

WASHINGTON STATE BAR ASSOCIATION



Annual Fall Section Leaders Meeting

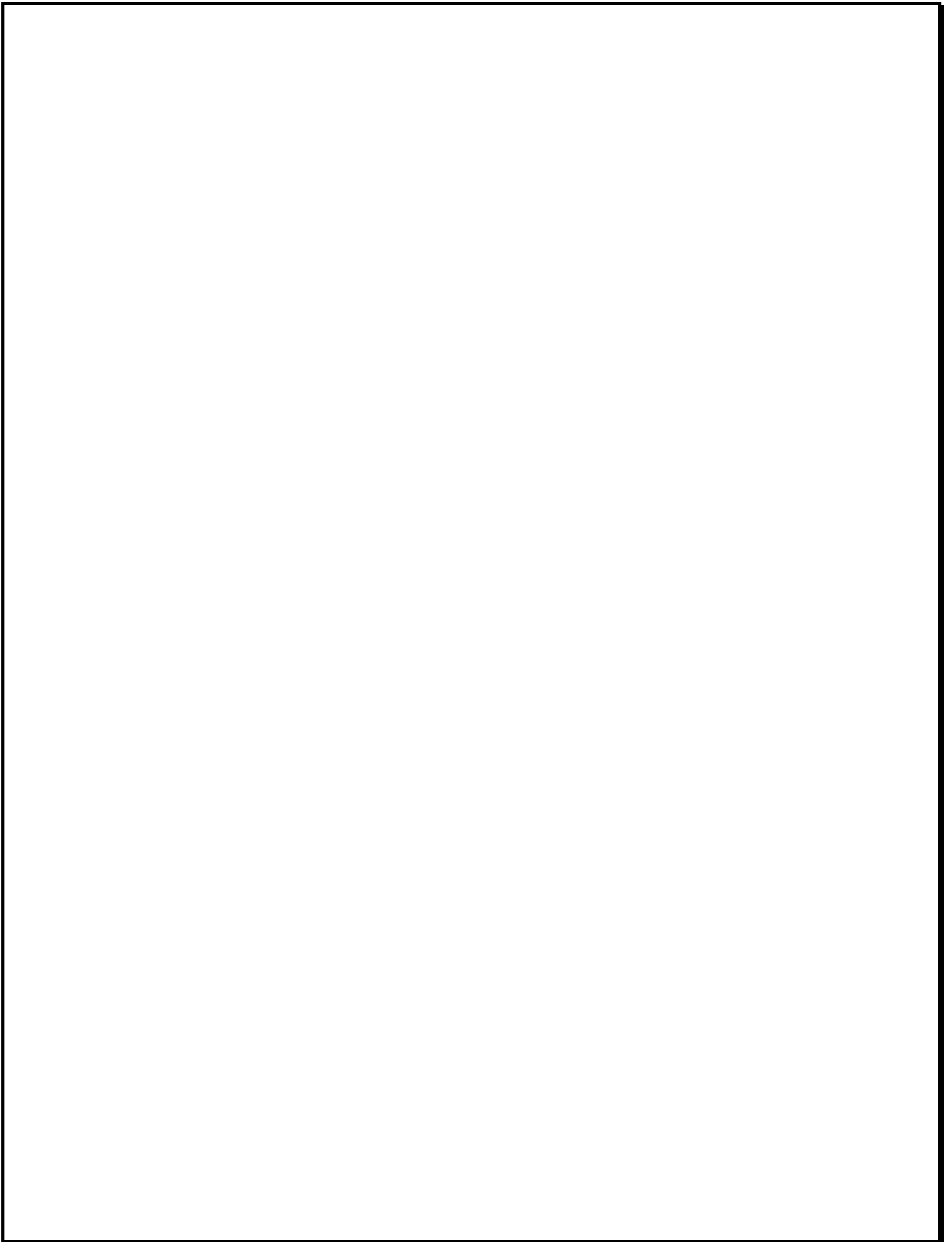
October 31, 2019 | 9:00 am - 4:00 pm

WSBA Conference Center, 1325 4th Avenue, Suite 600, Seattle & Webcast

NEW Content and 1.25 Ethics CLE Credit Available!

Top Tips for Starting Your Year Off Right

9:00 a.m.	Welcome & Introductions	Kevin Plachy, <i>Interim Director of Advancement</i> Paris Eriksen, <i>Sections Program Manager</i>
9:30	Overview & Updates: WSBA Mission, Strategic Goals, Bar Structure Work Group and the Advancement Department	Terra Nevitt, <i>Interim Executive Director</i> Rajeev Majumdar, <i>WSBA President</i>
10:00	BOG Member Engagement Workgroup	Dan Clark, Co-Chair Kim Hunter, Co-Chair
10:15	Group Activity: Sharing our Successes	Sections Team
10:55	<i>Break</i>	
11:05	Planning an Event in FY20: From Idea to Evaluation	Pat Mead, <i>Sections Program Specialist</i> Eleen Trang, <i>Sections Program Specialist</i>
11:45	WSBA CLE & Sections	Shanthi Raghu, <i>Interim Education Programs Manager</i> Miriam Gordon, <i>Education Programs Lead</i> Devorah Signer-Hill, <i>Education Programs Lead</i>
12:15	<i>Lunch (will be provided)</i>	
12:45	Event Sponsorship	Paris Eriksen, <i>Sections Program Manager</i>
1:15	WSBA Bylaws: Key Excerpts and Article XI	Office of General Counsel
1:45	WSBA Fiscal Policies	Sections Team
2:15	Diversity in Decision-Making <i>(up to 1.25 ethics CLE credit available)</i>	Robin Nussbaum, <i>Senior Inclusion & Equity Specialist</i>
3:30	FY20 At-a-Glance	
3:45	Wrap-Up & Adjourn	Sections Team





ANNUAL FALL SECTION LEADERS MEETING

Top Tips for Starting Your Year Off Right

Thursday, October 31
9:00 a.m. – 4:00 p.m.

WELCOME & INTRODUCTIONS

KEVIN PLACHY, INTERIM DIRECTOR OF ADVANCEMENT
PARIS ERIKSEN, SECTIONS PROGRAM MANAGER



THANK YOU!

Sections are partners in promoting the WSBA's mission to serve the public and the members of the Bar, to ensure the integrity of the legal profession, and to champion justice.

AGENDA

- Overview & Updates: WSBA Mission, Strategic Goals, Bar Structure Work Group and the Advancement Department
- Board Member Engagement Work Group
- Group Activity: Sharing Our Successes
- Planning an Event in FY20: From Idea to Evaluation
- WSBA CLE & Sections
- Event Sponsorship
- WSBA Bylaws: Key Excerpts and Article XI
- WSBA Fiscal Policies
- Diversity in Decision-Making (CLE credit)
- FY20 At-A-Glance
- Wrap-Up & Adjourn



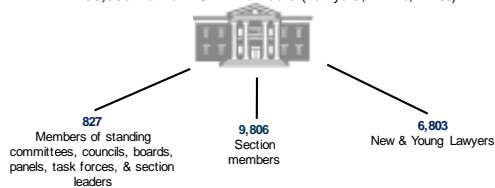
OVERVIEW & UPDATES: WSBA MISSION, STRATEGIC GOALS, BAR STRUCTURE WORK GROUP & THE ADVANCEMENT DEPARTMENT

RAJEEV MAJUMDAR, WSBA PRESIDENT
TERRA NEVITT, INTERIM EXECUTIVE DIRECTOR



THE WASHINGTON STATE BAR IS...

33,656 Active WSBA Members (Lawyers, LLLTs, LPCs)



WSBA MISSION STATEMENT

The Washington State Bar Association's mission is to serve the public and the members of the Bar, ensure the integrity of the legal profession, and to champion justice.

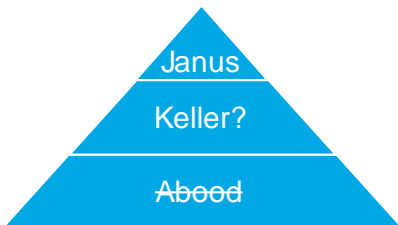


BAR ASSOCIATION STRUCTURES

Voluntary
Mandatory
Integrated




US SUPREME COURT CASELAW





2019 BAR STRUCTURE WORK GROUP

Work Group Recommendation	Washington Supreme Court Decision
Retain an integrated bar structure	Retain an integrated bar structure for now
Make no fundamental changes to the 6 Courtappointed boards administered and funded by WSBA	Make no fundamental changes, as recommended
Consider amending court rules to specify that the prohibitions of GR 12.2(c) apply to the Courtappointed boards	Review whether the prohibitions in GR 12.2(c) apply to the Courtappointed boards and seek additional input, especially from the affected entities
Consider ordering the WSBA Board of Governors and staff to adopt and execute a thorough Keller interpretation when calculating all future deductions	Request but do not order, that the WSBA Board of Governors and staff do a thorough Keller calculation for the Courts review
Reexamine the 2014 report and recommendations from the WSBA Governance Task Force	Review and reexamine recommendations from the 2014 Governance Task Force Report
Consider adding public member(s) to the Board of Governors	Reevaluate the composition of the Board of Governors membership including adding public member(s)



BOG MEMBER ENGAGEMENT WORK GROUP

BOG Member Engagement Work Group



Dan Clark, co-chair
Treasurer & Governor District 4
509.574.1207
DanClarkBOG@yahoo.com



Kim Hunter, co-chair
Governor District 8
253.709.5050
kim@khunterlaw.com

GROUP ACTIVITY: SHARING OUR SUCCESSES

SECTIONS TEAM:
PARIS ERIKSEN, SECTIONS PROGRAM MANAGER
EILEEN TRANG, SECTIONS PROGRAM SPECIALIST
PAT MEAD, SECTIONS PROGRAM SPECIALIST



SHARING OUR SUCCESSES: Project Review Worksheet

- > Self: thinking of a specific project, initiative or event, complete the worksheet.
- > Share your assessment amongst your table.
- > Select someone to summarize your discussion by sharing some highlights with the larger group.

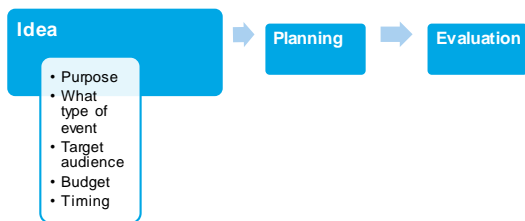
PLANNING AN EVENT: FROM IDEA TO EVALUATION

EILEEN TRANG, SECTIONS PROGRAM SPECIALIST
PAT MEAD, SECTIONS PROGRAM SPECIALIST





Key Stages of Planning



Idea Stage

- Purpose: What are you trying to achieve?
- What type of event
 - Executive Committee Meetings & Retreats
 - Annual Meetings
 - Receptions & Socials
 - CLE: Mini-CLEs, Half/Full Day & Midyears
- Who is your target audience
 - Section members; new/young lawyers; law students
- Budget
- Timing: Plan ahead!

Key Stages of Planning



Planning Stage

- Partners (WSBA & non-WSBA) & Sponsors, as appropriate
- Logistics (A/V needs)
- Contracting (venue, food, entertainment, and partners/sponsors)
- NEW: Photo release
 - Will there be pictures taken? How do you plan to use the pictures?
- Communication & marketing
- Evaluation

Key Stages of Planning



Evaluation Stage


- Feedback from section members and others
- Debrief (help plan for next time!)
 - Did you fulfill the purpose you set out?
 - Did you meet your budget?
 - How can it be improved for next time?
- Wrap up
 - Expense reports
 - Invoices

Sections Team

- Each member of the Sections Team is your 'go-to' resource.
- As a team, we focus on being a positive and proactive strategic partner.
- By working together, staff and section leaders can benefit from shared knowledge, skills, and expertise.
- Can assist at every stage of the Idea to Evaluation process.

WSBA CLE & SECTIONS

SHANTHI BAGHU, INTERIM EDUCATION PROGRAMS MANAGER
 MIRIAM GORDON, EDUCATION PROGRAMS LEAD
 DEVORAH SIGNER HILL, EDUCATION PROGRAMS LEAD



AGENDA

- Welcome & Introductions
- Program Options
- Questions



WELCOME & INTRODUCTIONS



CLE TEAM

Shanthi Raghu
Education Programs
Manager

WSBA Presents

Miriam Gordon
Education Programs Lead

Sections

Deborah Signer Hill
Education Programs Lead

New Member Education
Mini-CLEs
Regulatory Programs
Legal Lunchbox

TBD
Program Coordinator II

Sponsorships
Venue Contracting

Jane y McCauley
Program Coordinator

Melissa Hamasaki
CLE Coursebook
Coordinator

WSBA-CLE Portfolio

- [Section CLEs](#)
- [Mini-CLEs](#)
- [WSBA Presents](#)
- [New Member Education](#)
- [Legal Lunchbox](#)
- [Regulatory Programming](#)

IN FY19 WSBA-CLE...

- Developed and delivered around 62 programs via the WSBA presents and Sections portfolios
 - Live Section programs totaled 26, reaching around 2,235 attendees in-person or via webcast
- Supported 50 Mini-CLE programs
 - Nearly 4,600 people attended live in-person or via webinar
- Developed and delivered an additional 21 programs via Legal Lunchbox and New Member Education (Practice Primer, Financial Focus and Trial Advocacy Program)



SECTION CLE PROGRAMMING

Half, full, and multi-day programs

Mini-CLEs



MINI-CLE SEMINARS

- Section member benefit
- Up to 2.0 CLE credits
- Up to \$35.00 tuition
- Low cost to section and section keeps any revenue
- In-person or webinar (no webcast)
- MCLE requirements apply
- Section managed (minimal WSBA staff support)

MINI-CLE TIMELINE

- 6 months out: Upon section's request, WSBA adds hold to calendar up to six months ahead
- 6-8 weeks out: Completed Event Form must be submitted at least six weeks prior to program.
 - Webinar –
 - Trained webinar producer (Producer Timeline and Checklist)
 - Written materials due to WSBA at least two days prior for uploading
 - In-person –
 - Written materials and completed registration forms due to WSBA within 3 business days. Section responsible for distributing materials to attendees at program.
- Program day: Section delivers and is responsible for registration
- WSBA-CLE reports CLE credits to MCLE within 30 days of the seminar



HALF/FULL/MULTI-DAY SEMINARS

- Half-Day: 3.5 – 4 CLE credits
- Full-Day: 5 – 7.5 CLE credits
- Multi-Day Seminars
- Off-site potential for CLEs

PROGRAM DESIGN AND TIMELINE

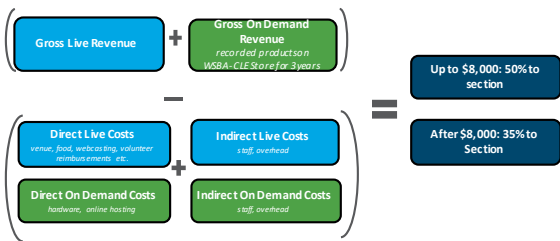
- October/November 2019 or as soon as possible: Communicate with Lead to reserve date for program
- 6 months out
 - Develop seminar topic and theme
 - Recruit Faculty
- 3 months out: Substantive Planning with Lead
- 3 months to program date: Lead works with Chairs and Faculty to develop, market and deliver program.

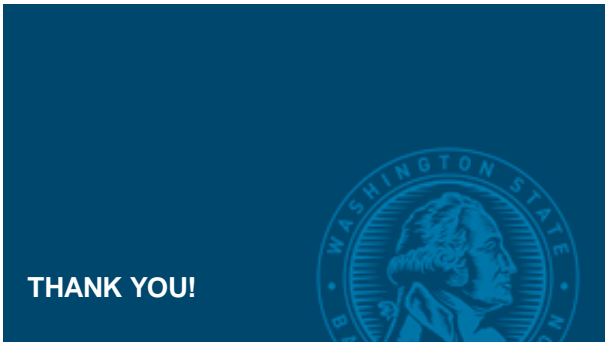


	Half/Full/Multi-Day	Minis
Cost to Section	\$0	Accreditation: \$12 Webinar Tool: \$100 Venue/Food, etc.: TBD
Net Revenue	Split per fiscal policy	Section retains all revenue
Attendee Options	Live: in person and webcast On demand	Live: in person and/or webinar On demand not available
Credits	3 credits or more	2 credits or fewer
Tuition	Half-Day: \$159 Full-Day: \$275 Multi-Day: \$399 *option for section member pricing	\$35 or less
Program logistics	WSBA	Section
Timeline	6 months or more depending on program	6 weeks

QUESTIONS?

FINANCIALS





EVENT SPONSORSHIP

PARIS ERIKSEN, SECTIONS PROGRAM MANAGER




EVENT SPONSORSHIP

- WSBA Section solicit sponsorship funds and in-kind support for CLE and non-CLE events.
- More efficient process to formalize these types of agreements.
- Does not include multi-day midyears and conferences outline in the WSBA sponsorship Booklet.
- **Action Item:** small group discussion to review and discuss possible new process.

<p>NEW - Section Event Sponsorship Form</p> <ul style="list-style-type: none"> • Sponsorship is valued at \$499 or less including in-kind • No revenue sharing • No alcohol 	<p>Memo of Understanding (MOU)</p> <ul style="list-style-type: none"> • Sponsorship is valued over \$500 including in-kind • May include alcohol • May include revenue sharing • Any agreement with third party as the MCLE Form 1 Sponsor.
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SUPPORT FROM THE OFFICE OF GENERAL COUNSEL - WSBA BYLAWS: KEY EXCERPTS AND ARTICLE XI

JULIE SHANKLAND, GENERAL COUNSEL



WSBA PUBLIC RECORDS

General Rule 12.4

- Presumes public access
- Applies to WSBA and its subgroups – including sections

Not Public Records Act or FOIA

Previously, public under WSBA Bylaws

Public Records Officer and procedure – published on website



WHY “PUBLIC RECORDS” MATTERS TO YOU AND YOUR SECTION

Section records that are “Bar records” are subject to disclosure

Email same as other records

All written communication with WSBA staff (including emails) and records you give to or store with WSBA (including on website servers) may be subject to disclosure



DEFINITION AND SCOPE

Bar Records: “Bar record” means “any writing containing information relating to the conduct of any Bar function prepared, owned, used, or retained by the Bar regardless of physical form or characteristics. Bar records include only those records in the possession of the WSBA and its staff or stored under Bar ownership and control in facilities or servers.” GR 12.4(c)(2)



DEFINITIONS AND SCOPE

Yes, it's a Bar record if:

- 1. It contains information relating to the conduct of any Bar function; **and**
- 2. It is prepared, owned, used, or retained by the Bar; **and**
- 3. It is in the possession of the WSBA and its staff or stored under Bar ownership and control in facilities or servers.



DEFINITIONS AND SCOPE

No, it's not a Bar record if:

- It is a record prepared by a member of a section who is not a WSBA employee, if that record is solely in that person's possession, not WSBA's; **or**
- It is a record that the Bar would have to create that is not currently in its possession at the time of a request.



EMAIL BEST PRACTICES

Be mindful about what you email to WSBA

- Do not mix "business" and "personal" content in a single email/email thread
- Is email the appropriate medium for your communication?

Beware of public disclosure requirements in your own work setting



EMAIL BEST PRACTICES

First (or only) WSBA staff person named in "to" line on multi-recipient email from outside WSBA is responsible for handling it within WSBA's policies, and destroying it when eligible for destruction – not Section member

Retention period is determined by content, not method of communication

WSBA sender of email is responsible for correct handling – not Section member



GR 12.1- WSBA PURPOSES

(a) Defines the purposes of the WSBA

(b) Specific authorized WSBA activities "in pursuit of these purposes":

- Sponsor and maintain committees, sections, and divisions whose activities further these purposes...
- Maintain a legislative presence to inform members of new and proposed laws and to inform public officials about bar positions and concerns



GR 12.1

(c) Activities Not Authorized:

- Take positions on issues concerning the politics or social positions of foreign nations;
- Take positions on political or social issues which do not relate to or affect the practice of law or the administration of justice;
- Support or oppose, in an election, candidates for public office.



W SBA COMMENT POLICY

Governs section authority to publicly comment on state and federal court rules and legislation, and clarifies when Sections can so comment.

"Comment" means to

- take a position (e.g., express support, concerns or opposition) with or without accompanying statements explaining the position, **and**
- provide input (e.g., suggested amendments, recommendations or analysis) without taking a position.



W SBA COMMENT POLICY

Sections are authorized to appear before or otherwise publicly comment on legislation to the Legislature or Congress, or a committee of the Legislature or Congress, or to publicly comment on any state proposed rule change pursuant to Washington Supreme Court General Rule 9(f), or to publicly comment on any federal proposed rule change, **upon the following conditions:**



W SBA COMMENT POLICY

Federal – prior written authorization of BOG

WA State – if agree with BOG position, only Section's governing body, only if 75% of Section's governing body;

- Determines if meets GR 12 and
- Agrees on opinion.

If oppose BOG position

- Only with prior written notice to BOG, and
- Cease if requested by ED, BOG, BOG Leg Committee, WSBPA President and Federal legislation by the WSBA Legislative Representative.



WSBA COMMENT POLICY

Must represent that they are comments of Section only not official comments of WSBA - **unless** have written approval of BOG to represent WSBA

Can't join or affiliate with groups or associations whose legislative advocacy reaches beyond the areas allowable under GR 12



OTHER OGC SERVICES

- Bylaw amendments –
 - Review, assist with drafting
 - Guide through BOG approval process if followed Section bylaws and compliant with WSBA policies

Contract review

Newsletter review

Other services as necessary



WSBA Open Meeting Policy

Article VII. Meetings

- **WSBA Bylaws**, not Open Public Meetings Act; transparency for members and public.
- **"Meeting"** = any meeting of a Bar entity at which action is contemplated
- **"Action"** = transaction of official business "including but not limited to receipt of member information, deliberations, discussions, considerations, reviews, evaluations, and final "actions"
- **"Open and Public"** (unless Executive session) – in person, by videoconference or teleconference
- **Schedules & contact information** made reasonably available by the Bar
- **Minutes** – recorded and open to public inspection; except sub entities – only need if specifically delegated authority to take final action for the entity
- **No secret ballots** (generally)
- **Executive Session** (see Art. VII.B.7.c.) – can't exclude Bar staff or BOG liaison





DIVERSITY IN DECISION-MAKING

ROBIN NUSSBAUM, PhD
SENIOR INCLUSION AND EQUITY SPECIALIST

ACTIVITY—DIMENSIONS OF DIVERSITY?

• **What are the dimensions of diversity?**

- Race
- Ethnicity
- Sex/Gender
- Gender Identity
- Sexual Orientation
- Religion
- Age
- Generation
- Ability
- Size
- Nationality/Citizenship Status
- Language/Accent
- Class/Socioeconomic Status
- Veteran Status
- Parent/Caregiver/Family Status
- Other dimensions

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DEFINITION OF DIVERSITY AT W SBA

Meaningful representation of and equal opportunities for individuals who self identify with those groups that are under-represented in the legal profession based upon, but not limited to disability, gender, age, familial status, race, ethnicity, religion, economic class, sexual orientation, gender identity and gender expression. Statewide geographic diversity and area of practice shall also be given consideration.

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W SBA'S COMMITMENT TO DIVERSITY—STRATEGIC GOAL

Promote equitable conditions for members from historically marginalized or underrepresented backgrounds to enter, stay and thrive in the profession

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WSBA'S COMMITMENT TO DIVERSITY—DIVERSITY PLAN

"The Washington State Bar Association is committed to advancing diversity and inclusion within the legal profession. Toward that end, WSBA is committed to understanding and responding to the professional environment which exists for all lawyers in Washington. Inclusion is best understood as an environment which encourages and incorporates different perspectives, ideas and experiences. The profession is changing. The business interests of attorneys, employers and clients call for more diverse legal representation across the state. WSBA recognizes the need to enhance opportunity in the legal profession and the public's experience with lawyers by..."

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WSBA'S COMMITMENT TO DIVERSITY—DIVERSITY PLAN

“...demonstrating to its members and the public at large a genuine commitment to supporting and advancing diversity and inclusion. WSBA is positioned, as a unified bar, to create and help nurture the conditions that will encourage diverse lawyers to enter, remain, thrive and ultimately lead the profession and inspire others to follow in their footsteps. The plan rests on a fundamental assumption that WSBA’s commitment to its own culture of inclusion and cultural competence provides the best foundation for meaningful progress. We refer to this as “Inside – Out” diversity. It is our hope that stakeholders and partners will answer the call to involvement as we work from the inside out to distinguish the Washington State legal profession as an inclusive community.”

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“INSIDE-OUT” DIVERSITY

WSBA doing our own work first
“Walking the talk”
Leading by example
Providing resources and tools

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CULTURALLY COMPETENT SERVICE

Culture
• Normalize talking about these issues
• Institutionalize the language and processes
Shared values
Common language and understanding
Build relationships
Viewpoints and lenses
Who you are and how you show up

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KEY CONCEPTS

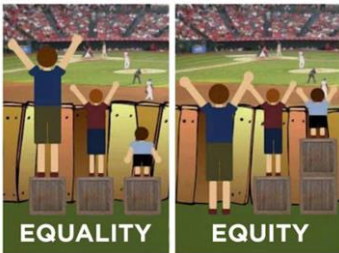
Diversity = Presence

Inclusion = Experience



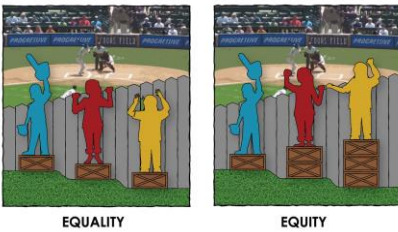
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KEY CONCEPTS



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KEY CONCEPTS



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KEY CONCEPTS



JUSTICE

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KEY CONCEPTS

Microaggressions

- The everyday slights, indignities, putdowns, and insults that people who are marginalized experience in their day-to-day interactions. A microaggression often appears to be a compliment but contains a hidden insult to the target group about which it is being delivered.
- <https://www.youtube.com/watch?v=BjI2P0IsAS4>

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KEY CONCEPTS

Stereotypes

- Homeless People
- Teenagers
- Lawyers ☺

We all know them

Pervasiveness

Neuroscience

Automatic and controlled processing

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KEY CONCEPTS

Implicit Bias

- The beliefs we carry without awareness or conscious direction, **unconsciously**
- Most of us **consciously** reject stereotypes and support anti-discrimination efforts

[Implicit Association Test](#)



WHAT CAN WE DO?

Accept that...

- We all have bias
- YOU have bias
- Your committee or board has bias

- Raising awareness isn't enough
- You can't see when it is happening
- Good intention and even conscious effort are not enough
- Recognize that intelligence, expertise, and experience do not make people less biased

*Adapted from NeuroLeadership SEEDS Model



WHAT CAN WE DO?

Employ strategies to interrupt and mitigate unconscious bias

- Create a culture in which it is the norm to discuss the potential biases playing out in any situation and to "check" each other
- Set up structures, systems, and processes that interrupt or mitigate bias
 - Remove identifying information from materials
 - Make important decisions in groups
 - Intentionally seek out other perspectives
 - Pay attention to who speaks (and gets heard) and who doesn't and consider ways to make speaking at meetings more equitable
 - Debate yourself from the opposing viewpoint
 - Avoid making important decisions when you are overwhelmed, stressed, tired, or emotionally activated

*Adapted from NeuroLeadership SEEDS Model



WHAT CAN WE DO?

- Employ strategies to interrupt and mitigate unconscious bias
- Set up structures, systems, and processes that interrupt or mitigate bias
 - Practice mindfulness
 - Slow down
 - Incentivize bias identification and self-awareness
 - Encourage rationalized decision-making and process identification
 - Lay-out decision making logic
 - Take a short break before making decisions

*Adapted from NeuroLeadership SEEDS Model

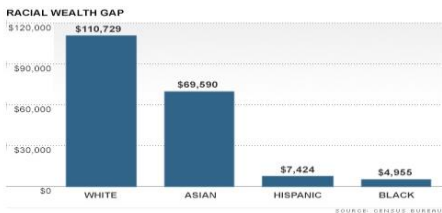
WASHINGTON STATE
BAR ASSOCIATION

KEY CONCEPTS

- Institutional Oppression/Racism
- Policies, practices and procedures that work to the benefit of dominant groups and to the detriment of marginalized groups, often unintentionally or inadvertently.

<https://www.youtube.com/watch?v=MdOCyqPcp2o>

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BAR ASSOCIATION

INCLUSION AND EQUITY IN YOUR CONTEXT

Internal/process considerations

- How are meetings run?
- Who is not at the table or gets left out? How do you ensure all voices are heard?
- Whose opinion is valued?
- What is viewed as normal or abnormal?
- What are the norms and in what way do they reflect dominant culture?
- Who gets leadership roles and why?
- Are your processes taking all of these key concepts into consideration?
- How are decisions made?



INCLUSION AND EQUITY IN YOUR CONTEXT

External/output considerations

- When you consider equity rather than equality, what are the things you can do to improve equitable outcomes?
- When you consider institutional oppression, what are the things you can do to improve equitable outcomes?
- Can you think of ways to interrupt or mitigate bias in your work?



INCLUSION AND EQUITY IN YOUR CONTEXT

Next steps

- What's next?
- How will you use this information?
- What can you do differently?





December 6, 2019	2019 Section Annual Reports Due
Dec. – January 2020	Renew Your Section Membership
January 2020	New Membership Year! Executive Committee Recruitment Begins
February	Election Prep in full swing!
February 6	Open Sections Night at WSBA
March	Executive Committee Applications Due
April/May	Annual Spring Section Leaders Meeting
May	Executive Committee Elections
June	Annual Budget Process Begins (FY21)
September	BOG Reviews/Approves Budget
September 30	End of Fiscal Year
October 1	New Fiscal Year Begins New Executive Committee Year
October	FY20 Expenses Due
December	2020 Section Annual Reports Due
December 31	End of 2020 Membership Year



Fiscal Year (FY20):
October 1, 2019 – September 30, 2020

2019 Section Membership Year:
January 1, 2019 – December 31, 2019

2020 Section Membership Year:
January 1, 2020 – December 31, 2020



WSBA Board of Governors Meeting Schedule	
November 22-23, 2019	Meeting at WSBA Conference Ctr.
January 16-17, 2020	Meeting at WSBA Conference Ctr.
March 19	Meeting at Hotel RL in Olympia
March 20	Meeting with WA Supreme Court (Temple of Justice)
April 17-18	Meeting at WSBA Conference Ctr.
May 14-15	Meeting at WSBA Conference Ctr.
July 23	Retreat at TBD (San Juan Island, Friday Harbor)
July 24-25	Meeting
August 28-29	Meeting at TBD
September 17	APEX Awards
September 17-18	Meeting at WSBA Conference Ctr.

All Board Meetings have agenda and materials deadlines in advance of each meeting.

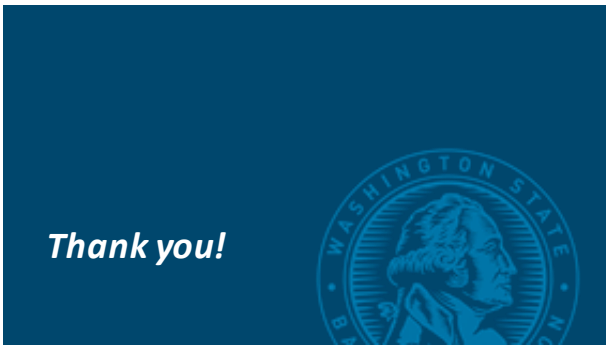
The Board is subject to the Open Public Meetings Act (OPMA)

www.wsba.org/about/wsba/who-we-are/board-of-governors



**UPCOMING OPPORTUNITIES FOR SECTION LEADER
ENGAGEMENT**

- Sponsorship Process
- Per-Member-Charge
- Annual Meetings
- Elections Process



WASHINGTON STATE BAR ASSOCIATION

Annual Fall Section Leaders Meeting

Thursday, October 31, 2019

My Top Tips for Starting the Year Off Right

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Project Review Worksheet
<i>Think of a success or a perhaps a misstep. Remember, even when initiatives 'miss the mark', they can still provide tremendous value, if you examine them carefully and capture the critical lessons.</i>
Section:
Summary: <i>Briefly describe a recent project or activity your section was involved in</i>
What worked well?
What did not work well?
List some things you learned while working on this project?
What direct costs were impacted? What were the internal costs (time, morale)?
What have you learned about the needs of stakeholders or the current market? Was there a change in any assumptions?
What insights have you gained into future trends? Will/how will you adjust next time?
What have you discovered about the way the section executive committee works together? How effective were the processes, structure, and culture?

WASHINGTON STATE BAR ASSOCIATION

SECTION PROGRAMS COMPARISON GRID OCTOBER 2019

Feature	Full/Half-Day/Multi	Minis
Cost to Section	\$0	Accreditation: \$12 Webinar Tool: \$100 Venue/Food, etc.: TBD
Net Revenue	Split per fiscal policy	Section retains all revenue
Attendee Options	Live: in person and webcast On Demand	Live: in person and/or webinar On demand not available
Credits	3 credits or more	2 credits or fewer
Tuition	Half-Day: \$159 Full-Day: \$275 Multi-Day: \$399 *option for section member pricing	\$35 or less
Program logistics	WSBA	Section
Timeline	6 months or more depending on program	6 weeks

ACHIEVING Inclusion and Equity:

A Guide for WSBA Committees, Boards, and Sections

This guide is meant to help Washington State Bar Association entities in their pursuit of diversity, inclusion, and equity. It provides an overview of WSBA's commitment, a readiness assessment, and the resources entities may access, including training and outreach opportunities. The WSBA is committed to advancing diversity and inclusion within the legal profession. An inclusive environment encourages and incorporates different perspectives, ideas, and experiences. Our commitment to inclusion and equity starts internally and is based in what we call our "Inside-Out" Philosophy. WSBA's approach is to "walk our talk" by applying the principles of inclusion and equity to our own work. We have prioritized diversifying our staff and creating cultural competence. We also support our entities in learning about diversity in order to diversify their own membership and leadership.

WSBA Diversity and Inclusion

WSBA's diversity team is available to provide consultation on a variety of diversity, inclusion, and equity topics. We provide several tools, resources, and training for sections and other WSBA entities.

WSBA Online Tools

www.wsba.org/connect-serve/volunteer-opportunities/toolbox

- ▶ Diversity Dictionary
- ▶ Culture of Inclusion Philosophy
- ▶ Accessibility Toolkit
- ▶ Diversity Demographics Report

WSBA entities are asked to report on inclusion and equity efforts aimed at increasing awareness, developing competency, and facilitating non-biased decision making. As a part of tracking the progress each entity is making, the annual report asks WSBA entities how they have addressed diversity. The questions are meant to encourage WSBA entities to think about a variety of ways they can impact diversity, inclusion, and equity.

Diversity and Inclusion Team

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*Diversity and
Inclusion Specialist*

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206-733-5952

joyw@wsba.org

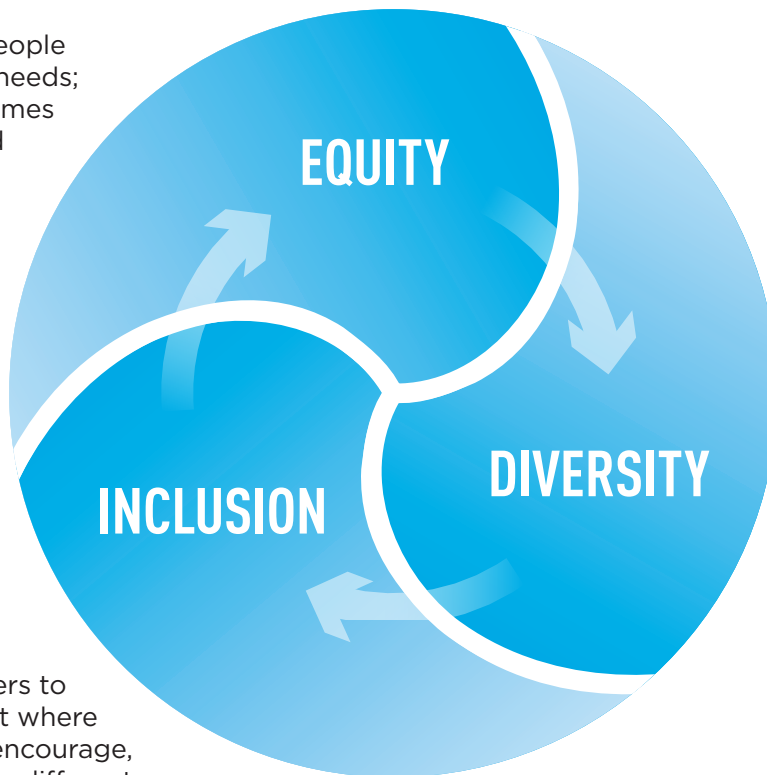
How to identify if a WSBA entity is ready to be inclusive

The pursuit of diversity, equity, and inclusion is a journey for every institution, department, team, group, and individual. Each path is uniquely rooted in a fundamental set of values, norms, and goals established by each entity. Below is a diagram highlighting definitions of major aspects of the journey. The WSBA Inclusion and Equity Specialist is available to assist entities in preparing for the journey, connecting them to resources, helping identify barriers, and developing strategies for creating a diverse, inclusive, and equitable environment within the entity.

WSBA's [Culture of Inclusion Philosophy](#) lists a number of helpful characteristics each WSBA entity should consider when preparing to conduct outreach to underrepresented groups. These characteristics are crucial to developing a welcoming atmosphere and retaining members from marginalized communities. Without the intentional development of an inclusive and equitable culture, efforts to increase sustainable representation of marginalized groups are unlikely to be successful.

DIVERSITY / EQUITY / INCLUSION JOURNEY

Equity is treating people fairly based on their needs; ensuring equal outcomes (beyond equality and equal opportunities).



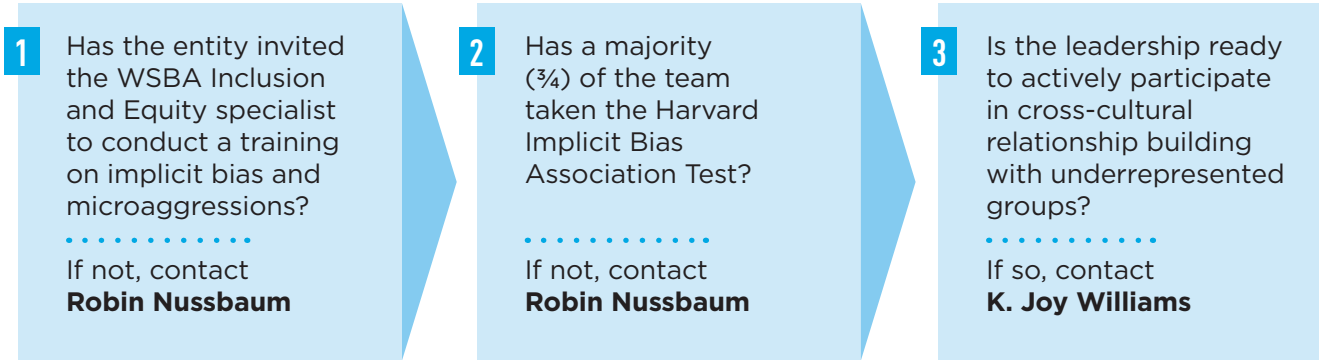
Inclusion refers to an environment where people invite, encourage, and incorporate different perspectives, ideas, and experiences.

Diversity refers to meaningful representation of and equal opportunities for individuals who self-identify with those groups that are underrepresented in the legal profession based upon, but not limited to, disability, gender, age, familial status, race, ethnicity, religion, economic class, sexual orientation, gender identity, and gender expression. Statewide geographic diversity and area of practice shall also be given consideration.*

*Adopted by the WSBA Board of Governors in March 2010.

READINESS ASSESSMENT

Before engaging in broader outreach consider the questions below:



These questions are meant to support the front end work on the journey and act as a guide to the nonbiased decision-making necessary in the pursuit of equity.

The expectation is that each WSBA entity has intentionally prepared its decision makers and members to become a more diverse and inclusive membership.

OUTREACH

The diversity team is also available to help you with outreach. The diversity team will work with WSBA entity leadership to identify:

- ▶ Outreach goals (who is your target audience and why)
- ▶ Measurable outcomes for outreach efforts
- ▶ Type and level of support required to increase representation of members from marginalized groups (e-introductions, in-person meetings, etc.)
- ▶ WSBA hosted/sponsored events, meetings, or programs suited to support outreach goals

EXTERNAL RESOURCES

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition – thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the internet. Project Implicit was founded in 1998 by three scientists – [Tony Greenwald](#) (University of Washington), [Mahzarin Banaji](#) (Harvard University), and [Brian Nosek](#) (University of Virginia).

- ▶ <https://implicit.harvard.edu/implicit/takeatest.html> (Also available on WSBA’s volunteer toolbox)

Special correspondent Charlayne Hunter-Gault speaks to Derald Wing Sue of Teachers College at Columbia University about the ways that everyday microaggressions can affect people.

- ▶ <https://youtu.be/mgvjnxr6OCE>

WSBA Diversity and Inclusion – Further Information

TO FIND OUT MORE ABOUT:	CONTACT:
<ul style="list-style-type: none"> ▶ A diversity consultation, training or presentation for my WSBA section, board, committee, etc. ▶ WSBA entity demographics 	<p>Robin Nussbaum 206-727-8322 robinn@wsba.org</p>
<ul style="list-style-type: none"> ▶ A diversity consultation, training or presentation for my law firm, legal organization, school, etc. ▶ WSBA membership research 	<p>K. Joy Williams 206-733-5952 joyw@wsba.org</p>
<ul style="list-style-type: none"> ▶ The WSBA Diversity Committee ▶ Submitting a diversity-focused publication (blog, <i>NWLawyer</i>) ▶ Outreach to Washington State’s minority bar associations (MBA) ▶ A diversity event or program 	<p>Dana Barnett 206-733-5945 danab@wsba.org</p>
<ul style="list-style-type: none"> ▶ Adding or updating an MBA or Diversity Section on WSBA.org 	<p>Tyler Washington 206-733-5934 tylerw@wsba.org</p>
<ul style="list-style-type: none"> ▶ Joining the WSBA Diversity Stakeholders listserv ▶ Submitting an event for WSBA Diversity Announcements (emailed every other week) 	<p>diversity@wsba.org</p>



**WASHINGTON
STATE BAR
FOUNDATION**

The Washington State Bar Foundation, a 501(c)(3) organization, is a separate entity from the WSBA. Its sole mission is to provide financial support for WSBA programs that promote diversity within the legal profession and enhance the public’s access to, and understanding of, the justice system. Tax-deductible contributions to the Foundation support WSBA’s diversity and inclusion events and programs.

For more information, or to make a donation, contact:
Laura Sanford, lauras@wsba.org. 206-239-2137

**WASHINGTON STATE
BAR ASSOCIATION**

RACIAL MICROAGGRESSIONS

Agency



Theme	Microaggression	Message
<p>Alien in Own Land When Asian Americans and Latino Americans are assumed to be foreign-born.</p>	<p>Asking an Asian co-worker, "Where are from? No, where are you <i>really</i> from?"</p> <p>Telling an American born Latino they speak such good English.</p>	<p>You are not American.</p>
<p>Ascription of Intelligence Assigning a degree of intelligence to a person of color on the basis of their race.</p>	<p>A co-worker responds with surprise when an Asian American talks about struggling with math in high school.</p> <p>Telling an African American "You are so articulate."</p>	<p>All Asians are smart and good at math.</p> <p>It is unusual for people of color to speak standard English and with intellect.</p>
<p>Color Blindness Statements which indicate that a person does not want to acknowledge race.</p>	<p>When a staff member of color attempts to discuss being the only person of color on staff and feeling alienated and dismissed by her co-workers, a staff member says, "Do you think you're being a little too sensitive? We should emphasize similarities, not people's differences."</p> <p>When a staff member confides in a colleague that he thinks another staff person is treating him badly because of his race, the colleague replies "I don't think "Mike" would do something like that. He seems to treat everyone the same regardless of race."</p>	<p>Race and culture are not important variables that affect people's lives.</p> <p>Your racial experiences are not valid.</p>
<p>Criminality/Assumption of Criminal Status A person of color is presumed to be dangerous, criminal, or deviant on the basis of their race.</p>	<p>Blacks and Latino staff are consistently asked to show identification while their white colleagues are not.</p>	<p>You are a criminal.</p>
<p>Denial of Individual Racism A statement made when whites renounce their racial biases.</p>	<p>A new hire asks her supervisor if race is addressed in the organization. The supervisor replies, "Race does not affect the way we work with one another. We treat everyone the same."</p> <p>A staff brings up racism with her manager. She replies, "I totally understand. As a woman, I face discrimination too."</p>	<p>Your racial/ethnic experience is not important.</p> <p>Your racial oppression is no different than my gender oppression.</p>
<p>Myth of Meritocracy Statements which assert that race does not play a role in succeeding in career advancement or education.</p>	<p>A co-worker says to a colleague, "This is America. Anyone can succeed if they work hard enough."</p> <p>When a staff member of color complains about being passed over for promotion, his colleague replies, "Maybe if you work harder you'll get promoted next time."</p>	<p>People of color are lazy and/or incompetent and need to work harder.</p> <p>If you don't succeed, you have only yourself to blame (blaming the victim).</p>

RACIAL MICROAGGRESSIONS

Agency



Theme	Microaggression	Message
<p>Pathologizing Cultural Values/ Communication Styles The notion that the values and communication styles of the dominant/white culture are ideal.</p>	<p>A Black man speaks loudly with affect when engaging in discussion with co-workers. One of the co-workers complains to her supervisor saying she is fearful and sees his behavior as inappropriate.</p> <p>An Asian or Native American descent has trouble maintaining eye contact with his supervisor. The supervisor assumes he is being disrespectful.</p>	<p>Assimilate to dominant culture.</p> <p>Leave your cultural baggage outside.</p>
<p>Second-Class Citizen Occurs when a white person is given preferential treatment as a consumer over a person of color.</p>	<p>White staff members get called on more often and are more frequently asked their opinions in staff meetings.</p> <p>A white person is served first by the office staff when a person of color arrives before them.</p>	<p>Whites are more valued than people of color.</p> <p>White students are more valued than students of color.</p>
<p>Environmental Microaggressions Macro-level microaggressions, which are more apparent on a systemic level.</p>	<p>The magazines in the lobby and pictures on the wall are geared towards white dominant culture.</p> <p>White people are the protagonists of all of the required reading in class.</p>	<p>You don't belong/Only white people can succeed.</p> <p>You are an outsider/You don't exist.</p>

Copyright © 2007 by the American Psychological Association. Adapted with permission.
Sue, D.W., Capodilupo, C.M., Torino, G.C., Bucceri, J., Holder, A.M.B., Nadal, K.L., Esquilin, M., Racial Microaggressions in Everyday Life: Implications for Clinical Practice. American Psychologist. 2007 vol.62, No. 4

Interrupting and Mitigating Implicit Bias

Only 5% of our brain is doing active explicit processing. The other 95% of what we are doing is being determined unconsciously. Remember that biases come from schemas and heuristics—mental shortcuts that help us process information and make a million little decisions all the time. We might be more familiar with “demographic bias,” which is about the social messages and stereotypes we hold about certain groups of people. However, it isn’t simply racism, sexism, etc. but rather a series of connections in our brains that lead to all sorts of biases. In fact, there are 150+ named biases. And these biases are helpful and adaptive. They allow us to use previous information and experiences to inform new decisions. They are cognitive shortcuts that allow our brains to function. They can also prevent us from receiving new information, inhibit us from considering all options, or cause us to make illogical decisions. The 150+ biases can be roughly categorized into five types: similarity, expedience, experience, distance, and safety.

Interruption and Mitigation Strategies

Each type of bias can be interrupted or mitigated with different strategies. **Interruption** strategies are those that prevent the bias from being enacted. **Mitigation** strategies reduce the effects of the bias.

Similarity: This type of bias is most likely to show up in “people decisions.” To counter similarity bias, look for ways to build connection and reduce difference.

1. Remove identifying information from materials for hiring promotion, scholarships, etc.
2. Find shared values with people who seem different. You can also look for or create similarities.

Expedience: Expedience bias is especially likely to occur when people are in a hurry or cognitively depleted; people tend to take the easy path. To counter expedience bias, you need to slow down and engage in more cognitive effort.

1. Slow down!
2. Engage in “if..., then...” planning.
3. Encourage rationalized decision-making and process identification. Lay out decision-making logic step-by-step.

Types of Biases

Similarity

These are positive associations for those who are like you and negative associations with those that are unlike you.

Expedience

These are mental shortcuts that help us make quick and efficient decisions.

Experience

This is the belief that we see reality clearly and correctly and that anyone who sees it differently is incorrect. We have a strong conviction that our intuition is correct.

Distance

We value things that are closer to us more. This can be “closer” in terms of space, time, or even ownership.

Safety

It seems that our decisions are generally more driven by negatives than positives (i.e. bad is stronger than good).

Demographic: The social messages we all receive and the stereotypes we are taught about people based on where they live, their race, gender, age, ability, religion, etc.

Experience: This is one of the hardest biases to overcome because it is so hard to realize that the way we see things isn't the only way to see them. To counter experience bias, seek outside input and feedback and aim for greater objectivity.

1. Practice perspective taking. Imagine yourself and the issue from other people's perspectives.
2. Invite "outsiders" to offer their perspectives on issues or decisions.

Distance: To counter distance bias, you need to take distance out of the equation when analyzing outcomes and resources. Evaluate all options as if they were equally close to you in distance, time, or ownership.

1. First, make sure to consciously understand the full value of each option and then *consciously* deliberate on time, distance, and resources.
2. Not to say time, distance, and resources shouldn't factor into the equations, but that they should factor in consciously rather than unconsciously influence your decision.

Safety: Safety biases are mostly likely to occur in making decisions about risk and return. To counter safety bias, try to create greater distance between you and the situation.

1. Separate the self. Imagine you are making the decision for someone else.
2. Imagine the decision has already been made and you are not looking back at the pros and cons more objectively.

Demographic: This type of bias shows up under each of the other categories, but there are some specific strategies to help interrupt or mitigate the systems that rely on demographic biases to reinforce dominance and marginalization.

1. Engage with counter-stereotypical examples of marginalized groups before meeting with people from those groups (the positive effect is short term so this must be in immediate proximity to the meeting).
2. Seek out the voices of marginalized people. Listen and learn from their life experiences and use that knowledge to question your own narratives. Engage in an active practice of self-awareness.
3. Build authentic relationships across difference.

Other Strategies: There are a myriad of other strategies that may help generally. There are considered some of the best practices when it comes to reducing bias in decision-making.

1. Make important decisions in groups.
2. Create a culture where it is acceptable to identify potential bias and reward efforts to address it.
3. Encourage people to disagree (civilly), "check" each other, and present alternate options.
4. As a leader, encourage people to challenge you.
5. Pay attention to who speaks (and gets heard) and who doesn't and consider ways to make speaking at meetings more equitable.
6. Intentionally seek out other perspectives.
7. Debate yourself from the opposing viewpoint.
8. Avoid making important decisions when you are overwhelmed, stressed, tired, or emotionally activated.
9. Practice mindfulness.
10. When decisions get tough, make it a question of what best aligns with organizational values.
11. Make these practices systemic and the cultural norm!

See reverse side for WSBA Expense Policy summary. Please fill out completely and legibly. Reimbursement checks will be payable only to the person/entity incurring the expense, as documented by itemized receipts. **Signed expense reports must be submitted within 60 days of incurring the expense; for expenses incurred in August and September, all forms must be submitted within 30 days of the WSBA fiscal year end (September 30).**

To expedite reimbursement, email one PDF of this form and itemized receipts to your staff liaison at wsba.org.

Otherwise, mail to: Washington State Bar Association, 1325 4th Avenue, Suite 600, Seattle, WA 98101-2539

<input type="checkbox"/> Employee <input type="checkbox"/> Board <input type="checkbox"/> Committee <input type="checkbox"/> Council <input type="checkbox"/> Taskforce <input type="checkbox"/> Other:	<input type="checkbox"/> CLE <input type="checkbox"/> Section <input type="checkbox"/> Witness <input type="checkbox"/> Panel	Make check payable to (print): Street Address, including City, State, Zip: <input type="checkbox"/> Check if new address E-mail: _____ Bar #: _____ Phone: _____
Staff Liaison: _____		By my handwritten or typed signature below, I certify that: (1) these expenses comply with the WSBA Expense Policy; (2) I am the person or entity entitled to receive reimbursement for these expenses; and (3) these expenses have not been reimbursed by any other source. X: _____ Date: _____

EXPENSE REIMBURSEMENT REQUEST (Itemized receipts required. For handwritten forms use INK only.)

Expense Date:	WS						Category Totals
Event Date:							
Event Name:							
Event Location:							
Transportation	Auto Mileage Total (\$ 0.58/mi)	miles	miles	miles	miles	miles	
	Ground Transportation, Parking, Tolls						
	Airfare (coach/economy only)						
Meals	Breakfast (up to \$12)						
	Lunch (up to \$18)						
	Dinner (up to \$36)						
Lodging (up to \$175/night; \$200/night in Seattle; + tax)							
Other Expenses (itemize):							
Totals							

**EXPENSE AFFIDAVIT REQUIRED IF DETAILED RECEIPT IS MISSING
(No more than \$75 may be reimbursed without itemized receipt)**

By my handwritten or typed signature below, I certify that I incurred the following cost(s) and that I am not seeking reimbursement for alcohol:	
Name of Vendor:	Date of Purchase:
Item(s) Description:	Amount Paid: \$
Brief Description of why there is no itemized receipt:	
Signature of Purchaser:	Date:

SUMMARY OF WSBA EXPENSE POLICY

GENERAL PRINCIPLE

WSBA depends upon and values the time and talent of its employees and volunteers. As a steward of member funds, WSBA asks for employees and volunteers to help save costs. **WSBA will reimburse out-of-pocket expenses incurred in connection with WSBA business or meetings that are: (1) reasonable, (2) necessary, and (3) appropriately documented, as set forth in the WSBA Expense Policy.** WSBA will not reimburse expenses that are reimbursed from another source; and will not reimburse expenses incurred by spouses, domestic partners or guests, except as otherwise provided by the WSBA Expense Policy.

REIMBURSABLE EXPENSES

In accordance with IRS requirements, any person seeking reimbursement from WSBA must submit a signed, dated WSBA Expense Report, supported by detailed receipts. In the absence of a detailed receipt, up to \$75 may be reimbursed by completing the Expense Affidavit Form located on the front page of this Expense Report.

Meetings: WSBA encourages virtual meetings whenever feasible to accomplish committee, task force, panel, council and section work. Reimbursement of travel expenses to board, committee, task force, council, panel, and section members residing out of state to attend their meetings is limited to the approximate cost of in-state travel.

Transportation: *If travel is necessary*, WSBA will reimburse the lesser of coach-economy air fare or auto mileage. If you drive, WSBA will not reimburse for lodging *en route*, and will only reimburse the lesser cost of coach-economy airfare. Reimbursement for out-of-state meeting travel is limited to the approximate cost of in-state travel (the cost of traveling from the nearest Washington border).

1. **Auto Mileage** will be reimbursed at the IRS Standard Mileage Rate. *Carpooling is encouraged.*
2. **Rental Cars/Other** may be used only when economical compared to other modes of local transportation or if local transportation is nonexistent. Rental charges should be net of any discounts and will be limited to the rental cost of compact or standard-size cars. Reimbursement for any other method of travel (e.g., train) will be reimbursed for the cost of the most economical method of travel.
3. **Ground transportation, parking, tolls:** If travel is by air, please park and shuttle economically. WSBA will reimburse longer term airport parking at the lower of actual parking costs or an airport shuttle to/from your home.
4. **Airfare:** WSBA will only reimburse coach/economy-class air fares. Please book well in advance to obtain lowest possible fares. WSBA reserves the right not to fully reimburse for fares booked less than two weeks in advance of travel. WSBA will not reimburse for use of frequent flyer coupons or air miles. *(Receipt must include name of passenger, credit card used for payment, confirmation that flight was paid in full, date of flight, and departure and destination locations. Credit card statements are not sufficient.)*

Lodging: *If an overnight stay is necessary* (contact your Staff Liaison in advance with any questions), WSBA will reimburse up to the amounts noted on the front page of this Expense Report. Ask your Staff Liaison about WSBA negotiated rates at area hotels. WSBA will not reimburse incidental charges such as entertainment, personal phone calls, etc. *(Reimbursement receipts must include name/location of hotel, guest name(s), date(s) of stay, and breakdown of charges for lodging, meals, telephones, and incidentals).*

Meals: WSBA will reimburse meal expenses (including gratuity), up to the amounts noted on the front page of this Expense Report. In the event of lost receipts, WSBA will reimburse the lower of these rates or the federal per diem rate for the location in which the meal expense was incurred (see www.gsa.gov/perdiem). All-day travelers may reallocate per-meal allowances (e.g., spend more on lunch; less on dinner). Identify all individuals included in a meal reimbursement request.

Note: Alcohol will not be reimbursed and must be segregated from meal expenses.

Other expenses: WSBA will reimburse necessary out-of-pocket office expenses with receipts (actual copying charges up to 15 cents a page; faxes up to 25 cents a page, with a \$5 maximum). WSBA will not reimburse standard office services (e.g., voice mail, telephone connections), personnel costs or professional services.

FOR WSBA USE ONLY – DO NOT WRITE BELOW THIS LINE					
Submitted by:			Date:		
Approved by:		Date:	Rush approval:		Date:
ACCOUNT NAME	ACCOUNT #	DEPT.	JOB CODE	BAR #	AMOUNT
Date Rec'd in AP	Vendor #				Total: