



## *2020-2021 MWL Leadership Action Plans*

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## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Awards & Recognition Committee – Felicia Boyd; Angela Brandt; Susan Chambers; Elizabeth Cutter; Marlene Garvis; Loan Huynh; Arlene Perkkio

**Co-Chairs:** Tina Syring; Ji Hae Kim

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):*

*Meeting Secretary (Take minutes, distribute to members):*

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):*

*Diversity Liaison (Raise D&I opportunities across group activities):*

**Regular Meeting Dates / Time / Location (if applicable):** Approximately once per quarter; otherwise as needed. Via Zoom.

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE](#). Please submit one summary per event/activity.)*

**Goal/Activity #1**

Description: Set up administrative/operational capabilities to support the committee's work

Action Steps/Owner:

1. Create a master email distribution list of local legal employers (firms, companies, non-profits, etc.) and bar organizations
  - Tina to start; committee to review/contribute
2. Set up an email account/inbox for the Awards & Recognition committee ([celebratingsuccess@mwlawyers.org](mailto:celebratingsuccess@mwlawyers.org))
  - Deb

Timeline:

Estimated Income and Expense: None anticipated

Measurable Outcome / Evaluation:

Check box if submitted for consideration at the May 19th Master Calendar Work Session.

**Goal/Activity #2**

Description: Broadly encourage/solicit nominations and select recipients for 2021 MWL Awards

Action Steps/Owner:

1. Prepare communication piece explaining committee's mission statement and calling for nomination submissions
  - Ji Hae/Tina; subject to review/approval by committee
2. Draft process guidelines for award selection



- *Ji Hae/Tina; subject to review/approval by committee*
- 3. Circulate communication calling for nominations in Feb/March when submission period opens
- 4. Review nominations and select recipients

Timeline:

Estimated Income and Expense: None anticipated

Measurable Outcome / Evaluation:

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Goal/Activity #3**

Description: Support and amplify MWL's existing efforts to recognize, promote, and celebrate women in law and their achievements.

Action Steps/Owner:

1. Prepare communication piece explaining committee's mission statement and encouraging to share successes of women attorneys
  - *Ji Hae/Tina; subject to review/approval by committee*
2. Circulate communication once per quarter and coordinate with Deb to share/publish successes on appropriate platforms (Celebrating Success/LinkedIn; Members on the Move/With Equal Right)
  - *Rotating basis*
3. Support Deb in efforts to build A&R page on revamped MWL site
4. Prepare spotlight piece once per quarter celebrating accomplishments of senior women attorneys and sharing career advice/lessons learned
  - *Rotating basis*

Timeline:

Estimated Income and Expense: None anticipated

Measurable Outcome / Evaluation:

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*



**TO BE UPDATED: 2019-2020 LEADERSHIP GROUP ACTION PLAN**

**Leadership Group:** Chapter Coordination Committee

**Co-Chairs:** Kate Bruce and Chapter Liaison [To be Named], plus Chapter Representatives

**Co-Chair Responsible for Specific Tasks (Please designate):**

*Both co-chairs (alternating between the two co-chairs for each meeting)*

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* **See above**

*Meeting Secretary (take minutes, distribute to members):* **See above**

*Communications Liaison (coordinate efforts with other groups, staff, etc.):* **See above**

**Meeting Dates / Time / Location:** Quarterly (to be determined); Via Telephone Conference;  
One meeting in-person during Annual Conference for Women in the Law

**Goals & Objectives:**

**Goal #1**

*Description:* Coordinate ongoing meetings or communication with MWL Chapter leadership, in order to evaluate and determine how MWL might further support each chapter and their respective membership.

*Timeline:* Coordinate joint video/teleconference by September 2019 for later in Fall 2019; and by March 2020 for later in Spring 2020. Discuss and finalize any additional meetings schedule for FY19-20.

*Estimated Income and Expense:* N/A

*Evaluation:* At end of 2019-2020 Fiscal Year

**Goal #2**

*Description:* Consider specific ways to support MWL Chapters and their membership. Determine priorities and implement. Items to consider to include (but are not limited to):

- Strategies for sharing and replicating programming from within (and across) MWL, including by means of a programming checklist and, where applicable, a programming archive to be developed in consultation with the Programming Committee.
- Coordinate a meeting or reception for Chapter members as part of the Annual Conference for Women in the Law.
- Continue to increase number of speakers and panelists from Chapter membership and areas at the MWL Conference and other programs.



- Consider strategies for increasing membership and attendance at chapter meetings, including partnering with companies and firms that have multiple locations throughout the state, coordinating events/meetings with Committees and Affinity Groups such as Legal Wine Lovers, Solo/Small and Master Attorneys (particularly with respect to leadership and judicial opportunities, transition planning of practices, community action and advocacy opportunities throughout the State of Minnesota, etc.)
- Evaluate leadership training and succession planning for Chapters; consider expanding MWL leadership resources to create toolkit for Chapters.
- Coordinate a visit to each Chapter by the MWL President, staff and/or Board/Committee leadership during FY19-20.

### **Further Considerations:**

*How do our goals coincide with the goals set out in MWL's 2015-2018 Strategic Plan?*

The Committee's goals coincide with MWL's Strategic Plan in that the Committee, as with all of MWL, is committed to engaging, celebrating and developing women lawyers throughout all of Minnesota. The Committee is finely attuned to MWL's goals of comprehensive, but streamlined, planning and operations. Enhanced communications to, from, and across MWL's chapters may also lead to strategic, but meaningful, opportunities for engagement within MWL and in the broader community.

*How will our Committee incorporate the values set forth in MWL's Diversity & Inclusion statement?*

The Committee can share and work with the Chapters to incorporate diversity and inclusion into all aspects of our organization, including, but not limited to, membership, leadership, programming, equity initiatives and community action and engagement. In addition, the Committee joins in MWL in seeking to foster and build a community of inclusion that values and respects every individual across the State.



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Community Action & Advocacy Committee

**Co-Chairs:** Nicolet Lyon and Kelsey Kelley

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* Nicolet and Kelsey (alternating)

*Meeting Secretary (Take minutes, distribute to members):* Nicolet and Kelsey (alternating)

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):* Nicolet and Kelsey

*Diversity Liaison (Raise D&I opportunities across group activities):* Nicolet and Kelsey

**Regular Meeting Dates / Time / Location (if applicable):**

We meet on the first Thursday of every month from September to May at 7:30 a.m.

The Coffee Shop

2852 Johnson St NE

Minneapolis, MN 55418

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE](#). Please submit one summary per event/activity.)*

**Goal/Activity #1 Girl Scout Law Day**

*Description:* Girl Scout Law Day is a 3-4 hour event for Girl Scouts who are between the approximate ages of 8 and 12. The girls learn about different career opportunities as an attorney, how a bill becomes a law, how the criminal justice system functions, and the daily life of a police officer. They also play a jeopardy-style trivia game and participate in a mock trial with jury deliberations.

*Timeline:* The event will take place on November 7, 2020.

*Estimated Income and Expense:* \$350 for speaker thank-you gifts, breakfast for volunteers, and snacks for Girl Scout participants.

*Measurable Outcome / Evaluation:* Success will be measured by number of girls participating (50-65 girls), diversity of speakers, and the survey input provided by girls and troop leaders.

*X Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Goal/Activity #2 Public Policy Related CLE**

*Description:* CAAC will coordinate a CLE on a topic related to social justice—pay equity, girl empowerment, diversity, ending violence against women, etc. CAAC will work to have the CLE speaker(s) locked in by January 2021.

*Timeline:* April 12, 2021

*Estimated Income and Expense:* Unknown. This will probably depend on whether it is over



Zoom or in person. If we can have it in person, we would like to have beverages and snacks/light meal.

*Measurable Outcome / Evaluation:* Success will be measured by the number of attendees to the CLE and survey input provided by the attendees.

*X Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #3 Potential DALAC Training Event**

*Description:* CAAC will coordinate with the Domestic Abuse Legal Advocacy Center to help DALAC recruit new volunteers. The training event has CLE credit where attendees must volunteer to take cases through DALAC.

*Timeline:* Unknown due to COVID-19

*Estimated Income and Expense:* Unknown

*Measurable Outcome / Evaluation:* Success will be measured by getting 7-10 new volunteers for DALAC.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

**EQUITY:** Girl Scout Law Day exposes girls to information about legal careers and encourages them to be tomorrow's lawyers, police officers, judges, prosecutors, public defenders, court reporters, etc. It advances women in the profession long term by encouraging girls to enter it in the future. The CLE in April will help MWL members learn about a topic related to social justice and how to become involved in working toward positive change.

**LEADERSHIP:** CAAC offers many opportunities for MWL members to volunteer to gain leadership experience (Girl Scout Law Day & DALAC). Girl Scout Law Day also helps young girls see leaders in their community so that they can see the pathway to careers in the law and leadership in their community.

**COMMUNITY:** All of our events are designed to bring the MWL community together to volunteer to work toward and learn about social justice.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

We will affirmatively seek Girl Scout Law Day speakers from diverse backgrounds. For the last event in 2018, we were able to secure a diverse roster of speakers because we prioritized inclusiveness and diversity actively from the start of the planning process. Our goal for 2020-2021 will be to attain at least the level of diversity amongst speakers that we achieved for the last event.

We are also giving MWL members an opportunity to learn about a topic related to social justice and the impact on women at our CLE. The CLE will expose members to legal and social issues that impact a diverse group of people throughout our country. We will strive for diversity when choosing our speaker(s).



## 2020-2021 MEMBERSHIP & DEVELOPMENT COMMITTEE ACTION PLAN

### **Leadership Group: Membership & Development Committee**

**Co-Chairs:** Kristin Haugen, Morneau Shepell  
Amy Taber, Prime Therapeutics, LLC  
Libretta Stennes, Greenberg Traurig, LLP

### **Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* **Amy Taber**

*Meeting Secretary (take minutes, distribute to members):* **Libretta Stennes**

*Communications Liaison (coordinate efforts with other groups, staff, etc.):* **Kristin Haugen**

### **Regular Meeting Dates / Time / Location:**

First Thursday of the month from 12 noon to 1 p.m. at the MWL offices, by teleconference or through Zoom meetings.

### **Goals / Projects:**

#### **Committee Description**

In prior years, the Development Committee has traditionally focused on three pillars for MWL: membership, partnership & sponsorship. Pursuant to the MWL 2020-2023 Strategic Plan and reflective of the focus of the Committee, the Development Committee has been renamed the Membership and Development Committee. Additionally, in light of current events, including the COVID-19 pandemic and call for heightened social justice, the Membership and Development Committee is focusing on goals addressing membership for Fiscal Year 2020-21.

**The Committee's Project/Goal for 20-21 is to create a Member Recruitment & Retention Plan ("Plan"): July 2020. To accomplish this significant project, the Membership and Development Committee has developed the following specific action items for FY2020-21.**

#### **Action #1. Evaluate MWL's Current Structures and Systems to Best Support Plan Development**

- Review and assess action items in FY20-23 Strategic Plan and incorporate into Plan development.
- Review and assess MWL's current organizational structure and engagement systems to determine organizational capacity and identify opportunities for improvement/updates. (SWOT Analysis, etc.)
- Develop and create a committee structure to fully support the committee's work during the timeline of the FY20-23 Strategic Plan.

## **Action #2. Review and Assess Engagement Opportunities to Support MWL Recruitment and Retention**

- Update the MWL website, including a FAQ and “How to Get Involved” page.
- Clarify leadership expectations in relation to volunteer engagement in relation to their leadership group.
- When MWL has specific volunteer needs, create systems for easily promoting and then engaging with volunteers.
- Develop systems for thanking and recognizing volunteers for their involvement.
- Consider opportunities for members to engage with the organization, without significant involvement or time commitment.
- Evaluate leveraging PLC to engage with more individuals from partner organizations.

## **Action #3. Simplify Membership, Participation and Information Sharing**

- Evaluate and implement updates to recruitment and renewal process.
- Make becoming a member easy and accessible.
- Develop an organization-wide communications and community-building platform (to replace Google Groups).
- Identify any additional tools or resources to educate members and recruits on MWL.

## **Action #4. Develop Recruitment and Retention Best Practices**

- Develop systems for recruitment and retention engagement.
- Provide leadership orientation training and ongoing support as it relates to recruitment and retention.
- Research best practices for member engagement, particularly among bar associations.
- Evaluate data on lapsed memberships and any available information on ROI.

## **Action #5. Maintain Support as Needed for Membership, Sponsorship & Partnership**

- Identify and empower a Committee sub-group responsible for handling ongoing support, as needed, for the membership renewal campaign, ongoing contact with sponsors and partners with guidance of Executive Director
- Note - No new action items or goals for Partnership or Sponsorship for FY 2020-21.
- In Fall/Winter, evaluate outline for FY 2021-22 for in person conference and related partner benefits to have sufficient lead time to work backward for any specific efforts to support partnership and sponsorship for FY 2021-22.
- Continue support of PLC with increased focus on development of PLC Steering Committee

## **Specific Actions for Development Committee for July 2020:**

- Determine the timing and sequence to develop specific pieces of the plan.



- Identify areas of interest for committee members and chairs to divide responsibility.
- Develop specific action items under each project and general timelines for deliverables.
- Determine whether any additional research is needed and what resources are available to collect and assess information.



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

### Leadership Group: Equity Committee

**Administrative Co-Chairs:** Liz Burnett and Katie Bennett

**Project Co-Chairs:** Amy Boyle, Kelly Clark, Angela Kiese, Adine Momoh, Liz Patton and Trisha Volpe

### Co-Chair Responsible for Specific Tasks (Please designate):

*Meeting Facilitator (set agenda, send notice to members, facilitate meeting):* Alternating between Katie Bennett and Liz Burnett

*Meeting Secretary (take minutes, distribute to members):* Alternating between Katie Bennett and Liz Burnett

*Communications Liaison (coordinate efforts with other groups, staff, etc.):* As needed

*Board Liaison:* Liz Burnett

### Meeting Dates / Time / Location:

- August 20, 2020
- November 19, 2020
- February 18, 2021
- May 20, 2021

### Goals & Objectives

#### **Project Goal #1: Media Resource Project (Trisha Volpe)**

*Description:* This year, the Media Resource Project will transition its focus away from the MWL list of media contacts. The focus of this subcommittee will now be on creating valuable educational programming for MWL members to help attorneys who are contacted by media. One main topic will be effective communication strategies.

*Timeline:* Local CLE tentatively in Fall 2020 – depending on Stay Safe orders for Minnesota.

*Estimated Income and Expense:* TBD – hopefully none if a law firm sponsors the event.

#### **Project Goal #2: MWL Gender Data Project (Adine Momoh)**

*Description:* The MWL Gender Data Project focuses on MWL's objective to determine and clarify the status of women in Minnesota's legal profession. Ultimately, the goal is to use the data to answer questions such as the following: Why is pay equity an issue? Why are some women leaving the profession or leaving certain types of jobs in the legal profession? What will it take to achieve parity?



*Timeline:* After collecting data in the previous years, the bulk of the work will be spent trying to figure out what the project's next steps will be in term of advocacy, and how to continue promoting equity in the legal profession.

*Estimated Income and Expense:* None expected.

**Project Goal #3: Board Service Project (Elizabeth Patton)**

*Description:* Plan an event aimed at women attorneys interested in serving on non-profit boards and committees, particularly encompassing training on how to be an effective board member.

*Timeline:* Ongoing; with event tentatively in Fall 2020.

*Estimated Income and Expense:* None; Fox Rothschild will sponsor.

**Project Goal #4: Judicial Pipeline Project (Amy Boyle & Angela Kiese)**

*Description:* Work to define parameters and best practices for document review and mock interview. Continue building bank of judges and attorneys who will serve as advisers/mentors for MWL members interested in serving on the bench (including doing resume review and mock interviews. Work with the Infinity Project to co-sponsor an event such as Infinity Project Collaborative Bootcamp. Also sponsor an Application Prep Workshop. Focus on women interested in the bench in outstate Minnesota and identify ways to do so.

*Timeline:* Ongoing; with events similar to those in years past including boot camps and workshops. Tentatively Spring 2020.

*Estimated Income and Expense:* None expected.

**Project Goal #5: Pay Equity Project (Kelly Clark)**

*Description:* Promote and advocate for equal pay for women and diverse/under-represented attorneys. This includes pay equity for similarly situated positions, as well as the promotion of women and diverse/under-represented attorneys to higher levels of leadership and responsibility within their organizations. Phase One gave us basic research on sources of pay inequities and led to our Phase 2 goals of: 1) putting on a CLE seminar about innovative ways law firms and legal departments are getting around the Caregiver Penalty, and 2) holding an informal conversation series to talk about other pay equity issues that arose in our research as well as continue the conversation with our members. This in turn connects to our long-term goals of gathering resources, continuing to identify key stakeholders and general marketing of our project. We plan to continue developing our expertise on pay equity while simultaneously educating and gaining



support from our members, community and key stakeholders.

*Timeline:* The CLE seminar will be part of the Member Mondays and is tentatively scheduled for August 10<sup>th</sup> (waiting for confirmation from Leadership). Our conversation series will begin in the fall and will happen every two or three months. We plan to continue it as long as there is interest and it seems helpful. Our long-term vision is to have buy-in from large/key stakeholders in town, administer a pay equity survey to law firms and legal departments to understand the Twin Cities market, and then provide hands on training and resources for law firms, legal departments, our membership and women attorneys in general.

*Estimated Income and Expense:* None expected.

### **Further Considerations:**

#### ***How do our goals coincide with the goals set out in MWL's Strategic Plan?***

MWL's Strategic Plan remains focused on leadership, community, and equality. The Equity Committee's projects meet those goals because the projects are aimed at promoting equality and diversity in Minnesota and providing various leadership opportunities to women attorneys.

#### ***How will our Committee incorporate the values set forth in MWL's Diversity & Inclusion statement?***

The Equity Committee incorporates the values in MWL's Diversity & Inclusion statement because its projects promote awareness of inequity and leadership opportunities that will advance diversity and equality both on an individual and collective level. For example, the Equity Committee's projects are aimed at achieving greater diversity in Minnesota by placing women in leadership positions traditionally held by men (e.g. media, judiciary, board membership) and to promote equal pay among women attorneys in Minnesota. Further, the Equity Committee's projects are not focused on a particular type of female attorney and instead embrace all racial and ethnic backgrounds, all ages, all familial statuses, and all types of attorneys (private practice, in-house, non-profit, governmental, and non-traditional). The Equity Committee also intends to continue to connect with other affinity groups to ensure a focus on diversity.



## **2020-2021 LEADERSHIP GROUP ACTION PLAN**

**Leadership Group:** Governance Committee

**Co-Chairs:** Past-President (Amy Taber) and President-Elect (Kristin Haugen)

**Meeting Facilitator:** Co-Chairs

**Meeting Secretary:** The Governance Committee will create meeting minutes only when a motion is necessary for consideration of a particular subject matter. Ellen Ahrens (as Board Liaison) will serve as Secretary in this limited capacity.

**Regular Meeting Dates / Time / Location:**

Second Wednesday of each month at 12 noon, via teleconference

**Committee Description:**

The Governance Committee focuses its efforts on the overall strength, well-being and strategic direction of the Board of Directors. It is also charged with the development of strategic relationships within the legal community in order to advance MWL's mission.

The Governance Committee will provide general oversight and leadership for MWL's 2020-2023 Strategic Plan and the organization's efforts to achieve its goals.

In accordance with the Strategic Plan, the Governance Committee will lead MWL's internal diversity efforts by developing and implementing specific goals and initiatives. Subsequently, it will communicate MWL's diversity goals to all other MWL leadership groups and provide support to ensure each groups' related efforts and implementation.

The Governance Committee is responsible for ongoing MWL Board candidate recruitment, orientation, continuing education, evaluation, and management. The Governance Committee will, on an ongoing basis, assess the composition of the current Board, identify gaps in competencies or demographics, and recruit potential board members accordingly. (Note: The MWL Nominating Committee, appointed by the MWL President, will continue to recommend the annual slate of Board candidates up for election at the Annual Meeting).

The Governance Committee will proactively consider and coordinate opportunities for strategic partnerships within the local, state-wide and national legal community. Activities will include, but are not limited to: ongoing communication and coordination with 1) MWL-appointed bar representatives (MSBA, HCBA, RCBA, etc.); and 2) other legal community groups (Minority/Affinity Bars, TCDIP, Infinity Project, state and national women's bar groups, etc.).

The Governance Committee will follow the Board-approved Sponsorship & Outside Involvement Review & Approval Process to consider, approve and coordinate MWL's annual



charitable contributions, including sponsorship and outside involvement requests, and will ensure strong leadership attendance at specified legal community events.

### **Committee Goals & Objectives:**

#### **Project/Goal#1**

Oversee the implementation of MWL’s 2020-2023 Strategic Plan, with each of the five Governance Committee members assigned as a coordinator and “champion” for one of the five strategic goals.

**Action:** Regularly review the status and progress of the strategic goals, and provide ongoing support to MWL and the Board as they work to achieve these goals, ensuring accountability and completion.

#### **Project/Goal#2**

Support the D&I subcommittee to further the D&I goals developed by MWL, the Board and the D&I Subcommittee.

**Action:** Appoint D&I Subcommittee members—with one Governance Committee member to serve as liaison between Subcommittee and Governance Committee—and task Subcommittee with implementation of MWL’s D&I plan to evaluate and increase diversity of MWL membership. The D&I Subcommittee, with input from the Governance Committee, will regularly report to the Board.

#### **Project/Goal#3**

Review existing MWL leadership recruitment and nominating process and develop guidance for Nominating Committee.

**Action:** Present report to Board by January 15, 2021 (one month before nomination deadline) identifying gaps in diversity and expertise on the Board and establish goals and develop a list of candidates for recruitment for the Board to reach out to for open Board positions for 2020-2021. Consider and take action in relation to the pipeline to leadership across MWL.



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Diversity & Inclusion Subcommittee

**Co-Chairs:** Jenny Robbins and Mary Szondy

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):*

*Meeting Secretary (Take minutes, distribute to members):*

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):*

*Diversity Liaison (Raise D&I opportunities across group activities):*

**Regular Meeting Dates / Time / Location (if applicable):**

4th Monday of the month, 11:30 a.m. to 1:00 p.m

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE](#). Please submit one summary per event/activity.)*

**Goal/Activity #1**

*Description:* Work with the Strategic Taskforce and MWL staff to refine and develop D&I goals and ensure alignment throughout the organization with initial focus of D&I efforts on racial and ethnic diversity.

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:* Review concrete steps MWL staff has begun implementing to further MWL D&I efforts and provide feedback and direction as appropriate. Review/discuss Strategic Taskforce's proposal for D&I and provide input as appropriate. Consider revisions to the Subcommittee's plan as necessary.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Goal/Activity #2**

*Description:* Coordinate D&I training for the MWL Board of Directors at least twice per year (once formally and once informally). Participation in the D&I training should be considered an expectation for service on MWL's Board of Directors.

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:* Engage facilitator(s) for at least one annual training session for MWL Board of Directors. Ensure at least one informal annual training/check-in with MWL Board of Directors. Ensure annual budget addresses D&I-specific training efforts. Training topics for consideration: engaging in honest/"tough" conversations regarding diversity and inclusion; ensuring MWL leadership is speaking about the organization's definition of, and goals related to, diversity and inclusion with one voice. To the extent possible, training opportunities will also be considered and provided to other MWL



leadership groups as possible

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #3**

*Description:* Build programming that specifically address D&I issues, focusing on racial and ethnic diversity, including from an ally perspective.

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:* Act as a resource for other MWL committees and affinity groups in the action planning process to assist in development of goals that advance MWL's D&I efforts, focusing on racial and ethnic diversity. Schedule in-person meeting, to the extent possible, with Programming and CLE Subcommittee during their action-planning processes. Ensure annual budget addresses D&I-specific programming efforts.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #4**

*Description:* Effectively communicate MWL's D&I efforts, goals, and focus.

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:* Implement ways to highlight MWL's work in the D&I space. Assist in developing part of MWL's Annual Report to inform readers of MWL's D&I goals, successes, and areas for focused improvement. Make the MWL Annual Report and a D&I-specific report easily accessible. Share information with other affinity bars and within the legal community. Consider ways to utilize the MWL website to advance goals.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #5**

*Description:* Build affinity groups specific to racial/ethnic diversity

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:* Invite the creation of an affinity group for black women based on interest already expressed. Assess interest for other affinity groups either specific to particular race/ethnic background or for women of color generally.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #6**

*Description:* Build and strengthen relationships within LGBTQIA+ community by meeting with, and listening to, community leaders.

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:* Actively consider how MWL might broaden its D&I reach to include members of the LGBTQIA+ community in action plan for FY2021-2022

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Programming Committee

**Co-Chairs:** Kelly Lelo, Karen Opp, Alona Rindal (Board Liaison)

**Co-Chair Responsible for Specific Tasks:** Rotation (see below)

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting)*

*Meeting Secretary (take minutes, distribute to members)*

*Communications Liaison (coordinate efforts with other groups, staff, etc.)*

### **Regular Meeting Dates / Time / Location:**

First Tuesday of each month via teleconference at 11 a.m.

September 1, teleconference at noon: Alona, Facilitator and Secretary

October 6, teleconference at noon: Karen, Facilitator and Secretary

November 3, teleconference at noon: Kelly, Facilitator and Secretary

December 1, teleconference at noon: Alona, Facilitator and Secretary

January 5, teleconference at noon: Karen, Facilitator and Secretary

February 2, teleconference at noon: Kelly, Facilitator and Secretary

March 2, teleconference at noon: Alona, Facilitator and Secretary

April 6, teleconference at noon: Karen, Facilitator and Secretary

May 4, teleconference at noon: Kelly, Facilitator and Secretary

June 1, teleconference at noon: Alona, Facilitator and Secretary

### **Goals / Projects:**

#### *Goal #1:*

Assist MWL Committees and Programming Subcommittees in guiding programming events throughout the Fiscal Year according to chosen themes or objectives in line with the 2020-21 MWL Strategic Plan and Diversity and Inclusion Statement. To facilitate meeting this goal, Programming will take the following steps:

1. October 2020 – reach out to all Committee and Affinity Groups to remind them of the mid-year programming proposal process for additional programming between January 1, 2021 to June 30, 2021. Also ask for any programming withdrawals or modifications.
2. Nov. 2020 – consideration of any new proposed event scheduling. Further evaluate how new programming protocol has functioned thus far and consider modifications, if necessary. Draft recommendation for submission to Board prior to November 2020 Board meeting.



3. May 2021 - conduct Master Calendar Meeting to address strategic scheduling for calendar year 2021-2022. Attendees to include any committee or subcommittee that intends to hold an event, including but not limited to Programming Committee, Annual Conf. subcommittee, Networking subcommittee, CLE subcommittee, Affinity Groups. Thereafter, submit proposed schedule to MWL President, Governance Committee and MWL Staff for further tweaking before June 2021 Board Meeting.

*Goal #2:*

Encourage collaboration between Programming Committee and all Programming Subcommittees:

1. Facilitate master calendar planning sessions;
2. Encourage Subcommittee members' participation in monthly Programming Committee meetings to the extent their schedules permit and/or the master calendar planning sessions.

*Goal #3:*

Provide high-level oversight and coordination for MWL Membership Mondays, including:

1. Provide support with ideas and facilitators for year's calendar.
2. Work with President and Staff to create draft calendar and ensure that finalized topics and speakers align with MWL's strategic and diversity/inclusion goals.
3. Ensure each Member Meeting is coordinated as scheduled and/or assist to find alternatives throughout the year as necessary.



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

### **Leadership Group: Annual Conference Subcommittee**

**Co-Chairs:** Lynn Walters  
Lisa Lodin Peralta  
Shannon Harmon (Board Liaison)

#### **Co-Chair Responsible for Specific Tasks (Please designate):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* **Lisa Lodin Peralta**

*Meeting Secretary (take minutes, distribute to members):*

*Communications Liaison (coordinate efforts with other groups, staff, etc.):* **Lynn Walters**

**Meeting Dates / Time / Location:** The third Friday of every month from 12 p.m. to 1 p.m., via teleconference; other meetings as deemed necessary by the Subcommittee

#### **Goals & Objectives**

*(As possible, goals should be measurable. Feel free to set more or fewer goals)*

##### *Goal #1*

*Description:* Facilitate the tasks needed to put on the Annual Conference.

*Timeline:* Event date TBD, Marriott City Center

##### *Goal #2*

*Description:* Assess whether it seems realistic to begin planning an in-person conference for 2021. If yes, proceed to #3, etc.

*Timeline:* October 1, 2020

##### *Goal #3*

*Description:* Create a theme for the Conference that incorporates all or some combination of: the President's theme, the keynote speaker's proposed topic, and MWL's diversity and inclusion statement.

*Timeline:* October 1, 2020

##### *Goal #4*

*Description:* Coordinate the associated programming, such as the breakout CLEs, needed for the Conference and marketing for the Conference.

*Timeline:* October 1, 2020

##### *Goal #5*

*Description:* Finalize Conference agenda.

*Timeline:* January 1, 2021



*Goal #6*

*Description:* Launch Conference program and registration to MWL Members and MSBA Affinity Groups.

*Timeline:* February 1, 2021

*Goal #7*

*Description:* Increase 2019's attendance by 15% attendees.

*Timeline:* By conference date.

*Goal #8*

*Description:* Revise sponsorship program to increase sponsorship intake from 2019 by 15%.

*Timeline:* By conference date.

*Goal #9*

*Description:* Evaluate the outcomes within a month after the Conference and suggest plans/guidance for the next conference.

*Timeline:* June 15, 2021



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** CLE Committee

**Co-Chairs:** Emerald Gratz and Andrea Hoversten

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

Meeting Facilitator: alternating schedule

Meeting Secretary: alternating schedule

Board/Communications Liaison: Emerald

**Diversity Liaison (Raise D&I opportunities across group activities):** joint responsibility

**Regular Meeting Dates / Time / Location:** Meetings at 12:00 p.m. via teleconference on the second Friday of each month.

- September 12, 2020 (Emerald facilitate)
- October 10, 2020 (Andrea facilitate)
- November 14, 2020 (Emerald facilitate)
- December 12, 2020 (Andrea facilitate)
- January 9, 2021 (Emerald facilitate)
- February 13, 2021 (Andrea facilitate)
- March 13, 2021 (Emerald facilitate)
- April 10, 2021 (Andrea facilitate)
- May 8, 2021 (Emerald facilitate)
- June 12, 2021 (Andrea facilitate)

### Leadership Group Goals/Activities

#### Activity #1

Description: Member Monday CLE: “Understanding the Four Tendencies and How They Can Make You a Better Attorney.” Speakers already identified. Possible collaboration with MWL Book Club.

Timeline: October 12, 2020

Estimated Income and Expense: None.

Measurable Outcome / Evaluation: Registration, attendance, and survey feedback.

#### Activity #2



Description: Member Monday CLE: “Practice & Progress: Diversity and Inclusion in the Minnesota Legal Community.” Speakers already identified. Possible collaboration with MWL D&I Committee.

Timeline: February 8, 2021

Estimated Income and Expense: None.

Measurable Outcome / Evaluation: Registration, attendance, and survey feedback.

### Activity #3

Description: Pro Bono CLE. Presentation on the ethics and components of doing pro bono work by Bridget Gernander of the Minnesota Judicial Branch. Panel of five or six attorneys from pro bono organizations to talk about the work done by their organizations. Networking reception afterwards with organizations hosting tables with information and sign-ups. Probable host Dorsey LLP at office in downtown Minneapolis.

Timeline: May 2021

Estimated Income and Expense: None.

Measurable Outcome / Evaluation: Registration, attendance, and survey feedback.

### Further Consideration:

How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan? CLE programs provide MWL members with value for their membership fees and a way to connect to each other.

How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement? Programs will offer topics that appeal to entire MWL membership and February 2021 CLE will focus on diversity and inclusion in the legal community.



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Leadership Development Committee

**Co-Chairs:** Emerald Gratz and Theresa Johnson

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, facilitate meeting):* Theresa

*Meeting Secretary (Send notices to members, take minutes, distribute information):* Emerald

*Board/Communications Liaison (Submit monthly Board report):* Emerald

*Diversity Liaison (Raise D&I opportunities across group activities):* everyone

**Regular Meeting Dates / Time / Location (if applicable):**

Third Tuesday of each month at 12:00 p.m. via teleconference or Zoom.

**Leadership Group Goals/Activities**

**Goal/Activity #1**

*Description:* Confirm bidder acceptance, notification to unsuccessful bidders, finalize contract.

*Timeline:* July 2020

*Estimated Income and Expense:* none

*Measurable Outcome / Evaluation:* completion

**Goal/Activity #2**

*Description:* Finalize program design and marketing plan.

*Timeline:* August 2020

*Estimated Income and Expense:* none

*Measurable Outcome / Evaluation:* completion

**Goal/Activity #3**

*Description:* Marketing of program and registration of participants.

*Timeline:* August, September and October 2020

*Estimated Income and Expense:* none

*Measurable Outcome / Evaluation:* completion

**Goal/Activity #4**

*Description:* Launch program.

*Timeline:* November 2020 or January 2021.

*Estimated Income and Expense:* none

*Measurable Outcome / Evaluation:* completion

*X Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

*Signature program for 2020-21.*

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*



Dependent on chosen bidder.



## Leadership Group: Networking Sub-Committee

**Co-Chairs:** Dionne Blake, Target Corporation  
Nicole Truso, Faegre Baker Daniels  
Megan Hsiang, University of St. Thomas School of Law

### **Assigned Co-Chair Responsibilities for Specific Tasks:**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* Nicole Truso

*Meeting Secretary (Take minutes, distribute to members):* Megan Hsiang

*Communications Liaison (Coordinate efforts with other MWL leadership, members, staff):*  
Dionne Blake

*Board Liaison (Report to MWL Board activities and needs of group):* Dionne Blake

**Regular Meeting Dates / Time / Location:** Currently meet on second Thursday of every month from noon to 1pm. Proposing meeting at MWL offices and Zoom.

### **Goals / Projects:**

*Goal / Project #1:* Continue to support, and where applicable enhance, networking opportunities at MWL Signature events.

*Description:* Ensure that networking component is considered as part of planning for MWL Signature and/or large events; recommend and support activities that promote networking (e.g. post-event attendee list).

*Timeline:* Throughout upcoming year

*Estimated Income and Expense:* Minimal expense – possible tchotchkes/branded gifts for attendees or prizes for networking participation.

*Measurable Outcome / Evaluation:* Increase participation and satisfaction with networking opportunities at MWL events.

*Goal / Project #2:* Continue to administer and promote networking opportunities for MWL through Networking Circles.

*Description:* Bring together MWL members for informal meet ups in person or virtually via quarterly lunches, happy hours, or similar forums.



*Timeline:* Annual

*Estimated Income and Expense:* None

*Measurable Outcome / Evaluation:* Participation numbers and survey feedback.

*Goal / Project #3:* Support and encourage networking activities/component of other MWL committees and affinity groups.

*Description:* Participate in Master Calendar planning meeting (Summer 2020), liaise with committees and affinity groups to identify opportunities for current and potential networking partnerships.

*Timeline:* Ongoing

*Estimated Income and Expense:* None anticipated. Potential tchotchkes/branded gifts for attendees or for networking participation or activities. Consider in-kind sponsors where appropriate.

*Measurable Outcome / Evaluation:* Feedback/evaluation from MWL Leadership.

*Goal / Project #4:* Plan and execute student-focused event  
*Description:* Work with Law School Liaisons to host a student-focused event.

*Timeline:* Summer 2021

*Income and Expense:* TBD

*Measurable Outcome / Evaluation:* Work with MWL Student Liasion to plan and host well attended event for law students that promotes and highlights the benefits of MWL membership.

*Goal / Project 5:* Support and execute Women of Color in the Law event.

*Description:* Participate in planning and execution of Women of Color in the Law event

*Timeline:* Unknown: Spring/Summer 2020; Spring/Summer 2021

*Estimated Income and Expense:* Administrative costs.



*Measurable Outcome*

*/ Evaluation:* Execute a successful event as determined by event attendance and feedback. Also, event is successful if new members register for MWL as a result of, or in conjunction with, the event.

**Further Considerations:**

*How do our goals coincide with the goals set out in MWL's Strategic Plan? Our goals support the following:*

(A)(1) Advance MWL's mission by: ... (c) Deepening MWL's partnerships, communications, and relationships with affinity bar associations and others in the community.

(A)(2) Foster and cultivate a professional community that support and celebrates women attorneys.

(B)(1) Create a culture that ensures all potential and current members feel welcome.

(B)(2) Grow MWL's membership and leadership to better reflect the diversity of attorneys in Minnesota.

(B)(4) Collaborate as an ally with affinity bar associations and other organizations that are committed to diversity and inclusion.

*How will our Committee incorporate the values set forth in MWL's Diversity & Inclusion statement?*

Our Committee actively plans and provides opportunities for all MWL members to connect and support each other and, specifically, to reach out to the community including specific reach-outs to members of the diverse community members to encourage either membership in or partnership with MWL.



**2020-2021 LEADERSHIP GROUP ACTION PLAN**

**Leadership Group: Publications Committee**

**Co-Chairs: Laura Arneson and Deborah Autrey**

**Board Liaison: Molly Hough**

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):*

Laura Arneson (July and January)  
Deborah Autrey (October and April)

Meeting Facilitator to send agenda/calendar invite to Publications Gmail Group ([mwlpublications@googlegroups.com](mailto:mwlpublications@googlegroups.com)) approximately 1 week before meeting (preferably with teleconference information included).

*Meeting Secretary (take minutes, distribute to members):*

Deborah Autrey (July and January)  
Laura Arneson (October and April)

*Communications Liaison (Submit monthly Board report, serve as conduit of info w/staff, etc.):*  
Katie Gunaratne and Molly Hough

*Diversity Liaison (Raise D&I opportunities across group activities):*  
Katie Gunaratne and Molly Hough

**Regular Meeting Dates / Time / Location:**

<b>Committee Meeting</b>	<b>Publication Month</b>	<b>Deadline to Submit Article</b>
Thursday, July 9, 2020	October 2020	September 18, 2020
Thursday, October 8, 2020	January 2021	December 11, 2020
Thursday, January 14, 2021	April 2021	March 12, 2021
Thursday, April 8, 2021	July 2021	June 11, 2021

The Publications Committee will meeting by teleconference for the foreseeable future due to COVID-19. When appropriate, we will schedule an in-person meeting at the MWL Offices.

**Goals / Projects (Feel free to set more or fewer):**

*Goal / Project #1*

*Description:* Publication of four issues during 2020-2021.

*Timeline:* 2020-2021

*Estimated Income and Expense:* (Expected to publish online only for this year.)

*Measurable Outcome / Evaluation:* Success = Two issues published in hard copy.

*Check box if submitted for consideration at the May 19th Programming Work Session.*



*Goal / Project #2*

*Description:* Use MWL Master CLE/Events calendar to identify articles that will complement and/or expand on recent or upcoming MWL CLEs and events.

*Timeline:* 2020-2021

*Estimated Income and Expense:* N/A

*Measurable Outcome / Evaluation:* Completion of the issue.

*Check box if submitted for consideration at the May 19th Programming Work Session.*

*Goal / Project #3*

*Description:* Promote MWL's mission regarding diversity and inclusion.

*Timeline:* 2020-2021

*Estimated Income and Expense:* N/A

*Measurable Outcome / Evaluation:* Identifying and including opportunities in each issue of WER to promote MWL's commitment to diversity and inclusion, including the selection of themes and articles and/or soliciting authors to write said articles.

*Check box if submitted for consideration at the May 19th Programming Work Session.*

*Goal / Project #4*

*Description:* Determine if *With Equal Right's* online format can be redesigned for easier printing as part of the MWL website overhaul.

*Timeline:* Sept. 2020-2021

*Estimated Income and Expense:* ??

*Measurable Outcome / Evaluation:* Identifying whether online format of *With Equal Right* online can be redesigned for easier printing would allow us to determine if we should return to print issues after the COVID-19-related strictures are lifted – or printing of the articles from the online issues could substitute for many of the currently printed issues.

*Check box if submitted for consideration at the May 19th Programming Work Session.*

**Further Considerations:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

See Goals 2-4 above.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion statement?*

See Goal 3 above.



## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Alternative Legal Careers (ALC) Affinity Group

**Co-Chairs:** Ruth Isaacson and Tara Smith

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* Ruth/Tara

*Meeting Secretary (Take minutes, distribute to members):* Ruth/Tara

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):*  
Ruth/Tara

*Diversity Liaison (Raise D&I opportunities across group activities):* Ruth/Tara

**Regular Meeting Dates / Time / Location (if applicable):**

Gatherings will be held on at least a quarterly basis, alternating between happy hour gatherings, breakfast/lunch discussion gatherings, and educational programs at both the MWL headquarters and remote locations. [*Note: Gatherings will take place virtually, as necessary, in light of Covid-19 and in accordance with any related MWL policies.*]

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE.](#) Please submit one summary per event/activity.)*

**Goal/Activity #1**

*Description:* The goal of the Alternative Legal Careers (ALC) Affinity Group is to be a supportive and inspirational space for women who are either working in alternative legal careers or are looking to transition into an alternative legal career (both licensed attorneys and law students). ALC's strength is found in the community and contributions of our members, and our goal for the 2020-2021 year is to continue to host meetings that enable us to connect with and learn from each other. Meetings may be based upon a discussion of a particular article that's relevant to the group, feature panelists who can speak about their experiences with alternative legal careers, and/or simply be an informal opportunity to network and connect with others.

*Timeline:* Quarterly meetings throughout the year.

*Estimated Income and Expense:* N/A

*Measurable Outcome / Evaluation:* Our primary goal is to create meaningful opportunities to connect with one another (which doesn't lend itself to being easily measured/quantified). While important, attendance is not the true benchmark of a "successful" event for us; much of it will depend on the format of the particular meeting (virtual or in-person; discussion-based or presentation-based). We'd love to see as many women participate in each event as can be



comfortably accommodated.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

ALC's mission aligns with several of the goals in MWL's 2020-023 Strategic Plan:

**GOAL #1: MEMBERSHIP: Increase overall membership with an emphasis on welcoming members with diverse backgrounds, experiences and viewpoints.**

Having an affinity group that welcomes and supports attorneys who do not have traditional legal jobs will hopefully increase and diversify MWL's membership.

**GOAL #2: ENGAGEMENT: Enhance engagement i) between MWL and its members, ii) across and among MWL members, and iii) in collaboration with key stakeholders across the legal community.**

There are many opportunities for the ALC group to collaborate and engage with other affinity groups (including but not limited to the Master Lawyers Group and RISE).

**GOAL #3: ADVANCEMENT: Promote the development and advancement of women lawyers, individually and collectively.**

ALC's goal is to support and celebrate women—both individually and as a community—who are exploring and pursuing what matters to them in life.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

Celebrating and promoting the work of attorneys in non-traditional legal roles will highlight the experience and viewpoints of women across a diverse spectrum of careers and practice areas.



## 2020-2021 Leadership Group Action Plan

**Leadership Group:** MWL Book Club

**Co-Chairs:** Amy Krupinski and Karen Bohaty

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):** Meeting Facilitator (Set agenda, send notice to members, facilitate meeting): Meeting Secretary (Take minutes, distribute to members):

**Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):**

**Diversity Liaison (Raise D&I opportunities across group activities):**

As chairpersons, we keep a list of all MWL members who express an interest in the Book Club. Currently, there are 78 members. One month prior to the discussion, we send an e-mail to all members, reminding them of the upcoming discussion and requesting an RSVP from those who plan to attend. Generally, 10-15 persons attend each discussion. One day prior to the discussion, we send a follow-up e-mail to those members who responded that they will attend and contact the restaurant to finalize the number of attendees. Because of the COVID-19 pandemic, our April and May discussions have been held via Zoom.

**Regular Meeting Dates / Time / Location (if applicable):**

The Book Club meets the second Tuesday of the month from 6:30 - 8:30. Karen Bohaty will coordinate the discussions held in January, March, May, July, September, and November. Amy Krupinski will coordinate the discussions in February, April, June, August, October, and December.

We hold our discussions at a restaurant, although the April and May 2020 discussions have been held via Zoom due to the COVID-19 pandemic. We will continue to meet monthly via Zoom until it is safe to resume meeting at a restaurant.

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. (Please complete this brief proposed programming summary [HERE](#). Please submit one summary per event/activity.)



Goal/Activity #1

Description:

Timeline:

Estimated Income and Expense:

Measurable Outcome / Evaluation:

Check box if submitted for consideration at the May 19th Master Calendar Work Session.

The MWL Book Club offers members an opportunity to socialize and network with other members who have an interest in reading and discussing books. The format of our meetings is informal. We spend the first hour socializing and having dinner. (Each member is responsible for her own dinner.) The group spends the next hour discussing the book that has been selected for that month's discussion.

At the July 2020 discussion, we will select the twelve books that the group will read and discuss during August 2020 - July 2021. Members will come with suggestions, and the group will select the twelve books from those suggested.

Goal/Activity #2

Description:

Timeline:

Estimated Income and Expense:

Measurable Outcome / Evaluation:

Check box if submitted for consideration at the May 19th Master Calendar Work Session.

Goal/Activity #3

Description:

Timeline:

Estimated Income and Expense:

Measurable Outcome / Evaluation:

Check box if submitted for consideration at the May 19th Master Calendar Work Session.

**Further Consideration:**

How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?



The MWL Book Club provides a venue for members to come together, socialize, network, and discuss books. The books we read often provide the members an opportunity to discuss social issues and issues that are a concern to women.

How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?

The group has selected books, both fiction and non-fiction, mostly by women authors from diverse backgrounds whose works often reflect cultural experiences and concerns.



## 2020-2021 CORPORATE COUNSEL AFFINITY GROUP ACTION PLAN

**Co-Chairs: Poonam Kumar, Karen Opp and Gulzar Babaeva**

### **Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

The co-chairs take turns communicating with the overall group and with planning group meetings and events. We do not plan to have minute-taking. We take turns communicating with MWL staff depending on the situation and needs that arise.

### **Regular Meeting Dates / Time / Location:**

- Affinity group meetings will generally be held on the 3<sup>rd</sup> Wednesday of the month. There will be no meetings in July, August and December.

In light of COVID-19 considerations, our meeting schedule and format will vary and we will keep our members updated with that information.

We are looking at hosting some webinars and will have additional details after our June meeting. As we have done in the past, we are also looking to partner with the other MWL affinity groups over the course of the coming year.

### **Goals / Projects (Feel free to set more or fewer):**

#### *Goal / Project #1*

*Description: Rebrand ourselves (i.e. change name to Corporate Counsel”) and look at avenues to grow our membership*

*Timeline: June 2020*

*Estimated Income and Expense: Likely none*

*Measurable Outcome / Evaluation: N/A*

#### *Goal / Project #2*

*Description: Hold four meetings/events with substantive programming*

*Timeline: March 2021*

*Estimated Income and Expense: TBD . Depending on the events, we may be able to explore opportunities to partner with MWL Partners.*

*Measurable Outcome / Evaluation: We plan to report to the MWL Board Liaison periodically about these meetings.*

#### *Goal / Project #3*

*Description: Explore financial support for formal programming activities*

*Timeline: June 2021*

*Estimated Income and Expense: \$0*

*Measurable Outcome / Evaluation: Avoid reliance on MWL budget which is limited for affinity groups and allow the affinity groups to be self-sufficient.*



## **2020-2021 ACTION PLAN**

**Leadership Group:** Knitting Affinity Group

**Chair:** Shannon Harmon

No Action Plan submitted.

## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group:** Legal Athletes Affinity Group

**Co-Chairs:** Autumn Gear & Holley Horrell

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):** The co-chairs will share responsibilities of meeting facilitator, meeting secretary, and board/communications liaison as needed.

**Regular Meeting Dates / Time / Location (if applicable):**

- Goal:
  - Three to four virtual (or, if conditions allow, in-person) meetings among affinity group members to discuss topics related to health, fitness, and wellness.
  - Additional planned activities based on the interests and availability of group members, including but not limited to:
    - Running races
    - Sporting events
    - Group fitness classes
- Timing: Saturday mornings and weekday evenings (subject to change based on member availability)
- Location: Variable.

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE.](#) Please submit one summary per event/activity.)*

**Goal/Activity #1**

*Description:* Virtual running/walking race(s) with post-race video conference (in-person subject to social-distancing guidelines)

- Possible collaboration with MWL Professional Parents

*Timeline:* July-October; April-June

*Estimated Income and Expense:* Pay your own way, cost dependent on race

*Measurable Outcome / Evaluation:* Number of attendees; possible post-event survey

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Goal/Activity #2**

*Description:* Guided virtual yoga and/or fitness class(es), possibly with post-class virtual break-out room conversations to encourage interaction/connections between members

*Timeline:* July-August; Feb-March

*Estimated Income and Expense:* Pay your own way, cost dependent on facilitating entity

*Measurable Outcome / Evaluation:* Number of attendees; possible post-event survey

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #3**

*Description:* Health/nutrition/wellness discussion

- Possible collaboration with In-House Lawyers and/or Lawyers Concerned for Lawyers around topic of wellness and mindfulness
- Possible virtual panel discussion or “fireside chat” with leading lawyers in our community about how sport and/or physical activities have supported their career and success—e.g., Justice Chutich (tennis); Karna Johnson Peters (golf); and more to be brainstormed.

*Timeline:* November-January

*Estimated Income and Expense:* Pay your own way, cost dependent on facilitating entity

*Measurable Outcome / Evaluation:* Number of registrants and attendees; possible post-event survey

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

- MWL Legal Athletes strives to promote the advancement and success of women lawyers through physical and mental wellness. MWL Legal Athletes provides an opportunity for women lawyers of diverse backgrounds to connect based on shared lifestyle interests. The Legal Athletes plans to partner with other affinity groups when appropriate.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

- MWL Legal Athletes encourages and welcomes members of all abilities. Programming will be varied and adapt to the unique interests of group members.

## 2020-2021 LEADERSHIP GROUP ACTION PLAN

### Leadership Group **Legal Wine Lovers**

**Co-Chairs: Jan Ballman and Nicki Keirnes**

#### **Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):*

*Meeting Secretary (Take minutes, distribute to members):*

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):*

*Diversity Liaison (Raise D&I opportunities across group activities):*

**Regular Meeting Dates / Time / Location (if applicable):** We do not have a regular meeting date. We try to space out our events to be three per year. Sometimes the timing of events is impacted by the venue host (lately we have been hosted by law firms) and their space availability.

Our April event to be held the evening before the Leadership Conference was cancelled due to COVID. We are currently working on a remote event with a Napa Valley tour guide.

We hope to reschedule the event that was cancelled when we be in person once again. It will be held at Robins Kaplan.

We would also like to have an in-person event the evening before the Wahl Lecture, if the event goes forward in traditional fashion.

#### **Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE](#). Please submit one summary per event/activity.)*

The goal of all the Legal Wine Lovers' events are to

- Bring lawyers together after “a day of toiling out in the legal field”
- Provide a fun atmosphere to network and expand their legal network
- Present an educational piece on wine (or beer in two instances), presented by an outside expert on the theme or topic

Our events do not need subsidizing by MWL. Costs vary but are funded through registration fees and sponsorships. Paradigm/Veritext sponsors/co-sponsors each even with in-kind labor to plan, publicize, recruit and present the event; we also pick up any costs that were not covered by registration fees. Any residual monies not used on food or wine or speakers gets carried over and used for one of the next LWL events.

**Our evaluations have consistently been very positive. When provided with optimizing feedback (need more chairs; need more substantive food), we have immediately worked to make sure those considerations are met for all future events. I do not believe we have had any issues that have come up more than once in our evaluations (save a few possible opinions that an event was conveniently located, etc.**

**Goal/Activity #1**

*Description:*

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:*

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Goal/Activity #2**

*Description:*

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:*

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Goal/Activity #3**

*Description:*

*Timeline:*

*Estimated Income and Expense:*

*Measurable Outcome / Evaluation:*

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

## 2020-2021 LEADERSHIP GROUP ACTION PLAN

### Leadership Group: Master Lawyers Affinity Group

#### Co-Chairs:

- Heidi Fessler, Principal, Innova Law Group
- Barbara Klas, Consultant & Director, Casepoint LLC
- Julie Velasquez, Underwriting Counsel, Commercial Partners Title

#### Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):

**These roles TBD among current members as we confirm the plan for upcoming meetings and events**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):*

*Meeting Secretary (Take minutes, distribute to members):*

*Communications Liaison (Submit monthly Board report, serve as conduit of info w/staff, etc.):*

*Diversity Liaison (Raise D&I opportunities across group activities):*

#### Regular Meeting Dates / Time / Location (if applicable):

**Quarterly meetings will be held in conjunction with the planned event as needed.**

#### Leadership Group Goals/Activities (Feel free to propose more or fewer.)

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc. geared towards MWL members) for consideration at the May 19th Programming Work Session.*

#### **Goal/Activity #1 – Networking Social and Enhance your Public Face – How to ZOOM - Video-conferencing tips and tricks.**

*Description:*

*Timeline: May 21, 2020 at 4:30 PM to 6:00 PM via video-conferencing interface*

*Estimated Income and Expense: 0*

*Measurable Outcome / Evaluation: Positive feelings by all and a better video presence when participating in a video-conferences*

*Check box if submitted for consideration at the May 19th Programming Work Session.*

#### **Goal/Activity #2 – Networking Social or Program in collaboration with In-House Counsel Group and any other groups who want to join**

*Description: By video conference or at a local establishment pending quarantine limitations*

*Timeline: September – October 2020*

*Estimated Income and Expense: 0*

*Measurable Outcome / Evaluation: Good attendance and good support.*

*Check box if submitted for consideration at the May 19th Programming Work Session.*

#### **Goal/Activity #3 – TBD – Positioning Yourself for Your Dream Job Part Deux**

*Description: If possible, an in—person presentation seminar with speakers to be determined. This is a follow-up to the successful June 2019 event – MWL Master Lawyers and MWL In-House Affinity Group hosted at ECMC Group*

*Timeline: February 2021*

*Estimated Income and Expense: TBD*

*Measurable Outcome / Evaluation: TBD*

*Check box if submitted for consideration at the May 19th Programming Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2018-2020 Strategic Plan?*

**Our goals advance the strategic Plan of MWL by providing career and business development opportunities as well as provide a forum for meeting the needs of the more senior or experienced members of MWL to explore new or different pathways for their careers.**

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

**The Master Lawyers Affinity Group seeks to highlight the experience and viewpoints of the diverse individuals who are a part of the Minnesota Women Lawyers community, recognizing that generational experiences bring another perspective that can be shared in a supportive manner via the Master Lawyers Affinity Group.**

## 2020-21 PROFESSIONAL PARENTS ACTION PLAN

### Leadership Group:

**Chair:** Alona Rindal

### Assigned Chair Responsibilities for Specific Tasks:

Meeting Facilitator (Set agenda, send notice to members, facilitate meeting): Alona

Meeting Secretary (take minutes, distribute to members): N/A

Communications Liaison (coordinate efforts with other groups, staff, etc.): Alona

### Regular Meeting Dates / Time / Location:

4<sup>th</sup> Thursday of the month @ noon-1 pm via Zoom

### Goals / Projects (feel free to set more or fewer):

Goal / Project #1

Description: Meet every month

Timeline: Ongoing, throughout the year

Estimated Income and Expense: None

Measurable Outcome / Evaluation: Attendance, which will demonstrate there is interest

Goal / Project #2

Description: Soliciting ideas from the group members

Timeline: Ongoing, throughout the year

Estimated Income and Expense: None

Measurable Outcome / Evaluation: Responses to the solicited feedback, which will demonstrate ongoing interest in group meetings

Goal / Project #3

Description: Engage the group through communications through Google group, which will provide a group description and its purpose, and solicit feedback for topics or other programs we should explore.

Timeline: Ongoing

Estimated Income and Expense: None

Measurable Outcome / Evaluation: Responses to the solicited feedback, which will demonstrate ongoing interest in group meetings

### Further Considerations:

*How do our goals coincide with the goals set out in MWL's 2015-2018 Strategic Plan?*

This year we are partnering with LCL to engage the group members: what they want to see or would be interested in seeing with this year's programs. We believe this coincides with some of MWL's goals, because it creates a meaningful space for MWL parents to engage with each other, lean on each other for support, and potentially help each other with issues that surface in the workplace and at home.

## **TO BE UPDATED: 2019-2020 LEADERSHIP GROUP ACTION PLAN**

**Leadership Group:** Public Sector Affinity Group

**Co-Chairs:** Katherine Kelly & Shana Tomenes

### **Regular Meeting Dates / Time / Location (if applicable):**

Meet quarterly, alternating between Minneapolis and St. Paul locations.

### **Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc. geared towards MWL members) for consideration at the May 13th Programming Work Session.*

#### **Goal/Activity #1 – Happy Hour and Networking Events**

*Description:* Networking events for public sector attorneys and law students to connect and discuss current market trends, tips for making career moves, and meeting other public sector attorneys. We will also share attendee lists to facilitate further networking after the event.

*Timeline:* Quarterly

*Estimated Income and Expense:* \$0/\$0

*Measurable Outcome / Evaluation:* Number of attendees, and periodic evaluations from group to discuss other goals for the affinity group including frequency of meetings, location, and additional programming.

*Check box if submitted for consideration at the May 13th Programming Work Session.*

#### **Goal/Activity #2 – Public Sector Hiring, Salary Negotiation, and Insider Tips events**

*Description:* Events where members of the public sector affinity group meet and discuss their practice in-depth, with conversation focusing on common and unique barriers public sector attorneys face, and also insider tips to grow and additional resources to access.

*Timeline:* Twice yearly

*Estimated Income and Expense:* \$0/\$0

*Measurable Outcome / Evaluation:* Evaluation regarding the event after the event to evaluate success and adjust for future events.

*Check box if submitted for consideration at the May 13th Programming Work Session.*

### **Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2018-2020 Strategic Plan?*

The goals of this group coincide with MWL's goals of leadership and community building. Through this group we will connect experienced members and leaders of the profession with new professionals, fostering mentorship and comradery within the public sector. We will focus on events that help us capture the knowledge of public sector members of MWL to benefit all

members, and to build a community of women attorneys.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

We will incorporate MWL's value to diversity and inclusion by providing programming that addresses diversity and inclusion, and coordinating efforts with other organizations on issues pertaining to diversity and inclusion. We will highlight our events with affinity groups both within MWL and other organizations to grow our group and hear new and diverse voices. We will also focus on discussions related to women in leadership and solutions to help combat pay gap disparities.

## 2020-2021 LEADERSHIP GROUP ACTION PLAN

**Leadership Group: RISE: New Lawyers Group**

**Co-Chairs: Maria Brekke, Molly Hough**

**Assigned Co-Chair Responsibilities for Specific Tasks (as applicable): N/A**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):*

*Meeting Secretary (Take minutes, distribute to members):*

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):*

*Diversity Liaison (Raise D&I opportunities across group activities):*

**Regular Meeting Dates / Time / Location (if applicable): N/A**

**Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. (Please complete this brief proposed programming summary [HERE](#). Please submit one summary per event/activity.)*

### **Goal/Activity #1**

*Description:* Vintage Lawyers: Female Trailblazers

*Timeline:* September 17<sup>th</sup>.

*Estimated Income and Expense:* None.

*Measurable Outcome / Evaluation:* We are partnering with the MSBA, FBA, HCBA, and other new lawyer sections to bring experienced female lawyers to engage with new lawyers in a rotating round table discussion. This is our second year partnering on the vintage lawyers event, and last year we had over 100 attendees. It was very successful and we are looking forward to doing it again with a focus on female trailblazers.

*(x) Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #2**

*Description:* Member Monday partnership with Master Lawyers

*Timeline:* January 2021 (Date TBD)

*Estimated Income and Expense:* None at this time.

*Measurable Outcome / Evaluation:* Engage in meaningful discussion to continue to foster relationships between different experience levels in the legal field.

*Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

### **Goal/Activity #3**

*Description:* Possibly a happy hour or dinner in the fall if Covid-19 allows it.

*Timeline:* Fall

*Estimated Income and Expense:* None.

*Measurable Outcome / Evaluation:* To foster networking and community among new lawyers.  
 *Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

We hope to continue building community with new lawyers in the state of Minnesota and across experience levels by plugging new lawyers into the MWL network.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

Intentionally reaching out and partnering with other organizations and new lawyers to plug them into MWL and foster further community.

## 2020-2021 LEADERSHIP GROUP ACTION PLAN

### Leadership Group: Solo/Small Firm Affinity Group

**Co-Chairs: Mary Szondy & Theresa Johnson**

#### **Assigned Co-Chair Responsibilities for Specific Tasks (as applicable):**

*Meeting Facilitator (Set agenda, send notice to members, facilitate meeting):* Mary & Theresa

*Meeting Secretary (Take minutes, distribute to members):* Mary takes attendance

*Board/Communications Liaison (Submit monthly Board report, conduit of info w/staff, etc.):*

Mary

*Diversity Liaison (Raise D&I opportunities across group activities):* All members

#### **Regular Meeting Dates / Time / Location (if applicable):**

While we cannot meet in person, we will be meeting virtually via Zoom during our regular meeting dates and perhaps more often if there is interest. We have met weekly for the past 8 weeks (March – May, 2020).

First Friday of September through June from 9:45am-11:15am in the main floor conference room (or another room within the building if the main room is not available) located at 8120 Penn Avenue South Bloomington, Minnesota 55431.

Twice a year (if we are able) we will meet at Louisiana Café in St. Paul located at 613 Selby Ave, Saint Paul, MN 55102

We will not meet in July. We will have a social/happy hour in August.

#### **Leadership Group Goals/Activities (Feel free to propose more or fewer.)**

*NOTE: If applicable, check box if goal/project has been submitted as a proposed program (event, CLE seminar, networking reception, etc.) for consideration at the May 19th Master Calendar Work Session. ([Please complete this brief proposed programming summary HERE](#)). Please submit one summary per event/activity.)*

#### **Goal/Activity #1** Promote and increase attendance and visibility at the Solo/Small Summit

*Description:* We are continuing to collaborate with the HCBA and RCBA and MSBA Solo/Small sections to provide a day long CLE relevant to solo/small firm attorneys.

*Timeline:* May 14, 2021

*Estimated Income and Expense:* None

*Measurable Outcome / Evaluation:* Increased attendance at our Affinity Group meetings (or MWL in general)

*x Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

#### **Goal/Activity #2** To continue increasing attendance at meetings

*Description:* Our attendance continues to fluctuate, but was more consistent in 2019-2020 with some solid new members. We will continue our short 20 minute presentations by members about their area of law periodically. We will also read at least one professional book and hold a book discussion at a meeting.

*Timeline:*

*Estimated Income and Expense:* None.

*Measurable Outcome / Evaluation:* Attendance tracking

**Goal/Activity #3** Continue collaborating with other solosmall groups

*Description:* 2019-2020 was another successful year in collaboration with other organizations. We were supposed to co-host another happy hour with HCBA Solo/Small in April, 2020 and will hopefully schedule another in 2021. We will also be a part of the Solosmall Summit in May, 2021.

*Timeline:* September – June 2021. Currently looking at a Happy Hour with the HCBA in late September, 2020.

*Estimated Income and Expense:* None.

*Measurable Outcome / Evaluation:*

*x Check box if submitted for consideration at the May 19th Master Calendar Work Session.*

**Further Consideration:**

*How do our goals coincide with the goals set out in MWL's 2020-2023 Strategic Plan?*

We continue to try to increase membership throughout MWL and our own Affinity Group by providing value added conversation and programming. We are a strong community of women supporting each other and lifting each other up as we work to achieve whatever it is we wish to achieve.

*How will our group incorporate the values set forth in MWL's Diversity & Inclusion Statement?*

The Solo/Small Affinity Group is a tightknit, yet inclusive, group that provides support and resources to women who run their own firms or work for a small firm. We create goals together for our firms and bring in speakers that help us professionally and personally so that we can achieve our highest potential. We celebrate each other's successes and encourage growth and leadership.