar programs
- Strategy 2 – Increase outreach to diverse communities regarding OSB services to address the unlawful practice of law
- Strategy 3 – Enhance Client Assistance Office to meet the needs of a diverse community
- Strategy 4 – Enhance outreach and services provided to diverse constituents by Discipline and Regulatory Services
- Strategy 5 – Position the OSB to attract new members by adopting the Uniform Bar Exam
- Strategy 6 – Develop and sell e-books adapted for use by underserved individuals and communities
- Strategy 7 – Increase the diversity of the Bar/Press/Broadcasters Council and legal experts available to assist the media
- Strategy 8 – Enhance outreach to underserved communities regarding the modest means and lawyer referral programs
- Strategy 9 – Identify and remedy barriers to accessibility experienced by individuals with disabilities who access bar programs, services, activities and premises

**GOAL #8****Increase representation of low income Oregonians and enhance accountability — Page 14 for services to diverse clients**

- Strategy 1 – Increase funding for The Oregon Law Foundation and the OSB Legal Services Program
- Strategy 2 – Increase pro bono representation of low income Oregonians
- Strategy 3 – Enhance legal services provider accountability for serving diverse clients

**GOAL #1****Increase the diversity of the Oregon bar and bench****Strategy 1 – Increase the accuracy of the bar’s diversity demographic membership data**

Action Items	Target Measures	Lead	Timeline
1.1 Require bar members to update their demographic information or decline to report this information when they log into the member dashboard.	Develop and implement a mandatory online demographic data updating mechanism in 2014; 75% of bar members disclose race/ethnicity by 2016	Executive Director	2014 – Develop process  2015–2016 – Implement process
1.2 Create a marketing campaign to encourage bar members to disclose their race and/or ethnicity.	Campaign developed and launched	Director of Communications & Public Services; Director of Diversity & Inclusion	2014

**Strategy 2 – Develop a diverse pipeline of law students who feel supported, welcomed, and encouraged to practice law in Oregon**

Action Items	Target Measures	Lead	Timeline
2.1 Expand the OLIO orientation 1L eligibility criteria and program to address multiple dimensions of diversity consistent with the bar’s diversity and inclusion definition.	Revised program and criteria used in 2014	Director of Diversity & Inclusion	2014
2.2 Increase the number of 1L program participants.	Develop baseline data after new eligibility criteria is established in 2014	Director of Diversity & Inclusion	2014 – Develop baseline
2.3 Support and encourage OLIO orientation participants to take the Oregon bar exam and practice in Oregon.	35% of OLIO Orientation participants who graduate from law school become Oregon bar members by April of the year after they graduate	Director of Diversity & Inclusion	Yearly for 2014–2016
2.4 Annually award six bar exam grants and an MBE study course to pipeline students.	Bar exam passage rate for recipients meets or exceeds overall bar exam passage rates	Director of Diversity & Inclusion	Yearly for 2014–2016
2.5 Award eight \$2,000 scholarships to support students in the pipeline enrolled in Oregon law schools.	100% of scholarship recipients graduate from law school	Director of Diversity & Inclusion	Yearly for 2014–2016
2.6 Assist students in exploring and obtaining employment by sponsoring an annual employment retreat.	75% of program participants return surveys indicating the program enhanced their skills for seeking employment	Director of Diversity & Inclusion	Yearly for 2014–2016
2.7 Provide 14 annual summer clerkship stipends to subsidize the wages of students who find employment in Oregon.	All stipends awarded are utilized by the 14 recipients	Director of Diversity & Inclusion	Yearly for 2014–2016
2.8 Award six grants annually to fund students in a public employment fellowship.	All fellowships awarded are utilized by the recipients	Director of Diversity & Inclusion	Yearly for 2014–2016

### Strategy 3 – Encourage a diverse applicant pool for judicial appointments

Action Items	Target Measures	Lead	Timeline
3.1 Engage in outreach to sections, specialty bars, and bar leaders to encourage candidates interested in serving to apply.	All section chairs and specialty bar leaders notified of judicial vacancies	Executive Director	For each judicial vacancy 2014–2016

### Strategy 4 – Ensure the Board of Governors’ judicial appointment recommendations includes candidates who have demonstrated competency in dealing with diverse people and issues

Action Items	Target Measures	Lead	Timeline
4.1 Ask all applicants to address diversity as a key issue during the Board of Governors interview portion of the screening process.	At least one interview question focuses on diversity	Director of Public Affairs	For each judicial vacancy 2014–2016
4.2 Ensure that a diverse group of people are engaged in the interviewing process.	Diverse members are included in the committee conducting interviews	Director of Public Affairs	For each judicial vacancy 2014–2016

## GOAL #2

### Increase engagement by bar leadership for community outreach

#### Strategy 1 – Increase participation in events hosted by diverse organizations

Action Items	Target Measures	Lead	Timeline
1.1 Ensure a strong Board of Governors and bar leadership presence at events hosted by diverse law-related organizations, such as the specialty bars, MBA, Campaign for Equal Justice, Classroom Law Project, etc.	Each Board of Governors member attends two diverse law-related events per year; bar directors attend at least two events per year	Executive Director; Board of Governors	Yearly for 2014–2016
1.2 Sponsor one major event annually hosted by each of Oregon’s specialty bars.	Sponsorships occur	Executive Director; Board of Governors	Yearly for 2014–2016
1.3 Ensure a strong presence at events hosted by diverse community-based organizations	Each Board of Governors member attends at least one event per year; bar directors attend at least one event per year	Executive Director; Board of Governors	Yearly for 2014–2016
1.4 The OSB sponsors three major events hosted by diverse community-based organizations annually	Sponsorships occur	Executive Director; Board of Governors	Yearly for 2014–2016

**GOAL #3**

**Increase the diversity of the pool of volunteer bar and community members engaged in OSB activities and leadership**

**Strategy 1 – Increase the diversity of OSB CLE seminar speaker pool**

Action Items	Target Measures	Lead	Timeline
1.1 Develop a process to evaluate the diversity of section CLE seminar speakers.	Baseline data gathered	Director of Member Services	2014
1.2 Encourage and provide resources for OSB sections to diversify their executive committee leadership and CLE seminar speaker pool. <ul style="list-style-type: none"> <li>Enhanced marketing and highlighting programs with diverse speakers, etc.</li> </ul>	Incentives developed and implemented in year one; baseline data and specific target measure developed based on baseline data	Director of Member Services	Yearly for 2014–2016
1.3 Sponsor low cost CLE seminar speaker training workshops marketed to diverse bar members to increase the pool of diverse speakers.	25% of program participants become a CLE seminar speaker within one year after attending workshop	Director of CLE Seminars; Director of Diversity & Inclusion	Yearly for 2014–2016
1.4 Conduct targeted outreach to specialty bars and diverse bar members to recruit CLE seminar speakers.	An annual increase in the number of CLE seminar speakers from historically underrepresented groups	Director of CLE Seminars; Director of Diversity & Inclusion	Yearly for 2014–2016

**Strategy 2 – Increase the diversity of lawyers and community members in Board of Governors appointed volunteer positions and on the Board of Governors**

Action Items	Target Measures	Lead	Timeline
2.1 Revise the lawyer and non-lawyer volunteer application form to request diversity demographic information	Form developed to determine the diversity of the applicant pool	Director of Member Services	2014 – Revise and implement new form 2015 – Develop baseline data
2.2 Collaborate with the Board of Governors and Board Development Committee to conduct targeted outreach to increase the pool of diverse lawyers and non-lawyers for volunteer positions.	The representation of volunteer lawyers and non-lawyers is reflective of their representation in the bar and Oregon	Director of Member Services; Board of Governors members	Yearly
2.3 Collaborate with the Board of Governors and Board Development Committee to increase the diversity of leaders running for election and serving on the Board of Governors.	An increase in candidates from historically underrepresented groups serving on the Board of Governors, including large firm practitioners and racial and ethnic minorities	Director of Member Services; Board of Governors members	Yearly for 2014–2016

### Strategy 3 – Increase the diversity of the New Lawyer Mentoring Committee and volunteer mentor pool

Action Items	Target Measures	Lead	Timeline
3.1 Conduct outreach where underrepresentation exists to attract diverse volunteer applicants. Collaborate with the specialty bar associations, Members Services Department, and the Board Development Committee to identify diverse candidates.	Participants are reflective of the demographics of the bar's membership	NLMP Director; Director of Member Services	Yearly for 2014–2016
3.2 Enhance services to support mentors and their diverse mentees, including posting resources on the bar's website, presenting CLE programming, and incorporating information in the mentoring program newsletter.	Satisfactory evaluations concerning diverse resources provided	NLMP Director	Yearly for 2014–2016

## GOAL #4

### Increase bar staff diversity and education, and foster a welcoming and inclusive culture

#### Strategy 1 – Assess the OSB climate and workforce

Action Items	Target Measures	Lead	Timeline
1.1 Engage consultants to conduct an assessment and to make recommendations.	Baseline data gathered	Director of Human Resources; Director of Diversity & Inclusion; Board of Governors members	2014
1.2 Evaluate recommendations and implement a plan to achieve goals based on recommendations.	Plan implemented	Director of Human Resources; Director of Diversity & Inclusion; Board of Governors members	Yearly for 2014–2016

#### Strategy 2 – Increase outreach to diversify the pool of applicants for vacant positions at the OSB

Action Items	Target Measures	Lead	Timeline
2.1 Track where applicants learned about employment opportunities at the OSB to assess the effectiveness of targeted advertising.	Baseline data gathered	Director of Human Resources	2014

**Strategy 3 – Provide educational opportunities for OSB staff**

Action Items	Target Measures	Lead	Timeline
3.1 Develop a variety of educational opportunities offered to bar staff on a regular basis, and use data from climate and workforce assessment to determine areas of greatest need.	100% of all staff attend at least one educational opportunity each year	Director of Human Resources; Director of Diversity & Inclusion	Yearly for 2014–2016

**GOAL #5****Increase the diversity of OSB contractors, suppliers, vendors, and renters****Strategy 1 – Conduct an assessment and implement a process to increase diversity**

Action Items	Target Measures	Lead	Timeline
1.1 Assess the diversity of current contractors, suppliers, and renters, and develop a process for tracking and encouraging increased diversity.	Baseline data gathered	Chief Financial Officer	2014
1.2 Implement a plan to increase diversity of the OSB's contractor, supplier, and vendor pool.	Baseline data will provide guidance regarding target measures	Chief Financial Officer	2015
1.3 Advertise room availability in diverse newspapers, such as <i>The Asian Reporter</i> , <i>The Skanner</i> , <i>The Portland Observer</i> , <i>Just Out</i> , and <i>El Hispanic News</i> .	One advertisement per year in each publication	Chief Financial Officer	Yearly for 2014–2016
1.4 Advertise room rental availability on the monitor on the first floor of the bar offices during peak times when members of the public are present.	Increase in room rentals by people who saw the monitor	Chief Financial Officer	Yearly for 2014–2016
1.5 Increase the diversity of lawyers retained as OSB outside counsel.	The representation of outside counsel is reflective of their representation in the bar	Chief Financial Officer; General Counsel	Yearly for 2014–2016

## GOAL #6

### Foster knowledge, education, and advancement of legislation that increases access to justice

#### Strategy 1 – Increase the participation of all OSB sections in the legislative process

Action Items	Target Measures	Lead	Timeline
1.1 Identify sections that have not historically participated in the legislative process	Baseline data gathered	Director of Public Affairs	2014
1.2 Meet in person with the chair of each section identified as not historically participating to discuss and promote section engagement with the legislative process.	Sections participate by monitoring one legislative item	Director of Public Affairs	Yearly for 2014–2016

#### Strategy 2 – Increase the coverage of diversity-related subjects in the *Capitol Insider* newsletter

Action Items	Target Measures	Lead	Timeline
2.1 Assess the coverage in past issues of the <i>Capitol Insider</i> for inclusion of diversity-related content, and enhance the diversity of future issues.	Baseline data gathered, which will inform target measure for future issues	Director of Public Affairs	2014 – Develop baseline data 2015–2016 – Enhance coverage

## GOAL #7

### Expand public and bar member education, outreach, and service

#### Strategy 1 – Increase Access to Justice CLE seminar programs

Action Items	Target Measures	Lead	Timeline
1.1 Develop a process that allows attorneys throughout Oregon to receive access to justice CLE credits by attending community events where diversity is discussed in conjunction with a program, class, or theatrical performance.	Four programs are approved and implemented in year one, six in subsequent years	Director of CLE Seminars; Director of Diversity & Inclusion	Yearly for 2014–2016
1.2 Collaborate with Race Talks in Portland to pilot the process of offering CLE credits for attending Race Talks programs.	Two Race Talk programs are eligible for access to justice credits	Director of CLE Seminars; Director of Diversity & Inclusion	2014

Action Items	Target Measures	Lead	Timeline
1.3 Include the <i>Race: The Power of an Illusion</i> DVD series and panel CLE speaker presentation as a CLE seminar available for purchase online.	Positive participant evaluations and yearly increase in program usage	Director of CLE Seminars; Director of Diversity & Inclusion	Yearly for 2014–2016
1.4 Develop and foster more access to justice and CLE seminar presenters and programs.	Develop baseline data and goals that are informed by the baseline data	Director of CLE Seminars; Director of Diversity & Inclusion	Yearly for 2014–2016

**Strategy 2 – Increase outreach to diverse communities regarding OSB services to address the unlawful practice of law**

Action Items	Target Measures	Lead	Timeline
2.1 Identify vulnerable populations targeted for exploitation, such as immigrants, and develop and distribute language appropriate outreach materials.	Develop and distribute at least two products to identified populations	General Counsel	2014 2015 – Expand coverage
2.2 Enhance outreach to and protection of vulnerable populations by strengthening relationships and coordinating enforcement with U.S. Immigration and Customs Enforcement, the Attorney General's Office, and the American Immigration Lawyers Association.	Identify and meet yearly with key officials from these organizations	General Counsel	Yearly for 2014–2016
2.3 Ensure the OSB Unlawful Practice of Law Committee has one member from the Department of Justice.	An attorney from the Department of Justice serves on the Committee	General Counsel; Board of Governors members	Yearly for 2014–2016

**Strategy 3 – Enhance Client Assistance Office to meet the needs of a diverse community**

Action Items	Target Measures	Lead	Timeline
3.1 Develop a plan to evaluate the accessibility and effectiveness of CAO services in diverse communities.	Plan developed	General Counsel	2014
3.2 Implement plan to evaluate accessibility and effectiveness.	Plan implemented and baseline data gathered	General Counsel	2015
3.3 Evaluate feasibility and need for creating and distributing brochures translated into various languages.	Evaluation completed	General Counsel	2015

**Strategy 4 – Enhance outreach and services provided to diverse constituents by Discipline and Regulatory Services**

Action Items	Target Measures	Lead	Timeline
4.1 Survey individuals involved in the disciplinary process to assess services.	Baseline data gathered	Director of Regulatory Services	2014
4.2 Increase outreach by Disciplinary Counsel and Regulatory Services to bar and community members. Ensure outreach occurs in geographically diverse locations and in underserved communities.	100 public contacts	Director of Regulatory Services	Yearly for 2014–2016

**Strategy 5 – Position the OSB to attract new members by adopting the Uniform Bar Exam**

Action Items	Target Measures	Lead	Timeline
5.1 Collaborate with the Board of Bar Examiners and others as needed.	Uniform Bar Exam adopted and implemented	Director of Regulatory Services	Feb 2015 bar exam

**Strategy 6 – Develop and sell e-books adapted for use by underserved individuals and communities**

Action Items	Target Measures	Lead	Timeline
6.1 Start a pilot program to market family law e-books on Amazon with information about lawyer referral and legal services.	Chapters receive a four star rating on Amazon after six month	Director of Legal Publications	2014
6.2 Expand e-book offerings to consumer law topics.	Chapters receive a four star rating on Amazon after six month	Director of Legal Publications	2014
6.3 Expand e-book offerings to other substantive areas of law in high demand by consumers.	Chapters receive a four star rating on Amazon after six months	Director of Legal Publications	2015
6.4 Translate high-demand e-books into Spanish.	Chapters receive a four star rating on Amazon after six months	Director of Legal Publications	2016

**Strategy 7 – Increase the diversity of the Bar/Press/Broadcasters Council and legal experts available to assist the media**

Action Items	Target Measures	Lead	Timeline
7.1 Recruit and recommend diverse candidates to serve in the 12 OSB appointed positions and in the six television and six print representative positions on the Bar/Press/Broadcasters Council.	The applicant pool contains diverse candidates and the Board of Governors diversifies the appointments	NLMP Director	Yearly for 2014–2016
7.2 Collaborate with Oregon's specialty bars to diversify the pool of legal experts referred to the media.	Baseline data gathered in year one; develop a target measure informed by the baseline data in 2015	NLMP Director	2014 – Develop baseline data &

**Strategy 8 – Enhance outreach to underserved communities regarding the modest means and lawyer referral programs**

Action Items	Target Measures	Lead	Timeline
8.1 Develop and implement an assessment process to identify a strategy for public outreach using various means of communication, including individual outreach, public access television, social media, websites, speaker bureaus, and advertising.	Baseline data gathered and assessment developed	Director of Communications & Public Services	2014
8.2 Implement a public outreach plan.	Plan implemented and use of programs increased	Director of Communications & Public Services	2015
8.3 Revise the lawyer referral criteria to give individuals seeking assistance the opportunity to identify diverse attorneys.	A recommendation to the Board of Governors endorsed by the Advisory Committee on Diversity and Inclusion and Public Service Advisory Committee	Director of Communications & Public Services	2014

**Strategy 9 – Identify and remedy barriers to accessibility experienced by individuals with disabilities who access bar programs, services, activities and premises**

Action Items	Target Measures	Lead	Timeline
9.1 Establish an assessment review team and implement an assessment process to identify barriers to accessibility experienced by individuals with disabilities.	Assessment team established and assessment of bar's programs, services, activities and premises complete	General Counsel; Director of Communications & Public Services	2014
9.2 Develop and implement a plan to remedy identified accessibility barriers.	Prioritize action items and implement plan with steady progress toward remedying identified barriers	General Counsel; Director of Communications & Public Services	Yearly for 2014-16
9.3 Develop and implement a process to facilitate reporting and tracking of accessibility concerns. Communicate with constituents when barriers are addressed.	Reporting and feedback process established	General Counsel; Director of Communications & Public Services	Yearly for 2014-16

## GOAL #8

### Increase representation of low income Oregonians and enhance accountability for services to diverse clients

#### Strategy 1 – Increase funding for The Oregon Law Foundation and the OSB Legal Services Program

Action Items	Target Measures	Lead	Timeline
1.1 Increase interest earned by IOLTA accounts.	Increase to 80% the total IOLTA deposits that earn .7% to 1% interest	OLF Executive Director	2014
1.2 Develop and implement marketing tools that encourage banks to increase their interest rates.	Marketing tools developed and implemented	OLF Executive Director	2014
1.3 Make banks aware that they can get Community Reinvestment Act credit under the investment test for paying a supportive interest rate on IOLTA accounts.	Document developed and distributed to banks for use as evidence for CRA examiners to obtain Community Reinvestment Act credit	OLF Executive Director	2014
1.4 Continue to explore additional funding opportunities for the OSB Legal Services Program to increase the amount of revenue for legal aid.	Increase funding for legal aid to achieve the goal of having at least two legal aid lawyers per ten thousand low-income clients	Director LSP	Yearly for 2014–2016

#### Strategy 2 – Increase pro bono representation of low income Oregonians

Action Items	Target Measures	Lead	Timeline
2.1 Assess current reported data to understand trends and develop methods to measure pro bono participation with the goal to implement strategies that increase participation.	Baseline data gathered concerning pro bono participation; action plan developed	Director of LSP	2014
2.2 Increase the number of total pro bono hours that lawyers provide through OSB certified pro bono programs.	Participation increased by 10% annually	Director of LSP	Yearly for 2014–2016

#### Strategy 3 – Enhance legal services provider accountability for serving diverse clients

Action Items	Target Measures	Lead	Timeline
3.1 Better measure the cultural responsiveness of Legal Aid Service providers to client community by enhancing accountability standards in key areas: 1) staff diversity; 2) community outreach; and 3) staff training to enhance cultural responsiveness.	Assessment conducted and baseline data gathered; new standards implemented	Director of LSP	2014 – Data 2015 – Standards

## GLOSSARY

### ACRONYMS

<b>ACDI</b> .....	Advisory Committee on Diversity and Inclusion
<b>CAO</b> .....	Client Assistance Office
<b>CRA</b> .....	Community Reinvestment Act
<b>IOLTA</b> .....	Interest on Lawyers Trust Accounts
<b>LSP</b> .....	Legal Services Program
<b>MBE</b> .....	Multistate Bar Exam
<b>NLMP</b> .....	New Lawyers Mentoring Program
<b>OLF</b> .....	The Oregon Law Foundation
<b>OLIO</b> .....	Opportunities for Law in Oregon
<b>OSB</b> .....	Oregon State Bar

### TERMS AND CONCEPTS

#### Community Reinvestment Act

A United States federal law designed to encourage commercial banks and savings associations to help meet the needs of borrowers in all segments of their communities, including low and moderate income neighborhoods.

#### Culture:

The system of shared beliefs, values, customs, behaviors, and artifacts that the members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning.

*Source: Cultural Proficiency, San José • Evergreen Community College, [www.sjeccd.edu](http://www.sjeccd.edu)*

*All human beings are programmed by cultural “software” that determines our behavior and attitudes. Once we recognize what our programming teaches us, we have the capacity to control our choices.*

*Gardenswartz & Rowe, [www.gardenswartzrowe.com](http://www.gardenswartzrowe.com)*

#### Cultural Proficiency

Cultural proficiency is the level of knowledge-based skills and understanding that is required to successfully interact with and understand people from a variety of cultures. Cultural proficiency requires holding cultural difference in high esteem; a continuing self-assessment of one’s values, beliefs, and biases grounded in cultural humility; an ongoing vigilance toward the dynamics of diversity, difference, and power; and the expansion of knowledge of cultural practices of others. To provide culturally proficient services, both the individual and the institution must be culturally proficient. Five essential elements contribute to an institution’s ability to become more culturally proficient:

1. Valuing diversity
2. Having the capacity for cultural self-assessment
3. Managing the dynamics of difference
4. Having institutionalized cultural knowledge
5. Having developed adaptations to services reflecting an understanding of cultural diversity

These five elements should be manifested at every level of an organization, including policy making, administration, and practice.

*Source: Cultural Proficiency, San José • Evergreen Community College, [www.sjeccd.edu](http://www.sjeccd.edu)*

## GLOSSARY *(continued)*

### **Cultural Responsiveness**

The ability to respond to and interact with people from a variety of different cultures in a culturally proficient manner.

### **OSB Diversity Demographic Membership Data**

The bar collects and tracks member diversity demographic data based on the following criteria: sex, gender, race/ethnicity, disability, sexual orientation, and gender identity.

### **Demonstrated Competency**

Showing or presenting a combination of knowledge, skills, behaviors, and values that indicate a person is culturally proficient.

### **Diversity and Inclusion**

Diversity and inclusion mean acknowledging, embracing, and valuing the unique contributions our individual backgrounds make to strengthen our legal community, increase access to justice, and promote laws and creative solutions that better serve clients and communities. Diversity includes, but is not limited to: age; culture; disability; ethnicity; gender and gender identity or expression; geographic location; national origin; race; religion; sex; sexual orientation; and socio-economic status.

### **E-Books**

Books available for purchase electronically for use on a digital reading device.

### **Low-income Oregonians**

For the purpose of statewide legal aid services, low-income Oregonians are defined as households with incomes at or lower than 125% of the federal poverty level. This would be \$24,413 for a household of four in 2013. Another way to look at it is a single person household who makes minimum wage in Oregon would be ineligible for legal aid because they are over income.

### **Member Dashboard**

Customized web page displayed for members logged into the OSB website. The dashboard includes regulatory notifications and provides tools to access and update member record information.

### **Underserved Populations**

Low income and other populations who lack access to or the ability to afford legal services.

### **Vulnerable Populations**

Communities and people who are disadvantaged and at risk due to socio-economic status, gender, age, disability, geography, language ability, race, ethnicity, or any marginalized status.

## Mission

The mission of the Oregon State Bar is to serve justice by promoting respect for the rule of law, by improving the quality of legal services, and by increasing access to justice.

## Functions of the Oregon State Bar

We are a regulatory agency providing protection to the public.

We are a partner with the judicial system.

We are a professional organization.

We are leaders helping lawyers serve a diverse community.

We are advocates for access to justice.

## Values of the Oregon State Bar

### Integrity

Integrity is the measure of the bar's values through its actions. The bar adheres to the highest ethical and professional standards in all of its dealings.

### Fairness

The bar works to eliminate bias in the justice system and to ensure access to justice for all.

### Leadership

The bar actively pursues its mission and promotes and encourages leadership among its members both to the legal profession and the community.

### Diversity

The bar is committed to serving and valuing its diverse community, to advancing equality in the justice system, and to removing barriers to that system.

### Justice

The bar promotes the rule of law as the best means to achieve justice and resolve conflict in a democratic society.

### Accountability

The bar is accountable for its decisions and actions and will be transparent and open in communication with its various constituencies.

### Excellence

Excellence is a fundamental goal in the delivery of bar programs and services. Since excellence has no boundary, the bar strives for continuous improvement.

### Sustainability

The bar encourages education and dialogue on how law impacts the needs and interests of future generations relative to the advancement of the science of jurisprudence and improvement of the administration of justice.

### Diversity & Inclusion Department

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