

August 30, 2017

Moving Mountains

A STRATEGIC PLAN FOR CAMP

The graphic is a vertical rectangular poster with a dark blue background and gold text and icons. At the top, it says "Colorado Attorney Mentoring Program" in a serif font, with "Colorado" in smaller letters above "Attorney Mentoring" and "Program" below. The text is framed by two gold mountain peaks. Below this, a white line of text reads: "CONNECTING NEW & TRANSITIONING COLORADO LAWYERS WITH INDIVIDUALIZED MENTORS AND COACHES SINCE 2013".

Below the text are two columns of icons and text:

- Left Column:** An icon of a mountain range with a sun. Text below: "STATEWIDE PROGRAMS ACROSS COLORADO'S 22 JUDICIAL DISTRICTS".
- Right Column:** An icon of a red Swiss Army knife with a white cross. Text below: "EIGHT MENTORING TRACKS TO PROVIDE TOOLS AND RESOURCES FOR PROFESSIONAL GROWTH".

Below these columns is a section titled "WHO ARE THE MENTORS" with a gold sun icon to the left. The text lists: "5 Years to 35 Years in Practice", "Big Law, Solo, Gov't, Non-Profit", "Bar Association Leaders", "Community Leaders", "Over 50 Practice Areas", and "400 Strong & Growing".

Below that is a section titled "BENEFITS TO MENTORING" with four icons and text:

- Top Left:** A blue and gold icon of a person with a lightbulb. Text: "NAVIGATE THE PRACTICE OF LAW".
- Top Right:** A gold brain icon. Text: "IMPROVE PRACTICE COMPETENCE".
- Bottom Left:** A gold icon of a person with arms raised. Text: "DISCOVER PROFESSIONAL IDENTITY".
- Bottom Right:** A gold icon of a person connected to a network. Text: "COMMUNITY CONNECTION".

The mission of the Colorado Attorney Mentoring Program is to promote professional pride and identity in Colorado's legal community and excellence in service to the public through the teaching of the core values and ideals of the legal profession and training in the best practices for meeting those ideals. We achieve this through the creation of mentoring and coaching relationships within the bar, courts, law offices, and law schools.

Introduction

Approaching the 5th anniversary of its founding, CAMP moves forward committed to the values that define and sustain our record of excellence and influence in Colorado's legal community. We will continue to welcome and challenge independent, creative, diverse, and courageous lawyers to collaborate, innovate, learn, and explore with career-changing impact. That is CAMP's distinction and critical asset in an increasingly autonomous, virtual, fast-paced, global community. We will pursue CAMP's mission to promote professionalism and competence in legal practice at an even higher level of distinction. We will raise CAMP's stature as a leading state attorney mentoring program that unites innovative teaching and outstanding coaching. CAMP matters, to our community of mentees, mentors, collaborative partners, and to the public. CAMP is a place where reflection, ambition, and constructive relationships lead to legal careers of purpose and positive consequence. We aim to build on CAMP's distinction.

THE CAMP OPPORTUNITY

The CAMP Objectives contained in C.R.C.P. 255, carried out over the past four years, has confirmed CAMP's standing as a nationally renowned attorney mentoring program by enriching the excellence of legal practice in Colorado. We now have the opportunity to achieve new levels of leadership by sustaining and increasing investment in our distinctive mentoring programs.

THE CAMP DIFFERENCE

Our strategy builds on the essential characteristics that distinguish CAMP from other attorney mentoring programs. CAMP is both a clearinghouse for sophisticated mentors and an educational program based upon professional ideals.

We believe that education and mentorship reinforce each other and that the best attorney mentoring programs bring innovative coaching and relevant instruction together. CAMP is widely known for its unique mentoring curriculum and the close working relationships between mentors and mentees. Innovative training that recognizes the value of lawyer-centered learning at all levels – new, mid-level, and veteran – is fundamental to our vision of CAMP's future.

THE CAMP APPROACH

We are a community that celebrates intellectual curiosity, professionalism, and individuality; appreciates the power of collaboration among individuals with different perspectives, backgrounds, and areas of expertise; and fosters training and education that strive to have a positive influence on legal practice in Colorado. In an era characterized by incivility and divisiveness, we will continue to cultivate an environment of thoughtful and informed professionalism. In a world focused on immediate results, we will continue to invest in the long-term intellectual, professional, and social growth of Colorado lawyers.

COMMITMENTS

CAMP's strategic plan for the next three years expresses our commitment to build in the following areas:

- **Integrative Program Development** | CAMP excels at training and professional development that integrate knowledge from diverse disciplines. We will build on this distinctive strength through investments in thematic areas that will engage Colorado's legal community on issues of importance to the profession now and in the future.
- **Strategic Partnerships** | CAMP's success is grounded in the partnerships it cultivates with Colorado bar associations, law firms, legal organizations, and law schools. We will continue to strengthen these relationships through partnerships that support professional engagement, cultivate the diversity required for excellence, enhance participants' access to mentors and coaches, support existing CAMP partnerships, and forge new ones with organizations throughout the State of Colorado.
- **Innovative & Wide Reaching Communications** | CAMP's communications must support its educational and participant recruitment aspirations at the highest level. We will reinvigorate our messaging and branding, strengthen our outreach to generate a state-wide footprint, and create robust virtual and technological initiatives that enhance the connections between current members of the CAMP community and prospective members around the state.
- **Excellence In Relationship Building** | CAMP offers the best facilitated attorney mentoring experience available in Colorado. We will sustain CAMP's position as a leader in creating meaningful, substantive mentoring and coaching relationships through conscious matching approaches, thoughtful mentor recruitment strategies, and innovative relationship facilitation models.

As these plans are implemented over the coming years, CAMP will experience modest growth in the size of its staff and participants, increasing CAMP's impact on the Colorado legal community. We will undertake our initiatives within a framework that keeps the program on a sustainable path as we continue to improve and grow. We will make new investments in people, programs, and resources timed and sequenced in a fiscally responsible manner. Finally, we will conduct ongoing critical reviews of existing and new programs, using appropriate metrics to measure success.

Our plans are ambitious. Success will require the discipline and community spirit needed to set priorities and make focused investments, a willingness to define and measure success, and a capacity to make adjustments if our goals are not being met. Success will also require

the full participation and support of the CAMP community: mentors, mentees, staff, alumni, the Court, partners, and friends of the CAMP program. Now is an ideal time to challenge ourselves to move CAMP to even higher levels of significant mentoring and innovative professional development.

INTEGRATIVE PROGRAM DEVELOPMENT

CAMP has a distinctive tradition of producing mentors and mentees who assimilate and integrate ideas in a multidisciplinary fashion. The CAMP Mentoring Curriculum encourages participants to explore widely across the curriculum and to draw connections across diverse areas of professional study. CAMP's collaborative environment supports mentoring in areas that benefit from an integrative lens.

We will build on this strength by making focused investments in five integrative themes that are important to the sustainability of the legal profession. The themes will build on current CAMP strengths, enhance the curriculum, leverage existing and new partnerships with stakeholders locally and throughout the state, and foster creative learning that has a positive impact not only on the legal profession but also in the community, the state, and the nation.

In most instances, investments in the themes will be made through existing programmatic frameworks. Rather than creating new structures, we will coalesce and grow our current format in alignment with these themes. The establishment of these themes, however, will not supplant CAMP's long-standing commitment to providing all its participants with the resources and support required to excel at the core ideals of the legal profession, nor will it entail a retreat from the strongest programs and areas of professional development that were cultivated under C.R.C.P. 255 and continue to bring distinction to CAMP.

Each theme will be built on the foundation of an integrated plan of practice readiness and professional development, with opportunities for broad participant involvement. CAMP's success in these areas will require the dedicated and focused efforts of staff and outside faculty as well as a commitment of new resources: new staff and outside faculty in carefully chosen areas who will complement and strengthen our current staff; funding for innovative new collaborations and the development of new programs; leadership support for some participants; and access to relevant technology applications.

- 1. Cultivating Practice Readiness:** Our community needs assessment found that 47% of our participants do not believe that new lawyers are “well-prepared” to success in entry level legal positions. Practice readiness is a common concern and complaint of legal employers and many new lawyers struggle to move from the academic study of law to the day-to-day practice of law. Specifically, this theme will focus on professionalism & ethics, client centered counseling, trial advocacy skills, and career path assessment. This theme will support CAMP participants in cultivating practice readiness skills and foster an environment in

which mentors operating at the highest levels of their craft inform and instruct mentees in disciplines across legal practice.

2. **Integrating Wellness in Practice:** Improving health and wellness in the legal profession requires an integrated approach to understanding the causes of lawyer mental health and substance abuse issues and translating that knowledge into new modes of prevention. This theme will rely upon close alignment with the Colorado Lawyers Assistance Program (COLAP) and synergies with stakeholders across the profession to create the knowledge on which attorney health and wellness can be improved, and educate legal professionals to use this knowledge for the benefit of themselves and their colleagues.
3. **Creating Diverse and Inclusive Legal Communities:** The benefit of mentoring and sponsorship for diverse lawyers is well documented. Yet, diversity in the legal profession has flatlined in recent years. Learning from the historical record, analyzing present conditions, and comprehending our future possibilities are fundamental to CAMP's mission and its contributions to diversifying the legal profession. We will establish CAMP as a leading initiative to promote creative critical thinking and informed public dialogue about the most challenging questions facing our profession. Investment in this theme will develop a robust environment for the cultivation of success for diverse lawyers and the promotion of inclusivity throughout legal practice.
4. **Exploring Rural & Mountain Practice Experience:** Nearly 20 percent of Americans live in rural areas, but just two percent of small law practices are in those areas. Many of those practicing law in small towns are nearing retirement age, without anyone to take over their practices. New attorneys don't often choose rural law practice after graduation, which creates an oversaturated Denver legal market and largely underserved rural and mountain legal market. We recognize that the benefits of rural and mountain practice hinge on how well they ultimately align with and are perceived by new lawyers. We will build a pipeline to develop rural/mountain practitioners and to generate opportunities for those lawyers to be educated on rural practice, obtain employment, develop business, and gain practical experience in rural locations. Work on this theme will complement ongoing efforts to improve practice readiness.
5. **Sustaining Access to Justice:** Many recent law school graduates struggle with finding employment while thousands of modest means individuals are unable to afford legal services. To address the disconnect between lawyers seeking employment and the large number of potential clients unable to afford traditional legal representation, this theme will build on the success of the CBA's Modern Law Practice Initiative to promote targeted coaching and innovative

approaches to modern law practice. We will build a program focused on the relationship between modern law practice techniques and improved access to affordable legal services, combining the efforts of lawyers from various disciplines, together with legal aid professionals, to understand the determinants of a lack of affordable legal services, alter norms of law practice, consider ethical issues related to modern lawyering, and develop sound practice policies.

STRATEGIC PARTNERSHIPS

Carefully chosen collaborations and partnerships are more important than ever to CAMP. Successful partnerships with outstanding organizations can enhance CAMP's reputation and extend its reach. CAMP already has an extensive network of institutional partners. We collaborate with over 30 different bar associations, legal organizations, law firms, and corporate law offices.

In the coming years, we will devote increased attention to the cultivation and stewardship of partnerships as well as the careful assessment of the quality of prospective partners. As we implement the priorities of this plan, we will continue to identify partnerships and opportunities of importance to CAMP that advance the educational, professional, and cultural contributions to the Colorado legal profession.

Our plans include:

- **Enhancing Law Firm & Law Office Partnerships:** Our community needs assessment found that 59% of our participants believe CAMP should assist in building in-house mentoring programs for law firms, corporate law offices, and public interest law offices. What we call mentoring today is a way of describing the apprentice/protégé relationship that historically supported the development of private practice attorneys as long as law firms have existed. Although most law firms and corporate law offices provide mandatory mentoring for new associates, despite best intentions, many mentoring relationships fall victim to the rigors of law firm life.

CAMP is uniquely positioned to help firms take a new look at professional development, as a total package that includes mentoring in some fashion – reviewing what they currently do, how well it works, and where the holes are. CAMP provides law firm mentoring program support through consultation and facilitation to ensure that law firm mentoring and sponsorship programs:

1. Have a clearly defined purpose, structure, and set of expectations for participants;
2. Focus on assisting the development of appropriate associate skills, knowledge, and experience;
3. Are practice-centered and foster relationships within the practice area;

4. Are flexible in shape, depending on the numbers of senior and junior attorneys;
 5. Offer multiple layers of individualized support, recognizing that no one person can address the needs of each developing attorney;
 6. Are tied in to the firm's other attorney management systems, such as performance appraisal, promotion, and merit-based compensation and bonuses;
 7. Provide training and ongoing support for all participants; and
 8. Measure the effectiveness of the program and continually adjust its structure to meet the evolving needs of each incoming class.
- **Improved Professional Resource Collaboration:** Colorado's legal community offers a robust catalogue of resources for lawyers at all stages of practice. Utilizing partnerships with Colorado's bar associations, courts, and regulatory programs to achieve our mission to promote professional pride and excellence in legal service is only the first step in a multi-layer approach to collaboration.

CAMP must better leverage the assets within these organizations to develop intersectionality in programming, resource materials, and lawyer access. To that end, CAMP will develop an operations plan to more productively and proficiently collaborate with Colorado (1) bar associations, (2) inns of court, (3) regulatory programs and committees, (4) court programs, (5) law schools, and (6) legal services organizations in the areas of program development, recruitment strategies, and communications and marketing.

In addition to maximizing professional resources within the Colorado legal community, CAMP must also look outside of the profession to collaborative opportunities within other professions. Recognizing that not all JDs go on to practice law, CAMP will improve engagement with the corporate, finance, and technology professional communities to design programs for non-traditional lawyers and legal professionals.

- **Generating a Larger Statewide Footprint:** Consistent with our mission to serve “the Colorado legal community” partnerships that connect attorneys across the state of Colorado are central to the mentoring experience at CAMP. Furthermore, partnerships that provide real-world learning experiences and serve to close the rural-urban divide are paramount to the sustainability of the legal profession outside of metro Denver.

As an established leader in this area, CAMP is in a position to define the “second wave” of integrative approaches to engaged learning and geographic relationship building. We plan to implement a suite of new programs that will provide CAMP participants with opportunities to work with practitioners across the state on pressing local issues and generate expanded access to experiences outside of urban centers. Our “CAMP in Colorado” operations will integrate our formal mentoring

curriculum with rural and mountain practice experiences, while considering access to justice issues, employment needs, and succession planning within the profession.

- **Expanding Current Collaborative Partnerships:** In 2016, only 47% of our current partner mentoring programs were 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 partner mentoring programs have non-existent, dormant, or unlaunched mentoring programs.

In an effort to reach a 100% operational goal for each of our partner programs, CAMP will expand engagement, accountability, and support efforts with current collaborative partners. Our research has shown that the dormant and non-existent mentoring programs are a result of annual turnover in the program facilitator position, lack of resources to implement new CAMP programming, and lack of leadership within the organization to adequately and effectively facilitate CAMP programming. In addition, 60% of our partner programs are “independent” programs meaning they are not facilitated under the direction or authority of the Colorado Attorney Mentoring Program and instead simply operate a “CAMP-style” internal mentoring program.

Our plans include the development of a “Facilitator Cohort” where co-sponsor facilitators will be formally trained on CAMP processes and programs, coached in creating a succession plan and transition materials for future facilitators, assisted in the development of marketing and outreach strategies, and engage in their own circle mentoring program with other facilitators to learn and problem solve collaboratively.

Finally, independent “CAMP-style” mentoring programs will be transitioned under the umbrella of C.R.C.P. 255 and supervised accordingly by the CAMP director to improve quality control and accountability to program participants. Current independent program facilitators will be invited to join a facilitator cohort.

INNOVATIVE & WIDE REACHING COMMUNICATIONS

- **Technology & Education:** Mentoring programs generally are in the early stages of creative application of online and other digital technologies. There is still substantial uncertainty about how online training and education will affect the mentoring marketplace and much to be discovered about the potential applications of digital technology to teaching and learning. Our plan calls for aggressive experimentation in new modes of education, testing new ideas, assessing their efficacy, and adapting them as necessary. This work will be supported by expanding CAMP’s Mentoring Resource Library to help CAMP staff and collaborative partners generate online educational content, experiment with innovative teaching methods that incorporate

online elements into traditional education models, train mentors and mentees in the use of new educational technologies, and evaluate the results of experimentation.

Big Picture Outcomes:

- Data Fluency & Analysis: Provide support and resources in the collection, analysis, storage, and visualization of data concerning CAMP participants, programs, and visitors.
- Intuitive Systems: Build systems that are flexible, provide growth and opportunity and are user friendly for CAMP staff and users
- Identify and Maximize Software Solutions: To assist organizational operations and provide staff development in IT systems

Goals:

1. Create a web presence that supports the 2018-2020 strategic plan.
 2. Leverage innovative technologies to increase connections to diverse communities.
 3. Institute co-sponsor program facilitator management systems.
 4. Maximize the effectiveness of CAMP's current technology resources through ongoing education, research, and innovation.
 5. Create engaging user experiences through well-designed implementation of technology.
- **Creating Virtual Program Opportunities:** Although CAMP is intended to be a physical place that unites mentors, mentees, prospective Colorado lawyers, and law students in fulfillment of our mission, the CAMP community occupies an equally vital and important virtual space that extends well beyond the confines of the Ralph Carr Judicial Center. Our goals and objectives for the CAMP experience must also encompass the entirety of Colorado's legal community, particularly at a time when statewide, national, and international experiences are essential to a well-educated legal community. Virtual communication tools will be developed to further connect the CAMP program with Colorado lawyers around the world. A "virtual campus" will be developed that supports ties between members of the CAMP community despite their geographic dispersion. Initiatives that facilitate more effective technological tools to make possible virtual meetings and other interactions with ease and predictability will be developed.
 - **Increased Visibility:** The strengths of CAMP are too little known among opinion leaders, potential participants, and potential partners. CAMP needs a carefully planned and sustained campaign to project its strengths beyond the current pool of prospective participants in order to increase participation, increase the likelihood of

partnership opportunities, improve the profession of law in Colorado, and generally raise its reputation.

Goal: Establish CAMP as the primary attorney mentoring knowledge source for Colorado lawyers and legal organizations.

Strategy #1: Develop an effective marketing plan.

Action steps:

- Consideration of CAMP brand and logo.
- Launch a comprehensive and ongoing media campaign through Colorado legal publications and digital presence.
- Evaluate and refine marketing strategies to ensure effectiveness.
- Use marketing and communication strategies to increase visibility.

Strategy #2: Inspire and empower collaborative partners to market CAMP.

Action steps:

- Provide training and materials to market CAMP effectively.
- Increase marketing competencies of partner program facilitators and participants.

Strategy #3: Share CAMP successes.

Action steps:

- Inform Colorado lawyers and legal communities of CAMP's impact.
- Employ social media and other marketing tools to promote program success.

Strategy #4: Increase visibility of CAMP programs.

Action steps:

- Cross-market programs to current clientele.
- Promote CAMP at major legal community events and venues.

Plans:

- Create an annual event that would call attention to CAMP's programs and services on an annual basis, thereby increasing visibility for CAMP generally.
- Launch a statewide marketing plan that incorporates regional communications specialists or ambassadors to carry out the plan.
- Develop online marketing tool kit for agents'/facilitators' use in their marketing efforts to both improve efficiency and increase consistent branding.
- Capture, produce and share CAMP's mission and success stories to promote programs, attract new participants, and inform stakeholders of CAMP's impact.

Aspirational Major Initiative: Welcome & Meeting Center

Long-term, CAMP would be well-served by having a physical welcome facility in a convenient Denver location with parking. It would be the legal community's gatehouse to the CAMP program, with information, mentoring resources and other print, audio and visual materials that convey CAMP's messages and sustain its mission. This building might also be available for community-friendly programming and exhibits, including meeting and co-working spaces for CAMP program participants.

- **Utilization of Emerging Communications Strategies:** The overarching objective of this communications plan is to create, strengthen, or preserve support of CAMP among key audiences by demonstrating CAMP's commitment to professional excellence, mentoring, and lifelong learning and by establishing the impact of CAMP on the Colorado legal community.

All communications initiatives will be aligned with several big-picture strategies governing our efforts to communicate our messages to CAMP's various audiences.

Those strategies are:

1. Create new communication opportunities and leverage and amplify existing and emerging opportunities.
2. Integrate emerging technologies into the communications process to effectively reach and influence key audiences.
3. Make CAMP communications integral to court-wide and bar-wide communications, in cooperation with Colorado Supreme Court and Colorado Bar Association communicators and leadership.
4. Gain and leverage external validation of the quality and impact of CAMP and its leadership.

Enhanced Electronic Communication Tools and Techniques

Electronic Calendar Plus (EC+)

The EC+ will be an events-based web destination that serves a purpose similar to the physical Welcome Center. Supported by a creative and comprehensive marketing campaign, EC+ is the ultimate outreach. For our myriad audiences with whom we seek to interact, it offers access to CAMP's tremendous array of offerings, demonstrating the many reasons CAMP is integral to the Colorado legal community.

“The Great Room”

Underpinning all our communications about CAMP are the achievements, awards, honors, statistics, collaborations, creativity, stories and people that make it a great attorney mentoring program.

The Great Room will be a virtual gallery of CAMP’s points of pride, and the archive we will draw upon to give evidence of CAMP’s greatness and our progress toward our goals. It will include the people—mentors, mentees, and alumni—who embody our best qualities and speak for us to the community, as well as all the other indicators of our status as a world-class mentoring institution. Continually updated and freshened, this web-based collection will be a living document, easily searchable and browsable by visitors and an essential resource for use in CAMP communications.

Targeted Email Communications

Take full advantage of existing and emerging electronic communications resources to communicate with, influence, and engage our audiences in a more targeted and relevant manner. The development of a CAMP Listserv will allow us to provide updates on CAMP programming, while allowing program participants to collaborate around relevant issues and questions.

Position and Leverage CAMP Leadership

- Thought Leader Initiative. Work with CAMP Director to develop an action plan for presenting her on a national level as a thought leader on one or more identified aspects of attorney mentoring (diversity, systems, change management, etc). This could involve arranging for interviews, placing stories, developing op eds, etc. in order to identify her with a distinctive set of views.
- Provide media access to the CAMP Director or other key CAMP leadership when it is in the program’s best interest.
- Encourage and facilitate presentations by CAMP leadership and alumni.

Periodic Reports on Institutional Progress and Priorities

Annual Reports: Through the most effective print or electronic medium, provide key audiences with a current picture of CAMP’s accomplishments toward achieving the goals of the Strategic Plan and of the ways in which CAMP is distinguishing itself among its peers. An Annual Report could be a stand-alone publication for some audiences, could be distributed electronically and also could be inserted into existing periodicals that already reach key audiences.

Professionalism Appreciation Campaign

Build key audiences’ understanding of and appreciation for our professionalism mission (and how it contributes to the quality of legal practice in Colorado) by

making it relevant to their needs and interests. Leverage existing planned activities, publications and events by “branding” them as part of the campaign. Develop one or two high-profile events as centerpieces of the campaign.

Events/Presentations/Displays

“**Media Day**”: Invite legal community reporters, public affairs reporters, and writers to CAMP annually for a major event specifically tailored to their needs and interests, exposing them to the program and its leaders and to participants who may serve as resources for stories.

“**Car CAMPing**”: CAMP goes on the road, introducing the program and its accomplishments to Colorado legal communities. In a one-day blitz, CAMP’s road crew (Director and selected mentors, mentees, or alumni) will take a community by storm, meeting with the local bar association, engaging local lawyers, showcasing CAMP programming, and in other imaginative ways bringing CAMP to several of our audiences right where they live. Honed and refined on several smaller cities, these events can be canned and repackaged for medium- and large-sized municipalities.

EXCELLENCE IN RELATIONSHIP BUILDING

If there is one “best practice” that cuts across almost all of the advice and research-informed information in sustainable mentoring programs, it is that every mentoring program must have a theory of change that explains how the mentoring services, and the activities that mentors and mentees engage in, will result in the desired outcomes at the participant and community/institution level. CAMP’s theory of change is centered on the program’s exemplary ability to build, manage, and sustain professional relationships.

- **Recruitment:** Recruit appropriate mentors and mentees by realistically describing the program’s aims and expected outcomes.

Benchmarks for CAMP Mentor Recruitment

1. Program engages in recruitment strategies that realistically portray the benefits, practices, supports, and challenges of mentoring in the program.
2. Program utilizes recruitment strategies that build positive attitudes and emotions about mentoring.
3. Program recruits mentors whose skills, motivations, and backgrounds best match the goals and structure of the program.
4. Program encourages mentors to assist with recruitment efforts by providing them with resources to ask individuals they know, who meet the eligibility criteria of the program, to be a mentor.

5. Program trains and encourages mentees to identify and recruit appropriate mentors for themselves, when relevant.
6. Program uses multiple strategies to recruit mentors (e.g., direct ask, social media, traditional methods of mass communication, presentations, referrals) on an ongoing basis

Benchmarks for CAMP Mentee Recruitment

1. Program engages in recruitment strategies that realistically portray the benefits, practices, supports, and challenges of being mentored in the program.
2. Program recruits mentees whose needs best match the services offered by the program.
3. Program encourages mentees to recruit other peers to be mentees whose needs match the services offered by the program, when relevant.

Content of Recruitment Materials for Mentors

By examining factors that are associated with unsuccessful mentoring relationships, for example mentors' unfulfilled expectations, CAMP will analyze the impact of current recruitment messaging. Attention will focus on realistically describing the requirements, rewards, and challenges of mentoring during the recruitment phase.

The most common barriers to volunteering are reports of lack of time, lack of interest, and health problems. It is likely that there is little that recruitment efforts can do to motivate volunteers to mentor when they are busy, disinterested, or experiencing health problems. However, addressing practical barriers to mentoring or concerns of prospective mentors upfront, such as the time commitment involved, can help to overcome this barrier. The implementation of innovative mentoring models such as e-mentoring and content-focused, time limited programs are strategies that will be explored to address this barrier of limited time availability and potentially increase volunteerism.

Marketing materials will also be designed to address other practical concerns of volunteers, such as whether or not they will be expected to use personal expenses in mentoring, defining the geographical distances involved, and explaining the commuting time from the mentor to the mentee or mentoring site, as well as addressing any ethical concerns that volunteers might have about mentoring.

Because time constraints are such a common barrier to volunteering, in order to successfully recruit prospective mentors, CAMP will explore the following recruitment best practices to address this concern:

1. Reduce barriers to enrolling new mentors, so that prospective volunteers believe that it will be an easy process to sign up with the organization and that they will be able to fit mentoring into their busy schedules.
2. Recruitment materials need to inform mentors that they have or can acquire the basic skills needed to be an effective mentor. They also need to be informed that they will

receive sufficient training and support from the mentoring program to help them be prepared, feel ready to initiate the relationship, and feel efficacious as a mentor.

3. Articulating how mentoring and volunteering can be beneficial to mentors for both short-term and longer-term volunteering opportunities. Benefits specifically associated with being a mentor include having enjoyable interactions with mentees, feeling satisfied and fulfilled as a mentor, and receiving professional development opportunities both through receiving mentor training and helping a younger protégé.

Methods of Mentor Recruitment

CAMP will focus on three strategies to increase its pool of potential mentors:

1. First, volunteerism in general increases when people are directly asked to participate in a volunteer activity by someone they know. Mentors can be asked to help and trained to use this word-of-mouth recruitment method to increase the pool of eligible, appropriate, prospective mentors. Since mentors are already successfully participating in the mentoring program, they can be encouraged to be ambassadors for the program with the people they know and trust.
2. Second, research suggests another practical method or strategy to use for recruitment efforts that involves training mentees to identify and recruit appropriate mentors for their program or for their lives.
3. Third, although it may appear to be obvious, growing evidence suggests that mentoring programs should use more than one method for recruitment and that these recruitment messages need to be received by prospective mentors on multiple occasions. Deepening and growing commitment to be a mentor through continuous reminders and recruitment efforts are needed. Therefore, CAMP needs to build in enough time for mentors to contemplate whether mentoring is a good fit for their goals, lifestyle, and interests, so they can actively and thoughtfully decide to initiate a mentoring relationship.

Content of Recruitment Materials for Mentees

Mentees frequently report not knowing what to expect in the mentoring program and/or in a mentoring relationship. Therefore, when mentees are recruited for participation in CAMP programming, it is important to provide them with information about what mentoring is and how it can be helpful to them.

CAMP will continue to utilize its proprietary pre-match consultations to inquire about prospective mentees' expectations about being mentored and about the mentoring program. In this way, program staff can help prospective mentees develop both positive and realistic expectations. It is equally important for mentees to be well-informed about program requirements and potential mentors.

Methods of Mentee Recruitment

CAMP will encourage mentees to recruit other peers whose needs match the services offered by the program. Just as mentors can serve as program ambassadors, mentees can also serve in a recruitment role to assist with identifying and attracting appropriate prospective mentees.

- **Training:** CAMP will train prospective mentors and mentees in the basic knowledge, attitudes, and skills needed to build an effective mentoring relationship using professionally appropriate language and tools.

Benchmarks for Mentor Training

1. Program provides a minimum of two hours of pre-match, in-person, mentor training.
2. Program provides pre-match training for mentors on the following topics:
 - a. Program requirements (e.g., match length, match frequency, mentoring curriculum, and match termination)
 - b. Mentors' goals and expectations for the mentee and the mentoring relationship
 - c. Mentors' obligations and appropriate roles
 - d. Relationship development and maintenance
 - e. Ethical issues that may arise related to the mentoring relationship
 - f. Effective closure of the mentoring relationship
 - g. Sources of assistance available to support mentors
 - h. How culture, gender, race, religion, socioeconomic status, and other demographic characteristics of the mentor and mentee may affect the mentoring relationship

Benchmarks for Mentee Training

1. Program provides training for the mentee on the following topics:
 - a. Purpose of mentoring
 - b. Program requirements (e.g., match length, match frequency, mentoring curriculum, and match termination)
 - c. Mentees' goals for mentoring
 - d. Mentors' obligations and appropriate roles
 - e. Mentees' obligations and appropriate roles
 - f. Ethics in mentoring relationships
 - g. Initiating the mentoring relationship
 - h. Effective closure of the mentoring relationship
- **Matching:** CAMP will match mentors and mentees, and initiate the mentoring relationship using strategies likely to increase the odds that mentoring relationships will endure and be effective.

Matching Benchmarks

1. CAMP considers the characteristics of the mentor and mentee (e.g., interests; proximity; availability; age; gender; race; ethnicity; personality; expressed preferences of mentor and mentee; goals; strengths; previous experiences) when making matches.
 2. CAMP arranges and documents an initial meeting between the mentor and mentee.
 3. Mentor and mentee sign a commitment agreement consenting to the program's rules and requirements, and risk management policies.
 4. CAMP sponsors a group matching event where prospective mentors and mentees can meet and interact with one another, and provide the program with feedback on match preferences.
- **Facilitation:** CAMP will apply and measure peer-reviewed relationship facilitation benchmarks and institute strategic facilitation enhancements over time.

Relationship Facilitation Benchmarks

1. Program contacts mentors and mentees at a minimum frequency of twice per month for the first month of the match and once a month thereafter.
2. At each mentor monitoring contact, program staff should ask mentors about mentoring activities, mentee outcomes, the quality of the mentoring relationship, and the impact of mentoring on the mentor and mentee using a standardized procedure.
3. At each mentee monitoring contact, program should ask mentees about mentoring activities, mentee outcomes, the quality of the mentoring relationship, and the impact of mentoring on the mentee using a standardized procedure.
4. Program follows evidence-based protocol to elicit more in-depth assessment from mentors and mentees about the quality of their mentoring relationships, and uses scientifically-tested relationship assessment tools.
5. Program regularly assesses all matches to determine if they should be closed or encouraged to continue.
6. Program documents information about each mentor-mentee meeting including, at a minimum, the date, length, and description of activity completed.
7. Program provides mentors with access to relevant resources (e.g., expert advice from program staff or others, publications, Web-based resources, experienced mentors) to help mentors address challenges in their mentoring relationships as they arise.
8. Program provides one or more opportunities per year for post-match mentor training.
9. Program provides mentors with feedback on a regular basis regarding their mentees' outcomes and the impact of mentoring on their mentees to continuously improve mentee outcomes and encourage mentor retention.

CAMP will continue to seek out and use scientifically-validated surveys when assessing mentoring relationship qualities. Assessing the quality of each mentoring relationship from the perspective of both the mentor and mentee can yield valuable information for supporting individual matches. In addition, the activities mentors and mentees do together during their meetings contribute to determining the style or approach (e.g., developmental, instrumental) and quality of the mentoring relationship, which can, in turn, contribute to outcomes.

Elements of Mentoring Enhancements

1. Program conducts a minimum of one in-person monitoring and support meeting per year with mentor and mentee.
2. Program hosts one or more group activities for matches and/or offers information about activities that matches might wish to participate in together.
3. Program thanks mentors and recognizes their contributions at some point during each year of the mentoring relationship, prior to match closure.

CAMP will strive to provide increased feedback and outcome derivatives to program mentors to achieve two important goals: (1) maintain mentor engagement and self-efficacy, and (2) to track program effectiveness in meeting professional and practice development goals as defined by mentees.

CAMP will also improve recognition and appreciation efforts for CAMP volunteers. Recognizing and celebrating volunteer achievements is considered an important practice in promoting participation in a volunteer program. Volunteers report that informal, personal forms of recognition such as thank you notes are the most meaningful. Annual recognition of mentors is recommended to increase mentors' perceptions of self-efficacy and encourage mentors to continue volunteering.

- **Circle Mentoring:** CAMP will expand mentoring models to include mentoring circles consisting of both mentors and mentees of varying professional levels. Each mentoring group will contain varied knowledge and a confidential environment where members can give advice, and offer and receive priceless perspectives on issues that occur in their practice, the business of law and their professional careers.

Purpose:

The goal of each mentoring circle is to offer a unique program of invaluable resources, networking tools and professional growth. CAMP's mentoring circles will contribute to the professional development of our legal professionals by:

1. Connecting with our young lawyers to ensure they are prepared for the responsible practice of law and are committed to professionalism.

2. Providing development tools to newly admitted and senior level attorneys and legal professionals through peer mentoring, as well as offering new viewpoints on the practice and business of law. This will allow learning and growth, and members will become better advocates for their clients.
3. Networking tools for both young lawyers as well as senior level; referrals should increase and business contacts should grow.
4. Offering support by answering questions, creating business connections and referrals, and becoming more active within the CBA and local bars.
5. Will encourage more participation in the communities we serve.

Program Overview:

All participants of the CAMP Mentoring Circles program will be placed in a group based on location and will consist of senior, mid and entry level attorneys and legal professionals. One senior level attorney or retired judge is asked to volunteer their time as the circle captain, organizing the first meeting and becoming a liaison between the mentoring circle and CAMP.

The size of a circle will be no larger than 12 participants with 2 senior level legal professionals and one retired Judge or attorney. All circles participants will be grouped based on similar practice areas or professional issue of interest.

1. During the 12 month calendar year circles are asked to meet once a quarter (4 times a year) beginning in September.
2. Within each mentoring circle, each member must voluntarily agree to offer advice and give guidance to any participating member of the circle.
3. All participants must be in good standing with the Colorado Supreme Court at all times.

Conclusion

What will the successful implementation of these strategies mean for CAMP in the coming decade? While the future of a program such as CAMP may be uncertain, a number of outcomes are assured. One is that CAMP will be grounded, as it is today, in its mission: CAMP will continue to promote to promote professional pride and identity in Colorado's legal community and excellence in service to the public through the teaching of the core values and ideals of the legal profession and training in the best practices for meeting those ideals.

Our primary ambition is to pursue CAMP's mission at a higher level of distinction, to raise CAMP's stature as a leading attorney mentoring program that unites innovative curriculum and outstanding relationship development. Our strategy of focused investments in integrative program development, combined with enhancements in recruiting, matching,

and facilitation across Colorado's legal community, will achieve this end. Success will mean improved user engagement and outcome derivatives. It will be reflected in an increase in the professionalism of program participants, a rise in the standing of Colorado's legal community, and a continued stream of outstanding lawyers who go on to equally outstanding careers that reflect the high value of the Colorado legal profession.

Overall, our plans reflect CAMP's deep commitment to the principles and goals of professionalism. The mentoring and coaching our participants receive will equip them to be leaders in their respective fields as well as outstanding citizen lawyers. Our plans reflect the collective aspirations of the Colorado legal community, and the collective efforts of the Colorado legal community will be required to realize our goals. With the support of staff, talented and creative mentors, and committed mentees and friends, we can build on our distinction and set CAMP on a path of increasing lawyer excellence and community importance during its next three years.