of goals, career development, and mentorship for minority members. Thus, fostering inclusion, a sense of community, and belonging, resulting in overall career satisfaction.

- **The Use of Quotas is the Most Used Metric in Measuring Success in Law-firms.** Surveyed organizations agree that the representation of minorities in leadership positions is at the forefront of their program. We acknowledge the use of quotas in recruiting and placing employees in positions of trust is a hotly debated issue and currently discouraged in light of *Students for Fair Admissions v. Harvard*, though it seems most organizations are creating specific *targets* for recruiting minorities each year and the military would receive a different treatment due to the nature of the mission.[11] The Supreme Court acknowledges that in the context of military academics, potential distinct interests may be present.[12]

  In the legal profession, firms with leading DEI programs use the *Bloomberg Framework for Law Firms,* "a groundbreaking program designed to recognize law firms' commitment to DEI through a rigorous, quantitative methodology." [13] Once the law firm enrolls in this program, Bloomberg works with the organization to create measurable *goals* considering their specific needs. At the end of the year, they publish a list of law firms certified in the framework. Some companies simply use a yearly percentage point increase as a benchmark for measuring success. For example, Microsoft's Global Diversity & Inclusion report highlights percentage increases in minorities serving in leadership and technical positions. This shows improvement over time, while not publishing specific quotas. While utilization of quotas might not be feasible for our organization, there is value in intentionally grooming diverse leaders by offering them key positions. In the end, a *targeted strategy* must be used to recruit and groom minorities to acquire the experience necessary to hold high-echelon leadership positions. Short of the use of quotas, the JAGC should continue to target schools with large populations of minority students and intentionally create resources directed for those populations (pamphlets in different languages) or recruiting materials curated to address values and concerns important for the target audience. Additionally, recruiting efforts should be spearheaded by judge advocates of similar cultural backgrounds to enhance open discussion of ideas.

BEST PRACTICES WITHIN THE JAG CORPS

- **The JAGC DEI Program Needs Clear, Measurable Goals.** It is our understanding that the JAG Corps DEI Council is currently working on defining the goals and metrics for the program.[14]

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[11] Students for Fair Admissions, Inc. v. President & Fellows of Harvard Coll., 600 U.S. 181, 143 S. Ct. 2141, 216 L. Ed. 2d 857 (2023).

[12] Id at note 4. "The United States as amicus curiae contends that race-based admissions programs further compelling interests at our Nation's military academies. No military academy is a party to these cases, however, and none of the courts below addressed the propriety of race-based admissions systems in that context. This opinion also does not address the issue, in light of the potentially distinct interests that military academies may present."

[13] Diversity, Equity, and Inclusion Raising the Bar – One Law Firm at a Time, BLOOMBERG LAW (2023), https://pro.bloomberglaw.com/diversity-equity-and-inclusion-framework-for-law-firms/.

[14] Email with Kristin Damigella, June 2023 (on hand with author).