

# 2016 Annual Report

## Colorado Attorney Mentoring Program

CONNECTING NEW & TRANSITIONING  
COLORADO LAWYERS WITH  
INDIVIDUALIZED MENTORS AND  
COACHES SINCE 2013



STATEWIDE  
PROGRAMS ACROSS  
COLORADO'S 22  
JUDICIAL  
DISTRICTS



EIGHT MENTORING  
TRACKS TO  
PROVIDE TOOLS  
AND RESOURCES  
FOR PROFESSIONAL  
GROWTH

WHO ARE THE MENTORS  
5 Years to 35 Years in Practice  
Big Law, Solo, Gov't, Non-Profit  
Bar Association Leaders  
Community Leaders  
Over 50 Practice Areas  
400 Strong & Growing



### BENEFITS TO MENTORING



NAVIGATE THE  
PRACTICE OF  
LAW



IMPROVE  
PRACTICE  
COMPETENCE



DISCOVER  
PROFESSIONAL  
IDENTITY



COMMUNITY  
CONNECTION

J. Ryann Peyton, Esq. LL.M.  
Executive Director  
April 2017  
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## Executive Summary

April 19, 2017

Dear Chief Justice Rice and Justices of the Court,

As I reflect on my first year as director of the Colorado Attorney Mentoring Program, I am most struck by dozens of Colorado lawyers who have expressed their appreciation, support, and praise for the profound difference this program makes in Colorado's legal profession.

While I certainly understood the relevance of this program when I accepted your appointment to lead CAMP in April 2016, I could not imagine at the time the very genuine and very essential impact the CAMP program has on its participants. From the solo attorney who found a mentor to successfully guide him through the process of hanging a shingle, to the young and introverted lawyer whose mentor helped her to come out of her shell and embrace her love for litigation, to the mother who found her way back into the practice after a 10 year hiatus to raise a family, the Colorado Attorney Mentoring Program provides a meaningful and effective pathway to professional success for those who might otherwise have left the practice entirely.

Ultimately the success of the legal profession requires the combination of two groups of people: (1) those who are dedicated to excelling at the practice law, and (2) those who are dedicated to advancing the profession of law. The importance of the latter group of people and organizations cannot be overlooked. This is especially true at a time when young lawyers are experiencing a heightened inability to find meaningful legal employment, suffering from increased levels of substance abuse and mental health issues, and struggling to manage significant student loan debt. The caretakers of the profession remain a vital component to the long term success of the practice of law.

The Colorado Attorney Mentoring Program is proud to be a national model for attorney mentoring. We are at the forefront of developing innovative and relevant formal attorney mentoring programs. We lead the industry in the integration of technology and mentoring. We are recognized experts in the field and highly sought after for collaboration and educational opportunities. We are not resting on our laurels, however, and we have undertaken an ambitious strategic planning process to ensure continuing success and innovation for the CAMP program in the coming years.

With this letter, I enclose our 2016 Annual Report. In 2016, CAMP continued its work in supporting Colorado's new and transitioning lawyers in finding mentors and coaches through the following areas of focus:



- CAMP successfully matched nearly 200 Colorado lawyers with mentors and coaches.
- CAMP increased its mentor database by 104 mentors.
- CAMP added nine new co-sponsor partners across the state of Colorado.
- The office developed seven new specialized mentoring tracks to increase appeal and relevance to lawyers at all stages of practice.
- Outreach and engagement efforts expanded significantly with the launch on CAMP's monthly newsletter and Facebook page.
- Practical programming expanded with the launch of the highly successful CAMP Coffee List and the Trial Attorney Mentoring Program.
- The office averaged three speaking engagements per month in 2016, reaching an average of 22 people per engagement.
- CAMP became the first state attorney mentoring program in the nation to utilize a mentoring software platform to improve participant matching, facilitate mentoring relationships, and increase mentoring outcomes.
- CAMP leadership collaborated with several Colorado Bar Association and Supreme Court committees including:
  - CBA/DBA Professionalism Coordinating Council
  - CBA Modern Law Practice Initiative
  - Chief Justice Commission on the Profession New Lawyer Working Group
  - Colorado Supreme Court Advisory Committee
  - Colorado Supreme Court PMBP Sub-Committee
- The office hosted the National Legal Mentoring Consortium Conference, wherein a collection of the country's top legal mentoring professionals gathered to discuss national trends and best practices in attorney mentoring.

2016 was a transitional year for the CAMP program focused on growth and adaptation to meet the changing needs of the profession and the practitioners we serve. We look forward to continuing this growth and momentum in 2017 and further developing the CAMP program in accordance with the Court's objectives. Thank you for this opportunity to serve. I look forward to a bright future for the Colorado Attorney Mentoring Program.

Sincerely,



J. Ryann Peyton, Esq. LLM

Executive Director, Colorado Attorney Mentoring Program



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## A Brief History

Established in 2013, the Colorado Attorney Mentoring Program began as a means to assist Colorado's new lawyers in successful transition from law school to practice. The objectives of the Program can be viewed broadly as promoting pride in the profession; excellence in service; and strong relationships with the bar, clients, and the public, through teaching (1) the core values and ideals of the legal profession and (2) the best practices for meeting those ideals.

With a focus on 0-3 year attorneys, CAMP provides a "New Lawyer" mentoring track and encourages mentoring pairs to incorporate discussions concerning professionalism, ethics, law practice management, and pro bono service into every mentoring relationship.

The CAMP program is structured intentionally to be decentralized, so that individual groups and organizations, with designated facilitators, can carry out the program on a local level in a manner that fits the needs of the attorneys they serve. Furthermore, it is hoped that by encouraging the development of "grassroots" efforts to conduct mentoring programs, new attorneys will achieve more successful integration with their organization, local bar association, or geographic region.

In its first year, CAMP served 81 Colorado lawyers through five partner programs located on Colorado's front-range. In addition, CAMP developed Colorado's first "Mentoring Resource Center" to provide materials, resources, and training programs for mentors and mentees.

While the Program has components that include group activities, an emphasis is placed on the one-on-one professional relationship between the seasoned lawyer and the mentee because this is one of the soundest ways to pass on the values, ideals, and best practices of the profession. CAMP was created with the intention to generate meaningful and relevant mentoring relationships and in turn, create better Colorado lawyers.

Good mentoring relationships yield better lawyers, and as any experienced lawyer knows, the legal system functions best when there are competent attorneys on both sides of a case or transaction. A successful mentoring relationship does not make only the mentee a better lawyer. Mentors routinely report that they also learn from their mentees and are better lawyers for it.

Good mentoring relationships tend to increase professionalism in the practice of law, which, in turn, makes the practice more enjoyable and tends to be good for business. Professionalism also tends to elevate the legal profession in the eyes of the public, which can only help to ensure the long-term success of the profession.

Good mentoring plays a significant role in achieving an inclusive and diverse legal profession by providing unique sponsorship opportunities for women, lawyers of color, and others who historically have been denied access to professional opportunities and client development networks.

Good mentoring relationships are highly beneficial in and of themselves. Good mentors and mentees often describe how rewarding their mutual relationship has been, and some of these relationships last a lifetime.



## Who We Are

The Colorado Attorney Mentoring Program serves at the pleasure of the Colorado Supreme Court. The Supreme Court Advisory Committee assists the Court by reviewing the productivity, effectiveness, and efficiency of the Colorado Attorney Mentoring Program.

### *Supreme Court Advisory Committee*

David W. Stark, Chair  
 Steven K. Jacobson, Vice-Chair  
 Nancy L. Cohen  
 Cynthia F. Covell  
 Mac V. Danford  
 Cheryl Martinez-Gloria  
 David C. Little  
 Barbara A. Miller

Richard A. Nielson  
 Henry R. Reeve  
 Alexander R. Rothrock  
 Daniel A. Vigil  
 Brian Zall  
 Justice Nathan B. Coats  
 Justice Monica Márquez

### *Executive Director*



J. Ryann Peyton is the Executive Director of the Colorado Attorney Mentoring Program. Ryann was appointed to the position in April 2016.

A former litigator and a seasoned consultant and advocate on diversity and inclusivity in the legal field, Ryann is a frequent commentator, presenter, and lecturer having contributed to the Denver Post, Law Week Colorado, Denver Business Journal, Rocky Mountain PBS, KDVR Fox 31, and Colorado Public Radio. Prior to joining CAMP, Ryann focused her practice on civil litigation with an emphasis on LGBT families and civil rights. She also has served as an adjunct professor in the

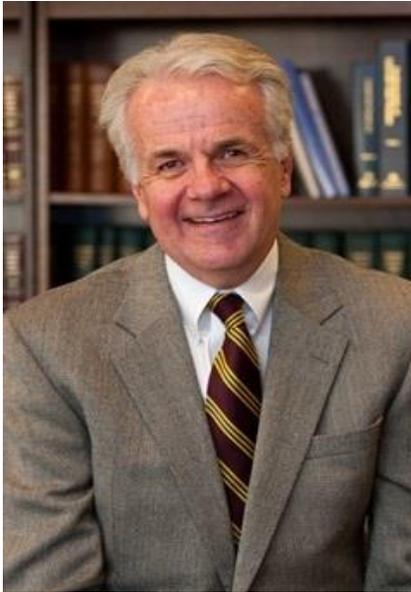
University of Denver's Legal Externship Program, where she supervised law students during their semester-long externships in the legal community.

Ryann has been routinely recognized for her legal practice, most recently earning the 2014 Colorado Bar Association's Outstanding Young Attorney of the Year award. Ryann sits on the boards of the Colorado LGBT Bar Foundation, GLBT Community Center of Colorado, Colorado Bar Association Board of Governors, and the Center for Legal Inclusiveness. Ryann is a graduate of the Colorado Bar Association Leadership Training (COBALT) program and the Center for Legal Inclusiveness' Level I Diversity and Inclusiveness training program. Ryann's recent committee work includes the Colorado Bar Association Professionalism Coordinating Council, Colorado Bar Association Modern Law Practice Initiative, Chief Justice Commission on Professional Development New Lawyer Working Group, Colorado Supreme Court Public Access Committee, and the Proactive Based Management Programs sub-committee.

Ryann earned her law degree from the University of St. Thomas School of Law and holds an LLM and undergraduate degree from the University of Denver.



### ***Fmr. Executive Director***



John T. Baker spent 35 years as a trial attorney, concentrating his legal practice in products liability litigation, representing individuals that have been injured by defective pharmaceutical products and vehicles. John was listed as a *Colorado Super Lawyer* for 2007 to 2011. John retired from trial practice in 2010 to work as President and Executive Director of the *National Institute for Trial Advocacy* (“NITA”) for three years. On February 5, 2013 John was appointed by the Colorado Supreme Court Advisory Committee as the first director of the *Colorado Attorney Mentoring Program* (“CAMP.”) John had the responsibility of establishing a state-wide young lawyer mentoring in each of the 22 judicial districts in Colorado. John retired from this position in June 2016.

For forty years John has been active in promoting professionalism and served as President of the *Denver Bar Association* in 2009. John, also, lectures in Colorado, nationally, and internationally on professionalism issues, on torts/product liability issues, and on trial advocacy. John is married and has three children and four grandchildren, who have involved him over the years in coaching youth soccer, basketball and baseball.

### ***Administrative Assistant***

Lauren Eisenbach received a bachelor’s degree from Metropolitan State College in Political Science with plans to attend law school. After a slight detour and a Graduate program at the University of Edinburgh, Lauren was hired on at the Colorado Bar Association where she worked for 3 years in the Law Practice and Risk Management Department. She was able to learn her way around many aspects of the legal profession including helping attorneys start their own practice, legal research, and paralegal practices. While at the Bar, Lauren worked closely with John Baker on the Modest Means Task Force developing a guide to help attorneys take on moderate income clients. In June 2013, following the launch of the Colorado Attorney Mentoring Program, Lauren was brought on as the Administrative Assistant to aid Director John Baker in getting the program up and running.

### **Programming**

No two mentoring relationships are the same. The Colorado Attorney Mentoring Program does not believe in creating “cookie cutter” mentoring relationships. We believe that mentees themselves are the best advocates and decision-makers for creating the mentoring relationship that is most appropriate for their professional needs. As a result, CAMP offers participants a number of tools and options for creating the mentoring experience which best addresses their needs for professional and personal growth.

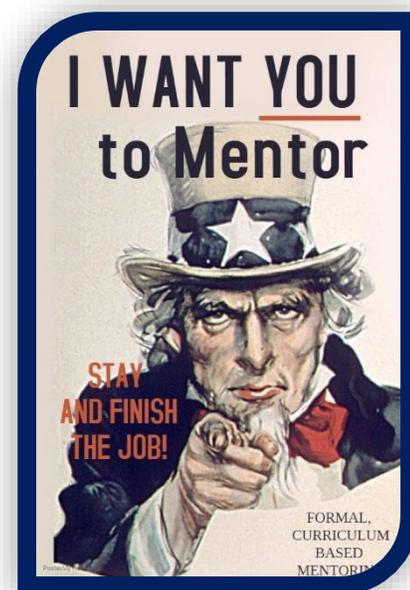


## Formal Mentoring Programs

CAMP is a CLE accredited program, offering 15 general and 2 ethics credits for the successful completion of a 12-month or six-month formal mentoring program.

A formal mentoring program is a structured and facilitated program which walks the mentoring pair through their six to 12 month relationship and focuses on broad categories such as:

- Goal Setting
- Personal and Professional Development, including wellness, work/life balance, and awareness of the importance of an inclusive and diverse profession
- The Colorado Bar and Legal Community
- History and Importance of the Legal Profession
- Colorado Rules of Professional Conduct, Professionalism, and Civility
- Practical Legal Skills (Colorado courts and procedures)
- Law Office Management and In-Office Procedures
- Working With Clients
- Public Service



Participants follow a pre-designed “mentoring track” which provides a structured outline of discussion topics, activities, and learning opportunities for the mentoring pair to engage around during their mentoring relationship. CAMP’s “New Attorney” mentoring track has been a staple for Colorado lawyers since CAMP’s inception in 2013. As CAMP has increased its engagement with lawyers outside of the definition of “new layer” (i.e. 0-3 years in practice), we have taken steps to create programming that is more relevant to mid-level lawyers. In addition to the “New Attorney” mentoring track which follows the outline above, in 2016 CAMP developed seven new formal mentoring tracks to better serve the changing demographics of CAMP participants.

### 1. Diverse attorneys

*This mentoring track is ideal for any attorney who self-identifies as a diverse attorney. Diversity does not have a single definition and may include attorneys of racial, ethnic, religious, gender identity, sexual orientation, age, ability, or socioeconomic status minority. This mentoring track focuses on the unique challenges faced by diverse attorneys in the legal profession and assists mentees in elevating themselves as professionals through leadership and sponsorship.*

### 2. Attorneys Changing Practice Areas

*This mentoring track is ideal for any attorney who is transitioning into a new practice area or considering adding a new area of practice to their repertoire. Mentees in this track will receive mentorship for the purposes of career path advising, practice specific resources, and practice group networking in Colorado’s legal community.*



### 3. Attorneys Raising or Caring for Families

*This mentoring track is ideal for any attorney who is raising children, caring for an elderly parent, or caring for an ill or disabled family member. Mentees in this track will focus on professional success while balancing their role as caregiver. This curriculum addresses issues specific to work/life integration, attorney wellness, and development of professional identity.*

### 4. Attorneys New to Colorado

*This mentoring track is ideal for attorneys at any stage of their practice who are new to Colorado generally or are relocating from the Denver metro area to a mountain or rural Colorado community. This curriculum addresses issues specific to Colorado law and the Colorado legal community, as well as practicing in rural, mountain, western slope, and eastern plains communities.*

### 5. Public Interest/Government Lawyers

*This mentoring track is ideal for any attorney who is transitioning into public service or government legal practice. Mentees in this track will receive mentorship for the purposes of career path advising, practice specific resources, working with indigent and modest means clients, and developing a career in public legal offices.*

### 6. “Hanging a Shingle”

*This mentoring track is ideal for any attorney who is considering hanging a shingle or currently operating a solo or small firm. Mentees in this track will receive mentorship for the purposes of law office set up and management. In addition, this track covers career path advising, practice specific resources, and networking and educational opportunities for solo and small firm lawyers.*

### 7. Transactional/In-House Attorneys

*This mentoring track is ideal for any attorney whose practice is primarily transactional in nature. Mentees in this track will receive mentorship for the purposes of career path advising, practice specific resources, and working with in-house counsel clients.*

Participants can choose to work through the mentoring tracks exactly as they have been designed or participants may select à la carte from various mentoring tracks to create their own unique mentoring experience. For instance, a lawyer who has recently moved to Colorado and is hanging a shingle in a mountain community, may choose to combine aspects of the “New to Colorado” track with the “Hanging a Shingle” track to create a mentoring plan that fits his or her unique needs. In the event that a lawyer is seeking a formal mentoring experience but has a professional issue that is not addressed in one of our formal mentoring tracks, CAMP will work individually with that lawyer to create a personalized formal mentoring track.

In addition to the CLE credit offered for completion of a formal track, many CAMP participants choose a formal mentoring plan because of the structure and facilitation these tracks provide for the mentoring relationship. Participants are able to develop more sustainable mentoring relationships without the burden of having to “figure out” how to maintain and guide the relationship on their own.

“My mentor has increased my knowledge and helped me confidently manage my practice. His help has been instrumental in making sure that I am doing all I can to advocate for my clients and avoid problems with my cases. I am happy to provide my strong endorsement of the mentor program. Thank you so much for all you do!” – Ryan Malnar, Mentee 2016

### **Informal Mentoring Programs**

On occasion, a CAMP mentee is seeking a mentoring experience that does not necessitate or would not benefit from a formal mentoring engagement. For instance, a lawyer seeking coaching around a specific issue such as client development, obtaining leadership positions in a firm or legal organization, time management, etc.

In those situations, CAMP takes the lead in matching the mentee with a mentor who is experienced and knowledgeable in the relevant issue and assists the mentoring pair in initiating the relationship. The mentee then takes the lead in facilitating and maintaining the relationship.

The CAMP mentoring tracks and Mentoring Resource Center are always available and accessible to the mentoring pair should they need assistance. These mentoring relationships are generally short term, lasting less than six months.

Although these mentoring relationships are brief and issue specific, they remain meaningful to the participants as the mentee receives the practical skills and knowledge he or she is seeking, while the mentor has the opportunity to give back to the profession and help to develop an inexperienced attorney without devoting significant time and effort.

The availability of informal mentoring programs furthers the objectives of the CAMP program by allowing those participants who do not need or do not have significant time to devote to the mentoring process to engage in mentoring.

### **Camp Coffee List**

Recognizing the need to provide opportunities for participants seeking an informal mentoring relationship and balancing the limited staffing resources within the CAMP office, the CAMP Coffee List was developed in 2016. The CAMP Coffee List allows mentees to self-select short term mentors for assistance in the following areas:

- A “starting place” for networking within a certain practice area, bar association, or legal organization
- A resource for practice area specific questions
- Solo practitioners seeking other solo attorneys to serve as a resource for practice management questions
- New lawyers looking for someone to accompany them to a bar association or legal organization event
- Pursuing available leadership opportunities within a bar association or legal organization
- Resume review
- Informational interviews
- Alumni connections
- Professionalism resources

The CAMP Coffee List connects mentors and mentees directly, without having to engage with CAMP staff for matching and facilitation purposes. Mentoring pairs are welcome to create a formal mentoring relationship if they wish, but the purpose of the program is designed to be



short, informal, and issue specific. The CAMP Coffee List is currently 40 mentors strong, encompassing 27 practice areas and skill sets.

"I met with CAMP Coffee List attorney Jennifer Knudsen. She was lovely to meet and speak with, had a great explanation of the offices she has worked with, and when I apologized at the end for taking so much of the time to speak about myself, she said "no apologies necessary; this time is meant to focus on you" and I appreciated that sentiment."



## COFFEE MENTORING

### COLORADO ATTORNEY MENTORING PROGRAM

Mentoring comes in all different forms. Traditional, formal mentoring may not work for all mentors and mentees. The CAMP Coffee List is designed to give mentees more options to connect with Colorado's legal community. CAMP provides "cup of coffee mentors" for short meetings to discuss career path questions, practice area issues, or to attend networking events.

#### HOW TO PARTICIPATE

 Search coffee mentor list by practice area, resource specialty, or bar association affiliation

Reach out! Our mentors are happy to schedule a coffee, lunch, or office meeting. They will also accompany you to networking and bar events.

 HELLO

 Get together! In-person, by phone, Skype, or Facetime. Connect in a way that works for you.

#### FIND US

[r.peyton@csc.state.co.us](mailto:r.peyton@csc.state.co.us)  
[coloradomentoring.org/coffee-mentoring](http://coloradomentoring.org/coffee-mentoring)  
[Facebook.com/CAMPmentoring](https://www.facebook.com/CAMPmentoring)



A "starting place" for networking within a specific practice area, bar association, or legal organization

A resource for practice area specific questions

Solo practitioners seeking other solo attorneys for practice management resources

New lawyers seeking a mentor to accompany them to a bar association or legal event

Lawyers seeking available leadership opportunities within a bar association or legal organization

Resume review

Informational interviews

Alumni connections

Professionalism resources

### **Trial Attorney Mentoring Program**

Getting face time in front of a judge or a jury is a relatively rare opportunity for new lawyers and also presents a chronic challenge for law firms. With the high cost of litigation, most cases settle before reaching the courts. But when they do, clients want experienced litigators making their arguments.

In many firms, associates spend their early years in the law library doing research for legal briefs or in front of tons of corporate documents doing tedious discovery for civil lawsuits, all on behalf of more senior attorneys. Courtroom appearances are rare and the opportunity to argue a motion or cross-examine a witness is even more unlikely.

Indeed, trials are less common as the time and cost of pursuing litigation makes settling a case an economic alternative to putting a case in the unpredictable hands of a jury. As a result, it takes longer for new attorneys to get courtroom experience.

The Trial Attorney Mentoring Program is a pilot program developed by the Colorado Attorney Mentoring Program to give new lawyers early courtroom exposure to improve their trial practice skills. The program provides access to federal and state judges to talk about courtroom protocol and places new attorneys with seasoned attorney mentors where they can try actual cases together.

### ***Experiential Mentoring***

The Trial Attorney Mentoring Program provides participants with a unique opportunity to gain real world jury or bench trial experience while receiving one-on-one coaching and mentoring from seasoned litigators.

#### **PROGRAM BENEFITS**

- Attorneys seeking trial practice are paired with experienced mentors who assist in all aspects of trial preparation and practice
- Mentors and mentees act as co-counsel and each receives ample responsibility and credit for representation
- Mentees have the benefit of a safety net as they develop trial practice skills
- Clients receive the benefit of two attorneys at trial
- Mentors have the opportunity to learn from the mentee through critique of and questions regarding trial technique
- Professional succession planning by training the next generation of trial attorneys
- Improvement of the trial experience for everyone involved
- Cost effective for law firms looking for ways to train new trial lawyers
- Learn trial technology skills
- Broader opportunity for feedback from judges, opposing counsel, and jury members
- Improved access to job opportunities for mentees with practical experience
- Supplement to expensive trial training programs
- Access to new areas of practice
- Pro bono opportunities



### ***Staying Engaged In Practice***

In addition to new lawyers, the Trial Attorney Mentoring Program is also available to lawyers seeking to stay engaged in the practice of law while taking time away from traditional practice to raise a family, enjoy a sabbatical, care for an ailing spouse or parent, or reassess the direction of their legal career. Whatever the reason, the Trial Attorney Mentoring Program can help non-traditional and transitioning attorneys keep their fingers on the pulse of Colorado trial practice.

### ***Considering a Practice Shift***

The Trial Attorney Mentoring Program is also ideal for any attorney considering making the leap to trial practice. The program provides an opportunity to co-counsel a bench or jury trial with a mentor to assess one's trial skills and interest in litigation practice. This opportunity is ideal for transactional attorneys and government or public interest attorneys without previous trial experience.

"The CAMP program provides an exceptional opportunity for our junior lawyers to gain valuable real world trial experience and mentorship. In today's market, with fewer trials, budget constraints, and client requests for controlling costs, it is becoming more difficult to provide real world trial experience to our younger lawyers. We believe our clients and firm benefit by our continuing to develop trial lawyers with the requisite experience and confidence to deliver in the courtroom. The CAMP program does just that."

– Mollie Benedict, Chair, Medical Device & Pharmaceutical Liability Group Tucker Ellis LLP

## **Education/Outreach & Partnerships**

### **Mentoring Resource Library**

Colorado Rules of Civil Procedure 255(2)(c) requires that Colorado Attorney Mentoring Program establish and maintain a mentoring resource library containing hard copy and electronic materials for the development of educational programs, including but not limited to the following purposes: to promote professionalism, to teach lawyer practical skills, to increase knowledge of legal procedures and best practices, and to otherwise improve new-lawyer legal abilities and professional judgment.

CAMP continues to be Colorado's primary source for attorney mentoring resources and education. Our office maintains a hard copy library at our offices located in Denver, as well as an online resource library through our website at [www.coloradomentoring.org/mentoring-resources](http://www.coloradomentoring.org/mentoring-resources). The CAMP Mentoring Resource Library contains relevant and meaningful resources in areas of attorney professionalism, diversity & inclusivity, attorney wellness, practice tools and law firm management, and maximizing the mentoring relationship.



In addition to these resources, each CAMP mentoring pair is provided with a 35-page Mentoring Resources Toolkit at the start of their mentoring relationship which contains activities and discussion topics for the mentoring pair to consider in the following areas:

**Overview of Law Practice**

**Ethics in Practice**

**Professionalism and Civility**

**Diversity and Inclusion**

**Wellness, Mental Health and Addiction**

Finally, each mentoring pair is also provided with a “Making Mentors and Mentees Effective at Mentoring” toolkit which contains best practices for navigating the mentoring relationship, an outline of first meeting discussion topics, and a guide to mentoring goal planning.

Each of these toolkits is available on our website at [www.coloradomentoring.org/mentoring-resources/mentoring-tool-box](http://www.coloradomentoring.org/mentoring-resources/mentoring-tool-box).

**Speaking Engagements**

CAMP participates in several educational and outreach speaking engagements each year. In addition to offering our co-sponsor affiliate programs uniquely tailored mentoring workshops, CAMP is frequently requested to develop and present CLE courses across the state.

In 2016, CAMP reached over 1,000 Colorado lawyers through speaking engagements with the following organizations:

22<sup>nd</sup> JD Bar Association

Adams/Broomfield Bar Association

AILA Colorado

CBA/CLE Hanging Your Shingle CLE

CBA/CLE Practicing with Professionalism CLE (all 14 classes)

CBA Solo/Small Firm Section

CBA Young Lawyers Division Executive Council

Center for Legal Inclusiveness

Colorado District Attorneys’ Council

Colorado Office of Attorney Regulation Counsel

Colorado Rural Electric Co-Op Attorneys

Colorado Women’s Bar Association

Denver Area Legal Recruitment Association

Denver Bar Association



El Paso County Bar Association

Mesa County Bar Association

National Association of Pro Bono Professionals

Southwestern Bar Association

University of Denver Sturm College of Law

University of Colorado School of Law

Weld County Bar Association

In May 2016, CAMP collaborated with the University of Denver Sturm College of law to host the National Legal Mentoring Consortium's biennial conference. The theme of the conference was "Mentoring: Now More Important than Ever." The three day event held at the Carr Judicial Center featured four plenary sessions and more than a dozen breakout sessions offering participants the opportunity to discuss their unique mentoring programs with national mentoring leaders.

The conference began with a Blueprint for Successful Mentoring Programs, a "nuts and bolts" program designed to assist law firms, law schools, bar associations and state court administrators in developing or improving a mentoring program. The conference also included an extensive presentation on how to use diversity and inclusiveness to enhance mentoring programs as well as a discussion about how mentoring programs can contribute to the resilience of both individuals and organizations.

Speakers included Paulette Brown, president of the American Bar Association, Michael Hunter Schwartz, dean and professor of law at the University of Arkansas at Little Rock, William H. Bowen School of Law, and national legal mentoring professionals including noted consultant Ida Abbott and Karen Hester of the Center for Legal Inclusiveness.

The conference appealed to lawyers, judges, law professors, state court administrators, bar officials, law firm managers and other law professionals from around the nation and provided a wonderful opportunity to highlight the Colorado Attorney Mentoring Program and the ways in which Colorado is a national model for attorney mentoring.

#### **E-mail & Social Media Marketing**

2016 also brought the launch of CAMP's first ever monthly newsletter and social media page. The CAMP Facebook page [www.facebook.com/CAMPmentoring/](http://www.facebook.com/CAMPmentoring/) launched on August 10, 2016 and in its first month reached 823 people and garnered 62 page likes.





On average, the CAMP Facebook page reaches 24 people per day and currently has a following of 88 people. Since launch, the CAMP Facebook page has been viewed by 5,704 people. The CAMP posts have received 6,517 user impressions.<sup>1</sup> Users interacted with our content 473 times since launch, indicating a 7.3% interaction rate. Based on this data, our Facebook campaign has a value of approximately \$23.75 per “like” of our page.<sup>2</sup> This equates to \$2,090 in advertising dollars CAMP did not have to tangibly spend to improve outreach and engagement in 2016.

The CAMP News! monthly newsletter launched on September 6, 2016 and provides all CAMP participants with valuable information concerning CAMP events, mentoring resources, professionalism tips, and news concerning the CAMP program. The newsletter reaches 630 people each month and garners a 72% open rate. CAMP saw an 800% increase in website traffic in the month following the launch of the newsletter. Archived CAMP News! can be found on our website at [www.coloradomentoring.org/archived-camp-monthly-newsletters/](http://www.coloradomentoring.org/archived-camp-monthly-newsletters/).

Finally, the CAMP website was refurbished and relaunched on July 29, 2016. Since its relaunch, the CAMP website garners an average of 145 unique visitors each week. The average time spent viewing the website is approximately 10 minutes per visitor.

### Statewide Footprint

CAMP is structured intentionally to be decentralized so that individual groups and organizations, with designated facilitators, can carry out the program on a local level in a manner that fits the needs of the attorneys they serve. By encouraging the development of “grassroots” efforts to conduct mentoring programs, new attorneys will achieve more successful integration with their organization, local bar association, or geographic region.



<sup>1</sup> An impression is the number of times CAMP content was displayed in a user’s News Feed, ticker, or on their page. The key difference between Impressions and Reach, is that Impressions measure the number of times CAMP content is displayed, while Reach measures the number of unique people who saw CAMP content.

<sup>2</sup> See <http://valueofalike.com/>

For some CAMP participants, it is beneficial to find mentoring specifically within the local bar association, inn of court, law firm, or legal organization in which they seek to become better networked, acquainted, or affiliated. The connection to a co-sponsor program is even more important to those participants who are located outside of the Denver Metro Area or those who are practicing in rural or mountain communities.

To that end, CAMP works diligently to develop affiliated mentoring programs in bar associations, legal organizations, and law offices across the state. In 2016, CAMP grew its reach by nine affiliated programs including:



*Rhone Brackett Inn of Court*



### 2016 Program Press

“Colorado Attorney Mentoring Program: The Future of Mentoring in Colorado” **DBA Docket June 2016**

“Zero Sum Game: Tracing the Origins of Law’s Wellness Problems” **Law Week Colorado June 20, 2016**

“A Firm Sense of Belonging: A Guide on how diversity and inclusiveness help address wellness issues in the legal profession” **Law Week Colorado July 11, 2016**

“Colorado’s Trial Attorney Mentoring Program: Experiential Mentoring for the Next Generation of Colorado Lawyers” **Colorado Lawyer September 2016**

### Technology

In furtherance of our goals to make mentoring and professionalism accessible to every Colorado attorney and to become a national model for attorney mentoring, CAMP launched a brand new platform for CAMP mentoring in December 2016. Through our partnership with Chronus Mentoring Software, CAMP became the first state attorney mentoring program in the nation to offer a mentoring software platform for all participants.



### Goals & Benefits of Software Platform

Improved visibility: 24/7/365 access to CAMP participants and programs

Allow CAMP Mentors and Mentees to communicate directly with one another and self-select into a mentoring relationship where appropriate

Improved matching of Mentors and Mentees based on mathematical algorithms derived from increased biographical and personality information

Remove “silos” of the legal community and provide improved mentoring access to Colorado lawyers in rural and mountain communities

Improved goal setting features to allow mentoring pairs to identify goals of the mentoring relationship and develop tasks related to meeting those goals

Improved metrics and participant feedback collection

Embedded task management tools to assist mentoring pairs in successfully completing formal mentoring programs

CAMP's previous mentoring management and matching system worked well when CAMP was launched four years ago. Since that time, we have grown to over 400 mentors serving nearly 200 mentees annually. In an effort to provide all of our program participants with the best mentoring experience, we needed to expand the ways in which we interact with our participants and improve the ways in which we manage our data.

An old fashioned excel spreadsheet does little to help us make the best mentoring match possible. In addition, our mentoring pairs have provided feedback indicating that they wished (1) they had more information about their mentor or mentee prior to being matched, (2) they had more help from CAMP to manage and facilitate the mentoring relationship, and (3) they had a better way to develop and meet their mentoring goals. The CAMP Mentoring Software Platform allows us to address all of this feedback, while enhancing our matching capabilities and relationships with our program participants.

The goal of the software platform is to improve the in-person mentoring relationships by (1) creating a better mentor and mentee match, and (2) assisting the mentoring pair in developing and meeting their mentoring goals. The program does include Skype capability for those who



wish to utilize it. However, the CAMP program will continue to be based primarily on the one-on-one, in person mentoring relationships with which our participants are accustomed.

We want our mentees to have a good understanding of who our mentors are as professional and community leaders, as well as our mentors' reasons for serving as a mentor and what experiences and insight they bring to the mentoring relationship. The new profile system contains all of the biographical information you would commonly find in a LinkedIn profile. In addition, we ask mentors to describe their personality and interests. Finally, we ask mentors to tell us how they would like to mentor through the program, including:

1. Which competencies of new and transitioning lawyers they believe they are best prepared to address;
2. Which of our formal mentoring tracks are most interesting to them; and
3. Whether they'd like to mentor through one of our co-sponsor programs.

We utilize responses to these questions for our matching algorithms and we provide open ended questions concerning personality/interests, professional accomplishments, and community involvement to improve matching based on personality and community interests.

The software interface is very user friendly. We have created several help documents and resources to serve as guides at every step of engagement with the software. Finally, we offer monthly software training webinars to assist participants in learning more about the software program and how to make it effective for their relationship. See *Appendix A "CAMP Mentoring Software Components."*

Following the launch of the software platform on December 5<sup>th</sup>, CAMP had a record setting 27 mentee applications for the month of December. To date, we have received very positive feedback from program participants regarding the ease of use and relevance of the software platform.

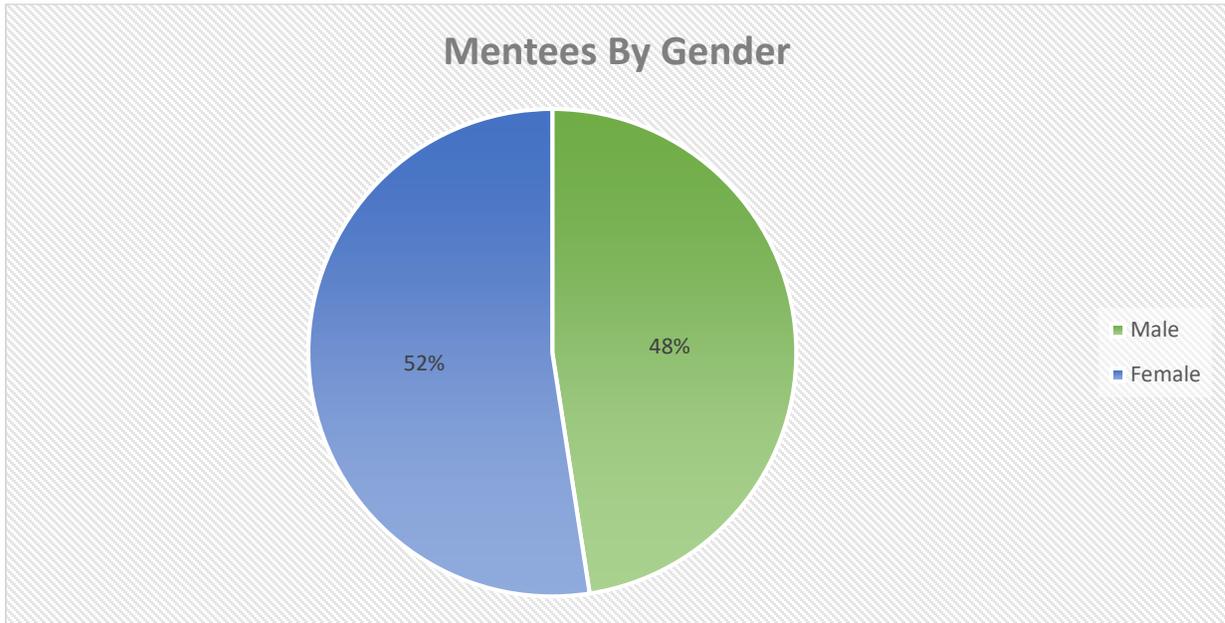
The CAMP Mentoring Software can be found at [www.camp.chronus.com](http://www.camp.chronus.com).

### **Participant Demographics & Trends**

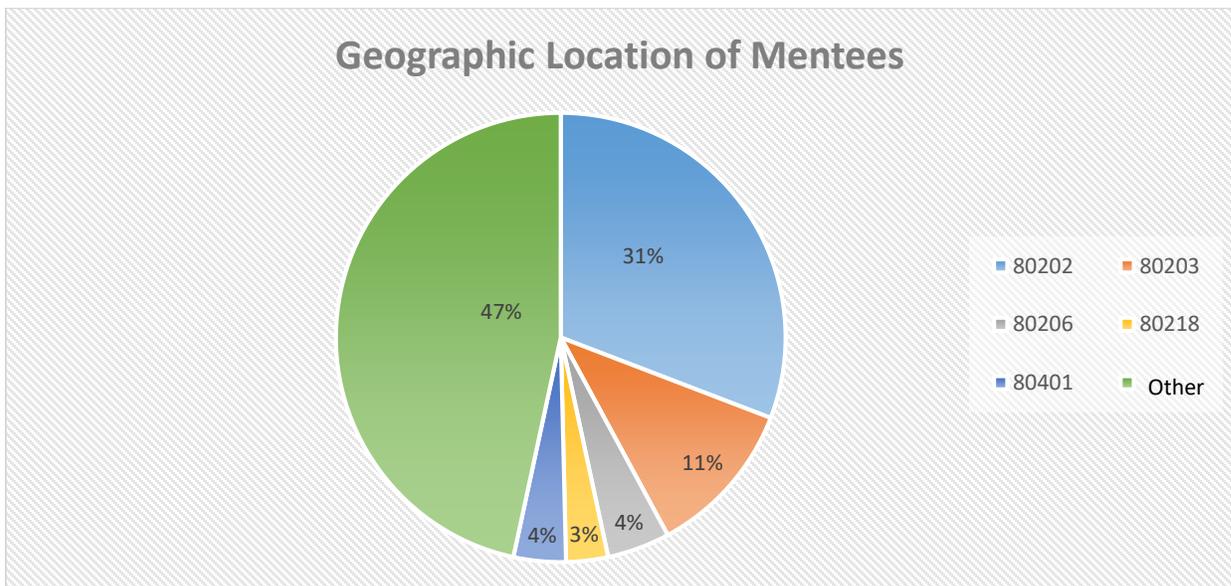
The Colorado Attorney Mentoring Program focused on improved metric collection in 2016. We modified our application forms and record keeping policies to collect additional information concerning our participants. The CAMP Mentoring Software will improve our data collection even more in 2017 to include metrics on participant outcomes in addition to participant demographics. Participant demographics will also include more inclusive gender identifiers, as well as race and ethnicity options.



## CAMP Mentee Demographics



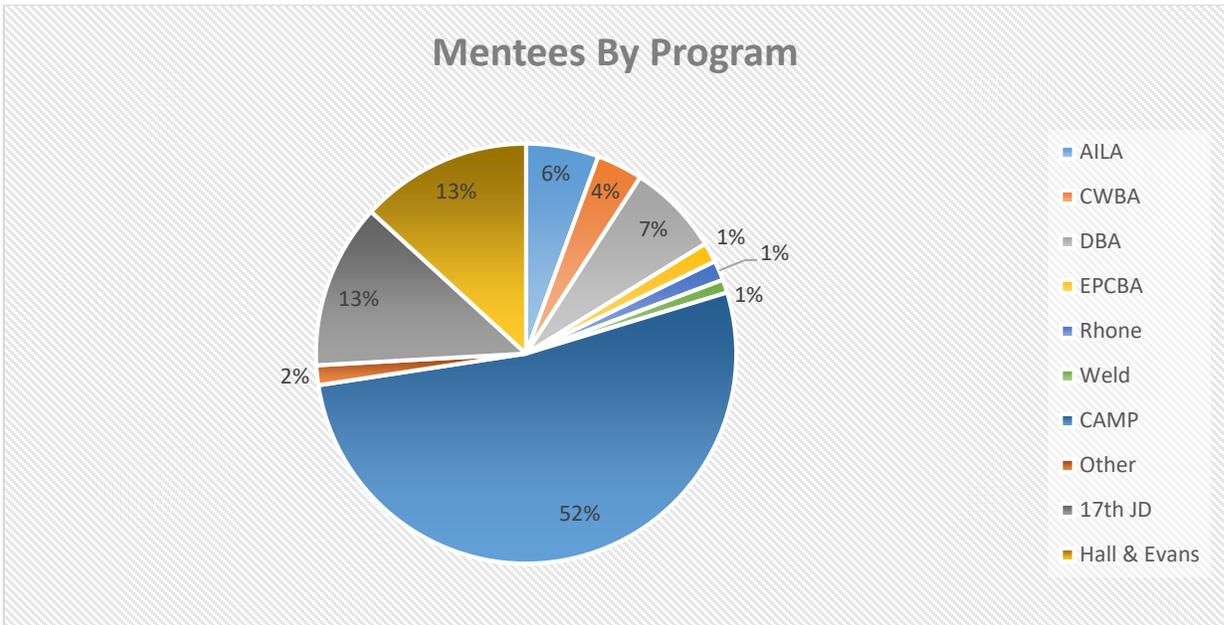
The gender division of CAMP mentees reflects a higher number of female attorneys as compared to Colorado's female attorney population. While Colorado's female attorney population comprises approximately 39% of all active attorneys, 52% of CAMP participants identify as female.



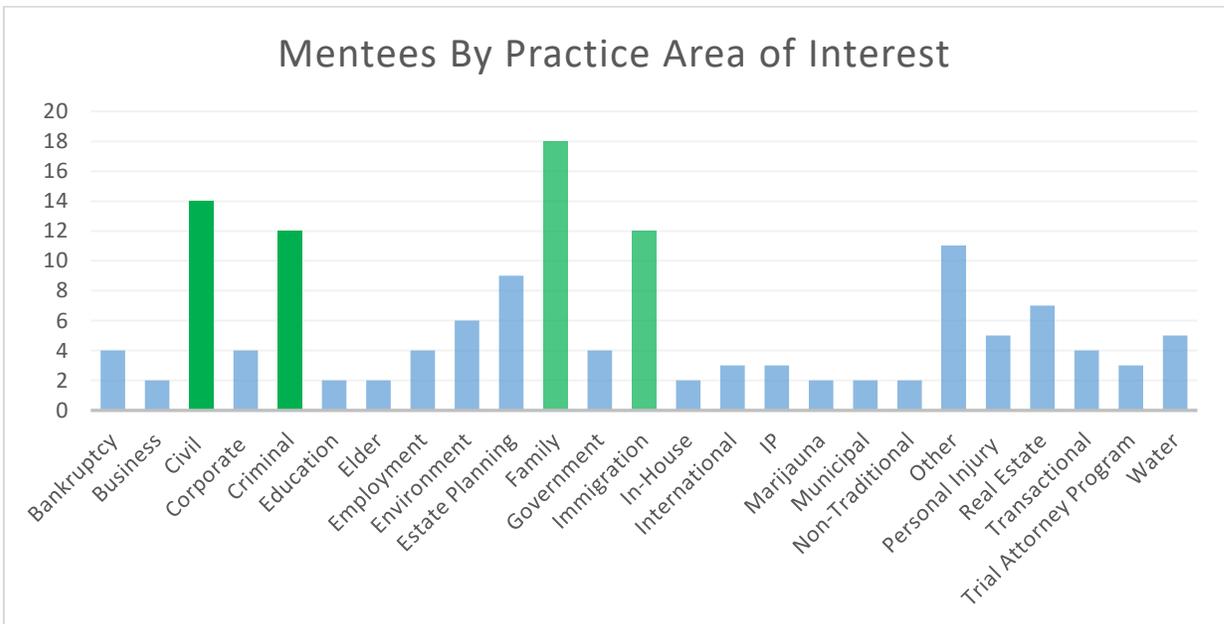
CAMP continues to have a large state-wide impact and recruit participants from various locations. Approximately 53% of CAMP participants work or reside in the urban Denver and Jefferson County areas while 47% of CAMP participants work or reside in the greater metro area and outstate Colorado. While the vast majority of CAMP mentees reside or work on the



Front Range, we saw an increase in mentee applications from the Durango, Grand Junction, and Colorado Springs areas in 2016.

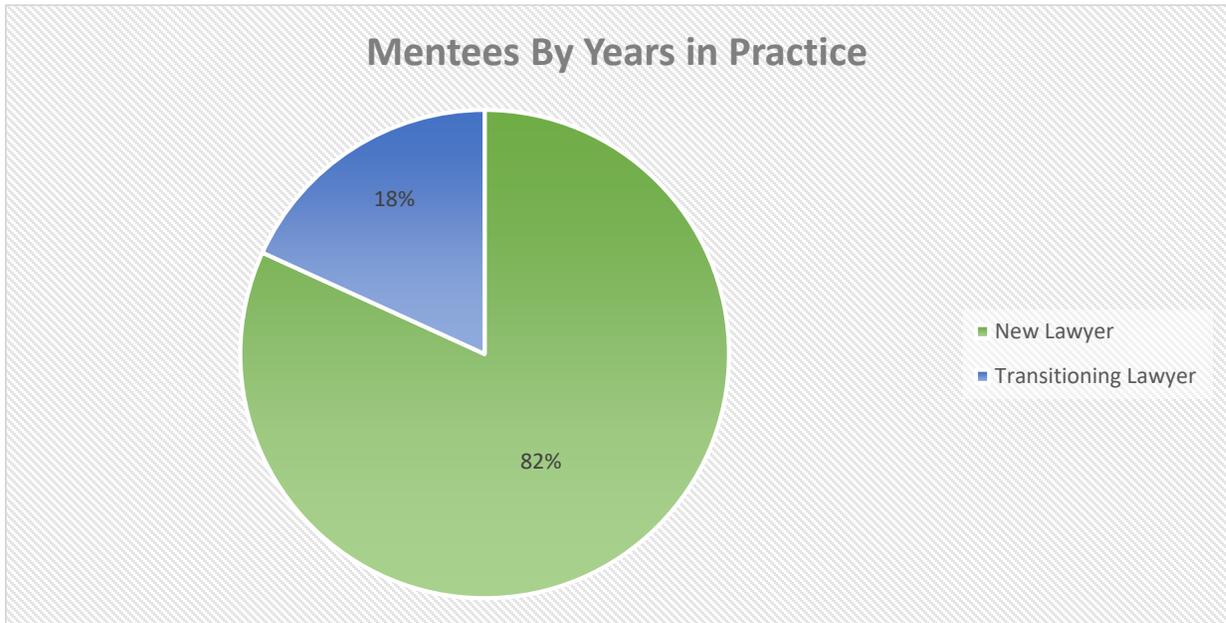


Approximately one-half of CAMP mentees participate through a co-sponsor or in-house program while one-half of mentees participate as individuals. While we would like to see an improvement in co-sponsor affiliation in 2017, we feel a 50/50 outcome is a positive ratio in light of the dramatic drop in co-sponsor participation generally over the past two years.



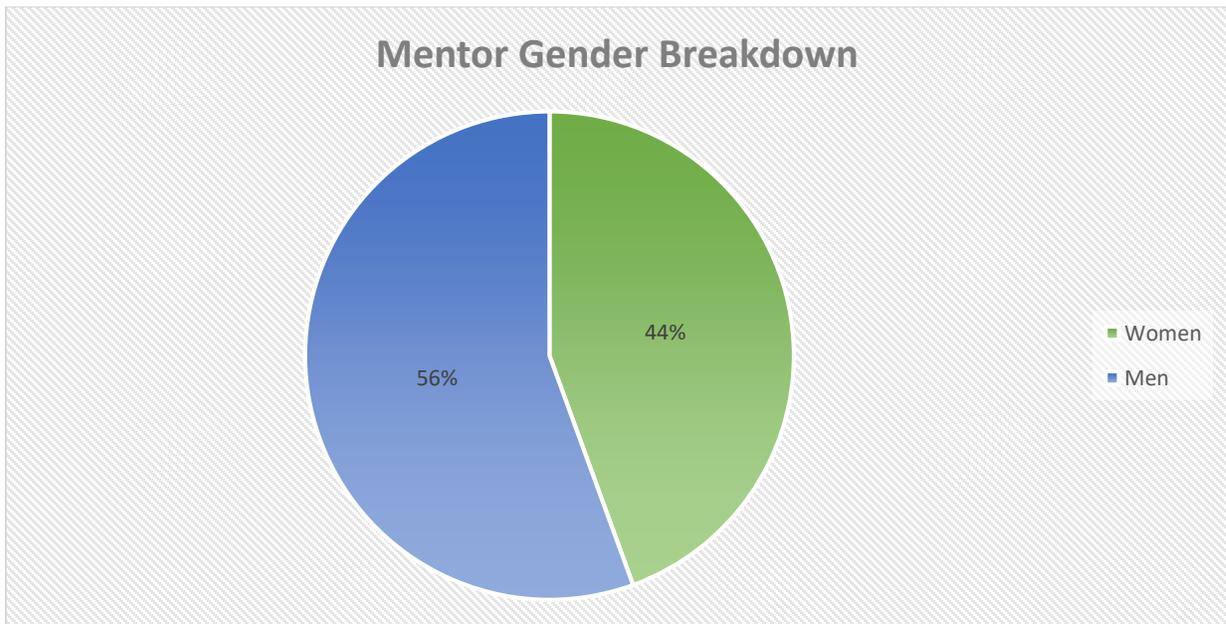
CAMP mentees expressed a mentoring interest in 35 different practice areas in 2016. The most popular practice areas include: civil litigation, criminal law, family law, and immigration. We saw also a significant rise in real estate law, estate planning, and international law. Our 2017 plans include expanded mentor recruitment in these areas of interest and growth.





In expanding CAMP's formal mentoring tracks to include relevant mentoring topics for attorneys at all stages of career and transition, 2016 saw an increase in transitioning lawyers accessing CAMP resources. 18% of CAMP participants in 2016 have been in practice for more than three years. While serving the needs of "new lawyers" (defined as lawyers in their first three years of practice) will always be CAMP's priority, it is clear that CAMP serves an important purpose for seasoned lawyers seeking mentoring at a time of transition in their career.

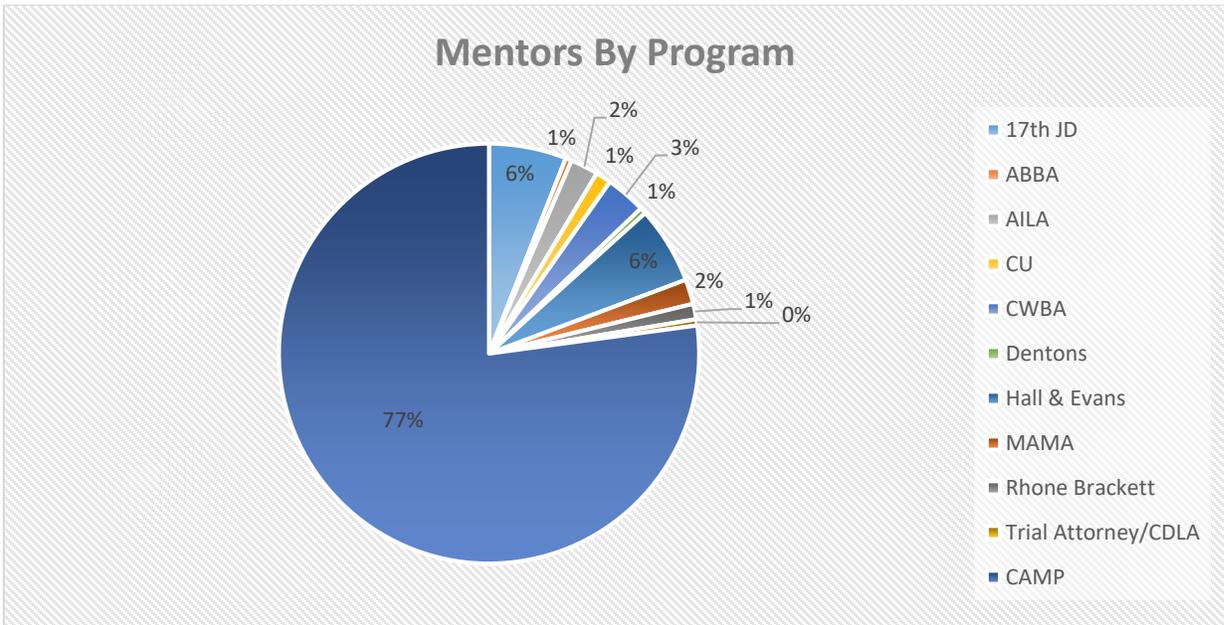
## CAMP Mentor Demographics



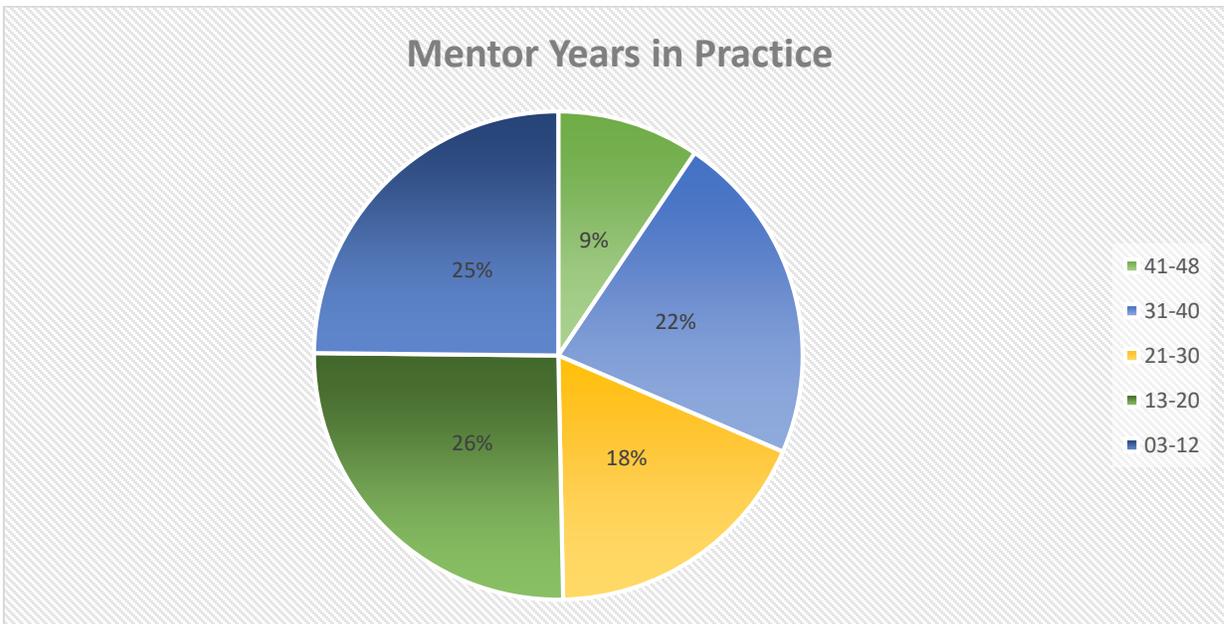
The gender division of CAMP mentors reflects a consistent division within the greater Colorado legal community. CAMP continues to work toward a more equitable gender



breakdown for participants, including expanding metrics collection regarding gender identity outside of the gender binary of male and female.

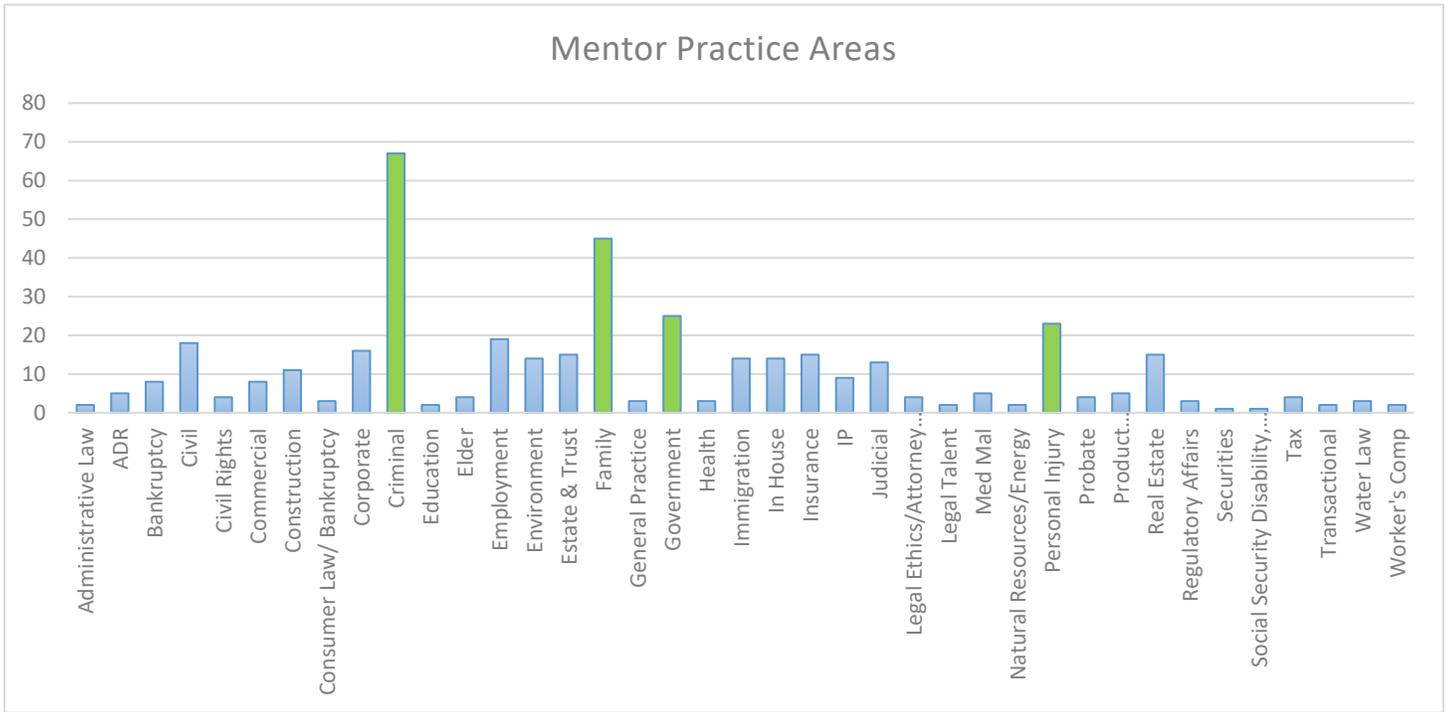


The vast majority of CAMP mentors are not affiliated with a co-sponsor program. Although 100% of our mentors are members of at least one of the local bar associations, inns of court, or legal organizations which serve as co-sponsors of CAMP mentoring programs, the majority of mentors do not participate in their organization’s specific mentoring program.



Approximately 50% of CAMP mentors have 5-20 years practice experience, while 50% have between 20 and 50 years’ experience. We feel this breakdown effectively meets the needs of our mentees as we are able to offer mentors with a wide variety of practice experience.

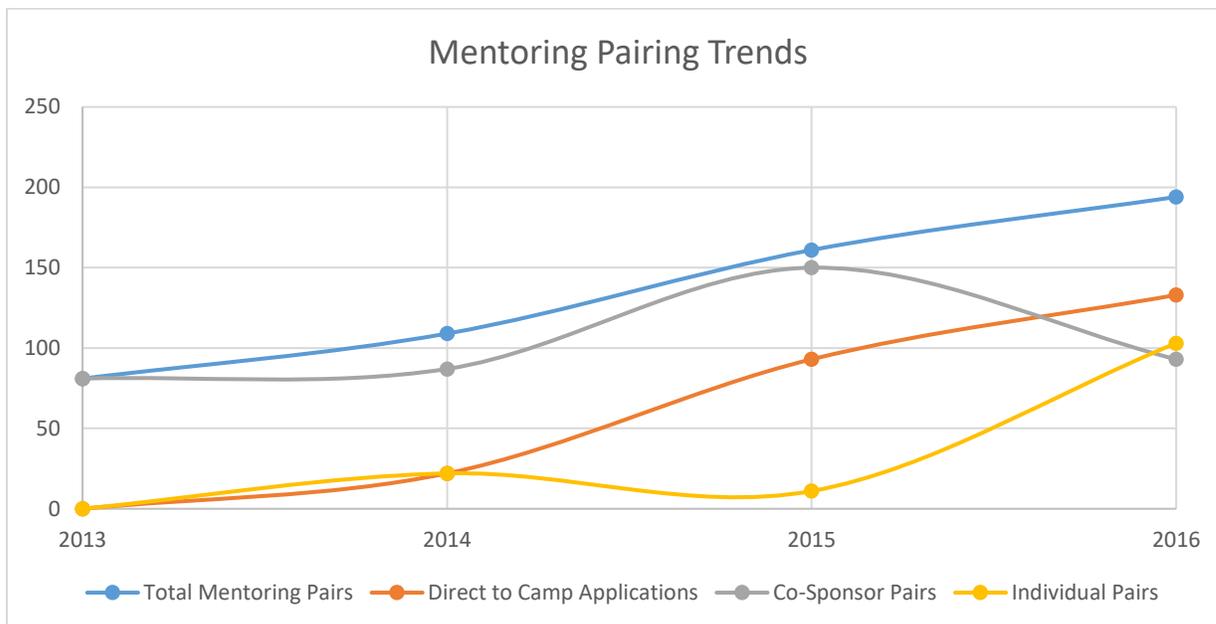




CAMP mentor practice areas are generally reflective of the most popular mentee practice areas of interest. Criminal and family law continue to be the practices areas with the most available CAMP mentors. Recruitment efforts will be increased in areas of civil litigation, immigration, and estate planning to account for the increased mentee interest in these areas.



## CAMP Participation Trends



**CAMP experienced an overall increase in participation in 2016.** Participants in the CAMP program have two choices when it comes to their method of participation. For some CAMP participants, it is beneficial to find mentoring specifically within the local bar association, inn of court, law firm, or legal organization in which they seek to become better networked, acquainted, or affiliated. To this end, CAMP collaborates with a number of “co-sponsor” organizations which facilitate CAMP mentoring programs within their organization. For other participants, the connection to a local program is less relevant and they choose instead to participate in CAMP as an unaffiliated individual.

In prior years, the substantial majority of CAMP participants have participated through a co-sponsor organization. Due to the development of additional mentoring tracks and programs, as well as the introduction of a new software platform for participant applications and relationship facilitation, CAMP experienced a significant increase in individual mentoring pairings and a sharp decrease in co-sponsor affiliated mentoring pairings in 2016.

**Table 1. Total CAMP Mentoring Pairs**

Year	Total Mentoring Pairs (Individual, Co-Sponsor, & In-House Programs)	% Change From Prior Year
2013	81	-
2014	109	35%
2015	161	48%
2016	194	20.5%

For the fourth year in a row, CAMP experienced a steady increase in the total number of mentoring pairings. Approximately 1,900 attorneys were approved for admission in Colorado in 2016. CAMP served approximately 10% of this population with 194 mentoring pairings. CAMP anticipates another substantial increase in CAMP pairings for 2017 as we have already seen a 72% increase in mentee applications in the first quarter of 2017.



**Table 2. Total Mentee Applications For Individual CAMP Mentoring**

Year	Individual Program Mentee Applications	% Change From Prior Year
2013	-	-
2014	22	-
2015	93	323%
2016	133	43%

Consistent with the growth we have seen in mentoring pairs, CAMP also experienced a nearly 50% increase in mentee applications in 2016. The majority of growth occurred in the 3<sup>rd</sup> and 4<sup>th</sup> quarters when mentee applications topped 100, a 54% increase over the same time period in 2015. Following the launch of the CAMP Mentoring Software in December, CAMP experienced a record setting month of 27 mentee applications, the equivalent of three months' worth of mentee applications in previous years.

**Table 3. Total Individual Program Pairings**

Year	Individual CAMP Pairings	% Change From Prior Year
2013	-	-
2014	22	-
2015	11	-50%
2016	103	836%

With the 43% increase in applications for the individual CAMP program, it is no surprise that CAMP experienced an 836% increase in the number of individual/unaffiliated pairings. As a result of the substantial increase in individual program applicants, the CAMP Director spent a significant amount of time in 2016 personally matching CAMP mentees. Due to CAMP's mentee centered approach to matching each individual pairing can take 4-5 hours to successfully match. The CAMP Director spent upwards of 665 hours on mentee matching in 2016. This equates to nearly four months or 33% of the year spent solely on matching mentees and mentors.

**Table 4. Total Co-Sponsor & In-House Affiliated Pairings**

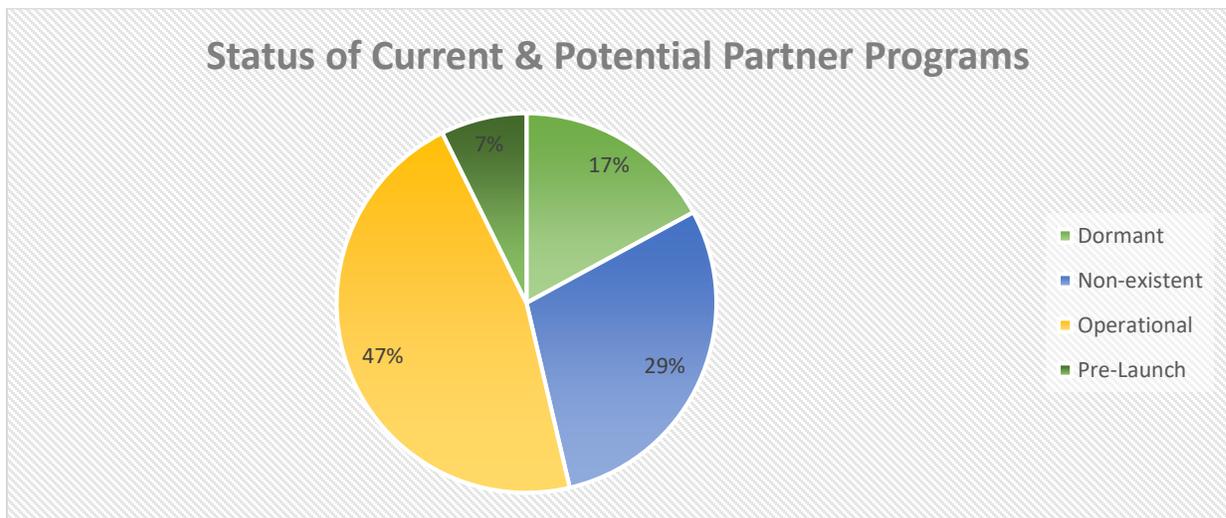
Year	Co-Sponsor & In-House Affiliated Pairings	% Change From Prior Year
2013	81	-
2014	87	7%
2015	150	72%
2016	93	-38%

CAMP experienced a 38% decline in co-sponsor and in-house program pairings in 2016. The decline in co-sponsor pairings is not indicative of an overall drop in participation as individual mentee applications and individual CAMP pairings increased substantially. Instead, this decline is reflective of (1) a change in CAMP focus in 2016, and (2) waning momentum and responsibility within partner programs.

Prior to launching the new mentoring tracks and the mentoring software, CAMP surveyed the co-sponsor facilitators to determine whether and to what extent the co-sponsors would incorporate CAMP's new options into their local programs. Of the over 30 program facilitators

we contacted for feedback on the CAMP strategy for 2016 only five facilitators responded. The lack of response resulted in a deep review of CAMP’s co-sponsor partnerships. CAMP contacted the facilitators of current CAMP co-sponsor programs, as well as identified co-sponsor prospects, to determine (1) the status of their local mentoring program, and (2) their goals for ongoing mentoring collaboration with CAMP. As a result of these conversations, the following data was collected concerning the following organizations:

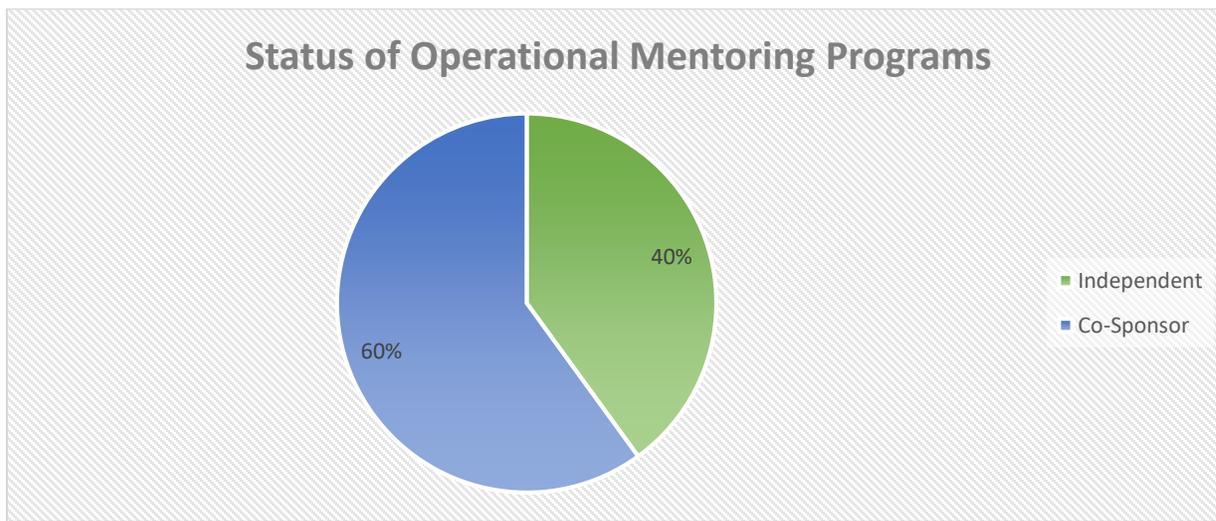
13th JD Bar Association	Colorado Women's Bar	Mesa County Bar
16th JD Bar	Continental Divide Bar	Minoru Yasui Inn
17th JD District Attorney	Denver Bar Association	Northwestern CO Bar
1st JD Bar	Denver MaMas	Pitkin County Bar
7th JD Bar Association	Douglas/Elbert Bar	Pueblo County Bar
9th JD Bar	Doyle Inn of Court	Rhone Brackett Inn
Adams-Broomfield	El Paso County Bar	Sam Cary Bar
AILA	Fairfield & Woods	San Luis Valley Bar
Arapahoe County Bar	Four Corners Bar	Southwestern Colorado Bar
Ben Wendelken Inn	Fremont/Custer Counties Bar	Southeastern Colorado Bar
Boulder County	Hall & Evans	Southern Colorado Bar
CO Defense Lawyers	Heart of the Rockies Bar	Transitioning Lawyer
Colorado Hispanic Bar	Larimer County	University of Colorado
	LGBT Bar	Weld County Bar



Our research determined that 47% of our current and potential partner mentoring programs are operational in function. Meaning they have (1) a dedicated facilitator, (2) a current formal mentor track for pairs to follow, and (3) are actively matching participants. Conversely, 53% of current and potential partner mentoring programs have non-existent, dormant, or unlaunched mentoring programs. Our research has shown that the dormant and non-existent mentoring programs are a result of annual turnover in the program facilitator position, as well as a decrease in participation and interest in mentoring in rural and mountain communities. As a result of this data, only 47% of CAMP co-sponsor programs were able to create mentor pairings in 2016,



impacting the overall decrease in co-sponsor program pairings. CAMP's long term goal is to achieve 100% operational status for all current and potential partner programs. Planning to address this deficit is discussed in the "Looking Toward the Future" section of this report.



Of the operational partner and potential partner programs, 60% are "independent" programs meaning they have not been formed pursuant to C.R.C.P. 255. While these programs may have adopted a "CAMP Style" mentoring format, the programs are not facilitated under the direction or authority of the Colorado Attorney Mentoring Program. As a result, CAMP is unable to monitor these programs for quality or to obtain metrics and data on participants. The lack of CAMP oversight and facilitation of these programs further reduced the availability of CAMP co-sponsor pairings for 2016. CAMP's 2017 goal involves transitioning as many of these independent programs into formal CAMP co-sponsor programs in an effort to increase collaboration and improve mentoring quality and functionality across the state.

For the operational, CAMP co-sponsor mentoring programs, many were slow to incorporate the new CAMP mentoring tracks into their local programs. As a result, mentees seeking participation in these new programs had to proceed through an individual/unaffiliated CAMP pairing. This further reduced the number of co-sponsor mentoring pairings for 2016. By the end of 2017 we expect the new CAMP offerings to be fully integrated into the co-sponsor programs that wish to offer them to their participants.

Finally, several CAMP co-sponsor mentoring programs turned their matching and facilitation duties over to the CAMP Director in 2016. CAMP received significant feedback from co-sponsor program facilitators regarding the time commitment and organization required to adequately facilitate co-sponsor programs. As a result, many facilitators were unable to keep up with the demand for mentor matches and facilitation from their members. CAMP is considering its approach to supporting and overseeing co-sponsor programs, including the role and responsibilities of the program facilitators. In addition to creating a sustainable and relevant local mentoring program, our goal is to ensure that each program facilitator is able to efficiently and effectively manage their program.



**Table 5. Total Mentor Applications**

Year	Mentors Approved	% Change over previous year
2013	141	-
2014	104	-26%
2015	72	-31%
2016	104	44%

CAMP experienced an increase in mentor recruitment in 2016 for the first time since 2013. Mentor recruitment is always a priority for CAMP and we are pleased to tout a mentor database of 420 mentors. There are approximately 40,000 registered attorneys in Colorado and we are pleased that 10% of Colorado's attorney population serves as CAMP mentors. CAMP anticipates another substantial increase in CAMP Mentors for 2017 as we have already seen a 70% increase in mentor applications in the first quarter of 2017.

### Program Outcome Metrics

It is inherently difficult to measure the outcome of CAMP mentoring relationships as each mentoring relationship has its own goals and measure of success in achieving these goals. CAMP's mentoring software will allow CAMP to improve its collection of data regarding how mentors and mentees are interacting and whether and to what extent they are utilizing CAMP's tools and resources to facilitate their mentoring relationships.

Currently, our only form of measurement is the submission of completion certificates for the purposes of obtaining CLE credit for CAMP participation. In 2016, 24 mentoring pairs submitted the appropriate documents to obtain CLE credit for completing a formal CAMP mentoring program. One could view this data as indicating that only 12% of CAMP participants successfully complete the program. However, through our follow up and survey procedures, we know that the majority of CAMP participants utilize the mentoring tracks more informally to facilitate their relationships and achieve their version of mentoring success even if they do not seek CLE credit for their participation in the program.

While CLE credit is an appropriate benefit of participating in the CAMP program, the data indicates that it is not the leading "carrot" for participation in the program. CAMP is proud to offer a program that maintains its relevance without relying on its CLE accreditation to recruit a majority of program participants.

### Looking Toward the Future

For the past four years, C.R.C.P. 255 and the "CAMP Program Rules & Policies" created pursuant to C.R.C.P. 255 have served as the general vision and plan for the Colorado Attorney Mentoring Program. To date, CAMP has never had a comprehensive, multi-year strategic plan. To stay relevant in a changing Colorado legal landscape, the programming of the Colorado Attorney Mentoring Program must reflect the needs of the attorneys and profession we hope to serve. As a result, it is imperative that CAMP begin the process of developing a comprehensive three year strategic plan.



Staying true to a key component of the CAMP mission – *to promote strong relationships with the bar, clients, and the public* – CAMP has embarked on the development of a new three-year (2018-2020) strategic plan. Throughout the first six-months of 2017, a three phase planning process has been designed and implemented to allow for comprehensive community input, assessment of programs, and research on best practices in the field of attorney mentoring.

The CAMP Director has developed a Strategic Planning Committee chaired by members of the Chief Justice Commission for Professional Development New Lawyer Working Group, the Modern Law Practice Initiative, and the CBA/DBA Professionalism Coordinating Council.

The strategic plan will focus on six visionary pillars:

- Community-Based Program Development;
- Leadership Development;
- Strategic Partnerships;
- Sustainability;
- Innovative & Wide Reaching Communications;
- Effective Use of Technology

The ability to engage in a thoughtful process will allow CAMP to develop a vibrant vision for the future.

#### **PHASE I - Research & Assessment                      January – February 2017**

This phase is devoted to collecting information on the following areas:

- Programs
- Communication Delivery & Technology Infrastructure
- Demographics & Attorney Mentoring Movement Trends
- Sustainability & Partnerships

These four areas take on the form of a working group where information is collected through on-line research, conversations with field experts, program participants, and other stakeholders.

The strategic planning committee chairs and the CAMP Director are responsible for appointing individuals to these work groups for the purposes of researching and identifying best practices and growth trends, in the above areas, and compare these findings to what CAMP is currently doing in these areas of focus.

#### **PHASE II - Community Input                      March 2017**

This phase is devoted to gathering primary information from the legal community:

- On-Line Survey Development, Distribution & Synthesis
- Workgroup field experts



A community needs assessment survey was created based on the information collected in the research and assessment stage. The survey was distributed in March 2017 to current and former CAMP participants.

### PHASE III – Building the Blueprint      April- June 2017

This phase will be divided into three components. They are:

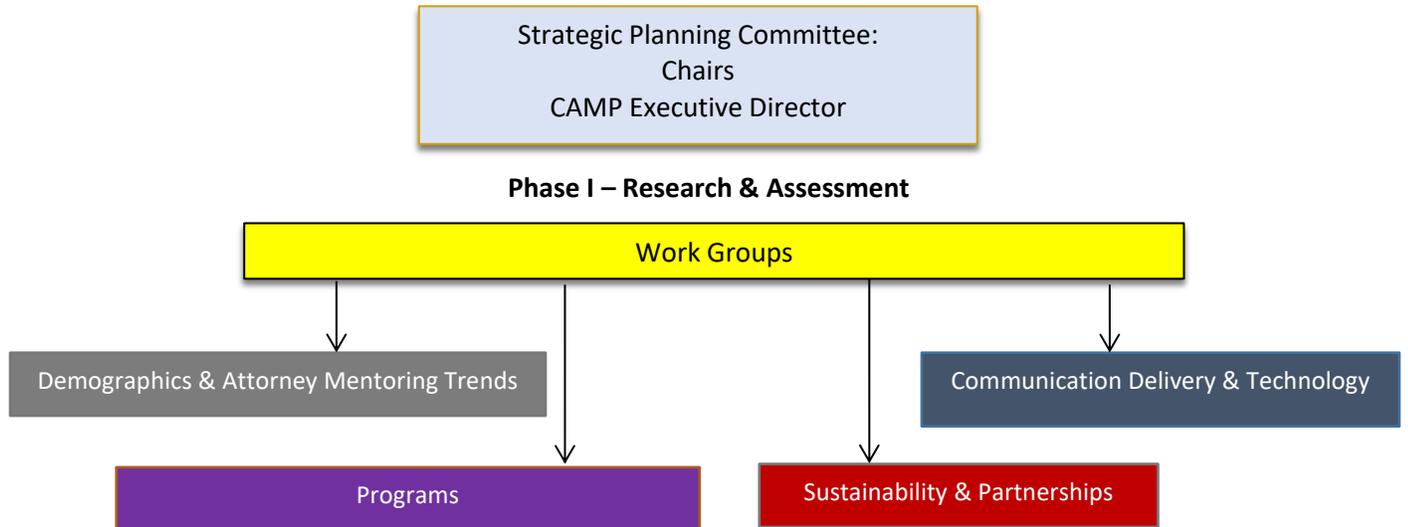
1. Information Sharing – After all the information has been gathered in phases 1 & 2, it will be shared with the strategic planning committee, NLWG, SCAC, and other stakeholders.
2. Vision Statement – CAMP will use the information collected to guide the committee and other stakeholders to identify priority areas for CAMP in the coming years.
3. Developing the Blueprint – From the priorities identified; goals and approaches will be developed which will then form the 2018-2020 three-year strategic plan.

Activities Timeline:

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul
Research & Assessment							
Community Input							
Information Sharing							
Vision Statement							
Develop Goals & Approaches							
Draft to NLWG & SCAC							
Revisions (if needed)							
Final Approval/ Dissemination							



### Strategic Planning Implementation Structure



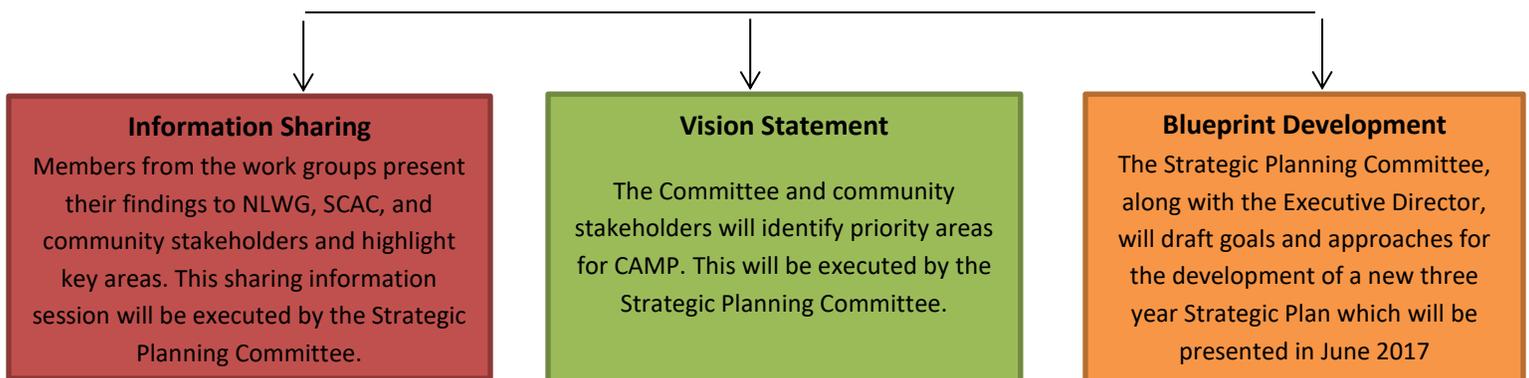
**WORKGROUPS** - Proposed are four areas where research and assessment will be conducted. Each of these areas will take on the format of a “working group” and will be led by the chairs of the strategic planning committee and the CAMP Executive Director. The working group can be a couple of people or larger and can comprise any community stakeholders.

**GOAL** - The goal is to identify best practice strategies and growth trends for the identified areas and collect information that is critical in creating an organization that is inclusive and aligned with the needs of Colorado’s legal community. Each working group will have about three months to collect information and distill into a presentation that will be presented to peers in May 2017.

### Phase II – Community Input

**Community Input:** The goal is to collect primary data about attorney mentoring needs/wants/desires/characteristics and demographics in Colorado using standard data collection techniques. Assigned committee members will review secondary information as deemed useful. The committee will have one month to collect information and distill into a presentation that will be presented in May 2017.

### Phase III – Building the Blueprint



#### Information Sharing

Members from the work groups present their findings to NLWG, SCAC, and community stakeholders and highlight key areas. This sharing information session will be executed by the Strategic Planning Committee.

#### Vision Statement

The Committee and community stakeholders will identify priority areas for CAMP. This will be executed by the Strategic Planning Committee.

#### Blueprint Development

The Strategic Planning Committee, along with the Executive Director, will draft goals and approaches for the development of a new three year Strategic Plan which will be presented in June 2017



# Appendices

## Appendix A. CAMP Mentoring Software Components



# CAMP Mentoring Software Components

This block contains a collage of four screenshots from social media and professional networking sites. 
   
1. Top left: A Facebook profile for Mark Zuckerberg, showing his profile picture, name, and a list of mutual friends.
   
2. Top right: A Twitter profile for Frank Sommers, displaying his profile picture, name, and a tweet.
   
3. Middle: A LinkedIn profile for Miranda Vande Kuyt, showing her profile picture, name, and a list of skills.
   
4. Bottom left: A professional profile for Richard B. Holmes, featuring a photo, name, contact information (phone number and email), and a list of services offered.

The Profile

**Basic Information**

First name:  Last name:

Email:

Sign ID:

Address:

Phone:

Ethnicity:  Hispanic or Latino  
 White American or American Indian  
 Asian or Pacific Islander  
 Black or African American  
 Caucasian/White  
 Other...

Gender identity:

Do you identify as a member of the LGBTQ community?

About Me:

How would you describe your personality?

Which community organizations, clubs, or other outside activities are you currently or previously involved with?

Which specialty bars or associations are you currently a member of or plan to be a member of in the coming month?

Which specialty bars or associations are you currently a member of or plan to be a member of in the coming month?

Which specialty bars or associations are you currently a member of or plan to be a member of in the coming month?

## Improved Participant Metrics Collection

**Admissions, Work, & Education**

[Click here to import your experience, education and publications from LinkedIn](#)

OR

Fill in the details below

**Education History**

College/School name	University of Denver
Degree	LLM
Major	Taxation
Graduation	2009
College/School name	University of Saint Thomas School of Law
Degree	JD
Major	Law
Graduation	2008
College/School name	University of Denver
Degree	BA
Major	Psychology

## Simple LinkedIn Collaboration For Improved Biographical Info

### Mentoring Experience

Tell us about how you'd like to participate in the CAMP Mentoring Program and describe the mentoring experience you are seeking.

How would you like to participate in the CAMP mentoring program? \*

As an individual  
 Through a co-sponsor program  
 Both

When participating in the CAMP program, you have two choices to make. First, do you want to participate as an individual mentor/mentee or join one of our 30+ co-sponsor programs. Second, are you looking to engage in informal mentoring or would you prefer to follow a formal mentoring track to guide your mentoring relationship? Please review the ["Guide to Participating in CAMP"](#) to review all available participation options to assist you in making the selection that is right for you.

Which of the CAMP guided experiences most interest you? \*

1.

2.

3.

CAMP recognizes that mentoring is necessary not just for the newly admitted attorney. Instead, we believe that attorneys can take advantage of mentoring at various times during their careers. To that end, CAMP has developed specialized mentoring tracks to meet the needs of all Colorado lawyers. The full tracks, along with a description of each track, can be found here: [Guided Mentoring Tracks](#)

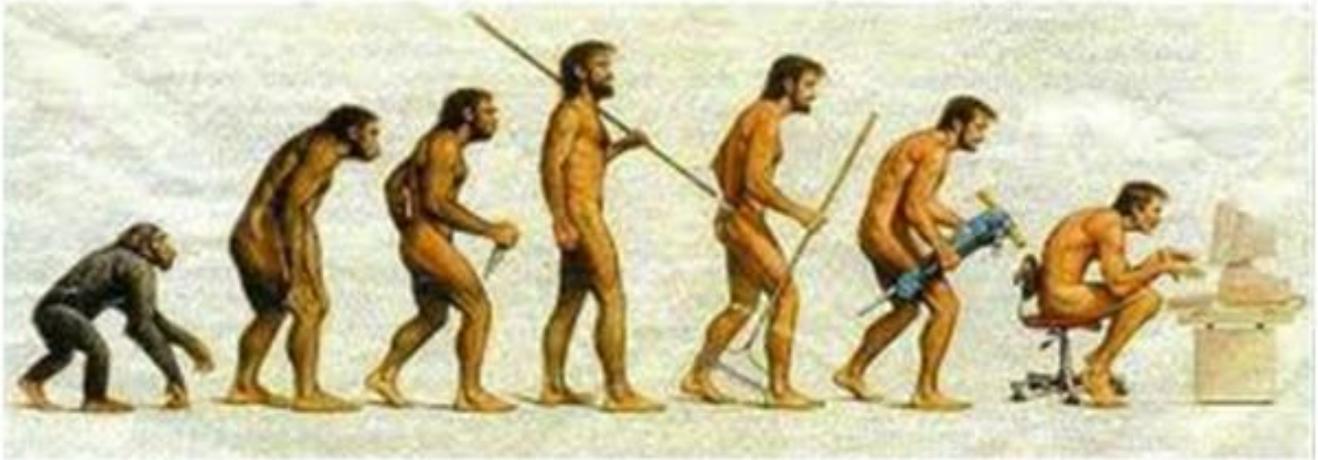
## Improved Matching Based on Preferred Mentoring Experience

### Get Matched



1. **Mentors:** Review the mentee profiles to locate a mentee of your choosing **OR** wait for CAMP to contact you about a possible match
2. **Mentees:** Wait for CAMP to contact you about a possible match
3. The software algorithm lets us know when mentors are a potential match for a mentee
4. Once matched, communicate directly with your partner to set up an introductory meeting or phone call

## Improved Matching Techniques

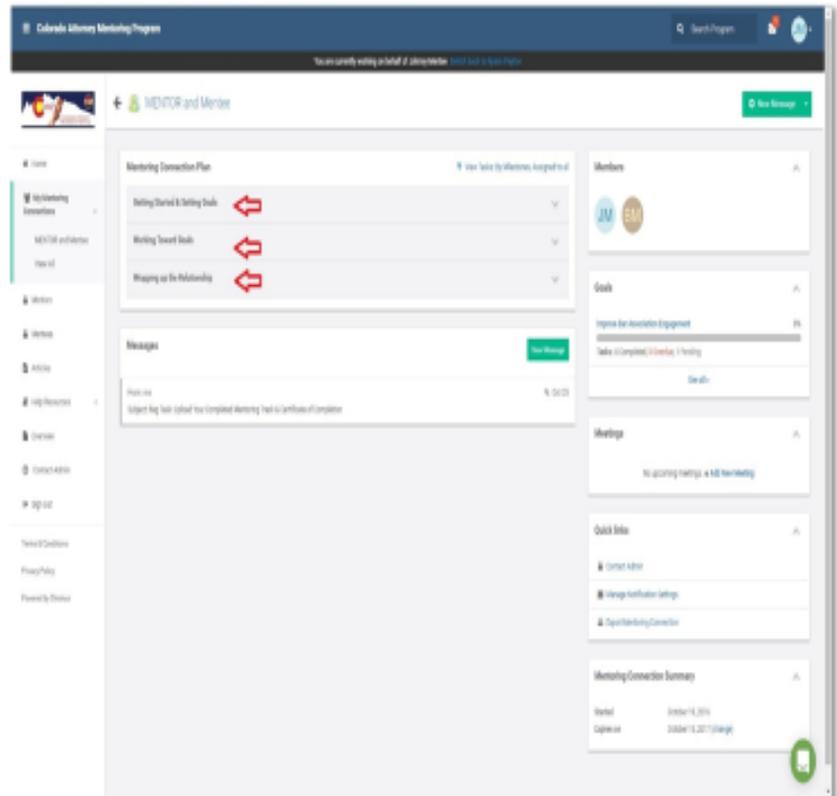


## How Will This Platform Help My Mentoring Pair?

- Upon being matched in the program, the mentoring pair will have access to a unique “Mentoring Connection Plan” for their relationship
- **The main source of structure and coaching for engaging with your mentoring partner**
- No one can see your mentoring progress except you, your partner, and program administrators

## Mentoring Connection Plan

- Mentoring Connection Plan is comprised of three relationship “Milestones” which are:
  - (1) Getting Started & Setting Goals,
  - (2) Working Toward Goals, &
  - (3) Wrapping Up the Relationship.
- These milestones are timed to correspond with either the 12-month or 6-month program.
- Milestones tell you how the relationship should progress by grouping activities into key phases.



## Mentoring Connection Plan: Milestones



## Milestone #1: “Getting Started & Setting Goals”

- Participants will create an initial and standing mentoring meeting
- The system will automatically calendar and remind participants of upcoming mentoring meetings through Outlook
- Participants also have the ability to message each other directly through the software which will be delivered via e-mail

The screenshot displays the 'Colorado Attorney Mentoring Program' interface for a user named 'Schneider and Thacher'. The main content area is titled 'Getting Started & Setting Goals' and lists several tasks with due dates. The tasks are:

- Preparing for your first meeting (due Dec 28)
- Preparing for your first meeting (due Dec 28)
- Upload Mentoring Agreement (due Dec 28)
- First meeting - Set up Meeting (due Dec 28)
- Set up recurring meeting time - Set up Meeting (due Jan 04)
- Choose Mentoring Task (due Jan 04)
- Establish goals and create action plan - Create Goal Plan (due Jan 11)
- 1 Month check-in - 30 Day Checkpoint Survey (due Jan 18)
- 1 Month check-in - 30 Day Checkpoint Survey (due Jan 18)

The right-hand sidebar contains sections for 'Admin Actions', 'Members', 'Opening Meetings', 'Goals', 'Administrator Notes', and 'Quick Links'. The 'Opening Meetings' section is highlighted with a red box.

## Milestone #1: "Getting Started & Setting Goals"

- Each milestone includes tasks which create a basic framework for the relationship and should be completed on or before the recommended due date
- Tasks are designed to be bite-sized and quick, but they add up to real results

This screenshot is identical to the one above, showing the 'Getting Started & Setting Goals' milestone. Red boxes highlight the task list and the due dates column, emphasizing the structure and timing of the tasks.

## Milestone #1: "Getting Started & Setting Goals"

- Every mentoring pair participating in the formal (CLE accredited) mentoring program must choose or design a guided mentoring track to follow during their partnership.
- Each guided track comes with its own discussion topics and tasks for the mentoring pair to complete together. The mentoring pair will decide which of these discussion topics and tasks to add to their Mentoring Action Plan.

Colorado Attorney Mentoring Program

Schneider and Thatcher

Plan Messages Meetings Goals

Getting Started & Setting Goals

The mentor and the mentee become acquainted and begin to clarify their common interests, shared values, and future goals and aspirations. In the first stage of the relationship, it's important to establish expectations and trust.

- Preparing for your first meeting
- Preparing for your first meeting
- Upload Mentoring Agreement
- First meeting - Set up Meeting
- Set upcoming meeting time - Setup Meeting
- Choose Mentoring Track

As a mentoring pair, review the available mentoring tracks and determine which track to utilize for your formal mentoring plan. You can choose one track "as is" or combine topic areas from different tracks to create your own unique mentoring experience. Either way, you should both agree that the mentoring track you pursue captures the goals of the mentoring relationship. Available mentoring tracks are as follows:

- Newly admitted Attorneys (Jaysen in their first five years of practice)
- Attorneys New to Colorado
- Attorneys Changing Practice Areas
- Attorneys Entering Public Service/Government Positions
- Attorneys Handling Out-Of-State Matters
- Attorneys Working or Caring for Families
- Transactional Attorneys

Once you decide upon a mentoring track or create your own, you will add the tasks related to your track to your "Action Plan" - [View Info](#)

Admin Actions

- Manage Mentors
- Close Mentoring Connection

Members

Upcoming Meetings

Goals

Administrator Notes

You can attach a personal note or description about this mentoring connection.

[Add Note](#)

## “Getting Started & Setting Goals”: Choosing a Guided Mentoring Track

- The mentoring track selected by the pair will help to determine the goals for the mentoring relationship.
- You may have 1-5 goals, but keep them realistic. The goals will be added to your “Mentoring Action Plan” along with the associated tasks from your guided mentoring track to help you achieve these goals.

Colorado Attorney Mentoring Program

You are currently working on behalf of **Rob Reinhard** [Switch back to Your Profile](#)

Schwartz and Bernhard

Plan Messages Meetings Goals

Getting Started & Setting Goals

The mentor and the mentee become acquainted and begin to clarify their common interests, shared values, and future goals and aspirations. In the first stage of the relationship, it's important to establish expectations and trust.

- Preparing for your first meeting
- Preparing for your first meeting
- Upload Mentoring Agreement
- First meeting - Set up Meeting
- Set upcoming meeting time - Set up Meeting
- Choose Mentoring Track
- Establish goals and create action plan

After a few initial conversations, collaborate as mentor and mentee to identify concrete goals and choose a mentoring track. A good place to start is the featured example defined in your profile. Review your interests or specialties that are addressable within the duration of the partnership. You may have 1-5 goals, but keep them realistic. By clicking on "Create Goal Plan" you will be able to attach self goals to the Connection Plan and add associated tasks as outlined in your chosen mentoring track.

Review the [Creating Collaborative Action Plan Handbook](#) to assist you fulfilling this task [View more >](#)

Add New Comment

- 1 Month check-in - 30 Day Checkpoint Survey
- 1 Month check-in - 30 Day Checkpoint Survey

Admin Actions

Members

Upcoming Meetings

Goals

Quick Links

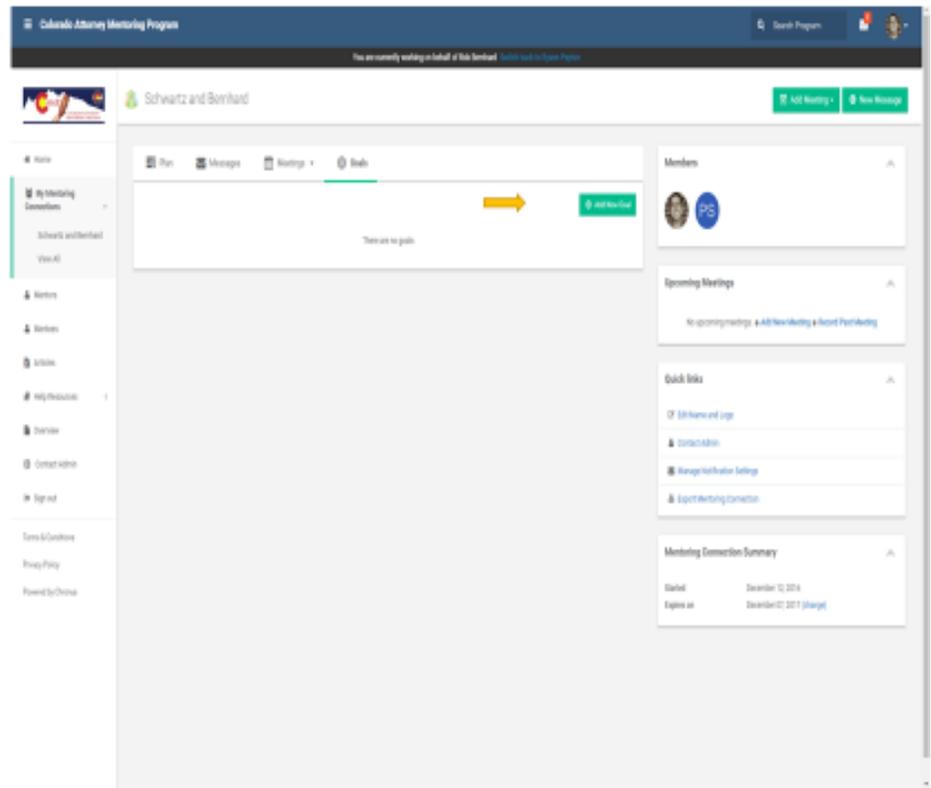
- Full Name and Logo
- Contact Admin
- Manage Notification Settings
- Export Mentoring Connection

Mentoring Connection Summary

Started: December 11, 2016  
Expires: December 31, 2017 (change)

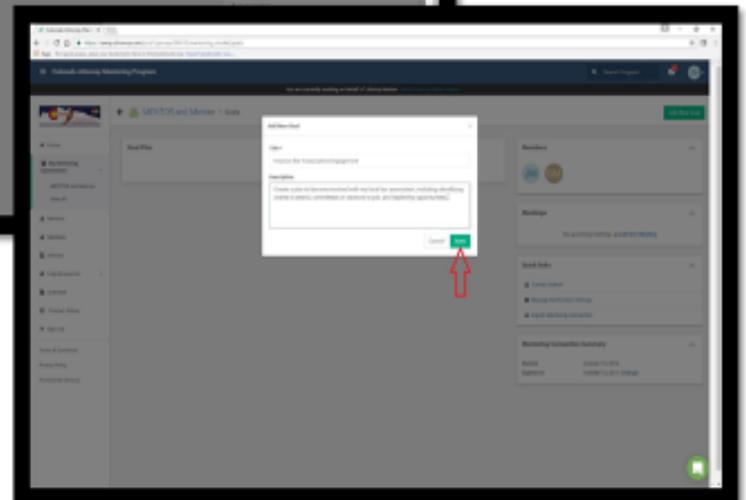
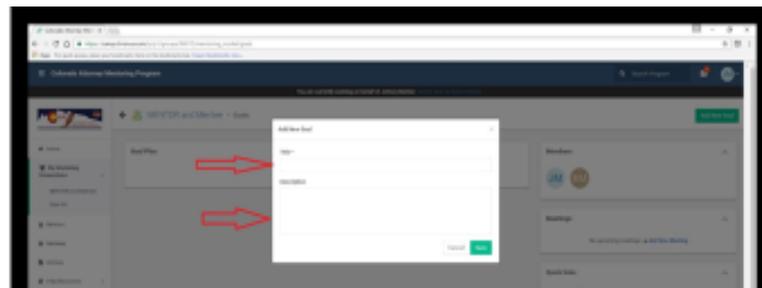
## “Getting Started & Setting Goals”: Creating a Goal Plan

- 12-month program will have 3-5 goals.
- 6-month program will have 1-3 goals.
- Goals will be added to your “Mentoring Action Plan” and provide the basis for your discussions and activities together as a mentoring pair.



“Getting Started & Setting Goals” Milestone: Creating Goal Plan

- Give your goal a name and provide a description of the goal in the space provided and save.
- Repeat for as many goals as is necessary for your mentoring experience. All of your goals will be saved to your goal plan.



“Getting Started & Setting Goals” Milestone: Creating Goal Plan

- The system automatically generates participant surveys at 30-days post match, half way through the mentoring relationship, and the conclusion of the mentoring relationship.
- These surveys allow CAMP to better track participant outcomes and respond to participant concerns

The screenshot shows the 'Colorado Attorney Mentoring Program' interface for the 'Schwartz and Bernhard' connection. The main content area is titled 'Getting Started & Setting Goals' and lists several tasks with checkboxes and due dates. A red box highlights two 'I Marked in - 30 Day Checkpoint Survey' items with a yellow arrow pointing to them. The right sidebar shows 'Members', 'Upcoming Meetings', 'Goals', 'Quick links', and 'Mentoring Connection Summary'.

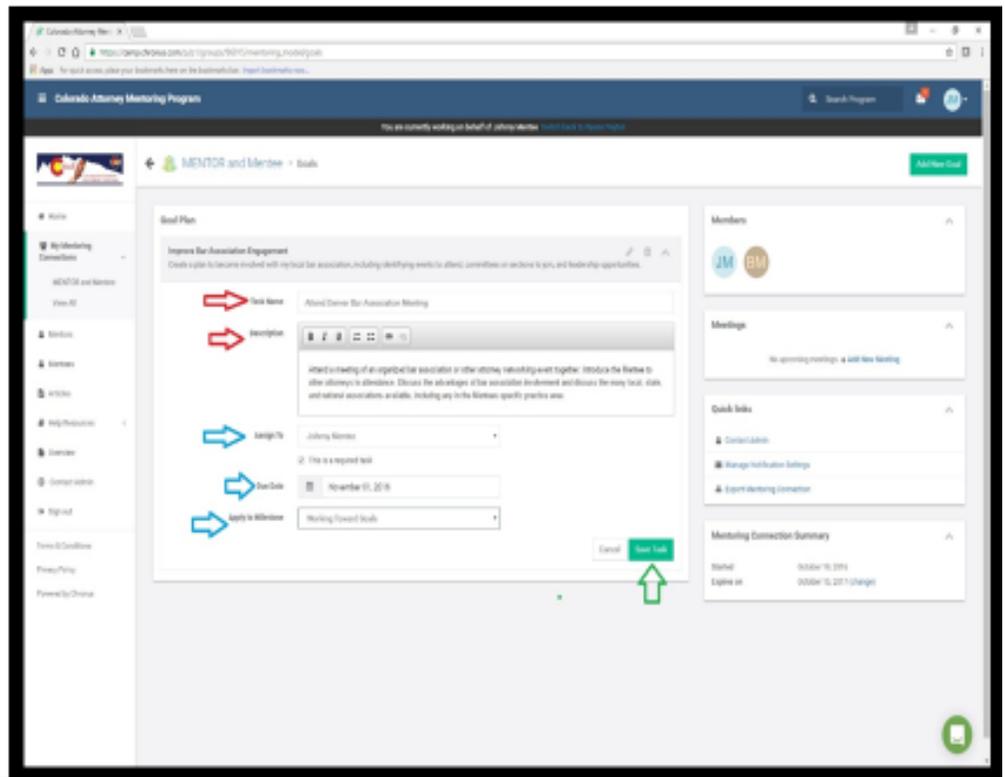
“Getting Started & Setting Goals”: Automatic Surveys



Milestone #2: “Working Toward Goals”

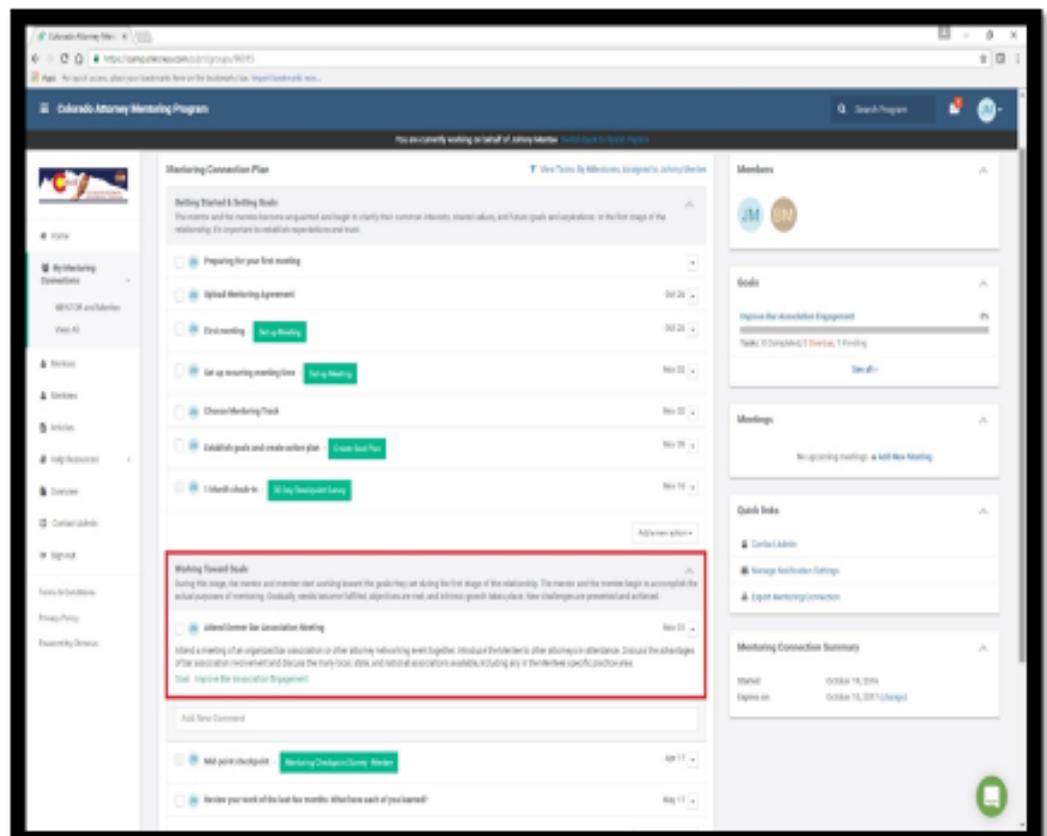


- Give the task a name
- Include a description of the task by pasting the copied contents from the guided mentoring track
- Assign responsibility for completing the task to the mentee, mentor, or both
- Give the task a completion due date
- Apply the task to the “Working Toward Goals” milestone
- Save the Task
- Repeat



## Mentoring Action Plan: Step #2 Add Tasks to Goals

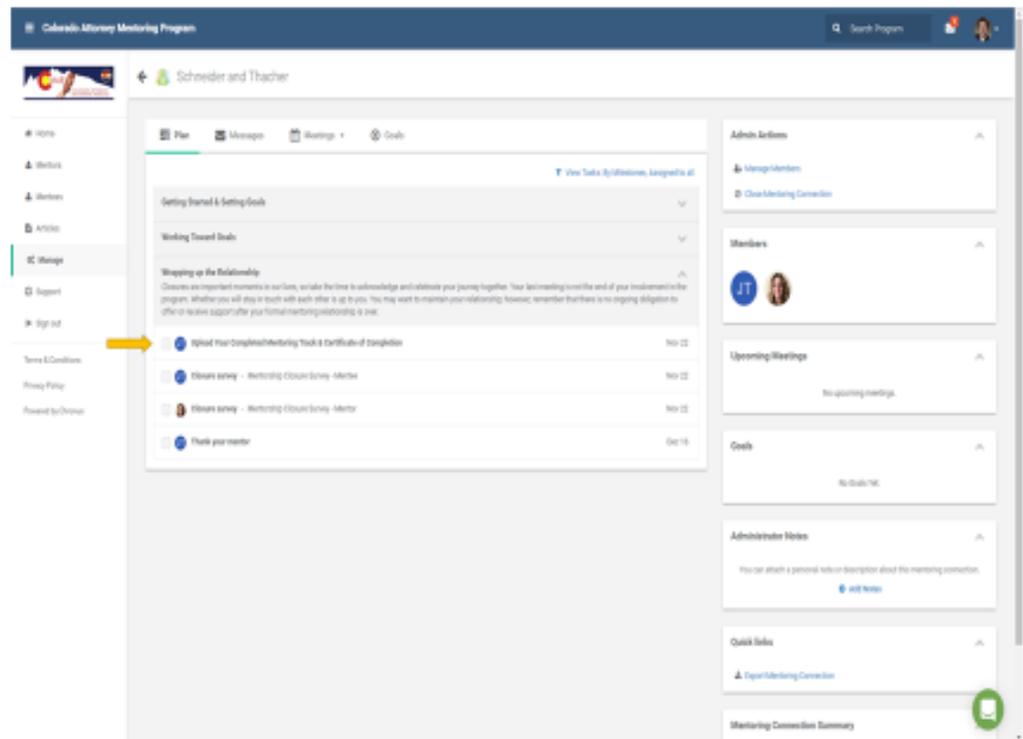
- Upon returning to your Mentoring Connection Plan page, you will now see the task added to your “Working Toward Goals” milestone along with the goal for which the task is associated.
- As each task is completed, check the corresponding box next to the task to mark it complete.



## Mentoring Action Plan: Step #2 Add Tasks to Goals

- Upload your “Certificate of Completion” and Completed Mentoring Track to obtain CLE credit for participation

- Provide feedback on the experience



## Milestone #3: “Wrapping Up the Relationship”

**“There’s an app for that.”**

Participants can utilize the mentoring software on their desktops, phones, and tablets

The CAMP App



