RESOLVED, That the American Bar Association adopts a new mission, co-equal goals and objectives, as follows:

MISSION
To serve equally our members, our profession and the public by defending liberty and delivering justice as the national representative of the legal profession.

GOAL I: SERVE OUR MEMBERS.
Objective:
   Provide benefits, programs and services which promote members' professional growth and quality of life.

GOAL II: IMPROVE OUR PROFESSION.
Objectives:
   1. Promote the highest quality legal education.
   2. Promote competence, ethical conduct and professionalism.
   3. Promote pro bono and public service by the legal profession.

GOAL III: ELIMINATE BIAS AND ENHANCE DIVERSITY.
Objectives:
   1. Promote full and equal participation in the association, our profession, and the justice system by all persons.
   2. Eliminate bias in the legal profession and the Justice System

GOAL IV: ADVANCE THE RULE OF LAW
Objectives:
   1. Increase public understanding of and respect for the rule of law, the legal process, and the role of the legal profession at home and throughout the world.
   2. Hold governments accountable under law.
   3. Work for just laws, including human rights, and a fair legal process.
   4. Assure meaningful access to justice for all persons.
   5. Preserve the independence of the legal profession and the judiciary
To remain a dynamic, vigorous Association, the ABA must periodically review and reassess its core principles. For more than thirty years, the Association has conducted long and short-range planning, but it has been twenty-five years since it has re-examined in depth its mission and goals. In that time, the seven goals adopted by the House of Delegates in 1981 grew to eleven goals to reflect additional significant profession issues. ABA President Neukom tasked the Long Range Planning Committee to examine the ABA mission and goals and redraft, as necessary, to reflect the Association’s core competencies and its aspirations at this time.

Beginning in September 2007 the Long Range Planning Committee held multiple conference calls and several in-person meetings to review and redraft the mission, goals and objectives. In its review, the Long Range Planning Committee considered multiple sources of information, including the Pulse of the Profession – 2006, materials from consultants on message development and best practices including a 2007 ABA Best Practices in Branding Study and the current ABA Strategic Plan. Most important of all to the development of the final draft was the feedback from members on various preliminary drafts and the individual input and expertise of Committee members from their own varied practices.

The Committee used normal definitions of mission, goals and objectives to guide its work, as follows.

**Mission**

A mission is a statement of general purpose: the reason the organization exists. Who are we? What do we do? For whom do we do it? Why do we do it?

Using this definition, the Committee agreed to define a powerful, inspirational statement that simply and concisely states the core concepts of the Association and encapsulates those concepts in the fewest words possible. The Committee focused on two main concepts: justice and how the legal profession can ensure it. We discussed the ABA’s role as the national representative of the legal profession and how that role has expanded since the current ABA mission was crafted.

**Goals**

Goals are broad statements describing desirable end results toward which the Association will work over the long term, propelled by our mission. Goals are generally aspirational, difficult to measure and often incapable of being fully reached but will probably not change over a three to five year period.
The Committee discussed the main principles it wished to see defined in the goals. All agreed that the focus of the goals must be our members, the legal profession, diversity, and the justice system. Supporting these goals are the objectives which articulate what the Association must do to achieve its goals.

**Objectives**

*Objectives are statements of intended future results to be achieved to implement the goals. They are measurable and may or may not change over a three to five year period depending upon progress made.*

In considering objectives, the Committee analyzed its goals against the current eleven ABA goals with the understanding that most of the existing goals are actually objectives, i.e., steps to achieving the main goals of service to members, the profession and the justice system. Further, in defining the objectives, the Committee reviewed the reasons members join our association and asked what the Association would like to achieve, preserve and avoid.

**Ensuring Opportunity for Input to Committee Deliberations**

The essential feedback that informed the work of the Committee came from multiple sources. In December 2007, the Committee sent a preliminary draft to the House of Delegates members through the House listserv, as well as to all ABA Committees, Commissions, Sections, Divisions and Forums for their input. All of these groups were encouraged to distribute the draft as widely as possible and to discuss it at their entity meetings, including the many meetings that occurred at Midyear, to ensure the broadest possible dissemination and review and input. At the Midyear meeting, the Committee Chair met with the National Association of Bar Executives (NABE) and with the National Association of Bar Presidents (NCBP) and in several other venues to discuss the December 2007 draft. Two open sessions were conducted where members could come and comment directly, one during the Section Officers Conference Business Meeting on Friday, February 8, 2008 and the other with the Conference of State Delegates on Saturday, February 9, 2008. In the meantime, the Long Range Planning Committee met on February 7 to review the input it had received since December 2007 and develop the next draft based on that input. It distributed the new February 7, 2008 draft to the House of Delegates members on February 11, 2008 and again disseminated it to all ABA entities and staff, asking for further comment through March 2008.

On April 7, 2008, the Committee again met via conference call to review the additional feedback received since the February 7, 2008 meeting and developed the final draft mission, goals and objectives. Throughout the process, the Committee has compared each new draft with the eleven goals to show how these current eleven have been retained in concept within the proposed new mission, goals and objectives. The attached chart again delineates that important relationship.
Respectfully submitted,

Thomas Z. Hayward, Jr., Chair
Rosemary E. Giuliano
Suzanne E. Gilbert
I. S. Leevy Johnson
Matthew L. Nelson
William H. Neukom
Katherine H. O’Neil
Wm. T. Robinson III
M. Catherine Richardson
David C. Weiner
H. Thomas Wells, Jr.
Stephen N. Zack

August 2008
<table>
<thead>
<tr>
<th>Draft ABA Mission</th>
<th>Current ABA Mission</th>
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<tbody>
<tr>
<td>To Serve Equally Our Members, Our Profession And The Public By Defending Liberty And Delivering Justice As The National Representative Of The Legal Profession.</td>
<td>The Mission Of The American Bar Association Is To Be The National Representative Of The Legal Profession, Serving The Public And The Profession By Promoting Justice, Professional Excellence And Respect For The Law.</td>
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<tr>
<th>Draft Goals &amp; Objectives</th>
<th>Current Goal(s) Incorporated</th>
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<tbody>
<tr>
<td>GOAL I: Serve Our Members.</td>
<td>Goal VII: To Provide Benefits, Programs And Services Which Promote Professional Growth And Enhance The Quality Of Life Of The Members.</td>
</tr>
<tr>
<td>Objective:</td>
<td>Goal VI: To Serve As The National Representative Of The Legal Profession.</td>
</tr>
<tr>
<td>Provide benefits, programs and services which promote members' professional growth and quality of life.</td>
<td></td>
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<tr>
<td>GOAL II: Improve Our Profession.</td>
<td>Goal V: To Achieve The Highest Standards Of Professionalism, Competence, And Ethical Conduct.</td>
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<td>Objectives:</td>
<td>Goal X: To Preserve And Enhance The Ideals Of The Legal Profession As A Common Calling And Its Dedication To Public Service.</td>
</tr>
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<td>1. Promote the highest quality legal education.</td>
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<tr>
<td>GOAL III: Eliminate Bias and Enhance Diversity.</td>
<td>Goal IX: To Promote Full And Equal Participation In The Legal Profession By Minorities, Women, Persons With Disabilities, And Persons Of Differing Sexual Orientations And Gender Identities.</td>
</tr>
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<td>Objectives:</td>
<td></td>
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<td>1. Promote full and equal participation in the association, our profession, and the justice system by all persons.</td>
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<tr>
<td>Objectives:</td>
<td>Goal II: To Promote Meaningful Access To Legal Representation And The American System Of Justice For All Persons Regardless Of Their Economic Or Social Condition.</td>
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</tr>
<tr>
<td>3. Work for just laws and a fair legal process.</td>
<td>Goal IV: To Increase Public Understanding Of And Respect For The Law, The Legal Process, And The Role Of The Legal Profession.</td>
</tr>
<tr>
<td>5. Preserve the independence of the legal profession and the judiciary.</td>
<td>Goal XI: To Preserve The Independence Of The Legal Profession And The Judiciary As Fundamental To A Free Society.</td>
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</tbody>
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5
Submitting Entity: **ABA Long Range Planning Committee**

Submitted By: **Thomas Z. Hayward, Jr.**

1. **Summary of Recommendation(s).**
   
   **Revise the ABA mission and goals.**

2. **Approval by Submitting Entity.**
   
   **ABA Long Range Planning Committee**

3. **Has this or a similar recommendation been submitted to the ABA House of Delegates or Board of Governors previously?**
   
   **Yes**

4. **What existing Association policies are relevant to this recommendation and how would they be affected by its adoption?**
   
   **The ABA Mission and Goals would be changed.**

5. **What urgency exists which requires action at this meeting of the House?**
   
   **Completion of Mission and Goals revision within 2008 fiscal year.**

6. **Status of Legislation.** (If applicable.)
   
   **None**

7. **Cost to the Association.** (Both direct and indirect costs.)
   
   **No cost to the Association.**
8. Disclosure of Interest. (If applicable.)

None

9. Referrals. (List entities to which the recommendation has been referred, the date of referral and the response of each entity if known.)

Proposed revisions were sent to all ABA entities (Sections, Standing, Special Committees and Divisions, ABA House of Delegates Listserv) for comment, as well as to the National Association of Bar Executives, the National Association of Bar Presidents and the Conference of State Delegates, first in December 2007 and again in February 2008. Multiple comments were received and each time the Committee met to revise based on comments up until May, 2008.

10. Contact Person. (Prior to the meeting. Please include name, address, telephone number and email address.)

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11. Contact Person. (Who will present the report to the House. Please include email address and cell phone number.)

Thomas Z. Hayward, Jr., Chair
thayward@bellboyd.com
312-259-9400
EXECUTIVE SUMMARY

1. Summary of the Recommendation
   
   The ABA Long Range Planning Committee wishes to propose revisions to the ABA Mission and Goals.

2. Summary of the Issue that the Resolution Addresses
   
   Presents revised ABA mission, goals and objectives

3. Please Explain How the Proposed Policy Position will Address the Issue
   
   N/A

4. Summary of Minority Views
   
   None