



Strategic Plan

2021-2026

adopted January 22, 2021

State Bar of Texas Strategic Plan, 2021-2026

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Service to the Public

The State Bar of Texas serves the public through education and community outreach.

Strategic Goals	To address this goal the State Bar will
Foster public understanding about the Rule of Law and the role of judges, lawyers, and the public in the justice system.	A. Use multiple platforms and channels to educate the public about the law and legal system and lawyers' role, particularly among diverse and non-English-speaking communities.
	B. Educate the public about the role and importance of an independent judiciary.
Support community, public, and pro bono service among members.	A. Continue to facilitate participation by lawyers, judges, and law students in community service and public education activities.
	B. Increase awareness of lawyers, judges, and law students' contributions to improving access to justice and rendering pro bono service.
	C. Promote public awareness of SBOT public service, consumer education, and crisis and disaster assistance resources.
Collaborate with local, specialty, and diversity bar associations.	A. Provide resources that support public and community outreach.
	B. Develop and promote legal careers across all levels of education, particularly among diverse students.

Service to Members

The State Bar of Texas provides its members with superior services.

Strategic Goals	To address this goal the State Bar will
Equip member to deliver high-quality legal services to their clients.	A. Continue to provide first-rate, innovative, accessible, and affordable CLE.
	B. Continue to educate members on law practice management tools and technology.
	C. Continue to guide members in fulfillment of their ethical obligations and adherence to the Texas Lawyers Creed and Rules of Professional Conduct.
	D. Monitor and assist members with adapting to evolving trends in the practice of law and the implications of post-pandemic practice, including technology.
Cultivate an inclusive culture that honors diversity and equity across the spectrum of members' experiences.	A. Continue to support initiatives and recommendations of the Task Force on Diversity, Equity and Inclusion.
	B. Ensure diversity and inclusion among the leadership of State Bar Sections and committees.
	C. Recognize the needs of rural practitioners.
Help members to achieve professional satisfaction and success	A. Continue to support and promote TLAP and wellness initiatives.
	B. Provide a range of member benefits that help members to practice more efficiently, economically, and ethically
	C. Assist members with career planning from law school through retirement.
Meet members where they are, to engage.	A. Assist members in navigating the impact of the pandemic on their practices.
	B. Collaborate with sections, law schools, and national, local, diversity, and specialty bar associations to build awareness and participation among members.
	C. Connect through personal outreach and targeted communications.

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Protection of the Public
The State Bar of Texas protects the public.

Strategic Goals	To address this goal the State Bar will
<p>Regulate the conduct of lawyers fairly and uniformly throughout the State.</p>	<p>A. Increase knowledge of professional, ethical standards among lawyers and the public.</p>
	<p>B. Review and recommend improvements to the disciplinary system, regulatory framework, and dispute resolution procedures.</p>
	<p>C. Build lawyers' understanding, trust, and confidence in the legal system.</p>
<p>Promote high ethical standards and professionalism.</p>	<p>A. Cultivate a culture of professionalism and civility through education and awareness.</p>
	<p>B. Provide practical tools and resources that address day-to-day ethical issues.</p>
	<p>C. Create peer-to-peer connections.</p>
	<p>D. Present risk management, client communications, and other grievance prevention information and programming.</p>
<p>Educate the public and lawyers about lawyer regulation, grievance system, UPL, and Client Security Fund</p>	<p>A. Manage client expectations about the grievance process so they feel they are treated fairly.</p>
	<p>B. Ensure an accessible and transparent process.</p>

Access to Justice
The State Bar of Texas ensures access to justice for all.

Strategic Goals	To address this goal the State Bar will
<p>Promote pro bono service and awareness</p>	<p>A. Encourage pro bono service among members by providing accessible training and opportunities, incentives, and recognition.</p>
	<p>B. Support the Texas Opportunity and Justice Incubator and community lawyering.</p>
<p>Address the systemic issues that impede access to the justice system.</p>	<p>A. Support funding for the courts and legal services.</p>
	<p>B. Encourage alternative dispute resolution and alternative delivery.</p>
	<p>C. Leverage and evaluate the use of technology to facilitate the delivery of services.</p>
	<p>D. Work with the bench to address administrative issues, including access to records and disparate access to technology.</p>
	<p>E. Promote the independence of the judiciary and support a diverse bench.</p>
	<p>F. Support resources for pro se litigants.</p>

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Sound Administration and Resources

The State Bar Texas will administer its activities and services with a high level of efficiency and professionalism according to Texas state agencies' best practices and bar associations of similar size and scope.

Strategic Goals	To address this goal the State Bar will
<p>Maintain a professional, high-quality, diverse, and inclusive staff and collaborative culture.</p>	<p>A. Safeguard resources to support staff retention, development, and training.</p>
	<p>B. Continue to develop a staff training, development, and mentoring plan.</p>
	<p>C. Evaluate the implications for the post-pandemic work environment and remote work.</p>
<p>Engage in best practices in Board governance.</p>	<p>A. Promote a culture of inclusivity where all voices are respected and heard, and legacy barriers are removed.</p>
	<p>B. Commit to having difficult conversations.</p>
	<p>C. Ensure appropriate apportionment of State Bar districts for balanced representation.</p>
	<p>D. Create leadership pathways, particularly for underrepresented members.</p>
	<p>E. Create metrics to measure success.</p>
	<p>F. Engage in continuous feedback.</p>
<p>Innovate in communications and program administration.</p>	<p>A. Invest in technology that facilitates efficiency and enhances the delivery of public and member services.</p>
<p>Cultivate relationships that further the State Bar's mission.</p>	<p>A. Connect with the Sections to promote awareness engagement.</p>
	<p>B. Build on collaborative opportunities with local, voluntary and specialty bar associations and community partners</p>
	<p>C. Partner with the Bench to engage in collaborative problem-solving.</p>
	<p>D. Educate legislators and elected officials on pertinent issues.</p>
<p>Build member and public awareness of resources and services.</p>	<p>A. Continue to implement targeted, multi-channel outreach.</p>

Financial Management

The State Bar of Texas conducts its fiscal affairs using the best practices of Texas state agencies and bar associations of similar size and scope.

Strategic Goals	To address this goal the State Bar will
<p>Deploy best practices in financial management.</p>	<p>A. Assess and plan for COVID 19-related impact to bar finances and adjust accordingly.</p>
	<p>B. Safeguard and improve the efficiency and effective management of financial resources.</p>
	<p>C. Conserve and grow assets by efficiently and effectively delivering member and public services.</p>
	<p>D. Continue to develop and maintain a long-term financial plan that assures adequate reserves for the general fund and the other capital funds.</p>
	<p>E. Ensure financial and internal audits are unqualified.</p>
	<p>F. Review financial and reporting requirements to ensure compliance with the State Bar Act.</p>
<p>Exercise competent and transparent financial administration and board oversight.</p>	<p>A. Improve communication between the Bar staff and the sections on financial management and reporting.</p>
	<p>B. Increase member and public understanding of the Bar's finances.</p>