



STATE BAR OF CALIFORNIA

Recruitment for Executive Director

ABOUT THE STATE BAR OF CALIFORNIA

MISSION

The State Bar's mission is to protect the public and includes the primary functions of licensing, regulation and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system. The State Bar serves the people of California through careful oversight of the legal profession. The State Bar licenses more than 260,000 attorneys, and annually investigates approximately 16,000 complaints of attorney misconduct and distributes over \$75 million in grants to legal aid organizations.

HISTORY

The California Legislature created the State Bar as a public corporation in the 1927 State Bar Act. The State Bar Act authorized the State Bar, subject to approval by the California Supreme Court, to fix the qualifications for admission to practice law, adopt Rules of Professional Conduct, and conduct disciplinary proceedings. The State Bar Act also authorized the State Bar to aid in the administration of justice. In 1960, the electorate added the State Bar to the California Constitution. That provision, as amended in 1966, provides: "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."

In 2011, the California Legislature amended the State Bar Act to make public protection "the highest priority for the State Bar of California and the Board of Trustees in exercising their licensing, regulatory, and disciplinary functions." (Business and Professions Code section 6001.1) Consistent with a statutory change effective January 1, 2018, functions and activities outside of the core mission of the State Bar were transferred to a new, private, nonprofit corporation. The sole focus of the State Bar in protecting the public is now on its regulatory function. Additionally, diversity and inclusion are an integral part of the State Bar's public protection mission to build and retain a profession of attorneys capable of providing high-quality legal services and representative of the rich diversity of California's population.

GOVERNANCE – THE BOARD OF TRUSTEES

The State Bar is governed by an appointed Board of Trustees. The Board consists of 13 members – five attorney members appointed by the Supreme Court; one attorney member and one public (non-attorney) member appointed by the Speaker of the Assembly; one attorney member and one public member appointed by the Senate Committee on Rules; and four public members appointed by the Governor and subject to Senate confirmation. Each member is appointed for a four-year term.

The Board is responsible for developing the guiding policies and principles underpinning the State Bar's mission. Among its responsibilities, the Board provides guidance and feedback to the Executive Director to ensure effective management and leadership of the State Bar.

The Board of Trustees is the ultimate executive authority of the agency and has the fiduciary responsibility for the health and success of the State Bar.

BUDGET & STAFF

The State Bar's 2020 budget is \$242 million. The State Bar receives most of its revenue from mandatory fees, which include the attorney licensing fees. Additional revenue comes from examination fees from the First-Year Law Students' Examination and the California Bar Examination, voluntary fees and donations, grants, and other sources such as Interest on Lawyer Trust Accounts, other program registration and renewal fees, rental income and investment income. The State Bar is not part of the traditional State budget process, but the majority of its funding is dependent on annual licensing fee legislation.

The 2020 adopted budget funds 607 full-time equivalent positions. The majority of employees are represented by Service Employees International Union (SEIU), Local 1000. Staff is evenly divided between the State Bar's offices in downtown San Francisco and downtown Los Angeles. The State Bar owns both of the buildings it occupies.

PROGRAMS AND SERVICES

To fulfill its mission and serve underrepresented communities, the State Bar engages in the following programs and services:

- Licensing attorneys and regulating the profession and practice of law in California
- Enforcing Rules of Professional Conduct for attorneys
- Disciplining attorneys who violate rules and laws
- Administering the California Bar Exam
- Advancing access to justice
- Promoting diversity and inclusion in the legal system

STRATEGIC PLAN

The State Bar develops and adopts a five-year strategic plan which is updated every two years. Each year the State Bar conducts a planning session to review its progress and propose other measures to enhance its mission of public protection. Progress reports are provided to the Supreme Court, the Governor, and the Senate and Assembly Judiciary Committees.

The Strategic Plan includes five broad goals, each of which is effectuated through several specific objectives. The State Bar is currently in year 3 of the 2017-2022 Strategic Plan. The full Strategic Plan can be viewed at www.calbar.ca.gov.

1. Successfully transition to the "new State Bar" — an agency focused on public protection, regulating the legal profession, and promoting access to justice.
2. Ensure a timely, fair, and appropriately resourced admissions, discipline, and regulatory system for the more than 260,000 lawyers licensed in California.
3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.
4. Support access to legal services for low- and moderate-income Californians and promote policies and programs to eliminate bias and promote an inclusive environment in the legal system and

for the public it serves, and strive to achieve a statewide attorney population that reflects the rich demographics of the state's population.

5. Proactively inform and educate all stakeholders, but particularly the public, about the State Bar's responsibilities, initiatives, and resources.

THE EXECUTIVE DIRECTOR POSITION

The Executive Director is appointed by and is directly accountable to the full Board. While the Board is fundamentally responsible for governing the State Bar, it delegates responsibility for organizational management to staff through the Executive Director.

The Executive Director, through and with the State Bar's Leadership Team, is responsible for ensuring that the organization fulfills its mission and operationalizes the specific goals outlined in the State Bar's current strategic plan. The Executive Director's Leadership Team is comprised of the General Counsel, Chief Trial Counsel, Chief of Programs, Chief Financial Officer, Chief Administrative Officer, and Chief of Mission Advancement & Accountability.

The Board of Trustees is the appointing authority for the Executive Director, Chief Trial Counsel¹ and General Counsel. The Executive Director is the appointing authority for all other staff, subject to applicable State Bar rules and regulations, and memoranda of understanding with the bargaining units that represent State Bar employees.

The Executive Director leads and manages the State Bar according to the strategic direction set by the Board, including:

- Playing an active role in supporting the Board
- Speaking on behalf of the State Bar in public forums
- Fostering and Maintaining key external relationships
- Advancing the State Bar's Strategic Plan
- Providing appropriate direction to staff regarding internal operations and systems development
- Administering State Bar personnel matters
- Managing the financial affairs of the State Bar in an ethical and prudent fashion

The next Executive Director will be expected to provide superior leadership and management in the following areas of responsibilities:

Board Relations

Work closely with the Board to advance the collaborative vision for the organization that aligns with a clear set of programmatic and policy priorities that promote the success of the State Bar. Assist the Board in realizing its leadership potential through effective collaboration, open, responsive and timely communication, Board orientation, training and development, and organizational accountability. Ensure that the Board and staff maintain productive working relationships to achieve the State Bar's operational and strategic objectives while fostering mutual respect and trust.

External Relations

Serve as the State Bar's spokesperson on issues related to State Bar operations and coordinate uniform and consistent responses to various constituencies, the media, and general public. Develop programs and strategies to establish and further the State Bar's reputation for integrity in performing its responsibilities. Coordinate comprehensive internal and external communication plans and policy including effective public relations and appropriate crisis communication plans. Maintain strong productive relationships with the California Supreme Court, State Legislature, Governor's Office, and other State Bar stakeholders. Involve and leverage the Board, in appropriate strategic and tactical ways, to strengthen the State Bar's external relationships. Enlist key staff members for specific external duties and responsibilities to ensure that external relationships are maintained and enhanced.

Strategic Leadership

Support and assist the Board in its strategic planning process and plan updates. Participate in and support institutional strategic planning objectives and priorities. Provide leadership to ensure strategic focus and priorities are addressed and communicated throughout the organization. Develop mechanisms for Board and staff to receive, evaluate, and respond to new initiatives that may impact resource utilization. Provide organizational leadership to implement Board policy, goals and plans. Ensure alignment of State Bar operational units with the strategic planning goals of the Board.

Operations Management

Plan, direct and oversee the State Bar's operations and its programs, including ensuring the State Bar's administrative structure and processes are developed to support high quality operations. Support the Board in the budget development and approval process. Ensure the adopted budget is managed and the fiscal integrity of the State Bar is maintained through systems of accountability and adequate controls. Provide periodic financial reports for the Board and make appropriate recommendations related to spending plans and fiscal management. Oversee and manage the development and ongoing implementation of a comprehensive technology plan. Oversee asset management functions for owned and leased facilities to ensure that they are well managed and maintained.

Organizational Development

Maintain a sound organizational structure for the State Bar's operational needs mindful of the State Bar's role as an independent regulatory agency. Review the governance structure and policies of the organization, and make recommendations for changes to the Board of Trustees as appropriate. Ensure that the State Bar maintains a highly skilled, motivated and productive workforce through sound hiring, training, evaluation, and retention programs; positive and effective relationships with labor unions through sound employee relations practices; and a comprehensive performance management program. Develop effective workforce development initiatives including succession plans and employee development programs. Create systems of internal communications and feedback mechanisms to foster the development of a collaborative work culture that values cross-functional cooperation, independent initiative, exceptional customer service, and best practices.

¹The Chief Trial Counsel appointment must be ratified by the State Senate.

CANDIDATE PROFILE

The Executive Director will be a seasoned executive professional and demonstrated leader with a track record of success, proven accomplishments and superior performance in managing a public, private, or nonprofit enterprise of similar size and complexity to the State Bar of California. Qualified candidates will possess the knowledge and professional competence required to effectively lead the State Bar's programs in support of its mission in a highly political environment with multiple stakeholders and a dynamic governance structure.

The ideal candidate will have experience managing a large complex organization with responsibility for working with and/or reporting to an appointed board. The State Bar seeks candidates with exemplary people and organizational management and leadership skills and familiarity with the legal profession. Ideally, candidates will also possess a juris doctorate and/or a master's degree in business or public administration with significant experience managing both administrative and operational functions. Prior experience working for a public corporation, large government regulatory agency/department, judicial enterprise, or local government is desirable. Some knowledge of how mandatory state bars operate would be useful.

Candidates must possess a minimum of ten years of senior-level management responsibility including experience leading change initiatives and building "best in class" organizations.

The State Bar is seeking candidates with the following attributes:

- Ability to work effectively with a governing board comprised of appointed members.
- Experience in managing diverse day-to-day operations of a business or government organization, exhibiting an entrepreneurial approach and dynamic leadership skills.
- Passion for, commitment to and demonstrated interest in the State Bar's mission.
- A strategic and forward-thinking leader with proven ability to develop and implement strategic and operational plans to meet both short- and long-term objectives.
- Comprehensive ability to manage and incorporate the effective use of technology in the operations of an organization.
- Knowledge of the State Bar's role in the administration of justice, attorney regulatory and public protection responsibilities, and the Judicial Branch system.

- Well-versed in public policy and comfortable interacting in the lobbying and government relations arenas.
- Exceptional written communications abilities with strong public speaking and media skills.
- Outstanding collaborator with exceptional consensus building skills, group facilitation skills and the diplomacy to handle politically sensitive issues.
- Results driven and willing to implement accountability standards; holds self and others to high standards of accountability while employing excellent problem-solving skills.
- Responsive leader with exceptional interpersonal and people management skills. Strong team leader, supportive, decisive, and flexible with the ability to inspire and motivate others.
- Demonstrated commitment to diversity, equity and inclusion.
- Ability to foster trust at all levels within the organization, and with the board and external stakeholders.
- Great listener who is open to varying perspectives and willing to take appropriate risk.
- Innovative and committed to establishing best practices to enhance operational effectiveness.
- Skilled in working with a unionized workforce and comfortable addressing performance issues and developing human resources programs aimed at building a first-class organization.

COMPENSATION AND BENEFITS

The State Bar of California is prepared to offer the selected candidate a contract that includes a salary and benefits package that is competitive with similar organizations.

SELECTION PROCESS

The Executive Director recruitment is highly confidential and will be handled accordingly throughout the recruitment and evaluation phases. All written materials received will be screened and evaluated by The Hawkins Company. Only the most highly qualified candidates, as determined by an initial screening process, will be invited to participate in the selection process. References will not be contacted until mutual interest has been established. The Board of Trustees' Search Committee will invite selected individuals to participate in the interview process. The Search Committee will interview the top candidates and recommend final candidates to the Board of Trustees, who will interview final candidates and make the hiring selection.

HOW TO APPLY

Qualified individuals are invited to submit a letter of interest and their resume detailing education completed, positions held, and special qualifications electronically to THE HAWKINS COMPANY at calbar.ed@thehawkinscompany.com. Materials received by June 12, 2020, will receive first consideration. This position is open until filled. Confidential inquiries may be directed to Ms. Brett Byers at 323-403-8279; brett@thehawkinscompany.com or Ms. Yonnine Hawkins Garr at 323-252-1655; yonnine@thehawkinscompany.com.



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