



STATE BAR OF WISCONSIN
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Diversity & Inclusion Action Plan for Fiscal Year 2020

State Bar of Wisconsin Diversity Statement:

The term “diversity” has a dynamic meaning that evolves as the demographics in the state change. It is an inclusive concept that encompasses, among other things, race, ethnicity, national origin, religion, gender, gender identity, age, sexual orientation and disability. Inclusion helps to create a culture that embraces people from the widest range of talent and experience and promotes understanding and respect for all people and different points of view in the legal profession.

Goal 1c: The State Bar of Wisconsin (SBW) will model diversity and inclusion throughout the organization to serve as an example for the legal profession in Wisconsin.

BAR LEADERSHIP & ACCOUNTABILITY

Strategy: Increase the diversity of member representation in SBW leadership and volunteer roles		
Tactics	Responsibility	Deadline
T1: Promote diversity and inclusion among SBW officers, BOG members, and committee members		
<ul style="list-style-type: none"> • Task: Educate officers, BOG, and committee leaders on the value of diverse and inclusive perspectives <ul style="list-style-type: none"> ○ Continue to delegate to DIOC on conducting training at annual leadership orientations, create expectations that all groups will consider diverse candidates for open positions and award selections 	Executive Committee (EC)/Board of Governors (BOG)	Fall 2018

<ul style="list-style-type: none"> ○ Continue to delegate to DIOC the inclusion of training/CLE on cultural competence, elimination of bias and/or diversity and inclusion education at Annual Meetings and other appropriate events ○ Report on the progress of implementing D + I efforts at BOG meetings to reinforce importance ○ Direct the Governance Committee to recommend a process for filling BOG open positions that encourages diverse candidates ○ Direct the nominating committee to advance a diverse slate for president-elect and officer positions ○ Create expectation that the incoming State Bar president will consider diversity when appointing committee chairs 		
T2: Strengthen the SBW's relationship with affinity bar associations and other diverse legal groups	President/BOG/staff	
<ul style="list-style-type: none"> • Task: Continue BOG Building Bridges (BB) Program to engage representatives of affinity bar associations; actively mentor these representatives to ensure a welcoming environment • Task: Offer BB liaisons opportunities to report on their associations' work and upcoming events • Task: Organize regular meetings between the SBW and affinity bar leaders to improve communication, identify areas of collaboration, and overcome barriers to participation; coordinate calendars to avoid event conflicts • Task: Invite local/affinity bar leaders to BOG networking events • Task: Encourage local/affinity bars leaders to advance names of candidates for leadership positions • Task: Encourage local/affinity bars to communicate to their members SBW leadership opportunities and educate their members on the importance of voting in SBW elections • Task: Continue to publish current information regarding affinity bars and its leaders on WisBar.org 	EC EC Officers/staff EC/staff President/ Nominating Committee (NC) Staff	Ongoing Fall 2018 Spring 2019 Spring 2019 Ongoing
T3: Recruit and train diverse attorneys for leadership positions		

<ul style="list-style-type: none"> Task: Continue Leadership Summit Task: Continue Leadership Academy Task: Continue Young Lawyers Conference Task: Educate Building Bridges liaisons about leadership opportunities, actively recruit liaisons to run for BOG positions or serve in other leadership/volunteer capacities 	Leadership Development Committee (LDC) LDC YLD officers/liaisons	
T4: Recruit diverse attorneys to advise the SBW on issues of diversity and inclusion		
<ul style="list-style-type: none"> Task: Continue to appoint diverse members to support the work of the Diversity and Inclusion Oversight Committee (DIOC) Task: Continue to have DIOC report on its work directly to EC and BOG 	EC Diversity & Inclusion Oversight Committee (DIOC)	
T5: Encourage diversity and inclusion in the nomination and selection of SBW award recipients		
<ul style="list-style-type: none"> Task: Educate groups responsible for the nomination and selection of SBW award recipients on the expectation that diversity will be considered when selecting recipients Task: When appropriate, assist groups responsible for selecting award recipients in communicating opportunities for nominations from diverse groups/members 	EC/staff EC/staff	
T6: Annually benchmark current levels of diversity in SBW officers, BOG, and committees		
<ul style="list-style-type: none"> Task: Determine demographics to report 	EC/staff	March 1
T7: Create Friend of Diversity and Inclusion award to be awarded at the Annual Meeting and Conference (AMC)		
	DIOC/staff/BOG	

INTERNAL EFFORTS (Operations)

Strategy: Create an organizational culture that attracts, retains, and engages diverse leaders, volunteers, staff, and community partners		
Tactics	Responsibility	Deadline
T1: Build cultural competencies so that the SBW is viewed as open and welcoming	Human Resources (HR)/Internal D&I Team	

<ul style="list-style-type: none"> Task: Educate employees about cultural competencies and how implicit biases impact engaging diverse members and retaining a diverse workforce <ul style="list-style-type: none"> Conduct unconscious bias and bi-monthly all-staff training 		Kick off January 2018, ongoing
<ul style="list-style-type: none"> Task: Train leadership (BOG members and committee/section/division chairs) on implicit bias, cultural competence, and expectations related to diversity and inclusion goals 		Joint Leadership Orientation
T2: Effectively communicate the SBW's commitment and expectations related to diversity and inclusion	Internal D&I Team	
<ul style="list-style-type: none"> Task: Develop messaging that communicates the value of a diverse organization and workforce, and the SBW's commitment to members, prospective employees, and the public 		Spring 2019
<ul style="list-style-type: none"> Task: Develop and maintain career and diversity web content that showcases the SBW's community engagement, the diversity of membership and workforce, and recognizes internal champions for their success 		Spring 2019
T3: Recruit, hire, and retain a diverse workforce		
<ul style="list-style-type: none"> Task: Build a diverse candidate pool through the development of a written recruitment plan, create a pipeline for recruiting open positions by partnering with affinity bars and community organizations, and track applicant demographics voluntarily and separate from applications 	HR/staff directors	Fall 2019
<ul style="list-style-type: none"> Task: Remove barriers to hiring and retaining a diverse workforce by identifying barriers to hiring and retaining a diverse workforce; <ul style="list-style-type: none"> Evaluate the hiring process; Evaluate onboarding process to ensure new hires feel welcome; and Build diversity and inclusion expectations into manager and employee job descriptions, performance reviews, and exit interviews 	HR	Spring 2019
<ul style="list-style-type: none"> Task: Conduct annual internal engagement surveys to measure overall employee satisfaction 	HR	Spring 2019

T4: Increase the diversity of contractors, suppliers, and vendors, and expand awareness of these partnerships	HR/directors	Ongoing
T5: Create diversity staff position(s) to oversee implementation of the D&I Strategic Plan	Executive Director (ED)	Fall 2019

SECTIONS & DIVISIONS

Strategy: Increase the diversity of the leadership of section and division boards and membership		
Tactics	Responsibility	Deadline
T1: Assess Diversity & Inclusion Gaps		
<ul style="list-style-type: none"> Task: Educate section/division leadership and membership on the benefits of diversity and inclusion, what diversity and inclusion means to the SBW, and provide a forum for open discussion on what diversity and inclusion means to the membership of each section/division 	Leadership/staff	Ongoing
<ul style="list-style-type: none"> Task: Encourage section/division board members to fill in the demographic data requested on their member profiles on WisBar.org under MyStateBar or in the annual dues statement 	Section Leaders Counsel (SLC)/staff	Fall 2018
<ul style="list-style-type: none"> Task: Gather current demographic data of section/division board leadership and general section/division membership. Supplement with additional polling/survey strategies to assess current diversity & inclusion metrics 	SLC/staff	
<ul style="list-style-type: none"> Task: Use section/division membership data to assess section/division strengths and weaknesses regarding diversity; determine what voices are missing, and collaborate with local and affinity bar associations to develop concrete steps to fill voids 	Section/division boards	
T2: Conduct elections in a way that promotes diversity and inclusion	Section/division boards with staff support	Spring 19 and future elections

<ul style="list-style-type: none"> Task: Develop a diversity and inclusion plan that reaches out to local and affinity bar associations, and identifies and encourages diverse candidates to run for leadership positions. Deliberately and intentionally commit to the plan. Periodically assess progress and adjust strategies as necessary. 		
<ul style="list-style-type: none"> Task: Consciously consider diversity and inclusion when section/division boards: <ul style="list-style-type: none"> (a) nominate or appoint section/division members for board elections; (b) fill vacancies on boards or other committees; and (c) establish new committees or subcommittees to transact their business 		
<ul style="list-style-type: none"> Task: Reduce barriers for self-nominations within section/division elections, ensuring that nominations are made beyond the reach and connections of current board members 		
<ul style="list-style-type: none"> Task: Open committee membership to all section/division members to increase opportunity for engagement, to potentially lead to leadership opportunities 		
<ul style="list-style-type: none"> Task: Develop and implement a system to track diversity in candidates, nominations, and appointments 	Staff	
T3: Strive for diversity when producing content or holding events	Section/division boards with staff support	Ongoing
<ul style="list-style-type: none"> Task: Consider topics of interest to a diverse audience and topics that would advance the concept of diversity and inclusion relating to section/division fields of law or areas of interest 		
<ul style="list-style-type: none"> Task: Hold joint programs or diversity focused events with local and affinity bar associations. Reach out to local and affinity bar associations to share upcoming opportunities and events 		
<ul style="list-style-type: none"> Task: Encourage diversity among the speakers in CLE programs and writers in blogs or newsletters. Offer a range of views and perspectives 		
<ul style="list-style-type: none"> Task: Look for opportunities to collaborate with other sections/divisions to create new and different ways to expose SBW members to diverse specialties, areas of expertise, and perspectives. 		
<ul style="list-style-type: none"> Task: Consider holding diversity-focused events. 		

<ul style="list-style-type: none"> Task: Welcome out-of-state lawyers who attend programs. 		
<ul style="list-style-type: none"> Task: Be thoughtful about the date(s) and location of events. Consider religious holidays and other dates of importance. Make sure meeting sites are accessible to those with physical limitations. 		
T4: Expand the diversity of section/division membership	Section/division boards with staff support	Ongoing
<ul style="list-style-type: none"> Task: Conduct outreach to new members: <ul style="list-style-type: none"> Collaborate with YLD on CLE programs and networking events Add a nonvoting YLD liaison position to section/division boards Provide scholarship opportunities to section/division/SBW events to section members who are also YLD members 		
<ul style="list-style-type: none"> Task: Hold joint programs with local and affinity bar associations focused on diversity; Reach out to local and affinity bar association leaders for assistance in identifying potential members for sections/divisions 		
<ul style="list-style-type: none"> Task: Reach out to law schools and take advantage of available opportunities to develop early relationships with future lawyers/potential members 		
T5: Create accountability and report progress		
<ul style="list-style-type: none"> Task: Communicate SBW's commitment to diversity & inclusion, and partner with DIOC to create and distribute available resources (e.g., handbook, toolkit, best practices memos (if applicable)) 	SLC/leadership/staff/DIOC	July 2019 (then annually)
<ul style="list-style-type: none"> Task: Appoint D & I liaisons for each section/division, whose charge is to lead their group's planning and implementation; report progress to the State Bar each spring as part of the annual report requirement 	Section/division boards	July 2019 (then annually)
<ul style="list-style-type: none"> Task: Provide annual training for D & I liaisons and section/division chairs 	SLC/leadership/staff	September 2019

CONTENT/COMMUNICATIONS/PROGRAMMING

Strategy: Increase the representation of diverse perspectives in SBW programming, content, and images to reflect the profession's diversity		
Tactics	Responsibility	Deadline

T1: Gather baseline data to determine the current diversity of speakers and authors	Internal D&I Team	
<ul style="list-style-type: none"> For 2017, analyze the available demographics of AMC and PINNACLE seminar speakers, <i>Wisconsin Lawyer</i> and PINNACLE book authors, and the images associated with promoting these events and publications. Compare this data with current demographics for active, in-state SBW members. <ul style="list-style-type: none"> Determine demographics to report 		Nov. 2018, depending on Information Services (IS) resources
<ul style="list-style-type: none"> Annually analyze the demographics of the prior year's PINNACLE seminar speakers, <i>Wisconsin Lawyer</i> and PINNACLE book authors, and the images associated with promoting these events and publications. 		1/31/19
<ul style="list-style-type: none"> Depending on the baseline, set appropriate goals for the coming year. 		2/15/19
T2: Diversify the pool of program/CLE speakers and authors		
<ul style="list-style-type: none"> Identify effective tactics for communicating writing and speaking opportunities with affinity groups <ul style="list-style-type: none"> Met with WAAL and WHLA leaders on 8/7/18 	Communications (Comm)/Professional Development (PDD)	Ongoing
<ul style="list-style-type: none"> Develop a resource/database to aid in identifying potential authors and speakers, and tracking areas of interest or expertise (explore a cloud-based solution that allows members to self-identify areas of interest/expertise) 	Internal D & I Team/IS	12/31/18
<ul style="list-style-type: none"> Develop a guide to help communicate the SBW's diversity & inclusion expectations to potential authors, speakers, or volunteer program or content planners, along with practical tips on how to find the desired diversity <ul style="list-style-type: none"> Use Toolkit as starting point (SBW Attorney Editor, Melita Mullen, to draft by 10/15/18) 	Internal D&I Team	12/31/18
<ul style="list-style-type: none"> Select diverse members for volunteer program planning committees, and offer assistance in identifying diverse subject-matter experts 	PDD/Member Services (MS)	Ongoing
<ul style="list-style-type: none"> Encourage experienced authors and speakers to engage younger, diverse associates in writing and speaking opportunities 	PDD/Comm/MS	Ongoing

<ul style="list-style-type: none"> Identify opportunities to collaborate with affinity bars in the development of joint CLE programming. 	PDD/MS	Ongoing
T3: Showcase the diversity of SBW members, and importance of a diverse and inclusive profession through SBW content and accompanying images		
<ul style="list-style-type: none"> Feature a mix of diverse perspectives and images of lawyers who are community leaders, thought leaders, active volunteers, and experts through <i>Wisconsin Lawyer</i>, <i>InsideTrack</i>, and other SBW communications 	Comm/Marketing (Mktg)/Public Relations (PR)	Ongoing
<ul style="list-style-type: none"> Develop ongoing content that encourages diversity & inclusion in legal work settings; showcase examples of successful diversity & inclusion efforts to encourage greater participation 	Comm	Ongoing
<ul style="list-style-type: none"> Periodically publish articles informing Wisconsin's legal community about trends in the demographic makeup of the profession, the judiciary, and law students 		
<ul style="list-style-type: none"> Develop and share content through the SBW's social media feeds that reflects the SBW's commitment to diversity & inclusion, and supports the work of SBW affinity bar partners and their members 	Comm/PR/Mktg	Ongoing
<ul style="list-style-type: none"> Through the annual Wisconsin Legal Innovations awards, actively recruit nominations of diverse members of the legal community 	Comm Committee/Comm	Ongoing
<ul style="list-style-type: none"> Develop ongoing content that demonstrates the SBW's commitment to diversity & inclusion, telling stories of how these efforts have impacted the personal and professional lives of SBW members 	Comm/PR/Mktg	Ongoing

DEMOGRAPHIC DATA/METRICS

Strategy: Collect, maintain, and analyze SBW membership diversity demographic data		
Tactics	Responsibility	Deadline
T1: Encourage SBW members to self-identify diverse traits	Staff/leadership	Ongoing
<ul style="list-style-type: none"> Task: Communicate why self-identification advances SBW's strategic goal of achieving greater diversity and inclusion 		Ongoing

<ul style="list-style-type: none"> Task: Publicize the method(s) for self-identification (ex. dues statement, My State Bar) 		Ongoing
<ul style="list-style-type: none"> Task: Annually monitor rate of membership self-identification 		Ongoing
<ul style="list-style-type: none"> Task: Develop strategies of how to move toward 100% membership self-identification 		
T2: Develop guidelines for collecting and disseminating SBW membership diversity demographic data	ED/EC	Fall 2018
T3: Analyze SBW membership diversity demographic data	DIOC/EC/staff	Ongoing
<ul style="list-style-type: none"> Task: Provide periodic snapshots of the diversity of SBW members 	DIOC/BOG/staff	Ongoing
<ul style="list-style-type: none"> Task: Study and identify SBW membership diversity trends 	DIOC/BOG/staff	Ongoing
<ul style="list-style-type: none"> Task: Track and report progress and, if necessary; alert leadership as to issues or concerns that require attention 	DIOC/BOG/staff	Ongoing
T4: Determine what information gaps are barriers to understanding and advancing diversity in the legal profession; develop a plan for gaining this information	DIOC/EC/staff	Ongoing
T5: Establish organizational benchmarks to set baseline, periodically assess and report progress on improving diversity of Section Leaders and membership to better reflect levels of SBW membership	DIOC/EC/BOG	Winter 2018
T6: Create a set of metrics to analyze data	DIOC/EC/BOG	Winter 2018

Strategy: Collect, manage, and analyze law student and faculty diversity demographic data of Wisconsin law schools		
Tactics	Responsibility	Deadline
T1: Create strategies for obtaining diversity demographic data for law students and faculty of UW and Marquette law schools	DIOC/EC	Winter 2018
<ul style="list-style-type: none"> Task: Assess whether diversity demographic data is currently collected by the law schools and/or by other outside entities (ex. National Association for Law Placement “NALP”, ABA Standard 509 Report) 		
<ul style="list-style-type: none"> Task: If data is not readily obtainable, identify hurdles and recommend solutions 		

T2: Assign responsibility for collecting, managing, and disseminating demographic data for law schools	ED/EC/BOG	Winter 2018
<ul style="list-style-type: none"> Task: Identify who is responsible for collecting and disseminating law student and faculty diversity demographic data 		
<ul style="list-style-type: none"> Task: Adopt and periodically update bar policy for managing and disseminating law student and faculty diversity demographic data 		
T3: Analyze law student and faculty membership diversity demographic data	DIOC/EC	Winter 2018
<ul style="list-style-type: none"> Task: Provide periodic snapshots of the level of student body and faculty diversity 		
<ul style="list-style-type: none"> Task: Study and identify student body and faculty diversity trends 		
<ul style="list-style-type: none"> Task: Track and report progress and, if necessary, alert leadership as to issues or concerns that require attention 		

Strategy: Collect, maintain, and analyze demographic data of the Wisconsin court system		
Tactics	Responsibility	Deadline
T1: Create strategies for obtaining diversity demographic data for the Wisconsin judiciary	DIOC/EC	Winter 2018
<ul style="list-style-type: none"> Task: Assess whether diversity demographic data is currently collected by the Director of State Courts, county governments, municipalities, and/or by other outside entities 		
<ul style="list-style-type: none"> Task: If data is not readily obtainable, identify hurdles and recommend solutions 		
T2: Create guidelines for collecting, managing, and disseminating diversity demographic data for the Wisconsin judiciary	ED/EC/BOG	Winter 2018
T3: Analyze Wisconsin judiciary diversity demographic data	DIOC/EC	
<ul style="list-style-type: none"> Task: Provide periodic snapshots of the level of diversity in the Wisconsin judiciary 		
<ul style="list-style-type: none"> Task: Study and identify diversity trends in the Wisconsin judiciary 		
<ul style="list-style-type: none"> Task: Track and report progress and, if necessary, alert leadership as to issues/concerns that require attention 		

Strategy: Serve as a resource to other stakeholders in the SBW and legal profession		
Tactics	Responsibility	Deadline
T1: Act as a clearinghouse for information related to the diversity of Wisconsin's legal profession	ED	Ongoing
<ul style="list-style-type: none"> Task: Periodically provide information to entities within the SBW (SBW leadership, staff, sections, divisions, and committees) regarding their diversity composition 		Ongoing
<ul style="list-style-type: none"> Task: Periodically publish diversity demographic data to the Wisconsin legal profession 	ED/Comm Director	Ongoing
T2: Respond to requests for demographic data regarding the state of diversity in the SBW and the Wisconsin legal profession	ED	Ongoing
T3: Collaborate with others to perfect the collection, management, and dissemination of diversity demographic data	ED/Staff	Ongoing
<ul style="list-style-type: none"> Task: Form partnerships with other associations that also collect diversity demographic information 		Ongoing

EXTERNAL OUTREACH/COMMUNITY PARTNERSHIPS

Strategy: Increase diversity & inclusion in the Wisconsin legal profession and the judiciary		
Tactics	Responsibility	Deadline
T1: Increase collaboration to strengthen the SBW's relationship with various affinity legal groups		Ongoing
<ul style="list-style-type: none"> Task: Assign a staff liaison to be point of contact with affinity bar leadership to increase flow of communication and support between the organizations. Attend affinity group annual meetings to ensure SBW is informed regarding the various groups' priorities for the year, and maintain current rosters on WisBar so they can partner and support when appropriate 	Staff	Fall 2018

<ul style="list-style-type: none"> Task: Create a BB liaison position for LGBT Bar Association on BOG, inform BB BOG liaisons of SBW funding and support to attend national organization events, and advance full voting ability for BB BOG liaisons 	BOG/EC/Governance Committee	Sept/Dec 2018
<ul style="list-style-type: none"> Task: Plan and implement networking reception and training for affinity bar groups at the Annual Meeting to encourage and support networking with SBW leaders (include law students from affinity law groups). Host annual listening sessions with affinity groups, to foster relationship and allow an opportunity for members of underrepresented groups to discuss diversity and inclusion progress, strengths and weaknesses at SBW 	Training: Staff/Internal D&I Team	June 2019
<ul style="list-style-type: none"> Create 3L law student nonvoting liaison positions to the BOG for each of the law school affinity groups at UW Madison and Marquette Law School. 		
T2: Increase representation of diverse attorneys in the legal profession in Wisconsin		Ongoing
<ul style="list-style-type: none"> Task: Research and develop tools/best practices that can be used to market Wisconsin to diverse candidates and distribute to legal employers statewide (incorporated from D&I report). 	Staff/DIOC	Spring 2019
<ul style="list-style-type: none"> Task: Implement SBW partnerships with the various affinity groups and Marquette and UW Law Schools to attend nationwide legal job fairs, to promote WI law schools and legal community. 	Staff leadership/MS	Spring 2019/On going
<ul style="list-style-type: none"> Task: Create a mentoring program for out-of-state diverse law students with diverse members of the SBW in the law students' areas of interest in WI -- use affinity group partnerships and relationships. 	Interim: Staff leadership and MS; Long term: D & I staff	Fall 2019
<ul style="list-style-type: none"> Task: Research existing law firm/corporation diversity pipeline programs to determine best practices and strategies 	DIOC	Fall 2018
<ul style="list-style-type: none"> Task: To increase the pipeline of students of color in the legal profession, provide SBW support to local bar programs like the Eastern District of Wisconsin Bar Association mentoring program and middle school and high school career programs like Marquette Law School Summer Institute and UW's UW Plus program, increasing the visibility of the legal profession in Milwaukee schools 	DIOC	Fall 2018
T3: Support the advancement of women and minorities into law firm leadership		D & I staff

<ul style="list-style-type: none"> Task: Research effective programs developed by other associations, legal organizations, and law firms 	Staff with input from DIOC	
<ul style="list-style-type: none"> Task: Create a model D&I plan for law firms and organizations to adapt, resulting in the retention and advancement of diverse lawyers 		
<ul style="list-style-type: none"> Task: Form a network of thought leaders and other experts to develop actionable steps. Identify cultural, institutional, and other barriers to advancement 		
<ul style="list-style-type: none"> Task: Create a plan to educate and improve law firm culture that ensures a broad selection of firm leaders, sustains and nurtures diverse partners, and promotes meaningful mentoring 		
T4: Encourage, support, and promote the increase in the number of diverse attorneys in the Wisconsin judiciary		Ongoing
<ul style="list-style-type: none"> Task: Increase SBW outreach to diverse attorneys (use affinity group partnership) to communicate regarding judicial vacancies (including court commissioner positions) and opportunities Create a mentoring program for current diverse judges and court commissioners to identify and mentor diverse attorneys to become judges and court commissioners Host networking sessions with diverse judges and law students to foster interest in the judiciary 	Interim: Staff Long term: D&I staff	Ongoing Fall 2019 Spring 2018 (prep in between)
<ul style="list-style-type: none"> Task: Develop CLE seminars to educate members of non-dominant cultures and women on how to campaign for the judiciary and seek appointments, fundraise, market, and raise individual profile in the state. 	Public Affairs/PDD	Ongoing
<ul style="list-style-type: none"> Task: Review judiciary announcements for implicit and bias and other cultural competencies; submit SBW recommendations on how to improve, if needed 	DIOC	Ongoing, beginning ASAP
T5: Increase retention of diverse attorneys in law firms, government organizations, corporations, and nonprofits		Ongoing

<ul style="list-style-type: none">• Task: Conduct research and partner with law firms, government organizations (county & local), nonprofits, and corporations to determine best practices for retaining diversity in various fields of employment. Compile information into a toolkit and publish on WisBar.org.	Staff/DIOC	Spring 2018
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