The Legal Link

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ALA Association of Legal Administrators | Arkansas Chapter

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Summer 2014 Edition

The Legal Link

MISSION STATEMENT

- 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.

Inside this issue:

President's Message

Annual Conference in Toronto, Canada—what an opportunity and what an experience! Michelle Tyree and I were privileged to represent our chapter at our annual conference and would like to thank our chapter members and our business partners for giving us this opportunity. It was a great conference, and we brought home a lot of information which we can utilize to continue to make our excellent chapter better.

Our keynote speakers at the conference were Gabby Giffords and Mark Kelly. Although Mark eventually became an engineer, a pilot, a Navy Captain, and an astronaut, he told us he was not impressive initially and that he ultimately achieved success by setting goals, planning, and working hard. He said that initially he was questioned about whether being a pilot was even the right career for him, but with drive, persistence, and hard work he mastered the necessary skills and progressed.

In discussing Gabby's accident and her recovery, Mark shared how he used his experience with NASA in working with Gabby's physicians and in determining the best options to pursue. He said a group of leaders can make a bad decision, and that none of us are as dumb as all of us may be together. He said often a leader may express an opinion and that often younger, less experienced individuals have a better idea, but they do not express the idea for various reasons. Before deciding which procedure was better for Gabby, he asked each physician, starting with the younger and less experienced ones, what they thought the best idea was. While he ultimately went with the opinion of the lead physician, he looked at every possibility before making a decision. I think what we can learn from Mark's philosophy is that our ideas and opinions are valuable, and even though we may not be as experienced as senior members and leaders, new and innovative ideas are important, and we should never be afraid to express our opinions and ideas.

Among the thoughts he shared with us were:

•How good you are at the beginning is not a good indication of how good you can become.
•Life is a set of challenges, both personally and professionally.
•Be 100% focused on the job at hand.
•Do not worry about things you cannot control.
•Change and innovation are important. Embrace change.
•If you are not focusing on improving an organization, the organization will get worse.
•Do not give up. Deny failure.

Gabby Giffords closed the session with, "It's been a long hard haul, but I'm getting better. I'm still fighting." She encouraged us all to get involved, be leaders, be courageous, and be passionate about whatever we are involved in. There were tears in a lot of eyes as Gabby finished speaking.

I look forward to sharing additional details about sessions we attended at the conference at our next meeting on Wednesday, June 11.

Canada was a wonderful opportunity to learn and grow. We also had a chance to explore Niagara Falls, Toronto, and Lake Ontario. Thank you, again, for such a great experience!

Arkansas Chapter President Diane Smith

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Member Spotlight: Jeannie Billingsley

Tell us about your background, where you grew up and then transition into your career. I grew up in beautiful east Tennessee (Oak Ridge) and then went to Rhodes College in Memphis. The week before I graduated I received a phone call: “Have you ever considered living in Arkansas? Have you heard of Systematics?” The answer to both was “no”, but here I am almost 24 years later!

Tell us about your family. I have a wonderful husband, Phil, two great kids (Natalie is 12, and Nathan is 10), and two really-good-most-of-the-time goldendoodles. Oh, and a dwarf hamster, two beta fish and seven koi. When I’m not at work, life revolves around kid activities!

How did you begin your career in the legal field? My background is actually human resources (HR) management (all aspects of development, implementation, training, legal, staff management, etc.). Although I have been involved in labor/employment law for close to 24 years, I didn’t venture into a law firm environment until a little over one year ago when I joined the team at Friday, Eldredge & Clark.

What are your main responsibilities? In addition to the day-to-day management of over 70 staff members, I am developing and implementing an HR structure for the firm.

How would your attorneys and staff describe you? Professional, fair, easy to talk with.

What is the best professional advice you ever received? “It’s better to be fair than nice” and “nothing measured, nothing gained.” I tend to be a little analytical.

What is the most interesting job you ever had? International HR – I really enjoyed learning and understanding cultural differences in a business environment and developing solutions that were effective in those environments (non-US-centric).

What are your outside activities? In addition to keeping up with kids and their activities, I do crossfit and bike. I have one triathlon under my belt and would like to do more, but running is not my forte. I spend as much time as possible outside. I also LOVE to travel, but kids and a non-traveling job have curtailed that a bit.

What do you enjoy most about your affiliation with ALA? ALA provides a lot of helpful resources and encourages exchanging ideas and best practices. The group members have a wealth of experience in various areas, so I know I can always find answers to new challenges – especially since I’m new to the legal administration field.

Member Spotlight (Cont.)

My favorite quote is… “Do not worry about anything, but in everything, by prayer and petition, with thanksgiving, present your requests to God.” (Phil. 4:6)

My favorite book is… I like to read, so I have a lot of “favorites.” However, *The Fountainhead*, by Ayn Rand, stays at the top of the list.

My favorite musical artist is… This is another tough one because I love music and have very eclectic taste. Eddie Vedder (Pearl Jam) is definitely at the top of my list, though.

What is a word you dislike? “Can’t.” As my dad says, “Can’t never did anything.”

A sound or noise I love is… Laughter. I also love to hear people cheering at sporting events, and I love “lake sounds” – water, boats, etc.

A sound or noise I hate is… Whining and negativity! It serves no productive purpose and is draining.

My favorite movies are... J.R.R Tolkein’s The Hobbit / The Lord of the Rings series and The Usual Suspects. I also like most Quentin Tarantino and Guy Ritchie movies.

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ATTENTION: BUSINESS PARTNERS

We would like to invite you to sign up for our chapter's 2014 **Business Partner Forum** to be held on **Thursday, August 14, 2014, at the Doubletree Hotel**. We also ask that you review some important changes to the Business Partner Sponsorships for 2015 as listed below.

2014 Business Partner Forum

We look forward to your participation in the Arkansas Chapter of the Association of Legal Administrator's (ALA) 2014 Business Partner Forum. The Forum will be held on **Thursday, August 14, 2014, from 8:30 a.m. until 11:30 a.m. at the Doubletree Hotel** in downtown Little Rock. Our Business Partner Forum is a great opportunity for you to network with our chapter members during a continental breakfast beginning at 8:30 a.m. Following the breakfast you will be able to meet with each administrator to showcase your products and services. You won't want to miss this event!

The $300 registration fee allows your company to send two (2) representatives to the event. In addition, you will be provided with a 6-foot table to set up your display. For a charge of $50 each, you may send additional representatives. Please complete the registration form as soon as possible since space is limited. If you are currently a **Diamond**, **Platinum** or **Gold Sponsor**, your first two (2) representatives are free ($300 value). If you are a **Silver Sponsor**, your first representative is free ($150 value). Please complete the registration form indicating that you are a current Diamond, Platinum, Gold or Silver sponsor.

2015 Business Partner Sponsorships

We have made some changes to the Business Partner Sponsorship this year:

- The calendar year will now be the Business Partner Sponsorship year.
- The time for you to renew or sign up for 2015 is January 1.
- If you are currently a sponsor, your sponsorship will be valid until January 1.

If you are not currently a sponsor and wish to become one before January 1, full year sponsorship dues will apply. Depending on the level that you choose, our Business Partners receive opportunities to advertise in our quarterly newsletters, sponsor a meeting, or be a named sponsor of one of our educational scholarships.

Thank you for your support. Our ALA members depend on each of you to help make their firms successful. The relationships that we build with our business partners are invaluable to us and our firms. The ALA mission is to promote and enhance the competence and professionalism of legal administrators and all members of the management team. Your financial support of our ALA chapter allows us to provide scholarships to our members to ensure that they have the tools to lead their firms successfully. ***We couldn't do this without you.***

Also, check out Page 21 for more benefits for Business Partners. We appreciate you!

THANK YOU!

NOTE: When the registration form appears on Microsoft OneDrive, click the document and then choose to download or print. If the links above do not display properly, copy and paste this link into your browser: http://1drv.ms/1kGiL6R

ALA® Association of Legal Administrators | Arkansas Chapter

2014 ALA Business Partner Forum Registration

August 14, 2014 at the Doubletree Hotel

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☐ We currently are a Business Partner Sponsor (September 1, 2013 through December 31, 2014) and plan to participate.

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☐ We are not a 2013/2014 Business Partner but plan to participate in the Business Partner Forum. Enclosed is a check for **$300 (two tickets).** $_______

☐ We will be unable to attend but wish to contribute. Enclosed is our donation in the amount of $_______. $_______

☐ Additional tickets may be purchased for **$50 each.** *(Purchase additional tickets only if you have more than two in your party. Silver sponsors who have more than one attendee will need to purchase additional tickets.)* Please indicate below how many and the names of each attendee.

Number of tickets: ______ @ $50 each = $_________ $_______

Names **and email addresses** of all attendees:

____

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TOTAL AMOUNT DUE (*Make check payable to the Association of Legal Administrators*) $_______

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Tips for Managing Summer Absenteeism

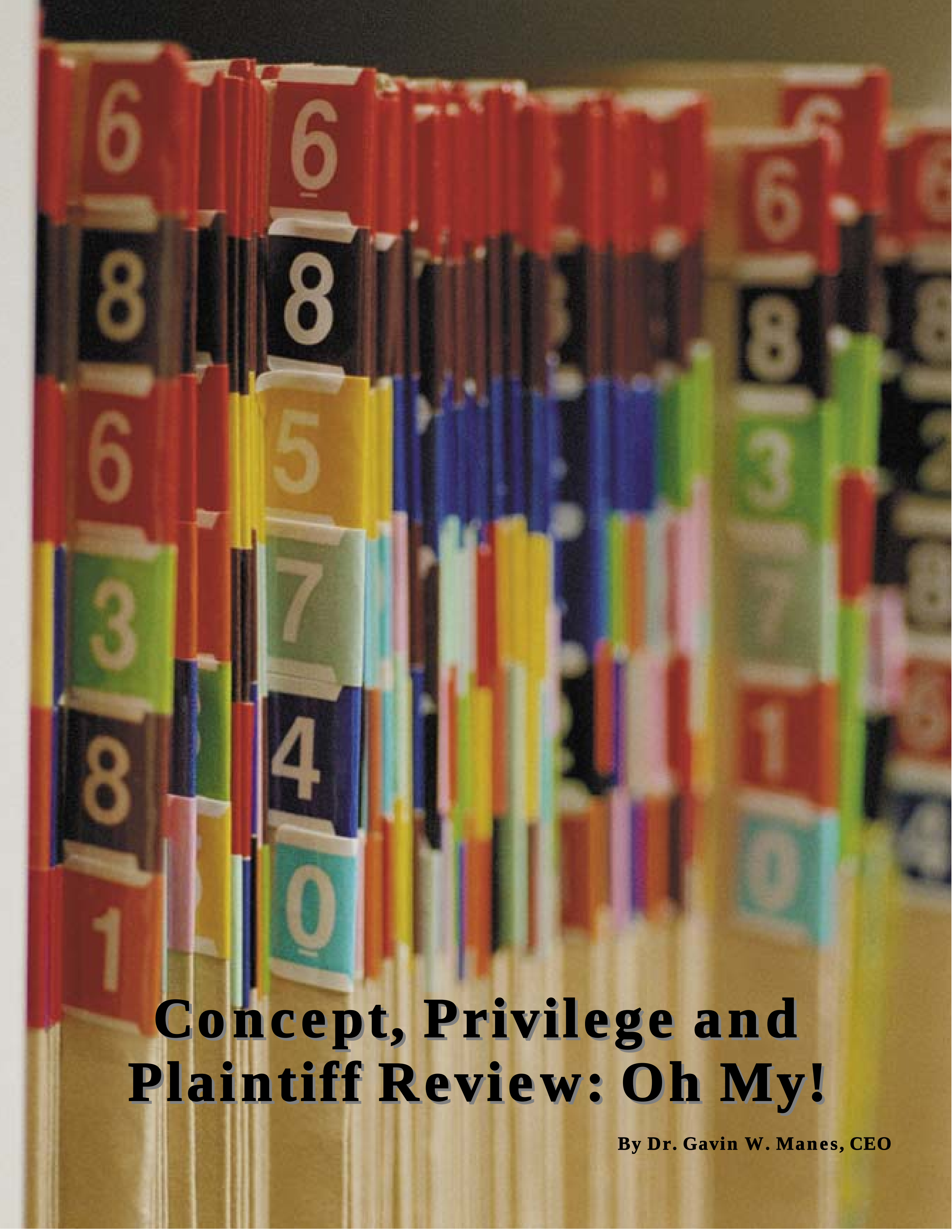
Make sure employees are aware of their sick, vacation and paid time off (PTO) balances and that they are using the days they have accrued.

When employees are on vacation, make sure the workload for the rest of the team is balanced to prevent overwork, stress, and absenteeism.

Consider implementing flexible work arrangements that will allow employees to balance any parental obligations in the summer months.

Provide incentives for perfect attendance, recognizing employees who haven't missed a single day all summer with prizes or other rewards.

Provide employees with comfortable working environments. Scientific studies show that when employees are satisfied with their environmental conditions, they are more productive. So evaluate your air conditioning, temperatures, lighting and general office ergonomics to keep employees at work rather than out "sick".



Concept, Privilege and Plaintiff Review: Oh My!

By Dr. Gavin W. Manes, CEO

Every document review project has a specific goal, and, therefore, every project has a distinctive workflow. Producing party and plaintiff document reviews are two common projects with different goals, review phases, type of reviewers, and ideal types of software. Clustering and technology assisted review can be used in any review, but they can be particularly powerful when applied

Software Requirements

Although there are many tools that perform both e-discovery processing and review capabilities, this discussion focuses only on the review phase of the process.

All review projects require a system that can easily present email for logical review; this is the most common type of document reviewed during discovery. When email is presented in conversation threads or grouped as a family with its attachments, it saves significant review time and effort.

Privilege review can be accomplished with an online review tool that allows coding for privilege and sub-coding for the type of privilege. A tool with fairly simple administrative capabilities is typically sufficient in all but large privilege review projects. However, it is critically important that the software be capable of automatically generating a privilege log based on the coding applied.

Plaintiff, hot document, or production reviews can often benefit from more sophisticated software. Any software tool must be able to handle a large number of folders and subfolders, and they must be easy for administrators or certain users to create and organize at will. Given the broad net of many of these cases, such as class action suits, there can be dozens of areas of relevance. This tends to be a multi-pass type of review, where documents may be revisited many times. Therefore, the tool must have a very robust way to search, folder, and tag information. Reviewers must be able to assign multiple tags to a single document, as well as assign documents to multiple groups.

Concept Searching

Concept searching is the process of finding documents that are alike and assigning them to buckets based on those concepts. Attorneys can then pick which of these buckets to include or exclude for their particular project. There may be entire categories of documents that don’t need review, and that is where concept searching can be a more powerful tool than keyword searching for large data sets.

Concept searching can be equally useful in hot doc and production reviews, but is generally not used in privilege review situations since those decisions are generally context-based.

Plaintiffs have recently seen great success in using concept searching; document set size and the broad scope of documents sought are most likely the driving factors. The power of concept searching lies in the initial sort of documents into categories that project managers can then assign based on their level of relevance. Likewise, producing parties have used concept searching to assist with batching review documents. This batching technique is superior to grouping by custodian, date, or email thread since it groups conceptually similar documents together.

AVANSIC
E-Discovery & Digital Forensics

Continued onto the next page.

Predictive Coding or Near-Dupe Coding

Predictive coding, also known as technology assisted review, is the process of populating coding from a sample set to the rest of a document set. This is a complex process, but in general, the initial coding is performed by a human and the extrapolation of that coding is projected to the remaining documents by a computer. It results in coding assigned to documents that no human has actually seen. Although this may seem a frightening prospect, quality checks and error/recall rates are part of the process. These quality control steps may require the process to begin again. There are many different descriptions and implementations of this process; some are automated, some use Excel, some are built into tools. Thus, predictive coding is not just something to be tacked on to an existing process. When using any type of technology assisted review, the risks and benefits should be contemplated from the beginning of an e-discovery project.

For a hot document review, predictive coding has similar benefits to concept searching because they both rely on the same underlying machine learning techniques. Similarly, predictive coding does not provide major assistance when performing a privilege review. Plaintiffs could benefit from predictive coding to project coding on reviewed documents, but it is more common to use clustering and concept searching.

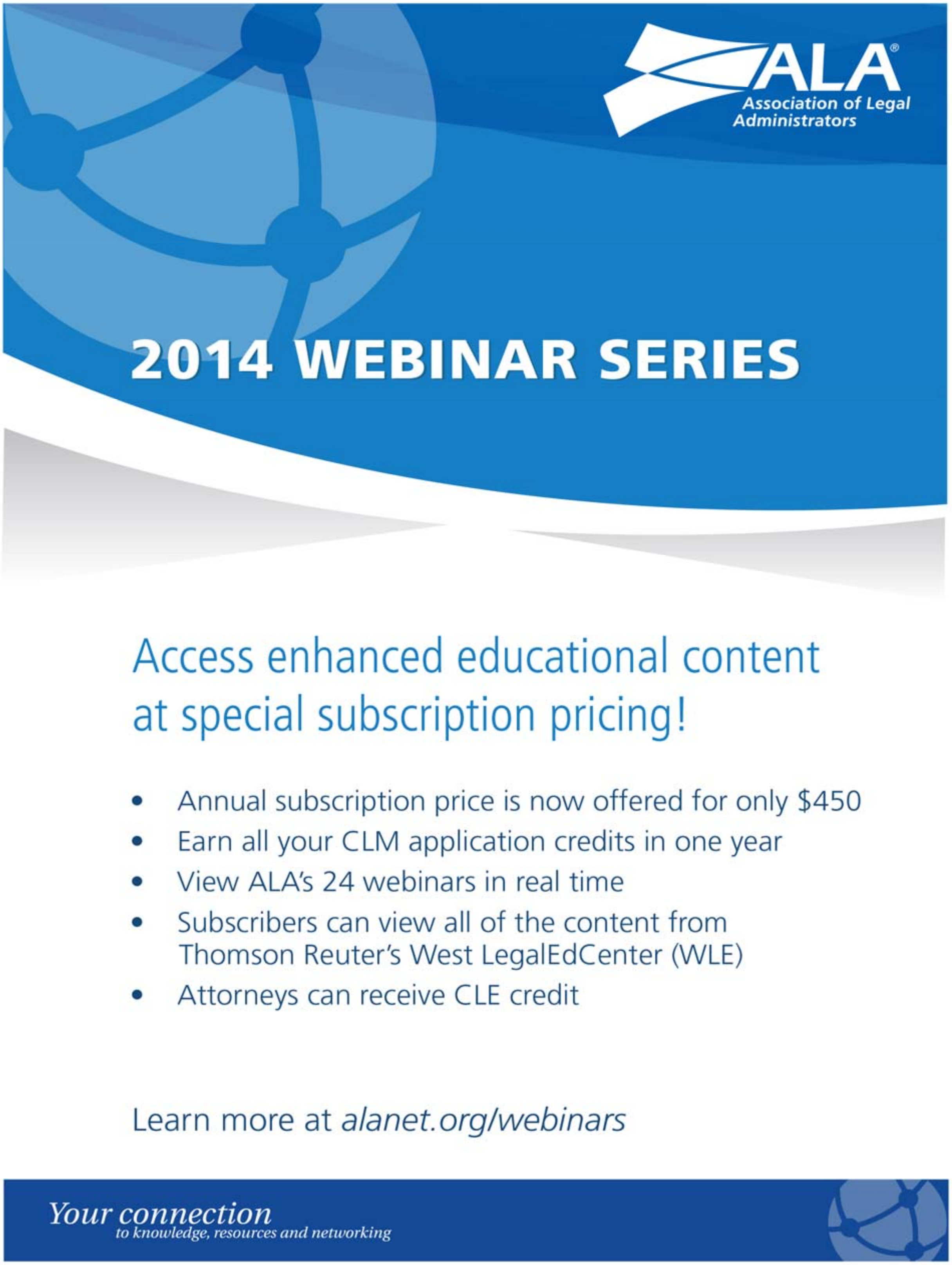
Conclusion

Document review technology is converging and processes are improving. Investments in these three key areas are different: buy technology, train people, and develop methods. Good analysis of those three factors for the particular type of review will lead you down the yellow brick road.

About the Author

Dr. Gavin Manes is a nationally recognized expert in e-discovery and digital forensics. He is currently the CEO of Avansic: E-Discovery & Digital Forensics, which provides e-discovery services to law firms, litigation support departments, and corporations across the country.

In the development of Avansic, Dr. Manes has made a commitment to high-technology innovation, research, and mentorship; he currently has several patents pending. Avansic's scientific approach to e-discovery and digital forensics stems from Manes' academic experience. Manes has published over fifty papers on e-discovery, digital forensics, and computer security, and has given hundreds of presentations to attorneys, executives, professors, law enforcement, and professional groups on topics ranging from e-discovery issues to cyber law. He has also briefed the White House, Department of the Interior, the National Security Council, and the Pentagon on computer security and forensics issues.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Our Arkansas Chapter saw an opportunity to help. We helped gather items needed for victims of this national disaster. We were able to donate fresh water, clothes, toiletries, non-perishable food items, household items, and much more. If you'd like to help the victims of the Arkansas tornado, please visit The Red Cross' website, www.redcross.org.

MISSION: POSSIBLE!

Left: Anderson, Murphy & Hopkins employees Heather Ernst, Cynthia Harris, Lelia Eye, Mary Edwards, ALA President Diane Smith, ALA Member Pat Campbell, and Chi Ford displaying items they collected for Arkansas Tornado Disaster Relief. Several firm members also donated money to the Arkansas Red Cross for tornado relief.

Right: ALA Member Paula Anderson, ALA President Diane Smith, ALA Vice-President Michelle Tyree, ALA Member Pat Campbell, ALA Director Diana Thomas, and ALA Director LoRraine Rowland dropping off our donation for Arkansas Tornado Disaster Relief.

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Please visit our **Business Partner Center** for any information.

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Business Meeting Topics

July

Greg McKee—Recap of ABA TechShow 2014

August

CLI Regional Conference Report

September

Toby Burkett—How to Invest for Retirement

July 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9 Business Meeting	10	11	12
13	14	15	16	17 Barbara Bennett's Birthday	18 CLI Conference, San Antonio	19 Cathy Dille's Birth-day CLI Conference, San Antonio
20	21	22	23	24	25	26
27	28	29	30	31		

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August 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2 Julia Strickland's Birthday
3	4	5	6	7	8 Vivian Koettel's Birthday	9
10	11	12 Angela Falco's Birthday	13 Business Meeting	14	15	16
17	18	19	20	21	22 Terri Dickinson's Birthday	23
24	25	26	27	28	29	30
31						

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September 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 Marie Ray's Birthday	2	3	4 Business of Law Conference #1, Portland, OR	5 Business of Law Conference #1, Portland, OR	6 Business of Law Conference #1, Portland, OR
7 Kim Bennefeld's Birthday	8 Essential Competencies for Legal Admin., Chicago, IL	9 Essential Competencies for Legal Admin., Chicago, IL	10 Business Meeting Essential Competencies for Legal Admin., Chicago, IL	11 Business of Law Conference #2, Chicago, IL	12 Business of Law Conference #2, Chicago, IL	13 Diane Smith's Birthday Business of Law Conference #2, Chicago, IL
14	15	16	17	18 Intellectual Property Conf., Washington, DC Large Firm Principal Admin. Retreat, Orlando,	19 Intellectual Property Conf., Washington, DC Large Firm Principal Admin. Retreat, Orlando, FL	20 Large Firm Principal Admin. Retreat, Orlando, FL
21	22 Michelle Tyree's Birthday	23	24	25	26	27
28	29	30				

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COMPRESSED WORK SCHEDULES:
Can you make them work at your firm?

By: Wanda Hardy Garnett, Secretarial Manager at Sidley Austin LLP

Compressed work schedules have been used by federal employees here in the DC area for decades. How many times have you heard an acquaintance mention that this week was their "Friday off" week and wished you could do something like that in your firm? But we all know that the demands of a law firm on its employees are high and support is necessary for the attorneys each and every day. It would be almost impossible to implement such a schedule in a law firm.

We thought so, too. However, in the spring of 2008 Sidley Austin LLP decided to try a new approach to supporting its incoming fall class. We created a team of four secretaries who would work as a group to support the class of 20 new attorneys. (*The details of how that worked are for a different article.)* One of the goals we had for this team was to provide coverage for the attorneys from 8:00 a.m. to 8:00 p.m. Monday through Friday without incurring large amounts of overtime.

Since Sidley Austin LLP has a 7-hour work day, and a 35-hour work week for non-exempt employees, utilizing the normal hours would have required us to start some shifts as late as noon, which was not attractive to the secretarial team. We decided to look into working a compressed schedule, in which each secretary worked a 4-day week, 8.75 hours per day. We believed that the compressed schedule would give us continuity in coverage closer to normal start times for the shifts, and would also allow the secretaries one day off a week. The 8.75-hour/4-day week was our starting point. As we attempted to put this into practice, we ran into the realities of commuting and urban life in Washington, DC. The schedules were adjusted here and there – a 45-minute lunch or a 9-hour day to match train schedules, car pools, etc. – while maintaining the overall coverage. After much scribbling and tinkering we came up with a schedule that works like this:

	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
Secretary A	DAY OFF	8:00 am—5:30 pm	8:00 am—5:30 pm	8:00 am—5:30 pm	8:00 am—5:30 pm
Secretary B	8:15 am—5:00 pm	8:15 am—5:00 pm	8:15 am—5:00 pm	8:15 am—5:00 pm	DAY OFF
Secretary C	10:00 am—7:45 pm	10:00 am—7:45 pm	10:00 am—7:45 pm	DAY OFF	10:00 am—7:45 pm
Secretary D	11:00 am—8:00 pm	11:00 am—8:00 pm	DAY OFF	11:00 am—8:00 pm	11:00 am—8:00 pm

We have been using this schedule for a few months, working out most of the kinks in the process with the Secretarial Team, and have achieved our coverage goals in minimizing overtime. Another opportunity soon arose where we thought we could apply the same process. We decided to expand the coverage hours of IT Tech Support for lawyers working later into the evening.

Continued onto the next page.

As we brainstormed how to achieve the expanded coverage, from 8:00 am – 6:00 pm to 8:00 am – 7:00 pm, the technicians suggested adopting a version of the compressed schedule used by the Secretarial Team. We worked through the process and found that we could adopt a version of the schedule that worked well for the group. The schedule the Tech Support team uses works like this:

	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
Tech A	DAY OFF	7:45 am—5:45 pm	7:45 am—5:45 pm	7:45 am—5:45 pm	7:45 am—4:45 pm
Tech B	8:00 am—6:00 pm	8:00 am—6:00 pm	8:00 am—6:00 pm	8:00 am—5:00 pm	DAY OFF
Tech C	9:00 am—7:00 pm	DAY OFF	9:00 am—7:00 pm	10:00 am—7:00 pm	9:00 am—7:00 pm
Tech D	9:00 am—7:00 pm	9:00 am—7:00 pm	DAY OFF	10:00 am—7:00 pm	9:00 am—7:00 pm

The schedule is working well and the lawyers have appreciated the availability of tech support later into the evening.

What did we learn in the process?

1) You must decide upfront what the goals of adopting a compressed work schedule or flex-time are to be. Do we want to expand coverage hours, give employees an extra day off, reduce the greenhouse impact of commuting, or a mix of all of these? Making sure you are clear on the goal (or the order of importance of multiple goals) allows you to make effective decisions.

2) A compressed schedule is still a schedule. If Tech A has Tuesday as the regularly scheduled day off, it should remain so in all but the most exceptional cases. We found that "switching" days off (for example, if Tech A has a doctor's appointment on Wednesday and wants to switch the scheduled day off from Tuesday to Wednesday) leads to coverage gaps, confusion and uncertainty as to who is scheduled.

3) Communication amongst the team members is vital. In both of the situations where we use a compressed schedule the team is responsible for assuring that items on which they are working are transitioned to another team member when they are scheduled to be out. This is not as easy as it sounds, and we have created a number of team email boxes and procedures to assure that hand-offs are smooth and invisible to the end user.

4) Using the compressed schedule for specific departments or situations can make other employees unhappy. We have had employees who expressed an interest in a compressed schedule but whose work situation did not allow us to grant the request. We have found in a law firm environment that the compressed schedule works best in a team environment.

Overall, we have been pleased with the results of our approach to compressed schedules and believe that in the right circumstances it works well.

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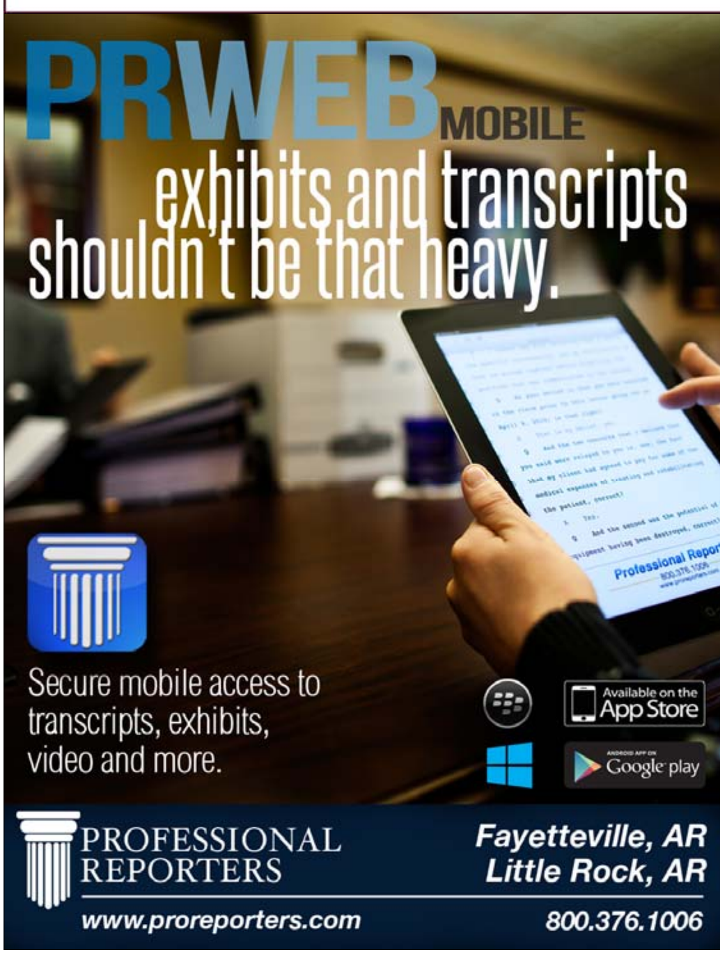

ATTENTION

Do you have something to say? Voice your opinions! Record your thoughts and weigh in on the issues that matter to you.

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 ***mtyree@bradhendricks.com***.

Quick Fire Question

Question:

My managing partner and I will be making a presentation on "Law Firm Economics 101" to our associates and junior partners. Can ALA help me find resources on this topic?

Answer:

You're in luck — there's plenty of material to give you and your managing partner a head start on this program. Below are selected resources.

ALA's own material makes a good first stop.

The ALA Management EncyclopediaSM has several articles that are right on point. Begin with "Financial Benchmarks and Ratios for Law Firms" by Julien P. Ayotte; also check "ALA Guide to Partner Capital Accounts" by William Curran and "Profit Planning" by H. Edward Wesemann. Links to these articles are under the Financial Management heading on the Encyclopedia's home page.

Our 2013 annual conference included a session presented by Ron Seigneur, a frequent speaker at ALA events, on "Profitability 101" — right on point for your program. You may also want to consider ALA member Dean Boeschen's session "Budget GPS — Take the Direct Route." If you weren't with us in National Harbor, or you missed obtaining the handouts, please email InfoCentral@alanet.org to request them.

The September/October 2011 issue of Legal Management included consultant Ed Poll's article "Engagement Budgets: The Key that Unlocks Collections and Cash Flow." This item discusses why any attorney needs to pay attention to revenue at every stage of a client matter, from engagement to final invoice.

"What Financial Information Should Your Firm Be Tracking," originally published in the Orange County Chapter newsletter, is very good for definitions of financial terms and other basic concepts.

Ranging farther afield — several articles published in ABA journals are excellent resources for this topic. One particularly good piece is Bill Cobb's "The Real Economics of Your Practice," originally published in 2004 but as valid now as it was then. More recently, "The Economics of Partnership for New and Aspiring Partners" summed up a panel discussion on what is expected of new partners for them to succeed in their new role. And "Profiting When the World is Flat" discusses managing client work for better profitability.

Ed Poll, mentioned above, comes up often when searching for law firm financial-management issues. His website offers quite a few pithy articles on that topic:

Quick Fire Question (cont.)

•"Finance Tips: 25 Quick Tips for a Healthier Bottom Line" won't be entirely pertinent to newer associates, but some of these pointers can be helpful in establishing good habits.

•"Owner or Employee? Financial Literacy and Openness Build a Partner's Perspective" discusses key financial metrics.

•"Making Money: Your Practical Guide to Profit," Part I and Part II – more information on financial benchmarks.

•"Cash Flow: How to Get It, How to Keep It" discusses realization as a critical measure of financial success.

•"Take the Mystery Out of Financial Metrics" covers three essential measurements of profitability. "The Faces of Law Firm Financial Impropriety" offers tips on recognizing potentially unethical conduct involving financial matters.

Consultant Ed Wesemann's article "Milking the Cash Cow" discusses using leverage to generate profits. Many of Wesemann's essays focus on financial matters, including profitability and metrics.

One of the ALA Management Solutions staff all-time favorite websites for thoughtful, well-reasoned discussions of issues challenging the legal industry is the Adam Smith, Esq., blog written by Bruce MacEwen. His 12-part series "Growth Is Dead" is a set of superb articles on how and why the industry has changed drastically, and how firms must respond to survive and prosper. It's not exactly "Law Firm Econ 101," but any practicing lawyer would benefit from reading the material. This series is available as individual blog postings, an e-book, or a paperback.

We hope this will help you hit the ground running. Best of luck with your program!

Links to materials can be found here: http://www.alanet.org/QofM/archives/2014-March.aspx

Encouragement Corner

"Let's cease thinking of our accomplishments, our wants. Let's try to figure out the other man's good points. Then forget flattery. Give honest, sincere appreciation. Be "hearty in your approbation and lavish in your praise," and people will cherish your words and treasure them and repeat them over a lifetime-repeat them years after you have forgotten them."

Dale Carnegie

Greetings from Canada, Eh?

Above: Representative Gabby Giffords and our amazing Keynote Speaker, Astronaut Mark Kelly.

Right, Above: ALA Members Michelle Tyree & Diane Smith. (Don't be jealous. We met the band, REO Speedwagon.)

Right: Keynote Speaker Mark Kelly at the book signing.

Below: ALA Members Michelle Tyree and Diane Smith amongst the perpetual construction in Toronto. Space Needle in the background.

Below: ALA President Diane Smith accepting the Platinum Award for our chapter.

Greetings from Canada, Eh?

Above: Dallas ALA Member Brenda Homan, Los Angeles ALA Member Audrey Prince, and Arkansas ALA Member Michelle Tyree enjoyed the day tour to Niagara Falls, Niagara on the Lake, and a local Toronto winery.

Above: The Majestic Niagara Falls from the boat tour. Don't get wet!

Below: Aerial shot of the Falls taken by Dallas ALA Member Brenda Homan from a helicopter tour.

Below: Arkansas ALA President Diane Smith standing in front of the falls.

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THANK YOU!
Park at Niagara on the Lake, Canada