

## **Attachment A: History of the State Bar Mission Statement**

The California Legislature created the State Bar in the 1927 State Bar Act. (Bus. & Prof. Code (hereafter “B & P”), § 6000 et seq; Stats. 1927, ch. 34, p. 38; *Greene v. Zank* (1984) 158 Cal.App.3d 497, 505; 2 State Bar Journal 92 (1927.)) The Act created a public corporation known as the State Bar of California, which was to be organized by the Chief Justice of the California Supreme Court and others appointed by him. (Stats. 1927, ch. 34, §§ 2, 12, 13.) It authorized the State Bar, with the approval of the Supreme Court, to fix the qualifications for the admission to practice, adopt Rules of Professional Conduct, and conduct disciplinary proceedings. (Stats. 1927, ch. 34, §§ 24-26.) The Act also gave the State Bar the authority to aid in the administration of justice. (Stats. 1927, ch. 34, § 23.) The State Bar Act describes the role of the State Bar as follows:

The board may aid in all matters pertaining to the advancement of the science of jurisprudence or to the improvement of the administration of justice, including, but not by way of limitation, all matters that may advance the professional interests of the members of the State Bar and such matters as concern the relations of the bar with the public.

(B&P Code, §6031, subd. (a).)

In 1960, the voters of California added the State Bar to the state constitution. (Cal. Const., art. VI, § 1c, adopted November 8, 1960.) In 1966, articles III, IV, V, and VI of the California Constitution were revised to present a more orderly and coherent treatment of the constitutional provisions defining the separation of powers between the legislative, executive, and judicial branches. (Stats. 1966, First Ex. Sess. 1966, ch.139, p. 960.) At that time, Article VI, section 1c was repealed and its language amended and reenacted by the voters as Article VI, section 9. (Cal. Const., art. VI, § 9, adopted November 8, 1966.) Article VI, section 9 of the California Constitution states:

The State Bar of California is a public corporation. Every person admitted and licensed to practice law in this State is and shall be a member of the State Bar except while holding office as a judge of a court of record.

At its August 24, 1991 meeting, the then Board of Governors (Board) adopted the following Mission and Goals:

## Mission

Preserve and Improve our Justice System in Order to Assure a Free and Just Society under Law.

## Goals

- Assure full and equal access of all persons, regardless of circumstances, to the legal system and the delivery of quality legal services
- Assure that every lawyer in California is ethical, competent and professional
- Protect the public by effective, timely regulation of lawyer conduct
- Improve the administration of justice
- Respond to the public's need for information about law, lawyers and the legal system
- Assure the full and equal opportunity of all persons for entry into and advancement in the legal profession
- Maximize the accessibility to the governance of the legal profession for all lawyers and thus assure such governance is reflective of the full diversity of the profession
- Provide benefits, programs and services which promote professional growth and enhance the quality of life of the members
- Assure effective management of State Bar resources and operations

At its May 1997 Planning meeting, the Board reviewed the State Bar Mission Statement originally adopted in 1995-96, which varied slightly from that adopted in 1991. After review, the Board reaffirmed the Mission Statement. The following motion was adopted unanimously:

RESOLVED that the Mission of the State Bar is to preserve and improve our justice system in order to assure a free and just society under law.

In August 2001, Board members, 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 in 2002. That Strategic Plan retained the 1997 Mission Statement and included a new Vision Statement:

## Mission

The purpose of the State Bar of California is to preserve and improve our justice system to assure a free and just society under law.

## Vision

As a result of the State Bar's efforts:

The public will have greater respect for both the legal profession and the State Bar of California. The public will enjoy greater access to legal services. Lawyers will be better prepared to practice law and less in need of professional discipline. When and where needed, the discipline system will protect the public in a fair and even-handed way and the public will be protected through a comprehensive system of malpractice insurance.

The legal system will reflect the diversity of the State and that diversity will be encouraged through a bar exam that provides equal access to admission to the profession. The courts will be seen as fair and judges will make their case decisions with impartiality and independent from external influence.

The State Bar will be effectively and efficiently governed and operated. As a non-partisan organization, it will demonstrate high levels of credibility and will enjoy excellent and productive working relationships with the Supreme Court, the Judicial Council of California, the Legislature, the Governor, and all members of the State Bar Family.

In 2003-2004, under the leadership of then President Anthony P. Capozzi, the Board focused on institutionalizing its strategic planning process, adopting needed planning policies and holding a series of issue meetings to develop performance measures related to the Board's Strategic Plan adopted in August 2002. The 2002 Mission and Vision Statements were retained in the 2004 Strategic Plan.

In 2008, the Board adopted its *Long Range Strategy of the State Bar of California*, which superseded and replaced its predecessor adopted in September of 2004. Both the Mission and Vision Statements were substantially revised as noted below.

## Mission

The purpose of the State Bar of California is to ensure that the people of California are served by the legal profession in a manner consistent with the highest standards of professional competence,

care, and ethical conduct; to carry out such additional programs as may be required by law or by rule of court; and to contribute generally to the science of jurisprudence and the administration of justice to the extent and in a manner consistent with the First Amendment rights of its members.

### Vision

From the successful execution of its mission, the Bar envisions a variety of beneficial results for the public and the profession:

- A legal profession respected for serving the public in accordance with the highest standards of professional competence, care and ethical conduct
- Adequate access to the justice system for all, regardless of economic means
- A justice system reflective of the diversity of the State it serves
- A legal profession which conducts itself with civility and comity
- A State Bar with productive working relationships with its stakeholders, including the State Supreme Court, the Judicial Council of California, the Legislature, the Governor, members of the legal profession and of the public, and all parties with an interest in the legal profession and the administration of justice in the State of California

In 2012, the Board adopted a Five-Year Strategic Plan that did not contain mission or vision statements, but which instead laid out three large-scale initiatives the State Bar would undertake to “re-tool the organization for sustainable, lasting improvement by re-making key aspects of its organizational culture.” The initiatives were as follows:

**Information Technology Initiative:** Under this initiative, the State Bar would retire and replace all four of its core software applications to transform the attorney discipline system from a largely paper-driven process into a near-paperless operation.

**Physical Facilities Initiative:** This initiative would transform the physical workspace occupied by the State Bar. Wherever possible, operations will be centralized in the State Bar’s headquarters in San Francisco. The headquarters building itself will be reconfigured to provide modern open-plan workspace consistent with a silo-free culture, and to provide a more engaging environment for the public. In Los Angeles, the State Bar would

procure workspace suitable to the reduced operational footprint, configured in accordance with the same design goals as in San Francisco, to achieve the same efficiency and increased productivity.

**Operations Re-engineering Initiative:** Each of the major service areas of the State Bar would undergo a process review and re-engineering effort to focus on leveraging technology to achieve efficiencies and service improvements; identifying linkages (and possibly duplications) across departments and service areas; and eliminating processes which are redundant or otherwise unnecessary.

At its January 2015 Planning Meeting, the Board reviewed preliminary goals and objectives for its next 2017-2022 Five-Year Plan. These goals and objectives were adopted in July 2015 with the understanding that further review and the addition of metrics would be required before they could become operational. At its January 2016 Planning Meeting, the Board decided to delay implementation of the 2017-2022 Five-Year Plan (developed in 2015) in order to take advantage of the final year of the then current 2012-2017 Five-Year Plan, which coincided with the arrival of a new executive leadership team charged with a comprehensive review of the State Bar's operational systems and the need to implement the June 2015 State Audit recommendations. Accordingly, the Board considered a new set of goals and objectives for 2016, the final year of the 2012-2017 Five-Year Plan period, which did not include vision or mission statements.

At its 2017 Planning meeting, the Board considered and adopted the goals and objectives for the 2017 – 2022 Five-Year Strategic Plan. This Plan uses Business and Professions Code section 6001.1 as the State Bar Mission:

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