



## Arkansas Chapter



# The Legal Link

June 2011

### President's Message by Bonnie Vickery



#### Are you a Listening Leader?

According to my husband, I listen to him about 50% of the time, and he said he was being nice. When we listen, we are distracted by many things on our mind that interrupt our listening. Interruptions relate to our emotions, family, co-workers, responsibilities, etc. (the list goes on and on).

We can improve our listening skills by following four important steps:

- (1) **Sense** what is being said by eye contact, voice tone, and/or body language.
- (2) **Interpret** what the person is talking about. If you don't get the message, ask questions.
- (3) **Evaluate** by making a judgment about what you understand or don't understand (get the facts).
- (4) **Respond** after you ask yourself "is my response of value, or do I need additional information to have a better response"?

As legal administrators, we all have a need to be a Listening Leader. Take the time to listen to a co-worker or an attorney by using the four steps to improve your listening skills.

## Arkansas Chapter June Meeting

Where: The Little Rock Club  
Regions Bank Building, 30th Floor  
Little Rock, AR 72201

When: June 8, 2011

Lunch: 11:30 a.m.

Meeting: 12:00 Noon

Topic: Annual Conference Seminars

Speakers: Bonnie Vickery, Kristy Lowery,  
and Donna Blacklaw

Notes: Validated Parking  
Regions Parking Deck





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## Editor's Comments

Join us at this month's meeting on Wednesday, June 8 to hear Bonnie Vickery, Donna Blacklaw, and Kristy Lowery share information from sessions they attended at this year's annual conference.

ALA members Julia Strickland and Marie Ray share their thoughts on "Going Green," and there are a lot of helpful tips spread throughout the newsletter on little things we can all do to help make our offices and homes a greener place. Not only is this the right thing to do, but there can also be economic benefits to going green.

Tom Pawloski of Arkansas Office Products is the Business Partner profiled in this month's newsletter. Also, check out Gina Richburg's profile to read about her life.

We enjoyed meeting Kristy Lowery and Lorraine Rowland at last month's meeting and look forward to seeing them again at another meeting.

## ATTENTION

**DO YOU HAVE SOMETHING TO SAY? VOICE YOUR OPINIONS!  
RECORD YOUR THOUGHTS AND WEIGH IN BOLDLY ON THE  
ISSUES THAT MATTER TO LEGAL ADMINISTRATORS!**

What's in it for you? Legal Administrators gain credit which could allow them an opportunity to win a full scholarship to an annual or regional conference. Business Partners get more exposure before the Legal Community. Email articles to [smith@amhfirm.com](mailto:smith@amhfirm.com).



## ARKANSAS CHAPTER OFFICERS AND DIRECTORS APRIL 2011 - MARCH 2012



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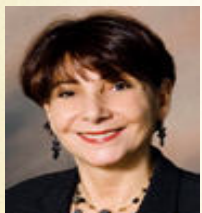
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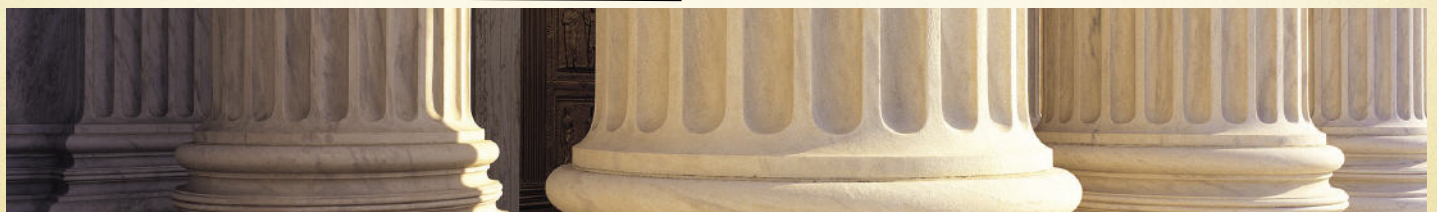
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# The Legal Link



## Arkansas Chapter

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Membership in ALA offers opportunities for:

- Knowledge sharing and networking opportunities (locally, regionally, nationally, and internationally);
- Professional recognition;
- Chapter and leadership support (substantial educational tools, idea exchanges, and workshops to educate the chapter leaders); and
- A whole host of resources and opportunities for professional development.

For more information, check out ALA's website at [www.alanet.org](http://www.alanet.org) or contact Bonnie Vickery at [bvickery@mwlaw.com](mailto:bvickery@mwlaw.com).



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# *Celebrating* **40** YEARS 1971 - 2011

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Please contact Carol Minor at [cminor@laxvaughan.com](mailto:cminor@laxvaughan.com) or Bonnie Vickery at [bvickery@mwlaw.com](mailto:bvickery@mwlaw.com) for more information on how your company can benefit from partnering with our chapter.





## GO GREEN!

by

Marie Ray

We are constantly looking at how to “go green” at home, but how much time have we spent looking at how to go green in our offices??? Some things can be changed just by altering our habits or forming new habits. Others can be accomplished by policy changes. Here are the top ten areas where we can be more efficient, cost-effective and “go green” in the workplace. Okay – top ten areas as seen by Marie Ray.

1. **LIGHTING.** So much of our offices are “windowless,” so our office spaces consist of over 44% artificial light. Here are things that you can do to help.

- Habit: turn off lights when you’re leaving any room, especially if you are leaving it for more than 15 minutes (like going to a meeting). Our new office space has been equipped with motion sensors and turns lights on and off automatically (this can be eerie at night, but well worth it).

- Policy: convert your light bulbs to energy efficient light bulbs and fixtures. You think that maybe we can’t change that because we are at the mercy of the building management, but if we request energy efficient bulbs, you would be amazed how most buildings are more than willing to change to save money as well.

2. **COMPUTER EFFICIENCY.** It is estimated that we waste \$1,000,000,000 worth of electricity a year. Yes, that is \$1 Billion Dollars.

- Habit: Turn off your computer. That’s easy to say if your IT department doesn’t need you to keep it on for backups and/or maintenance. Most of us leave our computers for over an hour at a time for meetings and/or lunch. Set your computer to go to sleep after 30 minutes of inactivity. Amazingly you can cut energy by 70 percent. Screen savers and automatic log outs do not count.

- Policy: Invest in energy-saving computers, monitors, and printers. When replacing computers, make sure that you recycle the old equipment properly. If the computer still works, donate the computer to organizations that will refurbish them or even find them a new home. This is a tax deductible contribution most of the time and a good way to keep one more thing out of the landfills.

3. **PRINTING:** Did you know that the average office worker in the United States goes through 10,000 sheets of copy paper a year??? Yes, not a typo, 10,000 pieces of paper.

- Habit: Print on both sides of the paper when possible. If you are printing a draft of something, use some old paper that is in your shred pile for the first draft. When you can, print in draft mode. Save the best quality print for your final document.

- Policy: Try to buy paper that has a higher percentage of post-consumer recycled content. Another consideration is chlorine-free paper. There are other alternatives of paper such as those made with bamboo, hemp, kenaf and organic cotton. These may be cost prohibitive, but are definitely possibilities.

*Cont. on next page*





## GO GREEN!

*Cont. from page 7*

Recycle your toner cartridges. You would be amazed. A quote from Office Depot states that for each remanufactured toner cartridge we “keep approximately 2.5 pounds of metal and plastic out of landfills...and conserve about a half gallon of oil.”

4. **PAPERLESS:** I know it is an oxymoron to put law office and paperless in the same sentence. It is probably illegal somewhere, as well, but there are ways we can do it without the attorneys even knowing it.

- **Habit:** The best habit of all is to think before you print. Could you just scan the article and send it out that way? Could you just store it online for later use? It is amazing how much could be stored online, because it never comes up in the meeting. Another habit would be to take the few minutes to remove yourself from the mailing lists of all those unwanted magazines, catalogs, and junk mail that we receive on a daily basis. That would save an entire forest in some of our offices.

- **Policy:** Every time you make a policy change, do you reprint your employee manual or procedure manual? Move it to an online directory where all employees can view it and have access to it. That way when you update it, you can save it to the directory and just send out an e-mail that the new version is available for their reference. They would probably be just as happy not to receive “more paper.”

5. **RECYCLE:** I don't know about you, but our office generates a ton of stuff that could be recycled. Does your office even have a recycling bin. We know that we can recycle cans, but...

- **Habit:** Consider recycling everything your office produces. Paper, envelopes, and junk mail

can all be recycled. Another big thing to recycle is cell phones, PDAs, and pagers.

- **Policy:** Look into recycling and place recycle bins around the office, especially in high-traffic areas, labeled clearly as to what can and cannot go into that recycling container.

6. **OFFICE SUPPLIES/FURNITURE:**

- **Habit:** Make it a habit when you search for office supplies that you keep your eye out for recycled products or products made partially from recycled materials.

- **Policy:** Make it a policy to purchase office supplies/furniture made from recycled materials.

7. **EATING:** How in the world can eating be green? There are many areas, especially in our offices where we do not think wisely.

- **Habit:** Use your own mug. How many styrofoam cups go through your office on a daily basis? Does everyone have their own mug? Why not? How about filtered water instead of bottled water?

- **Policy:** Provide reusable dishes, silverware, and glasses for your office. Also consider a policy of ordering only local food products for events in your office. If not local foods, try organic foods. Do you have canned drinks? Why not consider a policy to provide drinks through a machine as opposed to cans or individual coffees as opposed to wasted pots of coffee.

*Cont. on next page*



# The Legal Link



## GO GREEN!

Cont. from page 8

**8. TRAVEL:** We all have to travel from time to time in our line of work, and our attorneys and runners do all the time.

- **Habit:** This is easier said than done, but consider public transportation instead of rental cars. If you must rent, check for hybrids and flex fuel cars as an alternative to save fuel and go green.

- **Policy:** Consider videoconferencing or teleconferences to cut down on the amount of travel. Many CLEs are now done by webcasting which would reduce travel and expenses.

**9. COMMUTE:** This seems the farthest thing from a person's mind these days, as we are such highly independent people and want to be able to go where and when we want and not wait for anyone else.

- **Habit:** Look in your office or your building and see if there is someone that travels from your neighborhood. Develop a carpool even if it is for one day a week. It will save major dollars with only one day invested. As you see the advantages, you may increase the habit to be more often. If you live close enough to work, consider biking occasionally.

- **Policy:** Encourage employees to take alternative modes of transportation by subsidizing commuters. Offer bike parking (if possible) or establish a carpool network bulletin board.

**10. HEALTH:** Can your health actually help your company go green? Of course it can. If you aren't healthy, and miss work, everyone is writing e-mails, writing memos, and wasting time because you aren't there to crack the whip!

- **Habit:** Consider using nontoxic cleaning products in your office. Add plants to your office to add oxygen to your environment and brighten up the space at the same time.

- **Policy:** Make it a policy to buy only products in your office that are free of volatile organic compounds. Consider a policy of reward for employees who maintain a good healthy work space and maintain a good healthy attendance record.



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## Question of the Month

**Question:** I am working on a policy covering how attorneys deal with newspaper or television reports – it could encompass much more. Do you have any samples I can use to get started?

**Answer:** We're going to suggest you start with the [ALA Management Encyclopedia](#) article, "A Strategic Approach to Crisis Management and Media Relations," by Christine S. Filip. It gives an outline of procedures to follow when dealing with critical events (which are not always negative). Make sure you're logged in for access to this members-only area of the ALA website; the article is posted in the Marketing category.

The article, "[Media Policies and Guidelines for Law Firms](#)," doesn't provide actual policy language, but discusses what should be covered and offers suggestions on handling various interview topics. One of the authors, David Freedman, appeared in a number of Web references; apparently, he has acknowledged expertise in this area.

The [Media-Policy.org](#) site offers links to policy language from several industries. Nothing here is related to the legal industry, but you may be able to adapt something for use in your firm.

Almost all the actual policies found on the Internet come from public entities, such as academic and government sources, as those entities often distribute their staff handbooks and other materials that way. Law firms, as private entities, rarely make their internal documents available in any public forum, so material from the legal industry can be difficult to come by. Below are several policies from the public sector; you might consider using them as starting points for developing your own firm's policy:

Georgia Perimeter College, "[Marketing and Public Relations Policies and Procedures](#)";

City of Woodinville, WA, "[Communications: Media Relations Policy](#)";

Community College of Rhode Island, "[Media Relations Policy](#)";

University of Georgia, College of Agricultural & Environmental Sciences, "[Media Relations Policy](#)";

University of Maryland, School of Architecture, Planning & Preservation, "[Media Relations Policy](#)";

University of Mary Washington, "[Media Relations Policy](#)" – This document includes a link to the school's "Guide to Working with the Media." It appears quite good, and you may be able to adapt some of the material presented here.

Finally, don't forget that your fellow administrators can be excellent sources of information. You can post your question to the [online member discussion forums](#) on the ALA website to ask your peers for any ideas or samples they can share. These groups can be a great way to learn how other firms handle the same management issues your own firm is facing.

The [ALA Management Encyclopedia](#)<sup>SM</sup> has a number of articles on marketing in the legal industry. See, for example, "A Strategic Approach to Crisis Management and Media Relations" by Christine S. Filip. The *Encyclopedia* is available at no charge to all current ALA members.

The [ALA Legal Management Resource Center \(LMRC\)](#) provides links to information from associations, consulting firms, and government agencies, as well as ALA sources on general management. Review the materials in the Law Firm Marketing area of the Document Directory, under the heading "Public Relations."

*Continued on next page*

# The Legal Link



## Question of the Month

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**Special Note:** ALA members have free access to the ALA Reference Desk. Send any question on legal management to [infocentral@alanet.org](mailto:infocentral@alanet.org). Staff will conduct personal research on each question.

*The Editors' response in this study is not intended as legal advice. Readers are encouraged to seek appropriate legal and other professional advice.*

Visit the [Question of the Month Archives](#) to read past articles!



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# The Legal Link

## Member Profile

### Gina Richburg



I grew up in Hopper, Arkansas. I began working at a very young age at a family business. When I say young, I am really not kidding. I had responsibilities when I was in elementary school that included restocking shelves and bottled coke machines and completing bank deposit slips. After completing an Associate's Degree at a Junior College, I attended a paralegal program in Little Rock. I began working in the legal field as a paralegal for a North Little Rock law firm in the mid-80's.

If it doesn't involve the practice of law, signing of legal documents, or going to court, then most likely I am involved at some level at Wilson & Associates. My responsibilities include IT, HR, and managing the support staff. My attorneys and staff would describe me as direct, committed, and dependable.

The best professional advice I ever received was to trust, but verify, because ultimately you are responsible for the job.

The most interesting job I ever had was as a paralegal to trial attorneys.

One of the best things about being a legal administrator is the daily challenges in finding better more efficient ways to do things. I am always looking to improve a process.

If I weren't a legal administrator, I would assist my husband with his business.

Dealing with deaths of employees, particularly when the employee was young and the death was unexpected, is one of the hardest things I have had to deal with as a legal administrator.

I have a great husband (Scott) that I met on a blind date. We have been married for 19 years and have two great kids. Shelby, our daughter, is a beautiful (inside and out) red-head who enjoys sports, traveling, and making friends. She is a senior this year at CAC. Colby, our son, is a blue-eyed, blond-headed handsome young man that likes sports, loves the outdoors, and loves making people laugh. He is going into the 10<sup>th</sup> grade at CAC.

For the last 17 years, I have been working and being a Mom. My weeknight and weekends have involved watching hundreds of ball games. As a family, we have traveled to many cities in Arkansas and around the U.S. for the kids' sporting events. Over the years, my kids have played baseball, basketball, volleyball, football, and soccer. That is a lot of games.

My perfect vacation is a beach, a book, good food, and communication with only those that are on vacation with me.

The most memorable event in my life and my fondest memories are the birth of my children.

"Our House" is one of my favorite charities. Heifer is also a favorite. I have a picture of a farm on my wall of animals that have been donated in my name by employees that work for me. Every time I walk out of my office, I smile because I think about what my employees have done to help others.

Continued on next page



## Member Profile

### Gina Richburg

Continued from page 13

What I enjoy most about my affiliation with ALA is the friendships.

I have held positions in ALA of Treasurer, Director, and President.

ALA has provided me with opportunities to share with lots of fabulous people who may work for attorneys in different fields of practice, but end up facing similar issues. Being a part of ALA makes you feel like you are not alone and you can always make a call or send an email to one of your fellow members and they always take time to respond.



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*Dear Friends and Legal Administrators,*

*Losing Dad has not been easy, but  
knowing he had so many great and  
supportive friends has been of great comfort.*

*He loved the practice of law and  
thrive upon his relationships  
in the legal community.  
We appreciate the gift made to the  
Arkansas Arts Center in his memory.*

*He would have been honored  
by your thoughtfulness.*

*Sincerely,*

*Nancy Mitchell  
5/30/11*

# The Legal Link



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## Make a Difference— Conserve & Recycle

Do you really need a hard copy? Use both sides of the paper if you do and add a 'think before you print' footer to your emails.

Next time you travel, consider a permanent tag for your luggage. If travelers in the U.S. stopped using paper luggage tags during their trips, 60 million sheets of paper could be saved per year.

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# The Legal Link

## Business Partner Profile

### Steven Pawloski, President Arkansas Office Products



I was born in Orleans, France, and, as an Army brat, I moved a couple of times. After leaving France, we headed to San Antonio, Texas. We moved to Newport, Arkansas, where I started kindergarten with my own mother as my teacher. Talk about not getting away with anything at school! In 1970, we moved to Jacksonville where I have been ever since. I graduated from the University of Central Arkansas in 1982 with a Bachelor of Science degree in Business Education. After being a substitute teacher and not finding a teaching job, I went to work for James Bros Office Supplies as a sales clerk. In 2006, I decided to leave James Bros and start Arkansas Office Products (AOP).

We opened AOP in March of 2006. I was able to bring with me, from James Bros, close to \$500,000 in sales. In 2010, after a fast four years, our sales topped \$1.5 Million. Arkansas Office Products brings value to our business partners. We try to find ways to save you money in the products you buy. We are big enough to compete with the big box stores, yet flexible enough to handle the special needs of our business partners. We understand the time it takes to run an office, so we make it easy to order everything needed from one source - Arkansas Office Products. We are not just an office supply store. We handle office furniture, commercial printing, janitorial products, break room supplies, and promotional products which are enhanced by our Laser Engraving Equipment.

All of our employees are like family to me. I feel it's my responsibility, as the head of the family, to make sure everyone is successful. I believe they feel the same way about me. Most have been with me since the beginning of Arkansas Office Products, and they all take tremendous pride in taking care of our business partners, whom we consider family as well.

The best thing about my career is the people I get to meet. I have met so many different people over the last 29 years of being in the office supply industry. Many have become lifelong friends. I wouldn't want to trade this job for any other! If I had to choose a different career, it would be in the teaching field, helping our young people. I love working with young people which is the reason I have volunteered as a baseball coach for the last 30 years.

The best advice I ever received was from my father. He told me "it's never work if you love getting up every morning and look forward to what might develop all day." I get up every morning with a smile on my face, ready to see what the day has in store for me and my AOP family.

As you can tell, family is very important to me. My father died when I was 13. A few years later, my mother married another

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# The Legal Link

## Business Partner Profile

-  
**Steven K. Pawloski**

*Cont. From page 16*

great man who was a wonderful stepfather to me. I have two brothers and one sister who all live far away. The proudest moments in my life were when my two daughters were born. My oldest daughter, Sonya, lives in Little Rock. She graduated last year from the University of Central Arkansas with a Master's degree in Speech Pathology. She is working as a speech therapist for Mid-South Rehab. My youngest daughter, Amber, is a senior at the University of Central Arkansas working on her degree in marketing. I am hoping to get her into the family business once she graduates.

What I really like about our involvement with ALA is the exposure Arkansas Office Products receives. A statewide association is a good fit for us since we deliver throughout the state. We look forward to helping all ALA members become our family members.

## MARK YOUR CALENDAR

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## Education

### TEST YOUR KNOWLEDGE IN PREPARATION IN PREPARATION FOR CLM “CERTIFIED LEGAL MANAGER” EXAM

1. What is book value?
2. What is the Employee Retirement Income Security Act (ERISA) of 1974?
3. What is liquidity ratio?

### Did you know?

- Your mobile only takes a couple of hours to charge, so don't leave it plugged in overnight.
- Recycling one ton of paper saves 20 trees, 7,000 gallons of water, three cubic yards of landfill space, 60 pounds of air pollutants, and saves enough energy to power the average home for six months?
- If American households went online to view and pay their bills, it would save over 16 million trees.

### ANSWERS TO TEST YOUR KNOWLEDGE:

1. Book value is an accounting term that describes the original purchase cost of fixed assets less the accumulated depreciation charged against those assets.
2. ERISA sets requirements for the provision and administration of employee benefit plans. Employee benefit plans include health care benefits, profit sharing, and pension plans, for example.
3. Liquidity ratio is the ratio used to evaluate a company's ability to pay its bills on a regular week-to-week or month-to-month basis.



## Going Green

### Makes Me Go Blue

By: Julia Strickland

**A**n article in the April 2009 Law Technology News publication perked my interest. The piece is titled, “All Hands Aboard” by Sheila Slocum Hollis and describes the American Bar Association’s challenge to law firms around the country to reduce their carbon footprint. Those law firms committing to make a difference and follow best practices would be recognized on the ABA’s website. We all know the importance of “Going Green,” and I’ve had several attorneys recommend that we start specific practices in that direction, so, when this article crossed my desk, I thought it was a great place to start.

Under the American Bar Association - Environmental Protection Agency Law Office Challenge, a law firm must commit to following two out of three options for reducing paper waste in order to qualify as a “Law Firm Climate Challenge Partner.” These best practices options are:

- Purchase office paper with at least 30% recycled content
- Recycle discarded office paper
- Use double-sided copying and printing at least for drafts and internal documents

Although the ABA will recognize law firms for simply adopting the best practices above, they are also encouraged to participate in the Waste Wise program. To do so, a law firm must file an annual report to quantify their reduction in paper usage and waste. For its efforts, the law firm will be recognized by the ABA as a “Law Office Climate Challenge Leader” and a “Waste Wise Partner.”

This program sounded simple and my law firm could be considered a *Leader* and a *Partner* in the “Going Green” effort. My excitement was building. We can do this! I printed the forms (which seemed ironic since I was reading about *reducing* paper waste) and began reading the details behind the best practices options of the ABA - EPA’s Law Office Climate Challenge.

Challenge #1: Purchase office paper with at least 30% recycled content. The ABA requests that you assure 90% of all types of copier, printer, letterhead, and bond paper, as well as business and manilla envelopes purchased have at least 30% post-consumer recycled content. In fact, the ABA recommends that you adopt a

*Cont. on next page*



## Going Green

## Makes Me Go Blue

Continued from page 19

policy that 100% of your purchases conform to this standard. After a quick review of our inventory, we found many products with 30% recycled content ... looking good so far! However, when we priced the environment-friendly products, we found them not to be so *price*-friendly. Some items were 20-60% higher than our soon-to-be-ground-contamination ones we currently purchase. In the end, the exercise wasn't a complete waste of time, no pun intended. We did find better prices on recycled window envelopes. While we are unable to commit to purchasing 90% of our products with 30% post-consumer content, we will continue to monitor prices on these items.

**Challenge #2: Recycle discarded office paper.** We do this already! And we have done this for a long time. This challenge appears to be a slam-dunk, but to be a Climate Challenge Partner, you must commit to recycling 90% of your paper and envelopes. Once again, our costs are projected to rise as the weight of our recycling bins becomes heavier with the increase in use.

**Challenge #3: Use double-sided copying and printing at least for drafts and internal documents.** Fortunately, our copiers have this capability and can produce double-sided documents at the push of a button. However, to achieve this best practice, the ABA recommends establishing a policy of double-sided

printing and copying for drafts and internal documents. They also recommend setting the default mode of your copiers to double-sided. Policy? Double-sided default mode? That's an early Sunday morning call from an angry attorney waiting to happen. I can envision an attorney trying to make a few copies for a client and can't figure out how to change the copier to single-sided. For now, we are choosing to condition our employees toward producing double-sided documents. We aren't ready to jump into the waters head first on this one by setting policy and default modes.

At this point, my excitement has waned, and I'm disappointed we can't do more for our environment and, in particular, apply to be a Climate Challenge Partner, much less a Leader, but, the exercise did create cost savings opportunities with our office products, and we did learn what we need to strive for. Hopefully, with some practice, we will move our law firm along in a positive direction in this environmentally-aware phase within our country. These steps, albeit small ones, will add up to produce the culture change we need to make a meaningful difference in our world.

*Continued on next page*



## Going Green

### Makes Me Go Blue

Continued from page 20

I encourage each of you to research and consider going green. And who knows, whether your firm becomes a Partner, a Leader, or just more enlightened than they were before, you have taken the first step in “Going Green,” and, after all, that’s the best way to “beat the blues.”



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## Chapter Memories



Kristy Lowery, Bonnie Vickery, and Donna Blacklaw at Annual Conference - May 2011

**Kelly Stefano, HR Director at Youth Homes, provided information at our May meeting on the Arkansas Compensation Association salary survey**





HAPPY BIRTHDAY

Donna Blacklaw

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Paula Anderson

June 9

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# The Legal Link



## ALA'S MISSION

The Association of Legal Administrators' mission is to:

Promote and enhance the competence and professionalism of all members of the legal management team;

Improve the quality of management in law firms and other legal service organizations; and

Represent professional legal management and managers to the legal community and to the community at large.

## ALA'S GOALS

The Association of Legal Administrators' goals are to:

Develop and deliver programs and products that will provide high-quality, competency-based education to members of the legal management team.

Improve and strengthen the flow of information to and from the members.

Enhance the services and benefits available to members.

Increase the visibility and credibility of the Association of Legal Administrators and its members in the legal community through effective marketing and communications, and through partnering efforts with the bar and other law-related associations.

Retain and recruit members from all components of the legal management team.

Maintain the Association's strong economic base.

Increase diversity in the Association, in the legal management community and in all legal service organizations.

Promote and continue an organizational structure which clearly and effectively allocates the policy and operational roles and responsibilities of volunteers and staff through Governance Policies that ensure that organizational resources are best-used to achieve the Association's Mission and Goals.

## Flag Day - June 14



## EDITORIAL NOTES

Co-Editors: Diane Smith and Marie Ray

Photographer: Carolyn Owen

Editorial Board: Nancy Collins, Julia Strickland, and Carol Minor

Editorial Policy:

We value your comments and suggestions and even your submissions! This is your newsletter! If you would like to make a suggestion that would enhance the newsletter or would be willing to write an article for the newsletter, please email Diane Smith at [smith@amhfirm.net](mailto:smith@amhfirm.net). Clip art located in this newsletter may be furnished by [www.fotosearch.com](http://www.fotosearch.com) or by Art Explosion Publisher.

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