

Justice

FOR THE PEOPLE

2025 Impact Report



Oregon
State
Bar

CELEBRATING A YEAR OF SERVICE

It has been an honor to serve as leaders of the Oregon State Bar in 2025, working alongside partners across the legal system to advance a justice system that is fair, accessible, and responsive to the needs of all Oregonians. A central part of this role has been to act as both facilitators and collaborators — bringing together diverse voices, encouraging innovation, and helping translate shared values into meaningful public service.

We are particularly proud of Oregon’s continued commitment to innovation in access to justice. Several key initiatives, all launched in 2024, completed their first full year of growth in 2025. These include:

- Licensing paralegals to expand access to legal assistance in family law and landlord-tenant matters;
- The creation of the Supervised Practice Portfolio Examination, an apprenticeship-based pathway to bar admission paired with a rigorous review of legal work product; and
- The launch of Oregon Law Help (oregonlawhelp.com), a multilingual and interactive website that now serves as the “front door” for Oregonians seeking reliable legal information and connections to appropriate help within their communities.

By expanding pathways to licensure, leveraging technology and user-centered design to help the public navigate legal problems, and maintaining a strong regulatory framework, we are working toward a future in which more Oregonians can access competent, ethical, and meaningful legal help.

These initiatives came to fruition only through collaboration with the public and Oregon’s legal community. We encourage current and future bar leaders to continue this role as collaborators and problem-solvers, particularly as the legal profession and justice system face complex and interrelated challenges.

One challenge is a flattening rate of growth of legal professionals in Oregon. New licensees are not entering the profession at a pace sufficient to make up for the number of legal professionals retiring — an issue already acutely felt in many rural “legal desert” communities. At the same time, the persistent challenge of serving low- and moderate-income Oregonians, require thoughtful, practical and coordinated responses.

Addressing these challenges will require an inclusive and innovative approach. Oregon’s bar has demonstrated a strong capacity for leading strategic change, listening carefully to feedback, and adapting insights from across disciplines and communities. These experiences leave the Oregon State Bar well positioned as we look toward a future of continued impact and shared responsibility.



Helen Hierschbiel
Chief Executive Officer
Oregon State Bar



Myah Kehoe
2025 President
Oregon State Bar

Regulate the legal profession and improve the quality of legal services

GOAL: Cultivate competence, integrity, diversity, equity, inclusion, and well-being in the legal profession.

Support the judiciary and improve the administration of justice

GOAL: Protect and advance the quality, integrity, diversity, and impartiality of the judicial system.

Advance a fair, inclusive, and accessible justice system

GOAL: Foster trust in, respect for, understanding of, and access to the justice system.

MISSION.

The mission of the Oregon State Bar is to serve justice and the public interest by promoting respect for the rule of law, by improving the quality of legal services, and by increasing access to justice.

2025 STRATEGIC HIGHLIGHTS

The Oregon State Bar regulates the legal profession and works to increase access to justice for all Oregonians. In 2025, the bar engaged in high-level strategic planning to shape its direction for the next five years, while continuing to learn from the early implementation of several new access-to-justice initiatives. These included the Supervised Practice Portfolio Examination, the admission of licensed paralegals to the bar, and the development of Oregon Law Help (oregonlawhelp.org).

Strategic Planning

In 2025, the OSB continued its strategic planning process. This process included four key phases:

- Development of updated organizational values and definitions;
- Adoption of specific outcomes and priorities aligned with the bar's statutory functions;
- Creation of action items organized by those functions; and
- Prioritization of actions for implementation.

This work provides a clear roadmap for meeting the bar's goals, strengthens decision-making, and ensures that limited resources are focused on work that aligns with our mission and values, and creates the most impact. The process also examined emerging challenges, including the flattening number of legal professionals entering the bar — a trend already contributing to access-to-justice crises in many rural Oregon communities. Designed with flexibility, the strategic plan will allow the bar to adapt in rapidly changing conditions. The plan will be finalized by the Board of Governors at its February 2026 meeting.

Understanding Gaps in Access to Legal Help

In 2025, the OSB completed an Access to Justice Gap Analysis — a comprehensive study of civil legal needs in Oregon, the areas where gaps are most significant, and strategies to strengthen the civil legal system.

The study incorporates perspectives from Oregon legal professionals, courts, and system partners, examines national trends and best practices, and synthesizes this information to identify actions that could improve access to legal help across communities and regions.

The analysis was undertaken to inform the bar's strategic planning process and to provide system partners with data and insights to support their work. Additional details appear on page 8, and the full report is available at www.osbar.org.

Expanding the Legal Profession

The addition of licensed paralegals to serve Oregonians facing housing or family law issues is intended to address the areas of law where the gap in legal services is particularly acute. Together with a new model for examining applicants for admission to the bar, these efforts aim to provide alternative pathways into the legal profession, and increase the availability of legal services.

Both programs — still relatively new — further refined their administration based on stakeholder feedback in their early implementation. This work continues into 2026.



VALUES.

Diversity | Equity | Inclusion | Justice | Well-being |
Transparency | Humility | Compassion | Innovation

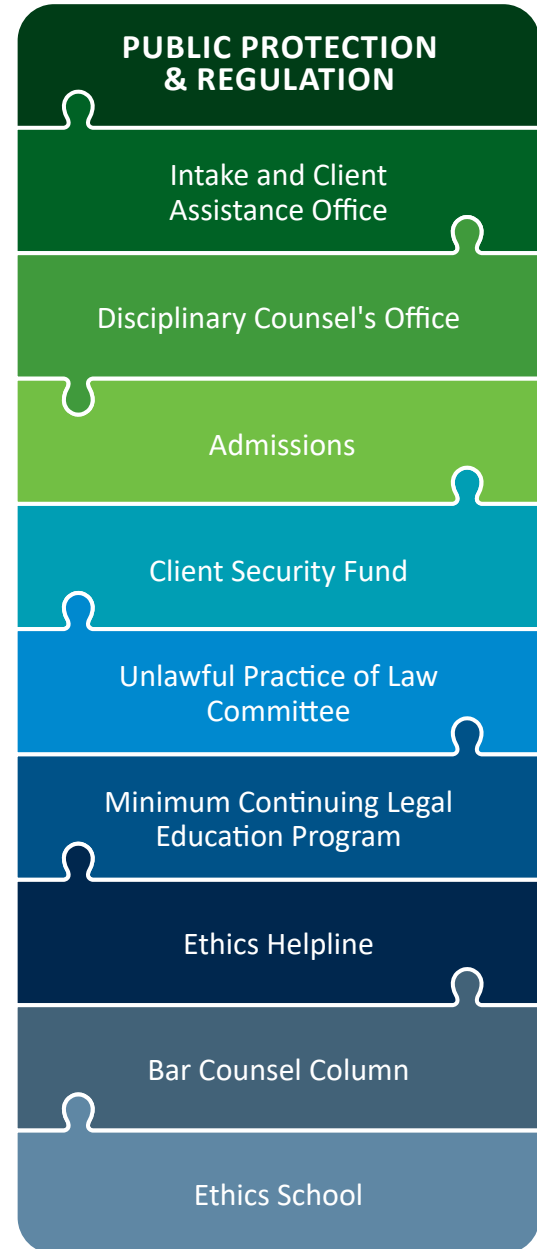
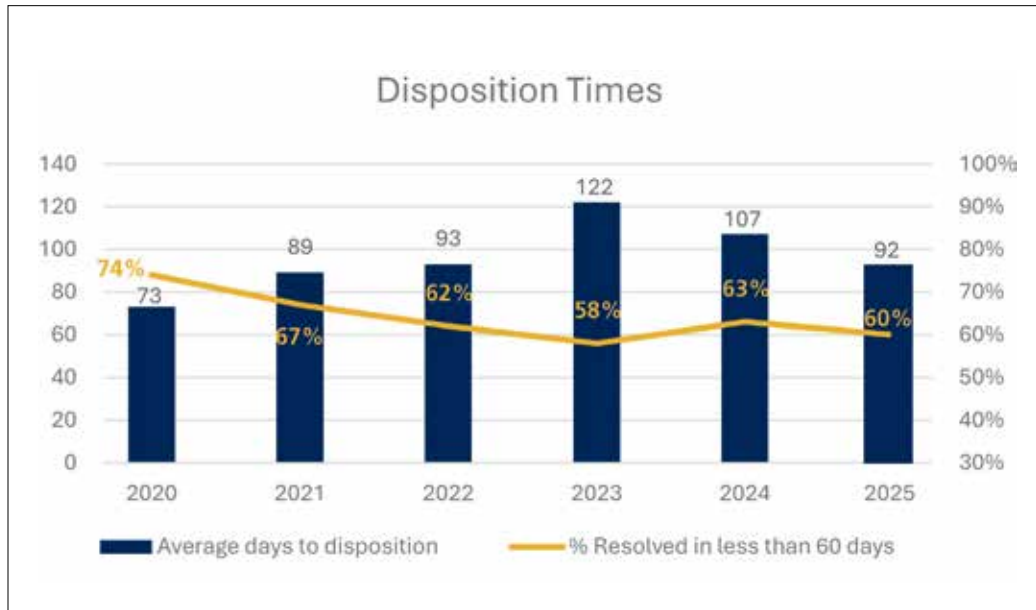
PUBLIC PROTECTION AND REGULATION

Regulating the legal profession is one of the OSB’s core statutory requirements. The bar oversees the admission of lawyers and licensed paralegals to practice law in Oregon, and enforces licensees’ adherence to the Rules of Professional Conduct, the profession’s ethics rules.

Helping Clients

The bar’s Intake and Client Assistance Office (CAO) helps Oregonians who have questions about a licensee’s conduct and screens complaints to determine if they warrant investigation by Disciplinary Counsel’s Office. Often, CAO is able to help the public without initiating an investigation by answering questions and providing referrals. **In 2025, the bar provided help and information to over 2,000 Oregonians without needing to open a complaint file.**

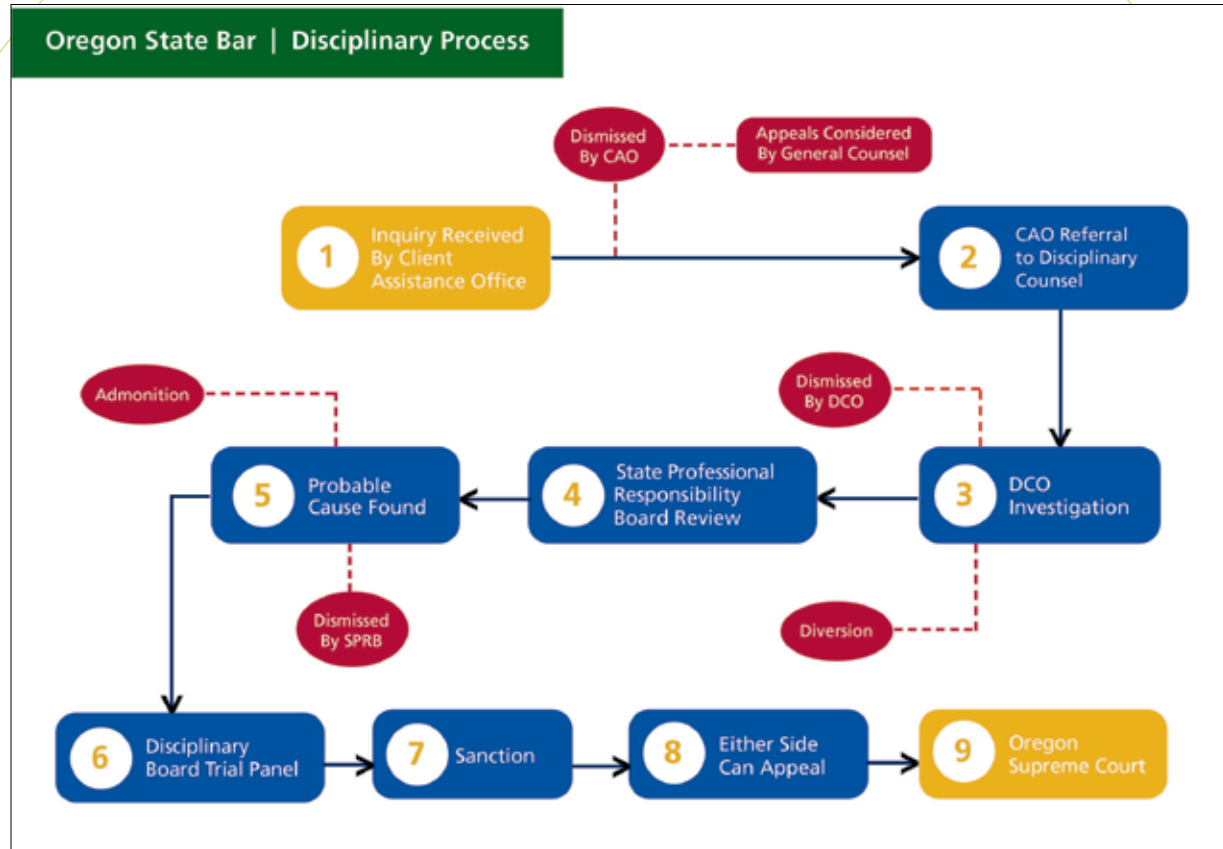
Also in 2025, CAO resolved inquiries quicker than in previous years, with an average time of 92 days to decision.



Addressing Misconduct

The OSB's Disciplinary Counsel's Office (DCO) investigates, and if authorized by the State Professional Responsibility Board, prosecutes licensee misconduct. Last year, the bar dismissed 139 cases in the investigation phase and issued:

- 2 disbarments
- 4 Form B resignations (functionally equivalent to disbarment)
- 24 suspensions
- 10 reprimands
- 12 admonitions



We continue to see low rates of recidivism. Last year, 55% of licensees sanctioned by DCO did not have any prior sanctions.

Providing Support

OSB provides resources to address the most common infractions before they happen.

- The Professional Liability Fund provides **free and confidential practice management assistance**. In 2025, the PLF began publishing a practice management Q&A column in the *Bulletin*.
- The Oregon Attorney Assistance Program's **attorney counselors provide free, confidential support to licensees**, law students and other legal professionals struggling with mental health or substance abuse disorders.
- **The Legal Ethics Helpline fields ethics questions** from attorneys online and over the phone.

1,500+ Licensee ethics questions answered

Building Trust

Transparency is essential to public protection and trust. The OSB builds and maintains relationships with journalists to help keep the public informed. **In 2025, the bar fulfilled public records requests within an average of 24 days.** In addition to fulfilling our public records requests requirements, the OSB:

- Recommends legal experts to journalists seeking to enhance accuracy of legal coverage.
- Maintains a Bar Press Broadcasters Council, which hosts an annual event that brings together members of the media with leaders in the legal field.
- Generally waives the public records fee for journalists covering the public-interest and regulatory role of the bar.



Expanding Admissions

In recent years, the OSB has taken significant steps to expand access to legal help by developing new pathways to admission. In 2024, the bar launched two groundbreaking programs: the Supervised Practice Portfolio Examination (SPPE) and the Licensed Paralegal (LP) Program. Both programs were developed to increase access to legal help for all Oregonians, address unnecessary and inequitable barriers to licensure, and continue a robust review of competence to practice law. The OSB has continued to refine and improve these programs, including through rule changes and process improvements.

Supervised Practice Portfolio Examination

The SPPE resembles a graded apprenticeship. SPPE applicants work under the supervision of a licensed attorney and submit a portfolio of legal work that is graded by the Board of Bar Examiners.

Oregon is one of the first states to offer a nontraditional exam in addition to the standardized bar exam. The SPPE is now serving as a model for other jurisdictions looking to adopt similar programs. In 2025, the OSB advised Washington, New Mexico and Minnesota state bars on developing new pathways to admission.

Oregon's legal field has shown support for the program, too:

- **51% of SPPE graders return** for subsequent grading sessions.
- **6 new graders** volunteered in 2025.
- **211 lawyers** are registered as SPPE supervising attorneys.
- **182 employers** are approved to participate in the program.

Licensed Paralegal Program

The OSB licenses paralegals to provide limited scope legal representation in landlord-tenant and family law, two legal areas with the highest unmet need. LPs must pass a character and fitness review, complete educational and experiential requirements, and pass a scope of practice exam. In 2025, the bar admitted 17 licensed paralegals, for a total of 28 now practicing in Oregon.

Comity

In 2022, the OSB began admitting attorneys to practice in Oregon who are licensed in other states and meet the OSB's other admission requirements. Comity has continued to increase the number of practicing lawyers in Oregon.

311 attorneys admitted through the bar exam
49 attorneys admitted through the SPPE
304 attorneys admitted through comity
17 licensed paralegals admitted to practice

2025 Admissions By Pathway





ADVANCING JUSTICE

Legal problems can be life-altering, especially for low-income people. Getting the right help can make a big difference. The OSB works to increase access to justice for everyone in Oregon. The OSB defines access to justice as when a person facing a legal problem:

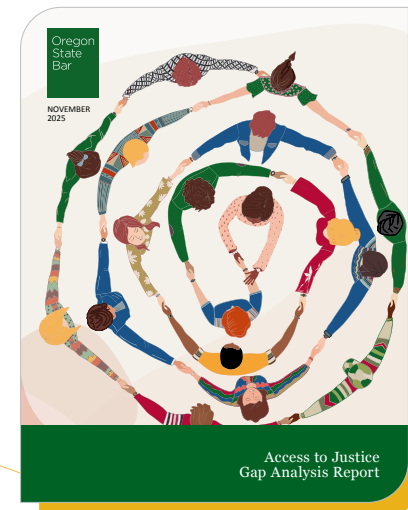
- Can understand their legal problem and their legal rights;
- Has timely and affordable access to the level of legal help they need to address the problem; and
- Believes they were treated fairly during the process.

In November 2025, the bar completed an Access to Justice Gap Analysis Report examining Oregon's civil legal system. The report drew on a robust statewide survey, focus groups and interviews with system partners. It identified key barriers to access to justice, including a shortage of free and low-cost lawyers, limited nonlawyer help, difficulty finding legal help and information, and court processes that are too complicated to navigate without a lawyer.

The report also emphasized the importance of a continuum of legal help to bridge the access-to-justice gap, and pointed to a range of strategies to strengthen Oregon's civil legal system. Some of its ideas include:

- **Expanding lawyer capacity and new pathways to bar admission**, such as the bar's Licensed Paralegal (LP) and Supervised Practice Portfolio Examination (SPPE) programs, and by supporting private-sector attorneys to adopt service delivery models that expand affordable access.
- **Building non-lawyer navigation and support** by resourcing libraries and community-based organizations to ethically provide legal information and system navigation.
- **Strengthening self-help and legal information systems** by developing tools and service delivery methods that are responsive to what people want and need, including continuing investment in Oregon Law Help and other technology tools.
- **Creating effective referral networks** that connect existing organizations and programs.
- **Advancing community education and outreach** by strengthening partnerships with trusted community organizations.
- **Enhancing court accessibility** by supporting court efforts to simplify and standardize court processes and ensure consistent virtual and in-person appearance practices statewide.

Improving access to justice will require a multi-faceted, collaborative approach. The Access to Justice Gap Analysis Report identified concrete, actionable steps that the Oregon State Bar can take, in coordination with system partners, to build a better civil legal system for people in Oregon.



Accessing Legal Help

The bar helps people find legal representation that fits their needs and works to expand the options available to them, with a focus on quality and accountability.

Legal Services Program

For nearly three decades, the OSB has overseen Oregon's statewide network of civil legal aid organizations. Three legal aid providers — Legal Aid Services of Oregon, Oregon Law Center and the Center for NonProfit Legal Services — operate 17 different offices in all 36 Oregon counties. Since 2022, the bar has also overseen statewide immigration legal services. The Oregon State Legislature extended the program's funding in 2025, and the program was expanded to include two new providers.

In 2025, the bar published an Accountability Report, its periodic review of Oregon's civil legal aid providers. Drawing on site visits and provider data and narratives, the report assessed the system against performance measures grounded in the LSP Standards and Guidelines, as well as national best practices.

The report highlighted the many ways legal aid providers act as a lifeline to low-income Oregonians with civil legal needs, including by maintaining strong connections to their communities, and evolving approaches to delivering services. It also identified areas for improvement and put forth recommendations in three categories:

- **Process enhancement.** Improving service efficiency and effectiveness by strengthening intake processes, clarifying and clearly communicating case acceptance and screening priorities to partners, solidifying centralized approaches to needs assessments, and refining systems to monitor caseloads.
- **Infrastructure development.** Modernizing infrastructure through investments in technology, evaluation frameworks, and workforce development.
- **System integration.** Improving statewide coordination by developing shared tools and resources and common frameworks — while tailoring implementation to local conditions and community context where needed.





The reports underscored the critical help legal aid offices provide each day to thousands of low-income Oregonians. The recommendations are aimed at helping providers build on their successes and improve the delivery of civil legal services.

Lawyer Referrals

Our Lawyer Referral Service (LRS) program continues to see a rise in online requests and phone calls. In 2025, the Lawyer Referral Service received **112,420 calls and made 59,009 referrals, a 13% increase in referrals over 2024**. LRS also operates Modest Means, which provides sliding scale legal representation for people who don't qualify for legal aid but still struggle to afford market-rate legal services. Modest Means launched an online application portal in 2024. In the portal's first full year, **99% of Modest Means applications were submitted virtually**.

Promoting Rural Practice

Outside of the population-dense Willamette Valley, most of Oregon is considered a "legal desert," meaning there are not enough legal professionals to meet the demand for their services. In September 2025, the OSB's Oregon New Lawyers Division hosted the second annual Rural Practice Traveling Roadshow. Held at all three Oregon law schools, the Roadshow features panels and tabling that introduce law students to employment opportunities in rural Oregon. For the first time, the bar provided stipends to two law students who served as judicial clerks in rural counties, both of whom volunteered for the Roadshow's panels. In recent years, the bar has also expanded its Loan Repayment Assistance Program, a \$7,500 forgivable loan to help new lawyers with educational debt, to include rural practitioners as well as public service attorneys.

\$1.9 million distributed for immigration legal services

\$14.7 million distributed for other civil legal services

59,009 referrals made through the Lawyer Referral Service

Legal information is a key part of access to justice. The bar has several programs that provide Oregonians with free legal information.

Oregon Law Help is an interactive website that directs people to the help they need, from legal referrals to community resources, know-your-rights information and step-by-step guides.



When it was first launched in 2024, Oregon Law Help focused on family and housing law, the two legal areas with the highest unmet need. Now, it covers most everyday legal topics and is available in Chinese and Vietnamese, in addition to Spanish and English.

Operated by the OSB, Oregon Law Help is a joint project with key access to justice organizations: the Oregon Judicial Department, Legal Aid Services of Oregon, Oregon Law Center and Oregon Consumer Justice. The bar will continue to collaborate with our partner organizations, legal experts and the public to improve and expand Oregon Law Help.

1,544,043 Oregon Law Help pageviews

415,754 Active Oregon Law Help users

In 2025, OLH significantly expanded to include:

86 new articles, nearly doubling the information library.

58 new resources, including videos, helpful forms and websites, and guides by trusted external sources.

6 new triage pathways guiding people to resources in high-needs legal areas.

Free Legal Answers is a virtual clinic where income-qualified participants submit legal questions that volunteer lawyers answer for free. In 2025,



lawyers answered 1,170 questions through the program, submitted from all 36 Oregon counties.

BarBooks® is the OSB's online library of legal publications, available for free to the public through Oregon's county law libraries and for adults incarcerated in Oregon prisons. In 2025, the public accessed BarBooks from county law libraries 700 times and from Oregon prisons 6,783 times, an increase from previous years.



IMPROVING THE QUALITY OF LEGAL SERVICES

The OSB enhances the competence and professionalism of Oregon's lawyers and licensed paralegals with comprehensive education, law practice and legal research tools, and well-being support. We work to provide licensees with benefits that are responsive to their unique needs and professional goals, to ensure they meet the needs of the clients they serve. Some highlights from 2025 include:

- **39 free Continuing Legal Education (CLE) seminars, attended by 5,354 legal practitioners.**
- Decisis, an upgraded legal research tool, was **accessed by 2,544 licensees** in its first few months as a bar benefit.
- BarBooks®, an award-winning online library of legal treatises, had **1,699,681 pageviews** in 2025.
- The bar's primary magazine, the *Bulletin*, published **10 editions, circulating to over 19,000 readers.** The *Bulletin* provides ethics guidance, practice tips, information on rule changes and other news of interest to the legal profession.
- The New Lawyer Mentoring Program connected **380 new lawyers with 373 mentors** last year.
- The bar supported 38 sections, practice area-specific groups that advance members' professional growth. In 2025, **45% of OSB licensees were section members.**

Connection and Accessibility

In 2025, the bar saw its in-person CLE event attendance return to pre-pandemic levels. On-demand and MP3 sales continued to grow. Our most popular in-person CLE seminar, sponsored by the Family Law Section, had 372 registrants. This shows an enthusiasm for personal

connection, as well as the flexibility and accessibility of virtual learning. Last year, the OSB added captioning to in-person seminars, making live events more accessible, too.

- **66 live in-person events attended by 1,719 legal professionals**
- **103 CLE seminars held virtually**

New and Updated Legal Research Tools

The Oregon State Bar has provided Oregon's legal professionals with a digital legal research tool for over a decade, as part of their licensing fee. Last September, we upgraded that benefit by switching to Decisis. The decision was based on licensee feedback and came after nearly two years of research, including focus groups with small-firm practitioners who rely on these tools. Decisis has features our licensees requested to improve the ease and effectiveness of their legal research. In the first few months after the switch to Decisis, licensees accessed:

- **66,347 cases**
- **10,810 statutes and legislation**
- **3,701 administrative and agency materials**

The OSB publishes and maintains a catalog of 50 legal treatises covering dozens of practice areas. The bar keeps its titles up-to-date, whether they are bestsellers or provide crucial information to a small audience. In 2025, OSB:

- Updated *Labor and Employment in Oregon: Private Sector* and *Labor and Employment in Oregon: Public Sector*, two titles that are important to their niche practice area.
- Updated and issued in softcover *Oregon Civil Pleading and Litigation*, 2025's most widely used BarBooks title.
- Released *Oregon Rules of Professional Conduct: Annotated* in a larger format.
- Updated the water quality chapter in *Environmental Law*, available exclusively on the BarBooks online library.
- Ended the year with a new edition of *Juvenile Law in Oregon: Dependency*.

Well-Being Section

Last November, the Board of Governors approved the creation of a new Well-Being Section. This section will work year-round to help attorneys and licensed paralegals better serve their clients by thriving in their personal and professional lives. Creating a new section requires a petition signed by at least 200 practitioners, a number the section proponents successfully surpassed. The bar strives to foster a culture that is supportive of well-being in the profession, and is aware of its importance to public service.



A Welcoming Community

Last August, the OSB hosted its annual Opportunities for Law In Oregon (OLIO) orientation, a retreat that brings together incoming first-year law students from under represented backgrounds with attorneys, judges and upper-division students. This year was special not just because of the exceptional reviews it earned, but also because of the spotlight it shone on the multigenerational community built by the bar's recruitment and retention programs over the decades.



Dubbed Camp OLIO, this year's event had a summer camp theme and was held over four days at Mt. Hood Oregon Resort. The program included educational panels, networking, keynotes from leaders in Oregon's legal field, and informal, camp-themed events like campfire storytelling, crafting and hikes.

In a survey of participants, 100% said they would recommend OLIO to other incoming law student, and 100% said they left OLIO feeling better prepared for law school and beyond.

OLIO is one part of the bar's recruitment and retention programing, which aims to create a welcoming, inclusive community of legal professionals able to respond to the diverse needs of the public. These programs work together to support legal professionals at every stage of their careers. Many OLIO alumni have gone on to become leaders in their field and returned to the program as volunteers, creating a positive feedback loop of care, support and trust.

"Without OLIO, I can safely say that I would have felt totally unprepared and very afraid of starting law school. Now, I do feel like I belong and that I have a community of people to guide me and help me succeed." — 2025 OLIO participant

CONNECTING THE COURTS, BAR, LEGISLATURE AND PUBLIC



The OSB serves as a conduit between the bench, the public, licensees and the legislature. We provide education, outreach and support to advance our shared goal of justice for all. During legislative sessions, the bar advances bills to improve laws and increase access to legal help.

Promoting Justice

Oregon faced a budget shortfall in 2025, requiring the state legislature to make tough decisions and serious cuts. Given these challenges, it is notable that the Oregon Legislature showed strong support for access to justice. The legislature showed particular support for the state's court system, demonstrating the importance of legal access across Oregon's communities. The legislature approved a 6.77% cost of living adjustment for civil legal aid funding and voted to maintain funding for immigration legal services. Statutory base pay for Oregon circuit court judges was significantly increased. Oregon Supreme Court, Court of Appeals, and Tax Court judges also received substantial increases to their statutory base pay rates.

The legislature also passed all five bills that OSB advanced. These bills were proposed by the Council on Court Procedures and bar sections

100% of bills advanced by the OSB passed

\$14,902,860 In civil legal aid funding, a 6.77% increase from the previous biennium

\$4.5 million For immigration legal services distributed through the Legal Services Program

including the debtor-creditor, consumer and estate planning sections. They addressed matters such as clarifying notice requirements and allowing courts more flexibility in providing for remote testimony.

Education and Connection

Our work to support Oregon's courts and improve the justice system goes beyond legislation. We help our lawyers, licensed paralegals, the public and the courts stay informed and engaged with initiatives that impact them. We facilitate collaboration between stakeholders and connect them with resources to improve public service.

- **Legislative support.** Every legislative session, we notify each OSB section of bills relevant to their practice area. We track bills for sections throughout the legislative season and help sections advance their own bills. The bar serves as a resource for legislators seeking technical support and expertise on legal issues. We also publish the Capitol Insider, a newsletter that keeps readers informed about legislation and other initiatives around the state.
- **Legal advocacy.** We raise awareness around key issues affecting the legal system. In 2025, we focused on the importance of investing in courthouse safety and funding critical civil and immigration legal services. In 2025, the bar advocated for Oregon's legal system at events like ABA Day, participated in key workgroups on matters such as public defense and provided testimony on relevant bills.

- **Fostering collaboration.** The bar brings together different groups working to improve the justice system. At the beginning of the year, we held a breakfast event that brought together OSB's Board of Governors, judges and lawmakers to discuss priorities for the year.
- **Resources and education.** The OSB works to keep the bench, bar and legislature informed about each other's work. Throughout the year, we share Oregon Judicial Department updates with our licensees and the public through email, on social media, on our website and in the *Bulletin*. In 2025, the OSB held a training for legislators' constituent service providers on Oregon Law Help.

2,200 Bills referred to all 38 OSB sections

350+ Bills tracked for sections

8,000+ Subscribers to OSB's Capitol Insider



The Capitol Insider regularly updates bar members on critical initiatives and legislative work around the state.

Its 8,000+ subscribers show the need OSB members feel to stay informed of legislative activity and other leadership work throughout the legislative, executive and judicial branches.



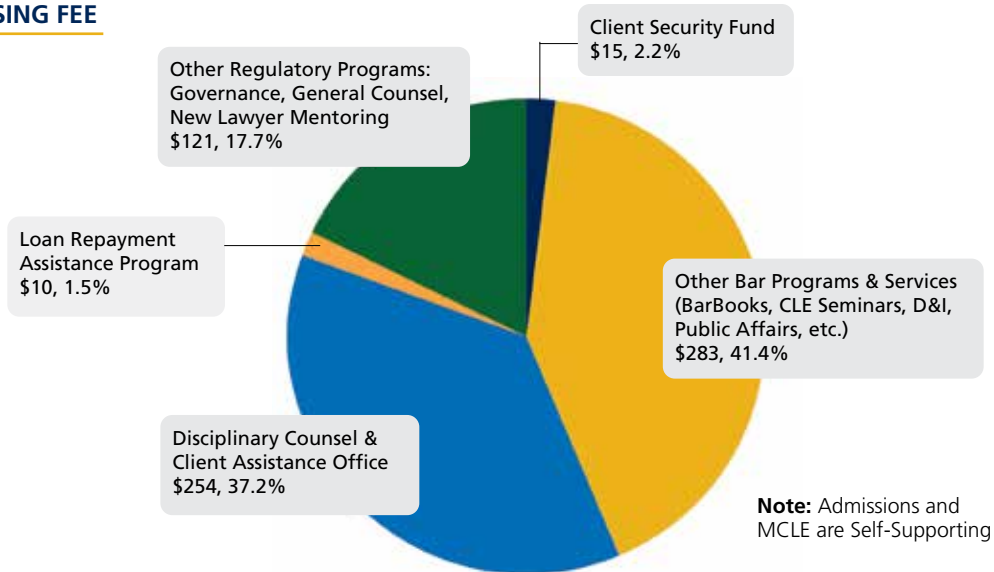
SUSTAINING OPERATIONS FOR THE LONG TERM

The OSB's ability to advance its mission depends on maintaining a strong financial foundation while ensuring adequate staffing and technology to meet its public obligations. The Board of Governors and staff leadership regularly assess both short- and long-term financial projections, monitoring trends in bar licensure, law school enrollment and broader economic indicators such as inflation, labor market conditions and benefit costs.

Approximately two-thirds of the bar's revenue is derived from licensing fees, with the remainder generated through largely self-supporting programs, including Continuing Legal Education and the Lawyer Referral Service.

Although inflation and rising wage and benefit costs exceeded projections in 2025, program expenses remained below budget and program revenues slightly exceeded expectations. As a result, the bar closed the year in a positive financial position, with a strong emergency reserve and no need to increase fees. Projections for the next 5-10 years indicate further challenges presented by demographic shifts in legal the profession.

LICENSING FEE



MEMBERSHIP

15,951 Active & Active Pro Bono Licensees

5,008 Inactive Licensees

FEES & ASSESSMENTS

2026 Active Licensee Fee: \$683

Professional Liability Fund Assessment: \$3,500

REVENUE & EXPENSES

Annual Revenue: \$32,471,738

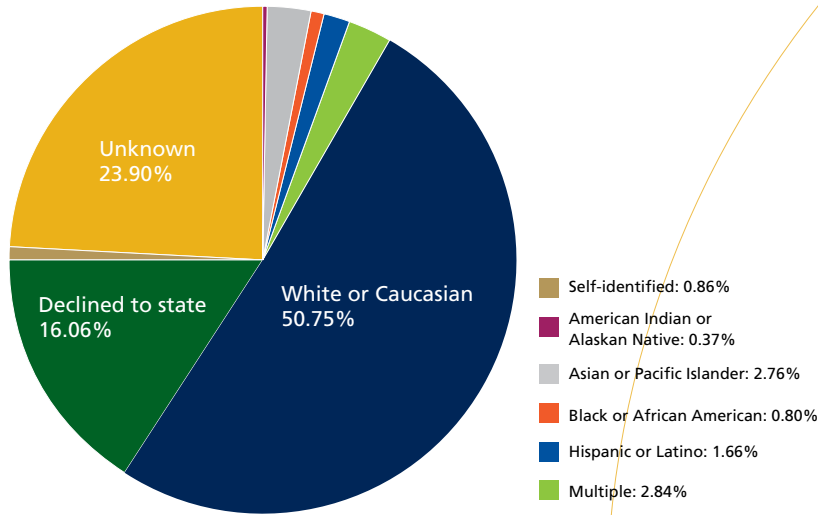
Annual Expenses: \$37,887,638

VOLUNTEER ACTIVITY

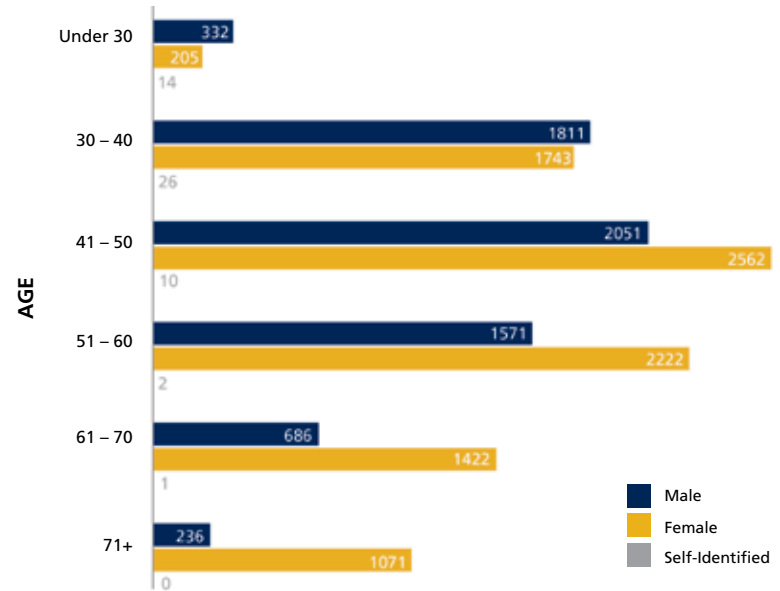
Sections: 17,723 Licensees on 38 Sections

Committees, Boards and Councils: 234 Members

DEMOGRAPHICS (PIE CHART)



ACTIVE LICENSEES BY AGE & GENDER



Future Projections

Bar leadership manages the OSB’s fiscal health based on both short- and long-term projections. Key factors include forecasts for major economic indicators (inflation, wage and benefit trends, etc.) and expectations about the size and makeup of Oregon’s legal profession.

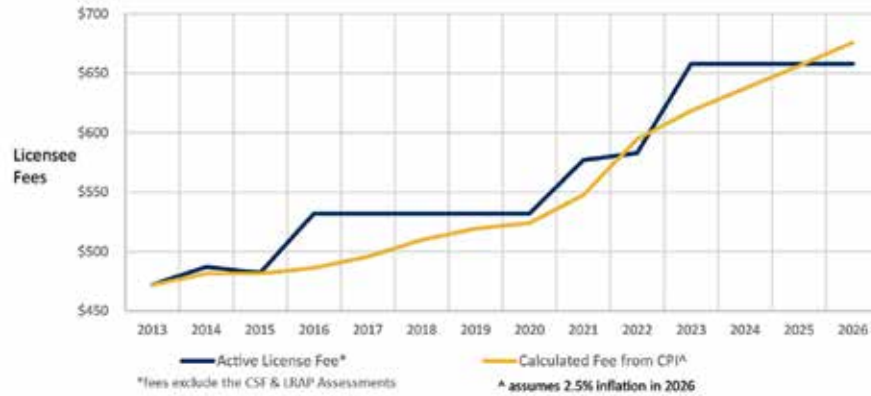
For much of the bar’s history, the number of new admissions to the OSB outpaced the number of lawyers retiring or otherwise leaving practice. This equilibrium is changing as the “baby boom” generation leaves the legal profession.

The bar’s leadership examines this trend from a mission perspective (enough legal professionals to meet the public need in both urban and rural Oregon), and from a fiduciary perspective (operational stability).

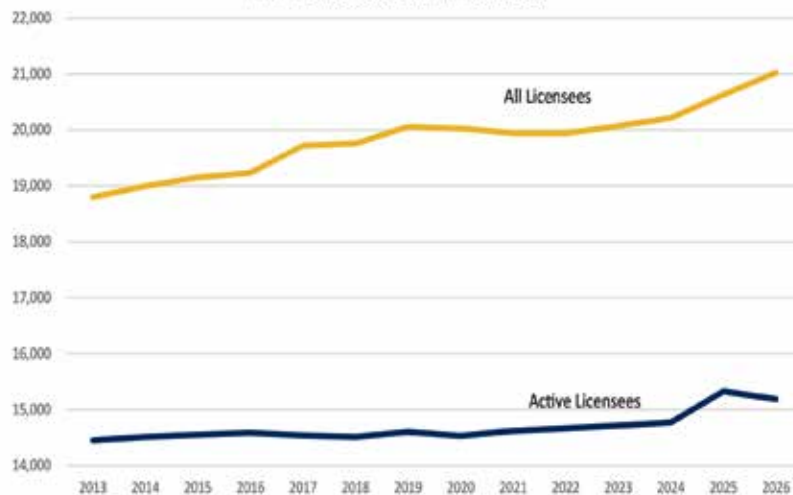
AGE OF ACTIVE LICENSEES



ACTIVE LICENSE FEES VS. CUMULATIVE CPI ADJUSTED FEES



ACTIVE LICENSEES VS. ALL LICENSEES



Bar Operations

The bar's Operating Budget for 2025 was \$17.613 million and it ended the year in a net cash position of \$283 thousand.

We began the year with 89 Full-Time Equivalent (FTE) employees and ended with 92. We had a turnover rate of 4.28%, in keeping with our goal to remain under 10%.

We commissioned a review of the bar's compensation structure to ensure market competitiveness and compliance with Oregon pay equity laws. The study found the bar's compensation strategy was largely aligned with the market for comparable employers, with minimal adjustments required. We conduct this review every three years.

The OSB upgraded the technology for its meeting rooms, which are available for reservation to Oregon lawyers and licensed paralegals as part of their licensing fee.

The bar updated its Business Recovery Plan to guide leaders in the event of a major disaster affecting bar operations. As part of that update, we added a Cyber-Incident Response Plan to address rising cyber threats against both the OSB and its licensees.

BOG REGIONS

2025 Board of Governors

Region 1

Sean Pank, The Dalles

Region 2

Chelle Haynes, Eugene

Region 3

Christopher Cauble, Grants Pass

Region 4

Elizabeth Inayoshi, Hillsboro
Simonne Weyand, McMinnville

Region 5

Gabriel Chase, Portland
Kellie Furr, Portland
Ekuha Hackman, Portland
Megan Houlihan, Portland
Myah Kehoe, Portland
Nik Yanchar, Portland

Region 6

Rob Welsh, Albany

Region 7

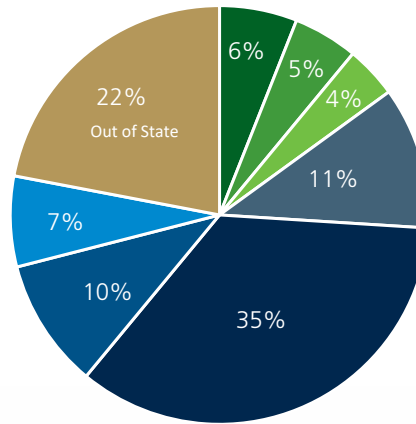
John Marandas, Lake Oswego

Region 8

Kyle Sciuchetti, Vancouver, WA

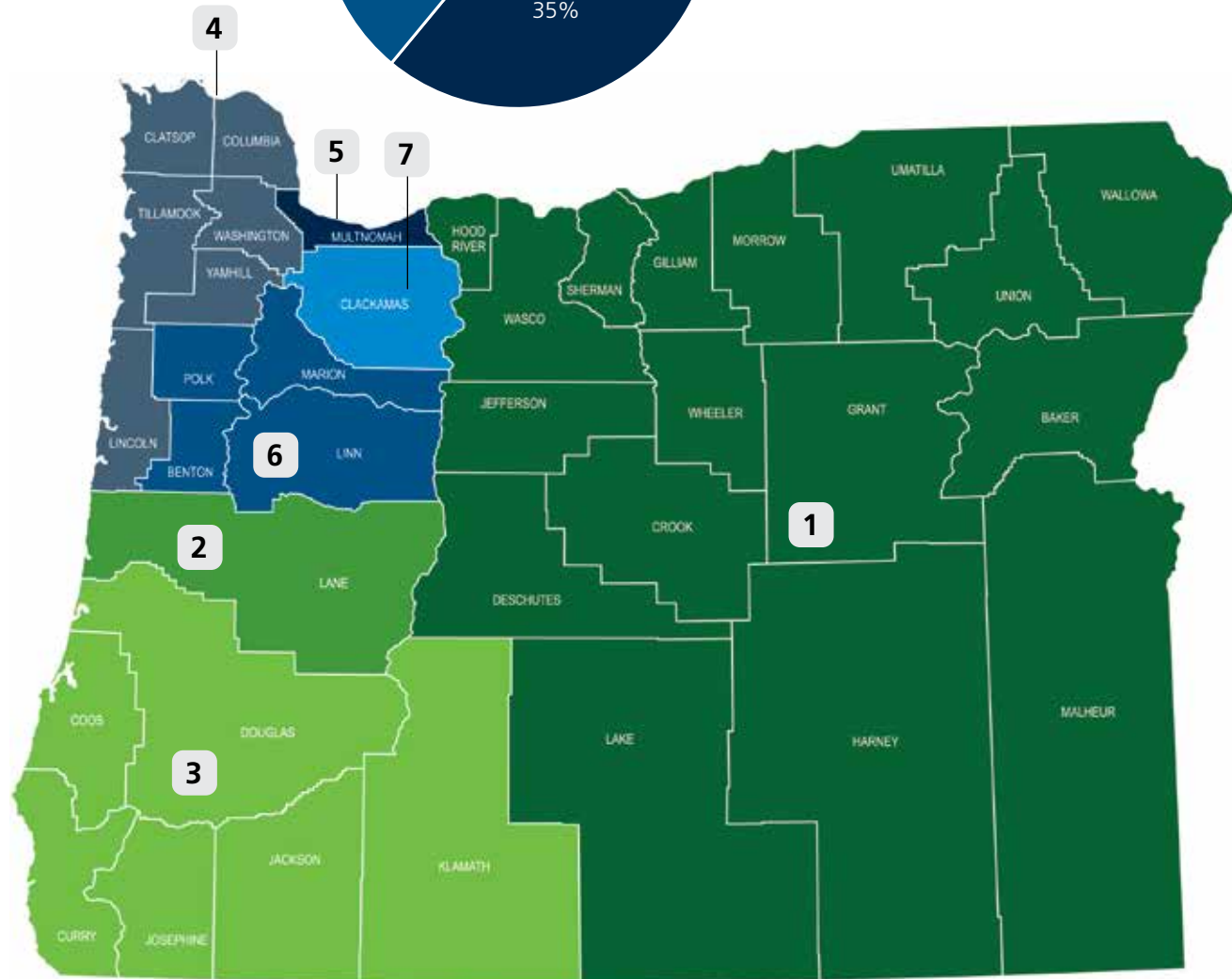
Public Members

Candace Clarke, Saint Helens
Joseph Hesbrook, Bend
Eddie Passadoré, Portland
Curtis Peterson, Portland



ACTIVE MEMBERS BY REGION

- Region 1
- Region 2
- Region 3
- Region 4
- Region 5
- Region 6
- Region 7
- Region 8: Out of State





Oregon State Bar

16037 SW Upper Boones Rd, Tigard, OR 97224
503-620-0222 | info@osbar.org | osbar.org