

COLUMBUS CHAPTER NEWS



Association of
Legal Administrators

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PRESIDENT'S LETTER

Randall P. Headley

Chapter Awards

As I indicated in last month's letter, our Chapter received the Silver Presidents' Award of Excellence from National for our 2000-2001 program year. At this year's conference we learned that our chapter also received "Honorable Mention" in the categories of Chapter Web site, Most Improved Newsletter, Best Feature Article, and Excellence in Education. Many thanks to the individual members who have contributed toward these areas, and namely to **Cindy Meyer**, our Newsletter Editor and **Brigitte Dahlberg**, our Webmaster. Great job!

Diversity Plan

Your Board has endorsed a plan which complements the Columbus Bar Association's Diversity Initiative. It seemed natural that if the 20 largest firms in Columbus, all of whom are represented by members of our ALA chapter, were to initiate a diversity plan, then the administrators of these firms would also be involved. Additionally, National ALA has as its goal to "increase the sensitivity to cultural diversity in the association and in the legal management community."

The primary elements of our Chapter program are to:

- Arrange for a speaker knowledgeable in diversity to speak at a monthly ALA meeting concerning the efforts of the Columbus Bar Association and the Diversity Initiative (Mr. Carl Smallwood, CBA Past President, is our speaker for the July meeting).
- Conduct a diversity awareness seminar, possibly with the help of a grant from the ALA Foundation.
- Provide ALA's local membership with resource materials regarding workplace diversity.
- Conduct a workshop on developing a diversity initiative within a local law firm.
- Develop a plan to recruit minority legal administrators to the Columbus

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CHAPTER MEETING MINUTES

*By Paul Hamilton, Secretary
Wednesday, May 16, 2001*

Members Present: Barbara Bolognese, Lisa Brechler, Laura Carpenter, Diane Cook, Vicki Drabick, Linda Dupuis, Marty Eisenbarth, Tammy Foley, Donna Gilles, Jack Green, Paul Hamilton, Janet Hannaway, Randy Headley, Kriss Long, Cindy Meyer, Mary Ming, Lori Muetzel, Charlie Mustard, Jane Ossege, Kathy Rosenberry, Karl Touche, Becky Von Ohlen

Guests Present: Jane Lagusch, Arter & Hadden, and Bonnie Katona, Maureen Webb and Sandra Cox of the Northeast Career Center.

Business Meeting: President Randy Headley called the formal portion of the regular business meeting to order and welcomed all members and guests. Marty Eisenbarth, our Membership Chairman, then welcomed our guests. Randy asked for approval of the April meeting minutes as printed in the May newsletter. Said motion was carried and the minutes were approved.

Randy informed the members present that the dues statements had been mailed and encouraged members to return them as soon as possible. Randy also commented that the Chapter Newsletter was distributed for the first time in May by email, as well as, US Mail. He asked for a show of hands indicating preference for the different methods. Members did not seem to overwhelmingly support one method over the other.

Randy mentioned that thirteen Chapter members were attending the ALA National Conference in Baltimore, and further reminded that the June Chapter Meeting would be "Post Conference" roundtable discussions led by National Conference attendees.

Chapter Meeting Minutes, continued on page 3

President's Letter, continued from Page 1

To assist in implementing our plan and providing leadership for these efforts, a committee has been formed made up of myself as chair and including **Rob Sander, Melita Smith, and Kit Murphy.**

The Baltimore Conference

This year's number of attendees, 14, may be a record for our chapter. I think we would all agree that this conference was a good mix of educational and social activities. Columbus Chapter members who attended this year's conference included: **Catherine Bagot, Linda Dupuis, Marty Eisenbarth, Donna Gilles, Paul Hamilton, Janet Hannaway, Randy Headley, Rich King, Lori Muetzel, Steve Odum, Ed Schultz, Chet Sheets, Cheryl Sparks, and Rita Tobias.**

— Randy

The upcoming Chapter survey was mentioned as a way for all members to express views about the Chapter's plans and procedures.

The Chapter Board's approval of an initiative to be pursued with the Columbus Bar Association promoting diversity in the legal profession was announced. More details will be made available in future meetings and the Chapter Newsletter.

Randy brought to the attention of those present the Small Firm Administrators' Forum scheduled for June 27th at the CBA.

President Randy then informed those present that the Job Bank on the Chapter Web Site is now located outside the Members Only Section of our site and encouraged members to "check it out."

Linda Dupuis (Legal Career Development Committee Chair) was introduced, who then introduced the guests from the Northeast Career Center. Together, they, along with Kriss Long and Becky Von Ohlen, described the program's objectives and successes as it relates to the legal profession. The Career Center spokesperson Bonnie Katona recognized the service to the center of our members Linda Dupuis (Buckingham, Doolittle & Burroughs LLP), Nancy (Pat) Hinte (Roetzel & Andress), Kriss Long (Columbus Bar Association) and Becky Von Ohlen (Ulmer & Berne LLP) by presenting each with a Certificate for Outstanding Service.

Vice President Lori Muetzel then introduced Thomas (Tom) Hughes of The Hughes Agency, Inc. who led the members through his presentation "Knowing What the Marketing Trends Have Been, What Are They Now, and What Will Be Coming In the Future."

Following the presentation the meeting was adjourned.

COLUMBUS CHAPTER MISSION STATEMENT

The Columbus Chapter, Association of Legal Administrators, provides educational and networking opportunities to administrators with varied legal backgrounds in the central Ohio area. We are committed to increasing awareness and building relationships, upholding the integrity of our profession, giving back to our community, contributing to the ongoing training of our membership, and supporting one another in our chosen careers.

2001-2002 EVENT CHAIRS

GOLF OUTING

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Thank You!

To **IKON MANAGEMENT SERVICES** for assistance in printing of the Columbus Chapter News. For further information about **IKON MANAGEMENT SERVICES**, call Lee Crume at (614) 792-2600.



<http://www.alacolumbus.org>
Columbus Chapter News is now available in
PDF format on the web site



ANNOUNCEMENTS:

LEGAL CAREER DEVELOPMENT COMMITTEE: The Legal Career Development Committee will be taking June and July off to coincide with the schools' summer break. The committee will meet again in August, on a date to be determined. For more information contact **Linda Dupuis** at 221-8448.

GOLF OUTING: Mark the date of September 12, 2001, on your calendar for the annual Member/Vendor Golf Outing at Turnberry Golf Course in Pickerington. The shotgun start will begin at 1:00 p.m., and dinner will follow at Damon's in Pickerington. More details will be announced at a later date.

SMALL FIRM ADMINISTRATORS' FORUM: The next meeting will be held on Wednesday, June 27, at the Columbus Bar Association. Plymale & Associates will provide box lunches and beverages, so please RSVP no later than Monday, June 25 to **Janet Hannaway** at 221-1166 if you plan to attend. The topic of discussion will be Technology and Training. Anyone who has specific questions or would like something added to the agenda should call or e-mail Janet and she will be glad to try to accommodate those requests.

ALA INTERNATIONAL NEWS

Please remember to **nominate candidates for ALA regional and Board leadership positions.** The nomination form was included in the April/May issue of *ALA News*, and also is available online at www.alanet.org in the ALA Management SolutionsSM area, under Documents-on-Demand. The deadline for nominations is June 29.

NEW! Discover all that ALA's Web site has to offer you — anywhere, anytime and just a click away! The **ALA Web site has a new look and is easier than ever to use.** Pull-down menus and full site search capabilities allow you to quickly access the most popular areas — no matter where you are in the site. Visit www.alanet.org today and see for yourself.

UPCOMING EVENTS

June 5, 2001

11:30 a.m.

Chapter Board Meeting
Bricker & Eckler LLP

June 20, 2001

12:00 p.m.

Monthly Chapter Meeting
The Athletic Club of Columbus
Post-Conference Roundtable Discussions

June 22-24, 2001

ALA Chapter Leadership Institute
Atlanta, GA

June 27, 2001

11:30 a.m.

Small Firm Administrators' Forum
Columbus Bar Association
"Technology and Training"

June 28-30, 2001

Law Firm Management: Essential
Competencies for Legal Administrators
Tampa, FL
<http://www.alanet.org> for more information

July 3, 2001

11:30 a.m.

Chapter Board Meeting
Bricker & Eckler LLP

July 18, 2001

12:00 p.m.

Monthly Chapter Meeting
Athletic Club of Columbus
"Diversity Issues," Carl Smallwood, Speaker

August 1, 2001

11:30 a.m.

Chapter Board Meeting
Bricker & Eckler LLP

August 9-11, 2001

Law Firm Management: Essential
Competencies for Legal Administrators
Newark, NJ

August 15, 2001

8:00 a.m.

Monthly Chapter Meeting
Athletic Club of Columbus
"Living With Lawyers," Fiona Travis, Ph.D., Speaker

SPEAKER RECAP

by Paul Hamilton

“Knowing What the Marketing Trends Have Been, What Are They Now, and What Will Be Coming In the Future.”

Presented by:

Thomas A. Hughes, The Hughes Agency, Inc.
May 16, 2001

Tom Hughes called on his extensive knowledge of marketing and the legal profession to lead the meeting attendees through a systematic and detailed historic look at marketing in our profession, then described what he thought the future held. Some of the highlights follow:

Back in 1960, law firms didn't concern themselves with marketing. They had little or no understanding of the value of marketing or of client and client relations. A firm's image was dominated and defined by litigation. This continues today in some more traditional firms.

Things began to change in the late 1960's. There was a tremendous proliferation of causes. Social issues and human rights were constant headline topics. Lawyers approaching things differently could make a living. Lawyers needed to advertise but there was an ethical prohibition on advertising. The prohibition was challenged and overturned in 1976.

That was just 25 years ago. It's a new industry from a marketing standpoint that is still greatly influenced by lawyers who began practicing before the change. These lawyers feel it is still ethically improper to advertise legal services. So things as they were, remain in many ways very similar today.

In the 80's specialist firms came on the scene that dealt with a specific type of case, marketed to the rank and file consumer. These became strong revenue producers for lawyers and still are today. The marketing plan developed went straight to the masses, i.e. wrongful death, auto accident, personal injury, medical malpractice. Lawyers and marketers in this venue discovered that their marketing must be a continuous effort.

Today, as evidence, there are 72 pages of attorney ads in the local yellow pages. This is not a very efficient or effective way to market a law firm. A study revealed that yellow page shoppers only go about three to five pages deep when searching for a service in the yellow pages.

A more recent trend is the dot.com business. These started often as no more than some scribbles on a napkin and a domain name. Many failed but those who learned to adapt to the concept of approaching like an entrepreneur succeeded, marketing themselves through networking and getting on the "short list." Some of these lawyers became stockholders in their business rather than imposing the straight fee for service business principle. This will have a continuing appeal and success, though not at the rate initially envisioned.

Consumer "education and awareness" anchored marketing, including lawyer referral, has been invigorated in some markets. Locally, Mr. Hughes has worked with the CBA in this area, lawyer referral. Recognizing that the rank and file consumer has little or no experience in choosing a lawyer, the task is/was to make consumers more aware of the service and more equipped (educated) to make choices. An informed consumer, this trend believes, is a better client.

Other future trends: concentrating on client relations. Many lawyers still don't get this. Client relations involves the concern and respect firms give each and every client and prospective client. Successful law firms will be committed to educating consumers about their edge in client relations long before the consumer needs the service.

Ask yourself if your front line people are trained; if they know how to handle callers all the way up and down the line? Success depends on being sensitive to needs of the clients from beginning to end.

Another trend: be aggressive at defining who your clients are. Another is being alert to new business opportunities and positioning yourself by talent and reputation to get the new business client. Another is simply being more careful about how lawyers explain their rates. Another is to define and stay with a marketing plan long enough for it to see if it works.

Quotes. Tom Peters: "Excellent firms don't believe in excellence, only in constant improvement and constant change."

Unknown Frenchman: "In the future the ability to learn faster than your competitors may be the only sustainable competitive advantage you have."

Following the question and answer period, Mr. Hughes ended his presentation.

PLANNING FOR PARTNER RETIREMENT

by Donna Downey

A partner's retirement can have an adverse impact on a law firm unless proper planning is done. This is particularly true of a firm's big rainmakers. Loss of even a few large clients when a rainmaker departs can have a severe impact on the firm's bottom line. Failure to successfully transition management can also have disastrous consequences, leaving a practice group or the entire firm directionless and stumbling. A firm's partnership agreement should clearly address retirement issues to plan for a successful, orderly transition.

Retirement Trends

Historically, law firms were much smaller and had more of a fraternal culture. There were few retiring partners, so there were enough partners remaining in the firm to finance payments to retirees. Unfunded retirement plans did not pose a financial burden on the firm. Retirement plans and policies were largely informal, with little or no written documentation.

Today, many firms have formalized their pension plans and policies for partners' retirement. Most firms have also established funded retirement plans and phased out unfunded obligations to lessen the burden of retirement.

Since as people age, they can lose their mental sharpness, in addition to simply slowing down, many firms are establishing mandatory retirement age policies. By instituting a mandatory retirement age for everyone, firms can avoid having to make the unpleasant decision of when to tell a partner that it is time for him to retire. The firm's management may retain the ability to offer appropriate individuals annual "of counsel" contracts, thus allowing the firm to avoid losing the services of those lawyers who are fully able and willing to continue the practice.

Currently, approximately 60% of law firms have a mandatory retirement age ranging from 65 to 70 years. As suggested above, many firms permit flexibility and give their executive committee the authority to make exceptions to this policy, though this is done infrequently. When extensions are granted, they are normally for one year and are reviewed annually after that.

Retirement Planning

Many firms pay little attention to partners' plans for retirement. Approximately 35% of firms have no written agreements covering retirement and departure issues. Since it can take three to five years to fully transition a practice, a planned, orderly transition is essential to client retention.

Some firms' partnership agreements require six months written notice of a partner's plans to retire. Firms may also require a retiring partner to prepare and submit a written transition plan to the firm's executive committee to turn clients and firm responsibilities over to other attorneys. Ideally, the firm and the partner should agree on a transition plan a few years before the partner's intended retirement date.

About half of all law firms use a phase-down, or scale-down, period for transitioning partners to retirement. Under this approach, there is a gradual reduction in the partner's workload and profit participation. There may also be a provision for residual profit sharing upon complete retirement from the firm. A phase-down period can last up to 10 years, though it normally ranges from two to five years. Typically, this reduction begins at age 65, with a 20% reduction in compensation each year through age 69 and complete retirement at age 70. Some firms will switch the partner to non-equity status during the phase-down stage.

Transitioning Clients

Successfully transitioning clients is a priority in planning for a partner's retirement. Obviously, this is especially true for a firm's large rainmakers. There are several things a firm can do to ease the transition process. Some firms separate client relations from legal work, designating a responsible or billing attorney who is in charge of managing the relationship, typically the person who originated work with the client, and a second lawyer to serve in the role of managing attorney. The managing attorney will be performing more of the day-to-day legal services, but is also involved in client relations. To institutionalize clients, they should be exposed to other partners and senior associates in the firm, both professionally and socially, in order to develop a well-rounded relationship.

The firm should solicit regular feedback from clients regarding legal services and client relations to be sure they are satisfied on all counts. This provides an opportunity for other partners to meet the client for cross-marketing purposes and to move the relationship from one in which they are clients of one attorney to one in which they are clients of the firm. This also demonstrates the firm's commitment to quality service, a point that will likely be remembered by the client when the key partner retires and the client reassesses its relationship with the firm.

The retiring partner should lead the effort to institutionalize clients. Require the retiring attorney to involve younger lawyers in client relations, and report progress in this area to the practice group leader. During this time period, the partner's compensation should not be based on the firm's normal criteria. Instead,

Planning for Partner Retirement, continued on pg. 7

Instead, it should be aligned with the transition plan to fully motivate the retiring partner. Efforts to incorporate other attorneys into the client relationship should be rewarded. The partner should be compensated for transitioning his client base while continuing to log a reasonable, though lower, number of billable hours.

If the firm waits until the actual retirement date is looming to start institutionalizing clients, it may be too late. There is a time lag while a new relationship is being established, and the business may not be retained.

Transitioning Governance

The firm's governance should not be overlooked when planning for a partner's retirement. Many firms put an age limit in their partnership agreements for service as a managing partner or as an executive committee member. Sometimes, the age limit for such positions is 65 years old, but a number of firms have lower age levels. This allows time for transitioning responsibilities to the new firm leadership while the outgoing leader is still available for consultation. In addition, although many older partners are very good leaders who take a long-term view — often against their own short-term financial interest — some firms believe that firms should be managed by those more likely to have a longer term stake in the firm's success. The same applies to practice group leaders and any other key firm positions.

Post-Retirement Arrangements

There are two basic types of partnership agreement-based retirement payment plans at law firms that still retain such plans: deferred equity and the retirement-allowance approach. Note, however, that most larger law firms have moved away from any form of non-qualified unfunded retirement or separation payment, with

the exception of refunding the partner's cash basis capital contribution.

Under the deferred equity arrangement, the value of equity must be determined at the retirement date. This includes the partner's capital account, share of any undistributed earnings and, possibly, the share of work in process and accounts receivable. Typically, partnership agreements exclude any payment for the value of goodwill. The balance of equity is paid in installments over a number of years.

Under the retirement-allowance approach, the firm pays retired partners an annual amount. Payments may be for life or for a set number of years after retirement. Many firms using this method also scale down a partner's income in the years prior to retirement based on declining contribution levels. Some firms may set a cap on the amount of payments to former partners, for example, 5% of net income. Some use a combination of the two approaches for their retirement planning, though this is not recommended.

Retirees may need to perform legal work from time to time on a consultant basis. Many firms provide retirees with office space and secretarial and other office services support. For work performed after retirement, compensation is usually tied to the amount of work performed rather than to any rainmaking activity. Another approach is a formula for compensation such as a percentage of average partner income. If a retiree consults with clients or potential clients, be sure that the retiree is still covered under the firm's malpractice insurance policy.

In addition, after a partner has retired, the firm should provide incentives for him or her to continue to be involved in the client retention process. The firm should have the retiree occasionally

occasionally join a business seminar or social event involving the client to help give the client the feeling that there has been no change in the attentive service provided by the firm.

Some firms pay membership dues for their retirees in professional associations or social clubs with the idea that the retiree's participation is good marketing for the firm. The retiree may also still participate in the firm's life and health insurance benefit plans, though sometimes at his own cost.

The key to a successful transition and client retention after a partner's retirement is planning. Be sure your partnership agreement clearly covers mandatory retirement age for general partners as well as managing partners and executive committee members. A retiring partner should submit a transition plan to firm leadership. The retiring partner and the firm should monitor the transition of clients and firm responsibilities to be sure the plan is progressing. Be sure to align the soon-to-be-retired partner's compensation with the transition plan. Careful planning well in advance of retirement will ensure that your firm's business does not dry up after a rainmaker's retirement.

Ms. Downey is a consultant at Hildebrandt International. She can be reached at (202) 471-4006 or dkdowney@hildebrandt.com.

Reprinted with permission from the "Capital Connection," the newsletter published by the Capital Chapter of the Association of Legal Administrators, May 2001.

A CALL TO ACTION

by Mr. Per

Much of what I write about in the Monday message is gleaned from a current experience, e.g., an idea that I shared with an audience and received a good response, a study that I read, an event I observed, or a situation in which I found myself. The idea of this message came from something that happened to me just yesterday.

At the end of last year I had spoken with Luanne, an editor for a national magazine, about writing an article that would be specifically slanted to her industry and concerned with in-person cold calling.

Unfortunately, several months ago I had also sent her an e-mail explaining that, due to several huge projects on my plate, I had not yet been able to finish the article. However, I promised that just as soon as I finished one of the projects I would complete the article for her.

For all of this year, the partly finished article has been sitting on my desk, in my “to do” pile. On an ongoing basis, I have looked at it, thought about it, and moved it around my desk. Every time I thought about the article, I would remember that I needed to honor my commitment to her and finish it. And yet, I never did. Then, yesterday I got an email from Luanne which specifically asked me if I was going to finish it. When I received her email, I immediately left her a voicemail telling her that I was going to work on it right then and that I would let her know what progress I made. I finished the article in less than an hour and emailed it to her. After receiving the finished product, she emailed me back and told me that she would be publishing the article in their next issue!

If I had just finished the article when I told her I would, I would have spent the last several months celebrating its printing. Instead, I spent that time being critical of myself for not finishing it. For such a minor task, I invested major time and energy. The time and energy that I invested into *thinking* about finishing the article was far more than what it took to actually finish it. Boy did it feel good to finish it and move it off my desk.

I am assuming that most people, like me, have a “to do” list. If I am right, what is on *your* list? I am willing to bet that you have a few items listed that are just like

my article, minor tasks that have become a major “sinkhole” of energy because they have never been finished. The longer the things on your list stay on your mind, the more they become an anchor that holds you back from enjoying the success of finishing something and moving on to better activities.

Do you have a project to finish, a letter to write, a bill to pay, a book to read, a mountain to climb, an apology to offer, a relationship to rebuild, a past to let go of, a dependency to break, an issue to resolve, a person to forgive, a grudge to bury, a skill to develop, or a burden to put down?

If I had been willing to finish the article on my own, I would have done it months ago. It was only after I was acted upon by an outside force — her email—that I invested the final 2% of the effort required to get the job done.

I send this email to you in the hopes that it will be for you what Luanne’s email was for me, a call to *action* and a kick in the pants to get something done and off the list!!

Today, what will go from your (dreaded) “*to do*” list to your (celebrated) “*to done!*” list? Why not invest your final 2% and see if it doesn’t pay you huge dividends in satisfaction?

Enjoy your journey, Per

Mr. Per is the author of the soon to be best selling book, *My Brain is Sweating!*. It is the world’s second encyclopedia for self development. You can learn more about Mr. Per and *My Brain is Sweating!* at www.iztek.com. To receive iztek’s weekly email, send an email to m4@iztek.com.
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The Columbus Chapter News is published for the benefit of legal administrators. It is not published for the purpose of rendering legal, accounting, or other professional services or advice.

Thank You!

As most of you know, every year it has been the policy for the Columbus ALA Chapter to select a member to attend the annual educational conference. The qualifications are that you must have attended at least six of the monthly meetings and not attended the conference in the last two years. My name was chosen this year and I was thrilled to accept. I am very grateful to both Bricker & Eckler LLP for agreeing to pay my expenses for the trip and to ALA for paying for the registration. What a terrific experience for me!

I found the sessions to be very interesting and the speakers to be well prepared and knowledgeable in the topics of discussion. There were a number of interesting sessions all going on at the same time and in most cases, it was hard for me to decide which to attend. During the sessions, there was a lot of group participation, several questions presented, and a number of ideas brought forth from actual events that had occurred in various law firms. Handouts were provided for each session that I feel will continue to provide ideas and information in the future.

The ALA family is a terrific group of folks. I heard the attendance was over 1,500 legal administrators. I met so many interesting people from all over the map. From Antigua to Wisconsin - they were all friendly and we found lots of things in common to discuss. It's comforting to know that we are all experiencing the same hurdles and attempting to reach the same goals. By the way, I made sure I gave my card to Alice Roberts from Antigua and have already been in touch via e-mail because that could very well be my next "beach" vacation - just kidding Randy!

The closing event on Thursday evening was at the Baltimore Aquarium and was a spectacular event. I enjoyed touring the huge aquarium, all of the good eats and drinks, the entertainment, *Solid Gold* and the finale of fireworks at the end of the evening.

This note is being written to express my sincere thanks for giving me the opportunity to be a part of the annual conference. I truly enjoyed the entire experience and found it to be very educational and enlightening. I would certainly encourage and recommend to members in our Columbus chapter who have not had the opportunity to attend in the past to do so for our next conference. It is well worth the time invested.

— Donna Gilles



ALA's
Community
Challenge
Weekend

October 12-14, 2001
More details to follow!

I Illumination of the Month

INNER PEACE

My therapist suggested a way to achieve 'inner peace' was to begin by finishing things I'd already started. Today I finished two bags of potato chips and a chocolate cake ... I feel better already!



— Author Unknown

RESERVATION FORM

COLUMBUS CHAPTER ASSOCIATION OF LEGAL ADMINISTRATORS

CHAPTER LUNCHEON MEETING
THE ATHLETIC CLUB OF COLUMBUS
136 E. Broad Street
WEDNESDAY, JUNE 20, 2001
12:00 P.M.

ENTREE: *Fettucine with morsels of grilled chicken breast, broccoli, asparagus and mushrooms in a tarragon-chardonnay cream sauce*

or

SALAD: *Three-Way Salad: chicken, seafood and tuna salads garnished with tomato, hardboiled eggs and toasted almonds*

DESSERT: *Key Lime Pie*

PLEASE MAKE RESERVATIONS FOR THE FOLLOWING:

MENU SELECTION:

	<i>Entree</i>	<i>Salad</i>
NAME _____	_____	_____
NAME _____	_____	_____
NAME _____	_____	_____
NAME _____	_____	_____
NAME _____	_____	_____

ENCLOSED IS A CHECK (\$20.00 PER PERSON) MADE PAYABLE TO COLUMBUS CHAPTER, ALA, IN THE AMOUNT OF \$_____.

RETURN BY **FRIDAY, JUNE 15, 2001***, TO:

JANET L. HANNAWAY
PLYMALE & ASSOCIATES LLP
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***If by mailing your reservation form and check they will not reach Janet by this deadline, please e-mail her with your RSVP and menu choice no later than Friday, June 15.**

June – September 2001

COLUMBUS CHAPTER, ASSOCIATION OF LEGAL ADMINISTRATORS

June							July							August							September						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11	2	3	4	5	6	7	8
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18	9	10	11	12	13	14	15
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25	16	17	18	19	20	21	22
24	25	26	27	28	29	30	29	30	31					26	27	28	29	30	31	23	24	25	26	27	28	29	30

October							November							December													
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
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7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8							
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15							
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22							
28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29							
														30	31												



Association of
Legal Administrators



SCHEDULE OF EVENTS

- **June 5, 11:30 a.m.** – Chapter Board Meeting – Bricker & Eckler LLP
- **June 20, 12:00 p.m.** – Monthly Chapter Meeting – Athletic Club of Columbus – Post Conference Roundtables
- **June 22-24** – Chapter Leadership Institute – Atlanta, GA
- **June 27 – 11:30 a.m.** – Small Firm Administrators' Forum – Columbus Bar Association – Technology and Training
- **June 28-30** – Law Firm Management: Essential Competencies for Legal Administrators – Tampa, FL
- **July 3, 11:30 a.m.** – Chapter Board Meeting – Bricker & Eckler LLP
- **July 18, 12:00 p.m.** – Monthly Chapter Meeting – Athletic Club of Columbus – “Diversity Issues,” Carl Smallwood, Speaker
- **August 1, 11:30 a.m.** – Chapter Board Meeting – Bricker & Eckler LLP
- **August 9-11** – Law Firm Management: Essential Competencies for Legal Administrators – Newark, NJ
- **August 15, 8:00 a.m.** – Monthly Chapter Meeting – Athletic Club of Columbus – “Living With Lawyers,” Fiona Travis, Ph.D., Speaker
- **September 4, 11:30 a.m.** – Chapter Board Meeting – Bricker & Eckler LLP
- **September 12** – Member/Vendor Golf Outing – Turnberry Golf Course
- **September 19, 12:00 p.m.** – Monthly Chapter Meeting – Athletic Club of Columbus – “High Tech Privacy: Why, When & How to Monitor Employee E-Mail and Internet Usage,” M. Joelle Khouzam, Esq., Speaker
- **September 26, 11:30 a.m.** – Small Firm Administrators' Forum – Columbus Bar Association – HR Topics