2017 Annual Report

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J. Ryann Peyton, Esq. LLM
Executive Director
April 2018
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Executive Summary

April 26, 2018

Dear Chief Justice Rice and Justices of the Court,

Every civil service organization reaches a phase in its growth where it must evaluate its origins, assess its impact, and generate a plan for its future. For the Colorado Attorney Mentoring Program, 2017 presented the perfect opportunity to “take a collective breath” and evaluate the organization’s strengths, weaknesses, opportunities, and ongoing direction. As we celebrate the fifth anniversary of our founding, CAMP is poised to build on its past distinction and set itself on a path to increasing lawyer excellence and community relevance during the coming years.

CAMP continues to distinguish itself as a national model for attorney mentoring. We are recognized not only for our innovative mentoring initiatives, but also for our community impact. In effectively implementing the program as outlined in C.R.C.P. 255, our prevailing goal is to generate meaningful change in the legal profession. We will not be satisfied until Colorado’s legal community is the ideal for lawyers practicing with competence, professionalism, civility, and resilience.

With this letter, I enclose our 2017 Annual Report. In 2017, 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 300 Colorado lawyers with mentors and coaches.
- CAMP increased its mentor database by 173 mentors.
- CAMP participants fully embraced the mentoring software platform resulting in the program reaching seating capacity in its first year.
• The inaugural Colorado Attorney Mentoring Program Strategic Plan and Communications & Marketing Plan were completed and will serve to guide the organization over the next three years.
• CAMP reached over 1,000 Colorado lawyers through statewide programming and speaking engagements.
• Available mentoring options expanded with the launch of the CAMP Circle Mentoring Program.
• CAMP leadership collaborated with several Colorado Bar Association and Supreme Court committees including:
  o CBA/DBA Professionalism Coordinating Council
  o CBA Modern Law Practice Initiative
  o Chief Justice Commission on the Profession New Lawyer Working Group
  o Colorado Supreme Court Advisory Committee
  o Colorado Supreme Court PMBP Sub-Committee
  o Colorado Bar Association Young Lawyers Division
  o Denver Bar Association Board of Trustees
• CAMP was honored as the Denver Bar Association’s Outstanding Program of the Year

For CAMP, 2017 was a year to shore up the foundations of the program and develop a sustainable plan for future growth. We look forward to continuing our momentum in 2018 and further evolving the CAMP program in accordance with the Court’s objectives. Thank you for this opportunity to serve.

Sincerely,

J. Ryann Peyton

J. Ryann Peyton, Esq. LLM

Executive Director, Colorado Attorney Mentoring Program
# Table of Contents

**Executive Summary** .................................................................................................................. 1

**Who We Are** .......................................................................................................................... 5

**Our Vision** ................................................................................................................................ 6

**Inaugural Strategic Plan** ............................................................................................................ 7

**New Programming** ..................................................................................................................... 11
  - Rural/Virtual Practice Program .................................................................................................. 12
  - Surviving The Colorado Bar Exam...Again................................................................................. 14
  - Circle Mentoring....................................................................................................................... 15

**Education/Outreach & Partnerships** .......................................................................................... 16
  - Mentoring Resources ............................................................................................................... 16
  - Speaking Engagements ............................................................................................................. 16
  - E-mail & Social Media Marketing ............................................................................................ 17
  - Statewide Footprint.................................................................................................................... 18

**Technology** .................................................................................................................................. 19

**Participant Demographics & Trends** ......................................................................................... 20
  - CAMP Mentee Demographics .................................................................................................. 20
  - CAMP Mentor Demographics .................................................................................................. 27
  - CAMP Participation Trends ...................................................................................................... 27

**Program Outcome Metrics** ......................................................................................................... 30

**Looking Toward the Future** ........................................................................................................ 32
2017 in review

512 hours of completed mentoring education

276 mentees

173 mentors

New!

31 CAMP focused events

1,000+ lawyer’s reached

7 average # of new participants gained from events

711 mentoring coffee meetings

120 hours of mentee consultation

300 users of CAMP mentoring software

14 states from which CAMP mentees transitioned on motion

168 CAMP mentees attending out of state law schools
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          Richard A. Nielson
Steven K. Jacobson, Vice-Chair  Henry R. Reeve
Nancy L. Cohen                  Alexander R. Rothrock
Cynthia F. Covell               Daniel A. Vigil
Mac V. Danford                 Brian Zall
Cheryl Martinez-Gloria          Justice Nathan B. Coats
David C. Little                 Justice Monica Márquez
Barbara A. Miller

Executive Director

J. Ryann Peyton is the Executive Director of the Colorado Attorney Mentoring Program. A former litigator and a seasoned consultant and advocate on professionalism, diversity, and inclusivity in the legal field, Ryann is a frequent commentator, presenter, and lecturer. 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.

Ryann sits on the boards of the Denver Bar Association, 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. Ryann’s recent committee work includes the Colorado Bar Association Professionalism Coordinating Council, Colorado Bar Association Modern Law Practice Initiative, Chief Justice Commission on The Profession 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.
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.

Our Vision

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 with meaningful positive influence on legal practice in Colorado. In an era characterized by incivility and divisiveness, we cultivate an environment of thoughtful and informed professionalism. In a world focused on immediate results, we invest in the long-term intellectual, professional, and social growth of Colorado lawyers.

The CAMP Difference

We believe that education and mentorship reinforce each other and that the best attorney mentoring programs bring innovative coaching and relevant instruction together. CAMP distinguishes itself with 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 CAMP’s distinction.

The Colorado Attorney Mentoring Program began as a means to assist Colorado’s new lawyers in successful transition from law school to practice. Five years later, our program serves lawyers at all stages of practice with 11 formal and informal mentoring curriculum. Each of these programs encourage mentoring pairs to incorporate principles of professionalism, ethics, law practice management, and access to justice into every mentoring relationship.

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

CAMP generates meaningful and relevant mentoring relationships which in turn create better Colorado lawyers. 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.
The CAMP Opportunity

Looking to the future, CAMP moves forward committed to the values that define and sustain our record of excellence and influence in Colorado’s legal 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.

Inaugural Strategic Plan

Following a year of reflection, input from more than 100 stakeholders, and many hours of envisioning the future, the Colorado Attorney Mentoring Program developed and implemented its first comprehensive, multi-year strategic plan. A first in the organization’s history, CAMP’s strategic plan reflects not only where we are today, but it provides guidance for our key priorities over the next three years.

Our strategy builds on the essential characteristics that distinguish CAMP from other attorney mentoring programs across the nation. 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.

Through the implementation of four strategic commitments, we will continue to welcome and challenge independent, creative, diverse, and courageous lawyers to collaborate, innovate, learn, and explore with career-changing impact.

Four Strategic Pillars

(i) Integrative Program Development

CAMP excels at professional development that integrates 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. These investments include:

a. Cultivating Practice Readiness
b. Integrating Wellness in Practice
c. Creating Diverse and Inclusive Legal Communities
d. Exploring Rural & Mountain Practice Experience
e. Sustaining Access to Justice

(2) 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 partnerships with organizations throughout the State of Colorado.

(3) **Innovative & Wide Reaching Communications**

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.

(4) **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.
Professional Pride & Excellence in Service

CAMP's strength is in the power of its mission to welcome and challenge independent, creative, diverse, and courageous lawyers to collaborate, innovate, learn, and explore with career-changing impact.

Through focusing on four main commitments, we will continue to pursue excellence with intention and competence.

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.

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.

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.

Strategies:

1.1 Cultivating Practice Readiness

1.2 Integrating Wellness in Practice

1.3 Creating Diverse and Inclusive Legal Communities

1.4 Exploring Rural & Mountain Practice Experience

1.5 Sustaining Access to Justice
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.

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 OUR EDUCATIONAL, PROFESSIONAL, AND CULTURAL CONTRIBUTIONS TO THE COLORADO LEGAL PROFESSION.

STRATEGIES:
2.1 ENHANCING LAW FIRM & LAW OFFICE PARTNERSHIPS
2.2 IMPROVED PROFESSIONAL RESOURCE COLLABORATION
2.3 GENERATING A LARGER STATEWIDE FOOTPRINT
2.4 EXPANDING CURRENT COLLABORATIVE PARTNERSHIPS

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.

STRATEGIES:
4.1 RECRUITMENT
4.2 TRAINING
4.3 MATCHING
4.4 FACILITATION
4.5 CIRCLE MENTORING
CAMP has already begun implementing the 2018-2020 Strategic Plan, which can be found at


Camp will embark on its next the strategic planning process in 2020. We look forward to once again engaging with our stakeholders in the courts, the bar, and the community to generate a meaningful and effective strategic vision for the Colorado Attorney Mentoring Program.

**New Programming**

A great attorney mentoring program never sits still! It keeps growing, evolving, and reaching. In 2017, we focused on developing new programming with two main characteristics:

(1) It must be **Innovative:** Programming that is unique to Colorado and to attorney mentoring generally, and

(2) It must be **Essential:** Programming which serves a broader purpose and is vital for the sustainability of the profession

With these characteristics in mind, three new areas of programming were developed to meet the ongoing needs of Colorado’s lawyers and legal community.
Rural/Virtual Practice Program

In 2015, there were approximately 7,500 active lawyers practicing in Denver County. With an estimated total population of 682,525, there was 1 lawyer for every 91 people in Denver that year. With these demographics, it is no surprise that the 2015 national unemployment rate for new lawyers was a whopping 8.8%. These numbers continue to increase annually.

By comparison, there were 23 active attorneys in Montezuma County in 2015. With an estimated population of 26,168, there was approximately 1 lawyer for every 1,138 people in Montezuma County. Similar statistics prevail for rural areas throughout the state of Colorado.

At the same time, in more than three-fourths of all civil trial cases in the United States, at least one litigant does not have a lawyer. Figures are even starker when it comes to family law, domestic violence, housing, and small-claims matters. At least one party lacks representation in 70% to 98% percent of these cases.

The justice gap—that is, the gap between legal needs and services available—has the greatest implications for the United States’ most vulnerable and isolated populations. Nearly 20 percent of Americans live in rural areas, but the New York Times says just two percent of small law practices are in those areas.

Currently, many lawyers practicing law in small towns are nearing retirement age, often without anyone to take over their practices or fill the gap when they retire. Without an attorney nearby, rural residents face ongoing logistical hardships to find an affordable lawyer to meet their legal needs.

When it comes to encouraging new lawyers to practice in rural communities, most focus solely on the difficulties associated with choosing a rural law practice and instead follow the general trend toward practicing in large cities. One such difficulty is the problem of high student loan debt. Debt prevents brand new lawyers from buying an entire practice outright, one traditional way to get started. And then there’s love and marriage. New lawyers want to be in a place where it’s easy to meet people, especially if they’re single. Or if they have a significant other or spouse, they want to ensure opportunities to raise and provide for a family.

There is a clear access to justice need to capitalize on the benefits of having a rural practice, while balancing the desire to live in a metropolitan area. Leveraging the benefits of both, we can create a pipeline of new rural/mountain practitioners. In an attempt to generate this pipeline, in 2017 CAMP created the Rural Virtual Practice Program.

The goal of the Rural Virtual Practice Program is to match new lawyers in Denver with established lawyers in rural or mountain communities through mentoring, clerkship and/or co-counseling relationships. Once paired with each other, the participants will:

- Work on client matters together
- Follow a structured mentoring curriculum to provide practical opportunities for discussion and professional growth
- Assess opportunities for physical or virtual law practice in a rural location
- Connect with the local legal community (bar associations, legal organizations, etc.)
- Meet the local judiciary and staff
- Explore the region and broader community, including demographics and legal needs
• Discuss succession planning and employment options for new lawyers

The purpose of the pairings is to introduce the new lawyer to rural/mountain practice, while allowing the new lawyer to maintain the majority of his or her time in the Denver metro area through the use of virtual practice tools. It gives the new lawyer time to get to know an established lawyer in the community and slowly integrate the new lawyer’s practice into the rural community. Even if the new lawyer does not ultimately relocate to the community, their knowledge and connection to the community will allow them to maintain a virtual presence and assist clients remotely.

Positive program outcome objectives are as follows:

• Improved access to lawyers for rural/mountain residents by increasing the number of available attorneys providing affordable legal services
• Increased succession planning for established rural/mountain lawyers considering retirement in the next 3 to 5 years
• Well-developed virtual practice skills for participants and the local judiciary
• Creation of pipeline for developing rural/mountain lawyers

Pilot matches in this program are currently taking place in Mesa County, Pueblo County, and La Plata County. Following a review of these pilot mentoring relationships, CAMP will expand the Rural Virtual Practice Program to include a broader selection of Colorado’s rural and mountain communities.
Surviving The Colorado Bar Exam…Again

Many CAMP participants come to the program seeking mentorship while awaiting results from the February or July bar exam. Unfortunately, not all of these CAMP participants are successful on the exam. When this occurs, we work with each mentee individually to assist them in finding resources, community, and a friendly face as they develop a plan for moving forward.

In an effort to reach a larger segment of the unsuccessful Colorado bar exam applicants, CAMP has collaborated with the Chief Justice Commission on The Profession New Lawyers Working Group (NLWG) and the Colorado Lawyer’s Assistance Program (COLAP) to develop Colorado’s first resource site for unsuccessful bar exam applicants.

For CAMP’s part, we developed a unique website specifically dedicated to providing resources and guidance to anyone faced with surviving the bar exam again. The site provides a step-by-step guide to life after an unsuccessful bar exam result, as well as a resource guide for improving on the next attempt.

   Step 1: Getting Back on Track
   Step 2: Planning For The Future
   Step 3: The Re-Application Process
   Step 4: Preparation for the Bar Exam
   Step 5: During the Exam
   Step 6: Life After the Bar Exam

The “Surviving the Colorado Bar Exam…Again” page can be found at www.coloradomentoring.org/resources-for-bar-exam-re-takers/

In addition to hosting the resource guide on our website, CAMP has modified our mentor and mentee profile forms to include an available mentoring selection for “Overcoming Unsuccessful Bar Exam Results.” This will allow CAMP to match mentees with mentors who have similar shared experiences in re-taking the bar exam. We have also generated learning objectives, discussion topics, and activities specific to this mentoring need to allow those seeking coaching in re-taking the exam to obtain as much information and guidance as possible.

Finally, CAMP will be collaborating with COLAP, the NWLG, CU law, and DU law to produce a video of shared stories of those who found professional success after not succeeding on their first bar exam. The video will be hosted on the CAMP website and will provide inspiration, empathy, and resources to any future Colorado lawyer struggling with bar exam results.
Circle Mentoring

In response to CAMP participants’ expressed interest in collaborating together on mentoring topics and ideas, as well as a noticeable overlapping in requested mentoring topics, especially niche/non-traditional mentoring topics (i.e. Marijuana, racial justice, public policy, immigration), CAMP has expanded mentoring programming to include group or circle mentoring options.

What is a Circle?

- It typically will be a group of 5-10 peers who meet regularly to hold discussions pertaining to a shared interest or goals
- Peer led – While one person typically takes ownership of collecting topics, setting meetings, and facilitating circle sessions as needed, all members should contribute to generating topics and goals, and should consider owning any topics of interest or expertise.
- Most circles last between 6 months to 1 year and will meet at least once a month

The mentoring circles concept relies on peer-to-peer mentoring, as opposed to traditional mentoring paradigms. In the circle program, participants of all practice levels are encouraged to join an ongoing circle or propose their own mentoring topic. Topics don’t always have to be law or practice related and they can cover a wide range of ideas.

Circle owners designate limits for the number of participants, set expectations for how, when, and why the circle will meet, and put their proposed circle on a “marketplace” – a listing of circles that need participants. Lawyers browse the marketplace for circles that catch their fancy and when enough people join, the circle owner formally launches the circle.

Group mentoring brings a significant benefit to mentors and mentees of all experience levels including:

Knowledge sharing - People from across practice areas and generations can learn from one another, expanding the knowledge pool.

Expanding awareness of career development opportunities - People looking to get into specific practice areas can network with those who have done so, or connect with colleagues who are currently working on some version of what they’re looking for professionally.

Building personal relationships - There’s a reason Gallup asks the question “Do you have a best friend at work?” as part of their annual Q12 engagement questionnaire. Making friends with people at work contributes to retention within the profession, and circles can help people find those with common interests.

Improving innovation - Solve challenges in unique ways by connecting people with varying skillsets who are interested in solving the same challenge.

The mentoring circles paradigm was piloted in 2017 with the in-house law office at RTD. We’ve since expanded the program to include four mentoring circles with the Colorado Defense
Lawyers Association. Our launch of a Cannabis Law mentoring circle will occur in May of 2018 and we anticipate further expansion to mentoring circles for ADR, District Attorneys, and Western Slope Lawyers.

In addition to providing an additional mentoring engagement opportunity for CAMP participants, the mentoring circle concept allows us to serve more people (200 additional seats) from more geographically diverse areas.

Education/Outreach & Partnerships

Mentoring Resources
CAMP continues to be Colorado’s primary source for attorney mentoring resources and education. CAMP 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. 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 2017, we completely refurbished and refreshed our 50-page Mentoring Toolkit to provide updated and relevant resources, tools, activities, and discussion topics for the mentoring pair to consider, as well as best practices for navigating the mentoring relationship, an outline of first meeting discussion topics, and a guide to mentoring goal planning.

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

In 2017, CAMP reached over 1,000 Colorado lawyers through speaking engagements with the following organizations:

- CBA Ethics Committee
- CBA/CLE Hanging Your Shingle CLE
- CBA/CLE Practicing with Professionalism CLE (all 14 classes)
In 2017, CAMP implemented its first “Communications & Marketing Plan” to more effectively leverage our social media and newsletter campaigns. The CAMP Facebook page www.facebook.com/CAMPMentoring/ continues to be a main source of program communication. We grew our followers by 30% and reached 2,591 people through Facebook in 2017.

The CAMP newsletter matured into the CAMP Cairn; a monthly update on CAMP events, programs, articles, mentoring resources, and participant highlights. In 2017, our subscribers grew 163% to 1,660. Archived CAMP Cairns can be found on our website at www.coloradomentoring.org/archived-camp-monthly-newsletters/.
Statewide Footprint
We continue to grow our statewide footprint and engage our partners across Colorado. In 2017, CAMP focused on developing in-house and law firm partners by adding affiliated programs with:

In furtherance of the shared goal of generating as many meaningful and effective attorney mentoring programs around the country, CAMP strives to make its original model and its distinctive attributes available to any state, court, bar, or organizational leader seeking to start their own CAMP-style mentoring program. In 2017, CAMP created a “Partner Program Handbook” available to any legal organization seeking to implement a CAMP-style attorney mentoring program in their organization or community.


The handbook provides a step-by-step guide to developing and launching an attorney mentoring program. Additionally, the handbook contains the following useful resources:

- Organizational Roles & Responsibilities
- Program Documents and Resources
- Program Outcomes & CLE Credit
- Mentor & Mentee Recruitment Information
- Selection Criteria & Tips for Mentor & Mentee Recruitment
- Matching Mentors and Mentees
- Measures of Success
- Sample Monthly Schedule for Mentoring Pair
- Mentoring Agreement
- Application Forms
- Pre-Designed Mentoring Plans
• Promoting Your Mentoring Program Toolkit

The handy “Promoting Your Mentoring Program Toolkit” includes sample flyers, social media banners, sample recruitment e-mails, participant orientation PowerPoint presentation, and an activities guide.

CAMP has taken a thoughtful approach to the creation and distribution of materials to ensure that the CAMP structure, process, resources, and materials are “uncopyrighted” and accessible through our website to anyone seeking to develop an attorney mentoring program in their location.

2017 Program Press & Recognition

“Creating Change For a Community” Denver Business Journal February 3-9, 2017

“Denver Bar Association 2017 Outstanding Program” Denver Bar Association June 20, 2017

“Talent Gets You Noticed, Character Gets You Recruited” Colorado Lawyer July 2017

“10 Questions with J. Ryann Peyton” The Docket October/November 2017


Technology

In December 2016, CAMP launched a brand new mentoring platform through our partnership with Chronus Mentoring Software. In doing so, CAMP became the first state attorney mentoring program in the nation to offer a mentoring software platform for all participants.

CAMP’s Mentoring Software grew in popularity over the course of 2017 and by the end of the year we had maxed out our allotted “seats” in the program. As a result of our unexpected growth and popularity of the system, we expanded our number of seats halfway through the 2017-2018 fiscal year.

Overall, we have found the mentoring software to be a positive user benefit for our participants. The CAMP program has improved visibility with 24/7/365 access to mentoring resources and programs. We are better positioned to remove the “silos” of the legal community and provide improved mentoring access to Colorado lawyers in rural and mountain communities. Our users appreciate the improved goal setting features and embedded task management tools to assist mentoring pairs in successfully completing formal mentoring programs.

We look forward to expanding our technology capabilities in the coming year and continuing to be a national model for leveraging technology in mentoring a modern workforce.
Participant Demographics & Trends

Thanks in part to the implementation of the CAMP Mentoring Software, the Colorado Attorney Mentoring Program is able to provide improved metric data for 2017. Our current data collection methodology allows us to track participant engagement and outcomes in addition to participant demographics. Overall, 2017 was another year of substantial growth for the program. More importantly, however, 2017 marked the first year in which CAMP was able to collect substantive data on mentoring pair engagement.

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 38% of all active attorneys, 56% of CAMP participants identify as female.

We continue to support the unique needs of our female mentees through the development of mentoring plans specific to the lived experiences of women in the legal profession. Additionally in 2017 we further solidified our partnership with the Colorado Women’s Bar Association by bringing the CWBA Lift! program under the CAMP umbrella.
CAMP continues to have a large state-wide impact and recruit participants from various locations. In 2017, CAMP matched mentees in 18 of Colorado’s 22 judicial districts. Approximately 72% of CAMP participants work or reside in the Denver, Adams, Arapahoe, Douglas, and Jefferson County areas while 22% of CAMP participants work or reside in the greater metro area and outstate Colorado. Approximately 6% of CAMP mentees are Colorado lawyers residing out of state and transitioning their practice to Colorado. In 2018, CAMP will focus on improved recruitment in Eastern and Southeastern Colorado.
For the first time in 2017, CAMP was able to collect race and ethnicity data for our mentees. CAMP mentees tend to track the general diversity statistics within the legal profession. In 2018, CAMP will focus on improved outreach to diverse mentees with the launch of our Underrepresented Attorney Council, improved collaboration with diversity bar associations, and additional professional development opportunities and education pertaining to attorney sponsorship.
The majority of CAMP participants continue to be in their first four years of practice (88%). However, CAMP programming is relevant for attorneys at all stages of career and transition. 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.
It is important to reflect on the number of CAMP mentees who come to our program from outside of Colorado. While only 6% of mentees join the program prior to transitioning to Colorado, that number is not reflective of the total number of CAMP mentees who transition to Colorado from other states. In fact, the majority of CAMP mentees attend law school outside of Colorado. Additionally, 32% of CAMP mentees are licensed in and have practiced in other states. This data supports CAMP’s 2016 decision to expand programming for lawyers new to the Colorado legal community, as well as the 2017 addition of a resource page on the CAMP website for lawyers relocating to Colorado: [http://coloradomentoring.org/new-to-colorado/]
Colorado is a desirable place to live and practice law. The 32% of CAMP mentees relocating to Colorado come from 36 states (and the District of Columbia) and two countries. The majority have relocated from Florida and New York.

As our profession becomes more global, so too must our mentoring program. This data will help CAMP to improve collaboration with our counterparts in other states and develop additional programming to support our mentees as they seek to build national and international law practices.
CAMP mentees expressed a mentoring interest in 79 different practice areas in 2017. The chart above reflects those practice areas with five or more mentees. The most popular practice areas include (in order of popularity):

1. Business/Corporate
2. Civil Litigation
3. Family Law
4. Criminal Defense
5. Estate & Probate
6. Real Estate
7. Civil Rights
8. In-House Practice
9. Immigration & Appellate (tied)
10. Environmental

Our 2018 plans include expanded mentor recruitment in these areas of interest, as well as the development of mentoring circles in the most popular practice areas.
**CAMP Mentor Demographics**

CAMP mentor demographics remained relatively unchanged in 2017. Overall, CAMP increased its mentor pool by 173 mentors in 2017. The gender division of CAMP mentors continues to be reflective of the greater Colorado legal community.

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 practice areas with the most available CAMP mentors. Recruitment efforts will be increased in the areas of civil rights and in-house practice to account for the increased mentee interest in these areas.

**CAMP Participation Trends**

![Mentoring Pairing Metrics](chart)

**CAMP again experienced an overall increase in participation in 2017.** In prior years, the substantial majority of CAMP participants have participated through a partner organization. (See gray line in chart above). Due to the expansion of CAMP programming and mentoring options, as well as the implementation of the new software platform, many CAMP partner programs have centralized their participant intake, matching, and relationship facilitation methodology to the main CAMP office. As a result, we continued to see a sharp decline in partner program mentoring pairings in 2017.
This decline was an expected result of the 2016 and 2017 improvements to the CAMP program and we are not concerned with this trend as the new workflow is mutually beneficial to the CAMP office and to the partner programs. To maintain these important grass roots relationships, however, we are seeking ways to improve our collaboration with partner programs to focus on recruitment and engagement strategies for lawyers in these partners’ communities and organizations. We are also working with our partner programs to develop specialized mentoring experiences for their members to opt into and engage with as they enter the general CAMP program.

Table 1. Total CAMP Mentoring Pairs

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Mentoring Pairs (Individual, Co-Sponsor, &amp; In-House Programs)</th>
<th>% Change From Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>81</td>
<td>-</td>
</tr>
<tr>
<td>2014</td>
<td>109</td>
<td>35%</td>
</tr>
<tr>
<td>2015</td>
<td>161</td>
<td>48%</td>
</tr>
<tr>
<td>2016</td>
<td>194</td>
<td>20.5%</td>
</tr>
<tr>
<td>2017</td>
<td>276</td>
<td>42%</td>
</tr>
</tbody>
</table>

For the fifth year in a row, CAMP experienced a steady increase in the total number of mentoring pairs. Approximately 1,200 attorneys were approved for admission in Colorado in 2017. CAMP served approximately 23% of this population with 276 total mentoring pairs (an approximate 11% increase over 2016).

Table 2. Total Mentee Applications

<table>
<thead>
<tr>
<th>Year</th>
<th>Individual Program Mentee Applications</th>
<th>% Change From Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2014</td>
<td>22</td>
<td>-</td>
</tr>
<tr>
<td>2015</td>
<td>93</td>
<td>323%</td>
</tr>
<tr>
<td>2016</td>
<td>133</td>
<td>43%</td>
</tr>
<tr>
<td>2017</td>
<td>244</td>
<td>83%</td>
</tr>
</tbody>
</table>
Consistent with the growth we have seen in mentoring pairs, CAMP also experienced an 83% increase in mentee applications in 2017. We had a record breaking November with 53 new mentee applications in one month- the equivalent of six-months of mentee applications in previous years.

Table 3. Total Individual Program Pairings

<table>
<thead>
<tr>
<th>Year</th>
<th>Individual CAMP Pairings</th>
<th>% Change From Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2014</td>
<td>22</td>
<td>-</td>
</tr>
<tr>
<td>2015</td>
<td>11</td>
<td>- 50%</td>
</tr>
<tr>
<td>2016</td>
<td>101</td>
<td>818%</td>
</tr>
<tr>
<td>2017</td>
<td>232</td>
<td>130%</td>
</tr>
</tbody>
</table>

Table 4. Total Partner Program Affiliated Pairings

<table>
<thead>
<tr>
<th>Year</th>
<th>Partner Affiliated Pairings</th>
<th>% Change From Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>81</td>
<td>-</td>
</tr>
<tr>
<td>2014</td>
<td>87</td>
<td>7%</td>
</tr>
<tr>
<td>2015</td>
<td>150</td>
<td>72%</td>
</tr>
<tr>
<td>2016</td>
<td>93</td>
<td>-38%</td>
</tr>
<tr>
<td>2017</td>
<td>44</td>
<td>-53%</td>
</tr>
</tbody>
</table>

Table 5. Total Mentor Applications

<table>
<thead>
<tr>
<th>Year</th>
<th>Mentors Approved</th>
<th>% Change over previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>141</td>
<td>-</td>
</tr>
<tr>
<td>2014</td>
<td>104</td>
<td>-26%</td>
</tr>
<tr>
<td>2015</td>
<td>72</td>
<td>-31%</td>
</tr>
<tr>
<td>2016</td>
<td>104</td>
<td>44%</td>
</tr>
<tr>
<td>2017</td>
<td>173</td>
<td>66%</td>
</tr>
</tbody>
</table>
CAMP has experienced substantial year over year growth since 2014. In fact, our total participant volume in 2017 was nearly double our total volume in 2015. Approaching our five year anniversary, we are proud of the program’s growth and we look forward to continued advancement and evolution in 2018.

### Program Outcome Metrics

It is inherently difficult to measure the outcome of CAMP mentoring relationships as each mentoring relationship has its own goals and measures of success in achieving those goals. CAMP’s mentoring software allows us to survey participants at various points within the relationship to assess progress toward achieving mentoring goals, satisfaction with mentoring partners, and overall satisfaction with the CAMP program.
Our 2017 survey responses were overwhelmingly positive with 100% of those completing the program rating their experience as “satisfied or extremely satisfied” and 84% of participants on track or ahead of schedule in completing their mentoring goals at the half-way point of their relationship.

Table 1. Snap Shot of CAMP Mentoring Software Outcomes in 2017

<table>
<thead>
<tr>
<th>Activity</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logged Mentoring Meetings (hours)</td>
<td>512.5 hours</td>
</tr>
<tr>
<td>Mentoring Goals Achieved</td>
<td>237 goals</td>
</tr>
<tr>
<td>Mentoring Discussions Completed</td>
<td>96 discussions</td>
</tr>
<tr>
<td>CLE Applications Processed</td>
<td>23 Certificates of Completion</td>
</tr>
</tbody>
</table>

CAMP also collects participant feedback narratives to assess outcomes. Some of our favorites include:

I cannot thank you enough for everything you’ve done so far. You have done an excellent job so far, and I am so grateful for CAMP and you. I finally feel like there will be some good guidance and direction for my career.

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. She said CAMP has made a very positive contribution to the legal field and she thinks you have a huge part in that.

This mentor program has made a huge difference for me as a new solo practitioner in Colorado. I was put in touch with a mentor and ended up renting a room in his office. He is a senior attorney that has practiced for decades and since I am renting from him, I have daily access to his knowledge and experience. I can’t imagine how difficult it must be for other attorneys practicing without a mentor! 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!

It is exactly the type of mentorship I was hoping to get out of the program! I am so impressed at how well you run this program that you were able to find someone who met every single box on my desired mentor wish list.

I just wanted to let you know that Gerry is the most awesome mentor. In just the short time since we have been introduced, he has been so incredibly helpful. I am very appreciative of this program and you getting him to serve as my mentor. Now I am plotting how I can “fail” and not graduate from CAMP to be his mentee forever!
I resigned from the firm I was at and moved back to Grand Junction. CAMP set me up with Rob, a DA in Grand Junction, and he's been really receptive to talking with me. That connection has already led to an interview...CAMP runs a well-oiled machine; you've made it very easy and it has been incredibly helpful in adjusting these last 6 months.

Wow, you found the perfect match for me! I am so impressed by Mary Lou's credentials and I am so honored by the prospect of her guidance. It is exactly the type of mentorship I was hoping to get out of the program! I am so impressed at how well you run this program that you were able to find someone who met every single box on my desired mentor wish list. I would love an introduction and I am really looking forward to meeting her. Thank you so very much!

You’re amazing! This is very helpful and I will make use of it. The only problem I have with CAMP is that I refer to it too many times in my book! You’re doing great work. (Ida Abbott)

It was so nice to see you the other night at the Inn of Court! I can't tell you enough how helpful the CAMP program has been. I don't know what I would do without my mentors, and the mentors through CAMP are wonderful.

**Looking Toward the Future**

CAMP is a programmatic and financial priority of the Colorado Supreme Court and maintains integral partnerships with the Colorado Lawyers Assistance Program, the Office of Attorney Regulation Counsel, and the Colorado Bar Association.

CAMP is currently exploring options to expand staffing and office space to accommodate the 83% increase in participant engagement we generated in 2017. CAMP is expanding its mentoring software capabilities to provide additional “seats” for new participants. Additionally, we are working to expand our mentoring options to include “crowdsourced” mentoring using our community’s voices to create micro-mentoring and micro-professional development programming.

As CAMP becomes more integrated and respected in Colorado’s legal community, we will continue to be innovators and change agents for the profession while building our reputation as a national model for attorney mentoring.