



ELEVATING EXCELLENCE

2024 - 2026 STRATEGIC VISION

STRATEGIC FRAMEWORK

CAMP's strategic plan is based on three primary objectives designed to maintain CAMP's reputation and stature in the community while driving innovation and expansion to meet the modern professional needs of Colorado lawyers. Each objective is interrelated and their synergy is found in the specific operational goals that bind them together.

CAMP has six domains of influence which represent the critical operational components of the CAMP office. We have articulated specific strategic objectives for each domain which will in turn drive key results to be achieved through actions and initiatives based on CAMP's integrated service delivery methods of Communications/Outreach, Capacity Building, Programs/Services, and Thought Leadership/Advocacy.

This strategic plan builds on CAMP's current strengths and focuses our energies and resources on the most pressing needs of Colorado lawyers that we are distinctively positioned to address.

STRATEGIC OBJECTIVES

INFLUENCE PROFESSIONAL CULTURE

Influencing professional culture requires proactive leadership and consistent communication of values, fostering an environment where collaboration, innovation, and respect are paramount. Our goal is to cultivate a culture in Colorado's legal profession that promotes growth, engagement, and overall excellence among lawyers.

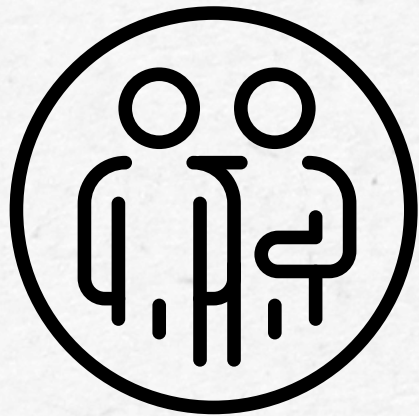
LEVERAGE THE POWER OF RELATIONSHIPS FOR PROFESSIONAL SUCCESS

Leveraging the power of relationships is essential for professional success, as it opens doors to opportunities, fosters collaboration, and builds trust. By nurturing genuine connections, networking strategically, and offering mutual support, CAMP can cultivate a strong community that enhances career prospects and unlocks new avenues for growth and advancement.

ADVANCE LAWYER EXCELLENCE

Advancing lawyer excellence necessitates a commitment to continuous learning, honing both legal expertise and soft skills crucial for effective advocacy and client relations. By embracing innovation, ethical standards, and fostering a culture of collaboration and mentorship, Camp can elevate lawyers' capacity to do well for themselves while doing good for the community.

DOMAINS OF INFLUENCE



Mentoring Programs



LEGAL
ENTREPRENEURS
FOR JUSTICE

Legal Entrepreneurs for
Justice



SUCCESSION TO SERVICE
COLORADO'S PRO BONO PIPELINE

Succession to Service

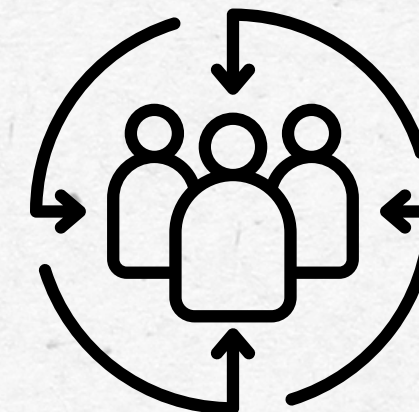


Colorado
Well-Being Recognition
Program For Legal
Employers

Well-Being Recognition
Program



Education & Resources



Community Engagement
& Leadership

MENTORING PROGRAMS OBJECTIVES

- 1. Utilize CAMP's mentoring frameworks to drive improved work/life integration for Colorado Lawyers.**
- 2. Develop a mentoring experience to foster the unique elements of success for rural/mountain lawyers.**
- 3. Leverage the collective power of CAMP mentors and partners to promote a personal values-driven practice among Colorado lawyers.**
- 4. Utilize Current partner programs to increase mentoring opportunities in community organizations across the Colorado legal community.**
- 5. Increase partner program engagement with CAMP.**
- 6. Leverage CAMP's relationships with Partner Programs to support Colorado lawyers in communicating and working across differences.**



MENTORING PROGRAMS (1:1 & GROUP)

KEY RESULTS

1. Add a section in all 11 CAMP mentoring plans to drive the integration and development of “whole-person lawyering.”
2. Increase the number of CAMP social events focused on helping lawyers foster non-professional interests to four annually.
3. Build a group mentoring experience to develop awareness of and best practices to support the generational culture shift in work/life integration in the legal profession.
4. Establish a mentoring framework focused on relationship development/interpersonal skills to foster a sense of collegiality in smaller legal communities and achieve engagement in 50% of Colorado’s “rural” judicial districts.
5. Develop a “Pathways to Practice” toolkit focused on finding success in rural/mountain practice as a solo practitioner, government lawyer, or judge.
6. Produce a “Values-Driven Practice Self-Assessment tool” containing at least four asynchronous learning modules to develop a values-driven practice.
7. Design and host a quarterly speed-mentoring event focused on building values-driven law practices.
8. Create a pool of at least 15 CAMP mentors with the skills to provide mentoring for a values-driven law practice.

MENTORING PROGRAMS (PARTNER PROGRAMS)

KEY RESULTS

1. Promote partner program “success” through storytelling-based marketing efforts once per quarter through the development of three key messages.
2. Design a “How To...” guide for creating internal mentoring programs in bar associations and legal organizations.
3. Create a “sustainability guide” for managing and growing internal mentoring programs in bar associations and legal organizations.
4. Organize and host an annual community resource fair to promote local bar associations and professional organizations to drive engagement in those programs and with CAMP.
5. Develop a proactive annual outreach plan to inform Colorado’s local & diversity bars and professional associations about CAMP’s partner program capabilities.
6. Engage with a minimum of five partner programs annually with an increase of three partner programs over three years.
7. Organize and host an annual panel event with diversity bar leaders to discuss best practices in communicating and working with members of underrepresented communities.
8. Author toolkit for “Mentoring Across Differences” utilizing diversity bar/partner program insight and feedback.
9. Build a “Resource Page” on CAMP website to serve as a statewide resource for mentoring across differences.

LEGAL ENTREPRENEURS FOR JUSTICE OBJECTIVES

- 1. Leverage LEJ to drive awareness of the “justice gap” and the need for all lawyers to consider a modern law model to better serve clients.**
- 2. Formalize the LEJ network to create a modern law learning community for LEJ participants and alumni.**
- 3. Increase modern law professional development opportunities across the legal community by using LEJ and its participants as “modern law experts.”**



LEGAL ENTREPRENEURS FOR JUSTICE

KEY RESULTS

1. Utilize LEJ's "Above the Line Network" engagement to develop three new modern law outreach messages to be utilized in LEJ messaging and recruitment.
2. Facilitate a "justice gap" focused article in the Colorado Lawyer on an annual basis authored by LEJ participants/partners.
3. Generate a 14% growth in LEJ participation annually.
4. Offer a neurodivergent mentoring circle for LEJ alum and current participants in supporting effective business and practice management techniques.
5. Create a modern law network/listserv to build a sense of community between LEJ alumni and current cohort members.
6. Increase LEJ speaker/expert pool to 2-3 people for each curriculum topic.
7. Leverage LEJ presenters and participants to submit weekly content to LEJ communications channels to support modern law practice development.
8. Create and launch "LEJ Lite" program by the end of 2024.

SUCCESSION TO SERVICE OBJECTIVES

Through the implementation of the 2023 Succession to Service Community Engagement Strategic Plan, CAMP will:

- 1. Leverage Succession to Service to influence the pro bono culture in Colorado's legal profession.**
- 2. Utilize Succession to Service as a platform for lawyers to create professional connections through mentors or access to justice community engagement.**
- 3. Develop/Expand CAMP mentoring pathways/programs and experiential learning opportunities through Succession to Service and other pro bono/access to justice engagement.**



SUCCESSION TO SERVICE

COLORADO'S PRO BONO PIPELINE

SUCCESSION TO SERVICE

KEY RESULTS

1. Facilitate annual Paladin-hosted presentations for metro, rural, and mountain area LSOs to learn of the benefits of STS resulting in a 20% increase in LSO engagement in STS.
2. Develop a comprehensive communications strategy to advertise the STS “one-stop shop” platform for pro bono opportunities through the following mechanisms and use surveys to achieve 40% increase STS engagement by lawyers.
3. Increase the number of STS-focused events (i.e. ROI of Pro Bono, Social Responsibility etc.) to three events annually.
4. Form and facilitate an ongoing STS Advisory Group made up of members from STS’s key demographic groups (LSOs, law firms, new lawyers, etc.) to inform messaging.
5. Develop a pool of 25 “pro bono” mentors available to work with mentees seeking a mentor in pro bono representation.
6. Establish formal partnerships with three ATJ organizations to expand opportunities for CAMP participants to collaborate with external sources in pro bono engagement.
7. Add STS engagement to all 11 CAMP mentoring plans.
8. Collaborate with the Supreme Court’s Pro Bono Recognition Program to organize quarterly initiatives or events to promote pro bono service and STS.

WELL-BEING RECOGNITION PROGRAM OBJECTIVES

- 1. Utilize group learning experiences to drive competency and leadership in lawyer well-being practices.**
- 2. Activate participants in the well-being program as peer support resources for individuals and organizations.**
- 3. Develop an internal clearinghouse of resources to drive systemic and cultural well-being change in legal organizations.**



Colorado

Well-Being Recognition
Program For Legal
Employers

WELL-BEING RECOGNITION PROGRAM

KEY RESULTS

1. Review other well-being programs annually (IWIL, ABA, Colorado Judicial Wellbeing, COLAP, etc.) to develop an additional 1-2 practical well-being tools for program pledge and goal areas each year.
2. Develop a “Lawyer Well-Being Communications Platform” for legal organization leaders to engage in peer support and mentoring by 2025.
3. Increase engagement with the Well-Being Recognition Program (specifically pledge participants) by 20% year over year.
4. Expand/Scale the “Well-Being Leadership Cohort” annually to increase the frequency, the number of participants, or the expansion of demographic groups.
5. Create a resource list of Colorado CLE programming focused on lawyer well-being topics and share videos of program events.
6. Build a statewide lawyer well-being “speaker bureau” by 2025.
7. Create resource tool containing “real life examples” of well-being practices implemented by Colorado legal organizations.

EDUCATION & RESOURCES OBJECTIVES

- 1. Promote a culture of empathy and understanding to ease the transition into practice for new lawyers.**
- 2. Expand CLE offerings to drive professional relationship development to support well-being, DEI, and professionalism.**
- 3. Foster the development of lawyer Professional identity and provide education, resources, and support to lawyers in creating a professional identity that aligns with the lawyer's personal values.**



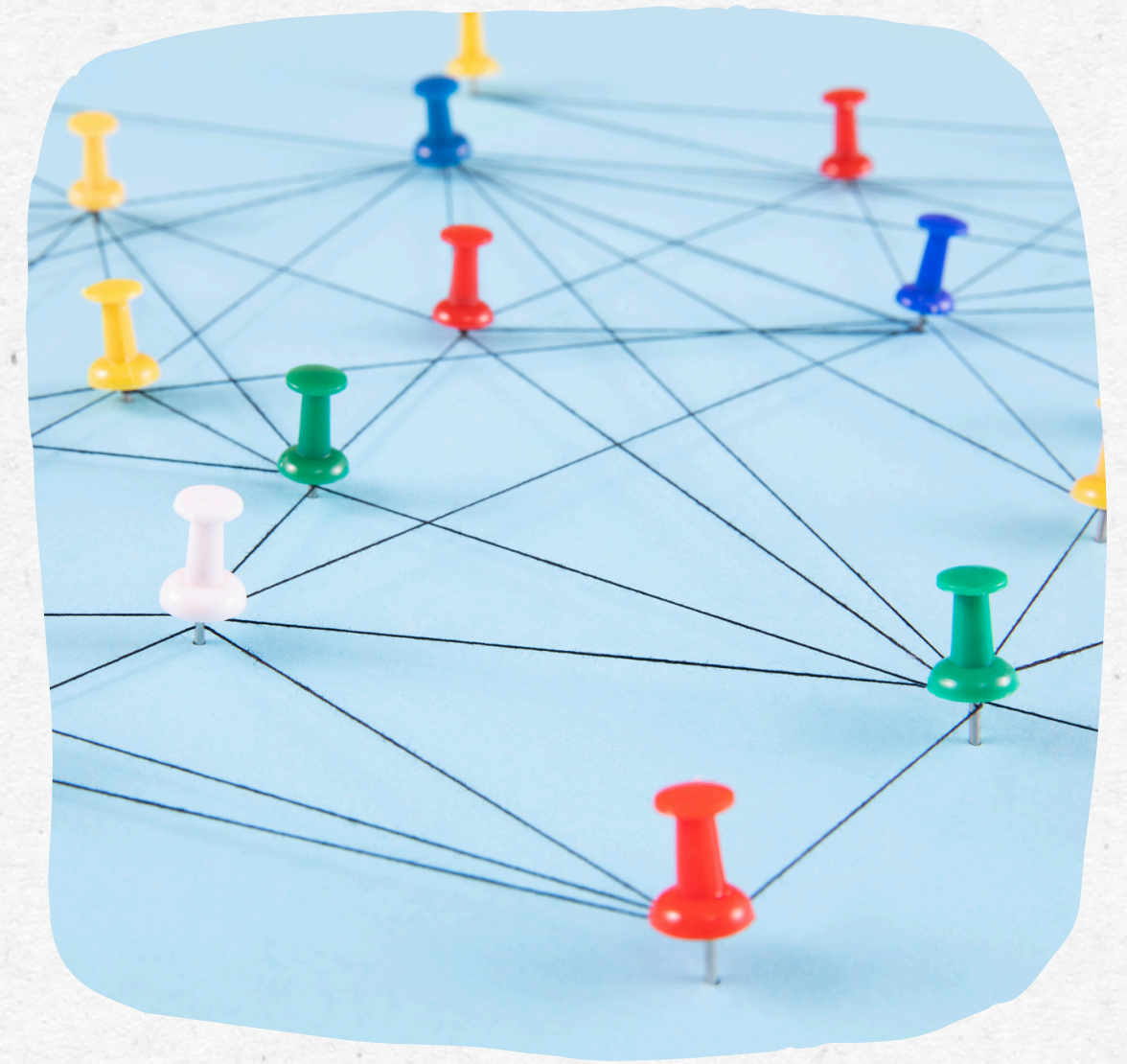
EDUCATION & RESOURCES

KEY RESULTS

1. Create 10 new asynchronous resources to support lawyers in creating professional relationships (templates, meeting guides, videos, etc.) in the next three years.
2. Expand law school (both Colorado law schools and the University of Wyoming) touchpoints to at least one per semester in each law school.
3. Create a Gen Z Lawyer Advisory Council to support CAMP in meeting the generational support needs of stakeholders.
4. Utilize CAMP channels and platforms to create/share influencing thought leadership on mentoring, DEI, professional relationship development, communication, well-being, and professionalism to increase CLE requests by 30%.
5. Develop two self-assessment tools to assist lawyers in (1) identifying the effects of loneliness on their practice, and (2) finding their “people” in the legal profession.
6. Create three unique “community” events to be replicated annually to promote informal mentoring, networking, and relationship development.
7. Develop PIF workshop focused on the benefits and power of self-worth in work and navigating professional identity through changing professional roles and responsibilities to foster “Identity Agility” in a modern workplace.
8. Create three PIF toolkit/workbooks for new lawyers, mid-career lawyers, and retiring lawyers.
9. Increase PIF workshop delivery to local and diversity bars by 25% annually.

COMMUNITY ENGAGEMENT OBJECTIVES

- 1. Serve as a capacity builder to community partners to develop and maintain successful professionalism programming and resources.**
- 2. Create a mechanism of “responsive advocacy” within the profession to create agility in CAMP programs based on user needs.**
- 3. Develop and lead the narrative of “modern lawyer excellence” and lead who/where/how that excellence can be achieved.**



COMMUNITY ENGAGEMENT

KEY RESULTS

1. Develop a holistic professionalism curriculum focused on belonging for local and diversity bars to incorporate into their CLE offerings.
2. Create three preventative and remedial resources for the Office of Attorney Regulation Counsel to assist lawyers receiving non-prosecutable complaints where civility or professionalism is at issue.
3. Create statewide professionalism survey to assess modern professionalism pain points and achieve a 50% response rate.
4. Implement stakeholder feedback mechanisms and achieve a 60% response rate to stakeholder surveys.
5. Refine CAMP Community Engagement plan to reflect current stakeholder needs by the end of 2024.
6. Set key results in each community engagement goal area to be completed by the end of 2025.
7. Develop pitch to the Colorado Supreme Court and Advisory Committee regarding the rebranding of CAMP to include APEX (lawyer excellence model) to be presented by the end of 2026.
8. Develop a comprehensive communication plan for the concept of “lawyer excellence” outlining 5 key messages, channels, and frequency within the next 12 months.
9. Identify and prioritize 5 key stakeholders for effective communication and engagement regarding lawyer excellence within the next 12 months.