



The State Bar *of California*

2024 Office of Public Trust Liaison Annual Report

May 14, 2025

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EXECUTIVE SUMMARY

The Office of Public Trust Liaison (OPTL) Annual Report outlines the key developments, challenges, and achievements of the office in 2024. Notable accomplishments included the launch of the Attorney–Client Bridge Program in March 2024. Additionally, the State Bar’s Certified Lawyer Referral Services program received support in the form of webpage improvements, how-to videos, and the introduction of SMS communication options to help individuals access legal assistance more easily. The introduction of a new Public Trust Liaison Inquiry tracking system improved response times, with 32 percent of inquiries resolved within one day.

In 2024, the OPTL saw a marked increase in the volume of inquiries, especially from Spanish speakers, driven by outreach efforts and media campaigns. The office also continued to resolve a wide range of issues, covering areas from attorney discipline to admissions. Customer satisfaction improved significantly in 2024 over 2023, with marked increases in response times, clarity, and professionalism.

Looking ahead to 2025, the OPTL will expand the Attorney-Client Bridge Program pursuant to funding received in the 2025 fee bill.¹ The office will also introduce a new chat feature on the State Bar website, designed to enhance user experience by providing real-time assistance to those seeking guidance. These initiatives are expected to further streamline processes, enhance access to information, and provide more effective support to the public and legal professionals alike.

¹ See Bus. & Prof. Code, § 6140.14. See also Sen. Com. on Judiciary; com. on Assem. Bill No. [3279](#) (2024 Reg. Sess.).

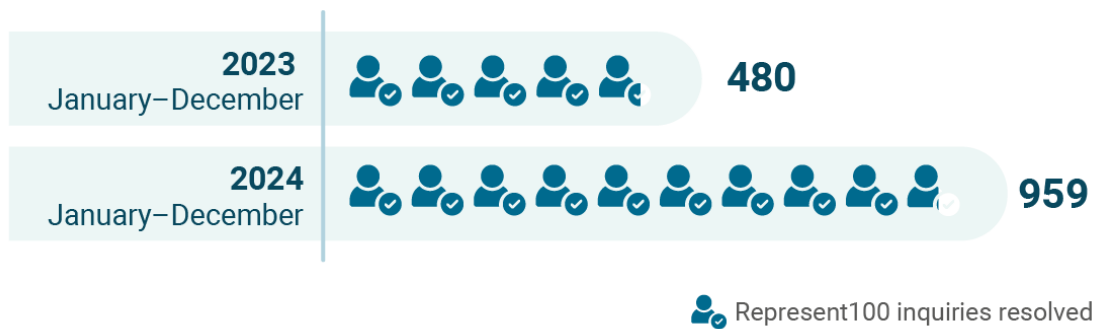
THE CREATION OF THE OFFICE OF PUBLIC TRUST LIAISON

The State Bar of California created the Office of Public Trust Liaison (OPTL) in 2023 to improve accessibility and accountability in the State Bar’s discipline and admissions systems. The first [OPTL Annual Report](#) provides additional information about the history of the creation of the OPTL.

PUBLIC TRUST LIAISON INQUIRIES

In the OPTL’s first year of operations, 2023, the office received 575 Public Trust Liaison Inquiries (PTLIs), of which 480 were resolved. The 95 remaining 2023 PTLIs were carried into 2024. In 2024, the OPTL received 976 new inquiries. Including the remaining 2023 PTLIs, OPTL had a total inventory of 1,071 PTLIs in 2024. OPTL resolved a total of 959 inquiries in 2024 (see figure 1).

Figure 1. Public Trust Liaison Inquiries Resolved: 2023 and 2024



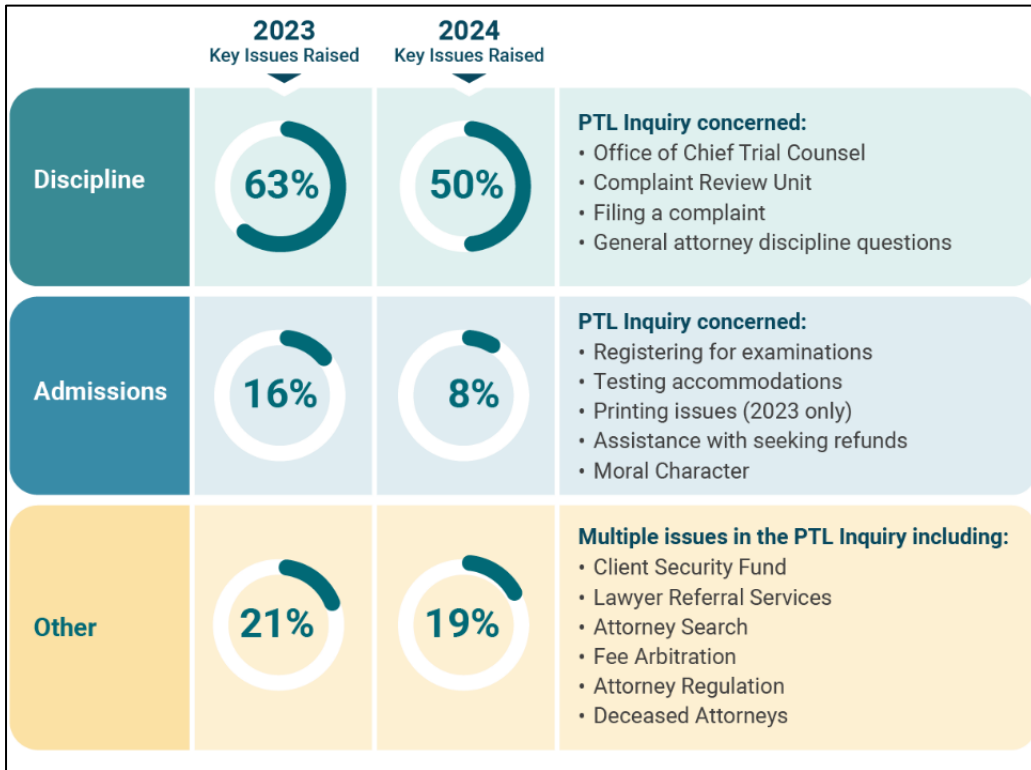
New Public Trust Liaison Inquiry Tracking System

Launched in 2024, a new PTLI tracking system provides for the receipt and processing of inquiries, including a ticketing function that has significantly improved response times. The system allows for monitoring of pending inquiries, enabling staff to quickly identify open requests that need immediate attention. As a result, 32 percent of inquiries received a one-day response and resolution, enhancing the overall efficiency and timeliness of the office's communication with the public. This improvement has streamlined the process and provided better service to those seeking assistance.

Areas of Concern

Inquiries resolved by OPTL nearly doubled from 2023 to 2024, with a notable shift in the distribution of issues, including a significant decrease in admissions-related matters (see figure 2). The majority of the 976 total submissions and 959 resolutions in 2024 involved the Office of Chief Trial Counsel (OCTC), followed by inquiries regarding filing an attorney complaint. The next highest category of inquiry was outside of scope, followed by inquiries related to the Office of Admissions.

Figure 2: OPTL Key Issues Raised: 2023 and 2024



It is important to note that while the distribution of inquiries shifted in 2024, the raw number of OCTC-related inquiries increased from 302 in 2023 to 479 in 2024, and admissions-related inquiries remained consistent, with 76 inquiries in 2023 compared to 75 in 2024 (see figure 3). Attorney discipline matters, which accounted for 63 percent of the resolved inquiries in 2023, decreased to 50 percent in 2024. Similarly, admissions-related inquiries dropped from 16 percent in 2023 to 8 percent in 2024. Inquiries categorized as “other” areas of the bar, addressing diverse topics beyond attorney discipline and admissions, decreased slightly, from 21 percent in 2023 to 19 percent in 2024. The remaining 23 percent of inquiries in 2024 consisted of requests for assistance outside the OPTL’s scope, such as legal advice, non-State Bar-related inquiries, duplicate submissions from the Attorney–Client Bridge Program, general comments about the State Bar, and questions regarding the State Bar Court.

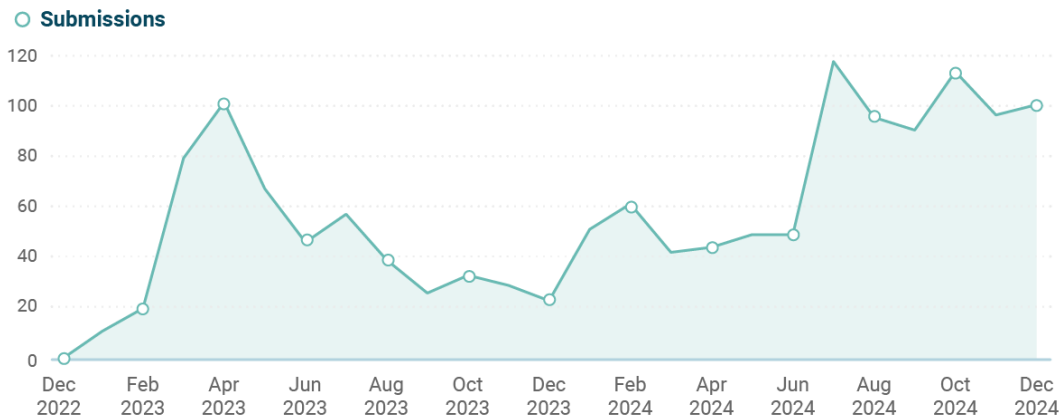
Figure 3. Distribution of Inquiry Categories

Inquiry Issue or Area	Number of Inquiries
Office of Chief Trial Counsel	214
Filing a Complaint	218
Outside of PTL's Scope	163
Admissions	75
Attorney Regulation	63
Complaint Review Unit	56
Lawyer Referral Services	49
Multiple Issues	19
Deceased Attorney	21
Attorney Search Assistance	28
Not State Bar Related	12
Client Security Fund	12
Unauthorized Practice of Law	7
Duplicate Attorney-Client Bridge Submission	11
Comment on State Bar	10
Fee Arbitration	10
State Bar Court	8
Total	976

Inquiry Submission Trends²

The number of PTLI submissions during the 2024 reporting period reporting period began at double the rate of inquiries in 2023 and far exceeded the inaugural year (see figure 4).

Figure 4. PTLI Submissions: December 2022–December 2024



In 2023, outreach efforts, including Spanish news media engagements, radio placements, and social media campaigns, led to over 100 inquiries in April alone. In 2024, strong correlation between OPTL public outreach and PLTI submissions continued, particularly following OPTL appearances on the Spanish network Telemundo. The office recorded the last six months of

² Figure 4 reflects inquiries submitted online only, no other sources. Online form submissions accounted for 93 percent of all PTLIs inquiries received during 2024.

2024—July through December—averaging more than 100 inquiries each month. July and October saw the highest submissions for the year, at 124 and 118 respectively.

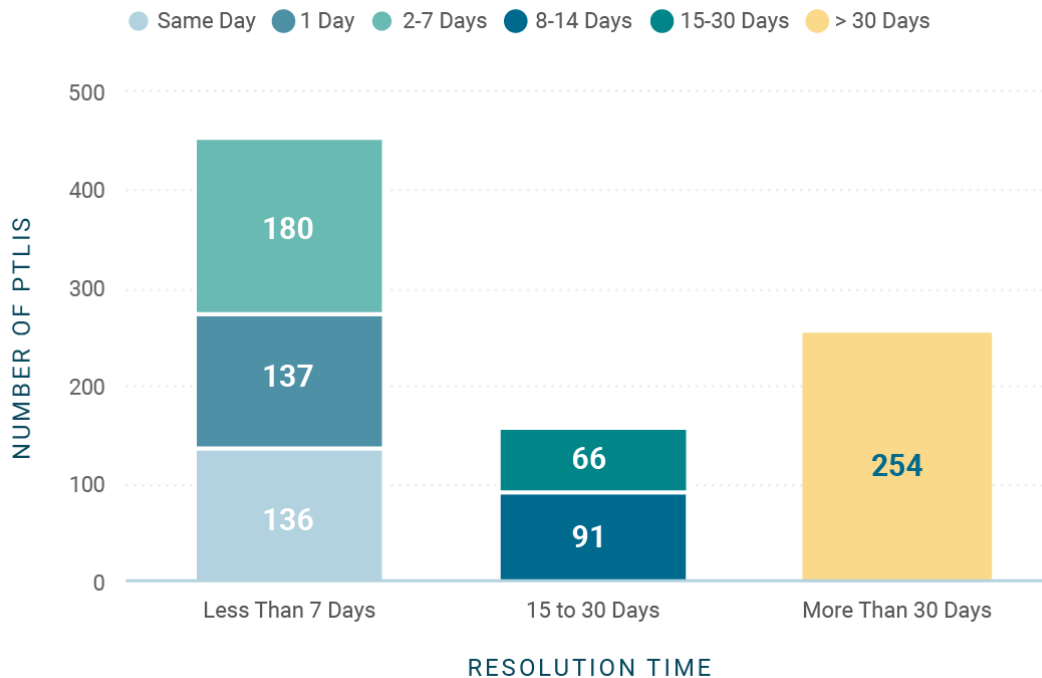
Comparison of Resolution Times

Year-over-year data demonstrates that average days to resolve an inquiry improved significantly compared to the last reporting period.

Across-the-board improvements in resolution times resulted in a greater number of early resolutions and a reduction in the pending inventory of aged PTLIs. In 2023, 44 percent of PTLIs were pending at least 30 days; for 2024, that figure decreased to 29 percent. Conversely, the percentage of inquiries resolved within one day increased from 27 percent to 32 percent, reflecting faster resolutions in a substantial portion of cases. Finally, improved PTLI tracking allowed staff to resolve inquiries promptly and quickly, beginning from the date of receipt. In 2024, 16 percent of PTLIs were resolved on the same day they were submitted.

Other resolution timeframes also showed improvement: Inquiries resolved within 2–7 days rose from 14 percent to 21 percent, those resolved within 8–14 days increased from 6 percent to 11 percent, and cases resolved within 15–30 days slightly decreased from 9 percent to 8 percent. Figure 5 shows the number of days to resolve inquiries in 2024.

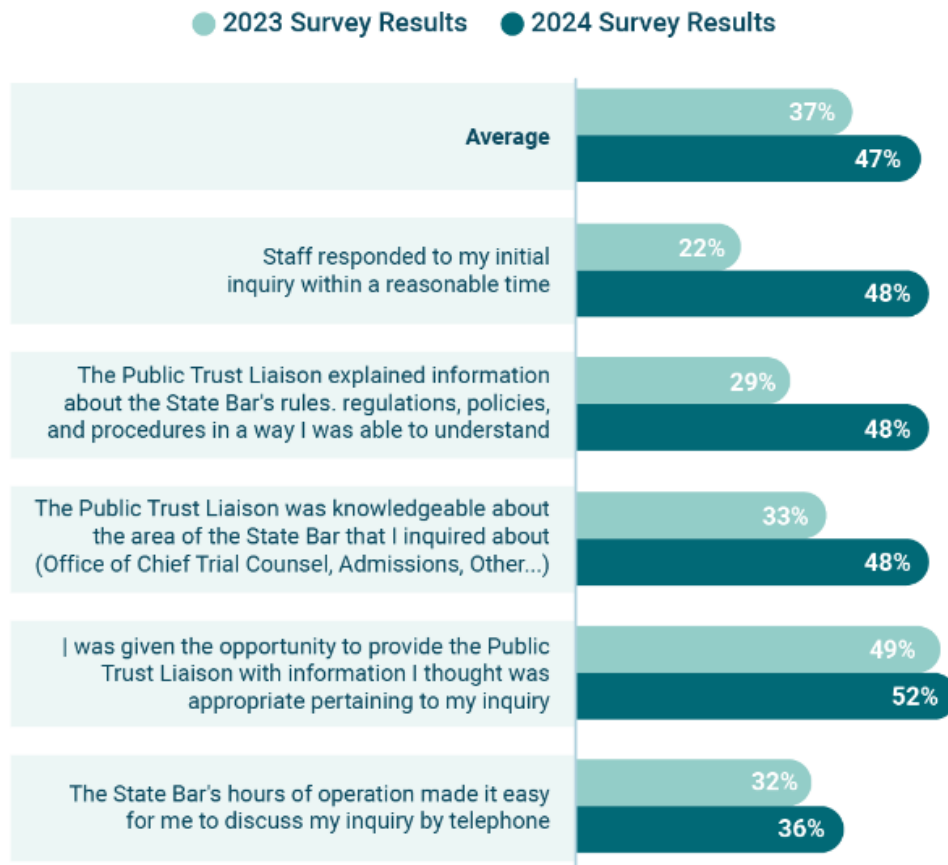
Figure 5. PTLI Resolution Timeframes: 2024



Customer Satisfaction

In 2024, 620 customer satisfaction surveys were distributed to individuals assisted by the OPTL through PTLIs (see figure 6). OPTL received 174 responses, a 28 percent response rate. Among respondents, 52 percent reported having the opportunity to provide information they deemed pertinent to their inquiry, up from 49 percent in the previous year. Satisfaction with the OPTL rose to 47 percent, a significant improvement from last year's 37 percent.

Figure 6. Customer Satisfaction Survey Results: 2023 and 2024



Efforts to enhance procedural efficiency resulted in notable improvements: 48 percent of respondents said the OPTL responded to their inquiry within a reasonable time, a sharp increase from 22 percent reported in 2023. Additionally, 48 percent indicated that the OPTL explained State Bar rules, regulations, and procedures in an understandable way, compared to 29 percent in the prior year. These results demonstrate substantial progress in response times, communication, and overall service quality.

Attorney Discipline Inquiries

Half of the resolved inquiries in 2024 were centered around matters related to attorney discipline. While many inquiries included questions about the status of filed complaints, many inquiries were exclusively about “filing a complaint.” Some included questions regarding how to file a complaint and the relative merits of potential complaints, requests for technical assistance with the electronic complaint form, and support for alternative ways to file.

There were also a number of attorney discipline inquiries submitted regarding the abatement process.³ In particular, the pending disbarment of an attorney with many pending complaints led to the abatement of many cases involving the attorney’s subsequent victims, with numerous Spanish-speaking individuals filing inquiries or being referred to the OPTL by partnering offices due to a lack of familiarity with abatement procedures.

Another frequent inquiry in 2024, as in 2023, came from complaining witnesses with active complaints who reported difficulties communicating with their assigned investigator.

OPTL received 56 inquiries concerning the Complaint Review Unit (CRU), with individuals seeking guidance on filing original matters and adding information to existing files. In some cases, complaining witnesses demonstrated they had not received their OCTC closing letters, leading to extensions of CRU deadlines to allow for filing.

Admissions Inquiries

A significant subset of admissions inquiries in 2024 centered on registration for examinations, with several inquiries regarding testing accommodations, modification of existing testing accommodations, and deadlines for submitting medical documentation. Some applicants who had previously received accommodations sought clarification on whether they needed to resubmit their applications for future exams.

While inquiries about difficulties accessing or printing exam admission tickets decreased compared to 2023, there was an increase in questions about acceptable identification to enter the bar exam. Additionally, inquiries regarding bar exam refunds and the refund policy continued to come in. OPTL also received inquiries from potential applicants seeking information on the process of becoming an attorney. There was also a notable uptick in questions about the moral character determination process, with many applicants seeking clarification on how to request updates, whom to contact, and which communication channels to use, such as the moral.character@calbar.ca.gov email, their applicant profile, or

³ OCTC may determine to suspend, or place in abatement, an investigation pending disposition, or final outcome, of an outside matter that gave rise to the reason for abatement. OCTC policy directives detail the various reasons and circumstances warranting abating a matter. OCTC takes no further action after abating an investigation. The most likely reasons OCTC abates a matter include 1) ongoing litigation involving the complainant and the respondent or related parties, and 2) likely disbarment in another State Bar disciplinary matter. Amongst other possible outcomes, abated matters may be closed by OCTC following disbarment of the attorney or unabated and further investigated following resolution of the reason for abatement.

the contact center. Some inquiries focused on the procedures following a denial of a positive moral character determination.

Other Inquiries

The "other" category comprises inquiries on topics outside the admissions and discipline focus of the OPTL. Nearly 20 percent of total resolved inquiries in 2024 were related to other areas such as Lawyer Referral Service (LRS), Client Security Fund (CSF), Mandatory Fee Arbitration (MFA), and attorney regulation and licensure. Although these matters were not within the office's main focus, they were addressed and resolved as practicable.

As outlined in the 2023 report, State Bar contact center data indicates that LRS questions are the most common form of public outreach to the State Bar. In 2024, the OPTL introduced significant changes to the certified LRS webpage. The page now features a Power BI tool that allows users to easily select their county, area of law, and preferred language from three dropdown menus. This tool generates a list of certified LRSs specifically relevant to the needs of the user, eliminating the need to click through multiple pages and placing the options front and center for a streamlined, user-friendly experience. The OPTL also developed online videos on how to use these tools, and the contact center enabled a new SMS feature that allows callers to link directly to the Power BI tool. These changes have allowed inquirers to more quickly connect to LRS resources and positively impacted the contact center through reduced calls.

Inquiries about CSF included seeking guidance on the application process, eligibility criteria, and how to access this resource.

Fee arbitration inquiries centered on individuals seeking clarification on the fee arbitration process or requesting information about available MFA providers in their area. Some individuals used the PTLI form to complain about their experience with their local fee arbitrator.

The attorney search function on the website generated inquiries from individuals unfamiliar with its existence or seeking help with the advanced search function to verify attorney licenses or to find certified legal specialists.

Lastly, inquiries related to attorney regulation made up over 5 percent of total inquiries received. These inquiries typically related to annual fees and Client Trust Account Protection Program compliance reporting.

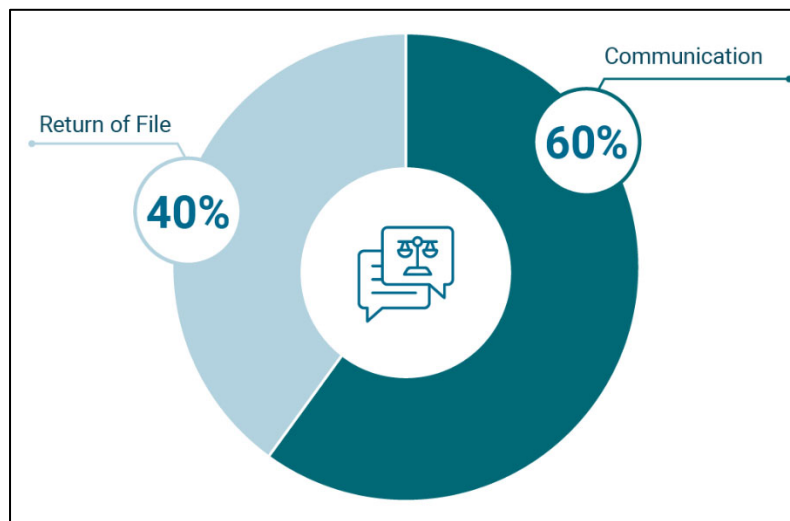
The diverse inquiries encompassed by the "other" category demonstrated that the OPTL is becoming a resource for questions about all areas of the State Bar.

THE ATTORNEY–CLIENT BRIDGE PROGRAM

The [Attorney–Client Bridge Program](#) (ACBP) is a new effort, launched March 13, 2024, that offers a nonconfrontational alternative for clients and attorneys to address low-level issues instead of through the formal complaint process. The ACBP is currently limited to issues related to lack of communication and return of files. Participation is entirely voluntary, and clients have the option to pursue this approach or file a complaint. The attorney also must actively agree to take part. Submissions must come from the client, and to be eligible there must be no pending or prior complaints with OCTC between the client and attorney.

In the nine months the ACBP operated in 2024, the program was not widely advertised but was made available on the State Bar website. The ACBP has already made a significant impact. From March 2024 to December 2024, the ACBP received a total of 570 submissions, with 543 resolved (see figure 7). An additional investigator was hired during the last quarter of the year, doubling the total number of investigators, and enabling the program to handle a greater volume of inquiries.

Figure 7. ACBP Requests for Assistance: 2024



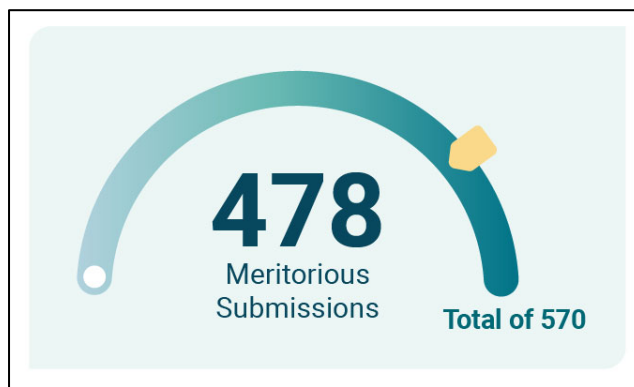
Many issues related to attorney–client communications and failure to return client files were successfully resolved without the need for OCTC intervention. The program serves as an effective front-end alternative for resolving conflicts, reducing OCTC caseloads, and promoting professionalism and accountability within the attorney–client relationship. The response has been positive from both attorneys and clients, who have appreciated the informal process and the opportunity to address concerns without resorting to disciplinary action.

Meritorious Submissions

Out of 570 total submissions, 478 were determined to be meritorious (see figure 8). A submission is considered meritorious if it falls within the program’s defined scope—requests

from clients seeking assistance in reestablishing communication with their current attorney or retrieving their client files from a former attorney. These are precisely the types of issues the program was created to address.

Figure 8. Meritorious Submissions



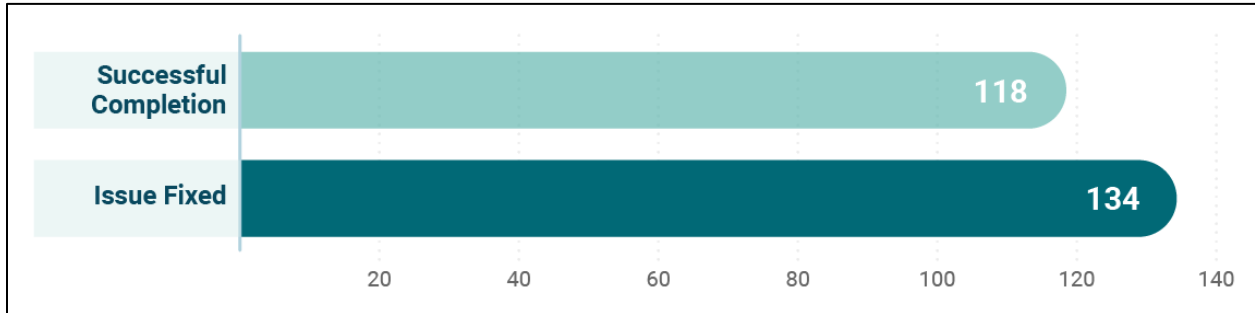
The program also received submissions that, while meritorious in nature, fell outside the program’s scope. These cases typically involved clients who alleged more severe misconduct, such as the misappropriation of client funds or failure to perform services. Although these types of submissions were ineligible for resolution through the ACBP, they still reflected concerns deserving of attention and action.

Clients who submitted to the ACBP and were ineligible to participate because their matter was outside ACBP’s scope were provided with instructions on how to file a formal complaint and offered assistance with filing an official complaint through a referral. The ACBP assisted in complaint submissions for nine attorneys. This process involved interviewing the client, documenting their allegations, collecting supporting evidence, and drafting a disciplinary referral memorandum for submission to OCTC. Clients whose attorneys refused to comply with the program were also offered this support. OPTL is not a party to the complaint, and how the referral is ultimately resolved by OCTC is unknown to OPTL.

Successful Resolutions

The ACBP recognizes two types of successful resolutions: those achieved through formal program participation and compliance monitoring (marked as “Successfully Completed”) and those resolved with program participation but without a need for formal compliance monitoring (marked as “Issue Fixed”). Both types involve a meritorious submission, a need for assistance, an attorney response, and a positive outcome. The latter reach resolution quickly without requiring ongoing oversight through compliance monitoring. In 2024, the program recorded 118 successful completions and 134 issue-fixed resolutions, totaling 46 percent of all resolutions (see figure 9).

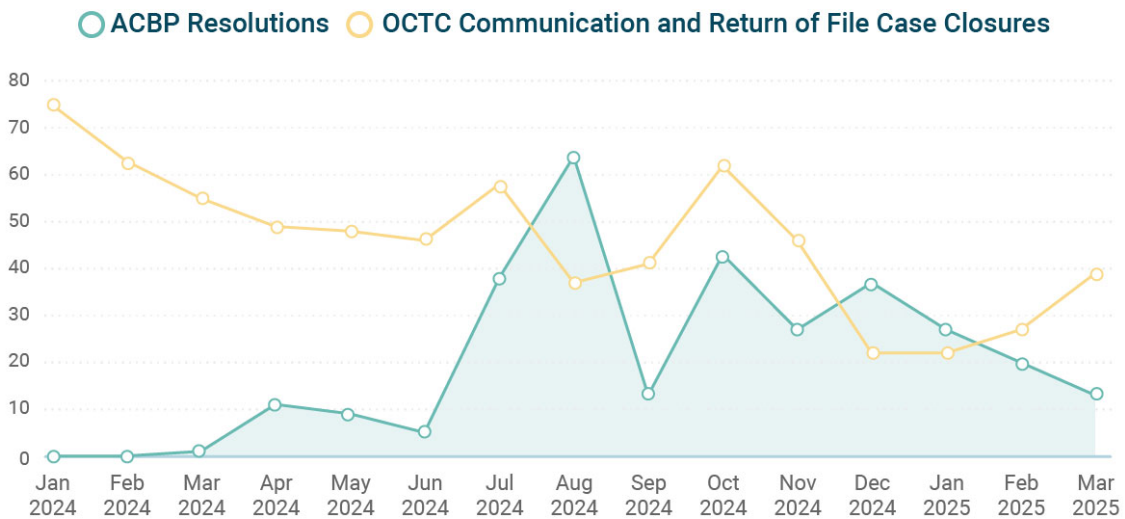
Figure 9. ACBP Successful Resolutions



Early Effectiveness of the ACBP

The early data from ACBP demonstrates the program is achieving its diversion objectives by reducing the volume of complaints received by OCTC concerning communication and return-of-file issues. As shown in figure 10, there is an inverse relationship between ACBP resolutions and OCTC complaints. When ACBP resolutions increased significantly in July (38 resolutions) and peaked in August (64 resolutions), OCTC complaints notably decreased. This trend continued in following months, with sustained levels of ACBP resolutions coinciding with lower complaint volumes.

Figure 10. Impact of ACBP on OCTC Complaints



These results indicate the ACBP effectively addresses client concerns proactively and successfully diverts many issues from the formal complaint process.

RECOMMENDATIONS FOR IMPROVEMENT FOR 2025

As part of the OPTL's ongoing commitment to transparency and continuous improvement, the 2024 recommendations—originally provided in 2023—have been reviewed by their respective offices, and the corresponding responses are provided in Appendix A for reference. These annual recommendations are developed to guide enhancements based on inquiries to the office and trends observed. The OPTL will continue this practice on an annual basis, ensuring that feedback and recommendations inform ongoing initiatives and support the office's mission to better serve the public and the legal community.

OFFICE OF CHIEF TRIAL COUNSEL

The OCTC processes and investigates thousands of complaints per year. Below are recommendations for improvements based on the comments and criticisms heard during this reporting period.

Recommendation 1: Develop an easily accessible and electronically submittable form to streamline attorneys' self-reporting of criminal proceedings, as required under Business and Professions Code section 6068, subdivisions (o)(4) and (o)(5).

The OPTL received inquiries from California attorneys and a prominent respondent defense counsel, expressing difficulty in locating the [criminal proceedings form](#) and uncertainty about whether the self-report was received by OCTC. To address these concerns, the OPTL recommends that OCTC work with IT to make the criminal proceedings form more prominent on the website and available for electronic submission.

Recommendation 2: Improve the explanation of abatement procedures for investigations resolved in this manner.

The pending disbarment of a popular attorney resulted in many of the attorney's subsequent victims having their complaints abated. For this attorney alone, during the disbarment process 100 pending investigations were abated. Numerous Spanish-speaking victims filed inquiries or were referred to the OPTL due to their unfamiliarity with abatement procedures. To address this issue, OPTL recommends that, to the extent possible consistent with the confidentiality requirements imposed by Business and Professions Code 6086.1 and State Bar Rule of Procedure 2303, OCTC improve the explanation of abatement procedures in closing letters to complaining witnesses.

OFFICE OF ADMISSIONS

The Office of Admissions processes a high volume of applications each year across multiple pathways to licensure, including general bar admission, special admissions programs, bar exam registration, and moral character determinations. The following recommendations are

based on feedback and recurring concerns raised during this reporting period and aim to support systematic improvements.

Recommendation 1: Enhance existing guidance on how applicants can inquire about moral character determinations or request updates on their application status.

As discussed above, many inquiries received by OPTL regarding admissions focused on the moral character determination process. While the Office of Admissions does provide channels for communication, some applicants appear to be unsure about the most appropriate method for submitting questions or requesting updates. For instance, inquiries have included whether to email moral.character@calbar.ca.gov, use their applicant profile, or contact OPTL directly.

To ensure a streamlined and consistent experience for applicants, OPTL recommends that the Office of Admissions review and, where appropriate, clarify or consolidate the existing guidance on how and where to submit questions during each stage of the application process. Emphasizing the preferred communication channels could reduce applicant confusion.

Recommendation 2: Create a series of diagrams outlining the different pathways to becoming an attorney. These diagrams should include routes for applicants choosing ABA-approved law schools or California-accredited law schools, foreign-educated applicants, foreign-barred attorneys, out-of-state attorneys, and those pursuing the law office study program.

Many inquiries regarding admissions revolve around the process of becoming an attorney. It is essential for potential applicants to understand the various pathways available to them. Additionally, a significant number of inquiries come from individuals with specific circumstances—such as foreign-barred attorneys asking, "Can I take the bar exam?", and foreign-educated applicants seeking clarity on eligibility. Providing clear, visual diagrams outlining these distinct pathways would help address these common questions and guide applicants more effectively. Furthermore, these diagrams could be shared as PDFs to supplement responses from the OPTL, ensuring consistent and uniform communication from the State Bar.

EXTERNAL AUDITOR

As part of the ombuds-type powers vested in the OPTL, the office holds the authority to refer discipline cases to the external auditor program managed by the Mission Advancement & Accountability Division. The OPTL made no such referrals in 2024.

A LOOK AHEAD TO 2025

FULLY STAFFED ATTORNEY–CLIENT BRIDGE PROGRAM

In 2025, the ACBP will be fully staffed with two dedicated full-time investigators, funded by [AB 3279](#) as part of the [State Bar's broader diversion efforts](#). These investigators will assist the PTL and the current Principal Program Analyst in handling submissions and enhancing the

program's capacity to resolve disputes efficiently. With this expanded staffing, the program will officially launch with a program awareness campaign. Given the program's strong reception during its soft launch, ACBP anticipates a significant increase in participation as more attorneys and clients take advantage of this effective alternative complaint resolution process.

WEBSITE CHAT FEATURE

In 2025, the OPTL will launch a new chat feature on the State Bar website, designed to enhance user experience by drawing from a database of frequently asked questions and solutions to address common inquiries from the public, attorneys, and applicants. If users still have questions after receiving information from the predesigned responses in the database, the chat feature will provide the option to connect directly with a Public Trust Representative from the contact center, allowing for real-time assistance and support via chat. This interactive tool will streamline communication and ensure that users can quickly find the information they need and receive personalized assistance as necessary. By addressing common questions efficiently through the automated chat responses, this feature is expected to reduce caller hold times and improve overall efficiency for both users and staff. Public Trust Representatives will be able to focus more on complex or unique inquiries, while routine questions are handled seamlessly through the chat system.

CONCLUSION

The 2024 reporting period highlighted significant strides in the operations of the OPTL and its efforts to improve service to the public and resolve inquiries efficiently. Notable updates included the expansion of the ACBP, the enhancement of the Certified LRS webpage, and improvements in tracking inquiry submissions and response times. As the office continues to respond to increasing public demand, it has also demonstrated a commitment to refining its processes, such as improving customer satisfaction and enhancing user interfaces on its digital platforms.

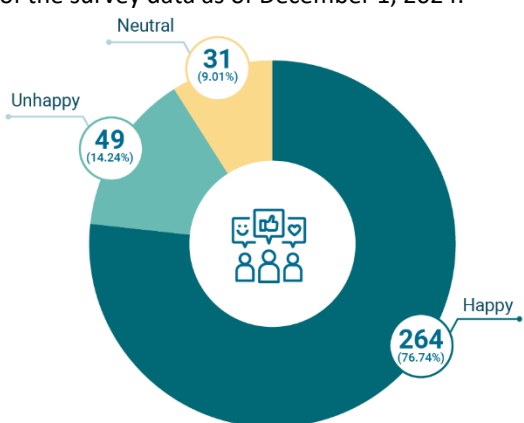
Looking forward to 2025, the office will further strengthen its initiatives with the official launch of the fully staffed ACBP and the introduction of a new website chat feature aimed at streamlining communication and providing timely support. The expanded ACBP will play a key role in supporting the State Bar's broader diversionary efforts by facilitating early intervention and resolution of disputes, promoting constructive engagement between attorneys and clients, and reducing the need for formal disciplinary proceedings. These advancements are poised to enhance the State Bar's ability to address public concerns, promote professionalism, and offer efficient services to members of the public and the legal community.

APPENDIX A

2023 Recommendations and 2024 Responses

As part of last year’s report, OPTL provided recommendations for improvements to OCTC and the Office of Admissions. These recommendations were based on observations, trends, and critiques derived from the inquiries received throughout the year. Below are summaries of the OPTL’s 2023 recommendations and the respective responses from OCTC and Admissions. Acknowledgment is given to the partnering offices for their receptiveness to feedback and the swift implementation of recommendations. Appreciation is extended to both offices for their dedication and collaborative efforts in enhancing their processes.

2023 OPTL Recommendations	OCTC Response
<p>Implement a procedure to systematically process additional mail on closed cases where a new complaint has been filed.</p>	<p>New Case Handling Procedures: Effective August 26, 2024, OCTC implemented a new policy to treat all complaint submissions, whether through the online portal or mailed forms, as new cases unless an active case exists between the same complainant and respondent. If a new complaint relates to a previously closed case, it will be opened as a new case and linked to the old one, marking a shift from the prior practice of treating such submissions as additional mail to the prior case.</p> <p>Online Complaint Form Revision: A proposed revision to the online complaint form, allowing complainants to clarify if they are submitting a new complaint with new allegations, was piloted and reviewed in focus groups in August 2023. However, implementation of the revised form has been delayed due to budget constraints and will proceed when IT resources become available.</p>
<p>Reissue closing letters with an updated deadline for CRU review purposes.</p>	<p>CRU Review Deadlines: While OCTC does not recommend automatically resetting CRU review deadlines with every stay-closed letter, they recognize the value of a more standardized approach and are exploring solutions as part of broader efforts to streamline post-closing communications.</p>
<p>Implement a procedure to assist complaining witnesses who might need continuing ADA assistance.</p>	<p>Accommodations Tracking: Starting October 30, 2024, OCTC implemented a system in Odyssey to log and flag cases where a complaining witness requires accommodations, including a description for future reference.</p>

2023 OPTL Recommendations	Office of Admissions Response												
<p>Improve communication with law schools and applicants.</p>	<p>Written Communication: In January 2024, Admissions launched a Quality Assurance Program to evaluate communication with applicants and identify opportunities for improvement at an individual staff level and an office-wide level. The key components of this initiative are as follows:</p> <ul style="list-style-type: none"> • Standardized Rubric: A standardized rubric evaluates written communication on clarity, tone, completeness, and timeliness, with monthly reviews providing feedback. Staff plans to refine the rubric at the end of 2024. • Trend Analysis Dashboard: A new dashboard tracks trends and improvement areas, with monthly insights shared to guide staff training and development, and ongoing refinements for more precise, actionable insights. • General Satisfaction Survey: Launched in September 2024, this survey collects applicant feedback post-resolution using a “happy,” “neutral,” or “unhappy” system with optional comments, adding a new data layer alongside internal reviews. <p>Example of the survey data as of December 1, 2024:</p>  <table border="1"> <caption>Survey Data as of December 1, 2024</caption> <thead> <tr> <th>Response</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Happy</td> <td>264</td> <td>76.74%</td> </tr> <tr> <td>Unhappy</td> <td>49</td> <td>14.24%</td> </tr> <tr> <td>Neutral</td> <td>31</td> <td>9.01%</td> </tr> </tbody> </table> <p>Engagement with Law Schools: While improving the tone of communication with law schools is a priority, staff also sought to revise the methods of communication to improve stakeholder relationships and reduce frustrations related to accessing important information.</p> <ul style="list-style-type: none"> • Engagement with Law Schools: Staff engaged with law school committees and councils in summer 2024 to improve communication with faculty and administrators, with a similar discussion planned for registrars in December 2024. • Strategic Communications Plan: Staff will reflect on 2024 feedback and create a 2025 strategic communications plan to consolidate and enhance accessibility of key information. 	Response	Count	Percentage	Happy	264	76.74%	Unhappy	49	14.24%	Neutral	31	9.01%
Response	Count	Percentage											
Happy	264	76.74%											
Unhappy	49	14.24%											
Neutral	31	9.01%											

2023 OPTL Recommendations	Office of Admissions Response
	<p>Phone Responsiveness: A technical issue preventing voicemail access and call transfers was resolved in late 2023, enhancing applicant communication and ensuring staff responsiveness.</p>
<p>Create a process for members of the public seeking to supplement an applicant’s moral character application with additional information.</p>	<p>Admissions has developed a user-friendly form enabling members of the public to submit information that may be relevant to an applicant's moral character determination. The form launched in the final quarter of 2024. For this use, Admissions developed an online form platform that is easy to use and accessible. Further, the platform did not require significant support from IT, allowing for in-house development and a swift response to the feedback received.</p>