

2015

State Bar of California



STATE BAR OF CALIFORNIA 2015 STRATEGIC PLANNING GOALS & OBJECTIVES, & DRAFT MEASURES

In 2014-2015, under the leadership of the President and Vice-President of the State Bar, Craig Holden and Heather Rosing, the Board of Trustees focused on reinvigorating its strategic planning process and developing performance measures related to the Board's strategic plan - July 2015.



INTRODUCTION AND ACKNOWLEDGEMENTS

The State Bar of California ("State Bar"), a constitutional agency in the judicial branch of government, is committed to its mission of public protection. It is also committed to effectively and efficiently discharging its duties and providing high quality licensing, regulatory and disciplinary services that support the fair administration of justice in California. To meet these broad and vital responsibilities, the State Bar has committed to engaging in an ongoing strategic planning process that will help it meet its important public service goals and thereby create its desired future. The Board of Trustees adopted its Strategic Plan to guide its public protection mission and to put in place a comprehensive and ongoing planning process to support its responsibilities for improving the administration of justice.

In 2014-2015, under the leadership of the President and Vice-President of the State Bar, Craig Holden and Heather Rosing, the Board of Trustees focused on reinvigorating its strategic planning process and developing performance measures related to the Board's strategic plan adopted July 24, 2015. The Board of Trustees wishes to thank all members of the Board, past and present, State Bar staff and all who participated in the discussions and took the time to provide comments and suggestions that gave rise to the contents of this Strategic Plan.

The Board also wishes to acknowledge the professional assistance of Steven Sphar and Eileen Jacobowitz, for designing and conducting the Board's 2015 Strategic Work Session. They were instrumental in synthesizing the State Bar's initial planning session information and completing the final Strategic Plan, as well as assisting the Board in developing the performance measures for its plan.

THE MISSION OF THE STATE BAR

The State Bar, as an integral part of the justice system in California, has one Mission for the organization that steers all planning— protection of the public. It is statutorily delineated in Business & Professions Code section 6001.1:

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.

Additionally, the State Bar engages in protection of the public through oversight of admissions and discipline of attorneys; and support for the professional development and practice of its attorney members.

The veto of the State Bar's funding in 1997 and the subsequent destruction of the State Bar's discipline system placed the public and the administration of justice at risk. The resurrection of the State Bar resulting from the Supreme Court order and appointment of a Special Master, Justice Elwood Lui, in *In Re Attorney Discipline* (19 Cal.4th 582) in 1998, and legislative amendments to the State Bar Act in 1999 and the resulted in significant changes to the strategic approach and operational goals of the State Bar and its then Board of Governors. Additionally, the 2009 veto of the State Bar fee bill by Governor Schwarzenegger, and the subsequent governance changes enacted through Senate Bill 163 challenged the State Bar to refocus itself as an institution with respect to its service to the public and the legal profession.

These changes, in compliance with the direction given by the Supreme Court's Special Master and the legislative mandates, have been implemented to ensure stable funding through the legislative process for future State Bar activities.

PAST AND CURRENT STRATEGIC PLANNING INITIATIVES

At its 2015 January 23-24 Planning Meeting, the Board of Trustees, State Bar staff and any members of the public who chose to participate began the discussion for producing draft strategic goals for the forthcoming 2016 Five-Year Strategic Plan. The draft goals developed at that January planning meeting were circulated for comment to the Trustees, staff working groups, and various State Bar stakeholders in order to further develop the goals and objectives. The plan was to bring back a near-finished list of goals and objectives to the Board Planning & Budget, and then the full Board, with an adoption target date for the Board meeting in July 2015.

In keeping with the policy-oriented focus of the Board, this in-process 2016 Strategic Plan will consist of high-level goals, objectives and measures, as required by statute. It will be the new Chief Executive Officer's task, once he or she is in place, to collaborate with staff to examine the implementation issues and proceed as appropriate, within existing resources, towards

development of the appropriate internal work/action plans to achieve the goals and objectives of the Strategic Plan.

Past Planning Initiatives

The initial impetus to undertake a comprehensive review of State Bar governance and to implement a participatory planning process patterned after the Executive and Judicial Branch model was former Special Master Elwood Lui's March 28, 2000, Final Report to the Supreme Court. Justice Lui noted that the Board of Governors "... should focus its energies on, and make decisions concerning, the overriding policy issues facing the State Bar." In a follow up letter, dated June 27, 2000, Justice Lui recommended that former State Bar President Andrew Guilford follow the example of the Judicial Council and engage an expert in governance and planning to assist the Board in this undertaking, a sentiment for which the Board expressed support and interest.

Toward this end, in August 2001, members of the then Board of Governors, specially invited guests, and State Bar Senior Executive Staff participated in a comprehensive, two-day strategic planning and organizational governance session. The results of that meeting included a new Board governance structure adopted by the Board on October 21, 2001, and the adoption of an *Interim Strategic Plan*. It was circulated for public comment, finalized, and adopted as the *Long-range Strategic Plan* in August 2002.

In 2004, the Board implemented two other suggestions from Justice Lui. First, to "re-articulate the mission and role of its Board of Governors and its executive staff," the Board adopted a "Lines of Authority" policy statement that clearly focuses the Board on its governing responsibilities and delegated to the Executive Director the responsibility for day-to-day organizational management. Secondly, a comprehensive compilation of previously adopted Board resolutions and policies pertaining to the operation of the Board of Governors (a stand-alone volume called the "Board Book") was adopted.

The Board's efforts and achievements in improving its planning and governance process were acknowledged during three annual meetings by the then Chief Justice of the California Supreme Court, as well as in the State Auditor's statutory 2005 bi-annual report.

The Board continued its efforts, however. To effectively allocate the State Bar's resources and justify its membership fees, the State Bar aligned its budgets with the results of its strategic planning process. Specifically, the 2008 Adopted Budget was redesigned to link the State Bar's budget with its strategic planning process. The budget was aligned with the State Bar's organizational and functional structures as defined by the State Bar's strategic plan and presented basic workload and performance information in the State Bar's major program areas.

The 2009 State Audit found that the recommendations in their 2007 audit report, which had focused on the State Bar's strategic planning, had been fully implemented. The audit stated that the State Auditor's recommendations had been met, including:

1. Completing revisions of the departmental plans that would serve to implement the Board of Governors' strategic goals and ensure that each departmental plan contains meaningful performance indicators.
2. Limiting performance measurement to indicators that can be accurately tracked on an ongoing basis and measure desired outcomes.
3. Ensuring that departments, during their departmental plan revision process, identify the objectives and performance measures that can be attained, considering existing resource levels and information technology capabilities.
4. Taking the steps necessary to ensure information technology systems can capture the required performance measurement data to support the projects needed to accomplish strategic-planning objectives, or devise alternative means of capturing this data.

Public Protection Mandate

In keeping with the new legislative mandate that public protection should be its first priority, the State Bar showed refocused energy in 2011. In the latter half of the year, the State Bar's new leadership sharpened its commitment to satisfying this public protection mandate, especially in the area of the attorney discipline system.

Improvements in public protection and effective resource management were evident in other areas of the State Bar as well. For example, in January 2012, the Bureau of State Audits reported that – for the first time in years – the State Bar had no unresolved audit issues. All of the Bureau's recommendations had been fully implemented.

Five-Year Strategic Plan

Effective January 1, 2012, SB 163 amended the State Bar Act, with the addition of Business and Professions code section 6140.12. The statute required that the renamed Board of "Trustees" complete and implement a five-year Strategic Plan, to be updated every two years. Following the legislation in 2012, an operationally-oriented five-year plan was crafted and submitted to the Legislature, and has been updated since that time. Many of the goals and initiatives in that plan have been accomplished or are well in process. Accordingly, the Board determined it was necessary to engage in a wholesale review and update of its Strategic Plan from the ground up to ensure focus on its mission and the many aspects of its critical public protection work from a policy perspective.

In 2012, when the Board adopted its first five-year Strategic Plan, the Board had laid out three large-scale initiatives that the State Bar would undertake to re-tool the organization for sustainable, lasting improvement by re-making key aspects of its organizational culture. It was

adopted by the Board of Trustees on February 10, 2012. That plan identified the State Bar's new fundamental mission of public protection, and set a goal of cultivating a high-performing public service culture at all levels of the organization. It also identified a number of priority policy areas for exploration and action. Examples included:

- Establishing new standards for education and practical skills training for new lawyers;
- Strengthening the regulation of California accredited law schools; and
- Finding ways to strengthen the legal services delivery system, including its funding sources.

The plan also identified three internal initiatives for those next five years:

- Modernizing State Bar information technology;
- Preserving and improving State Bar physical facilities; and
- Streamlining its programs and processes.

The Board annually holds a planning session to review the State Bar's progress in implementing its strategic plan and to consider and propose other measures to enhance its mission of public protection, including proposals to ensure access to justice and diversity in the justice system consistent with that mission.ⁱ

As required by statute, and as reported to the Supreme Court, the Governor, and the Assembly and Senate Committees on Judiciary last year, the Board of Trustees at its annual planning meeting in January 12, 2014, reviewed the State Bar's progress toward implementing the 2012 five-year Strategic Plan and approved important policy updates:

- It added, "Developing external relations in support of more proactive approaches to public protection," as a priority policy area;
- It also added, "Actively monitoring trends in the legal marketplace to identify regulatory changes needed to adequately protect the public," as another priority policy area; and
- It expanded the "operations re-engineering" initiative called for in the plan to a more comprehensive "organizational performance management" initiative.

These updates were a recognition of needs and opportunities that emerged since the original plan was adopted.

ⁱ As a result, the full Board, instead of only 7 members as the Governance in the Public Interest Task Force, participate in the development of the measures and recommendations under both sections 6001.2 and 6140.12 of the Business and Professions Code.

**State Bar of California
2015 Strategic Planning Process
Goals & Objectives**

Goal 1 – Attorney Discipline and Reimbursement: Ensure timely, fair, and thorough investigation and prosecution of attorney misconduct, and restitution to qualified victims.

OBJECTIVES

- a. Enhance efficiency of attorney discipline practices and proceedings, to ensure the prompt prosecution of appropriate matters.
- b. Provide timely responses and communication to all complainants, and respondents.
- c. Assist law enforcement agencies in their efforts to enforce UPL laws.
- d. Ensure consistent and appropriate levels of discipline.
- e. Maintain adequate CSF funding to ensure the ability to pay qualified victims in a timely manner.

Goal 2 – Attorney Education and Outreach: Enhance public trust by providing education and outreach programs that aid attorneys in practicing competently, ethically, and in accordance with the highest standards of the profession.

OBJECTIVES

- a. Continually assess and enhance the content of State Bar education programs and ethics resources, with a focus on emerging issues in the profession of law.
- b. Emphasize prevention and risk management programming designed to deter attorney misconduct and arm to clients.
- c. Offer education programs and ethics resources relevant to the various stages in an attorney's legal career, including new lawyer and senior lawyer resources.
- d. Collaborate with justice system partners to implement attorney education and outreach initiatives.
- e. Focus on consumer protection through attorney rehabilitation and education.

Goal 2A – Admission to the Practice of Law: Maintain rigorous admission standards and ensure that law schools provide satisfactory legal education.

OBJECTIVES

- a. Provide oversight and support to the Committee of Bar Examiners in the admission of attorneys in California and law school regulation.
- b. Monitor and update the rules for the special admission programs, such as Pro Hac Vice, Out-of-State Attorney Arbitration Counsel (OSAAC), Multijurisdictional Practice (MJP), Registered In-House Counsel and the Practical Training of Law Students, to ensure that the

programs reflect current standards and practices and contribute to the State Bar's mission of public protection.

- c. Examine and develop regulatory requirements for pre-admission competency training.

Goal 3 – Communication with Public: Educate the public about identifying and preventing fraud, and obtaining access to justice to assist them with their legal needs.

OBJECTIVES

- a. Ensure a top-level website with high functionality and bandwidth to allow better access to consumer information in a variety of languages.
- b. Make greater use of press releases and story placement with news outlets—including multi-language media—and develop additional resources for non-English speakers.
- c. Be a leader in high-quality fraud prevention seminars and related resources for the public, with a focus on seniors, veterans, and non-English speakers.
- d. Develop and maintain high quality consumer pamphlets and guides for the public, focused on State Bar public protection programs.
- e. Maintain and enhance relationships with other regulatory and enforcement agencies that share a mission of public protection.
- f. Enhance interaction with the public through the use of social media.

Goal 4 – Collaboration with Government Stakeholders: Collaborate with stakeholders in the three branches of government to achieve the mission of public protection.

OBJECTIVES

- a. Coordinate communications from the State Bar to stakeholders in the three branches of Government, to ensure a unified voice and consistent message.
- b. Actively encourage and support member participation in bench-bar efforts to improve the administration of justice and access to the legal system.
- c. Ensure robust communications with the Supreme Court on the work and policy of the State Bar, and the timely implementation of all Supreme Court directives.
- d. Collaborate with the Legislature, through the legislative advocate and Trustee leadership, on legislation within the State Bar's purview and the statutory mandates to the organization.
- e. Collaborate with the Executive Branch, through the legislative advocate and Trustee leadership.
- f. Ensure regular reporting from the State Bar's legislative advocate and Trustee leadership to the Board or other designated contacts, to ensure the Board is apprised of significant developments with stakeholders in the three branches.

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.

OBJECTIVES

- a. Develop and maintain a long-range Information Technology plan, with a focus on staffing, applications portfolio, and infrastructure.
- b. Develop and maintain a long-range physical asset management plan for State Bar real estate assets.
- c. Develop, refine and maintain financial accounting and reporting practices to ensure transparency.
- d. Develop records management practices to achieve transparent documentation of State Bar policies and transactions.
- e. Regularly examine the funds of the State Bar, and the policies regarding those funds, to ensure reasonable thresholds and an appropriate annual membership fee.

Goal 6 – Stewardship of State Bar Personnel: Maintain a transparent, effective, accountable, and cohesive Board and management team.

OBJECTIVES

- a. Ensure collaboration between the Board and management to achieve the State Bar's mission and strategic planning goals.
- b. Conduct a meaningful annual appraisal of the CEO, Chief Trial Counsel, and General Counsel to ensure alignment of performance with the goals and objectives of the State Bar.
- c. Seek a level of staff compensation sufficient to ensure a stable and proficient workforce.
- d. Ensure that staff is utilized effectively and efficiently.
- e. Ensure that the Chief Executive Officer maintains a transparent and responsive relationship with the Board.
- f. Provide Board support to the Chief Executive Officer in ensuring a high level of interdepartmental collaboration, coordination, and information sharing.
- g. Ensure that the Chief Executive Officer engages in long-term succession planning for the organization.

Goal 7 – Communication with Attorneys: Engage attorneys in on-going dialogue to improve the quality and availability of legal services in California.

OBJECTIVES

- a. Conduct outreach to local bars and attorneys about the activities of the State Bar to encourage participation in the State Bar's public protection activities.
- b. Encourage the professional development of new/young attorneys, including participation at the Annual Meeting and in public protection activities.

- c. Improve communications with section leaders through participation at the Council of State Bar Sections and other section meetings and events.
- d. Conduct outreach to attorneys through social media, the State Bar website, the California Bar Journal and electronic newsletters such as the Daily News Digest.

Goal 8 – Board Development: Maximize the skills of all Trustees to ensure effective regulation of attorneys, and cultivate the next generation of leaders focused on the organization’s mission.

OBJECTIVES

- a. Ensure that all Trustees are thoroughly oriented on the Board’s public protection mission, Strategic Plan, and governance model, with an emphasis on the admissions and discipline systems.
- b. Develop mechanisms to ensure continuity in the work and mandate of Board level committees from year to year.
- c. Devise annual assessment mechanisms for all Board level committees.
- d. Encourage Trustees to actively participate as Board liaisons to the Bar’s standing and special committees, commissions, and section executive committees.
- e. Develop future leadership by encouraging participation in State Bar standing and special committees, commissions, and section executive committees.
- f. Educate potential future leaders about the mission and governance structure of the State Bar.
- g. Further develop policies delineating lines of authority within the organization, to ensure stability.

Goal 9 – Access to Justice: Collaborate with other stakeholders to ensure California’s justice system is accessible to all.

OBJECTIVES

- a. Support efforts and provide programs to create adequate, stable funding for legal services.
- b. Coordinate and work with the Supreme Court and the judiciary with respect to achieving adequate, stable funding for California’s judicial system and related support services.
- c. Support efforts by other stakeholders and develop new initiatives to ensure affordable, high quality legal services equally accessible to all regardless of income and other barriers.
- d. Elimination of barriers that prevent people from understanding and exercising their rights and partnering with other stakeholders to provide education on this issue.

Goal 10 – Diversity and Inclusion: Strengthen our commitment to diversity and inclusion in the legal profession as part of our public protection mission.

OBJECTIVES

- a. Ensure diversity is integral to the focus on public protection, equal access, and quality and fairness of legal services.
- b. Monitor diversity in the legal profession in order to measure change over time.
- c. Partner with others working toward the goal of diversity in order to promote full and equal participation within the State Bar, the profession, and the judiciary.
- d. Develop initiatives to ensure that the legal profession reflects the rich diversity of the State population in a way that is equally accessible and free of bias.
- e. Create vehicles for ongoing communication to the profession and the public about the importance of diversity for the administration of justice and delivery of quality legal services.
- f. Work with sections, committees, and special entities to expand diversity of leadership and involvement through the State Bar appointments process and other programming.

**State Bar of California
2015 Strategic Planning Process
Draft Goals, Objectives and Measures**

Goal 1 – Attorney Discipline and Reimbursement: Ensure timely, fair, and thorough investigation and prosecution of attorney misconduct, and restitution to qualified victims.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Enhance efficiency of attorney discipline practices and proceedings, to ensure the prompt prosecution of appropriate matters.	<p>Cycle times on key processes: Timeliness of actual case work¹</p> <ol style="list-style-type: none"> 1. Time to make initial public filing 2. Time to remove a respondent from practice 3. Time to close a complaint without action 4. Time to complete an investigation leading to litigation 5. Duration of litigation <p>Output Measures²</p> <ol style="list-style-type: none"> 1. Complaint investigations completed 2. Complaints filed as cases in State Bar Court 	<ol style="list-style-type: none"> 1. Provision of Financial Services Report (B&P Code, § 6175, et seq.) 2. Insurance Fraud Report (Ins. Code §1872.95) 3. Annual Discipline Report (B&P Code, § 6086.15) 4. State Bar Court Annual Report (part of Discipline Report) 5. Client Security Fund Annual Activities Report 6. Monthly Key Metrics Reports from OCTC, State Bar Court and Client Security Fund 7. Inventories of Open Complaints

¹ Timeliness Metrics taken from MAY 2012 Board Adopted Recommended Key Metrics for OCTC

Goal 1 – Attorney Discipline and Reimbursement: Ensure timely, fair, and thorough investigation and prosecution of attorney misconduct, and restitution to qualified victims.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
b. Provide timely responses and communication to all complainants, and respondents.	<p>Tracking of key correspondence with complainant:</p> <ol style="list-style-type: none"> 1. Acknowledgement of receipt of complaint 2. Communicating closing of the complaint (at any stage) 3. Communication re-opening the complaint (if applicable) 4. Notifying the complainant that the complaint has been forwarded for investigation and assignment to OCTC staff 5. Investigative interview of the complainant 6. Communicating the results of prosecution 	Enhance Case Management System to provide this type of reporting Function

² ibid

Goal 1 – Attorney Discipline and Reimbursement: Ensure timely, fair, and thorough investigation and prosecution of attorney misconduct, and restitution to qualified victims.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Assist law enforcement agencies in their efforts to enforce UPL laws.	<ol style="list-style-type: none"> 1. Number and types of UPL complaints received 2. Number and types of UPL complaints forwarded for investigation 3. Methods of State Bar cooperation in UPL prosecutions 4. UPL education programs developed for and provided to law enforcement agencies 	<ol style="list-style-type: none"> 1. Consumer Protection Roundtables 2. Annual ABA UPL school 3. National Law Enforcement Immigration Fraud Group Meetings 4. Southern California Law Enforcement Immigration Fraud Group Meetings 5. Annual Discipline Report
d. Ensure consistent and appropriate levels of discipline.	Discipline system monitoring practices	Standards For Attorney Sanctions For Professional Misconduct (the “Standards”) adopted March 2015 by the Board of Trustees to set forth a means for determining the appropriate disciplinary sanction in a particular case and to ensure consistency across cases dealing with similar misconduct and surrounding circumstances.

Goal 1 – Attorney Discipline and Reimbursement: Ensure timely, fair, and thorough investigation and prosecution of attorney misconduct, and restitution to qualified victims.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
e. Maintain adequate CSF funding to ensure the ability to pay qualified victims in a timely manner.	<ol style="list-style-type: none"> 1. Amount of funding 2. Cycle times on key processes 3. Number and amount of 4. applications filed with the Client Security Fund 5. Amount of CSF payouts by type of case / activity 6. Projected future reimbursements 7. Cost /reimbursement reductions 8. Reimbursement recovery enhancements 9. Amount recovered, from whom, time for recovery, and additional costs incurred 	<ol style="list-style-type: none"> 1. CSF Activities Annual Report 2. Increase funding Initiatives 3. CSF Reports to the Board of Trustees Regulation & Discipline Committee

Goal 2 – Attorney Education and Outreach: Enhance public trust by providing education and outreach programs that aid attorneys in practicing competently, ethically, and in accordance with the highest standards of the profession.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Continually assess and enhance the content of State Bar education programs and ethics resources, with a focus on emerging issues in the profession of law.	<ol style="list-style-type: none"> 1. Customer surveys 2. MCLE audit results 3. Ongoing updates to the content of ethics publications/programs 	<ol style="list-style-type: none"> 1. MCLE member Audit 2. CYLA MCLE program Audits 3. Rules of Professional Conduct initiatives / Ethics Opinions 4. Ethics Hotline data 5. State Bar Education Programs
b. Emphasize prevention and risk management programming designed to deter attorney misconduct and harm to clients.	<ol style="list-style-type: none"> 1. Number of risk management programs 2. Results related to Prevention Programs 3. Board of Trustees' press releases, programs and initiatives 4. Resources provided to new admittees 	<ol style="list-style-type: none"> 1. Number and type of complaint and caseload analyses completed 2. Results of complaint and caseload analyses 3. Alternatives to B&P Code §§ 6180/90 process developed 4. Ethics Hotline Survey data 5. Number and assortment of new admittee resources
c. Offer education programs and ethics resources relevant to the various stages in an attorney's legal career, including new lawyer and senior lawyer resources.	<ol style="list-style-type: none"> 1. Customer surveys 2. Number of programs available to senior lawyers and new lawyers 	<ol style="list-style-type: none"> 1. State Bar Education programming 2. CYLA MCLE program Audits 3. Input from Council on Access and Fairness

Goal 2 – Attorney Education and Outreach: Enhance public trust by providing education and outreach programs that aid attorneys in practicing competently, ethically, and in accordance with the highest standards of the profession.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
d. Collaborate with justice system partners to implement attorney education and outreach initiatives.	1. Number of joint projects	1. Quarterly Meeting with California Supreme Court staff 2. California Judges Association 3. Annual Bus. & Prof. code § 6095(a) public hearings
e. Focus on consumer protection through attorney rehabilitation and education.	1. Number of programs available to lawyers and new lawyers related to rehabilitation and education. 2. Alternatives to discipline identified and used 3. Number and amount of claims against the Client Security Fund 4. Probation procedures for managing suspended attorneys.	Probation Process

Goal 2A – Admission to the Practice of Law: Maintain rigorous admission standards and ensure that law schools provide satisfactory legal education.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Provide oversight and support to the Committee of Bar Examiners in the admission of attorneys in California and law school regulation.	1. Periodic reporting and review of proposals	1. Bar Exam Reports (Rule 4.60(B) of the Rules of the State Bar) 2. Task Force on Admission Regulation Reform Report and Recommendations 3. Annual Reports 4. Proposed admissions rules amendments
b. Monitor and update the rules for the special admission programs, such as Pro Hac Vice, Out-of-State Attorney Arbitration Counsel (OSAAC), Multijurisdictional Practice (MJP), Registered In-House Counsel and the Practical Training of Law Students, to ensure that the programs reflect current standards and practices and contribute to the State Bar’s mission of public protection.	1. Periodic reporting and review of proposals	1. Quarterly meetings with California Supreme Court staff 2. Customer feedback 3. Legislative initiatives
c. Examine and develop regulatory requirements for pre-admission competency training.	Review of proposals	1. Input from Supreme Court 2. Task Force on Admission Regulation Reform Report and Recommendations 3. Committee of Bar Examiners’ recommendations

Goal 3 – Communication with Public: Educate the public about identifying and preventing fraud, and obtaining access to justice to assist them with their legal needs.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Ensure a top-level website with high functionality and bandwidth to allow better access to consumer information in a variety of languages.	Current web analytics for the public section can be compared with analytics for the new consumer pages after redesign	Redesign State Bar website with a new section for consumers (a new web administrator was hired for Communications and will oversee a new outside designer, who may start by summer's end)
b. Make greater use of press releases and story placement with news outlets—including multi-language media—and develop additional resources for non-English speakers.	<ol style="list-style-type: none"> 1. Number of non-English language media placements 2. Number of multi-language press releases distributed 	<ol style="list-style-type: none"> 1. Ongoing Town Halls are drawing non-English media attention 2. Videos for non-English speakers created; more in progress
a. Be a leader in high-quality fraud prevention seminars and related resources for the public, with a focus on seniors, veterans, and non-English speakers.	Number of events and attendees from target audiences	Town Hall fraud prevention meetings are being held around state
b. Develop and maintain high quality consumer pamphlets and guides for the public, focused on State Bar public protection programs.	Numbers and types of consumer pamphlets distributed	Multi-language consumer materials—pamphlets and guides—are being created as needed and placed on website

Goal 3 – Communication with Public: Educate the public about identifying and preventing fraud, and obtaining access to justice to assist them with their legal needs.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Maintain and enhance relationships with other regulatory and enforcement agencies that share a mission of public protection.	Number of collaborative activities or events with other regulatory and enforcement agencies	<ol style="list-style-type: none"> 1. Interagency Roundtables with OCTC, such as ones on immigration and consumer fraud 2. Agency partners participate in Town Hall events
d. Enhance interaction with the public through the use of social media.	Analytics for social media platforms include Twitter and LinkedIn followers and YouTube views	Current platforms include Twitter, Facebook, LinkedIn and YouTube

Goal 4 – Collaboration with Government Stakeholders: Collaborate with stakeholders in the three branches of government to achieve the mission of public protection.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Coordinate communications from the State Bar to stakeholders in the three branches of Government, to ensure a unified voice and consistent message.	Number of official State Bar proposals that the State Bar's legislative advocate or Trustee leadership is asked to share with representatives of the Judicial Branch or Executive Branch	
b. Actively encourage and support member participation in bench-bar efforts to improve the administration of justice and access to the legal system.	Number of organized phone calls with 1) the State Bar President and local/specialty Bar leadership; and 2) Executive Directors of local/specialty Bars	State Bar Office of Bar Relations and Outreach
c. Ensure robust communications with the Supreme Court on the work and policy of the State Bar, and the timely implementation of all Supreme Court directives.	Number of officially organized meetings between Supreme Court staff and State Bar staff.	
d. Collaborate with the Legislature, through the legislative advocate and Trustee leadership, on legislation within the State Bar's purview and the statutory mandates to the organization.	Number of bills on which the State Bar takes an official position or makes official comments.	
e. Collaborate with the Executive Branch, through the legislative advocate and Trustee leadership.		

Goal 4 – Collaboration with Government Stakeholders: Collaborate with stakeholders in the three branches of government to achieve the mission of public protection.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
f. Ensure regular reporting from the State Bar's legislative advocate and Trustee leadership to the Board or other designated contacts, to ensure the Board is apprised of significant developments with stakeholders in the three branches.	Number of reports provided by the State Bar's legislative advocate to the Board of Trustees at Board meetings.	

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Develop and maintain a long-range Information Technology plan, with a focus on staffing, applications portfolio, and infrastructure.	<ol style="list-style-type: none"> 1. Number of IT prioritized activities achieved 2. Number of meetings with key clients to consider business needs and solicit input for business and strategic planning 3. Percentage of business clients and users satisfied with service delivery and agreed-upon levels 4. Percentage of IT projects delivered on time, within budget, with expected functionality, and without defects 	<ol style="list-style-type: none"> 1. Make the case for long-term stable funding based on effective IT planning and accountability practices 2. Yearly IT Goals & Objectives plan with prioritized activities 3. Development of IT Governance. Response to business requirements to align IT with the organization's strategy

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Develop and maintain a long-range Information Technology plan, with a focus on staffing, applications portfolio, and infrastructure (Continued).	5. Number of “service level agreements 6. Assessment of levels of customer service 7. Number of interviews to offers ratio to fill vacant IT positions 8. Percent of IT staff meeting or exceeding performance requirements 9. Number of service hours lost due to unplanned outages 10. Number of system and network security threats prevented and/or mitigated	4. Review IT Staffing Plan with HR and acquire approval to implement. 5. Continuous review of staff quality of work, output, customer/peer feedback, and quarterly goals and objectives plan. 6. Network and Systems capacity and availability levels in relation to user activity levels 7. Conduct Infrastructure and Applications Security Assessments.

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
b. Develop and maintain a long-range physical asset management plan for State Bar real estate assets.	<p>Develop a Physical Asset Management (PAM) Plan that includes:</p> <ol style="list-style-type: none"> 1. A Board policy framework to support PAM decisions 2. Financial information (such as asset value, depreciation rate, depreciated value) 3. An understanding of asset condition & expected life 4. Where is money spent – maintenance, renewal & operations 5. A process to establish priorities & allocate funds 6. Knowing long-term funding requirements 	<ol style="list-style-type: none"> 1. Physical Asset Management Plan 2. Fixed Assets Report

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Develop, refine and maintain financial accounting and reporting practices to ensure transparency.	<ol style="list-style-type: none"> 1. Program performance assessments completed 2. Board fiscal priorities established 3. Define mechanisms such as induction and training, refresher courses, monitoring for compliance and quality control, and the continued support of senior management. 	<ol style="list-style-type: none"> 1. Audited Year End Financial Statement 2. Audited Statement of Expenditures of Mandatory Membership Fees Annual Budget Document to the Board 3. Quarterly Financial Statements for Board Review 4. State Bar's Baseline 5. Budget (to Legislature 11/15 each year) 6. State Bar's Final 7. Budget (to Legislature 2/15 of each year) 8. LSTF Annual Report of 9. Receipts, Expenditures and Disbursements 10. Client Security Fund Annual Report

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
d. Develop records management practices to achieve transparent documentation of State Bar policies and transactions.	<ol style="list-style-type: none"> 1. Volumes of records stored 2. Timeliness of records destroyed 3. Number and type of fiscal reporting documents 4. Assessment of the capability of existing technology and identify any gaps that would prevent SBC from meeting business needs 5. Assess shifting from a manual process to technologically enhanced travel and expense management for cost savings and increased policy compliance. 	<ol style="list-style-type: none"> 1. Information Governance Initiative 2. Revision to State Bar Rules Title 6 re Access to State Bar Records 3. Fiscal Policy Review

Goal 5 – Stewardship of Public Assets: Maintain and enhance existing assets and manage finances to ensure transparency, accountability and fiscal responsibility, and to ensure the long-term stability of the State Bar.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
e. Regularly examine the funds of the State Bar, and the policies regarding those funds, to ensure reasonable thresholds and an appropriate annual membership fee.	<p>Government Finance Officers Association framework for assessing an agency's reserve needs in a structured fashion based on eight risk factors:</p> <p>(1) Vulnerability to extreme events and public safety concerns; (2) Revenue source stability; (3) Expenditure volatility; (4) Leverage, e.g., pensions, unfunded asset maintenance and debt; (5) Liquidity (cash flow); (6) Other funds w/significant dependence on the General Fund; (7) Growth; and (8) Capital Projects.</p>	Government Finance Officers Association Standards

Goal 6 – Stewardship of State Bar Personnel: Maintain a transparent, effective, accountable, and cohesive Board and management team.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Ensure collaboration between the Board and management to achieve the State Bar’s mission and strategic planning goals.	<ol style="list-style-type: none"> 1. Progress reports on Achieving goals 2. Content and updates to Strategic Plan 3. Systematic planning process implemented 4. Account to members and stakeholders for the work of the organization 5. Educate staff, Bar committee and Section members, Bar members, and others about how to effectively participate in the Board’s strategic planning processes 6. Board governance structure and amendments thereto 	<ol style="list-style-type: none"> 1. Executive Director Reporting to the Board 2. Board/Staff Relations and Lines of Authority policies developed and maintained 3. Staff input to Board Self-Assessment
b. Conduct a meaningful annual appraisal of the CEO, Chief Trial Counsel, and General Counsel to ensure alignment of performance with the goals and objectives of the State Bar.	Conduct Annual Performance Evaluations	CEO Evaluation Process CTC Evaluation Process GC Evaluation Process

Goal 6 – Stewardship of State Bar Personnel: Maintain a transparent, effective, accountable, and cohesive Board and management team.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Seek a level of staff compensation sufficient to ensure a stable and proficient workforce.	Union MOU Negotiations	
d. Ensure that staff is utilized effectively and efficiently.	Conduct Annual Performance Evaluations	CEO Evaluation Process
e. Ensure that the Chief Executive Officer maintains a transparent and responsive relationship with the Board.	Conduct Annual Performance Evaluations	CEO Evaluation Process
f. Provide Board support to the Chief Executive Officer in ensuring a high level of interdepartmental collaboration, coordination and information sharing.	Reflect in Annual Performance Evaluation	CEO Evaluation Process
g. Ensure that the Chief Executive Officer engages in long-term succession planning for the organization.	Reflect in Annual Performance Evaluation	CEO Evaluation Process

Goal 7 – Communication with Attorneys: Engage attorneys in on-going dialogue to improve the quality and availability of legal services in California.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Conduct outreach to local bars and attorneys about the activities of the State Bar to encourage participation in the State Bar’s public protection activities.	<ol style="list-style-type: none"> 1. Analytics for website 2. Analytics for California Bar Journal and Daily News Digest and other newsletters 3. Social media platform analytics including Twitter and LinkedIn followers and YouTube views 4. Analytics for Bar Leaders’ e-newsletters 	<ol style="list-style-type: none"> 1. State Bar website 2. Bar e-newsletters including Calbar Journal and Daily News Digest 3. Section publications 4. Social media platforms 5. Bar Leaders’ e-newsletter 6. CEO to bar leaders conference calls 7. President’s monthly conference calls with bar leaders 8. President’s quarterly conference call with sections leadership

Goal 7 – Communication with Attorneys: Engage attorneys in on-going dialogue to improve the quality and availability of legal services in California.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
b. Encourage the professional development of new/young attorneys, including participation at the Annual Meeting and in public protection activities.	<ol style="list-style-type: none"> 1. Number of training symposiums and attendance 2. YouTube analytics for 10-Minute Mentor videos 3. Number of counseling sessions for support and guidance project 4. Number of letters and emails sent 5. Page views for new CYLA column on website 6. Number of new/young lawyers attending Annual Meeting 7. Number of new section members taking free offer of section membership to new admittees 	<ol style="list-style-type: none"> 1. CYLA Annual Practical Skills Training Symposium (10 hours) 2. 10-Minute Mentor program 3. Early Career Support and Guidance Project (CYLA/LAP) 4. New admittee letters and emails 5. Monthly CYLA column in Calbar Journal 6. Mentoring Task Force (efforts as yet unknown)
c. Improve communications with section leaders through participation at the Council of State Bar Sections and other section meetings and events.	Number of events	<ol style="list-style-type: none"> 1. Board of Trustees Liaisons 2. Sections report to Trustees at board meetings

Goal 7 – Communication with Attorneys: Engage attorneys in on-going dialogue to improve the quality and availability of legal services in California.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
d. Conduct outreach to attorneys through social media, the State Bar website, the California Bar Journal and electronic newsletters such as the Daily News Digest.	<ol style="list-style-type: none"> 1. Analytics for social media platforms including Twitter and LinkedIn followers and YouTube views 2. Analytics for website traffic on current and redesigned site 3. Analytics for Cal Bar Journal emails and webpage 4. Analytics for Daily News Digest subscribers and other electronic newsletters, including Achieving Diversity 	(Current strategies are detailed in objectives column)

Goal 8 – Board Development: Maximize the skills of all Trustees to ensure effective regulation of attorneys, and cultivate the next generation of leaders focused on the organization’s mission.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Ensure that all Trustees are thoroughly oriented on the Board’s public protection mission, Strategic Plan, and governance model, with an emphasis on the admissions and discipline systems.	<ol style="list-style-type: none"> 1. Board role in Trustee education provided 2. Board governance structure and amendments thereto 3. Board Self-Assessment process developed and results of assessments completed 4. Orientation of Board Candidates 5. Ongoing board education 	<ol style="list-style-type: none"> 1. Board Manual – Written Board Operating Policies 2. New Board Member Orientation 3. Duties of Trustees of Trustees
b. Develop mechanisms to ensure continuity in the work and mandate of Board level committees from year to year.	<ol style="list-style-type: none"> 1. Level of Vice-Chair Participation 2. Annual Board Self-Assessment 3. Staff Board Committee Coordinator continuity 	<ol style="list-style-type: none"> 1. Annual Board Committee inventory 2. Unofficial Leadership Ladder 3. Staff Board Committee Chair Orientations
c. Devise annual assessment mechanisms for all Board level committees.	<ol style="list-style-type: none"> 1. Annual Board Self-Assessment 	

Goal 8 – Board Development: Maximize the skills of all Trustees to ensure effective regulation of attorneys, and cultivate the next generation of leaders focused on the organization’s mission.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
d. Encourage Trustees to actively participate as Board liaisons to the Bar’s standing and special committees, commissions, and section executive committees.	<ol style="list-style-type: none"> 1. Annual Board self-assessment 2. Annual Board Outreach Inventory 	See Goal 7 - Communication with Attorneys
e. Develop future leadership by encouraging participation in State Bar standing and special committees, commissions, and section executive committees.	<ol style="list-style-type: none"> 1. Percentage increase in applications for Trustee and/or volunteer positions 2. Communications outreach workplan 	
f. Educate potential future leaders about the mission and governance structure of the State Bar.	<ol style="list-style-type: none"> 1. Percentage of lawyers voting in Board elections 2. numbers of candidates for the Board 3. Number of applications for appointment to Board 4. Numbers of diversity of Board candidates & applicants 	<ol style="list-style-type: none"> 1. Election Statistics 2. Appointment Statistics

Goal 8 – Board Development: Maximize the skills of all Trustees to ensure effective regulation of attorneys, and cultivate the next generation of leaders focused on the organization’s mission.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
g. Further develop policies delineating lines of authority within the organization, to ensure stability.	<ol style="list-style-type: none"> 1. Board preforms its governing functions: <ol style="list-style-type: none"> a. Strategic Direction b. Resource Development c. Financial Accountability d. Leadership Development 2. Board Self-Assessment 	Board Book Tab 18 Staffing, Article 3 - LINES OF AUTHORITY State Bar of California Lines of Authority Policy Statement Governance Responsibility and Delegation of Management Functions

Goal 9 – Access to Justice: Collaborate with other stakeholders to ensure California’s justice system is accessible to all.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Support efforts and provide programs to create adequate, stable funding for legal services.	<ol style="list-style-type: none"> Grant making & Monitoring <ul style="list-style-type: none"> Processing IOLTA, Justice Gap, and other Grant Applications (number of applications reviewed/accepted) Number of Monitoring Visits Conducted/ TA to programs Number of Equal Access Grants Managed Total Grant Dollars Managed Bank & Attorney Compliance <ul style="list-style-type: none"> Number of attorneys w/ IOLTA accounts Number of banks participating in IOLTA TA to banks and attorneys 	<p>LSTF Grant Administration documentation and SmartSimple software</p> <p>Bank and Attorney compliance monitoring documentation</p>

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Goal 9 – Access to Justice: Collaborate with other stakeholders to ensure California’s justice system is accessible to all.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Support efforts by other stakeholders and develop new initiatives to ensure affordable, high quality legal services equally accessible to all regardless of income and other barriers.	<ol style="list-style-type: none"> 1. Training and Technical Assistance <ul style="list-style-type: none"> • Programs developed • Number of trainings developed/administered • Number of participants in programs and trainings 2. Publications and Outreach <ul style="list-style-type: none"> • Number of publications developed/distributed 3. Lawyer Referral Services <ul style="list-style-type: none"> • Number of certifications and re-certifications • Number of attorney members on LRS panels • Number of LRS services with modest means panels 	<p>Program Development records</p> <p>Program Development and Communications records</p> <p>LRS Administration Records</p>

Goal 9 – Access to Justice: Collaborate with other stakeholders to ensure California’s justice system is accessible to all.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Support efforts by other stakeholders and develop new initiatives to ensure affordable, high quality legal services equally accessible to all regardless of income and other barriers. (Continued)	4. Pro Bono Practice Program <ul style="list-style-type: none"> Number of participants Number of legal services programs sponsoring PBPP participants 	PBPP Administration Records
	5. Awards & Recognition <ul style="list-style-type: none"> Number of certificates and nominations 	Awards Administration Records
d. Elimination of barriers that prevent people from understanding and exercising their rights and partnering with other stakeholders to provide education on this issue.	1. Publications & Outreach (see above) 2. Programs Developed (see above) 3. Policy support <ul style="list-style-type: none"> Number of proposals analyzed and letters submitted 	Access Commission and Program Development records Access Commission and SCDLS records

Goal 10 – Diversity and Inclusion: Strengthen our commitment to diversity and inclusion in the legal profession as part of our public protection mission.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
a. Ensure diversity is integral to the focus on public protection, equal access, and quality and fairness of legal services.	Workplan with milestones for key areas / offices covered by State Bar Strategic plan	<ol style="list-style-type: none"> 1. Annual Report and Work Plans of all State Bar entities/ Offices 2. Demographic information re State and all State Bar entities/Offices 3. Demographic information of applicants, admittees, and active members and judiciary 4. Demographics of law school admissions and graduates
b. Monitor diversity in the legal profession in order to measure change over time.	Workplan with milestones	Continue to conduct 5-year surveys of membership on key issues (next survey due 2016) and include voluntary provision of demographic information. Consult with Council on Access & Fairness and other diversity stakeholders to ensure key demographic information is sought

Goal 10 – Diversity and Inclusion: Strengthen our commitment to diversity and inclusion in the legal profession as part of our public protection mission.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
c. Partner with others working toward the goal of diversity in order to promote full and equal participation within the State Bar, the profession, and the judiciary.	Workplan with milestones	Outreach and liaison work with key stakeholders on local, statewide and national level
d. Develop initiatives to ensure that the legal profession reflects the rich diversity of the State population in a way that is equally accessible and free of bias.	Workplan with milestones	<ol style="list-style-type: none"> 1. Maintain Council on Access & Fairness Long Range Strategic Plan. 2. Ensure diversity goals and initiatives included in work plans for all key State Bar entities
e. Create vehicles for ongoing communication to the profession and the public about the importance of diversity for the administration of justice and delivery of quality legal services.	<ol style="list-style-type: none"> 1. Workplan with milestones 2. Surveys of stakeholders 3. Stakeholder Forums 4. Number and types of outreach/ communication activities focused on increasing participation 	<ol style="list-style-type: none"> 1. COAF e-newsletter. 2. COAF Diversity Dialogues. 3. Office of Bar Relations communications with bar associations and related entities. 4. State Bar Council of Sections. 5. State Bar E-journal.

Goal 10 – Diversity and Inclusion: Strengthen our commitment to diversity and inclusion in the legal profession as part of our public protection mission.		
OBJECTIVES	SAMPLE METRICS	CURRENT SOURCES / STRATEGIES
f. Work with sections, committees, and special entities to expand diversity of leadership and involvement through the State Bar appointments process and other programming.	<ol style="list-style-type: none"> 1. Numbers and demographics of members involved in sections and committees 2. Numbers and demographics of bar members participating in State Bar programs 	<ol style="list-style-type: none"> 1. Continued coordination between COAF and Appointments Office and NAC re applicant and appointments demographics. 2. COAF appointments workshops. 3. Demographic information re State Bar education program panelists.