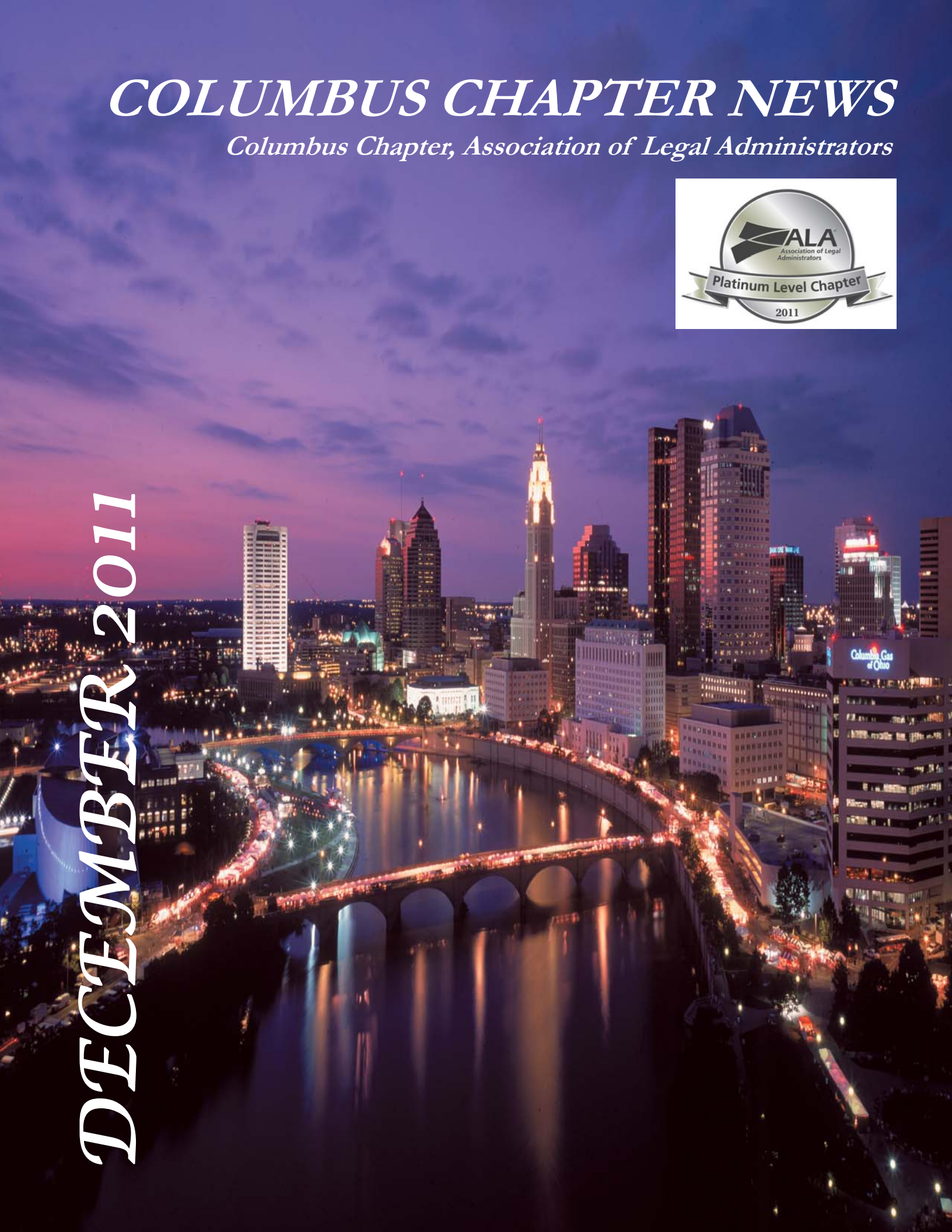


# *COLUMBUS CHAPTER NEWS*

*Columbus Chapter, Association of Legal Administrators*



*DECEMBER 2011*



*Sending you our best wishes  
for a joyous and wonderful  
holiday season!*

*Janet Hannaway,  
Teresa Shuler  
&  
Kathy Rosenberry*



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Cover Photo provided by Columbus Chamber of Commerce, <http://www.columbus.org>

*Special Thanks to Our  
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**Aspen Staffing Services**  
**Williams Lea**

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**Visit our Business Partner page on the Columbus Chapter Web site, <http://www.alacolumbus.org/vendors.htm>**

## President's Message



**Chapter President**  
**Cara Tamaro**

It's official, the holiday season is upon us. I know this letter will appear in the December newsletter and Thanksgiving will be behind us but I wanted to take a moment to reflect on the things for which I am thankful.

Of course, I am thankful for my family. That goes without saying. This is also true of my thanks for my friends and everyone close to me.

I am thankful for a wonderful and satisfying career and the people with whom I work and spend my days. I'm lucky to be surrounded by wonderful people who support and challenge me.

I'm thankful for my colleagues that I have come to know through work, many of whom are members of ALA. It's comforting to know that I can reach out to you in my time of need for advice or help. That support system is very important!

I'm thankful for the opportunity to be a member of ALA and to serve as your president this year. As president, I am thankful for the support of a wonderful board, without whom little would be accomplished. I'm amazed every time I think about the number of years of experience and the years of dedicated service these people bring to the table.

I'm thankful for our committee chairs who give tirelessly of their time. The chapter counts on you for so much!

And most of all, I'm thankful for our members. You are the core of the chapter! Columbus is very fortunate for so many active members and such a great ALA community!

We should all be thankful for being so fortunate and remember that not everyone is so lucky. The holiday season reminds us that it is better to give, than receive. Please attend our holiday lunch on December 6th at the Columbus Bar Association. Our guest will be Rick Bayer, Executive Director of Freshbox Catering. Owned by Lutheran Social Services of Central Ohio, a non-profit committed to "creating a better world by serving people in need," the goal of Freshbox is to offer meaningful employment opportunities for residents of Faith Mission homeless shelters (also owned by LSS). Freshbox is doing some great things. Rick will bring two guests who were employees of Freshbox and who will share with us their inspiring stories. I hope that you will join us and learn more about this wonderful organization. We ask for a \$20 gift in lieu of payment for lunch. The gift cards will go to the Faith Mission.

Happy Holidays!

*Cara*

# Upcoming Events

## DECEMBER 2011

SU	MO	TU	WE	TH	FR	SA
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**6 – Tuesday – 12:00 PM**  
**Chapter Holiday Luncheon**  
 Columbus Bar Association  
 Presented by Fresh Box  
*In lieu of payment for the meeting,  
 Please bring a \$20 gift card for the  
 Faith Mission*  
 RSVP to Janie Jude-Askew at  
[jjude-askew@lblaw.net](mailto:jjude-askew@lblaw.net)

**7 – Wednesday – 3:00 PM**  
**Chapter Web site Webinar**  
 From the comfort of your office  
 RSVP to Marty Eisenbarth at  
[meisenbarth@bricker.com](mailto:meisenbarth@bricker.com) if  
 interested in participating

**27 – Tuesday – 12:00 PM**  
**Chapter Board Meeting**  
 Kegler, Brown, Hill & Ritter

## JANUARY 2012

SU	MO	TU	WE	TH	FR	SA
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

**18 – Wednesday – 12:00 PM**  
**Monthly Chapter Meeting**  
 Columbus Renaissance  
 Business Partner Panel Discussion  
 RSVP to Janie Jude-Askew at  
[jjude-askew@lblaw.net](mailto:jjude-askew@lblaw.net)

**18 – Wednesday – 2:00 PM**  
**ALA Webinar\***  
 Selling Blue Elephants: Client  
 Marketing, Retention and Loyalty  
 (LI)  
 Howard R. Moskowitz, Ph.D. and  
 Ken Rotondo, DVM, Speakers  
*For more information visit the ALA  
 Web site at [alanet.org/education](http://alanet.org/education)*

**24 – Tuesday – 12:00 PM**  
**Chapter Board Meeting**  
 Kegler, Brown, Hill & Ritter

## FEBRUARY 2012

SU	M	TU	W	TH	FR	SA
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

**22 – Wednesday – 2:00 PM**  
**ALA Webinar\***  
 Employee Handbooks for Law Firms –  
 Careful, Careful! (HR)  
 Michael S. Cohen, J.D., Speaker  
*For more information visit the ALA  
 Web site at [alanet.org/education](http://alanet.org/education)*

**23 – Thursday – 12:00 PM**  
**Partner Luncheon**  
 Columbus Renaissance  
 The Extraordinary Managing Partner  
 John C. Michalik, former ALA  
 Executive Director, Speaker  
*Each member may bring two partners  
 free-of-charge*  
 RSVP to Janie Jude-Askew at  
[jjude-askew@lblaw.net](mailto:jjude-askew@lblaw.net)

**28 – Tuesday – 12:00 PM**  
**Chapter Board Meeting**  
 Kegler, Brown, Hill & Ritter

\*A reminder that if you are interested in attending any ALA Webinar, please contact Columbus Chapter President Cara Tammaro at [ctammaro@keglerbrown.com](mailto:ctammaro@keglerbrown.com). If at least five chapter members are interested, the Chapter will pay for the webinar.

Wednesday, November 16, 2011

## Chapter Meeting Minutes

**Members Present:** Camille DeLozier, Vicki Drabick, Marty Eisenbarth, Jack Green, Randy Headley, Beth Hoef, Janie Jude-Askew, Sara Leech, Steve Odum, Karen Scurlock, Cara Tamaro, Angela Vecchio, Becky Von Ohlen, Cindy Wesney, Betsy Wetherby, Larry Wiesman

**Guest Speaker:** Anne Carter presented on Diversity. "Moving beyond Good Intentions"

**Welcome and Announcements:** Cara Tamaro opened the meeting and welcomed everyone in attendance. Cara requested a motion to approve the October meeting minutes. Jack Green motioned to approve and Karen Scurlock seconded the motion. *Minutes Approved.*

The Web site committee will offer a webinar on December 7<sup>th</sup> at 3:00 p.m. on how to navigate the new site. Marty Eisenbarth reported that there is still a glitch with changing passwords so please do not attempt to change it at this time.

Sonja Kondas and Jane Ossege organized three successful community service activities for our chapter. These included Lee Denim Day, dinner at the YWCA, and Jackets for Jackets.

There is no ALA webinar in December due to the holidays. The next webinar is on January 18<sup>th</sup> entitled Selling Blue Elephants: Client Marketing, Retention and Loyalty. Please let Cara Tamaro know if you are interested in this webinar.

### Upcoming Meetings:

December - holiday lunch at the Columbus Bar Association on the 6<sup>th</sup> hosted by Freshbox. A representative from Freshbox will talk about the business and how it works with Faith Mission. All members are asked to bring a \$20 gift card in lieu of payment for lunch. These gift cards will be donated to Faith Mission.

January - Rob Sander will facilitate a business partner meeting.

February - Partner lunch on February 23<sup>rd</sup> with John Michalik, the author of "The Extraordinary Managing Partner." This will be held at the Renaissance.

March - Jeff Nischwitz from thinkagaincoaching.com will present on Client Relationship Marketing.

**Guest Speaker:** Betsy Wetherby discussed a few diversity initiatives currently done at Bricker. These include adding all religious holidays to the firm calendar, allowing all employees a floating holiday of their choice, wellness program, and the Bricker Dimensions quarterly newsletter that features a section called Four Things about Me and spotlights one attorney and one staff member. Betsy indicated that she often works with the speaker to formulate new diversity initiatives at the office. Betsy then introduced the speaker, Anne Carter, who presented on "Moving Beyond Good Intentions."

Respectfully Submitted,

Sara Leech, Secretary

Wednesday, November 16, 2011

## Speaker Recap

Anne Carter began her presentation on diversity with a few facts:

1. There are only 17 female CEO's in Fortune 500 companies.
2. There are only 18 African American CEO's in Fortune 500 companies.

Anne stated that diversity is often a misunderstood word. We should not focus on what makes people different but what makes them unique. In today's world clients are often looking at diversity when evaluating firms. Therefore it is important to understand diversity and implement initiatives in the firm to promote diversity.

The three most common diversity initiatives are:

1. Mentoring - this provides exposure to management and promotes career growth opportunities. In law firms many mentoring programs improve writing and oral advocacy skills in younger lawyers. However, most mentoring programs fail due to lack of management support, lack of defined goals and/or inadequate training.
2. Diversity councils - these councils serve as advisory boards to senior management and help them understand diversity issues. They frequently sponsor events in the firm to celebrate diversity. Some examples of their duties are to follow up on diversity reports, to establish measures to promote inclusion, formal one-on-one coaching, benchmarking and community relations. In order to be successful, senior partners must be both visible and vocal on these councils.
3. Employee Resource Programs/Groups - these are company sponsored/company focused groups that build community among people in the groups. Successfully created groups in companies often work to improve the attraction and retention of talent. Employee resource groups extend beyond just race and ethnicity and often include new parent groups, retiring employee groups, etc. A good website to utilize for information on forming these groups is [www.diversityinc.com](http://www.diversityinc.com)

While these are the most common types of diversity initiatives there are many others out there. In order for any diversity initiative to be successful you need the following:

1. Support from the top.
2. Measurable results - measured by attrition, salary, promotion, partner conversion.
3. Synergy between diversity priorities and the direction of the business.

*Speaker Recap, continued on Page 10*

*Speaker Recap continued from Page 9*

Sustainable successful diversity initiatives in companies tend to lead to higher levels of employee engagement. If you are planning to begin or expand the diversity initiatives in your firm you can contact Anne for more information.

Respectfully Submitted,

Sara Leech, Secretary

*A Way to Give Back ...*

The Columbus Chapter's holiday luncheon is scheduled for Tuesday, December 6, at noon at the Columbus Bar Association. In lieu of payment for lunch, please bring a \$20 Target or Walmart gift card to be donated to the Faith Mission to help the less fortunate in our community. Your generosity is greatly appreciated.



*Quote of the Month*

One of the most glorious messes in the world is the mess created in the living room on Christmas day. Don't clean it up too quickly.

~Andy Rooney

## What is the Optimum Size for a Law Firm?



Law firm leaders and the legal media frequently talk about the size. But, unlike the way most businesses address size (annual revenue), law firms seem to define size as the number of lawyers practicing at a firm. Managing partners talking about growth, are typically referring to adding lawyers to reach “critical mass” and when there are lay-offs of lawyers, it is termed “right sizing.” So, with all this focus on lawyer head count, shouldn’t there be some benchmark as to the optimum size for a law firm?

When a firm starts talking about size in the abstract, it typically signals that there is concern about being big enough to compete for the most sophisticated and challenging work while remaining small enough to maintain a strong client focus. That means they want to be large enough to attract the big fish and small enough to not scare away the small fish. At the same time, firms want the prestige of being a large firm while enjoying the culture and collegiality of a smaller firm. And, oh yes, this should all occur while maximizing profitability.

By Ed Wesemann  
[www.edwesemann.com](http://www.edwesemann.com)

What’s happening is a natural internal conflict within every law firm. On one hand, firms see growth as a symbol of success – prospering businesses grow, failing businesses shrink. On the other hand, change creates uncertainty and lawyers hate risk. At the same time, larger firms seem to have greater credibility and attractiveness to clients and, in the minds of many law firm leaders, there is an assumed correlation between the number of lawyers a firm has and its level of profitability.

### The Impact of “Size”

The fact is that size does matter – at least in lawyers’ perceptions about law firms. There are five generally held “truisms” about the size of law firms:

- *Larger law firms are more capable of handling complex sophisticated legal matters than smaller firms.*
- *Larger law firms are more attractive to larger clients with more sophisticated legal issues than smaller firms.*
- *Larger law firms have better reputations and name recognition than smaller firms.*
- *Larger law firms are less collegial than smaller firms.*
- *Larger law firms are more profitable than smaller firms.*

Like any generally held opinion, there is an element of truth in each of these statements. The real issue, however, is whether an analysis of these perceived truisms under a number of circumstances can allow the construction of a model that helps determine the optimum size for a law firm.

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from Ed Wesemann

*What is the Optimum Size for a Law Firm?, continued on Page 12*

## *What is the Optimum Size for a Law Firm?, continued from Page 11*

### **Capability**

The ability to perform legal work well would appear to be a natural derivative of size. More lawyers means a greater likelihood of having someone with the experience to handle a matter. Beyond that, having more lawyers usually converts into bench strength, which permits firms to handle larger matters. Plus, with greater size typically comes the potential for increased expertise through specialization.

Mixed together with capability is the concept of quality. In theory, any lawyer is licensed to handle virtually any matter; therefore, capability generally implies the ability to competently provide services – not just being able to avoid malpractice, but actually fulfilling the needs of clients. Conventional wisdom among law firm managing partners and sophisticated clients is that there seems to be a presumption of quality in firms with more than 100 lawyers. Indeed, the acceptance of the importance of 100 lawyers representing critical mass is so widespread that it represents one of the driving influences causing smaller law firms to merge into larger firms. Managing partners with smaller firms that merged into larger firms consistently report that there were always questions about quality and experience and even requests for references from potential clients when they had fewer than 100 lawyers. After a merger that created a 100-lawyer or larger firm, however, those issues seemed to disappear from clients' minds.

Of course, capability is also a function of the complexity of the issue. Certainly any reasonably sized general practice firm is most likely capable of handling routine business transactions or commercial litigation cases. But a major international transaction or billion dollar law suit will likely require specialized experience normally held in larger firms. However, despite the assumption of quality that clients infer from size, specialization plays an important role in assumptions about capability and quality that may override the issue of size. A specialty boutique is deemed to have the capability and level of quality to handle specific matters in their sphere of expertise, but only in that area of expertise. When a boutique attempts to step beyond its particular area of expertise, the firm loses its clients' presumptions of capability. A good example of this is patent prosecution. A client seeking a patent may, with equal confidence, go to a 20-lawyer IP boutique or to the 20 lawyer intellectual property department of a 300 lawyer general practice firm. But when there is occasion to litigate that patent, clients tend to favor the larger firm where they anticipate there will be capability in both IP and litigation.

In a series of interviews of law firm managing partners and of clients from a variety of sized businesses (including both owners and general counsels) we asked, "What number of lawyers is necessary to have confidence in a law firm's capability to perform quality work?" As predicted by conventional wisdom, the response for a law firm was quite consistently 100 lawyers. But for a specialty area it ranged from 10 to 20 lawyers with a few responding with numbers as high as 100.

What we find, therefore, is an ascending hierarchy of capability based on the level of specialization involved. A 100-lawyer general practice firm may pass the capability and quality cut for general matters but for sophisticated issues of specialization, there must also be critical mass in the specialty area.

### **Clients**

Most partners in law firms believe that the largest and most attractive clients (generally viewed as Fortune 500 corporations) prefer very large law firms. There is a consistent view by law firms that clients want "one stop shopping" and want firms that can fulfill all their legal needs. This view would seemingly favor larger firms. Clients, particularly general counsels, however, are equally consistent in their response that they want the best firm possible consistent with issues of value.

## *What is the Optimum Size for a Law Firm?, continued from Page 12*

According to ALM, the Fortune 500 listed 649 law firms as their “go to” firms. Of those firms, less than half had over 100 lawyers (although the universe of firms included a number of non-US firms). However, it is interesting to note that there was some consistency of firm size by practice area. Corporate work (both governance and transactional) seems to heavily go to larger firms, while IP, Litigation and Employment law seems to be mixed between boutiques and larger general practice firms. But while there seems to be a willingness to give work to smaller law firms, they tended to be boutique firms. Indeed, there was almost a universal absence of general practice firms with less than 100 listed as a “go to” firm for the Fortune 500.

### **Reputation**

Law firms tend to use the terms “reputation” and “name recognition” almost interchangeably, but they clearly have different meanings: name recognition is about whether you are known and reputation is what you are known for.

Clearly, name recognition is enhanced by size. Larger firms have more lawyers on the street, meeting and interacting with more people. Larger firms also have bigger marketing, public relations and publicity budgets making it more likely that the firm’s name will be seen on advertisements, in articles or on speaking programs. Indeed, there is virtually a direct relationship between the size of a law firm and its name recognition. However, this relationship is a function of relative size in a market. A 20 lawyer law firm in a 50,000 population town would be known by everyone. But 500 lawyer firms with national name recognition are frustrated that no one in New York or Washington has heard of their 50 lawyer offices in those cities. Although there are rare exceptions (e.g., Wachtell Lipton), name recognition is based on size in relation to the other firms in the marketplace in which a firm is seeking name recognition.

Arguably there is a reputational benefit to size. Law firms’ reputations are largely built on the collective reputations of individual lawyers within the firm.

Therefore, a firm with more lawyers is able to create more opportunities for lawyers to have successes and positive interactions on which good reputations are built. In fact, size may even help avoid a bad reputation. In a smaller firm, the misdeeds or failure of a single lawyer would affect the firm. In a large firm the negative reputation of a lawyer is diluted by the combined positive reputations of a large number of other members of the firm.

### **Collegiality**

The meaning of cultural issues such as collegiality ranges among firms, but, in typical use, collegiality refers to lawyers within a firm knowing and liking one another. Certainly, to like another individual requires that one knows that person and clearly that is a drawback of size. But experience seems to indicate that the loss of collegiality is not a linear event that directly correlates to size.

Law firm partners provide all sorts of definitions of when the loss of collegiality occurs. To some, it is when you can’t address each of your partners, little less the associates, by name without the aid of nametags. Some would say it is when you have not met each of your partners’ spouses or when everyone can’t fit around a conference table. Generally, however, there seems to be reasonable consensus that collegiality is lost at a point somewhere around 100 lawyers.

But, with some frequency, we hear from lawyers who laterally leave 80 lawyer firms to join 800 lawyer international firms and claim they had never before experienced the level of collegiality they have at the new firm. It turns out that there is a context to collegiality that is born out of a group that may not be the whole. As law firms grow, attachment to the overall firm is replaced by attachment to an office of the firm or a practice group within the office. This is just like people in a large city feeling greater unity within their neighborhood or their block of the city than people may feel in a small town.

*What is the Optimum Size for a Law Firm?, continued on Page 14*

## *What is the Optimum Size for a Law Firm?, continued from Page 12*

The result is that the loss of collegiality as firms get larger seems to occur in gaps between individuals aligning with subgroups to replace the attachment to the firm as a whole. In short, collegiality is lost as a firm grows if the individuals can't find some other group within which to form attachments.

### **Profitability**

A driving feature of many law firms' strategies is to increase profitability through growth. While there is no inherent correlation between the size of a firm and its profitability there appears to be a consistent belief that bigger is more profitable. A comparison of the AmLaw 200's number of lawyers vs. profit per partner shows (see the trend line below) that there is virtually no correlation between size and profitability. Confirming this is our anecdotal experience that law firms in the range of 50 to 100 lawyers routinely are more profitable than many firms with 300 lawyers.

Interestingly, two issues correlate to profitability on a broad scale – and they both involve location. The first is the geographic location of a firm's headquarters or largest office. Large firms in large capital market cities (New York, Chicago, Washington, Los Angeles and San Francisco) are generally more profitable than other similar firms in other cities. Other than these cities, regions have little to do with profitability and firms headquartered in the Southeast or Northwest are generally no more or less profitable than firms in the Northeast or Midwest.

The second locational issue is how many locations a firm has. Firms with more than one office are generally less profitable than firms with those of the same size with a single office. This is not much of an issue with larger firms where virtually all firms with over 200 lawyers have more than one office. But, among firms with fewer than 200 lawyers the difference between multi and single office firms is startling.

In fairness, size does provide some economies of scale. Overhead costs including staff positions do not increase proportionately with the size of a firm. For example, the average square footage per lawyer for a law office designed for 25 lawyers is typically 800 to 850 square feet. For an office designed for 100 lawyers it is about 650 to 700 square feet. On the other hand, offices with significantly more than 100 lawyers tend to see an increase in amenity lawyer services that eat into any economies of scale.

### **What is the Optimum Size?**

So where does all this lead us? All of the evidence (and admittedly, much of the evidence is subjective and observational) seems to shout that the optimum size revolves somewhere around 100 lawyers. But it's not a clear cut decision and there are some results that feel like conclusions rising to the surface:

- For general practice firms performing moderately sophisticated work for mid-sized and smaller clients, about 100 lawyers in a single office is absolutely the best configuration. Such firms need to avoid endangering themselves (and their clients) by attempting to be all things to all people. They are far better off creating referral relationships with boutiques for highly specialized practices than risk doing a mediocre job for their clients or bringing specialists in-house that they can't keep busy.
- Boutique firms in highly specialized areas seem to fare well in the 10 to 20 lawyer range provided that they keep themselves specialized. They can, of course, grow to about 100 lawyers but need to be careful about adding areas of practice without the 10 to 20 lawyer critical mass. And, a boutique can have one or two areas of practice but at the level of three practices it risks being viewed as a general practice firm with limited capabilities.
- Firms attempting to offer in-house boutique specialized services need to follow the 10 to 20 lawyer rule for such practices within the firm. This may have the affect of driving up the optimum size of the firm since more lawyers may be necessary to refer work to the multiple in-house specialty practices.

*What is the Optimum Size for a Law Firm?, continued on page 15*

***What is the Optimum Size for a Law Firm?, continued from Page 14***

- “Branch offices” are subject to all the same rules as a firm as a whole, i.e., an office with a single practice area (like a Washington office that does FDA work) is fine with 10 to 20 lawyers. But if it is going to be a general practice office, it is effectively a general practice firm whose optimum size is closer to 100. Total size is probably not an issue beyond the factors above. There are, of course, name recognition advantages to being 500 lawyers, but the important feature is more the makeup of the firm (size of offices and specialty practices) than the size of the total firm.

The absolute conclusion may not be the identification of an optimum size. Instead, it may be making decisions to avoid the pitfalls of growth.

*Ed Wesemann specializes in assisting law firms with strategic issues involving market dominance, governance, merger and acquisition and the activities necessary for strategy implementation. Ed is considered to be the leading global expert on law firm strategy and culture and has worked with law firms in the UK, Europe, Africa, China, Australia and New Zealand, and South America as well as the U.S., Canada and Mexico. Ed can be reached at 877.922.2040 or [ed@edwesemann.com](mailto:ed@edwesemann.com).*

### *ALA December Anniversaries:*

Laura Carpenter	13 years
Rhonda Hill	1 year
Pam McVeigh	9 years
Trina Multon	10 years
Chet Sheets	26 years
Becky Von Ohlen	17 years
Amy Welty	1 year

*Attend the chapter meeting free-of-charge in your anniversary month.  
 If your anniversary falls during a month in which we do not have a  
 meeting, or the meeting is sponsored by a business partner,  
 you can use your “free” month at the next scheduled meeting!*



## Annual Conference & Exposition



## SAVE THE DATES!

**April 22-26, 2012**

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Renew *your* spirit

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FEBRUARY 6, 2012 AND SAVE! [www.alanet.org/conf](http://www.alanet.org/conf)**

## Meeting Previews

### **TUESDAY, DECEMBER 6, 2011**

#### *Chapter Holiday Luncheon*

Please join us on Tuesday, December 6, to celebrate the holidays. This year we will have a luncheon at the Columbus Bar Association, catered by Fresh Box, a lunch caterer that helps change the outlook for people in the community affected by poverty. Freshbox Catering is employing and empowering residents of Faith Mission Shelters to achieve their goals by offering them life-changing skills and training. Because the luncheon will be paid for by the Chapter, we would ask each member to bring a \$20 Wal-Mart or Target gift card for the Faith Mission.

### **WEDNESDAY, JANUARY 18, 2012**

#### *Business Partner Panel Discussion*

Please join us on Wednesday, January 18, 2012, at the Columbus Renaissance for our first business partner panel discussion. As you know, without the support of our wonderful business partners we would be unable to offer our golf outing, half-day seminar, partners' luncheon, conference scholarships, and many other activities throughout the year. This meeting will help us understand how we can work together and better support one another. Please join us at this meeting as we show our appreciation to our business partners.

### **THURSDAY, FEBRUARY 23, 2012**

#### *Annual Partner Luncheon*

We are pleased to announce that John Michalik, former Executive Director of the Association of Legal Administrators, will be the speaker at our annual Partners' Luncheon on Thursday, February 23, 2012. John's book, *The Extraordinary Managing Partner*, is essential reading for anyone who is serving as a managing partner in a law firm, or simply interested in acquiring additional understanding of what is involved in law firm management. Each member may bring two partners free-of-charge to the luncheon. Please mark the date on your calendar and get the date on the calendars of your partners as well. More information will be forthcoming.

Please plan to join us at our December holiday luncheon.  
Register online at our new Web site, [www.alacolumbus.org](http://www.alacolumbus.org)!

## ALA Announcements

**ALA Seeks Committee Volunteers:** ALA is seeking volunteers for two key Association committees: the Committee on Diversity and Inclusion and the Business Partner Relations Committee. Committee members are appointed by the ALA Board of Directors. Service and three-year terms of office begin at the ALA Annual Conference & Expo in Honolulu in April 2012.

The Committee on Diversity and Inclusion is tasked with providing guidance, education, and resources in support of the ALA Diversity Initiative. The most visible deliverable of the Committee is the ALA Diversity Toolkit.

The Business Partner Relations Committee works to facilitate communication, provide resources for feedback, and to emphasize the interdependence that exists among business partners, ALA members, their employers and the Association at all levels.

If you are interested in serving on either of these committees, e-mail your interest to Vic Maurer (Diversity) or Debbie Curtis (Business Partner) by December 9, 2011, and visit the Volunteer Opportunities page on the ALA Web site for more details.

**2012 ALA Webinars Announced:** ALA has announced its 2012 lineup of Webinars. If at least five chapter members are interested in attending, the chapter will pay for the Webinar. Mark these dates on your calendar:

**1/18/12:** Selling Blue Elephants: Client Marketing, Retention and Loyalty

**2/22/12:** Employee Handbooks for Law Firms – Careful, Careful!

**3/21/12:** The Art of Active Listening

**4/18/12:** The Role of Legal Administrators in Legal Project Management – Unprecedented Opportunities & Current Challenges

**5/16/12:** Safe Stress!

**6/20/12:** Technology Management: The Good, the Bad and the Ugly

**7/18/12:** Change Leadership: A Boot Camp to Drive Organizational Change

**8/15/12:** Records Management: The Bermuda Triangle

**9/19/12:** Of Foxes, Hedgehogs and Law Firm Profitability

**10/17/12:** Marketing on a Shoestring Budget

**11/14/12:** Dealing with Substance Abuse in the Workplace

### **LETTERS TO THE EDITOR**

We value your comments/suggestions and even your submissions. After all, this is your Newsletter! If you would like to write a Letter to the Editor, make a suggestion that would enhance the newsletter, or would be willing to write an article for the newsletter (either about a committee event or an educational topic that would be of interest to our members), please e-mail Cindy Wesney, Newsletter Editor at:

**cwesney@bakerlaw.com**

Your input would be greatly appreciated!

## 2011-12 Columbus Chapter Board



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### EDITORIAL POLICY

The *Columbus Chapter News* is published monthly for the education and benefit of legal administrators. It is not published for the purpose of rendering legal, accounting, or other professional services or advice. Nothing contained in this newsletter should be construed as legal, accounting, or other professional services or advice. Reprint of articles contained in this newsletter requires the written permission of the Editor of the *Columbus Chapter News*.

### ALA MISSION STATEMENT

The Association of Legal Administrators' (ALA) mission is to promote and enhance the competence and professionalism of all members of the management team; improve the quality of management in law firms and other legal services organizations; and represent professional legal management and managers to the legal community and to the community at large.

### COLUMBUS CHAPTER, ALA 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.



## Committee/Event Chairs

### *Community Service*

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### *Golf Outing*

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### *Newsletter*

**Cynthia L. Wesney**, Chair..... 614.462.4742  
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cwesney@bakerlaw.com

### *Partners' Event*

**Paul D. Boyd**, Chair ..... 614.334.6153  
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pbyod@cwslaw.com

### *Past Presidents' Council*

**Paul D. Boyd**, Chair ..... 614.334.6153  
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### *Salary Survey*

**Jack D. Green**, Chair ..... 614.365.2749  
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### *Web site/Online Membership Directory*

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THANK YOU! to **Williams Lea** for printing the Columbus Chapter News.  
For more information about **Williams Lea**, call Ian McCullough at (614) 462-2619.

## *Photos from the November Chapter Meeting*



*Beth Hoeft, Randy Headley,  
and Becky Von Ohlen*



*Larry Wiesman, Marty Eisenbarth, and Jack Green*



*Betsy Wetherby, Speaker Anne Carter,  
and Cara Tamaro*



**Columbus Chapter Member Change Form**

If any of your information changes, please complete this form in its entirety and e-mail or fax to:

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E-mail: [cwesney@bakerlaw.com](mailto:cwesney@bakerlaw.com), or Fax: 614.462.2616

and

Janie D. Jude-Askew, Treasurer, Loveland & Brosius LLC

E-mail: [jjude-askew@lblaw.net](mailto:jjude-askew@lblaw.net), or Fax: 614.224.6221

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Title: \_\_\_\_\_

Firm: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Facsimile: \_\_\_\_\_

E-mail: \_\_\_\_\_ Number of Attorneys: \_\_\_\_\_



*The Columbus  
Chapter Board*

*wishes you  
and yours*

*a safe  
and happy*

*Holiday Season!*



**Columbus**  
Chapter



## CHAPTER MEETING RESERVATION FORM

### HOLIDAY LUNCHEON

**Tuesday, December 6, 2011, 12:00 PM**

*The Columbus Bar Association  
175 S. Third Street, 11th Floor, Columbus, OH 43215*

We will be joined by Rick Bayer, Executive Director of Freshbox Catering, as well as two guests who have benefitted from employment with Freshbox Catering

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*Menu: A variety of sandwiches and salads from Freshbox will be served*

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Please visit our Web site at [www.alacolumbus.org](http://www.alacolumbus.org) to RSVP no later than Friday, December 2, 2011

**No charge, however, please register on-line so we can give an accurate headcount to Freshbox**

In lieu of payment for this meeting, please donate a \$20 Walmart or Target gift card. The gift cards will be presented to the Faith Mission to help the less fortunate in our community this holiday season.

**ALA Anniversary Month:** If this is your ALA Anniversary month, you may attend the meeting as the chapter's guest. No payment will be required. If your anniversary falls in a month when the chapter meeting is sponsored by a business partner, or in a month when there is no meeting, you can use your "free" month for a later meeting.

**Parking:** If your firm is located outside a one-mile radius from the meeting location and your firm will not reimburse you, the Columbus Chapter will pay for your parking at the Columbus Renaissance. See **Janie Jude-Askew** at the beginning of the meeting to obtain a parking voucher.

**No-Shows:** If you RSVP and are then are unable to attend the chapter meeting, payment will still be required.