

# Goals and Objectives 2017-2022 Five-Year Strategic Plan



**The State Bar of California**

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## GOALS AND OBJECTIVES: 2017-2022 FIVE-YEAR STRATEGIC PLAN

**Mission: Protection of the public shall be the highest priority for the State Bar of California and the board of trustees in exercising their licensing, regulatory, and disciplinary functions. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public shall be paramount. Business and Professions Code section 6001.1 (Added by Stats. 2011, Ch. 417, Sec. 1. Effective January 1, 2012.)**

### Goals and Objectives: 2017-2022

1. Successfully transition to the “new State Bar” – an agency focused on public protection, regulating the legal profession, and promoting access to justice
  - a. Manage and support the transition of the State Bar Sections to a new standalone entity.
  - b. Determine whether additional State Bar functional areas will transition to the Sections entity, other organizations, or to new standalone entities.
  - c. Implement and pursue governance, composition, and operations reforms needed to ensure that the Board’s structure and processes optimally align with the State Bar’s public protection mission.
  - d. Finalize an updated Mission Statement for the State Bar reflecting programmatic areas remaining after the transition analysis in order to improve the Bar’s focus on its public protection and regulatory functions
  - e. Determine the appropriate role of, and Board responsibility for, State Bar Standing Committees, Special Committees, Boards, and Commissions in the new State Bar.



## 2. Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 250,000 lawyers licensed in California

### Attorney Discipline System

- a. Develop and deploy a new case management system for the Office of Chief Trial Counsel, State Bar Court, the Office of Probation, and the Office of Admissions for greater transparency and accountability.
- b. Implement Workforce Planning and evaluate the impact of those reforms.
- c. Develop and implement transparent and accurate reporting and tracking of the health and efficacy of the discipline system, to include: (a) completion of a workload study for the Office of Chief Trial Counsel, and the State Bar Court; (b) identification of staffing and resource needs based on the results of that study; and (c) development of new metrics for measuring the effectiveness of the discipline system including any needed revisions to the statutory backlog metric.
- d. Develop and implement new attorney MCLE requirements and evaluate their impact and effectiveness.
- e. Develop and implement an effective mechanism for ensuring compliance with MCLE requirements.
- f. Support adequate funding of the Client Security Fund.

### Admissions

- g. Implement the two-day Bar Exam and evaluate results of the new exam on pass rates and costs.
- h. Conduct Bar Exam validity and pass line studies to determine whether or not additional changes to exam content, format, administration, or grading are needed, and implement needed changes.
- i. Review special admissions rules (Multijurisdictional Practice, Pro Hac Vice, Registered In-House Counsel, Out of State Attorney Arbitration Counsel, Foreign Legal Consultants, and Practical Training of Law Students Program) to determine whether changes are needed, and implement needed changes.



## Unauthorized Practice of Law

- j. Monitor improvements in the response to complaints regarding the unauthorized practice of law through tracking and reporting on complaints received, investigation timelines, civil filings, and law enforcement referrals.
- k. Partner with law enforcement agencies to create a coordinated regional response to the unauthorized practice of law.

## 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence

- a. Implement an updated Classification and Compensation structure reflecting the results of classification and compensation analyses completed in February 2017.
- b. Improve productivity through performance accountability, training, and professional development.
- c. Improve staff morale and career satisfaction through recognition of performance, career path development, and transparent and collaborative communication.
- d. Reallocate funds to support the discipline system based on expenditure review, revenue enhancement measures, implementation of the Bar's reserve policy, and other reengineering efforts.
- e. Develop outcome and performance accountability metrics for assessing organizational and service effectiveness throughout the Bar.
- f. Implement the 2017-2020 technology plan.
- g. In conjunction with annual budgets, ensure maintenance and use of the Bar's Los Angeles and San Francisco buildings to maximize benefit to the Bar and the people of California.
- h. Pursue a two-year fee bill to ensure a balance between accountability and meaningful implementation of important reforms.



4. Support access to justice for all California residents and improvements to the state's justice system
  - a. Support increased funding and enhanced outcome measures for Legal Services.
  - b. Study and implement improved programmatic approaches to increasing access to justice.
  
5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar's responsibilities, initiatives, and resources.
  - a. Develop and implement a Communications Strategy Plan for timely and effective external and internal communication about public protection goals, objectives, and accomplishments.
  - b. Develop metrics for assessing efficacy of communication and stakeholder engagement efforts and use those metrics to inform modifications to strategy.
  - c. Redesign the State Bar website to improve access, legibility, and utility for all stakeholders.
  - d. Partnering with legal service providers and others to educate vulnerable populations regarding the problem of unauthorized practice of law and ways that individual issues can be addressed.
  - e. Maintain and enhance relationships with other regulatory and enforcement agencies that share a mission of public protection.
  - f. Improve transparency by increasing the availability of meeting materials and expanding upon existing mechanisms for regular communication with the Supreme Court, Legislature, Governor's Office, and the public.