Goal 1: Engage in ongoing and effective communication with diverse legal communities about what the Minnesota FBA does (mission, activities and programs, opportunities) and why it is important (value proposition).

Year 1 (2017-18)

1. Develop D&I Value Proposition. Develop a written articulation of the value proposition for a diverse and inclusive FBA (“D&I Value Proposition”), including a concise tagline (short, punchy summary) and use it in agendas, planning documents, and other documents so that it is top of mind for diverse judges and lawyers and the Chapter as a whole.
   a. Leaders who are responsible:
      i. D&I Task Force: Tom Nelson
      ii. FBA Board: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. By November 1, 2017: Leaders who are responsible for this initiative will have begun their work.
      ii. Spring 2018 Board Meeting: Leaders who are responsible for this initiative will present D&I Value Proposition to Board.

2. Develop D&I Communications Plan. Develop communications plan (1-2 pages) to promote diverse and inclusive participation, including a checklist for FBA leaders to use in their planning and promotion of programming and activities (“D&I Communications Plan”).
   a. Leaders who are responsible:
      i. D&I Task Force: Ben Kwan
      ii. FBA Board: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. By November 1, 2018: Leaders who are responsible for this initiative will have begun their work.
      ii. Spring 2018 Board Meeting: Leaders who are responsible for this initiative will present D&I Communications Plan to Board.

3. Invite Affinity Bars. In the 2016-17 bar year, the Chapter began distributing invitations and other key communications to the Affinity Bars through a listserv maintained by the MSBA. The Chapter will continue to use this line of communication to continuously invite diverse judge and lawyers to Chapter programs and events.
   a. Leaders who are responsible: Diversity Chairs

1 The plan assumes that Chairs will appoint designees, where appropriate, but that Chairs will have ultimate reporting responsibility to the Board.
b. Timing and implementation: Continuing in fall 2017 and consistently thereafter.

4. **Create D&I Web Page.** Create D&I page on Chapter web site.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. By December 1, 2017: D&I page to be created on Chapter web site, with information to be added throughout course of the year.

**Year 2 (2018-19)**

1. **Review and update D&I Value Proposition.** Review D&I Value Proposition and make any appropriate adjustments or updates.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: Leaders who are responsible for this initiative will present any recommended adjustments or updates to Board.

2. **Review and update D&I Communications Plan.** Review D&I Communications Plan and make any appropriate adjustments or updates.
   a. Leaders who are responsible:
      i. FBA Board: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: Leaders who are responsible for this initiative will present any recommended updates to the Board.

3. **Continue invitations to Affinity Bars.** Continue to invite members of Affinity Bars to Chapter programs and events via Affinity Bar listserv.
   a. Leaders who are responsible: Diversity Chairs
   b. Timing and implementation: Beginning in fall 2018 and throughout the year.

4. **Further development of D&I Web Page.** Continue to update and develop content for D&I page on Chapter web site.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: Communications Chairs and Diversity Chairs to present plan for further development of the Chapter D&I web page to the Board.

5. **Publish testimonials.** Identify newsletters, editors, and editorial calendars of Affinity Bars and write mini-testimonials to submit for publication highlighting the D&I Value Proposition.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing:
i. Fall 2018 Board Meeting: Communications Chairs and Diversity Chairs to identify publication, timing, and authors for at least one testimonial to be published in the coming year.

6. Publish about diverse Chapter members and leaders. Actively work to feature and promote diverse Minnesota judges and lawyers in Bar Talk and Federal Lawyer.
   a. Leaders who are responsible: Communications Chairs, Diversity Chairs, and Newer Lawyers Chairs
   b. Timing:
      i. Fall 2018 Board Meeting: Communications Chairs, Diversity Chairs, Newer Lawyers Chairs to identify at least one diverse Minnesota judge or lawyer to be featured in upcoming edition of Bar Talk and/or Federal Lawyer and the author of the article.

Year 3 (2019-20)

1. Review and update D&I Value Proposition. Review D&I Value Proposition and make any appropriate adjustments or updates.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: Leaders who are responsible for this initiative will present any recommended adjustments or updates to Board.

2. Review and update D&I Communications Plan. Review D&I Communications Plan and make any appropriate adjustments or updates.
   a. Leaders who are responsible:
      i. FBA Board: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: Leaders who are responsible for this initiative will present any recommended updates to Board.

3. Continue invitations to Affinity Bars. Continue to invite members of Affinity Bars to Chapter programs and events via Affinity Bar listserv.
   a. Leaders who are responsible: Diversity Chairs
   b. Timing and implementation: Beginning in fall 2019 throughout the year.

4. Further development of D&I Web Page. Continue to update and develop content for D&I page on Chapter web site.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: Communications Chairs and Diversity Chairs to present plan for further development of the Chapter D&I web page to the Board.
5. **Continue to publish testimonials.** Continue to write mini-testimonials for publication highlighting the D&I Value Proposition.
   a. Leaders who are responsible: Communications Chairs and Diversity Chairs
   b. Timing:
      i. Fall 2019 Board Meeting: Communications Chairs and Diversity Chairs to identify publication, timing, and authors for at least one testimonial to be published in the coming year.

6. **Continue to publish about diverse Chapter members and leaders.** Actively work to feature and promote diverse Minnesota judges and lawyers in *Bar Talk* and *Federal Lawyer*.
   a. Leaders who are responsible: Communications Chairs, Diversity Chairs, and Newer Lawyers Chairs
   b. Timing:
      i. Fall 2019 Board Meeting: Communications Chairs, Diversity Chairs, and Newer Lawyers Chairs to identify at least one diverse Minnesota judge or lawyer to be featured in upcoming edition of *Bar Talk* and/or *Federal Lawyer* and the author of the article.

7. **Develop D&I History Project.** Collect, organize, and house historical information on Chapter’s D&I programming and write history of that work for publication in *Bar Talk*, *Federal Lawyer*, and Chapter web site.
   a. Leaders who are responsible: Diversity Chairs in consultation with past leaders of that Committee.
   b. Timing and implementation:
      i. Spring 2020 Board Meeting: Diversity Chairs to present plan for implementation.

---

**Goal 2: Increase diversity of membership in the Minnesota FBA.**

---

**Year 1 (2017-18)**

1. **Appoint Affinity Bar Liaisons.** Central to this Strategic Plan is the appointment of liaisons to Affinity Bar Associations² (collectively, “Affinity Bars”). The Affinity Bar Liaisons will build bridges to their respective Affinity Bars with certain goals in mind: (1) listening and understanding the perspectives of the Affinity Bars; (2) establishing relationships with the Affinity Bars; (3) communicating to the Chapter about

---

² The list of Affinity Bars is attached as Exhibit A. The President-elect shall maintain and update the list each year to ensure it reflects all appropriate organizations and contains contact information for the key leaders of each organization.
perspectives, priorities and key events of the Affinity Bars. Over time, the efforts of the Affinity Bar Liaisons will strengthen the relationship between the Chapter and the affinity bars and ultimately, increase the diversity of membership in the FBA.

a. Leaders who are responsible: President, President-elect, and Chairs of Diversity Committee to appoint Affinity Bar Liaisons.

b. Timing and implementation:
   i. By January 1, 2018: Affinity Bar Liaisons to be appointed.
   ii. Spring 2018 Board Meeting: Affinity Bar Liaisons will provide an initial report on their respective Affinity Bars. The initial reports will include at least the following information: the bar’s mission, its current leaders, identification of at least one key event for that organization, and any funding necessary for FBA to establish membership for each Liaison.

2. **Ensure diversity of presenters at Chapter programs.** In order to increase diversity in the FBA it is vital that members of underrepresented communities be given ample and increased opportunities to be presenters/panelists at Chapter CLEs and other programming. The Chapter must continue to actively and purposefully increase the number of diverse presenters at its CLE programs.

a. Leaders who are responsible: Each Committee and Program Chair to include in their reports to Chapter Board (a) a specific plan for ensuring diversity of presenters at each upcoming Chapter programs and (b) a post-event discussion of how plan was implemented and what the successes and challenges were in meeting this goal.

b. Timing and implementation: Beginning in fall of 2017 and continuously thereafter.

3. **Ensure Chapter programs incorporate themes of diversity and inclusion.** Monthly Luncheons, Federal Practice Seminar, and other Chapter programming should continue to incorporate diversity and inclusion at all levels. This can be either direct programming on topics related to diversity and inclusion or ensuring that perspectives of diverse populations are reflected in the program.

a. Leaders who are responsible: Each Committee and Program Chair include in their reports to Chapter Board (a) specific plan for how each program will address diversity and inclusion and (b) a post-event discussion of how plan was implemented and what the successes and challenges were in meeting this goal.

b. Timing and implementation: Beginning in fall 2017 and continuously thereafter.

4. **Make personal invitations to diverse judges and lawyers.** Identify and personally invite diverse judges and attorneys to Chapter programs and to join the FBA.

a. Leaders who are responsible: Program and Committee Chairs, Membership Chairs, Communications Chairs, and President.

b. Timing and implementation:
Starting September 1, 2017: Communications chairs to ensure that all online registration forms include a message that all are welcome and invited to attend and ask registrant to identify whether he or she is an FBA member or not. This will identify non-members for follow-up.

Starting September 1, 2017: Communications Chairs will send list of non-FBA member registrants to the Membership Chairs and the Program/Committee Chairs who plan each Chapter event.

By December 1, 2017: Membership Chairs will have drafted a template invitation letter for follow-up after each event. The letter will note person’s attendance at the identified FBA event and include an invitation to join the FBA. This letter will be signed by the President, the Program/Committee Chairs, and the Membership Chair.

Starting in December 2017, and within 30 days of each event thereafter: Program/Committee Chair will send this follow up letter to each person who registered for the event who is not an FBA member.

Year 2 (2018-19)

1. Continue appointment of and reporting by Affinity Bar Liaisons. In the second year, the Affinity Bar Liaisons will continue the work started in the first year and identify people within each Affinity Bar who may be interested in serving as the Chapter’s Affinity Bar Liaison in the following year.
   a. Leaders who are responsible: Affinity Bar Liaisons, President, and President-elect.
   b. Timing and implementation:
      i. Fall 2018 and Spring 2019 Board Meetings: Affinity Bar Liaisons will continue in reporting and making recommendations to the Board about ways Chapter can support Affinity Bars.
      ii. By August 1, 2019: Affinity Bar Liaisons, President, and President-elect will identify successor Affinity Bar Liaisons for coming bar year.

2. Sponsor Key Events for Affinity Bars. The Chapter’s sponsorship of and attendance at Affinity Bars is an important signal of our support for diversity. With the help of the Affinity Bar Liaisons, the Chapter will identify at least one event that is important to each Affinity Bar and implement a plan for sponsorship and attendance by Chapter Leaders.
   a. Leaders who are responsible: President, President-elect, Chairs of Diversity, and Affinity Bar Liaisons to prepare the plan.
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: President-elect to present recommended plan to the Board.
3. **Continue to ensure diversity of presenters at Chapter programs.**
   a. Leaders who are responsible: Each Committee and Program Chair to include in their reports to Chapter Board (a) a specific plan for ensuring diversity of presenters at each upcoming Chapter programs and (b) a post-event discussion of how plan was implemented and what the successes and challenges were in meeting this goal.
   b. Timing and implementation: Beginning in fall of 2018 and continuously thereafter.

4. **Continue to ensure Chapter programs incorporate themes of diversity and inclusion.**
   a. Leaders who are responsible: Each Committee and Program Chair include in their reports to Chapter Board (a) specific plan for how each program will address diversity and inclusion and (b) a post-event discussion of how plan was implemented and what the successes and challenges were in meeting this goal.
   b. Timing and implementation: Beginning in fall 2018 and continuously thereafter.

5. **Continue to make personal invitations to diverse judges and lawyers.**
   a. Leaders who are responsible: Program and Committee Chairs, Membership Chairs, Communications Chairs, and President.
   b. Timing and implementation:
      i. Starting September 1, 2018: Communications chairs to ensure that all online registration forms include a message that all are welcome and invited to attend and ask registrant to identify whether he or she is an FBA member.
      ii. Starting September 1, 2018, and within 30 days of each event thereafter: Program and Committee Chair will send follow up letter to each person who registered for the event who is not an FBA member.

6. **Evaluate best method for collaboration with D&I efforts of non-Affinity Bar Associations.** Recognizing the work of other bar organizations, and opportunities to work together, the Chapter will consider opportunities to collaborate with non-Affinity Bar Associations.
   a. Leaders who are responsible: President-elect and Affinity Bar Liaisons.
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: President-elect to make recommendations for collaboration.

7. **Consider diversity census or survey.** In order to increase the diversity of its membership, the Chapter must gain a clear picture of the makeup of its membership, including but not limited to race, ethnicity, gender, sexual orientation, and disability status of its members. The Chapter should consider a diversity census or survey of its membership so that it may establish a benchmark for current membership and measure its
efforts to increase diversity. Alternatively, the Chapter should lobby the national FBA to conduct this survey and include diversity identifiers in the membership application.

a. Leaders who are responsible: National Delegate, Membership Chairs, President, and President-elect.

b. Timing and implementation: The national FBA has formed a Special Committee on Diversity & Inclusion for the 2017-18 bar year that is likely to recommend a national diversity census. Membership Chairs, President, and President-elect to consult with and advise national committee on this issue and report to Chapter Board on progress at Spring 2019 Board Meeting.

Year 3 (2019-20)

1. Continue appointment of and reporting by Affinity Bar Liaisons.  
   a. Leaders who are responsible: Affinity Bar Liaisons, President, and President-elect.
   b. Timing and implementation:
      i. Fall 2019 and Spring 2020 Board Meetings: Affinity Bar Liaisons will continue in reporting and making recommendations to the Board about ways Chapter can support Affinity Bars.
      ii. By August 1, 2020: Affinity Bar Liaisons, President, and President-elect will identify successor Affinity Bar Liaisons for coming bar year.

2. Review and update sponsorship of key events for Affinity Bars. Report on implementation of sponsorship plan from prior year and make any appropriate updates or adjustments.
   a. Leaders who are responsible: President, President-elect, Chairs of Diversity, and Affinity Bar Liaisons to report on prior year sponsorship efforts.
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: President-elect to present report of prior year and any recommended updates or adjustments.

3. Continue to ensure diversity of presenters at Chapter programs.
   a. Leaders who are responsible: Each Committee and Program Chair to include in their reports to Chapter Board (a) a specific plan for ensuring diversity of presenters at each upcoming Chapter programs and (b) a post-event discussion of how plan was implemented and what the successes and challenges were in meeting this goal.
   b. Timing and implementation: Beginning in fall of 2019 and continuously thereafter.

4. Continue to ensure Chapter programs address diversity and inclusion.
   a. Leaders who are responsible: Each Committee and Program Chair include in their reports to Chapter Board (a) specific plan for how each program will address
diversity and inclusion and (b) a post-event discussion of how plan was implemented and what the successes and challenges were in meeting this goal.

b. Timing and implementation: Beginning in fall 2019 and continuously thereafter.

5. **Continue to make personal invitations to diverse judges and lawyers.**
   a. Leaders who are responsible: Program and Committee Chairs, Membership Chairs, Communications Chairs, President.
   b. Timing and implementation:
      i. Starting September 1, 2019: Communications chairs to ensure that all online registration forms include a message that all are welcome and invited to attend and ask registrant to identify whether he or she is an FBA member.
      ii. Starting September 1, 2019, and within 30 days of each event thereafter: Program and Committee Chair will send follow up letter to each person who registered for the event who is not an FBA member.

6. **Review and update plan for collaboration with D&I efforts of non-Affinity Bar Associations.** Report on implementation of plan to collaborate with non-Affinity Bar organizations from prior year and make any appropriate updates or adjustments.
   a. Leaders who are responsible: President-elect and Affinity Bar Liaisons.
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: President-elect to report on prior year and make recommendations for updates or adjustments.

7. **Determine how metrics will be gathered.** Determine whether diversity census or survey will be conducted by the national FBA and, if not, how the Chapter will gather this data about its members.
   a. Leaders who are responsible: National Delegate, Membership Chairs, President, and President-elect.
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: Leaders who are responsible for this initiative will report to the Board on status and plan for gathering this data.

8. **Plan and host D&I Summit.** Plan a Diversity & Inclusion Summit involving Affinity Bars, Corporate Counsel, Non-Profits, Law Firm Diversity Committees, and other members of the federal community.
   a. Leaders who are responsible: President to appoint members of the Board to plan this event.
   b. Timing and implementation
      i. Fall 2019 Board Meeting: Leaders who are responsible for this event will present the plan to the Board.
      ii. By August 1, 2020: Event will have taken place.
Goal 3: Increase diversity of leadership in the Minnesota FBA.

Year 1 (2017-18)

1. Develop D&I Leadership Application and Nomination process. The D&I Task Force will work with Nominations Committee to craft and implement specific action items to ensure that the face of Chapter leadership reflects our diverse community (“D&I Leadership Application and Nomination Process”).
   a. Leaders who are responsible
      i. D&I Task Force Leaders: Keiko Sugisaka and Lola Velazquez-Aguilu
      ii. Chapter Leaders: Nominations Committee
   b. Timing and implementation:
      i. By December 1, 2017: this group will meet and begin work to create the following components of the Best Practices and Recruiting Plan:
         1. Application/nomination form for new leaders.
         2. Annual calendar for opening of application/nominations process (i.e., announcement of leadership opportunities) and deadline for nominations to be submitted.
         3. Specific plan for distributing information about application/nominations process and leadership opportunities, including both mass communications and personal outreach.
         4. Specific plan for seeking nominations or recommendations of diverse attorneys from FBA members and leaders, the federal bench, Affinity Bar Leaders, and others in the community.
      ii. By February 1, 2018: D&I Leadership Application and Nomination Process will be complete.
      iii. By March 1, 2018: D&I Leadership Application and Nomination Process will be implemented.

2. Publish leadership application and nomination process. Publish information about FBA application/nominations process and leadership opportunities on Chapter website and in Bar Talk.
   a. Leaders who are responsible: President-elect and Communications Chairs.

3. Publicize opportunities to get involved. Publicize opportunities for involvement with Chapter committees, which are a natural step to Chapter leadership. This will include at least the following action items: (1) an email to Chapter membership and Affinity Bars with an invitation to become involved in Chapter committees, including link to “Chapter Initiatives” web page listing leaders to contact for each opportunity, and (2) an article in Bar Talk about these same opportunities and contact points.
a. Leaders who are responsible: Communications Chairs, Diversity Chairs, and President.
b. Timing and implementation:
   i. By September 1, 2017, Communications Chairs will update Chapter Initiatives web page with committees and contact information for new leaders.
   ii. By September 30, 2017: President will send communication to Chapter and Diversity Chairs will distribute to Affinity Bars.
   iii. By December 31, 2017: article on this topic will publish in Bar Talk

4. **Explore avenues to cultivate diverse an inclusive leadership pipeline.** Investigate opportunities for Chapter to join efforts to build a diverse leadership pipeline, such as Collaborative Leadership Bar Academy (“CBLA”).
   a. Leaders who are responsible: Newer Lawyers Chairs in consultation with President and President-elect.
b. Timing and implementation:
   i. By March 1, 2018: Newer Lawyers Chairs will have investigated and consulted with the President and President-elect about this opportunity.
   ii. Spring 2018 Board Meeting: If it is recommended that the Chapter participate in this opportunity, or another one like it, the Newer Lawyers Chairs will present the recommended plan and any associated budget request to the Board.

**Year 2 (2018-19)**

1. **Review and update D&I Leadership Application and Nomination process.** Report on implementation of D&I Leadership Application and Nomination process from prior year and make any appropriate updates or adjustments.
   a. Leaders who are responsible
      i. Chapter Leaders: Nominations Committee
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: Nominations Committee will report to Board on successes and challenges of process from prior year and recommend any appropriate updates or adjustments.

2. **Publish leadership application and nomination process.** Publish information about FBA application/nominations process and leadership opportunities on Chapter website and in Bar Talk.
   a. Leaders who are responsible: President-elect and Communications Chairs.

3. **Publicize opportunities to get involved.**
   a. Leaders who are responsible: Communications Chairs, Diversity Chairs, and President.
b. Timing and implementation:
   i. By September 1, 2018, Communications Chairs will update Chapter
      Initiatives web page with committees and contact information for new
      leaders.
   ii. By September 30, 2018: President will send communication to Chapter
      and Diversity Chairs will distribute to Affinity Bars.
   iii. By December 31, 2018: article on this topic will publish in Bar Talk

4. **Implement plan to cultivate diverse an inclusive leadership pipeline.** Implement plan
   approved by Board at Spring 2018 Board Meeting.
   a. Leaders who are responsible: Newer Lawyers Chairs in consultation with
      President and President-elect.
   b. Timing and implementation: as set forth in plan as approved by Board.

**Year 3 (2019-20)**

1. **Review and update D&I Leadership Application and Nomination process.** Report
   on implementation of D&I Leadership Application and Nomination process from prior
   year and make any appropriate updates or adjustments.
   a. Leaders who are responsible
      i. Chapter Leaders: Nominations Committee
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: Nominations Committee will report to Board
         on successes and challenges of process from prior year and recommend
         any appropriate updates or adjustments.

2. **Publish leadership application and nomination process.** Publish information about
   FBA application/nominations process and leadership opportunities on Chapter website
   and in Bar Talk.
   a. Leaders who are responsible: President-elect and Communications Chairs.

3. **Publicize opportunities to get involved.**
   a. Leaders who are responsible: Communications Chairs, Diversity Chairs, and
      President.
   b. Timing and implementation:
      i. By September 1, 2019, Communications Chairs will update Chapter
         Initiatives web page with committees and contact information for new
         leaders.
      ii. By September 30, 2019: President will send communication to Chapter
          and Diversity Chairs will distribute to Affinity Bars.
      iii. By December 31, 2019: article on this topic will publish in Bar Talk
4. **Continue to implement plan to cultivate diverse an inclusive leadership pipeline.**
   Implement plan approved by Board at Spring 2018 Board Meeting.
   a. Leaders who are responsible: Newer Lawyers Chairs in consultation with President and President-elect.
   b. Timing and implementation: as set forth in plan as approved by Board.

---

**Goal 4: Integrate commitment to diversity and inclusion throughout infrastructure of the Chapter.**

---

**Year 1 (2017-18)**

1. **Launch D&I Strategic Plan.** Present Strategic Plan to Chapter Board for Approval.
   a. Leaders who are responsible: President
   b. Timing and implementation: Fall 2017 Board Meeting.

2. **Publish D&I Strategic Plan.** Publish Strategic Plan, as approved by the Chapter Board.
   a. Leaders who are responsible: Communications Chairs
   b. Timing and implementation:
      i. By January 1, 2018, the Strategic Plan, as approved by the Chapter Board, will be posted on the Chapter’s web site.
      ii. By March 2019 edition, an article will be published in *Bar Talk* about the Chapter’s commitment to the Strategic Plan.

3. **Leadership on D&I Strategic Plan.** Provide guidance to Chapter leadership on their roles in executing Year 1 of the Strategic Plan.
   a. Leaders who are responsible: President and President-elect
   b. Timing and implementation: Beginning in fall 2017 and throughout the year.

4. **Ensure accessibility to all Chapter events.** Ensure event locations are welcoming and accessible to diverse speakers and attendees.
   a. Leaders who are responsible: Each Committee and Program Chair
   b. Timing and implementation:
      i. Beginning in fall 2017: When planning each program and event, Chairs will consider and ensure that the venue is welcoming to all attendees and make any accommodations that may be appropriate.
ii. Beginning in fall 2017: Invitations to all Chapter programs to include the following language: *Individuals who need accommodations should contact [_____] at least 10 days in advance of the meeting date.*

5. **Construct Chapter calendar in view of dates important to diverse communities.**
Ensure Chapter calendar of meetings, programs, and events avoids dates that are significant to diverse leaders and members.
   a. Leaders who are responsible: Secretary
   b. Timing and implementation:
      i. Beginning in fall of 2017: Secretary to develop and maintain a calendar of dates, such as religious holidays, key Affinity Bar events, etc. and communicate these dates to Chapter Leaders so conflicts can be avoided.
      ii. By January 1, 2018: Secretary will present calendar to the President, who will distribute to Chapter Leaders at Winter Executive Board Meeting and update throughout the year.

6. **Include D&I in Chapter’s mentoring work.** Incorporate D&I into mentoring program, though e.g., Page Foundation, Just the Beginning, or other avenues.
   a. Leaders who are responsible: Law School Outreach Chairs (“LSOC”) and Newer Lawyers Chairs.
   b. Timing and implementation:
      i. Spring 2018 Board Meeting: LSOC and Newer Lawyers Chairs to present specific recommendations to the Board.

7. **Include D&I in Chapter budgeting and financial planning.** Evaluate Chapter fund balance and policy in view of our commitment to diversity and inclusion, including continuation of ongoing work (such as budget for Diversity Committee and Grant Committee) and new opportunities (such as funding needed for Affinity Bar Liaisons, sponsorship of Affinity Bar events, adjusting cost structure for programs to account for membership in Affinity Bars, and any other initiatives that are proposed by Chapter Leaders).
   a. Leaders who are responsible: Treasurers, in consultation with President, President-elect, Affinity Bar Liaisons, Diversity Chairs, Grant Chairs, and other Chapter Leaders.
   b. Timing and implementation: Throughout the year, the Treasurer will solicit and track budget allocations, requests, and recommendations related to diversity and inclusion.
      i. By June 1, 2018: all data, requests, and recommendations will be submitted to the Treasurers.

---

3 This language has been recommended by Minnesota Governor’s Council on Developmental Disabilities. See also https://www.ada.gov/business/accessiblemtg.htm for guidelines in how to make events accessible.
ii. By August 1, 2018: Treasurers will prepare recommended budgetary plan for diversity and inclusion for the coming year.

8. **Evaluate discounted/blended membership rates for members of Affinity Bars.** To advance diversity and inclusion in its membership, the Chapter must consider the financial barrier to entry that can preclude someone from becoming involved. The Chapter will consider ways to make membership easier for traditionally underrepresented communities. Recognizing that membership—and the cost of membership—is set by the national FBA, the Chapter will evaluate this issue locally and work with the national FBA to advance its recommendations. It is further noted that the national FBA has formed a Special Committee on Diversity for the 2017-18 bar year that will be investigating and making recommendations to the national Board on how to increase diversity and inclusion at the national level. The Chapter will work with that Special Committee to explore and make recommendations on this action item.
   a. Leaders who are responsible: National Delegate, Treasurer, Membership Chairs, President-elect
   b. Timing and implementation:
      i. By December 1, 2017: National Delegate, Treasurer, Membership Chairs, President-elect will have met to begin work on this action item and advised the national Special Committee on Diversity that this is an issue that is being explored in Minnesota.
      ii. Spring 2018 Board Meeting: National Delegate, Treasurer, Membership Chairs, President-elect will report their report and recommendations to the Board.
      iii. By May 1, 2018: National Delegate, Treasurer, Membership Chairs, President-elect will advise the national Special Committee on Diversity on their initial report and recommendations, with any input from the Board.

9. **Evaluate Chapter Bylaws.** Evaluate Chapter Bylaws to determine if any amendments are needed to align with the Chapter’s commitment to diversity and inclusion.
   a. Leaders who are responsible: Long Range Planning Committee (“LRPC”) and Secretary.
   b. Timing and implementation:
      i. By August 1, 2018: LRPC to have analyzed Chapter Bylaws in connection with the Chapter’s ongoing work related to diversity and inclusion and present initial recommendations to President-elect.

10. **Evaluate Chapter Committee structure.** Over the course of the 2017-18 bar year, the Chapter will consider whether the existing committee structure best serves the needs of our diverse legal community. For example, immigration law, Indian law, and employment law are active areas of federal practice that are not aligned with current Chapter committees (but do have national FBA sections). Similarly, in-house lawyers and solo practitioners are active participants in federal court and do not have a designated cohort in the Chapter committee structure. Many of these areas involve and are of
interest to diverse judges and lawyers. If adjustments to committee structure are not warranted, we will other avenues to best serve lawyers and judges who practice in these areas, such as special programming, events, or otherwise.

a. Leaders who are responsible: President-elect in consultation with Chapter Leaders
b. Timing and implementation:
   i. By August 1, 2018: President-elect will determine whether further consideration of this issue is warranted and if so, what the next steps will be to implement.

Year 2 (2018-19)

1. **Provide leadership on Year 2 of the D&I Strategic Plan.** Provide guidance to Chapter Leadership on their roles in executing second year of the Strategic Plan.
   a. Leaders who are responsible: President and President-elect
   b. Timing and implementation: Beginning in fall 2018 and throughout the year.

2. **Continue to ensure accessibility to all Chapter events.** Ensure event locations are welcoming and accessible to diverse speakers and attendees.
   a. Leaders who are responsible: Each Committee and Program Chair
   b. Timing and implementation:
      i. Beginning in fall 2018: When planning each program and event, Chairs will consider and ensure that the venue is welcoming to all attendees and make any accommodations that may be appropriate.
      ii. Beginning in fall 2018: Invitations to all Chapter programs to include the following language: *Individuals who need accommodations should contact [_____] at least 10 days in advance of the meeting date.*

3. **Continue to construct Chapter calendar in view of dates important to diverse communities.** Ensure Chapter calendar of meetings, programs, and events avoids dates that are significant to diverse leaders and members.
   a. Leaders who are responsible: Secretary
   b. Timing and implementation:
      i. Beginning in fall of 2018: Secretary to develop and maintain a calendar of dates, such as religious holidays, key Affinity Bar events, etc. and communicate these dates to Chapter Leaders so conflicts can be avoided.

4. **Implement plan to include D&I in Chapter’s mentoring work.**
   a. Leaders who are responsible: Law School Outreach Chairs (“LSOC”) and Newer Lawyers Chairs.

---

4 This language has been recommended by Minnesota Governor’s Council on Developmental Disabilities. See also https://www.ada.gov/business/accessiblemtg.htm for guidelines in how to make events accessible.
b. Timing and implementation: according to plan approved by Board at Spring 2018 Board meeting.

5. Include D&I in Chapter budgeting and financial planning.
   a. Leaders who are responsible: Treasurers, in consultation with President, President-elect, Affinity Bar Liaisons, Diversity Chairs, Grant Chairs, and other Chapter Leaders.
   b. Timing and implementation:
      i. Fall 2018 Board meeting: Treasurer will present recommended budget, including diversity and inclusion, for the coming year.

6. Implement next steps in evaluating and working with national FBA on possibility for discounted/blended membership rates for members of Affinity Bars.
   a. Leaders who are responsible: National Delegate, Treasurer, Membership Chairs, and President-elect.
   b. Timing and implementation:
      i. Fall 2018 Board meeting: National Delegate, Membership Chairs, Treasurer, and President-elect will report back to Board on work with national Special Committee on Diversity on this action item and any plan to implement moving forward.
      ii. Spring 2019 Board Meeting: National Delegate, Treasurer, Membership Chairs, President-elect will report to the Board on status of this action item and progress of any plan to implement moving forward.

7. Implement any recommended amendments to Chapter Bylaws.
   a. Leaders who are responsible: Long Range Planning Committee (“LRPC”) and Secretary.
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: LRPC to make any recommended updates to Board for approval.

8. Implement recommended next steps for amendments to Chapter Committee structure.
   a. Leaders who are responsible: President-elect in consultation with Chapter Leaders.
   b. Timing and implementation: as approved by Board at Spring 2018 Board Meeting.

9. Evaluate Chapter’s implementation of Year 1 of the D&I Strategic Plan and make any appropriate adjustments or updates for Year 2.
   a. Leaders who are responsible: President, Diversity Committee, and LPRC
   b. Timing and implementation:
Fall 2019 Board Meeting: President, Diversity Chairs, and LRPC will report on Year 1 and present any recommended adjustments or updates for Year 2 to the Board.

**Year 3 (2019-20)**

1. **Provide leadership on Year 3 of the D&I Strategic Plan.** Provide guidance to Chapter Leadership on their roles in executing third year of the Strategic Plan.
   a. Leaders who are responsible: President and President-elect
   b. Timing and implementation: Beginning in fall 2019 and throughout the year.

2. **Continue to ensure accessibility to all Chapter events.** Ensure event locations are welcoming and accessible to diverse speakers and attendees.
   a. Leaders who are responsible: Each Committee and Program Chair
   b. Timing and implementation:
      i. Beginning in fall 2019: When planning each program and event, Chairs will consider and ensure that the venue is welcoming to all attendees and make any accommodations that may be appropriate.
      ii. Beginning in fall 2019: Invitations to all Chapter programs to include the following language: *Individuals who need accommodations should contact [_____] at least 10 days in advance of the meeting date.*

3. **Continue to construct Chapter calendar in view of dates important to diverse communities.** Ensure Chapter calendar of meetings, programs, and events avoids dates that are significant to diverse leaders and members.
   a. Leaders who are responsible: Secretary
   b. Timing and implementation:
      i. Beginning in fall of 2019: Secretary to develop and maintain a calendar of dates, such as religious holidays, key Affinity Bar events, etc. and communicate these dates to Chapter Leaders so conflicts can be avoided.

4. **Implement plan to include D&I in Chapter’s mentoring work.**
   a. Leaders who are responsible: Law School Outreach Chairs (“LSOC”) and Newer Lawyers Chairs.
   b. Timing and implementation: according to plan approved by Board at Spring 2018 Board meeting.

---

5 This language has been recommended by Minnesota Governor’s Council on Developmental Disabilities. *See also* [https://www.ada.gov/business/accessiblemtg.htm](https://www.ada.gov/business/accessiblemtg.htm) for guidelines in how to make events accessible.
5. Include D&I in Chapter budgeting and financial planning.
   a. Leaders who are responsible: Treasurers, in consultation with President, President-elect, Affinity Bar Liaisons, Diversity Chairs, Grant Chairs, and other Chapter Leaders.
   b. Timing and implementation:
      i. Fall 2019 Board meeting: Treasurer will present recommended budget, including diversity and inclusion, for the coming year.

6. Implement next steps in evaluating and working with national FBA on discounted/blended membership rates for members of Affinity Bars.
   a. Leaders who are responsible: National Delegate, Membership Chairs, Treasurer, and President-elect
   b. Timing and implementation:
      i. Fall 2019 Board meeting: National Delegate, Treasurer, Membership Chairs, and President-elect will report back to Board on work with national Special Committee on Diversity on this action item and any plan to implement moving forward.
      ii. Spring 2020 Board Meeting: National Delegate, Treasurer, Membership Chairs, President-elect will report to the Board on status of this action item and progress of any plan to implement moving forward.

7. Implement any recommended amendments to Chapter Bylaws.
   a. Leaders who are responsible: Long Range Planning Committee (“LRPC”) and Secretary.
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: LRPC to make any remaining updates to Board for approval.

8. Implement recommended next steps for amendments to Chapter Committee structure.
   a. Leaders who are responsible: President-elect in consultation with Chapter Leaders
   b. Timing and implementation: as approved by Board at Spring 2018 Board Meeting.

9. Evaluate success of D&I Strategic Plan in meeting its five stated goals in Years 1-2 and prepare D&I Strategic Plan for next 3-5 year period.
   a. Leaders who are responsible: President, Diversity Chairs, and LRPC.
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: President, Diversity Chairs, and LRPC will present outline for its evaluation and next Strategic Plan.
      ii. Spring 2020 Board Meeting: President, Diversity Chairs, and LRPC will present evaluation and status of next Strategic Plan.
Goal 5: Leverage and build external partnerships to advance diversity and inclusion in the FBA.6

---

**Year 1 (2017-18)**

1. **Outreach by Chapter President.** Chapter President to reach out personally to President of each Affinity Bar and related organization to establish relationship and talk about potential ways for organizations to collaborate in the coming year.
   a. Leaders who are responsible: Chapter President and President-elect.
   b. Timing and implementation:
      i. By December 1, 2017: President will have connected with each Affinity Bar President.
      ii. Spring 2018 Board Meeting: President will report to Board on outreach.

2. **Invitations by Chapter President to Monthly Luncheons.** Chapter President to invite each Affinity Bar leader to attend at least one monthly luncheon per year as a special guest of the Chapter.
   a. Leaders who are responsible: President and Chairs of Monthly Luncheons.
   b. Timing and implementation:
      i. Beginning in fall 2017: President and Chairs of Monthly Luncheons to plan invitation schedule.

3. **Invitations by Chapter President to Federal Judges’ Dinner Dance.** Chapter President to invite Affinity Bar leaders to be special guests of the Chapter at annual Federal Judges’ Dinner Dance.
   a. Leaders who are responsible: President and Chairs of Special Events.
   b. Timing and implementation:
      i. February 2018: President and Chairs of Special Events to send personal invitations to Presidents of each Affinity Bar for 2018 Dinner Dance.

---

**Year 2 (2018-19)**

1. **Continued outreach by Chapter President.** The Chapter President will continue to personally reach out to presidents of the Affinity Bars to establish relationship and talk about potential ways for organizations to collaborate in the coming year.
   a. Leaders who are responsible: Chapter President and President-elect.
   b. Timing and implementation:
      i. By December 1, 2018: President will have connected with each Affinity Bar President.

---

6 Affinity Bar Liaisons, as set forth under Goal 2, are also a key component of Goal 5.
ii. Spring 2019 Board Meeting: President will report to Board on outreach.

2. **Continued invitations by Chapter President to Monthly Luncheons.** Chapter President will continue to invite each Affinity Bar leader to attend at least one monthly luncheon per year as a special guest of the Chapter.
   a. Leaders who are responsible: President and Chairs of Monthly Luncheons.
   b. Timing and implementation:
      i. Beginning in fall 2018: President and Chairs of Monthly Luncheons to plan invitation schedule.
      ii. Spring 2018 Board Meeting: President and Chairs of Monthly Luncheons to report to Board on invitations and acceptances.

3. **Continued invitations by Chapter President to Federal Judges’ Dinner Dance.** Chapter President will continue to invite Affinity Bar leaders to be special guests of the Chapter at annual Federal Judges’ Dinner Dance.
   a. Leaders who are responsible: President and Chairs of Special Events.
   b. Timing and implementation:
      i. Fall 2018 Board Meeting: President and Chairs of Monthly Luncheons to report to Board on invitations and acceptances for Spring 2018 Dinner Dance.
      ii. February 2019: President and Chairs of Special Events to send personal invitations to Presidents of each Affinity Bar for 2019 Dinner Dance.

4. **Host roundtables on diversity and inclusion “Best Practices.”** The Chapter can learn a great deal from successful diversity and inclusion policies/practices implemented by corporations in Minnesota, as well as non-profit legal organizations, law firm diversity committees, and other bar organizations. By building these partnerships, the Chapter will learn additional “best practices” concerning diversity and inclusion. The Chapter will invite leaders from these organizations to participate in roundtable discussions hosted by the FBA. By creating a space at the roundtable for other organizations that are pursuing similar goals, the FBA’s diversity and inclusion efforts are more likely to be effective.
   a. Leaders who are responsible: President to appoint members of Board to chair first roundtable event.
   b. Timing and implementation:
      i. By June 1, 2019: First roundtable event to occur.
      ii. By August 1, 2019: Chairs of roundtable event to circulate report of event and its outcome to Board.

**Year 3 (2019-2020)**

1. **Outreach by Chapter President.** Personal outreach by Chapter President to Affinity Bar presidents to continue.
   a. Leaders who are responsible: Chapter President and President-elect.
   b. Timing and implementation:
i. By December 1, 2019: President will have connected with each Affinity Bar President.

ii. Spring 2020 Board Meeting: President will report to Board on outreach.

2. **Continued invitations by Chapter President to Monthly Luncheons.** Chapter President will continue to invite each Affinity Bar leader to attend at least one monthly luncheon per year as a special guest of the Chapter.
   a. Leaders who are responsible: President and Chairs of Monthly Luncheons.
   b. Timing and implementation:
      i. Beginning in fall 2018: President and Chairs of Monthly Luncheons to plan invitation schedule.
      ii. Spring 2018 Board Meeting: President and Chairs of Monthly Luncheons to report to Board on invitations and acceptances.

3. **Continued invitations by Chapter President to Federal Judges’ Dinner Dance.** Chapter President will continue to invite Affinity Bar leaders to be special guests of the Chapter at annual Federal Judges’ Dinner Dance.
   a. Leaders who are responsible: President and Chairs of Special Events.
   b. Timing and implementation:
      i. Fall 2019 Board Meeting: President and Chairs of Monthly Luncheons to report to Board on invitations and acceptances for Spring 2019 Dinner Dance.
      ii. February 2020: President and Chairs of Special Events to send personal invitations to Presidents of each Affinity Bar for 2020 Dinner Dance.

4. **Continue to host roundtables on diversity and inclusion “Best Practices.”**
   a. Leaders who are responsible: President to appoint members of Board to plan next round of corporate roundtable discussions.
   b. Timing and implementation:
      i. By February 1, 2019: Second roundtable event to occur.
      ii. Spring 2020 Board Meeting: Chairs of roundtable event to circulate report of event and its outcome, and recommend whether roundtables should continue.