

INTRODUCTION TO THE LONG-RANGE PLAN FOR  
THE STATE BAR OF ARIZONA  
Approved September 17, 2004

What the Long-Range Plan Does

This is a three-year strategic plan designed to help everyone at the State Bar of Arizona work in a united effort toward common goals. It is a living document with three specific parts. In the first part, a Long-Term Vision, a Mission Statement, and Core Values guide the entire plan conceptually. In the second part, a series of Programmatic Goals and Organizational Goals emerge from those central principles, along with general strategies for development of each Goal. In the third part, each Goal and its related strategies are expressed in specific activities that are plotted on a grid showing in what year each activity is scheduled to take place.

The Plan is a living document that the Board of Governors will review annually in conjunction with the regular budgeting process. In addition, the Executive Director will report to the Board about the progress on the plan on a quarterly basis. The Board may amend the plan from time to time as necessary to meet changing needs of the Bar and of the many constituents it serves.

Themes in the Long Range Plan

To help guide your reading of the plan, following are some underlying themes that appear throughout, along with references to representative Goals in which they appear. The themes, like the Goals, are of equal weight, and they do not appear in order of importance:

1. Establishing Arizona as a national model for making loss-prevention resources accessible to lawyers at risk. (Goals 1 and 2)
2. Developing a turn-key model for solo and small law practices. (Goals 1 and 2)
3. Engaging the Paralegal Task Force to develop new means of enhancing the practice of law through better use and understanding of the paralegal function. (Goals 1 and 2)
4. Monitoring developments in multi-jurisdictional practice (MJP) with a view toward its impact on Arizona law firms of all sizes and adopting measures that offer the greatest benefits to Arizona lawyers. (Goals 1 and 2)
5. Ensuring that CLE providers are held accountable for program quality and MCLE compliance and also bear the cost of the requisite oversight. (Goal 2)
6. Developing a state-wide Lawyer Referral Information Service (LRIS) as a significant service to the public, empowering them to make informed decisions about their legal needs and the level of service they require. Development of a lawyer referral service was recommended by the Access to Justice Task Force to assist the poor in finding free legal services. It also has the effect of opening up large underserved markets to Bar members. (Goals 2 and 3)
7. Protecting judicial independence as a primary focus in the Bar's effort to promote laws that support the administration of justice. This includes engaging the support of lawyers in the legislature, both elected officials and staff, and providing information and resources to courts of limited jurisdiction. (Goal 4)
8. Sustaining the Bar's successes in adopting diversity policy by adopting specific strategies to ensure those policies are applied throughout the organization. (Goal 5)
9. Inviting the Arizona Foundation for Legal Services and Education to a joint meeting of SBA and Foundation officers to study opportunities for cooperative activities to advance their shared mission of providing access to justice. (Goals 7, 11 and 12.)
10. Preparing for a shortage of skilled employees at all levels of the organization and developing recruitment and retention strategies for competing in a tight labor market. (Goal 8)
11. Consciously scanning for classes of non-members who benefit significantly from their association with the Bar but do not share in the burdens of delivering those benefits. (Goal 9)
12. Establishing a sound and sustainable financial policy through a program of cost containment, enhancement of non-dues revenue and responsible management of dues levels in a process of annual reviews. (Goal 9)

13. Identifying emerging opportunities and threats and formulating strategies for them at the earliest possible time. (Goal 10)
14. Reviewing organizational governance practices and continuously improving them to conform to best practices among non-profits. (Goals 10 and 12)
15. Deeming sections and the Young Lawyers Division (YLD) as valuable human resources that produce significant benefits for a broad spectrum of members and the public at a reasonable cost. (Goal 11)
16. Making virtually all of core Bar services available through the Tucson office as a regional point of delivery. Such services would include offering CLE through distance learning, responding to requests for information from members and the public and providing staff support for sections and committees. (Goal 11)

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**LONG-TERM VISION**

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

**MISSION STATEMENT**

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The State Bar of Arizona serves the public and enhances the legal profession by promoting the competency, ethics and professionalism of its members and enhancing the administration of justice.

# State Bar of Arizona

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#### CORE VALUES

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There are key values that guide our work. These values are important to everything we do. We use these values to shape our work and ensure that our approaches are consistent with our results. We list them without reference to priority, because they are of equal value to how we live our professional and personal lives.

- ✦ **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 it serves 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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PROGRAMMATIC GOALS<sup>1</sup>

- 1. Promote the competency, ethics and professionalism of Arizona lawyers.**
  - a. Assist lawyers in achieving competency and skill in the practice of law.
  - b. Establish and promote standards for professionalism in the practice of law.
  - c. Create programs to educate lawyers in the best practices in ethics, professionalism, and in the responsible delivery of legal services.
  
- 2. Promote attorneys' professional growth and effectiveness.**
  - a. Provide information and encourage attorneys to take advantage of available resources.
  - b. Proactively inform attorneys about new developments and resources that will enhance attorneys' professional and economic growth.
  - c. Provide attorneys with technical and administrative tools to enhance their productivity and performance.
  - d. Provide programs and informational tools to keep attorneys current on legal issues and to enhance their practices.
  - e. Provide lawyers with information and tools that enable them to serve a diverse community.
  
- 3. Foster and expand the public's understanding of, and confidence in, the legal system.**
  - a. Promote law-related education and other information that advises the public of their rights under the law and their duties as citizens.
  - b. Inform the public in multiple media about the role of lawyers in society.
  - c. Provide the public with tools for obtaining prompt, affordable, and competent legal services, and for making responsible legal choices.
  - d. Inform the public about attorneys' contribution of pro bono services to the community, and about the availability of pro bono services.
  - e. Target public opinion leaders and provide them with information to promote responsible decision-making in matters relating to the administration of justice.
  - f. Provide legal information to the public to promote understanding of the legal system.
  
- 4. Promote public laws and policies that enhance the profession and support the administration of justice.**
  - a. Educate key policymakers about legal changes and judicial reforms.
  - b. Create an effective advocacy model for laws and policies consistent with the SBA's responsibilities as a unified Bar.
  - c. Communicate with members and other key audiences about the status of legislation and administrative rules.

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<sup>1</sup> The programmatic and organizational goals are not listed in order of importance.

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- 5. Foster diversity in the legal profession and in the courts to reflect the communities they serve.**
  - a. Work in cooperation with local, specialty and minority bars and other organizations to support the professional development of women lawyers, minority lawyers, and other underrepresented groups.
  - b. Actively promote diversity within the pool of judicial candidates.
  - c. Create programs to address the need for greater diversity in the volunteer leadership of the legal profession in Arizona and expand opportunities for diverse groups to enter the legal profession.
  
- 6. Proactively integrate Arizona law schools into the life of the legal community.**
  - a. Support the law schools in their efforts to promote diversity in the recruitment and retention of minority students.
  - b. Create programs to introduce students to the best practices in ethics, professionalism, and in the responsible delivery of legal services.
  - c. Introduce students into SBA activities and the legal community at the earliest possible stage of the student's legal education.
  
- 7. Support individuals' direct access to legal services in cooperation with the Arizona Foundation for Legal Services and Education.**
  - a. Create a lawyer referral resource.
  - b. Provide general legal information for the public as necessary and appropriate to guide them in assessing their legal needs and obtaining appropriate legal services to meet those needs.
  - c. Coordinate SBA programs with those of the AZFLSE.

ORGANIZATIONAL GOALS

- 8. Successfully recruit and retain highly dedicated and skilled staff.**
  - a. Compensate employees to ensure that the SBA remains competitive in the labor market.
  - b. Ensure that staff has ongoing opportunities for professional development and advancement.
  - c. Provide an environment in which all staff is well informed, able to participate in organizational decision-making, and is valued for its contributions.
  - d. Clarify internal lines of communication and reporting authority with other staff and with the Board of Governors.
  
- 9. Steward funds to achieve organizational stability and fiscal responsibility.**
  - a. Maintain strong and visionary fiscal oversight.
  - b. Develop alternative revenue sources.
  - c. Create strategies for long-term dues and resource management and development.

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**10. Develop effective and efficient systems and structures.**

- a. Implement effective strategic, operational, and revenue planning processes.
- b. Create a physical environment that stimulates communication and collaboration among its users.
- c. Ensure adequate resources (staff, funds, and equipment) to implement plans.

**11. SBA integrates its programs and activities.**

- a. Engage participants from all constituent groups, internal and external, in SBA activities.
- b. Maintain an effective system of electronic and interpersonal communications among all SBA constituents, internal and external.
- c. Effectively combine resources from within and outside the SBA and the AZFLSE to promote the entities' respective missions.

**12. The SBA Board of Governors (BOG) effectively serves all of its internal and external constituents.**

- a. Replace the current liaison/staffing model of communication with sections, committees, and the Young Lawyers Division (YLD) with one that effectively integrates these bodies into the life of the SBA and oversees their activities.
- b. Coordinate work of SBA with that of the AZFLSE board.
- c. Develop technological tools to enhance communication with and among the BOG's internal and external constituents.
- d. Provide an environment in which all BOG members are well informed and able to participate in organizational decision-making.
- e. Clarify internal lines of communication, allocation of responsibilities, and reporting authority between the BOG and staff.

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**PROGRAMMATIC GOALS**

**1. Promote the competency, ethics, and professionalism of Arizona lawyers.**

<b><u>Strategy</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
<b>a. Help attorneys achieve competency &amp; skill</b>	<b>BOG (Information and Input)</b> Propose establishment of CLE Curriculum Committee	<b>BOG (Action)</b> Appoint Curriculum Committee; coordinate CLE for annual meeting, CLE by the Sea	Evaluate results and revise process as needed	Reassess Curriculum Committee
<b>b. Standards for professionalism</b>	<b>BOG (Input)</b> Review respective roles of Professionalism Committee and Task Force	<b>BOG (Action)</b> Revise charges to each	Assess effectiveness; revise charges as needed	
<b>c. Programs for best practices in ethics, professionalism, and legal services</b>	<b>BOG (Information)</b> Study voluntary certification for non-SBA providers of MCLE and professionalism courses	<b>BOG (Input)</b> Design a working model for certification of MCLE providers; implement voluntary pilot program	Launch certification process	Assess certification process, revise as necessary
	<b>BOG (Information)</b> Establish study group to assess implications of new MJP rule and design registration program and fee structure	<b>BOG (Input)</b> Conduct survey, needs assessment for in-house counsel; create CLE for MJP training		
	<b>BOG (Information)</b> E.D. , President and Chief Bar Counsel continue to participate on Supreme Court's Task Force of Admissions and Reinstatements	Evaluate Lawyer Regulation staffing needs in light of Task Force recommendations and 2004 annual report	Review annual Discipline Report for possible changes in process and reporting	Reassess and revise as needed

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**2. Promote attorneys' professional growth and effectiveness.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Encourage attorneys to use resources</b>	Plan optimal space in new building for Member Assistance Program /Law Office Management Program; establish task force to conduct needs assessment	Increase accessibility based on needs assessment	Evaluate results; conduct new needs assessment	Revise MAP/LOMAP as needed to meet needs
<b>b. Inform about new developments &amp; resources</b>		Design and launch CLEs on limited legal services (unbundling), firm websites, and MJP	<b>BOG (Input and Action)</b> Revise rules and/or legal opinions regarding use of law firm websites	<b>BOG</b> Monitor and revise as needed
<b>c. Technical &amp; administrative tools</b>		Conduct needs assessment for the most valuable research and office management tools for small firms; construct turn-key model	Test model; revise and improve as needed	Launch model; establish mechanism for continuous updating
<b>d. Programs and informational tools</b>	Plan preliminary distance learning capabilities for new building and in Tucson office	Study feasibility of CLE conference center in new building and videoconferencing facilities in Tucson	Plan conference center in new building and videoconferencing in Tucson	Launch conference center and Tucson videoconferencing
<b>e. Information and tools to serve a diverse community</b>		Form focus group with Committee on Women & Minorities to study	Plan CLE re: service to minorities	Assess effectiveness; plan further programs
	<b>BOG (Input)</b> Assess status of Paralegal Task Force	<b>BOG (Action)</b> Continue assessment of paralegal affiliate membership; establish pilot program	Assess pilot program; launch full membership program; organize CLEs to train attorneys in the effective use of paralegals	Assess effectiveness of membership program and CLEs; review and revise as needed

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**3. Foster and expand the public's understanding of, and confidence in,  
the legal system.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Law-related education</b>		<b>BOG (Information)</b> Focus group with Resource Center, YLD, sections, Communications Advisory Committee & AZFLSE to identify LRE needs	Design a working model for delivery of LRE in priority areas	Launch model for LRE
<b>b. Inform public of role of lawyers</b>		Focus group with Communications Advisory Committee, AZFLSE, Communications Dept. to create strategies	Launch initial strategies	Evaluate, revise and expand strategies as indicated
<b>c. Tools for public to obtain legal services</b>	<b>BOG (Information)</b> Assign focus group to study LRIS feasibility	<b>BOG (Information)</b> LRIS conference with Maricopa, Pima County Bars, court resource centers, ABA; design model	<b>BOG (Input)</b> Test model for LRIS; assess feasibility	<b>BOG (Action)</b> Launch LRIS
<b>d. Inform public of lawyers' pro bono activities</b>		Focus group with Communications Department, AZFLSE, Communications Advisory Committee to design strategies	Launch initial strategies	Assess; change and expand strategies as needed
<b>e. Target public opinion leaders</b>		Focus group to identify opinion leaders, establish initial strategy	Launch initial strategies	Assess; change and expand strategies as needed
<b>f. Provide limited legal services to the public</b>		Focus group to study ways to deliver legal information to the public	Design a working model for delivery of legal information	Launch vehicle for delivery of legal information

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**4. Promote public laws and policies that enhance the profession and support the administration of justice.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Educate key policymakers</b>	E.D., President participate in Supreme Court's Business Roundtable; reprise Law School for Legislators to inform staff as well as legislators	E.D. designs study on legislative, court, State Bar political dynamics; formulate strategy for the Bar to provide information and resources to courts of limited jurisdiction	E.D. conducts study and makes recommendations for future strategies	<b>BOG (Information)</b> Establish a focus group to evaluate <u>Keller</u> implications & select strategies for action
<b>b. Create effective model for advocacy</b>	Reconstitute Legislative Committee	Annually assess effectiveness of strategies; reconstitute as needed	Continue	Continue
<b>c. Communicate status of legislation &amp; rules</b>		Assess current outreach and communications strategies and identify unmet needs	Develop new communication tools; prioritize unmet needs and create strategies to meet them	Reassess and revise

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**5. Foster diversity in the legal profession and in the courts to reflect  
the communities they serve.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Cooperate with minority bars and other associations</b>	Establish focus group to conduct needs assessment, frame initial strategies; design a system for reviewing Bar appointments for diversity	Deploy initial strategies; assess effectiveness of appointment system	Reassess strategies and activities of focus group; revise and expand as necessary	Assess and expand as indicated
<b>b. Promote diversity among judicial candidates</b>		Formulate strategy to recruit diverse judicial candidates; conduct annual CLE to train judicial candidates	Expand training to include out county judicial candidates	Assess and expand as indicated
<b>c. Address the need for greater diversity in volunteer leadership</b>		Establish focus group to conduct needs assessment, frame initial strategies	Deploy initial strategies; assess need for permanent planning group	Reassess strategies and activities of focus group; revise and expand as necessary

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**6. Proactively integrate Arizona law schools into the life of the legal community.**

<b><u>Strategy</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
<b>a. Support law school diversity efforts</b>	Establish focus group to assess needs and activities for Arizona law schools	Deploy initial strategies; assess need for permanent planning group	Reassess strategies and activities of focus group; revise and expand as necessary	Assess and expand as indicated
<b>b. Introduce students to best practices in ethics, professionalism, and practice</b>	Establish relationship with law school deans responsible for professional development	Create inventory of student needs and opportunities for SBA member involvement	Establish focus group to work with each school to meet needs; establish relationship with new law school	Assess strategies; expand as needed
<b>c. Introduce students to SBA activities</b>		Create inventory of student needs and opportunities for SBA member involvement	Establish focus group to work with each school to meet needs; establish relationship with new law school	Assess strategies; expand as needed

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**7. Support individuals' direct access to legal services in cooperation with the Arizona Foundation for Legal Services & Education.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Create a lawyer referral resource</b>	<b>BOG (Information)</b> Assign focus group to study Lawyer Referral Information Service feasibility	<b>BOG (Information)</b> LRIS conference with Maricopa, Pima County Bars, court resource centers, ABA; design model	<b>BOG (Input)</b> Test model for LRIS; assess feasibility	<b>BOG (Action)</b> Launch LRIS
<b>b. Provide general legal information for the public</b>		Launch Discipline on the Web; Focus group with Resource Center, YLD, sections, Communications Advisory Committee & AZFLSE to identify LRE needs	Design a working model for delivery of LRE in priority areas	Launch model for LRE
<b>c. Coordinate SBA activities with AZFLSE</b>		Focus group with AZFLSE to study joint grant-writing opportunities, e.g. for LRIS pilot	Launch initial strategies	Assess; change and expand strategies as needed

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**ORGANIZATIONAL GOALS**

**8. Successfully recruit and retain highly dedicated and skilled staff.**

<b><u>Strategy</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
<b>a. Competitive in the labor market</b>	<b>BOG (Information)</b> Assign Human Resources Committee to recommend compensation philosophy	Establish employee evaluation process	Review and revise annually	Review and revise annually
<b>b. Professional development for staff</b>		<b>BOG (Action)</b> Adopt a compensation policy including provisions for professional development; survey staff for preferences	Review and revise annually	Review and revise annually
<b>c. Value staff and involve them in decision-making</b>	Finalize LRP; establish staff focus groups to implement	Establish processes for staff reports to BOG on LRP progress	Continue	Continue
<b>d. Clarify lines of communication and reporting authority to BOG</b>	<b>BOG (Information and Input)</b> Assign SCOPE to review Board action already taken on governance issues and assess areas for improvement	<b>BOG (Information)</b> Engage a consultant on governance, BOG/staff relations as needed	<b>BOG (Input/Action)</b> Consider and adopt recommendations as appropriate	Assess and revise processes as needed

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**9. Steward funds to achieve organizational stability and fiscal responsibility.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Visionary fiscal oversight</b>	<p style="text-align: center;"><b>BOG (Information and Action)</b></p> <p>Complete and adopt manual; charge Finance Committee to recommend 5-year financial plan, coordinate with LRP</p>	Review and revise financial plan and LRP as part of annual budgeting process.	Review and revise annually	Review and revise annually
<b>b. Alternate revenue resources (i.e. non-dues revenue)</b>		Establish Finance subcommittee focus group to identify non-members who benefit from SBA without sustaining costs and establish fee structure for each		
<b>c. Strategies for dues management and resource development</b>		Assess financial performance of all revenue-producing departments and entities; establish initial strategies for development	Deploy initial strategies	Assess strategies and revise as indicated

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**10. Develop effective and efficient systems and structures.**

<b><u>Strategy</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
<b>a. Implement effective strategic planning processes</b>	<b>BOG (Action)</b> Approve LRP; establish staff focus groups to implement	Establish processes for staff reports to BOG on LRP progress	Continue	Continue
<b>b. Stimulate communication and collaboration</b>	Create a system for ensuring accuracy in recording bylaw changes and other Board action; E.D. assigns staff to be responsible for record maintenance	Review current records to ensure accuracy; install into new monitoring system	Revise and improve as needed	Revise and improve as needed
<b>c. Ensure adequate resources to implement plans</b>	<b>BOG (Information)</b> Charge Finance Committee to recommend 5-year financial plan, coordinate with LRP	Review and revise annually	Review and revise annually	Review and revise annually

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**11. Integrate SBA programs and activities.**

<b><u>Strategy</u></b>	<b><u>2004</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
<b>a. Engage all constituents in SBA activities</b>	<b>BOG (Information)</b> Establish a focus group to study section and YLD needs and performance	<b>BOG (Input)</b> Consider recommendations of focus group, establishment of task force; creation of Assistant Executive Director for Member Services	Section task force studies possible changes in SBA/section operations	<b>BOG (Action)</b> Consider recommendations for any bylaw changes required to implement recommendations
<b>b. System of communications among all constituents</b>	Develop technology team to plan relocation and communications strategy; expand responsibilities of Resource Center Director to coordinate	Extend and expand relocation communications team for permanent duty; do communications needs assessment	Deploy initial strategies	Review and revise strategies annually
<b>c. Combine SBA and AZFLSE resources to achieve respective missions</b>		Focus group with AZFLSE to study joint grant-writing opportunities, e.g. for LRIS pilot	Launch initial strategies	Assess; change and expand strategies as needed

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**12. Provide vehicles for the Board of Governors to effectively serve all of its internal and external constituents.**

<b>Strategy</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>a. Replace liaison/staffing organizational model for sections &amp; YLD</b>	<b>BOG (Information)</b> Establish a focus group to study section and YLD needs and performance	<b>BOG (Input)</b> Consider recommendations of focus group, establishment of task force; creation of Assistant Executive Director for Member Services	Section task force studies possible changes in SBA/section operations	<b>BOG (Action)</b> Consider any bylaw changes required to implement recommendations
<b>b. Coordinate governance with AFSLE</b>	<b>BOG (Information)</b> Invite AZFLSE to joint meeting of officers	<b>BOG (Information)</b> Establish focus group to study how AZFLSE and SBA boards can exchange information and coordinate activities	<b>BOG (Input)</b> Study potential shared activities; review administrative agreement	<b>BOG (Action)</b> Consider any bylaw changes required to implement recommendations
<b>c. Technological tool to enhance communications among constituents</b>	Develop technology team to plan relocation and communications strategy; expand responsibilities of Resource Center Director to coordinate	Extend and expand relocation communications team for permanent duty; do communications needs assessment	Deploy initial strategies	Review and revise strategies annually
<b>d. Ensure BOG is well informed; facilitate decision-making</b>	Assign SCOPE to review Board action already taken on governance issues and assess areas for improvement	<b>BOG (Information)</b> Engage a consultant on governance, BOG/staff relations as needed	<b>BOG (Input)</b> Consider and adopt recommendations as appropriate	Assess and revise processes as needed
<b>e. Clarify communication and reporting authority between BOG &amp; staff</b>	Assign SCOPE to review Board action already taken on governance issues and assess areas for improvement	<b>BOG (Information)</b> Engage a consultant on governance, BOG/staff relations as needed	<b>BOG (Input)</b> Consider and adopt recommendations as appropriate	Assess and revise processes as needed