



Strategic Plan 2023-2028

adopted January 27, 2023

**State Bar of Texas Strategic Plan
2022-23 Update**

The mission of the State Bar of Texas is to support the administration of the legal system, assure all citizens equal access to justice, foster high standards of ethical conduct for lawyers, enable its members to better serve their clients and the public, educate the public about the Rule of Law, and promote diversity in the administration of justice and the practice of law.

<p>Service to the Public The State Bar of Texas serves the public through education and community outreach.</p>	<p>Build public understanding, trust, and confidence in the Rule of Law, the administration of justice and the legal profession.</p> <p>A. Use multiple platforms and channels to be a trusted source to the public, particularly among diverse and non-English speaking communities to educate the public about:</p> <ul style="list-style-type: none"> ●the law and legal system and lawyers' role; and ●the role and importance of an independent judiciary. <p>Support community, public, and pro bono service among members.</p> <p>A. Continue to connect lawyers, judges, and law students to community service opportunities and public education regarding the legal system.</p> <p>B. Increase awareness of lawyers, judges, and law students' contributions to improving access to justice and rendering pro bono service.</p> <p>C. Promote SBOT public service, consumer education, crisis, and disaster assistance resources.</p> <p>Collaborate with local, specialty, and diversity bar associations.</p> <p>A. Provide resources that support public and community outreach.</p> <p>B. Develop and promote legal careers across all levels of education, particularly among diverse students.</p>
<p>Service to Members The State Bar of Texas provides its members with superior services.</p>	<p>Equip members to deliver high-quality legal services to their clients.</p> <p>A. Continue to provide first-rate, innovative, accessible, and affordable CLE.</p> <p>B. Continue to educate members on law practice management tools, technology, and succession planning.</p> <p>C. Continue to promote civility and members' fulfillment of their ethical obligations and adherence to the Texas Lawyers' Creed and the Rules of Professional Conduct.</p> <p>Cultivate an inclusive culture that honors diversity and equity across the spectrum of members' experiences.</p> <p>A. Continue to support initiatives regarding diversity, equity, and inclusion.</p> <p>B. Promote diversity and inclusion in section and committee leadership.</p> <p>C. Recognize and address the needs of rural practitioners.</p> <p>Help members to achieve professional satisfaction and success.</p> <p>A. Continue to support and promote TLAP and wellness initiatives.</p> <p>B. Provide a range of member benefits that help members to practice more efficiently, economically, and ethically.</p> <p>C. Assist members with career planning from law school through retirement.</p> <p>Make it easy for members to engage and participate.</p> <p>A. Connect through personal outreach and targeted communications.</p> <p>B. Collaborate with Sections, law schools, and national, local, diversity, and specialty bar associations to build awareness and participation among members.</p>

<p>Protection of the Public The State Bar of Texas protects the public.</p>	<p>Regulate the conduct of lawyers fairly and uniformly throughout the State.</p> <ul style="list-style-type: none"> A. Increase knowledge of professional, ethical standards among lawyers and the public. B. Ongoing review and recommendation regarding improvements to the disciplinary system, regulatory framework, and dispute resolution procedures. C. Build lawyers' understanding, trust, and confidence in the disciplinary system. <p>Promote high ethical standards and professionalism.</p> <ul style="list-style-type: none"> A. Cultivate a culture of professionalism and civility through education and awareness. B. Provide practical tools and resources that address day-to-day ethical issues. C. Create peer-to-peer connections. D. Present risk management, client communications, and other grievance prevention information and programming. <p>Educate the public and lawyers about lawyer regulation, grievance system, UPL, and Client Security Fund.</p> <ul style="list-style-type: none"> A. Manage client expectations about the process so that they feel that they are treated fairly. B. Ensure an accessible and transparent process. C. Create more educational opportunities for the public and lawyers to understand and navigate the grievance system.
<p>Access to Justice The State Bar of Texas ensures access to justice for all.</p>	<p>Promote pro bono service and awareness</p> <ul style="list-style-type: none"> A. Encourage pro bono service among members by providing accessible training and opportunities, incentives, and recognition. B. Support the Justice Opportunities Incubator and community lawyering. <p>Address the systemic issues that impede access to the system.</p> <ul style="list-style-type: none"> A. Support funding for the courts and legal services. B. Encourage alternative dispute resolution and alternative delivery. C. Leverage and evaluate the use of technology to facilitate the delivery of services. D. Work with the Bench to address administrative issues, including access to records and disparate access to technology. E. Promote the independence of the judiciary and support a diverse bench. F. Support resources for low-income Texans to ensure access to justice.

<p>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.</p>	<p>Maintain a professional, high-quality, diverse, and inclusive staff and collaborative culture.</p> <ul style="list-style-type: none"> A. Safeguard resources to support staff retention, development, and training B. Continue to develop a staff training, development, and mentoring plan C. Continue to consider and, where appropriate as determined by the executive director, support the inclusion of flexible work options. <p>Engage in best practices in Board governance.</p> <ul style="list-style-type: none"> A. Promote a culture of inclusivity where all voices are respected and heard, and legacy barriers are removed. B. Commit to having difficult conversations. C. Ensure appropriate apportionment of State Bar districts for balanced representation. D. Create leadership pathways, particularly for underrepresented members. E. Create metrics to measure success. F. Engage in continuous feedback and Board education. <p>Innovate in communications and program administration.</p> <ul style="list-style-type: none"> A. Invest in technology that facilitates efficiency and enhances the delivery of public and member services. <p>Cultivate relationships that further the State Bar's mission.</p> <ul style="list-style-type: none"> A. Connect with the Sections and newly licensed lawyers to promote awareness and engagement. B. Build on collaborative opportunities with local, voluntary, and specialty bar associations, schools, universities, law schools, and community partners. C. Partner with the Bench to engage in collaborative problem-solving. D. Educate legislators and elected officials on pertinent issues. <p>Build member and public awareness of resources and services.</p> <ul style="list-style-type: none"> 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.</p>	<p>Deploy best practices in financial management.</p> <ul style="list-style-type: none"> A. Continue to protect against risks, events, or financial disruptions by maintaining adequate insurance and financial contingency planning. B. Safeguard and improve the efficiency and effective management of financial and cyber resources. C. Conserve and grow assets by efficiently and effectively delivering member and public services. D. Continue to assess technology needs for serving members, the public, and staff and budget for such needs to be funded from the State Bar's general fund. E. Continue to develop and maintain a long-term financial plan that assures adequate reserves for the general fund and the other capital funds. F. Ensure financial and internal audits are unqualified. G. Review financial and reporting requirements to ensure compliance with the State Bar Act. <p>Exercise competent and transparent financial administration and board oversight</p> <ul style="list-style-type: none"> A. Improve communications between the Bar staff and all stakeholders on financial management and reporting. B. Increase member and public understanding of the Bar's finances.