The Legal Link

Fall 2012

ALA Association of Legal Administrators | Arkansas Chapter

Platinum Level Chapter 2012

Published by the Arkansas Chapter of the Association of Legal Administrators

President's Message
by
Arkansas ALA President, Terri Dickinson

Happy Fall Ya'll!

Welcome to my favorite season of the year. The scent of the changing season is intoxicating. The sunlight and the length of days determine when trees start showing off their yellows, oranges and reds. Cool snaps of weather affect the leaves that bring out the deep reds and purples. According to the Arkansas Department of Parks and Tourism fall foliage reports, the upper northwest part of Arkansas should see color changes beginning September 27th. After the busy bustle of summer activities is over, everything reverts back to a more structured schedule. I enjoy the cooler weather most while walking outside in the early morning. When time allows, I also enjoy camping and hiking the trails in our beautiful state. I have recently challenged myself by enrolling in a digital SLR photography class this month. I can't wait to capture shots of our stunning fall foliage as my reward. I encourage you to pause at this season and get outside and breathe in all that fall has to offer!

Thanks to members Nancy Collins, Chairperson, and Carolyn Owen for your work on the upcoming ALA Community Challenge raffle project of an Apple iPad benefiting the American Heart Association. We are also inviting our Business Partner community to get involved. A big thank you to Standard Business Systems for the monetary donation to purchase the iPad! This organization is dear to us as our own Carolyn Owen has had a personal experience with a heart attack in 2009. More details to follow so please be sure and check it out.

Terri Dickinson

ALA Arkansas Chapter President 2012-2013

The Legal Link

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Congratulations
to the Arkansas Chapter!

For the third consecutive year, the Arkansas Chapter achieved Platinum Level status for the Presidents' Award of Excellence. Many thanks to Bonnie Vickery and her Board of Directors for guiding the chapter through another successful year! The Award of Excellence will be presented at the ALA Annual Conference in April.

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 jstrickland@cgwg.com.

The Legal Link

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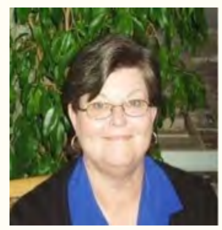

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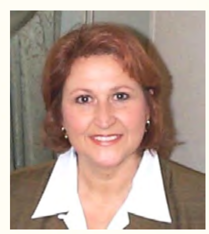

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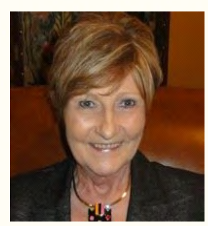

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APRIL 2012 - MARCH 2013

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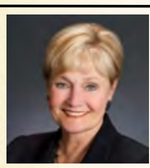

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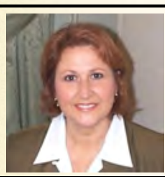

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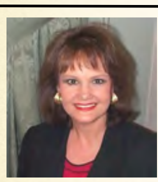

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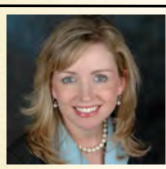

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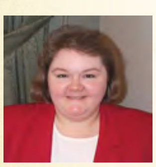

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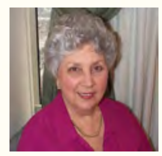

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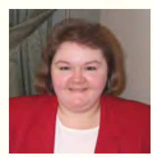

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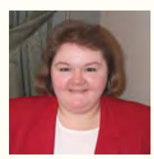

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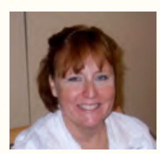

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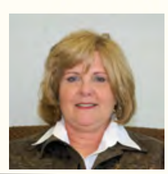

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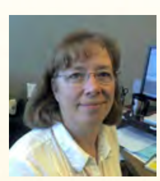

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ALA® Association of Legal Administrators | Arkansas Chapter

Celebrating 31 Years as a Chapter

Standing (L-R): Terri Dickinson, Julia Strickland, Kathy Cagle, Carol Minor, Donna Blacklaw, Pat Campbell, Gina Richburg, Nancy Collins, Bonnie Vickery, Angelia Hadden, Cathy Dille, Angela Falco.
Sitting (L-R): Diane Smith, Carolyn Owen, Bev Eberle, Paula Anderson, Mary Coney.
Missing: Marie Ray, Vivian Koettel, Diana Thomas, Susan Burgess, Kristy Lowery, Barbara Bennett, Sandra Roth, Vickie Garlington, Ellen Simpson.

2012-2013 Business Partners

Diamond Partner
IVIZE/Modus

Platinum Partner
Standard Business Systems

Gold Partners
Allied Technology
Business World

Silver Partners
BancorpSouth
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Thomson Reuters
Voice Products, Inc.
XMC Sales, Inc.

Friends & Supporters
Regions Insurance

THANK YOU to our Business Partners for their Support!

Silver Partnership and Friend & Supporter opportunities are available.

Please contact Bonnie Vickery at bvickery@mwlaw.com for more information on how your company can benefit from partnering with our chapter.

Did You Know?

Question of the Quarter:

Are there any examples of Key Performance Indicators for a human resources department?

Answer:

Many of the HR organizations have written extensively on Key Performance Indicators (KPIs), also known as performance metrics. KPIs are quantifiable data points, such as staff turnover, that can be used to analyze performance and measure progress toward stated goals that support the organization's strategic plan. KPIs can also be used to show the value of an HR department to the organization.

Among the categories and indicators often measured by KPIs are:

Employment (time-to-fill; cost per hire; turnover/retention)
HR Department and Expenses (HR-to-employee ratio; HR expenses; HR expense per FTE)
Health Care (Expense per covered employee; percentage of premium paid; projected increase in costs)
Compensation (Annual increases; ratio of salaries to total operating expenses; timely processing of salary adjustment requests)
Organizational Data (Revenue per FTE; net income per FTE)

Whether or not a firm can translate KPIs into actual financial value, the focus on implementing effective HR practices cannot be overlooked — maintaining a high-quality, engaged workforce is critical to the success of the firm.

The Executive Summary of the 2005 SHRM Human Capital Benchmarking Study offers an extensive discussion of various human resource department metrics.

The introduction (not the full text) to a similar study from BNA, done in 2011, is also available on the Web at no cost. You might check the local law library to see if the full report is in its collection, or available via interlibrary loan.

ALA members have free access to the ALA Reference Desk. Send us your question on legal management. Staff will conduct personal research on each question.

The article "On Key Performance Indicators (KPIs)" from SmartKPIs.com is a detailed review of such metrics and how to go about selecting the ones that best fit your organization. The list of characteristics found in good KPIs is quite instructive, and expands on the SMART principles (Specific, Measurable, Attainable, Realistic, Time-Bound) often used to select appropriate indicators.

In terms of actual lists of these benchmarks, the most plentiful material seems to come from academic sources, as those are the most likely entities to make internal documents available on the Web (private companies are much less forthcoming). The following links should help you develop KPIs that are meaningful in your firm.

Hanover Research published a research report on KPIs used in administrative departments of several universities. While many of the specific metrics discussed in this report do not apply outside an academic context, the charts showing how each measure corresponds to overall goals (outcomes) are good examples of how to choose metrics that point toward successful performance.About.com posts the article "Create Value with Human Resource Measures," discussing ways to ensure that your KPIs measure results, not actions.

To the best of our knowledge, there are no KPI examples available from law firm HR departments, or the legal industry in general. You may want to post a question to the online member discussion groups on our website to ask your fellow administrators if they use similar metrics in their own firms.

For further guidance on Key Performance Indicators and other metrics to assess the HR department's progress, review the book Human Resource Management by Robert L. Mathis and John H. Jackson.

Visit the Question of the Month Archives to read past articles!

ALA Members enjoying each other during a recent networking luncheon.

ALA Association of Legal Administrators

Arkansas Chapter

Come Join Us!

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 or contact Carolyn Owen at Carolyn@gill-law.com.

ALA Association of Legal Administrators
Platinum Level Chapter
2012

MODUS iVize

1606 20th Street NW
Suite 200
Washington, DC 20009

February 13, 2012

To ALA Friends:

As I'm sure you've heard, iVize has merged with Modus, an electronic discovery (eDiscovery) service provider headquartered in Washington, DC. I wanted to introduce the company, what we do, and make sure all your questions about the merger were answered.

Let me begin by saying that you will continue to see the same familiar faces and receive the same service and support from iVize.

In addition to the discovery services you use today, you can now take advantage of eDiscovery services provided by Modus. Modus provides eDiscovery collection, processing, hosting and review services for law firms and corporations. Customers count on Modus to quickly solve tough problems when they arise, help control costs, and meet deadlines with accurate defensible data.

I've included a few paragraphs on the other side of this letter to help you become more familiar with Modus and the services we now offer.

We thank you for your business and look forward to continuing to work closely with you to ensure your discovery needs are met, now and in the future.

Please let us know if you have any questions or concerns. You can contact your account representative or send me an email at bhughan@ivize.net.

Thanks and best regards,

Bill Hughan
Managing Partner
Little Rock
Fayetteville

Modus Overview

There are plenty of good eDiscovery tools and service providers. But great eDiscovery isn't easy—no two cases are the same, cookie cutter approaches don't work, cost containment is hard, and complex issues often surface that will jeopardize a case if not handled quickly and accurately.

Great eDiscovery requires rock solid accountability, nimble and responsive support, and the right tools to get the job done cost effectively and easily. That's where we come in. You can count on Modus to solve tough problems when they arise, help you control costs, and meet deadlines with accurate defensible data.

At Modus:

- **We are nimble and flexible**. There's no red tape or bureaucracy at Modus. You won't have to go through multiple layers of management to get approval or an answer. *We love saying yes*. We'll make sure you get the answers you need without jeopardizing your deadlines and, if appropriate, propose a customized solution to meet your needs quickly and cost-effectively.
- **We are problem solvers**. We know each case is different and that cookie cutter approaches don't work. We know that you need smart and responsive people available 24x7 to answer questions and come up with creative solutions to your problems.
- **We listen. We advise** - We don't just do what our clients ask us to do. If we think there's a better way to approach a problem, we'll let you know. We've got the technical experience and eDiscovery know-how to come up with the right solution and solve the problem quickly.
- **We are your project advocates** – Our project managers are more than just a single point of contact to answer your questions and get you what you need quickly. They are your advocates and a member of your team. They'll give you personalized attention and make sure everything runs smoothly.
- **We bring the right tools to the table** -- With the Modus Review Platform, law firms and companies:
  - Can start reviewing data in hours, not days
  - Ensure data defensibility by having one ID to track and one audit trail
  - Save time and money. You can move documents in and out of the Review Well, only paying for what's in the Well.
  - Improve Transparency – Review only what you need and trust what you review
- **We are a member of your team** focused on giving you services you need and the responsiveness and expertise you count on to meet your deadlines.
- **We'll save you time and money** and you'll have better visibility and predictability over your costs so it's easier to manage your client or management's expectations.
- **We are an enterprise-grade provider** - We've processed and hosted hundreds of Terabytes of data for law firms in the AMLAW 200 and for some of the world's largest corporations. We've got the stability and scale you can count on.
- **We are former eDiscovery project managers**, case managers, and litigation support people from the "inside" so we know the challenges of eDiscovery first-hand. We founded Modus based on the premise there is a better way to do eDiscovery.

Please visit discovermodus.com for more information or contact your account representative.

The Legal Link

What the New Healthcare Bill Means for Employers

by

Greg J. Northen

The Supreme Court's much-anticipated ruling on President Obama's Patient Protection and Affordable Care Act of 2010 (PPACA) has come and gone, and many groups of people still have little understanding about how PPACA actually affects them. While much of the media hype surrounding PPACA involved the individual mandate (requiring individual citizens to obtain health insurance), group health plans carried by employers and providers will also be significantly changed in the near future. Understanding not only what changes are coming, but also when they become effective, is key to preventing new penalties being levied against your company.

Understanding how the Act affects you is vital to avoiding new penalties...

Notably, there are a few new rules already enforced under PPACA. For instance, all health insurance plans now cover adult children up to the age of 26, even if they are married. Also, pre-existing condition exclusions for new applicants under the age of 19 have been eliminated. Both lifetime and annual limitations on coverage amounts (for essential health benefits) have already been erased by PPACA. Finally, the Internal Revenue Service will no longer consider over-the-counter medications as qualified medical expenses that can be paid using tax advantaged funds through health accounts. This includes flexible spending accounts, health reimbursement arrangements and health savings accounts. Flexible spending accounts will be limited to $2,500 per year, and the penalty for nonqualified purchases made with health savings account funds prior to age 65 is increasing from 10 percent to 20 percent.

However, many upcoming changes to group health insurance plans have yet to be enforced under PPACA, and understanding how the Act affects you is vital to avoiding new penalties (or taxes as the Supreme Court found them). PPACA's impact on an employer depends on number of Full-time Employees (FTEs) (Note: 30 hours/week = FTE under PPACA). The following is a simplistic breakdown of the categories in which employers will be placed (and the effect of their classification) for purposes related to PPACA:

25 FTEs or less = Smallest Employer

- Employers with 25 or fewer employees and an annual payroll average of less than $50,000 per employee will receive a graduated tax credit (maximum 35% in 2010, up to 50% by 2014).

26 - 50 FTEs = Small Employer

- Small employers with an annual payroll of less than $750,000 will not be mandated to provide insurance under the Act, but they will not receive a tax credit for doing so.

50-199 FTEs = Mid-Sized Employer

- Employers with more than 50 employees must pay provider insurance or pay fines of $2,000 for each employee who receives a federal subsidy from the "health care exchange" set up by PPACA. This is commonly referred to as the "Pay or Play" provision. Thus, employers must either: (1) offer "qualified and affordable" insurance; or (2) Opt out and pay fines (monthly) to the government.
  - A "qualified plan" is one that is expected to pay at least 60% of allowed charges and meet minimum benefit standards.
  - An "affordable plan" is one where employee contributions do not exceed 9.5% of the employee's household income.

200+ FTEs = Large Employer

- Automatic enrollment if employer offers any health insurance plan to its employees.
- Employees can opt out, but must elect to do so themselves.
- Employers must provide notice of effect of opting-out, and must notify employees about health care exchanges and available premium assistance if employer contributes less than 60% of costs.

PPACA does not become fully implemented until January 1, 2014. However, there are many other changes in the Act that are not discussed in this brief overview, such as W-2 reporting requirements for 2012 and other notice requirements that go into effect throughout 2013. It is critical that employers begin reviewing and preparing to revise, if necessary, any health care benefit plans offered to employees to avoid being penalized by the new provisions under PPACA.

About the author:

Greg J. Northen is an attorney with Cross, Gunter, Witherspoon & Galchus, P.C. He can be reached at gnorthen@cgwg.com

ALA Member Profile

Brenda Homan
Region 4 Communications Officer

How has the position of Communications Officer benefited you in your career and as an individual?
As with any position within ALA, the position of Communications Officer has forced me outside my comfort zone. The Regional Leadership Institute was held in Chicago this past February. This is where I had a chance to meet other Regional Officers in various Regions and where I began getting my mind around my responsibilities. I had previously served my chapter as Chapter Secretary so recording the Minutes at our regularly scheduled conference calls, Regional Council Meetings and Regional Conference Planning Meetings is going to be a breeze, right? Next up, my duty was to learn Publisher quickly(!) as we needed a booklet for our Region 4 Council Meeting in Honolulu in April, followed by my first ever newsletter this past Summer. In June we were whisked away to the Chapter Leadership Institute (CLI) in Utah. It was at CLI where I first began feeling comfortable about the position of Communications Officer and it was also at CLI where I gave my first presentation to Chapter Leaders. All of this has been an incredible growing experience. I have learned that I can adapt and learn new software on-the-fly and without an instructor, present a topic to other leaders, and sing along to "I Love ALA" adapted from the Toby Keith tune "I Love This Bar" – you had to be there!

How do you feel that your style of leadership will fit into the ALA national organization?
In an organization the size of ALA, I feel that it is important to have leaders who represent various types of leadership styles. If we all lead the same, we may not achieve all that we want to accomplish. We need leaders who have been around awhile and know the history within the organization, we need leaders who are new to their position with a fresh set of eyes, and we need leaders in between these two spectrums. My leadership style for my Chapter is one who has been around for awhile and knows much of the Chapter's history and why we do things the way we do. As a Regional Officer, I am the newbie watching with fresh eyes – held wide open and taking it all in. I think a person's leadership style should adapt to the position and should reflect the needs of the organization as a whole.

What has been your biggest challenge as an officer and how have you managed that?
As mentioned above, learning Publisher on-the-fly was my biggest challenge. With that said, I need to get busy on the Region 4 Fall Newsletter.

How would you advise a member who was considering taking a more active role on the regional or national level?
Just do it! Everyone in ALA wants you to succeed. That, in a nutshell, is the greatness of this organization.

Anything you would like to mention about what the Region 4 Leadership Team hopes to achieve in the 2012-2013 year?
Region 4 is about to experience the best ever Region 4 Conference. Don't miss it – October 4-6 in Denver. Be there!

Anything you would like to share with us regarding your biography? Family, education, etc.
I am the Office Manager for the Dallas Office of Morgan Lewis & Bockius LLP. I enjoy visiting our family 'farm' where my dog loves to run and play - without a leash. I am a semi-professional photographer and enjoy attending photography workshops across the country.

(Continued on page 13)

The Legal Link

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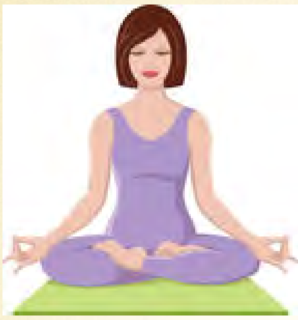
2012-2013 Focus Chapter Assignments			
Steve Dempsey	Shari Doidge	Brenda Holman	Andrea Everage
New Orleans	Mile High	Oklahoma City	Austin
Dallas	Alamo	Houston	Fort Worth
New Mexico	Utah	Tulsa	Arkansas

Brenda Homan and her dog, Garbo.

The Legal Link



Health

4 Ways Baking Soda Can Make You More Beautiful

Yes, you can pamper yourself for just $1! How? Grab a box of baking soda. You may already know that this kitchen staple is ideal for ab sorbing fridge odors or getting rid of laundry stains, but it's also a surprisingly multi-purpose beauty ingredient. From zapping zits to keeping your blowout fresh, check out these DIY baking soda beauty tips.

Get glowing skin
Rub a paste of 3 parts baking soda to 1 part water in a gentle circular motion to gently exfoliate skin or destreak self-tanner. You can also zap zits with a baking soda and lemon juice combo, mix it up into a paste, spot treat, and voila—clear skin!

Show off shiny locks
Make your own clarifying shampoo by adding a quarter-size of baking soda to your shampoo. It will remove dulling residue and product build-up. No time to wash your hair? Use baking soda as a dry shampoo to sop up oil and get another day out of your blowout. Simply sprinkle some at your roots and comb through with your fingers.

Soothe sunburnt skin
Saturate a washcloth with a solution of 4 tablespoons baking soda in 1 quart water and apply to affected area—the baking soda will help draw out some of the heat of the burn.

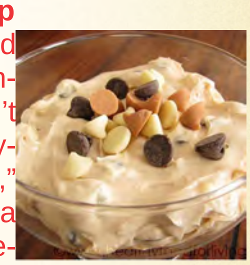
Pamper tired feet
Upgrade your next at-home pedicure with a relaxing foot soak. Add 3 tablespoons of baking soda to a basin of warm water. Better yet, add baking soda to warm bath water to soften skin.

Healthy Party Dips

Avocado Hummus
Take boring old hummus to another level by simply adding avocado, lime, olive oil, salt, and cayenne. You'll pump up the heart-healthy elements and still retain the filling fiber qualities of the white beans.
Credit: thelovelycupboard.com

Hot Spinach and Artichoke Dip
The creamy, cheesy, unhealthy dip you see on nearly every chain restaurant's menu, got a skinny makeover with this recipe. The fat is cut substantially by using Greek yogurt mixed with mayo and part-skim cheese.
Credit: skinnytaste.com

Better-for-You Cheesecake Dip
The word cheesecake and healthy don't typically go together, but this dip is one you don't have to feel so bad about enjoying. It's still considered a "treat," but, hey, if your team scores a touchdown, that's cause for celebration.
Credit: healthyfoodforliving.com



ALA Association of Legal Administrators | Arkansas Chapter

2012 ALA Business Partner Forum - A Success!

The ALA membership depends on our business partners to help make our firms successful. The relationships we build with the business partners who work with us are invaluable in making our job go more smoothly and making our firms more efficient and profitable. Your financial support helps to make us more successful through educational opportunities and networking.

Check out these photos of our event on August 23!

Find us on Facebook at *www.alanet.org/facebook*

ALA Association of Legal Administrators | 2012 Region 4 Conference & Expo

Join us in Denver for the ALA 2012 Region 4 Conference & Expo!

This year's ALA Region 4 Conference & Expo will take place at the Sheraton Denver Downtown Hotel, located on the 16th Street Pedestrian Mall — Denver's mile-long tree-lined promenade featuring outdoor bistros, microbreweries, shopping and entertainment.

The Sheraton Denver Downtown Hotel is approximately 23 miles from Denver International Airport (DEN).

Sheraton Denver Downtown
1550 Court Place | Denver, Colorado 80202
Hotel Rate: $189 plus 14.85% tax
Visit *www.alanet.org/region4/hotel* to make your reservation.

Important Dates

June 6	Deadline to commit — Conference Brochure Ad (only four available) Contact Robert Leighton, *rleighton@alanet.org* or 847.237.1379
June 28	Artwork deadline for conference brochure ads
July 12	Deadline for exhibitor name to appear in pre-conference materials
August 9	Exhibitor "information kit" distributed electronically
August 30	Deadline for exhibitor name and description to appear in the on-site materials
October 4	Exhibitor registration and tabletop set up
October 5	Exhibit Hall open

Questions? Contact:
Jackie Stasch, CEM
Manager of Exhibits & Sponsorships
847.267.1374 | *jstasch@alanet.org*

Tentative Schedule of Events

(Subject to change)

Thursday, October 4

5:15–6:30 p.m.	Opening Remarks and Keynote
6:30–8:00 p.m.	Welcome Reception (Business partners included!)
After 8:00 p.m.	Feel free to entertain!

Friday, October 5

7:00–9:00 a.m.	Exhibitor registration and set up
8:00–9:15 a.m.	Concurrent sessions
8:30 a.m.	All exhibits should be set
9:15–10:45 a.m.	Break in Exhibit Hall
10:45 a.m.–Noon	Concurrent sessions
Noon–1:30 p.m.	Lunch in Exhibit Hall
12:45–1:15 p.m.	Three *Business Matters!* Sessions
1:30–2:45 p.m.	Concurrent Sessions
3:00–4:00 p.m.	Break in Exhibit Hall
4:00–5:15 p.m.	Concurrent sessions
4:00–6:00 p.m.	Exhibitor tear down
After 5:15 p.m.	Feel free to entertain!

Saturday, October 6

8:15–9:30 a.m.	General session
9:45–11:00 a.m.	Concurrent sessions
11:15 a.m.–12:30 p.m.	Concurrent session

Education

TEST YOUR KNOWLEDGE
IN PREPARATION FOR ALA'S CERTIFIED LEGAL MANAGER (CLM) EXAM

The CLM provides the opportunity to demonstrate you have mastered the **knowledge**, **skills**, and **abilities** to operate at a high level of expertise in the field of legal management.

1. The best advantage of a zero-coupon bond to the issuer is that the

   (a) Bond requires a low issuance cost.
   (b) Bond requires no interest income calculation to the holder.
   (c) Interest can be amortized annually by the APR method and need not be shown as an interest expense to the issuer.
   (d) Interest can be amortized annually on a straight-line basis but is a noncash outlay.

2. Initial direct costs are incurred by the lessor may be classified as incremental direct costs and internal direct costs. According to SFAS 13, *Account for Leases*, all of the following costs are examples of internal direct costs except the costs of

   (a) Evaluating the prospective lessee's financial condition.
   (b) Evaluating collateral and security arrangements.
   (c) Establishing and monitoring credit policies.
   (d) Negotiating lease terms.

3. All of the following are charateristic of computer machine language except

   (a) Internal binary code.
   (b) Hexadecimal code.
   (c) Assembly language.
   (d) On/off electrical switches.
   (e) Extremely slow programming.

ANSWERS TO TEST YOUR KNOWLEDGE:

1) d; 2) c; 3) c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Arkansas Chapter
Calendar of Events

October 10, 2012
General Business Meeting
Program: Professional Liability Insurance: What is/is not Covered
Steven Greathouse, Bancorp South

Location: The Little Rock Club

October 4-6, 2012
Region 4 Conference

Location: The Sheraton Denver Downtown, Denver, CO

November 14, 2012
General Business Meeting
Program: TBD

Location: The Little Rock Club

December 12, 2012
Annual Holiday Gift Exchange

Location: The Little Rock Club

HAPPY BIRTHDAY

Carol Minor	October 12
Sandra Roth	October 22
Nancy Collins	November 2
Kathy Cagle	November 19
Kristy Lowery	December 1
Bev Eberle	December 7
Pat Campbell	December 13
Vickie Garlington	December 20
Susan Burgess	December 26

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.

EDITORIAL POLICY

Editor: Julia Strickland

Photographers: Paula Anderson

Editorial Board: Terri Dickinson, Diane Smith, and Cathy Dille

This newsletter is published quarterly by the Arkansas Chapter of the Association of Legal Administrators for the education and benefit of its members. Opinions expressed in articles and advertisements contained herein are strictly those of the contributors and advertisers, and do not necessarily reflect the opinions of the Arkansas Chapter or its members. Reprinting of any portion of this newsletter by any means including photocopying, recording or any information storage and retrieval system, is prohibited without permission of the Editor and Authors.

Special thanks to Steve Brooks of Fox Images for photographing the Arkansas River and the Little Rock skyline and permitting us to use the cover photo for our newsletter. Clip art located in this newsletter furnished by www.fotosearch.com or Art Explosion Publisher.