



# Strategic Governance



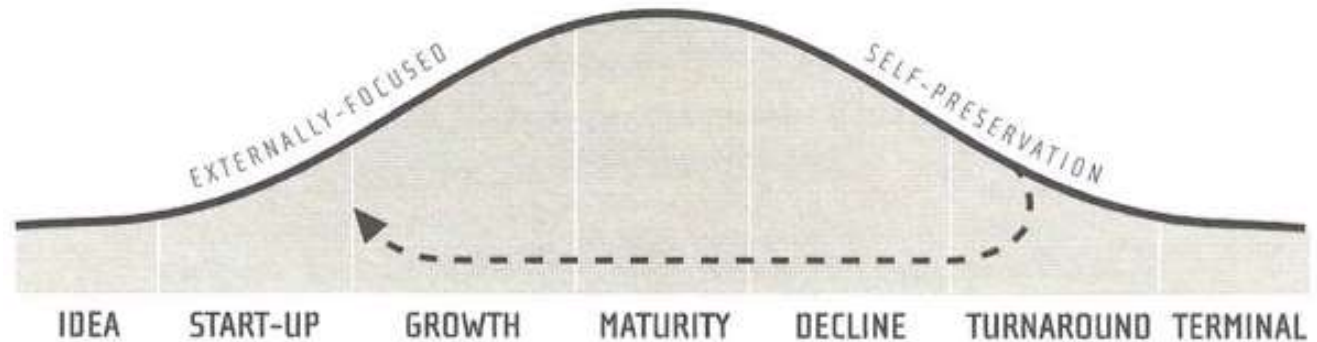
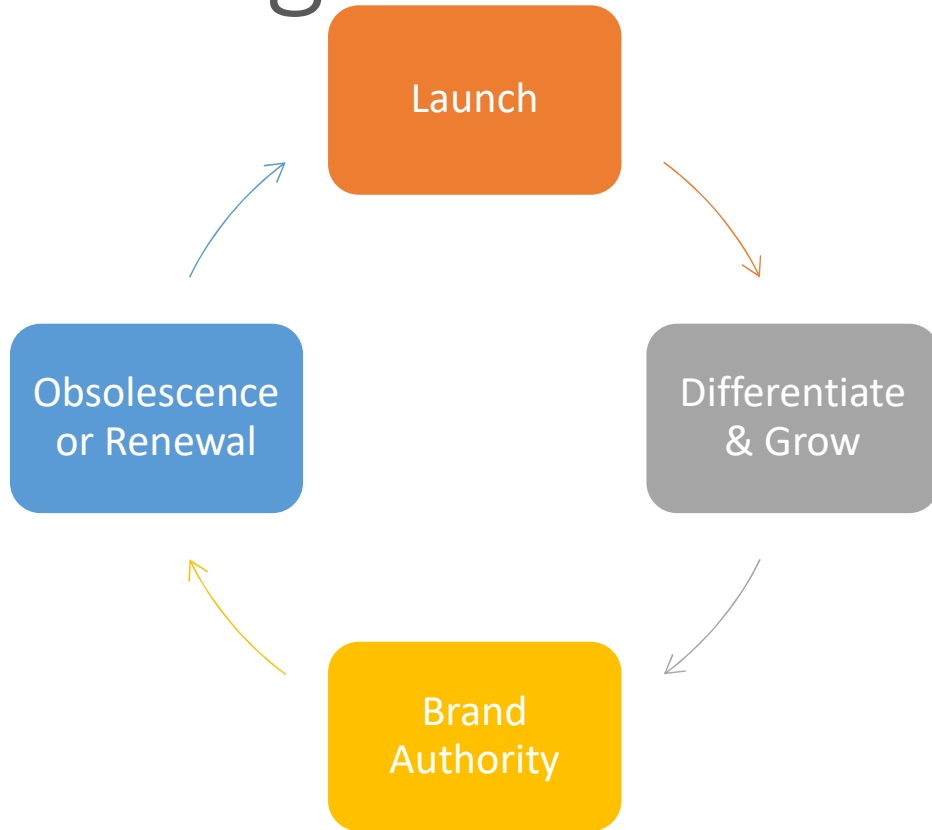
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# RULES



## of ENGAGEMENT

# Organizational Life Cycles



Stevens, Susan Kenny. *Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity*. Long Lake, MN: Stagewise Enterprises, 2001. Print.

# Harvard Business Review

## WEBINAR SUMMARY

### Put Purpose at the Core of Your Strategy

*Featuring Thomas Malnight*

JANUARY 23, 2020



“When we think about purpose at the core of strategy, don’t think about it as a plan. Think about it as a path, a direction we’re going to go which will affect our decisions over time.”

—Thomas Malnight

Nonprofits & NGOs

## The Four Principles of Purpose-Driven Board Leadership

In the face of increasingly pressing systemic inequities, nonprofit boards must change the traditional ways they have worked and instead prioritize an organization's purpose, show respect for the ecosystem in which they operate, commit to equity, and recognize that power must be authorized by the people they're aiming to help.

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 By **Anne Wallestad** | Mar. 10, 2021



•**Traditional Framing of the Board Role:** Board service operates in service to an organization that seeks to advance the public good. The board is primarily responsible for sustaining and supporting the organization and its ability to exist in service to its mission.

•**Purpose-Driven Board Leadership:** Board service operates in service to the organization's purpose. The board is primarily responsible for stewarding organizational capacities and maximizing positive impact in service to that core purpose or cause.



**What is Our Purpose?**









*Alaska Bar Association*  
2022 ANNUAL CONVENTION

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October 26-28, 2022  
Dena'ina Civic and Convention Center



A dark blue background featuring large, three-dimensional wooden letters that spell out "PRO BONO". The letters are arranged in a way that they appear to be floating or resting on a textured surface.

## Get Legal Help

The Utah State Bar offers a variety of services to help you get the legal help you need, including a range of low and no-cost options.









## Q&A: Unified Bars and Federal Litigation

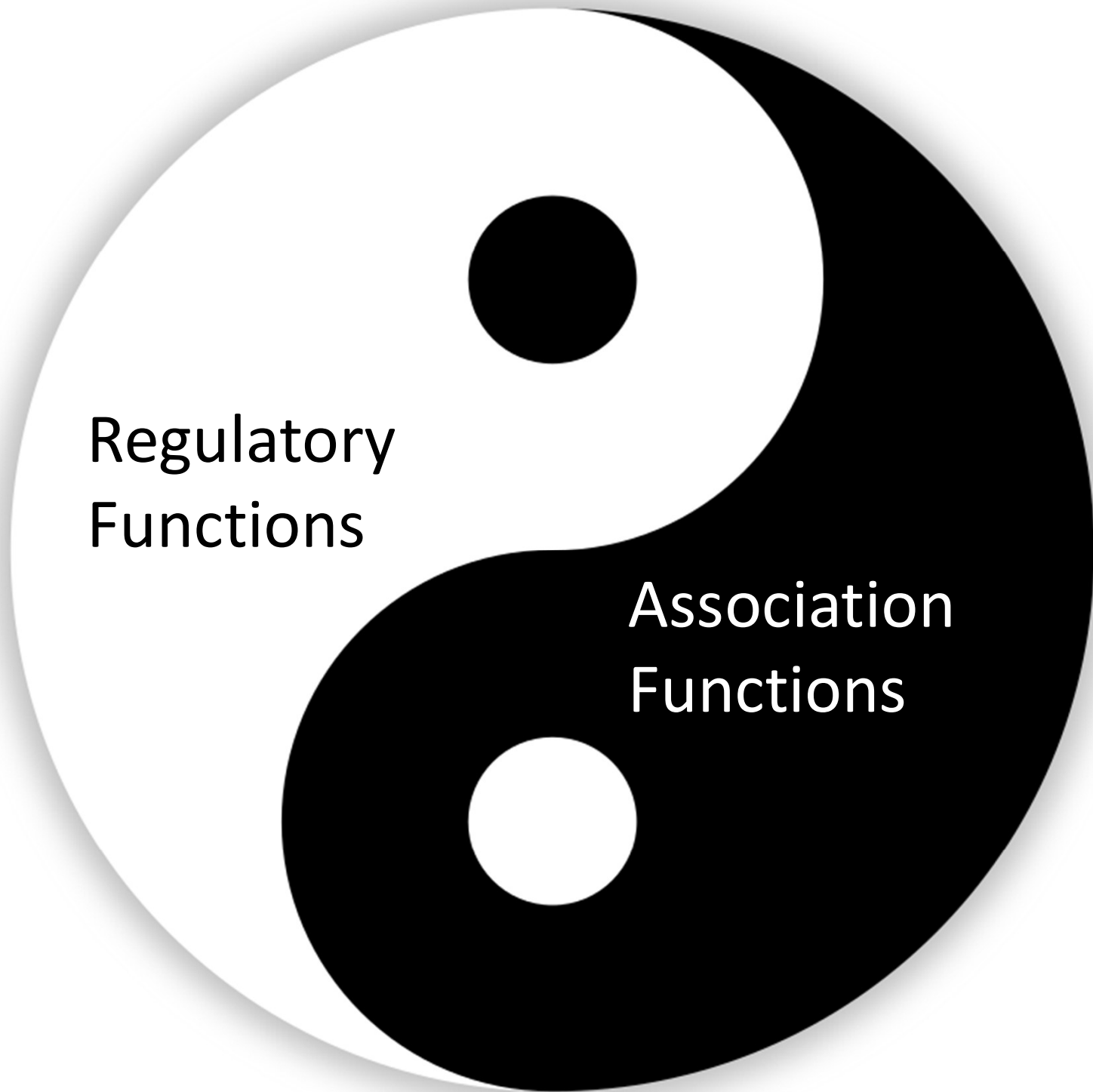
### What is a unified bar?

The terms *unified* and *integrated* when applied to a bar organization are essentially synonymous. Unified bars perform regulatory functions as well as a range of other public services and programs designed to enhance the competence and professionalism of bar members, and help the public to understand and access its justice system. Membership is required for lawyers practicing in a unified bar's jurisdiction.

The unified bar concept first came to fruition in North Dakota in 1921. It derived from a recognition that the public obligation of the legal profession goes well beyond adherence to ethical/disciplinary rules. Lawyers, in effect, are the keepers of the justice system. While a healthy system of laws and courts is the foundation of any functional democracy, it fails its primary test if the citizens do not understand and trust, or cannot fully access, its protections. Now 100 years since its establishment, the unified bar model exists in more than 30 U.S. jurisdictions, although how those bars operate varies considerably.

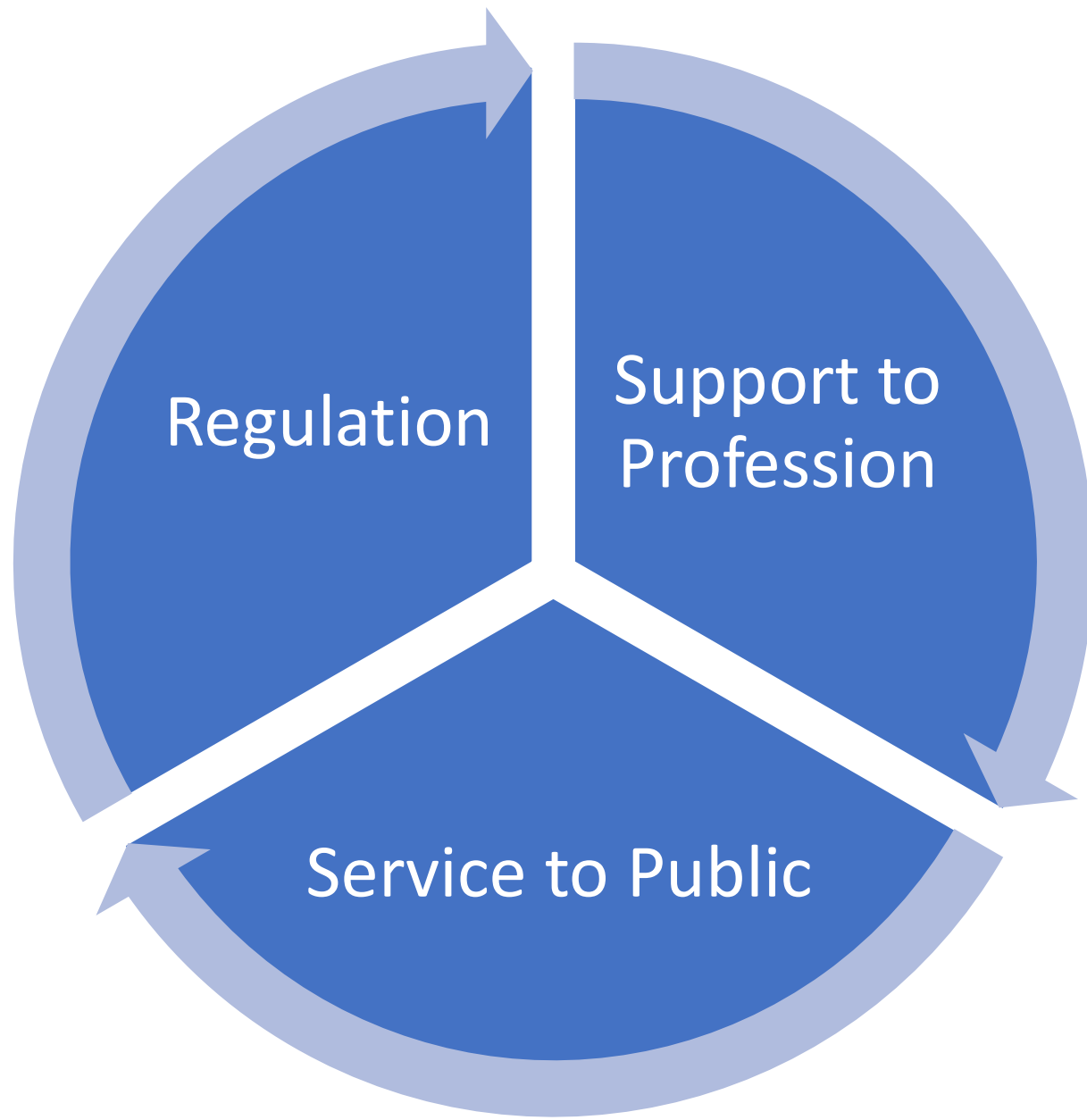
to enhance the competence and professionalism of bar members, and help the public to understand and access its justice system.





Regulatory  
Functions

Association  
Functions



**AIN'T NO COMPETITION**



What's ~~My~~ Role in All This?  
Our



# Leading the Perfect Board



- You and...
  - ...the Chief Exec!!!
- Purpose-Centered
- Sheet Music: ROE and Standards of Conduct
- Balanced Agenda: Fiduciary, Strategic, Generative
- Committees and Task Forces
- Effective Meeting Management

# Leading the Perfect Board Member



- You and...
  - ...the Chief Exec!!!
- Board Orientation (incl. incumbents)
- Move the Conversation
- Prompt Participation
- Create Time and Space
- Crucial Conversation





/ [ABA Groups](#) / [Division for Bar Services](#) / [Publications](#) / [Bar Leader](#) / [January-February 2018](#)

A smorgasbord of challenges >

Members deliver vote of confidence

Recurring attempts to de-unify

Staying 'Keller' pure—and focusing on the public

VOL. 42, NO. 3

# Many challenges over many years: Unified bars face ups and downs

by Dan Kittay

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# Strategic Considerations

A screenshot of the State Bar of California website. The header features the organization's name and logo on the left, and navigation links for 'Log in', 'News', 'Forms', and 'Contact' on the right, along with a search icon. A teal navigation bar below the header contains the text 'ABOUT US:' followed by links for 'Our Mission', 'Who We Are', 'News', 'Careers', and 'Business Opportunities'. The main content area has a large heading 'Five Years of Reform' with social media icons for Facebook, Twitter, LinkedIn, and Email below it. The text describes a structural reform on January 1, 2018, aimed at focusing the bar on its regulatory role. It mentions the separation of professional association functions to a new organization, the California Lawyers Association. The page concludes by stating that this transformational change is still reverberating five years later.

The State Bar of California

Log in | News | Forms | Contact

ABOUT US: Our Mission | Who We Are | News | Careers | Business Opportunities

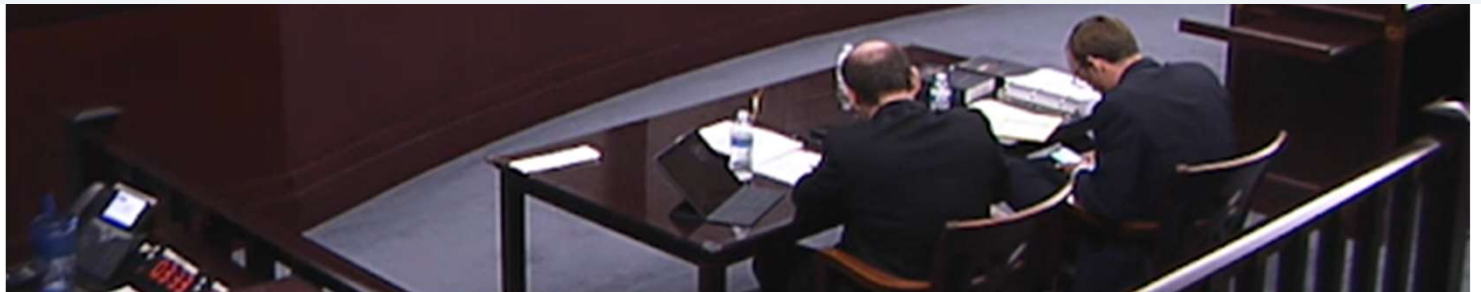
## Five Years of Reform

[f](#) [t](#) [in](#) [✉](#)

On January 1, 2018, one of the most significant structural reforms in the State Bar of California's history came to fruition: a restructuring that enabled the State Bar to focus solely on its regulatory role and its mission to protect the public.

This was accomplished by separating the State Bar's professional association functions—namely educating attorneys in substantive areas of law, advocating for changes in the law to further the legal profession, and otherwise providing member services and advancing the interests of lawyers—to a new organization, the [California Lawyers Association](#).

This transformational change is still reverberating five years later.





Today you are You  
that is truer than true.  
There is no one alive  
that is youer than You.  
-Dr. Seuss