



Kentucky Bar Association

STRATEGIC PLAN

2025-2028

Kentucky Bar Association: Your Partner in Pursuit of Justice, Professionalism and Service

<p>Goal 1: Maintain and encourage the highest levels of ethical conduct</p>	<p>Strategy 1: Facilitate lawyer regulation processes that are swift, fair and foster the trust of KBA members and the public</p> <p>Strategy 2: Promote lawyer wellness to ensure competent and effective representation of clients</p> <p>Strategy 3: Enhance civility and professionalism by cultivating a culture of belonging, respect and fairness</p>
<p>Goal 2: Foster KBA members' professional excellence and satisfaction</p>	<p>Strategy 1: Provide the highest quality continuing legal education and professional development opportunities and resources</p> <p>Strategy 2: Develop members' capacity to use technology and artificial intelligence responsibly and ethically</p> <p>Strategy 3: Build the value of and participation in sections and divisions</p> <p>Strategy 4: Offer practice skills training and coaching, especially for new lawyers</p>
<p>Goal 3: Improve access to legal information and services for residents throughout Kentucky</p>	<p>Strategy 1: Collaborate with the Supreme Court, law schools and legal services organizations to ensure the legal system serves the needs of residents throughout Kentucky</p> <p>Strategy 2: Increase the KBA's reputation as the source of trusted general legal information for the public</p>
<p>Goal 4: Build the KBA's organizational capacity to effectively carry out its mission</p>	<p>Strategy 1: Increase member awareness of KBA programs and initiatives through coordinated, targeted communications</p> <p>Strategy 2: Engage in succession planning for long-tenured staff</p> <p>Strategy 3: Evolve the KBA's technology capabilities to effectively serve its members</p> <p>Strategy 4: Increase continuity and engagement within KBA governance</p> <p>Strategy 5: Continue to ensure that all KBA functions are germane to the legal profession and to ensuring lawyers' professional competence</p>

Kentucky Bar Association 2025-2028 Strategic Plan

Goal 1 Maintain and encourage the highest levels of ethical conduct

Current supporting activities:

Regulatory/disciplinary functions, Ethics Hotline, Ethics Opinions, Client Security Fund, Fee Dispute Resolution, KYLAP, EAP Counseling, all programs/events where lawyers gather as a community

Sample success measures:

Discipline: % issues/investigations processed per (time frame), % of issues/matters that meet other bar-established timeline targets, number of pending cases, caseload per lawyer, public perception of legal consumers/community members who engaged with grievance or other regulatory process

Lawyer wellness: number or % of members who access lawyer wellness resources, number or % of members who access a lawyers assistance program or like programs/resources, % of education programs that integrate a wellness component

Professionalism and civility: Law students/member reached with professionalism programs, composition of the profession reflects the community it serves

To achieve this, we will:

Responsibility

Time Frame/Status

Next Steps/Comments

Strategy 1: Facilitate lawyer regulation processes that are swift, fair and foster the trust of KBA members and the public

1. Collaborate with the Supreme Court on implementation of the Lawyer Regulation Consultation report recommendations. Contingent upon implementation timing, consider interim changes informed by the report. For example:
 - Revamp Trial Commissioners list
 - Consider compensation for Trial Commissioners
2. Address the rule change process

→ KBA leadership to meet with Supreme Court regarding implementation timeline. Other discussion items: rule change process, DEI guidance and potential staff additions to KYLAP

→ **Recommended high priority**

Strategy 2: Promote lawyer wellness to ensure competent and effective representation of clients			
1. Expand the ability of KYLAP to serve KBA members. Evaluate KYLAP proposal and make budget recommendation	➔ BOG June 2025 agenda item to explore adding additional KYLAP staff; meet with Supreme Court for approval	➔ 2025	
2. Continue/expand other KBA wellness initiatives. Maintain wellness focus in educational programming and communications	➔ KBA leadership, CLE and Communications staff	➔ Ongoing	
Strategy 3: Enhance civility and professionalism by cultivating a culture of belonging, respect and fairness			
1. Emphasize professionalism among law students and those early in their careers <ul style="list-style-type: none"> • Partner with law schools to develop professionalism curricula • Invite law students to the Convention • Revamp the New Lawyer program 	➔ TBD ➔ KBA staff to work with law school administrators ➔ TBD	➔ Quarter/Year TBD ➔ 2025 ➔ Quarter/Year TBD	
2. Continue the KBA's efforts to encourage lawyer engagement from throughout the state and across practice areas and settings <ul style="list-style-type: none"> • Obtain guidance from the Supreme Court regarding the KBA's diversity, equity and inclusion initiatives 	➔ KBA officers, Board of Governors, Section/Committee leaders, staff ➔ KBA leadership	➔ Ongoing ➔ 2025	

Kentucky Bar Association 2025-2028 Strategic Plan

Goal 2 Foster KBA members' professional excellence and satisfaction

Current supporting activities:

Kentucky Law Update, KBA CLE, *Bench & Bar*, KBA Convention, section and committee activities, YLD programs and activities, Decisis, KYLAP, KBA Knowledge Hub, Mentor Program – GPS, KBA Health Insurance, KBA Career Center, Fee Arbitration Program, Employee Assistance Program (counseling), SOLACE, Lawyer Locator, AI Task Force

Success measures:

Increase in the number or % of members/specific segments that participate in KLU, CLE programs and other educational programming; increase in member satisfaction with CLE/educational programming; increase in number or % of KBA members who are members of sections; increase in number or % of members attending technology/AI programming

To achieve this, we will:

Responsibility

Time Frame/Status

Next Steps/Comments

Strategy 1: Provide the highest quality continuing legal education and professional development opportunities and resources

1. Maintain the exceptional value of the KLU while evolving the KBA's online offerings to be responsive to members' increasing desire for on-demand content	➔ CLE Director and CLE staff, CLE Commission	➔ Ongoing	
2. Restructure <i>Bench & Bar</i>	➔ Communications Director and Communications staff	➔ Quarter/Year TBD	

Strategy 2: Build members' capacity to use technology and artificial intelligence responsibly and ethically

Recommended high priority

1. Continue educational programming that highlights ethical use of technology and AI, and that prepares members for AI-driven market transformation. Specific suggestions included: <ul style="list-style-type: none"> • Basic AI literacy programs • Advanced AI integration training 	➔ CLE Director and CLE staff, Sections Liaison, Law Practice Committee	Ongoing	Integrate throughout KBA programming and communications channels. Consider bulleted suggestions at left and develop action plan.
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<ul style="list-style-type: none"> • Programs that surveys products and how to use them • Additional sessions on cybersecurity • Technical programs that demonstrate how to use AI • AI impact on legal business models 			
2. Monitor and evaluate AI governance issues that may require KBA leadership, such as: <ul style="list-style-type: none"> • Potential need for a rule regulating AI use • Potential need for competency requirements • Potential need to protect members and clients against AI market concentration ("digital feudalism") 	➔ Rules Committee, AI Task Force	➔ Quarter/Year TBD	Evaluate rules and governance mechanisms developed in other states
Strategy 3: Build the value of and participation in sections and divisions Recommended high priority			
1. Cultivate chairs' leadership capacity <ul style="list-style-type: none"> • Re-invigorate chairs' orientation and leadership development • Create opportunities for chairs to convene and share best practices 	➔ Sections Liaison	➔ Quarter/Year	Consider convening focus group of chairs to discuss what would be most helpful in carrying out their role
2. Build the leadership pipeline <ul style="list-style-type: none"> • Bring back bar leadership training for newer lawyers, and establish positions on committees or in sections for graduates • More effectively connect young lawyers with sections and divisions 	➔ Sections Liaison, YLD Staff Liaison, YLD leaders, CLE Department, Administration	➔ Quarter/Year TBD	
3. Share section and division content across the organization. For example: <ul style="list-style-type: none"> • Devote an issue of <i>Bench & Bar</i> to sections 	➔ CLE Director and CLE staff, Communications Director and Communications staff	➔ Quarter/Year TBD	Consider as part of <i>Bench & Bar</i> revamp

4. Create greater visibility for section and division leaders. For example: <ul style="list-style-type: none"> • Highlight on social media and at events • Create an award for outstanding entity leader 	➔ Communications Director and Communications staff	➔ Quarter/Year TBD	Integrate into communications plan
Strategy 4: Offer practice skills training and coaching, especially for new lawyers			
3. Evolve the mentoring program and practical resources/skills training. Initial supporting ideas included: <ul style="list-style-type: none"> • Focus on career transitions (entering practice as well as leaving practice) • Create instructional videos that are searchable on the website • Basic form pleadings • Create member message boards for coaching questions • Create young lawyer positions in sections • Offer training/CLE for individuals who serve as coaches 	➔ CLE Director and CLE staff, YLD Staff Liaison, Sections Liaison	➔ Quarter/Year TBD	Develop an action plan incorporating bulleted suggestions at left, as appropriate

Kentucky Bar Association 2025-2028 Strategic Plan

Goal 3

Improve access to legal information and services for residents throughout Kentucky

Current supporting activities:

Relationship with the courts, Lawyer Referral Service, rural practice initiatives, resources for Kentucky active service members and veterans, support for pro bono, relationship with legal services organizations

Success measures:

Increased member awareness of KBA access to justice initiatives, individuals served through KBA direct service programs, attorney participation in pro bono and other service programs, # of quality partnerships with other community organizations

To achieve this, we will:

Responsibility

Time Frame/Status

Next Steps/Comments

Strategy 1: Collaborate with the Supreme Court, law schools and legal services organizations to ensure the legal system serves the needs of residents throughout Kentucky

1. Serve as a convenor to help coordinate active and future access to legal information and services efforts, including:
 - The proposed legal needs study (University of Kentucky)
 - Lawyer referral service/portal that connects consumers with lawyers and other legal services available to them (consider incorporating a modest means panel)
 - Community Justice Workers initiative

➔ KBA Executive Director and others TBD

➔ Timelines of various initiatives TBD

Recommended high priority

Continue conversations with partners to identify needs on an ongoing basis. Consider re-invigorating the Rural Practice Task Force to explore other solutions to the rural practice issue

Strategy 2: Increase the KBA's reputation as the source of trusted general legal information for the public

1. Increase the KBA's web-based materials. For example: <ul style="list-style-type: none">• Short videos and FAQs• Section leaders provide general information in particular practice areas• How to hire a lawyer FAQs that includes information about different fee structures	➔ TBD	➔ Quarter/Year TBD	
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Kentucky Bar Association 2025-2028 Strategic Plan

Goal 4 Build the KBA's organizational capacity to effectively carry out its mission

Current supporting activities: Governance structures/processes, KBA staff, volunteer entities, strategic planning, administrative processes, communications channels, member fees and alternative sources of revenue

Success measures: Increased member awareness of KBA functions, increased use of programs/resources

To achieve this, we will:	Responsibility	Time Frame/Status	Next Steps/Comments
Strategy 1: Increase member awareness of KBA programs and initiatives through coordinated, targeted communications			
1. Build awareness of KBA offerings with all KBA members, but especially with law students/individuals early in their legal careers. Major themes: <ul style="list-style-type: none"> Core KBA offerings/functions Lawyer wellness Professionalism 	→ Communications Director and Communications staff, KBA leaders, KBA Board of Governors	→ Recommended high priority	Reinforce core messaging with use of a message map. See Appendix 5 for framework.
2. Evolve delivery mechanisms. For example: <ul style="list-style-type: none"> Revamped website Mobile accessible content such as a KBA app Emails targeted to particular constituencies Capitalize on the effectiveness of video and personal storytelling 	→ Communications Director and Communications staff	→ Quarter/Year TBD	
3. Restructure <i>Bench & Bar</i> (see also Goal 2, Strategy 1) in order to raise its effectiveness as a communications channel	→ Communications Director and Communications staff	→ Quarter/Year TBD	

Strategy 2: Engage in succession planning for long-tenured staff			
1. Executive Director succession planning <ul style="list-style-type: none"> Engage consultant to develop a succession plan that will be ready upon retirement announcement Sample plans/timelines in Appendix 6 	➔ Executive Director and Executive Committee/ Board of Governors	➔ Recommended High Priority	
2. Other long-tenured staff transition planning <ul style="list-style-type: none"> Update Internal Operations Guides/Standard Operating Procedures 	➔ Executive Director and Executive Staff	➔ Quarter/Year TBD	
Strategy 3: Ensure the KBA has the technology capabilities to effectively serve its members			
1. Transition to new regulatory platform	➔ KBA Staff	➔ 2025-2026	
2. Transition to new member database	➔ KBA Staff	➔ 2025-2026	
3. Transition to new website	➔ KBA Staff	➔ 2025-2026	
4. Increase capacity to produce video	➔ KBA Staff	➔ Quarter/Year TBD	
5. Increase AI-readiness of technology infrastructure and staff	➔ KBA Staff	➔ Quarter/Year TBD	
Strategy 4: Increase continuity and engagement within KBA governance			
1. Create job descriptions and outline duties for officers	➔ TBD	➔ Quarter/Year TBD	
2. Highlight the ambassador role of the Board of Governors	➔ Officers/Board of Governors	➔ 2025	See resources in Appendix 7

3. Engage Board of Governors in the oversight and implementation of the strategic plan	➔ Officers/Board of Governors	➔ 2025	
Strategy 5: Continue to ensure that all KBA functions are germane to the legal profession and to ensuring lawyers' professional competence			
1. Stay informed of mandatory bar challenges in other states 2. Educate Board of Governors and staff regarding developments 3. Ensure we are communicating how programs are germane to the practice of law	➔ KBA Officers, Board of Governors, Executive Director and Staff	➔ Ongoing	