

State Bar of Arizona

STRATEGIC PLAN

2020-2023

State Bar of Arizona 2020-2023 Strategic Plan

Mission

The State Bar of Arizona exists to serve and protect the public with respect to the provision of legal services and access to justice. Consistent with these goals, the State Bar of Arizona seeks to improve the administration of justice and the competency, ethics, and professionalism of lawyers practicing in Arizona.

Long-term Vision

The State Bar of Arizona (SBA) has a vision of the future that guides our work as an organization. We are committed to creating a future Arizona where:

- All Arizona lawyers are part of a supportive and collegial community of professionals exhibiting the highest standards of ethical conduct and technical skill, and sharing a passion for excellence in the practice of law.
- Arizona courts are honored as forums for the fair and prompt handling of legal proceedings by judicial officers of the highest caliber.
- All Arizona residents have equal access to legal services of the highest quality and to a system of justice that affords them prompt resolution of their legal issues.
- The judiciary and the members of the SBA stand ready at all times to anticipate the emerging legal needs of Arizona citizens and to continuously improve the system of justice to meet those needs.

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Core Values

Integrity

This value represents our commitment to truth in all of its forms and in all of our actions. It is adherence to the spirit as well as to the letter of the law. It is consistency, transparency, and accountability for what we say and what we do, as individuals, as professionals, and as an organization.

Service to Clients and the Public

This value represents our commitment to advocate the causes of others with all of our strength, as we would advocate for ourselves in the most important of personal concerns. It is embracing the responsibility to give back to society the knowledge and skills that we acquired with the help of others.

Diversity

This value represents our commitment to ensuring that the legal profession and the justice system reflect the community they serve in all of its social, economic, and geographical diversity. It is seeking out members of underrepresented groups to add their strength to the legal profession and to the advancement of justice in all areas of society.

Professionalism

This value represents our commitment to each other and to all whom we encounter to act with highest level of sensitivity to the feelings of others. It transcends common courtesy and requires treating all persons within the sphere of our influence with dignity, respect, and unqualified civility.

Promoting Justice

This value represents our commitment to ensuring at every risk to ourselves that others have access to the system of justice in which we serve as officers of the court. It is living in our daily lives the oath of allegiance to the Constitutions of the United States and of the State of Arizona by which we are privileged to practice our profession.

Leadership

This value represents our commitment to use whatever influence we are privileged to acquire to advance the just causes of those whose influence is less. It is understanding at all times that our actions are observed and may be emulated, and that we are responsible for social behaviors modeled upon our own.

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Strategic Priority 1:

The State Bar of Arizona promotes the highest standards of member ethics, competence and professionalism, and fosters a legal profession equipped to serve the community's legal needs

1. Promote the highest ethical standards to maintain a self-regulated profession
2. Adapt professional rules to promote innovation and the efficient delivery of legal services
3. Support member competency and continuing professional development
4. Increase the diversity of the legal profession to better reflect the community it serves

Strategic Priority 2:

The State Bar of Arizona fosters public trust and confidence in a justice system that is fair, just, and accessible to all

1. Advance approaches that increase the accessibility of legal services to all Arizonans
2. Encourage SBA member participation in access to justice initiatives including pro bono
3. Educate the public about the rule of law, the role of lawyers, and the independence of the judiciary
4. Work to dismantle processes and structures that perpetuate bias within the legal profession and justice system

Strategic Priority 3:

The State Bar of Arizona serves and protects the public by supporting members' professional growth, development, and satisfaction in the practice of law

1. Equip lawyers to adapt to the changing legal economy
2. Create an inclusive, welcoming atmosphere that fosters civility and professionalism
3. Support a professional culture that prioritizes member wellness

Strategic Priority 4:

The State Bar of Arizona sustains a culture of organizational excellence to advance its mission and the strategic plan

1. Promote institutional processes that ensure member and staff safety, productivity, and business continuity
2. Cultivate the State Bar of Arizona's reputation as an employer of choice that attracts and retains exceptional professional staff to carry out its mission
3. Improve diversity, equity and inclusion in bar governance, entities, and staff
4. Use resources effectively in order to sustain a strong fiscal position

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		To address this priority, we will:	Current supporting activities:	New/continuing ideas and approaches:
<p>Strategic Priority 1:</p> <p>The State Bar of Arizona promotes the highest standards of member ethics, competence and professionalism, and fosters a legal profession equipped to serve the community's legal needs</p>	1	Promote the highest ethical standards to maintain a self-regulated profession	<p>Regulatory activities (disciplinary, licensing and compliance functions)</p> <p>Rule changes</p> <p>AZCLE®</p> <p>AZCLE® Publications</p> <p>Ethics opinions</p> <p>Ethics Hotline</p> <p>Practice 2.0</p>	<p>Continue to work with our partners to effectively regulate the profession</p> <p>Continue to build awareness of the SBA's core functions with members and the public</p> <p>Implement recommendations from the operational review of regulatory system</p> <p>Implement recommendations from the SBA Task Force on Social Justice, Bias and Inclusion</p>
	2	Adapt professional rules to promote innovation and the efficient delivery of legal services	<p>Certified legal specialization</p> <p>Mentor Program</p> <p>Annual Convention</p> <p>Collaboration with the law schools and courts</p> <p>Member Assistance Program</p>	<p>Implement court-approved recommendations of the Supreme Court Task Force on the Delivery of Legal Services</p> <p>Evaluate emergency steps taken during the public health emergencies for value in the longer-term, including the use of technology</p>
	3	Support member competency and continuing professional development	<p>Lawyer wellness programming</p> <p>Bar Leadership Institute</p> <p><i>Arizona Attorney</i> magazine</p>	<p>Continue the provision of high-quality CLE through various delivery types for maximum geographic reach</p> <p>Increase members' technology competence (e.g., practice management, cybersecurity, and emerging trends such as use of artificial intelligence)</p> <p>Support members' successful transition to practice from law school or legal program, including practice management, mentoring and greater collaboration with the law schools and educational institutions</p> <p>Enhance diversity and inclusion training</p> <p>Strengthen relationship with tribal bars/courts and increase access to education opportunities and resources</p>
	4	Increase the diversity of the legal profession to better reflect the community it serves		<p>Implement recommendations from the SBA Task Force on Social Justice, Bias and Inclusion (including exploring ways to address attrition of people of color)</p> <p>Support the work of the law schools and affinity bars in building diversity within the pipeline for legal professionals</p>

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<p>Strategic Priority 2:</p> <p>The State Bar of Arizona fosters public trust and confidence in a justice system that is fair, just, and accessible to all</p>	1	Advance approaches that increase the accessibility of legal services to all Arizonans	Find A Lawyer Arizona Attorneys Legal Hotline Consumer brochures Legal Aid Clinics Speakers Bureau Ask a Lawyer Phone Bank Partnership with the Arizona Bar Foundation and legal services stakeholders	Build on Find A Lawyer, the SBA’s public-facing online interactive legal case matching platform Expand the partnership with the Arizona Bar Foundation and other legal service stakeholders to increase the availability of legal information and guidance on accessing lawyers and legal services Seek opportunities to collaborate and strengthen the relationship with tribal bars and tribal courts
	2	Encourage SBA member participation in access to justice initiatives including pro bono	Collaboration with the courts Collaboration with local and affinity bars SBA sections	Connect bar members with service opportunities (e.g., connect bar members to nonprofits with legal needs) Highlight the contributions of members who engage in pro bono and other access to justice initiatives
	3	Educate the public about the rule of law, the role of lawyers, and the independence of the judiciary	Legislative advocacy activities Public statements Bar Leadership Institute	Collaborate with the courts, Arizona Bar Foundation and other stakeholders on public education efforts Support the work of the Arizona Judicial Branch’s Task Force on Countering Disinformation
	4	Work to dismantle processes and structures that perpetuate bias within the legal profession and justice system		Actively explore and understand the current barriers in the legal profession and justice system Implement recommendations from the SBA Task Force on Social Justice, Bias and Inclusion Work with the courts to address major issues such as pro se litigants, the need for bilingual attorneys and interpreters, elimination of bias, and the need for mental health diversion

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<p>Strategic Priority 3:</p> <p>The State Bar of Arizona serves and protects the public by supporting members' professional growth, development, and satisfaction in the practice of law</p>	1	Equip lawyers to adapt to the changing legal economy	AZCLE® AZCLE® Publications <i>Arizona Attorney</i> magazine Practice 2.0 Fastcase Annual Convention SBA sections, committees, and divisions Health Insurance Exchange Arizona College of Trial Advocacy	Build member awareness of existing SBA resources and services Address firm/business sustainability through the public health emergency and beyond Raise member awareness of emerging practice trends and developments
	2	Create an inclusive, welcoming atmosphere that fosters civility and professionalism	Certified legal specialization Career Center Mentor Program Bar Leadership Institute	Foster diverse and inclusive sections, committees, task forces and advisory groups Grow online communities and other networking opportunities for all members
	3	Support a professional culture that prioritizes member wellness	Member Assistance Program Lawyer wellness programming Member Satisfaction Survey	Continue to integrate the wellness focus throughout SBA programming Implement enhancements to the Member Assistance Program based on the Member Assistance Task Force recommendations

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<p>Strategic Priority 4:</p> <p>The State Bar of Arizona sustains a culture of organizational excellence to advance its mission and the strategic plan</p>	1	Promote institutional processes that ensure member and staff safety, productivity, and business continuity	<p>Governance structures/processes</p> <p>SBA staff</p> <p>Administrative processes</p> <p><i>Arizona Attorney</i> and other SBA communications channels</p> <p>SBA headquarters</p>	<p>Monitor business continuity plans and adapt as appropriate</p> <p>Continue to evolve the technology infrastructure to meet the current and future needs of members and the bar</p> <p>Ensure that staff have the requisite tools to successfully carry out their duties</p>
	2	Cultivate the State Bar of Arizona's reputation as an employer of choice that attracts and retains exceptional professional staff to carry out its mission		<p>Continue to provide a competitive environment for recruitment and retention</p> <p>Expand internal and external professional development opportunities for staff, to better position the bar to meet the global challenges facing its members</p> <p>Ensure recruitment of staff has a focus on diversity</p> <p>Conduct regular staff training on issues of diversity and inclusion such as training on cultural competency and bias</p>
	3	Improve diversity, equity and inclusion in bar governance, entities, and staff		<p>Continue to develop the leadership pipeline through the partnership with local/affinity bars</p> <p>Ensure diversity is a point of emphasis in the appointment process</p> <p>Implement other recommendations from the SBA Task Force on Social Justice, Bias and Inclusion</p>
	4	Use resources effectively in order to sustain a strong fiscal position		<p>Engage in contingency planning for anticipated disruptions in the legal economy</p> <p>Explore ways to diversify revenue streams</p>