

**Minnesota Association of Black Lawyers’
2017-2020
Strategic Plan
Updated 01/22/2018**

Goal 1: Promote and support the professional development of Black lawyers, judges, and law students in Minnesota				
Strategic Area	Action Items	Next Steps	Responsible	Milestone Status Update
1.1 Promoting support programs related to members’ development and advancement within the profession; adapting programs to evolving needs of members (programs)	1.1.1 CLEs specific to black lawyer development	Identify CLEs of interest to members (e.g., annual ethics CLE, annual bias CLE, estates and trusts CLE, IP CLE)	Membership Committee, CLE Committee	Y1
	1.1.2 Networking circles	Organize coffee meetings, lunch meetings or dinners for members on a quarterly basis – have a managing partner or GC be guest of honor	Membership Committee	Y1
	1.1.3 Support and educate attorneys seeking judicial positions (through appointment or election, state or federal) or legislative positions (state or federal)	Organize judicial endorsement committee, support campaigns for candidates in judicial elections, and institute judicial pipeline – workshop, CLEs, etc.	Judicial Endorsement Committee	Y1 (ongoing)
	1.1.4 Educate attorneys seeking legislative positions (municipal, state or federal)	Institute legislative pipeline – workshop, CLEs, etc. Research current percentage of Black attorneys in legislative positions	Legislative Committee	Y1 (committee formed in Y1, but work outlined and commenced by Y3)
	1.1.5 Support MABL members strategically through award endorsements	Awards and nominations committee	Awards and Nominations Committee	Y1
	1.1.6 Public speaking training	Partner with Toastmasters	N/A	Beyond Y3 (aspirational)

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1.2	Fostering collaboration between the traditional and non-traditional lawyers (i.e., JD only with no license or non-practicing attorneys)	1.2.1 Practice specific roundtables	Survey membership for preferred specific roundtables and prioritize events based on interest expressed	Membership Committee (i.e., non-practicing attorney subcommittee)	Y2
1.3	Increasing collaboration with stakeholders (e.g., affinity bars, bar associations, courts, law firms, law schools and high schools, businesses/corporate members)	1.3.1 Continue Annual Minority Bar Leadership Dinner	Continue ongoing work	MABL President, MABL Vice President, Membership Committee	Y1 (ongoing)
1.4	Helping members find appropriate positions within firms, the court, corporate legal departments, public sector, legislature/Congress (informational resources)	1.4.1 Timely publication of available positions on website and newsletter 1.4.2 Résumé help	Continue ongoing work	MABL Board, Law School Outreach Committee	Y1 (ongoing)
1.5	Promoting integration of law students into the Minnesota legal community and community at large, including assisting law students with clerkship opportunities	1.5.1 Mentorship programs	Continue ongoing work	New Lawyer Committee, Law School Outreach Committee	Y1
		1.5.2 Liaison with law school career development offices	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.3 Bar exam prep assistance	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.4 Court tours	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.5 Mock interviews	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.6 Resume workshops	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.7 Moot Court	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.8 Focus on law student volunteerism (e.g., increase publicity of MABL’s involvement with Open Doors)	Continue ongoing work	Law School Outreach Committee	Y1
		1.5.9 3M Scholarship – Increase collaboration with 3M and encourage	Leverage relationships with current 3M in-house	MABL President, Law School Outreach	Y1

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	scholarship to be tied to internship	attorney members and build relationships with 3M in-house attorney non-members	Committee	
	1.5.10 Identify other possible scholarship opportunities tied to internships with corporate members	Leverage relationships with corporate members	MABL President, Law School Outreach Committee	Y1
1.6 Increasing legacy involvement and attracting new members	1.6.1 Host NBA Annual Meeting and Convention	1. Submit letter of interest for 2021 bid (Dec. 2017 deadline) 2. Organize and give presentation of interest in hosting 2021 Annual Meeting and Convention <i>(assuming presentation received positively, additional steps to follow)</i>	President, MABL Board	Y1
	1.6.2 Meet black partners events	Schedule and organize semi-annual meet black partner events	Membership Committee	Y1
	1.6.3 Provide timely recap of MABL events to members (including Gala, NBA Annual Meeting and Convention, CLEs, social events, etc.)	Write event summaries following each event (set a deadline of one week following event)	MABL President, Communications Committee	Y1
	1.6.4 Identify a MABL rep to attend NBA Annual Meeting and Convention far in advance (if President cannot attend, must inform Board ASAP)	Identify MABL rep to attend national events no later than 3 months in advance	MABL President	Y1
	1.7 Increasing involvement from in-house members and attracting new in-house members	1.7.1 In-house attorney-specific networking events	Survey members to identify percentage of membership in in-house attorney positions	Membership Committee (i.e., in-house subcommittee)
	1.7.2 In-house attorney specific CLEs	Survey members to identify percentage of	Membership Committee (i.e., in-	Y1

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		membership in in-house attorney positions	house subcommittee) CLE Committee	
	1.7.3 Meet the GC or Deputy GC events	Survey members to identify percentage of membership in in-house attorney positions (step 1)	Membership Committee (i.e., in-house subcommittee)	Y1
<p>Measures of Success: (e.g., Increase membership by [X%] over three years, increase member participation in identified event by [x%] over three years.)</p> <p><input type="checkbox"/> Year 1</p> <p><input type="checkbox"/> Year 2</p> <p><input checked="" type="checkbox"/> Year 3 Increase number of Black judges in the metro area and Greater MN (percentage to be identified after further research completed)</p>				

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Goal 2: Address the legal issues affecting the Black community in Minnesota				
Strategic Area	Action Items	Next Steps	Responsible	Milestone Status Update
2.1 Identifying legal issues of concern for MABL members by polling members and providing opportunities for member input	2.1.1 Set MABL advocacy priorities	Canvas MABL members to determine the legal issues they are most concerned about	Community Outreach Committee	Y1
		Canvas MABL members to determine which actions they would not oppose (i.e., items they do not see as a priority, but other members may)	Community Outreach Committee	Y1
		Canvas community organizations to identify overlapping objectives and areas of synergy	Community Outreach Committee	Y2
		Seek input from community/grassroots organizations to identify “low-hanging fruit”	Community Outreach Committee	Y2
		Document member interviews from which 2017-18’s priorities were set	Community Outreach Committee	Y2
	2.1.2 Identify key action items to advance the advocacy objectives of members	Set up work group to prepare position paper on criminal justice reform and policing	Community Outreach Committee (once paper is prepared, to be voted on by MABL Board)	Y1
		Set up pilot clinic for housing and work with community partners	Community Outreach Committee	Y3 (and beyond – aspirational)
		Set up opportunities for members to support	Community Outreach Committee	Y1, Y2

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		economic development effort in Black community (e.g., community partner NEON, legal presentations, small business mixer)		
		Consider whether to endorse advocacy of other organizations – such as MSBA, MN Dept of Human Rights and Fines & Fees legislative proposal from MN Asset Building Coalition	MABL Board	Y1
		Collaborate with NBA or garner NBA support on issues that need a larger audience or are a national issue – yr 2-3	MABL President Community Outreach Committee	Y2, Y3
		Utilize ABA, FBA, MSBA, RCBA, HCBA or other resources when they support MABL objectives	MABL President (in conjunction with identified bar association liaisons)	Y1
	2.1.3 Develop a communication plan to MABL and community members to communicate consistent messaging about MABL’s advocacy goals	Utilize communication resources or experts to help develop MABL’s messaging plan	MABL President, Communication Committee (to solicit comment and assistance from PR firm if needed)	Y2
		Develop a template for the newsletter to begin to solidify for other MABL’s objectives	Communication Committee (in conjunction with PR subcommittee)	Y1
		Develop a social media plan	Communication Committee (in conjunction with PR	Y1

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			subcommittee)	
		Develop a standard approach for informing member of issues, events and volunteer opportunities	Communication Committee	Y1
		Create a rapid response team to address urgent issues	Communication Committee (in conjunction with PR subcommittee)	Y3
2.2 Identifying legal issues of concern for the overall Black community by working with community partners and experience through MABL supporter or sponsored service programs	2.2.1 Provide opportunities for MABL members to engage with and listen to other members from the Black community	Provide education session to the community on issues of relevance and interest to them (e.g., NEON Ed Talks)	Community Outreach Committee	Y2
		Partner with community organizations (e.g., Black Chamber of Commerce, NEON, NAACP)	Community Outreach Committee	Y2
		Conduct town halls	Community Outreach Committee	Y3
	2.2.2 Provide services, such as clinics and ask a lawyer day as dictated by input of the community and informed by membership engagement in the community	Work with NEON and Fredrickson and Byron to develop “Ed Talks” and training sessions for cohorts	Community Outreach Committee	Y2
		Work with Legal Rights and Urban League to help staff housing clinic as a pilot program	Community Outreach Committee	Y3
		Work with Minneapolis NAACP and Children’s	Community Outreach Committee	Y3

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		Law Center to provide support for NAACP’s CHIPS assistance project		
		Work towards developing a system to provide referrals or representation for NAACP’s legal redress	Community Outreach Committee	Beyond Y3 (aspirational)
		Develop a process to allow feedback to MABL regarding community experiences, challenges and developing issues	Community Outreach Committee	Y3
2.3 Solidifying MABL’s identity (erring on the side of inclusivity)	2.3.1 Develop programs to address the diverse diaspora community within MABL and promote cohesion	(see Goal 1)	CLE Committee, Membership Committee	Y2
	2.3.2 Host an annual “soul food sampler” dinner social event to emphasize cultural commonality and expand horizons	Organize event and plan to have annual event in February for Black History Month	Membership Committee	Y2
	2.3.3 New MABL logo (consider logo contest to college or high school students)	Research options of creating new MABL logo and associated costs (e.g., remodel of website, stationary, pins)	Communications Committee	Y3
	2.3.4 Design and order MABL pins (MABL Board to wear MABL pins at all times when representing organization at public events)	Research associated costs	Communication/PR Committee	Y3
Measures of Success: (see chart and update as appropriate) <input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3 MABL called upon by the Black community and majority community to comment or provide counsel on issues				

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Goal 3: Advance education, excellence, and racial equity in the pursuit of justice				
Strategic Area	Action Items	Next Steps	Responsible	Milestone/Status Update
3.1. Building a sense of community that encourage member involvement	3.1.1 Improve MABL’s outreach to Black communities, local and outstate	Host listening sessions with advocacy groups such as BLM and NAACP	Community Outreach Committee	Y2
		Identify areas of potential synergy & provide legal guidance	Community Outreach Committee	Y3
		Consider endorsing efforts of community organizations, the legislative agenda of Department of Human Rights – August 2017, and MN Asset Building Coalition Fines and Fees – proposed legislation expected in January 2018	Community Outreach Committee, MABL Board (for ultimate vote)	Y1-Y3 (ongoing)
		Collaborate on projects as requested and as aligned with MABL’s mission and priorities, (e.g., (i) NEON Ed Talk – provide 1 speaker 3 times/year. Have at least 5 MABL members present for each event, (ii) NAACP request for legal redress referral	Community Outreach Committee	Y2-Y3 (ongoing)

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		system and assistance with child protection)		
	3.1.2 Increase MABL representation on committees and other strategic planning boards	Increase application rate and work to increase appointment rate for Governor appointed and judicial committees	Judicial Endorsement Committee, Legislative Committee	Y1-Y3
		Increase representation in MSBA – Assembly and continue Diversity and Inclusion Committee involvement	Community Outreach Committee, Legislative Committee	Y1
		Identify boards of non-profit organizations that MABL members can join	Community Outreach Committee	Y1
	3.1.3 Advocate for legal interests of Black and other minority populations	Develop a criminal reform position paper identifying 3-7 changes to improve the disparate impact of the current state of policing and criminal justice	Community Outreach Committee, President	Y3
		Develop the capacity to prepare and/or contribute to amicus curiae briefs (step 1, research how other bar associations handle such requests)	President, MABL Board	Y2
		Develop a Rapid Response Team to	President, MABL Board	Y2

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		prepare a publish statements or address community concerns		
	3.1.4 Increase pro bono opportunities for members	Coordinate pilot for staffing housing clinic– by 2 (4) MABL members for monthly or bi-monthly clinic in conjunction with Legal Rights and Urban League	Community Outreach Committee	Y3
		Coordinate pilot for providing assistance with child protection cases –in conjunction with NAACP and Children’s Rights Center	Community Outreach Committee	Y3
		Support NEON in providing legal training for cohorts and Ed Talks	Community Outreach Committee	Y2
		Know Your Rights for local immigrants and minority communities	Community Outreach Committee	Y2
		Coordinate an Ask a Lawyer Day	Community Outreach Committee	Y3
	3.1.5 Increase volunteerism in the community	Identify baseline for MABL participation in Moot Court events and increase by 10% (set goal for increased participation)	Law School Outreach Committee	Y1

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		Increase participation in Federal Courts Open Doors – by 5%	MABL Board, Community Outreach Committee	Y2
		Increase participation in Books for Africa	Community Outreach Committee, Membership Committee	Y1
		Establish volunteer day for Appetite for Change	Membership Committee	Y2
3.2 Building the capacity of MABL to bring justice to the Black community	3.2.1 Develop sense of community for MABL members that encourages them to engage	Poll members to determine what they are concerned about – target 20% of MABL mailing list to speak with – 64 Black attorneys by June 2019	Membership Committee	Y1, Y2
		Improve MABL newsletter and other communications	Communications Committee	Y1
		Create opportunities for members to connect around issues they care about as determined by membership survey or poll	Community Outreach Committee	Y2 10/24/18 – Areas to target criminal justice, housing, economic development – may reset after poll target met
		Celebrate member successes, especially successes related to work performed in the community	President Communications Committee	Y1
	3.2.2 Develop (or continue) relationships and collaborations with organizations that have similar	Increase MABL’s involvement with NBA by having MABL	MABL President	Y1

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	concerns, interest and priorities	President check in with NBA’s president quarterly		
		Identify bar association liaisons to increase MABL’s involvement with NBA, ABA, FBA, MSBA, HCBA, RCBA, etc. and to serve as representative for events and initiatives	MABL President	Y1
		Collaborate with other local bar associations such as the MSBA Human Rights Committee	MABL President (in conjunction with identified bar association liaisons)	Y1
		Collaborate with local community organizations	Community Outreach Committee	Y1
		Consider whether to support initiatives of other organizations focused on issues of equity for the Black community	MABL Board, Community Outreach Committee	Y1
		Determine whether MABL should pay membership fees of African American Leadership Forum (step 1 – identify the purpose of this initiative and associated costs)	MABL Board	Y2
		Provide support in	Community Outreach Committee,	Y2

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		addressing legal issues of concern for other Black organizations	Legislative Committee	
		Help NEON with providing legal education for cohort	Community Outreach Committee	Y1
		Help NEON with establishing opportunities for cohorts to be exposed to Black lawyers on a casual basis as through the Ed Talk happy hours	Community Outreach Committee	Y2
<p>Measures of Success: see chart and update as appropriate</p> <p><input checked="" type="checkbox"/> Year 1 MABL is called upon to comment on racial issues and access to justice.</p> <p><input type="checkbox"/> Year 2</p> <p><input type="checkbox"/> Year 3</p>				

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Goal 4: Improve MABL’s infrastructure				
Strategic Area	Action Items	Next Steps	Responsible	Milestone Status Update
4.1 Encouraging members to serve on MABL board and committees	4.1.1 Develop, endorse, and promote candidates for board membership	Nominate members to serve on MABL Board Encourage committee members to serve on MABL Board Continue to seek MABL board endorsements from membership	Nomination and Election Committee, Membership Committee, MABL Board	Y1
	4.1.2 Hold committee info sessions	Schedule dates in the beginning of the bar term to hold committee info sessions	Various committees	Y1
	4.1.3 Publicize summaries of committees on website	Create committee summaries to publish on MABL website and newsletter	MABL Secretary or Communications Committee to publish Various committees to create summary	Y1
	4.1.4 Develop plan to transition BLSA students into active MABL members	Encourage BLSA students to join New Lawyer Committee	Law school Outreach Committee New Lawyer Committee	Y2
4.2 Creating workable committees	4.2.1 Judicial committee, finance committee (treasurer to chair committee), awards and nominations committee, legislative committee, legacy committee, membership	Create various committees and identify them on website and in newsletter	MABL Board	Y1- Y3 (for some committees)

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	committee, in-house outreach committee, law school outreach committee, and new lawyer (or younger lawyer) committee	<p>Poll MABL members for other potential MABL committees</p> <p>Encourage MABL members to join the various committees</p>		
	4.2.2 Each officer and at-large board member to lead at least one committee, project or initiative for MABL	Identifying committees each officer and at-large board member is interesting in leading at the beginning of the bar term	MABL Board	Y1
	4.2.3 Institute chair limits (1 yr or 2 yr terms)	Amend Bylaws to include chair limits	MABL Board	Y1 or Y2
4.3	Developing leadership pipeline to facilitate succession and maintain institutional knowledge	4.3.1 Institute five-officer deep leadership ladder (immediate past president, president, president-elect, vice president, treasurer, secretary)	MABL Board	Y2
	4.3.2 Establish a succession plan that incorporates newer attorneys in committee, volunteer and leadership roles as well as more seasoned attorneys	<p>Encourage new grads and new MABL members to join committees</p> <p>Develop succession plan that incorporates</p>	<p>New Lawyer Committee</p> <p>MABL Board</p>	Y1, Y2
4.4	Instituting new MABL calendar of events and program policy	4.4.1 Plan MABL events for each year at least three months out at the beginning of each year	MABL Board	Y1
4.5	Improving governance through on going leadership support and training	4.5.1 Require all MABL officers to Apply for the Collaborative Bar Leadership Academy (CBLA)	MABL Board	Y1
	4.5.2 Require all MABL officers to hold transition meetings with incoming	Plan annual transition meeting at the	MABL Board	Y1

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	officers before beginning of next bar term	end/beginning of the bar term		
	4.5.3 Parliamentary Procedure training (Robert’s Rules of Order)	Schedule parliamentary procedure training for all MABL Board members	MABL Board	Y1
	4.5.4 Annual Presidents’ Dinner	Plan annual Presidents’ Dinner and include that in MABL’s event calendar annually	MABL President, Legacy Committee	Y1
4.6 Amending MABL’s Bylaws	4.6.1 Undergo Bylaw review (annually)	Review MABL Bylaws at Board retreat	MABL Board	Y1
	4.6.2 Consider changing membership due levels (by amount and also to include new membership categories, e.g., J.D. professional)	MABL Board to discuss changing membership dues at annual Board retreat Poll members regarding potential new dues	MABL Board	Y1, Y2
	4.6.3 Consider changing MABL’s calendar year	Identify any benefits and disadvantages to changing MABL’s calendar If MABL Board determines changing MABL’s calendar would be beneficial, notify general members of change	MABL Board	Y1, Y2
	4.6.4 Add officer position of president-elect	Amend Bylaws to add officer position of president-elect Get Bylaws approved by general members	MABL Board	Y1
	4.6.5 Revise officer descriptions (e.g., secretary to be responsible for preparing	Amend Bylaws to revise officer description	MABL Board	Y2

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	monthly electronic newsletter)	Get bylaw amendment approved by general members		
	4.6.6 Provide a membership level for non-traditional lawyers who may not have retained their bar license	Poll members on potential addition of non-traditional membership level If we receive positive feedback, amend Bylaws to include non-traditional membership level	MABL Board	Y2
Measures of Success: (see chart and update as appropriate) <input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3				

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Goal 5: Improve MABL’s communication with the Board, its members and the public				
Strategic Area	Action Items	Next Steps	Responsible	Milestone Status Update
5.1 Encouraging “buy in” by membership in general through targeted communications	5.1.1 Website retooling, social media outlets, CLEs, newsletter, etc.	Explore the creation of a committee focused on the MABL website, social media, newsletter, etc. Increase MABL presence on social media	MABL Board, Membership Committee, Communications Committee	Y1
	5.1.2 Gala changes – annual video or PowerPoint presentation that highlights work of MABL Board through photos and summaries	Review past Gala success and shortfall with Gala committee	MABL Board, Gala Committee	Y1
	5.1.3 Redevelop MABL General Meeting to increase attendance (e.g., recognize at least one MABL member for most outstanding contributions that year)	Identify new meeting venues Create programming before or during MABL General Meeting to increase attendance Request feedback from members on ways to improve MABL General Meetings	Membership Committee, New Lawyer Committee, MABL Board	Y1
	5.1.4 Newsletter to highlight recent activities and initiatives of the board on a monthly basis	Prepare newsletter on a regular communication schedule (TBD) Encourage MABL members to write articles in newsletter	President, Communications Committee	Y1
	5.1.5 Circulate “call for volunteers”	Create announcements	MABL Board,	Y1

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		on an as-needed basis	Communications Committee	
5.2. Increasing inclusiveness and outreach to members	5.2.1 Offer targeted programming suitable for various categories of members	Identify member interest, create committee (corporate in house group chair identified)	Membership Committee, CLE Committee	Y1
	5.2.2 Monthly “Meet a Board Member” and/or “Meet a MABL Member” profile in newsletter	Create roll call for Board members to check in with members; post opportunities on website	Communications Committee	Y1
	5.2.3 Highlight members at Gala events	Solicit member participation	MABL Board, Gala Committee, Membership Committee	Y1
5.3 Increasing inclusiveness and outreach to the public and non-members	5.3.1 Highlight public at Gala and highlight non-members in newsletter	Continue to highlight non-members at Gala	MABL Board, Gala Committee, President	Y1
5.4 Celebrating member and non-member (i.e., non-due paying members) successes	5.4.1 Recognize member/non-member successes monthly in newsletter	Solicit member input	MABL Board, President, Communications Committee or Secretary	Y1
	5.4.2 Recognize member/ non-member successes on website	Create new membership kudos webpage	MABL Board, President, Communications Committee or Secretary	Y1
	5.4.3 Recognize member/non-member successes at Gala and during General Membership meeting	Solicit member input	MABL Board, President	Y1
Measures of Success: (see chart and update as appropriate)				
<input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3				