

Oregon State Bar

2018-2020 Diversity Action Plan



TABLE OF CONTENTS

MESSAGE FROM THE CEO	3
MESSAGE FROM THE BOARD OF GOVERNORS	4
OVERVIEW	
OSB Diversity and Inclusion Definition	5
Diversity Advisory Council (DAC)	5
DAC Mission	5
DAC Charge	5
DAC Responsibilities	6
Auxiliary Committee	6
Plan Imperatives	6
Plan Structure	6
Implementation	7
DAC Members	7
DAC Supporting Members	7
Auxiliary Committee Members	7
OSB D&I Department	8
DIVERSITY ACTION PLAN	
Mission Statement	9
Outline	10
Membership Sphere	13
Public Outreach Sphere	22
Bar Operations Sphere	29
GLOSSARY	
Acronyms	35
Terms and Concepts	35



Helen Hierschbiel
Chief Executive Officer

MESSAGE FROM THE CEO

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. Oregon State Bar leadership has long understood that this mission cannot be accomplished without a diverse bench and bar that is fully committed to a fair, inclusive, and equitable justice system. The challenge remains, as always, how to realize this mission.

My goal is to bring an equity and inclusion lens to all that we do at the Oregon State Bar—in our operations, for the public, and for the members. Our efforts to that end began with the development of this plan and will continue as we implement the plan over the next three years. We expect this work to be challenging, and we know we will need to continue to refine our approach, seek feedback, and embrace new lessons as we go. But I am confident that this plan is an important step forward.

I want to thank Jonathan Puente and Lucy Taylor for their excellent leadership throughout this strategic planning process. And I want to commend and thank the many bar staff leaders, specialty bar leaders, members of the Board of Governors and Advisory Committee on Diversity and Inclusion, all of whom have demonstrated their commitment to the bar's diversity, equity, and inclusion work by spending many hours thinking deeply and discussing openly how we can bring about the type of systemic change in the Oregon State Bar that will allow us to fully achieve the OSB mission.



Vanessa Nordyke
2018 President



Michael Levelle
Immediate Past-President

MESSAGE FROM THE BOARD OF GOVERNORS

The Oregon State Bar plays many roles, but first and foremost it exists to protect and serve the public by creating an effective, fair, and accessible justice system.

In 1973, the members of the OSB, in their collective wisdom, recognized a vital truth: that Oregon's justice system could never fully realize that vision of full equity unless the system itself reflected the cultural richness and diversity of all those touched by it, and until all lawyers and all clients trusted that it was fair and free of barriers.

After nearly five decades of progress since the creation of what is now the Diversity & Inclusion Department, that vital truth seems ever more relevant today, even as we still strive toward the ideal system it envisioned.

This Diversity Action Plan continues that progress, providing a framework for the next three years. It reflects nearly a year of work incorporating input by bar leaders throughout the OSB and its many community partners.

Most importantly, it reaffirms that the OSB as an institution remains fully focused on creating a justice system that serves every Oregonian, including those from traditionally underserved or marginalized communities.

We offer our thanks and congratulations to those whose commitment to inclusion, equity, and access to justice has moved us consistently forward for decades. We also invite every bar member to join in this work, which remains as vital today as it was when the OSB first committed to it.

Finally, we look forward to our continued progress toward that ideal vision of a justice system that is accessible to all, welcoming of all, and trusted by all.

OVERVIEW

OSB DIVERSITY AND INCLUSION DEFINITION

Diversity and inclusion means 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, veteran status, and socioeconomic status. 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.

DIVERSITY ADVISORY COUNCIL (DAC)

The Diversity Advisory Council (DAC) was formed in 2012 by the Oregon State Bar (OSB) Board of Governors (BOG) and was charged with developing a Diversity Action Plan (DAP) by the end of 2013. The DAC, made up of OSB directors and BOG representatives, developed a three-year DAP that was adopted by the BOG in November 2013. Implementation of the DAP commenced in January 2014 and continued until the end of 2016. The DAC reported on the DAP's implementation progress annually; these implementation reports are available online:

2014 report: www.osbar.org/docs/diversity/DAC2014Implementation.pdf

2015 report: www.osbar.org/docs/diversity/DAC2015Implementation.pdf

2016 report: www.osbar.org/docs/diversity/DAC2016Implementation.pdf

The work of the DAC continued in 2017, when development of the OSB's second three-year DAP began.

DAC MISSION

To fully achieve the OSB'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 DAC works 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.

DAC 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's Chief Executive Officer (CEO). As stewards and agents of the OSB, the DAC is charged with developing a DAP to ensure that the OSB's programs, services, and activities are delivered in an inclusive, culturally competent, and responsive manner to our diverse bar and community. Upon approval of the DAP by the CEO and adoption by the BOG, the DAC is charged with implementation and ongoing monitoring of the DAP, including measuring progress toward achieving goals

and objectives. The DAC also advises the CEO generally on matters related to diversity and inclusion in all aspects of the OSB’s mission.

DAC RESPONSIBILITIES

The DAC’s responsibilities include developing a recommended DAP for the OSB that addresses all of the OSB’s departments and mission areas.

AUXILIARY COMMITTEE

An ad hoc Auxiliary Committee—made up of specialty bar leaders, community stakeholders, and members of the OSB’s Advisory Committee on Diversity and Inclusion (ACDI)—was created during the 2017 planning process, to provide input and feedback as the DAP developed. The work of the Auxiliary Committee will continue during the DAP implementation process, to facilitate ongoing communication between the OSB and its community stakeholders throughout the three-year implementation process.

PLAN IMPERATIVES

Throughout the DAP implementation process, the effectiveness of the strategies and action items for each goal will be reviewed and adjusted as necessary.

The process and criteria for appointment to the DAC will be submitted to the BOG for review.

PLAN STRUCTURE

SPHERE OF THE PLAN (Membership, Public Outreach, Bar Operations)

GOAL 1 Each sphere contains goals, designed to help achieve the mission.

STRATEGY 1 Each goal has a number of strategies – approaches designed to achieve the goal.

ACTION 1.1.1 Each strategy has been broken down into specific steps (actions) labeled according to the goal and strategy they sit under. (E.g. Action 1.1.1 = Goal 1, Strategy 1, Action 1)

- 2018 (Implementation date)| The target measures for each action are listed here, along with a date for implementation of each target measure. Implementation of certain target measures will be ongoing, as indicated by date ranges. **THE DEPARTMENT RESPONSIBLE FOR CARRYING OUT THE TARGET MEASURE IS LISTED HERE**

IMPLEMENTATION

All target measures within the DAP have been assigned to a particular department, denoting responsibility for target measure implementation. Ongoing reporting on plan implementation will take place, and formal annual reports will be released. Departments with target measure responsibility:

Accounting	General Counsel
Admissions	Human Resources
CEO	Legal Publications
Continuing Legal Education (CLE) Seminars	Legal Services Program (LSP)
Communications	Member Services
Diversity & Inclusion (D&I)	Oregon Law Foundation (OLF)
Executive Services	Public Affairs
Finance and Operations	

View depts at www.osbar.org/osbcenter/staff.html

DAC MEMBERS

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

Danielle Edwards – Director of Member Services; DAC Membership Subcommittee Chair

Dawn Evans – Disciplinary Counsel / Director of Regulatory Services

Susan Grabe – Director of Public Affairs

Helen Hierschbiel – Chief Executive Officer

Amber Hollister – General Counsel

Christine Ford – Director of Human Resources; DAC Bar Operations Subcommittee Chair

Linda Kruschke – Director of Legal Publications

Karen Lee – Director of CLE Seminars

Michael Levelle – OSB President (2017)

Kay Pulju – Director of Communications & Public Services; DAC Public Outreach Subcommittee Chair

Jonathan Puente – Director of D&I; DAC Chair

Liani Reeves – Board of Governors

Traci Rossi – Board of Governors

Kateri Walsh – Public Relations Manager

Rod Wegener – Chief Financial Officer

DAC SUPPORTING MEMBERS

Ralph Gzik – Oregon New Lawyers Division Member

Eric McClendon – Referral and Information Services Manager

Lucy Taylor – D&I Internal Coordinator; DAC Co-Chair

Troy Wood – Admissions Manager

AUXILIARY COMMITTEE MEMBERS

Jacqueline Alarcon – ACDI member

Derily Bechthold – President, Oregon Asian Pacific American Bar Association

Bryson Davis – ACDI member

Angela Franco Lucero – President, Oregon Women Lawyers

Claudia Groberg – ACDI member

Andrea Montag – ACDI member

Jonathan Patterson – ACDI Secretary; OSB Diversity Section Chair

Iván Resendiz Gutierrez – President-Elect, Oregon Hispanic Bar Association; Oregon Minority Lawyers Association board member

Natasha Richmond – Assistant Director of Admissions, Lewis & Clark Law School

Dan Simon – ACDI Chair

Yazmin Wadia – ACDI member

OSB D&I DEPARTMENT



Jonathan Puente

Director of D&I

phone: (503) 431-6337

fax: (503) 684-1366

[*jpuente@osbar.org*](mailto:jpuente@osbar.org)

[*www.linkedin.com/in/jonathan-puente-5429616/*](http://www.linkedin.com/in/jonathan-puente-5429616/)



Lucy Taylor

D&I Internal Coordinator

phone: (503) 431-6338

fax: (503) 598-6938

[*ltaylor@osbar.org*](mailto:ltaylor@osbar.org)

[*www.linkedin.com/in/lucy-taylor-01699a117/*](http://www.linkedin.com/in/lucy-taylor-01699a117/)



Sarra Yamin

D&I External Coordinator

phone: (503) 431-6335

fax: (503) 598-6999

[*syamin@osbar.org*](mailto:syamin@osbar.org)

[*www.linkedin.com/in/sarra-yamin-341682143/*](http://www.linkedin.com/in/sarra-yamin-341682143/)

DIVERSITY ACTION PLAN

MISSION STATEMENT

The Oregon State Bar practices and reflects the values of diversity, inclusion, and equity in its service to the public and its members, as well as in its internal operations.

Membership

We strive to build and retain a diverse and inclusive bench and bar. We support members reaching their full professional potential by eliminating barriers and creating opportunities in the law.

Public Outreach

We strive to achieve equitable access to legal services and to generate public awareness about the legal system and bar services among all Oregon communities.

Bar Operations

We strive to create a welcoming environment where staff feel a sense of community and are fully engaged to achieve the bar's mission.



OUTLINE

MEMBERSHIP SPHERE	
GOAL 1	Increase and sustain a diverse OSB and bench.
Strategy 1	Identify and gather information on experiences of lawyers from nondominant cultures.
Strategy 2	Ensure the effective retention of diverse bar members, including members from nondominant cultures.
Strategy 3	Encourage, support, and promote diverse bar members, including members from nondominant cultures, in seeking judicial positions.
Strategy 4	Collaborate with and support specialty bars and other organizations to advance diversity, equity, and inclusion in the Oregon legal community.
Strategy 5	Support an effective pipeline of diverse law students, including those from nondominant cultures, who feel sustained, welcomed, and encouraged to practice law in Oregon.
Strategy 6	Increase lawyer engagement in community organizations that encourage individuals from nondominant cultures to pursue legal education.
GOAL 2	Identify and work to eliminate barriers in the legal profession for members from nondominant cultures.
Strategy 1	Increase OSB efforts to educate members on the value of diversity, equity, and inclusion.
Strategy 2	The BOG functions in a way that is open and inclusive of different perspectives and experiences.
Strategy 3	Support an open and inclusive award selection process for all OSB groups.
Strategy 4	Review the admissions process to determine whether all applicants are treated equitably under the admission rules and procedures.
GOAL 3	Enrich the OSB by increasing the diversity of member representation in volunteer and leadership roles.
Strategy 1	Educate OSB member groups on the value of diversity, equity, and inclusion.
Strategy 2	Increase diversity on all OSB self-electing boards and in membership elected positions.
Strategy 3	Encourage diversity of volunteer speakers and planners for CLE events.
Strategy 4	Collaborate with the BOG and Board Development Committee to increase the diversity of lawyer and public member volunteers appointed by the BOG.
Strategy 5	Develop a leadership institute for Oregon lawyers who support the mission of the D&I Department, including lawyers from nondominant cultures.
Strategy 6	Encourage diversity of volunteer editorial review boards and authors for Legal Publications books.
Strategy 7	Evaluate the effectiveness of the New Lawyer Mentoring Program (NLMP) in respect to lawyers from nondominant cultures.

PUBLIC OUTREACH SPHERE	
GOAL 1	Increase representation and legal services to underserved and hard-to-reach communities in Oregon.
Strategy 1	Assess the civil legal needs of low-income Oregonians statewide, including hard-to-reach populations.
Strategy 2	Ensure that the integrated statewide legal aid programs are targeting their services based on the most compelling needs of the client community, including hard-to-reach and diverse populations, including nondominant cultures, in accordance with the OSB LSP Standards and Guidelines.
Strategy 3	Increase pro bono representation of low-income Oregonians and hard-to-reach populations.
Strategy 4	Increase representation through increased funding for the integrated statewide legal aid programs to increase access for low-income Oregonians, including underserved and hard-to-reach communities in Oregon.
GOAL 2	Ensure all Oregonians are able to access the bar's public protection programs.
Strategy 1	Engage in outreach to marginalized communities regarding the availability and purpose of the bar's public protection programs.
Strategy 2	Develop a comprehensive approach for providing English-language learners access to the bar's public protection programs.
Strategy 3	Ensure that the operation of the bar's public protection programs is fair, safe, and welcoming to all.
GOAL 3	Expand availability of public education, outreach, and self-navigation materials for underserved Oregon communities.
Strategy 1	Develop public legal information materials that are accessible to all Oregonians.
Strategy 2	Enhance outreach to underserved communities regarding the Modest Means Program and Lawyer Referral Service.
Strategy 3	Increase issue-based public education, targeting media outlets with legal trends and issues that affect underserved communities.
GOAL 4	Improve the administration of justice to better serve under-represented and marginalized communities.
Strategy 1	Support OSB justice system funding priorities.
Strategy 2	Collaborate with the courts and support the Procedural Fairness in Courts Initiative.
Strategy 3	Support access to justice in the legislative arena.

BAR OPERATIONS SPHERE	
GOAL 1	Bar employees have a high level of diversity and inclusion competence and ownership.
Strategy 1	Provide educational opportunities for OSB employees.
Strategy 2	Ensure managers and directors are held accountable for professional development in relation to diversity, inclusion, equity, and cultural competence.
Strategy 3	Review current OSB language used in relation to diversity and inclusion, and make updates according to current best practices.
Strategy 4	Ensure the OSB bylaws are consistent with the OSB and DAC mission and goals around diversity and inclusion.
GOAL 2	Foster a welcoming and inclusive workplace and accessible programs, services, and Bar Center.
Strategy 1	Acquire an understanding of the bar's workplace culture.
Strategy 2	Use the results of data collection to identify areas for improvement.
Strategy 3	Identify and resolve barriers to the OSB being a welcoming environment for all.
Strategy 4	Continue to identify and resolve barriers to accessibility for persons with disabilities to OSB programs, services, and Bar Center.
GOAL 3	Build a workforce that is diverse and inclusive at every level.
Strategy 1	Collect demographic data as one benchmark for measuring the diversity of applicants and the workforce.
Strategy 2	Ensure that the OSB recruitment process is inclusive and equitable.
Strategy 3	Increase the diversity of applicants for vacant positions at the OSB.
Strategy 4	Explore and use bias interrupters in the hiring process.
GOAL 4	Engage a diverse and inclusive group of contractors, suppliers, vendors, and consultants.
Strategy 1	Develop and implement a process for ensuring consideration of a diverse list of third-party vendors.

MEMBERSHIP SPHERE

GOAL 1 Increase and sustain a diverse OSB and bench.

STRATEGY 1 Identify and gather information on experiences of lawyers from nondominant cultures.

ACTION 1.1.1 Conduct climate surveys.

- 2018 | Create climate surveys to identify the barriers and opportunities faced by lawyers from nondominant cultures in Oregon. COMMUNICATIONS
- 2018 | Conduct climate surveys. COMMUNICATIONS
- 2018 | Conduct exit surveys for lawyers from nondominant cultures who leave the state or withdraw from active practice. COMMUNICATIONS

ACTION 1.1.2 Facilitate focus groups to gather feedback on member experiences.

- 2019 | Create and conduct focus groups using the information gleaned from the climate surveys. COMMUNICATIONS
- 2020 | Report to bar leadership on the focus group findings. COMMUNICATIONS

ACTION 1.1.3 Analyze lawyer fee rates and economic survey data to identify disparities for lawyers from nondominant cultures.

- 2018-2019 | Correlate information gleaned from Action 1.1.1 and Action 1.1.2. COMMUNICATIONS
- 2019-2020 | Use the information gathered to identify issues that warrant addressing. MEMBER SERVICES

STRATEGY 2 Ensure the effective retention of diverse bar members, including members from nondominant cultures.

ACTION 1.2.1 Develop D&I programs and other bar resources to support diverse lawyers who are new to Oregon (“lateral hires”), including lawyers from nondominant cultures.

- 2019 | Use the results from the Goal 1, Strategy 1 surveys and focus groups to identify new program needs. D&I
- 2020 | Expand D&I programming to address lateral hire retention. D&I
- 2020 | Expand D&I programming to address new member retention. D&I

ACTION 1.2.2 Conduct outreach with legal employers to determine best practices for retaining lawyer employees from nondominant cultures.

- 2018 | Collect information from legal employers. D&I

- 2019 | Provide revised best practices toolkit to legal employers. **D&I**
- 2020 | Evaluate toolkit and outreach efforts. **D&I**

ACTION 1.2.3 Develop resources to assist legal employers in creating a diverse workforce.

- 2018 | Create a business case identifying the benefits of employing lawyers from nondominant cultures. **D&I**
- 2019 | Create resources to assist employers with lateral hire retention programs for lawyers from nondominant cultures. **D&I**
- 2020 | Begin to assess impact and reach of resources. **D&I**

STRATEGY 3 Encourage, support, and promote diverse bar members, including members from nondominant cultures, in seeking judicial positions.

ACTION 1.3.1 Review the bar’s process for obtaining feedback on judicial candidates to ensure it is qualitative in nature and supports the DAC’s mission.

- 2018 | Modify bar bylaws to eliminate bar polls for judicial selection process. **PUBLIC AFFAIRS**
- 2018 | Survey specialty bars regarding judicial screening process. **PUBLIC AFFAIRS**

ACTION 1.3.2 Increase outreach to bar members, including members from nondominant cultures, regarding judicial positions.

- 2018 | Assess notice-of-judicial-vacancy recipient list and webpage placement of notices. **PUBLIC AFFAIRS**
- 2018 | Assess placement of judicial vacancy notice to specialty bars and publications. **PUBLIC AFFAIRS**
- 2018 | Modify judicial appointment recommendations process to assess cultural competency. **PUBLIC AFFAIRS**

STRATEGY 4 Collaborate with and support specialty bars and other organizations to advance diversity, equity, and inclusion in the Oregon legal community.

ACTION 1.4.1 Participate in meetings between specialty bars and OSB leadership to learn about specialty bars’ experiences and perceptions of the OSB as an institution, and of the OSB leadership.

- 2018 | Work with specialty bars as requested to choose a facilitator and develop agendas. **EXECUTIVE SERVICES**
- 2018 | Provide OSB financial support for facilitating dialogue. **D&I**
- 2018 | Attend the meetings and ensure OSB leadership participation, and follow up as appropriate. **EXECUTIVE SERVICES**

ACTION 1.4.2 Increase BOG awareness and support of the work engaged in by specialty bars.

- 2018 | Organize a reception in conjunction with a BOG meeting, and invite specialty bars to attend and network with the BOG. **EXECUTIVE SERVICES**
- 2018–2020 | Invite specialty bars to attend and/or submit reports to BOG meetings, to report on their activities and events. **EXECUTIVE SERVICES**
- 2018–2020 | Ensure BOG representation at specialty bar events. **EXECUTIVE SERVICES**
- 2019 | Implement changes to the BOG’s participation in specialty bar work, as agreed on during the facilitated joint leadership meetings. **CEO**

ACTION 1.4.3 Assist specialty bars in promoting their activities and events to OSB leadership and to OSB membership.

- 2018 | Conduct outreach with specialty bars on the services OSB can provide. **MEMBER SERVICES**
- 2018 | Improve placement and accessibility of specialty bar information on the OSB website. **MEMBER SERVICES**
- 2018–2020 | Invite specialty bars to have a table and to include promotional materials at OSB events to showcase their organizations and recruit members. **MEMBER SERVICES**
- 2019–2020 | Include specialty bar events on the OSB website calendar in accordance with OSB communication guidelines. **MEMBER SERVICES**

ACTION 1.4.4 Increase OSB technical support of specialty bars.

- 2018 | Explore possibilities for adding information about joining specialty bars to membership fee statement at dues payment/renewal. **ACCOUNTING**
- 2018 | Enhance administrative support provided to specialty bars, such as managing event RSVPs, maintaining membership lists, and distributing event notices. **MEMBER SERVICES**
- 2018 | Update and enhance resource list of OSB services to support specialty bars. **MEMBER SERVICES**
- 2018–2020 | Provide specialty bars free access to OSB membership lists through the public records process. **MEMBER SERVICES**

STRATEGY 5 Support an effective pipeline of diverse law students, including those from nondominant cultures, who feel sustained, welcomed, and encouraged to practice law in Oregon.

ACTION 1.5.1 Increase D&I program effectiveness.

- 2018 | Analyze current effectiveness based on data, current trends, and known issues. **D&I**
- 2019 | Implement changes to D&I programming based on findings of analysis, to provide opportunities for law and pre-law students, including professional connections, legal experience, and financial support. **D&I**

- 2019 | Formalize D&I program applicant criteria and review the application process to ensure fairness, transparency, and applicant pool reach. **D&I**
- 2020 | Review progress based on implemented changes. **D&I**

ACTION 1.5.2 Support diverse law students in Oregon, including students from nondominant cultures, through mentorship and community building, to encourage them to practice in Oregon upon graduation.

- 2018 | Collaborate with Oregon law schools and other partners to create a robust and effective Opportunities for Law in Oregon (OLIO) orientation program. **D&I**
- 2019 | Implement Oregon Council on Legal Education and Admissions to the Bar (OCLEAB) agenda item asking Oregon law schools to report on their diversity trends. **ADMISSIONS**
- 2020 | Review progress based on implemented changes. **D&I**

STRATEGY 6 Increase lawyer engagement in community organizations that encourage individuals from nondominant cultures to pursue legal education.

ACTION 1.6.1 Create awareness in the legal community about existing programs, to encourage individuals from nondominant cultures to pursue legal education.

- 2018 | Create a list of schools with pre-law programs, high schools with mock trial programs, and other educational organizations with school engagement initiatives. **D&I**
- 2019 | Work with specialty bars, sections, committees, and other bar members to encourage member participation in the programs. **D&I**
- 2020 | Obtain program feedback to evaluate effectiveness and reach. **D&I**

GOAL 2 Identify and work to eliminate barriers in the legal profession for members from nondominant cultures.

STRATEGY 1 Increase OSB efforts to educate members on the value of diversity, equity, and inclusion.

ACTION 2.1.1 Review the applicable minimum continuing legal education (MCLE) rules and regulations to determine whether programs approved for access-to-justice credit support the DAC’s mission.

- 2018 | Identify and develop any changes needed to the MCLE rules and regulations. **D&I**
- 2019 | Secure MCLE Committee and Supreme Court approval of changes to MCLE rules and regulations. **GENERAL COUNSEL**

ACTION 2.1.2 Sponsor, promote, and encourage elimination-of-bias CLE programming, including implicit bias, equity, systemic racism, institutional racism, etc.

- 2018 | Deliver programming regarding Oregon Rule of Professional Conduct 8.4. CLE SEMINARS

ACTION 2.1.3 Promote Legal Employers Toolkit to legal employers.

- 2018 | Work with the OSB Diversity Section to complete the toolkit. D&I
- 2019 | Distribute the toolkit. D&I
- 2020 | Obtain feedback from toolkit recipients. D&I

ACTION 2.1.4 Publish articles in the Bulletin related to diversity, equity, and inclusion.

- 2018 | Develop a pool of potential authors and a publication schedule. COMMUNICATIONS
- 2018 | Develop a process for inviting specialty bars to submit article ideas or written submissions for publication in the Bulletin. COMMUNICATIONS
- 2018 | Consider developing a regular column on diversity, equity, and inclusion. COMMUNICATIONS
- 2019-2020 | Publish articles using the pool and according to the schedule. COMMUNICATIONS

STRATEGY 2 The BOG functions in a way that is open and inclusive of different perspectives and experiences.

ACTION 2.2.1 Task the Board Development Committee with assessing needs and with using the assessment to provide programming for the BOG on diversity, equity, and inclusion.

- 2018–2020 | BOG members conduct a self-assessment on bias (e.g., implicit bias test from the Harvard Project Implicit [<https://implicit.harvard.edu/implicit/takeatest.html>]). CEO
- 2018–2020 | Include at least one session on implicit bias, institutional racism, or equity principles for BOG members each year. CEO

ACTION 2.2.2 Adopt a BOG policy to review all bar programs, services, and activities with impact on lawyers from nondominant cultures as a factor for evaluation.

- 2018 | Policy is reviewed by BOG Policy & Governance Committee and BOG. CEO
- 2018 | Implement the policy and incorporate into BOG orientation materials and online resources. CEO

STRATEGY 3 Support an open and inclusive award selection process for all OSB groups.

ACTION 2.3.1 Encourage transparency in the award nomination and selection processes.

- 2018 | Develop a policy and nomination form template for section awards. MEMBER SERVICES
- 2019–2020 | Encourage and assist sections and the Oregon New Lawyers Division (ONLD) with promoting their award nomination process to specialty bars. MEMBER SERVICES

STRATEGY 4 Review the admissions process to determine whether all applicants are treated equitably under the admission rules and procedures.

ACTION 2.4.1 Create policies and procedures establishing the appropriate collection and use of demographic data from applicants.

- 2018 | Review current rules, policies, and procedures to determine best practices for collecting and using demographic data. **ADMISSIONS**
- 2019 | Make changes to policies and procedures as needed, to safeguard data collected from being used or made available for an admission decision related to any particular applicant. **ADMISSIONS**
- 2020 | Make changes to policies and procedures, where necessary, to appropriately collect and use demographic data for statistical analysis. **ADMISSIONS**

ACTION 2.4.2 Collect data from the OSB Admissions Department, Oregon law schools, and applicants, to identify admissions trends of demographic groups.

- 2020 | Ask OSB applicants to self-identify as part of the application process. **ADMISSIONS**
- 2020 | Begin to review data in respect to identifying admissions trends by demographic. **ADMISSIONS**

GOAL 3 Enrich the OSB by increasing the diversity of member representation in volunteer and leadership roles.

STRATEGY 1 Educate OSB member groups on the value of diversity, equity, and inclusion.

ACTION 3.1.1 Create a benefit statement supporting the value of diversity.

- 2018 | Seek input from specialty bars and other stakeholders in creating the benefit statement. **MEMBER SERVICES**
- 2018 | Gather baseline data to determine current member involvement in OSB volunteer and leadership roles. **MEMBER SERVICES**
- 2019 | Distribute the benefit statement to bar groups. **MEMBER SERVICES**
- 2020 | Evaluate the effectiveness of these education efforts, based on changes identified in overall volunteer participation. **MEMBER SERVICES**

STRATEGY 2 Increase diversity on all OSB self-electing boards and in membership elected positions.

ACTION 3.2.1 Encourage a diverse pool of candidates for BOG and House of Delegates (HOD) elections.

- 2018–2020 | BOG members actively encourage diverse members, including members from nondominant cultures, to run for vacant positions on the BOG and HOD (annually). **MEMBER SERVICES**

- 2018–2020 | Encourage specialty and local bars to inform their members of BOG and HOD vacancies, including list serve and website postings. **MEMBER SERVICES**
- 2018–2020 | Encourage specialty and local bars to promote the importance of voting in HOD and BOG elections to their membership. **MEMBER SERVICES**

ACTION 3.2.2 Increase diversity of member representation on self-electing boards to reflect the diversity of the OSB membership.

- 2018 | BOG review of ONLD and section bylaws and policies to ensure the election process is transparent and supports equity and inclusion. **CEO**
- 2018 | Meet with sections during the annual meeting process to share the benefit statement (Action 3.1.1) **MEMBER SERVICES**
- 2019–2020 | Include demographic data on membership lists and rosters. **MEMBER SERVICES**

STRATEGY 3 Encourage diversity of volunteer speakers and planners for CLE events.

ACTION 3.3.1 Provide a resource list of specialty bar associations to bar groups planning CLE events.

- 2018 | Develop a list of specialty bars and include a description of the specialty bars’ mission statements. **CLE SEMINARS**
- 2019 | Incorporate the DAC’s mission and specialty bars list in CLE co-sponsorship guidelines. **CLE SEMINARS**

ACTION 3.3.2 Look for opportunities to collaborate with specialty bars for CLE events.

- 2018 | Conduct an inventory of existing bar CLE events that would be suitable for collaboration with specialty bars; evaluate available bar resources that could be used by specialty bars for their events. **CLE SEMINARS**
- 2019 | Create a bar CLE resource guide for specialty bars. **CLE SEMINARS**
- 2020 | Distribute the guide and begin CLE event collaboration with specialty bars. **CLE SEMINARS**

ACTION 3.3.3 Look for opportunities to diversify the pool of CLE speakers.

- 2018–2020 | Distribute the Leadership and Volunteer Opportunities CLE Speaker reports to section executive committees annually, with a reminder that the CLE planning committees have this resource and should consider diversity when selecting CLE subject-matter experts. **MEMBER SERVICES**

STRATEGY 4 Collaborate with the BOG and Board Development Committee to increase the diversity of lawyer and public member volunteers appointed by the BOG.

ACTION 3.4.1 Increase outreach to a diverse group of lawyers and nonlawyers, including individuals from nondominant cultures, for OSB volunteer positions.

- 2018 | Organize an event co-sponsored by the OSB's D&I Department, the BOG, and specialty bars, to explain OSB leadership opportunities, selection processes for OSB volunteer appointments, and application processes for the BOG and HOD. **D&I**
- 2018 | Request that specialty and local bars include a link to the OSB Volunteer Survey on their websites. **MEMBER SERVICES**
- 2018–2020 | Provide notices of volunteer and leadership opportunities to specialty and local bar organizations for distribution to their members and through their respective newsletters, including to community organizations that support individuals from nondominant cultures. **MEMBER SERVICES**

ACTION 3.4.2 Educate the Board Development Committee members on the need to review appointment recommendations and decisions through an equity lens.

- 2018–2020 | Conduct an annual review of appointments with focus on demographic and geographic factors. **MEMBER SERVICES**

ACTION 3.4.3 Ensure the appointment process is efficient and effective and that the BOG has enough member information.

- 2018 | Board Development Committee reviews and refines internal processes. **MEMBER SERVICES**

STRATEGY 5 Develop a leadership institute for Oregon lawyers who support the mission of the D&I Department, including lawyers from nondominant cultures.

ACTION 3.5.1 Address gaps and barriers to leadership positions within the BOG and specialty bars for underrepresented members of the bar.

- 2018 | Identify gaps and barriers. **D&I**
- 2019 | Craft a proposed course curriculum. **D&I**
- 2020 | Implement the course. **D&I**

STRATEGY 6 Encourage diversity of volunteer editorial review boards and authors for Legal Publications books.

ACTION 3.6.1 Increase representation of diverse members, including members from nondominant cultures, on Legal Publications editorial review boards and as authors.

- 2018 | Contact local and specialty bars when recruiting new editorial board members and authors. **LEGAL PUBLICATIONS**

- 2019 | Revise Editorial Review Board Guidelines to strongly encourage editorial review boards to consider diversity in identifying potential authors. **LEGAL PUBLICATIONS**
- 2020 | Evaluate effectiveness of efforts to increase diversity of editorial boards and author pool. **LEGAL PUBLICATIONS**

ACTION 3.6.2 Include more detailed biographical information and pictures of authors in front matter of books, to showcase diversity involvement.

- 2018 | Select two publications to include more detailed biographical information. **LEGAL PUBLICATIONS**
- 2019 | Increase the number of publications that include detailed biographical information. **LEGAL PUBLICATIONS**

STRATEGY 7 Evaluate the effectiveness of the New Lawyer Mentoring Program (NLMP) in respect to lawyers from nondominant cultures.

ACTION 3.7.1 Survey new lawyer participants to determine their level of satisfaction with the NLMP.

- 2018 | Review the existing new lawyer survey and determine whether additional information needs to be gathered. **MEMBER SERVICES**
- 2018 | Modify the survey as necessary and implement for all new lawyers upon program completion. **MEMBER SERVICES**
- 2019 | Use the information gathered to identify issues that warrant addressing. **MEMBER SERVICES**

ACTION 3.7.2 Increase the pool of diverse mentors participating in the NLMP, including mentors from nondominant cultures.

- 2018–2020 | Evaluate mentor availability and areas of underrepresentation. **MEMBER SERVICES**
- 2018–2020 | Conduct targeted outreach to ensure adequate availability of mentors from diverse member groups, including nondominant cultures. **MEMBER SERVICES**

ACTION 3.7.3 Review NLMP database fields to ensure adequate information is available when matches are made.

- 2018 | Revise NLMP forms as needed. **MEMBER SERVICES**

PUBLIC OUTREACH SPHERE

GOAL 1 Increase representation and legal services to underserved and hard-to-reach communities in Oregon.

STRATEGY 1 Assess the civil legal needs of low-income Oregonians statewide, including hard-to-reach populations.

ACTION 1.1.1 Conduct planned Civil Legal Needs Study (CLNS) that provides comprehensive information about the legal needs of low-income Oregonians, including hard-to-reach populations.

- 2018 | Gather and analyze CLNS data. OLF
- 2018 | Publish and share CLNS data with a wide range of stakeholders. OLF
- 2018 | Conduct a media campaign to share the results of the CLNS. COMMUNICATIONS

ACTION 1.1.2 Use the results of the CLNS to inform the legal services provided by the integrated statewide legal aid programs in accordance with the OSB Legal Services Program (LSP) Standards and Guidelines.

- 2019 | Legal aid providers review the results and use these results on an ongoing basis as a factor when setting priorities for legal services and developing access strategies for low-income Oregonians, including hard-to-reach populations. LSP

ACTION 1.1.3 Use the results of the CLNS to inform the access strategies for low-income and hard-to-reach populations by the Oregon State Bar.

- 2019 | Review the results of the CLNS for possible OSB program changes. LSP
- 2020 | Develop a plan for implementing access strategies. LSP

STRATEGY 2 Ensure that the integrated statewide legal aid programs are targeting their services based on the most compelling needs of the client community, including hard-to-reach and diverse populations, including nondominant cultures, in accordance with the OSB LSP Standards and Guidelines.

ACTION 1.2.1 LSP staff conduct the accountability process outlined in the Standards and Guidelines.

- 2018 | Staff, legal aid providers, and the LSP Committee review the current accountability process and make changes as necessary, including incorporating review of effective technology. LSP
- 2018 | Complete the accountability process, and submit a report to the BOG. LSP
- 2019 | Legal aid providers implement recommendations from the 2018 review process. LSP

STRATEGY 3 Increase pro bono representation of low-income Oregonians and hard-to-reach populations.

ACTION 1.3.1 Establish a baseline of current pro bono hours.

- 2018 | Using the American Bar Association (ABA) survey results and hours reported by OSB Certified Pro Bono Programs, establish a baseline of pro bono hours. LSP

ACTION 1.3.2 Use the results of the ABA pro bono survey to develop strategies that are focused on nondominant cultures and hard-to-reach populations.

- 2018 | Identify barriers to lawyers doing pro bono work and develop a plan for addressing them. LSP
- 2019 | Implement the plan to address barriers to lawyers doing pro bono work. LSP
- 2020 | Survey OSB membership on pro bono work. LSP

ACTION 1.3.3 Continue to monitor the use of the ABA Free Legal Answers resource.

- 2018 | Determine whether ABA Free Legal Answers will work as a resource for the OSB. LSP
- 2019 | Implement, if identified as an appropriate resource. LSP

STRATEGY 4 Increase representation through increased funding for the integrated statewide legal aid programs to increase access for low-income Oregonians, including underserved and hard-to-reach communities in Oregon.

ACTION 1.4.1 Use the CLNS to inform banks about the scope of the unmet legal needs of low-income Oregonians to support increased legal aid funding in Oregon.

- 2018 | Increase Leadership Bank Program interest rate tiers to coincide with Federal Reserve Bank increases. OLF
- 2018 | Incorporate CLNS results into talking points to work with the Oregon Bankers Association and the banking community, to increase interest rates on Interest on Lawyer Trust Accounts (IOLTA) held in Oregon. OLF
- 2019 | Continue to monitor interest rate increases and adjust Leadership Bank Program interest rates as needed. OLF

ACTION 1.4.2 Use the CLNS to inform the legislature about the scope of the unmet legal needs of low-income Oregonians to support increased legal aid funding in Oregon.

- 2018 | Establish a diverse network of leaders to support relevant issues and trends. PUBLIC AFFAIRS
- 2018 | Meet with justice system partners during the interim period to discuss legislative concepts and funding priorities. PUBLIC AFFAIRS
- 2019 | Present information on access to justice to lawyer-legislators and bar members, to ensure message consistency. PUBLIC AFFAIRS

ACTION 1.4.3 Conduct media outreach campaign to support funding efforts.

- 2018 | Develop and execute a CLNS media outreach campaign. COMMUNICATIONS

ACTION 1.4.4 Explore partnering with the philanthropic community on the importance of funding legal aid to alleviate poverty.

- 2018 | Work with The Lawyers' Campaign for Equal Justice (CEJ) and legal aid providers to develop a plan to partner with the philanthropic community. OLF
- 2019 | Implement the plan. OLF

GOAL 2 Ensure all Oregonians are able to access the bar's public protection programs.

STRATEGY 1 Engage in outreach to marginalized communities regarding the availability and purpose of the bar's public protection programs.

ACTION 2.1.1 Develop relationships with community organizations working in the public protection arena.

- 2018 | Identify and create a list of potential community partners. GENERAL COUNSEL
- 2019 | Have a discussion with a representative from each identified group. GENERAL COUNSEL

ACTION 2.1.2 Design and utilize a toolkit for member and public outreach on public protection programs.

- 2018 | Create program descriptions for public protection programs and collect related application and complaint forms to form a public protection programs toolkit. GENERAL COUNSEL
- 2019 | Discuss and review the toolkit with representatives from community organizations and member representatives. GENERAL COUNSEL
- 2020 | Share the toolkit with targeted audiences. GENERAL COUNSEL

STRATEGY 2 Develop a comprehensive approach for providing English-language learners access to the bar's public protection programs.

ACTION 2.2.1 Develop policy to enable access to programs for persons who speak, read, or write languages other than English.

- 2018 | Evaluate staffing and other resources in relation to language needs. GENERAL COUNSEL
- 2019 | Write and adopt a policy providing that individuals who file complaints in languages other than English have full access to programs. GENERAL COUNSEL
- 2020 | Develop multilingual complaint/application forms and informational materials for public protection programs. COMMUNICATIONS

STRATEGY 3 Ensure that the operation of the bar’s public protection programs is fair, safe, and welcoming to all.

ACTION 2.3.1 Collect demographic data and feedback from users who access the bar’s public protection programs.

- 2018 | Explore methods to collect data. COMMUNICATIONS
- 2019 | Collect user demographic data and seek feedback on user experience. COMMUNICATIONS

ACTION 2.3.2 Analyze demographic data and feedback from users who access the bar’s public protection programs.

- 2018 | Analyze the data collected. GENERAL COUNSEL
- 2019–2020 | Meet with members, stakeholders, and possible community partners identified in Action 2.1.1, to discuss data and seek additional feedback. CEO
- 2020 | Identify approaches for creating a safer and more welcoming public protection program process. GENERAL COUNSEL
- 2020 | Develop a plan to implement approaches. GENERAL COUNSEL

ACTION 2.3.3 Coordinate with the work of the Oregon Supreme Court Council on Inclusion and Fairness (OSCCIF).

- 2018–2020 | Participate in and support the work of the OSCCIF. CEO

GOAL 3 Expand availability of public education, outreach, and self-navigation materials for underserved Oregon communities.

STRATEGY 1 Develop public legal information materials that are accessible to all Oregonians.

ACTION 3.1.1 Improve the readability of all OSB public legal information materials.

- 2018 | Determine the readability/grade level of existing content, and set a target standard (e.g., “Plain English” 8th grade reading level). COMMUNICATIONS
- 2019 | Edit the 30 most accessed topics to meet the new standard. COMMUNICATIONS
- 2020 | Edit the next 30 most accessed topics to meet the new standard. COMMUNICATIONS

ACTION 3.1.2 Improve access to legal information materials for English-language-learners.

- 2018 | Present all public information materials online in formats that are compatible with the Google Translate app; post professionally translated materials available to the OSB online. COMMUNICATIONS

- 2019 | Produce professional translation of the 20 most accessed topics in high-demand languages. COMMUNICATIONS
- 2020 | Produce professional translation of the next 20 most accessed topics in high-demand languages. COMMUNICATIONS

ACTION 3.1.3 Increase availability of legal information provided in video and other nontext formats, featuring diverse presenters, including presenters from nondominant cultures.

- 2018 | Continue the production of Legal Q&A videos in English, Spanish, and other high-demand languages; produce video introductions for OSB public protection programs in English and Spanish. COMMUNICATIONS
- 2019 | Produce and promote an instructional video for new statewide dissolution forms (petitioner) in English and Spanish, in collaboration with justice system partners. COMMUNICATIONS
- 2020 | Produce and promote instructional videos for other statewide family law forms. COMMUNICATIONS

ACTION 3.1.4 Increase the availability of legal information materials to people with disabilities and special needs.

- 2018 | Review online materials for compatibility with screen readers; add captioning for public information videos. COMMUNICATIONS
- 2019-2020 | Continue updating and monitoring of materials. COMMUNICATIONS

STRATEGY 2 Enhance outreach to underserved communities regarding the Modest Means Program and Lawyer Referral Service.

ACTION 3.2.1 Assess current service levels and legal needs of underserved communities.

- 2018 | Compile internal statistics on the Lawyer Referral Service and Modest Means Program, including calls from English-language learners, languages offered by panelists, and website translations. COMMUNICATIONS
- 2019 | Compare services provided with results of the CLNS to identify underserved communities, and prioritize how the Lawyer Referral Service is meeting their legal needs. LSP

ACTION 3.2.2 Implement outreach plan to underserved communities, including marketing and coordination with community partners.

- 2018 | Begin outreach to already identified underserved communities. COMMUNICATIONS
- 2019–2020 | Continue outreach methods and monitor effectiveness. COMMUNICATIONS

STRATEGY 3 Increase issue-based public education, targeting media outlets with legal trends and issues that affect underserved communities.

ACTION 3.3.1 Establish a diverse network of lawyers and bar groups who are leaders in relevant areas of practice.

- 2018 | Work with select committees, sections, and specialty bars to support justice system issues. PUBLIC AFFAIRS
- 2019 | Develop a framework to continue the discussion and coordinate ongoing efforts. PUBLIC AFFAIRS

ACTION 3.3.2 Adopt a plan for responding to breaking legal news when it offers an opportunity to educate and enhance awareness of issues affecting underserved communities.

- 2018 | Work with bar leaders on a media response policy. COMMUNICATIONS
- 2019 | Develop and implement the policy. COMMUNICATIONS

GOAL 4 Improve the administration of justice to better serve under-represented and marginalized communities.

STRATEGY 1 Support OSB justice system funding priorities.

ACTION 4.1.1 Develop coalitions and collaborate with justice system partners and bar members to achieve OSB legislative priorities.

- 2018 | Meet with justice system partners during the interim to discuss legislative concepts and funding priorities. PUBLIC AFFAIRS
- 2019 | Host a Day at the Capitol to motivate members and educate legislative leadership. PUBLIC AFFAIRS
- 2019 | Present information on access to justice to lawyer-legislators and bar members to ensure message consistency. PUBLIC AFFAIRS

STRATEGY 2 Collaborate with the courts and support the Procedural Fairness in Courts Initiative.

ACTION 4.2.1 Develop lunchtime CLE series (Lunch and Learn) at the Capitol for staff and public on implicit bias and procedural justice.

- 2018 | Conduct a lunchtime CLE on procedural justice. PUBLIC AFFAIRS
- 2019 | Conduct a lunchtime CLE on procedural justice. PUBLIC AFFAIRS
- 2020 | Conduct a lunchtime CLE on procedural justice. PUBLIC AFFAIRS

ACTION 4.2.2 Determine goals of the OSCCIF regarding data identification and collection.

- 2018 | Develop a plan on how to best assist. PUBLIC AFFAIRS

STRATEGY 3 Support access to justice in the legislative arena.

ACTION 4.3.1 Collaborate with other organizations to support procedural fairness and justice system reinvestment.

- 2019 | Host a Day at the Capitol; invite representatives from legal aid, indigent defense services, and coalition partners to participate in events. PUBLIC AFFAIRS

ACTION 4.3.2 Develop coalitions to support access-to-justice initiatives.

- 2018 | Meet with coalition partners during the interim to discuss legislative concepts and funding priorities. PUBLIC AFFAIRS

ACTION 4.3.3 Educate lawyer-legislators, bar members, and coalition partners about the need for legal aid services and indigent defense.

- 2018 | Host an access-to-justice event with coalition partners. PUBLIC AFFAIRS
- 2019 | Host an access-to-justice event with coalition partners. PUBLIC AFFAIRS
- 2020 | Host an access-to-justice event with coalition partners. PUBLIC AFFAIRS

ACTION 4.3.4 Pursue consumer protection initiatives

- 2018 | Pursue consumer protection initiatives related to the Futures Task Force Report (www.osbar.org/docs/resources/taskforces/futures/FuturesTF_Summary.pdf) PUBLIC AFFAIRS
- 2019 | Achieve progress in consumer protection initiatives in 2019 legislative session. PUBLIC AFFAIRS

ACTION 4.3.5 Improve resources for self-navigators.

- 2018–2019 | Support court initiatives of the Futures Task Force. GENERAL COUNSEL
- 2019 | Hold a successful legislative session. PUBLIC AFFAIRS

ACTION 4.3.6 Use the CLNS to update legislators about the unmet legal needs of low-income Oregonians to support increased legal aid funding.

- 2018 | Establish a diverse network of leaders, including leaders from nondominant cultures, to support relevant issues and trends. PUBLIC AFFAIRS
- 2019 | Hold a successful legislative session. PUBLIC AFFAIRS

BAR OPERATIONS SPHERE

GOAL 1 Bar employees have a high level of diversity and inclusion competence and ownership.

STRATEGY 1 Provide educational opportunities for OSB employees.

ACTION 1.1.1 Provide one annual mandatory session focused on inclusion, equity, or cultural competence for all staff.

- 2018 | Identify topic and schedule presenter. HUMAN RESOURCES
- 2019 | Identify topic and schedule presenter. HUMAN RESOURCES
- 2020 | Identify topic and schedule presenter. HUMAN RESOURCES

ACTION 1.1.2 Provide one annual mandatory session focused on diversity, inclusion, equity, or cultural competence for managers and directors (in addition to the annual all-staff training).

- 2018 | Identify topic and schedule presenter. HUMAN RESOURCES
- 2019 | Identify topic and schedule presenter. HUMAN RESOURCES
- 2020 | Identify topic and schedule presenter. HUMAN RESOURCES

ACTION 1.1.3 Provide at least one annual cultural awareness day for all employees.

- 2018 | Identify culture to highlight; hold activity. D&I
- 2019 | Identify culture to highlight; hold activity. D&I
- 2020 | Identify culture to highlight; hold activity. D&I

ACTION 1.1.4 Develop a “tip of the month” feature on the intranet that focuses on information and topics relating to diversity, inclusion, equity, or cultural competence.

- 2018 | Source information and post monthly on intranet. D&I
- 2019 | Source information and post monthly on intranet. D&I
- 2020 | Source information and post monthly on intranet. D&I

STRATEGY 2 Ensure managers and directors are held accountable for professional development in relation to diversity, inclusion, equity, and cultural competence.

ACTION 1.2.1 Update managers' and directors' performance evaluation templates to ensure that diversity and inclusion ownership and competence are included as leadership attributes to be evaluated.

- 2018 | Review templates, change as necessary, and implement for year. HUMAN RESOURCES
- 2019 | Review templates, change as necessary, and implement for year. HUMAN RESOURCES
- 2020 | Review templates, change as necessary, and implement for year. HUMAN RESOURCES

ACTION 1.2.2 Encourage managers and directors to identify and participate in external educational opportunities that focus on professional development around diversity and inclusion.

- 2018 | Discuss diversity and inclusion professional development during performance evaluation. CEO
- 2019 | Discuss diversity and inclusion professional development during performance evaluation. CEO
- 2020 | Discuss diversity and inclusion professional development during performance evaluation. CEO

STRATEGY 3 Review current OSB language used in relation to diversity and inclusion, and make updates according to current best practices.

ACTION 1.3.1 Research best practices around diversity and inclusion language.

- 2018 | Collate findings into a best-practices report. D&I

ACTION 1.3.2 Conduct an assessment of OSB language, including pronouns, used on all internal and external materials.

- 2018 | Identify language and all language locations for updating, using the best-practices report. D&I
- 2019 | Develop a language update implementation plan. D&I
- 2019 | Implement consistent language updates per the implementation plan. D&I

ACTION 1.3.3 Update OSB staff regarding changes to best-practices terminology and language.

- 2019 | Include best-practices language updates within the annual staff education session. HUMAN RESOURCES

STRATEGY 4 Ensure the OSB bylaws are consistent with the OSB and DAC mission and goals around diversity and inclusion.

ACTION 1.4.1 Review bylaws and identify bylaws that need to be amended.

- 2019 | Identify bylaws. GENERAL COUNSEL
- 2020 | Draft and present amendments to the BOG for approval. GENERAL COUNSEL

GOAL 2 Foster a welcoming and inclusive workplace and accessible programs, services, and Bar Center.

STRATEGY 1 Acquire an understanding of the bar’s workplace culture.

ACTION 2.1.1 Devise and conduct a workplace culture assessment.

- 2018 | Conduct a workplace culture assessment and analyze data. HUMAN RESOURCES

ACTION 2.1.2 Evaluate employees’ reasons for leaving the organization.

- 2018 | Review exit interview process and implement changes. HUMAN RESOURCES
- 2019 | Develop a method for reviewing and analyzing data. HUMAN RESOURCES
- 2020 | Analyze and evaluate current and historic data. HUMAN RESOURCES

ACTION 2.1.3 Conduct an internal salary equity assessment.

- 2019 | Conduct an assessment by a third-party contractor and analyze data. HUMAN RESOURCES

STRATEGY 2 Use the results of data collection to identify areas for improvement.

ACTION 2.2.1 Develop a plan to address areas that need improvement.

- 2020 | Develop and implement the plan. HUMAN RESOURCES

STRATEGY 3 Identify and resolve barriers to the OSB being a welcoming environment for all.

ACTION 2.3.1 Develop and implement a plan to ensure inclusive restroom access for all employees and visitors.

- 2018 | Develop the plan and identify needed resources. DBI
- 2019 | Implement the plan. FINANCE AND OPERATIONS

ACTION 2.3.2 Develop and implement a policy and procedure to create an inclusive environment for gender neutral and transitioning transgender employees.

- 2019 | Develop a plan and identify needed resources. HUMAN RESOURCES
- 2020 | Implement the plan. HUMAN RESOURCES

STRATEGY 4 Continue to identify and resolve barriers to accessibility for persons with disabilities to OSB programs, services, and Bar Center.

ACTION 2.4.1 Develop and implement a plan to identify and resolve barriers to OSB Center facility.

- 2018 | Review building user feedback to identify ways to improve building accessibility. GENERAL COUNSEL
- 2019 | Create a plan and identify needed resources to improve building accessibility. GENERAL COUNSEL
- 2020 | Implement the accessibility plan. GENERAL COUNSEL

ACTION 2.4.2 Ensure OSB websites are compatible with screen readers.

- 2018 | Create a plan to continue identifying and updating portions of the website that are not accessible to persons utilizing screen readers. GENERAL COUNSEL
- 2019 | Implement the website accessibility plan. GENERAL COUNSEL

ACTION 2.4.3 Continue to educate bar staff and bar leaders about accessibility.

- 2018 | Gather feedback and identify areas where bar staff and bar leaders may require additional assistance or education on accessibility issues. GENERAL COUNSEL
- 2019 | Hold bar staff training on accessibility. GENERAL COUNSEL
- 2019 | Develop accessibility guides and recommendations that respond to bar staff and bar leaders' needs. GENERAL COUNSEL
- 2020 | Distribute accessibility guidelines and recommendations to bar staff and bar leaders. GENERAL COUNSEL

GOAL 3 Build a workforce that is diverse and inclusive at every level.

STRATEGY 1 Collect demographic data as one benchmark for measuring the diversity of applicants and the workforce.

ACTION 3.1.1 Evaluate the categories currently used by the OSB for measuring staff diversity.

- 2018 | Assess categories and expand as necessary. HUMAN RESOURCES
- 2019 | Implement revised data collection. HUMAN RESOURCES
- 2020 | Develop and implement system for ongoing review and analysis of data. HUMAN RESOURCES

ACTION 3.1.2 Investigate options for assessing the diversity of applicants.

- 2019 | Evaluate electronic application systems. HUMAN RESOURCES

- 2020 | Update application process. HUMAN RESOURCES

STRATEGY 2 Ensure that the OSB recruitment process is inclusive and equitable.

ACTION 3.2.1 Assess the current OSB recruitment process.

- 2018 | Develop a method for assessment. D&I
- 2019 | Conduct the assessment and analyze data. D&I

ACTION 3.2.2 Identify areas for improvement and develop a plan for improvement.

- 2019 | Develop a plan. HUMAN RESOURCES
- 2020 | Implement the plan. HUMAN RESOURCES

STRATEGY 3 Increase the diversity of applicants for vacant positions at the OSB.

ACTION 3.3.1 Build relationships with external groups and organizations that are focused on diversity.

- 2018 | Identify external groups and organizations. D&I
- 2018 | Develop a plan for building relationships with identified organizations that is appropriate to each organization. D&I
- 2019 | Implement the plan. D&I

ACTION 3.3.2 Expand outreach to a more diverse pool of potential applicants.

- 2018 | Evaluate current outreach for job openings to identify gaps. HUMAN RESOURCES
- 2019 | Identify potential resources for additional outreach and their job posting requirements and needs. HUMAN RESOURCES
- 2019 | Incorporate new resources into current advertising plans. HUMAN RESOURCES

STRATEGY 4 Explore and use bias interrupters in the hiring process.

ACTION 3.4.1 Incorporate hiring committees into the hiring process.

- 2018 | Identify opportunities for use of hiring committees. HUMAN RESOURCES
- 2018 | Investigate and experiment with alternative hiring models that incorporate hiring committees. HUMAN RESOURCES
- 2019 | Develop training for hiring committee participants. HUMAN RESOURCES
- 2019 | Identify staff interested in participating on hiring committees and provide training. HUMAN RESOURCES

ACTION 3.4.2 Create accountability for hiring process decisions.

- 2018 | Implement a step within the hiring process that requires decision makers to state a reason why they did not choose to take applicants to the next stage. HUMAN RESOURCES
- 2018 | Provide training for managers and directors on bias interrupters. HUMAN RESOURCES

GOAL 4 Engage a diverse and inclusive group of contractors, suppliers, vendors, and consultants.

STRATEGY 1 Develop and implement a process for ensuring consideration of a diverse list of third-party vendors.

ACTION 4.1.1 Review the current processes used organization-wide for selecting contractors, suppliers, vendors, and consultants.

- 2018 | Review and document the process. FINANCE AND OPERATIONS

ACTION 4.1.2 Create and implement a policy or policies for contracting with third-party vendors that account for the various needs of the organization and consider a diverse vendor pool.

- 2018 | Develop a diverse list of third-party vendors. FINANCE AND OPERATIONS
- 2019 | Develop a policy. FINANCE AND OPERATIONS
- 2020 | Implement the policy. FINANCE AND OPERATIONS

GLOSSARY

ACRONYMS

ABA	American Bar Association
ACDI	Advisory Committee on Diversity and Inclusion, Oregon State Bar
BOG	Board of Governors, Oregon State Bar
CEO	Chief Executive Officer, Oregon State Bar
CEJ	The Lawyers' Campaign for Equal Justice
CLE	Continuing Legal Education
CLNS	Civil Legal Needs Study
DAC	Diversity Advisory Council
DAP	Diversity Action Plan
D&I	Diversity & Inclusion Department, Oregon State Bar
HOD	House of Delegates, Oregon State Bar
IOLTA	Interest on Lawyers Trust Accounts
LSP	Legal Services Program
MCLE	Minimum Continuing Legal Education
NLMP	New Lawyer Mentoring Program
OCLEAB	Oregon Council on Legal Education and Admissions to the Bar
OLF	Oregon Law Foundation
OLIO	Opportunities for Law in Oregon
ONLD	Oregon New Lawyers Division
OSB	Oregon State Bar
OSCCIF	Oregon Supreme Court Council on Inclusion and Fairness

TERMS AND CONCEPTS

There may be multiple definitions of the words or terms below; the following definitions characterize how the DAC has defined them for the purposes of this plan.

Benefit statement

A statement summarizing and demonstrating the advantages and values of a particular approach or initiative.

Bias interrupters

Tactics and approaches for disrupting personal biases, including implicit biases.

Culture

The system of shared beliefs, values, customs, behaviors, and artifacts that are held by specific social or other groups and that are transmitted from generation to generation.

Cultural awareness

Knowledge, understanding, and appreciation of different cultures.

Consumer protection initiatives

Measures currently under development that will be implemented to help protect the public in light of the changing legal services market.

Cultural competence

The ability to interact effectively with people of different cultures. Cultural competence comprises four components: (a) awareness of one's own cultural worldview, (b) attitude toward cultural differences, (c) knowledge of different cultural practices and worldviews, and (d) cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures. Cultural competence is a developmental process that evolves over an extended period.¹

Diversity

The differences between us that make us individual and unique. 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, veteran status, and socioeconomic status.

Dominant culture

The dominant culture is the group or groups within society that possess power, influence, authority, and control over other groups, cultures, or factions of society on a systemic and institutional level, to the detriment and suppression of nondominant cultures.

Equity

Ensuring that all individuals and groups have fair access to the same opportunities and resources by identifying and eliminating barriers that face underrepresented groups, by acknowledging ingrained and systemic structural biases in society and striving to address these disparities.

English-language learners

People who speak, read, or write in languages other than English, people who are not fluent in English, or both.

Equity lens

Analyzing processes and systems to identify causes of disparate impact and inequity.

Hard-to-reach communities

Includes those with limited English-language skills, homeless people, farmworkers, immigrant workers, communities with a distrust and fear of government agencies, and senior citizens.

1 Source: Diversity, Equity and Inclusion Terms, University of Houston Center for Diversity and Inclusion, https://www.uh.edu/cdi/diversity_education/resources/pdf/terms.pdf

High-demand languages

Languages most frequently spoken or requested by members of the public who contact the OSB for public services, as determined through ongoing tracking of these inquiries and requests.

Implicit bias

Unconscious stereotyping or unconscious attitudes toward specific groups of people that impact our behavior, actions, perceptions, or understanding.

Inclusion

Creating an environment that is welcoming, safe, and supportive for any individual or group by acknowledging, embracing, and valuing the unique contributions our individual backgrounds offer.

Lateral hires

Lawyers who have joined the OSB from states or locations other than Oregon. In the context of this DAP, the term "lateral hire" is not specific to sideways career movement.

Low-income Oregonians

For the purpose of statewide legal aid services, households with incomes at or lower than 125% of the federal poverty level. This would be \$30,750 for a household of four in 2017. Another way to look at it is that people in single-person households who makes minimum wage in Oregon would be ineligible for legal aid because they are over income.

Marginalized communities

Communities subjected to social exclusion and thus disadvantaged or prevented from participating in or benefiting from societal systems and processes.

Nondominant cultures

Groups that are historically underrepresented, politically, socially, and/or economically.

OSB public protection programs

OSB programs including the lawyer disciplinary process, the unlawful-practice-of-law complaint process, the fee-dispute resolution program, the client security fund, and malpractice coverage.

Specialty bars

Professional organizations of lawyers whose missions are generally focused on advancing diversity, equity, and inclusion in the legal profession (also known as "affinity bars"). www.osbar.org/diversity/index.html#specialtybarssections

Underserved communities

Low-income and other communities that lack access to or the ability to afford legal services.

