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1971-2021
YEARBOOK





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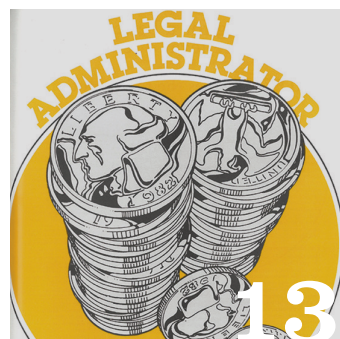
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Dear ALA,

We've come a long way from typewriters and tape recorders to today's advanced technologies.

Congratulations on your 50th Anniversary!

Since its inception, the ALA has provided the legal industry with invaluable insight into how successful law firms rely on the professionals of your organization. Your input has helped shape our products and driven the success of our company and team.

We thank you for your support over the years and we look forward to many more together.

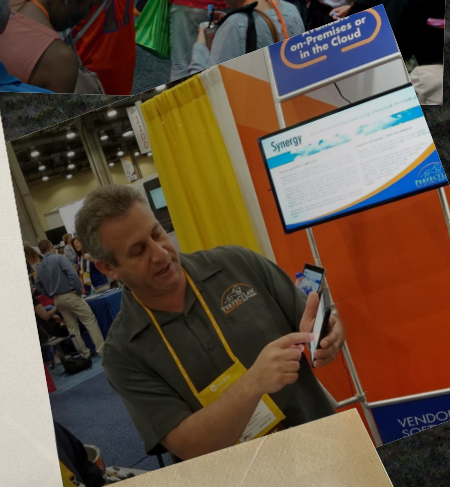
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MICHAEL T. BUMGARNER,
CLM, CPA, CGMA
2021–2022 ALA President
Chief Executive Officer
Flaherty Sensabaugh Bonasso PLLC

ALA AT 50: LEADING THROUGH CHANGING TIMES

Even though I wasn't part of the workforce when ALA started, I can say things have dramatically changed from when I began my professional career in 1990.

As I sat down to write this article, one of the things that kept occurring to me was what it must have been like managing a law firm 50 years ago when ALA formed. What would it have been like to type up this column in 1971? And then get it to ALA staff for publishing? It's not like email was an option.

When our Association started out, there were no personal computers, but plenty of typewriters and copy machines. While there was dictation, it was often taken by a person via shorthand. Computers and fax machines were more mainstream by the 1980s, but they bear little resemblance to the equipment that's vital to running our legal organizations today. In fact, I think it's safe to speculate that managing a law firm in 1971 was challenging due to the sheer volume of paper — managing people and processes were both very much

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The legal organizations we knew even two years ago have progressed in ways that we didn't think possible just a handful of years ago.

”

manual efforts. It's no wonder ads in the early days of *Legal Management* were for physical document storage solutions.

Flash forward to today, and the business of law is incredibly complex, thanks in large part to those technological advances. We are now responsible for managing the people and all the technology and processes that are part of the legal services environment. And when the ALA leadership who are overseeing the Association's 75th in 2046 look back, they will also note how the COVID-19 pandemic had us all stepping up to lead our firms through the myriad challenges that presented from remote working to managing safety standards at the office. This past year, I believe we demonstrated our professionalism, flexibility and our abilities to help run our legal organizations without missing a beat during such a chaotic and stressful time.

We get to continue to be the leaders in the legal industry in managing our law firms as business professionals. The legal organizations we knew even two years ago have progressed in ways that we didn't think possible just a handful of years ago. It's an exciting time that presents us with incredible opportunities to lead our legal organizations through these changes into the future.

That's why I hope you'll join me in October to celebrate at our 2021 Annual Conference & Expo in Austin, Texas. I'm

incredibly excited to be part of this event as we celebrate the past, look forward to what's in store and — perhaps most importantly — reconnect with our ALA family and friends after a trying couple of years. While I always look forward to the Annual Conference, this year in particular will be even more meaningful.

I hope you will be able to join me there to reconnect with old friends, while finding new ones along the way. See you IN PERSON in Austin! Visit ALAannualconf.org to register today. ■



The Legal Management team spoke with three members who have been with ALA from the very beginning. You can read their perspectives on page 21.

1971 SNAPSHOT



ALA is as old as Starbucks and Walt Disney World. In March 1971, the first Starbucks opened in Seattle. In October 1971, the Walt Disney World theme park opened. The original price for an adult ticket in 1971 was \$3.50 and did not include the cost of tickets for rides, which were separate at the time.

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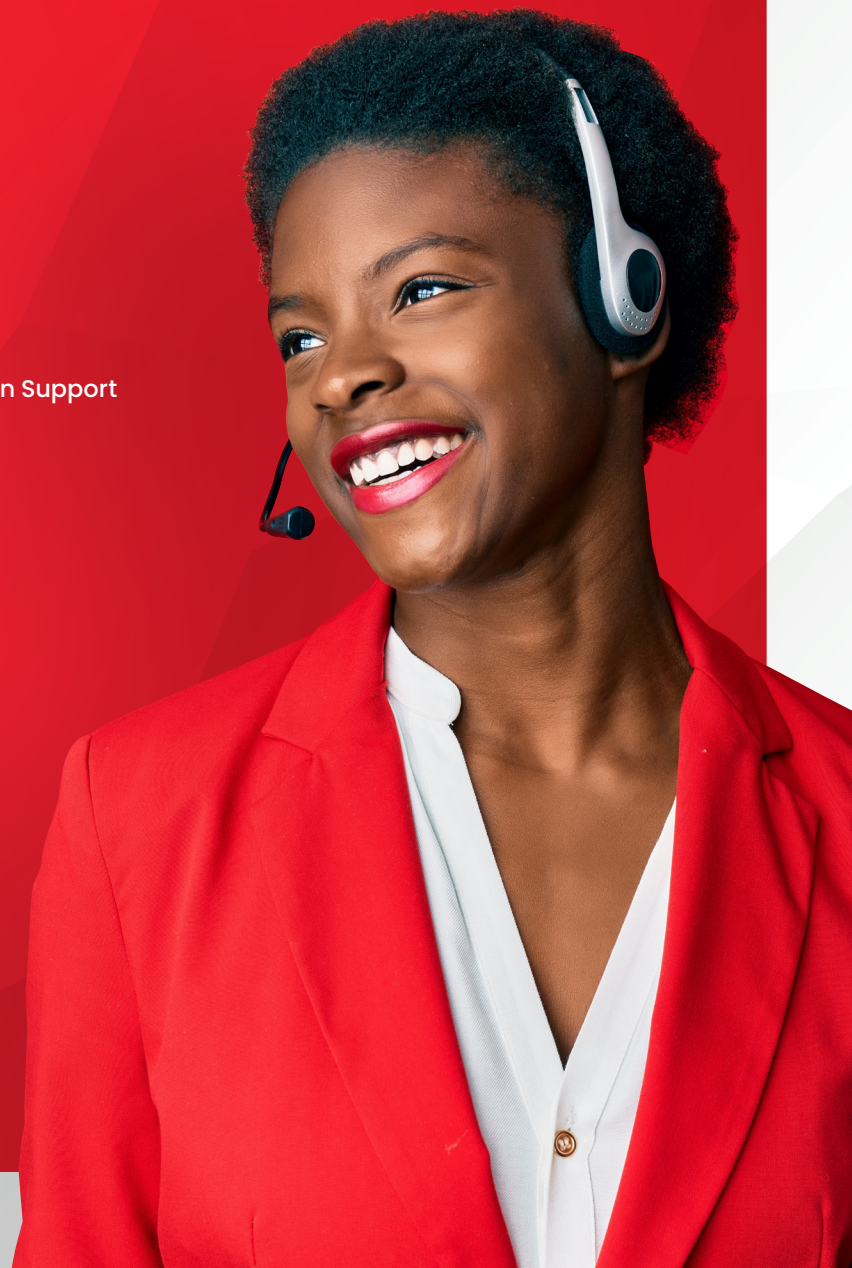
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APRIL L. CAMPBELL, JD
Executive Director
Association of Legal Administrators

LET'S CELEBRATE ALL THAT ALA MEANS TO EACH OF US

I thought writing a column for ALA's 50th Anniversary would come easily for me. I was surprised how challenging it was, fearful I would leave so much out because I could not possibly verbalize or capture what ALA means to everyone.

Just as ALA has been many things to our members and business partners, it has been many things to me. Sixteen years ago when I made the career transition from attorney to legal administrator, it was my training ground and lifeline. When I told my managing partner I wanted to stop being a lawyer and start running the business of the firm, he told me I could do it — but only if I joined ALA. In fact, its existence and the value my managing partner put in it was the foundation through which he knew I would be supported and able to do a job I had never done before.

In the beginning as I got the basics under my belt, ALA was there to show me everything I needed to learn — and then provided me the resources from which to learn them. From there,

“

[ALA is] a people connector, a stress-saver, a friendship-maker, a leadership developer, an incubator, an educator, a commiserator, an inspiration-finder, a guidepost, a career-maker, an engaging employer and an industry influencer.

”



ALA became a network for me, the place that supported me psychologically when I was having those days where I felt like I was on an island and no one I worked with on a daily basis could relate to what my role in the firm entailed and the challenges it presented. It was a place to vent my frustrations and get advice from those more experienced than me in navigating some of the obstacles I encountered. It was also a place where colleagues had crazier HR stories than my own, which seemed impossible.

Along the way, it became the place where I found friends and mentors. It also became the place where I could flex that volunteer muscle I have always enjoyed exercising. Those opportunities afforded me the chance to develop my leadership skills; it became the place where I learned to be a stronger public speaker, a creator and a strategist.

Then, in a strange turn of events, ALA became my career. I am now leading the Association that had become such a big part of my life but now as my daily work. From this perspective, I now experience ALA as a workplace and the

important role it plays in the work and careers of its staff as an employer. This has also allowed me to hear stories and see firsthand the way this Association affects the daily work of our members and how it has an impact on their lives. I love listening to members talk of the personal connections they've made through ALA, and I enjoy being part of a group that creates a place of connection that is valuable and meaningful.

Even though this organization is a strong 50 years old, I still feel the desire to protect it as if it were a young child, ensuring its growth and strength for another 50 years — not because it is fragile, but rather because it means so many things to so many people. It's an anchor that has remained through many changes. I was proud to have a front row seat to see how strongly the anchor held during the last 18 months, and how our Association and its community created a well-needed shelter for many of our members as we all struggled to make it all work.

This brings me back to my original hurdle: What can I say about an Association like ours as it celebrates 50 years? It's a resource to support professionals in roles that are unique from those in other industries. It's a people connector, a stress-saver, a friendship-maker, a leadership developer, an incubator, an educator, a commiserator, an inspiration-finder, a guidepost, a career-maker, an engaging employer and an industry influencer. What has it been for you? What can it be? I look forward to adding another 500 words of descriptors in the years to come.

We also hope you enjoy this special “yearbook” edition of *Legal Management* to commemorate this occasion! It's filled with lots of fun history but also has an eye on what's to come in the future. ■

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A TIME TO REMEMBER: ALA OVER THE YEARS

The first general session opened with remarks by Fred Hildebrandt, ALA President, in which he discussed the major goals of ALA - the establishment and recognition of law office administration as a profession, and the development of ALA as the speaking voice for this group. This was followed by an excellent keynote address by William B. Sams, Jr., former managing partner of the firm. He then left the speeches and became a working convention. The convention program was followed, though what day have been a little dry as they became an interesting and exciting exchange of ideas, with the delegates doing the educating as well as the learning. If you were not able to attend, hopefully delegates from your city will fill you in on what went on in these workshop sessions.

Thursday night we all enjoyed drinks, dinner, dancing and singing on the Redwood Queen which as a bonus gave us a tour of the beautiful waterways of Fort Lauderdale, the Venice of America. Informal conversations continued during social activities, indicating the interest and enthusiasm of the delegates.

Friday opened with an informative and delightful talk in the session on motivation by Dr. Melvin P. Bell. Workshops then resumed for the balance of the morning and afternoon.

We all left with plans, ideas, friends to consult with, things to investigate, books to read and material to digest. Many people commented that they had never attended a convention at which all participants seemed so happy with their work, so anxious to serve their firm, so willing to learn and to teach. Everyone left the convention already anticipating the next one, eager to see old friends and to meet with new.

Jack Kaufman, Cleveland, Ohio



1972

Per our first compensation survey, the median total compensation of administrative managers is \$17,450 per year.

Members convene in Fort Lauderdale, Florida, for ALA's first Annual Educational Conference and Exposition. By the second one in 1973 in Houston, power typing is the operational highlight.



1980

ALA adopts a voluntary Code of Professional Ethics for legal administrators.

1981

The Foundation of ALA is formed.

1982

Legal Administrator is launched. The publication later becomes *Legal Management*.



1975

ALA now has 1,000 members. By 1979, membership passes the 2,000 mark.



1987

ALA grants charters to five new chapters, bringing the total number of chapters to 100.

1991

ALA's first Committee on Workplace Diversity is formed.

1992

The ALA Board of Directors adopts a new Mission Statement and Goals. Part of ALA's mission is to "promote and enhance the competence and professionalism of legal administrators and all members of the management team."

1990

The Annual Educational Conference and Exposition is held in San Francisco. ALA achieves an attendance record with 1,936 attendees. It would be broken in 1997.



1996

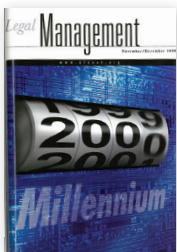
Happy 25th Anniversary, ALA! Members celebrate in a Mardi Gras Extravaganza during that year's Annual Educational Conference and Exposition in New Orleans.

Welcome to the World Wide Web, ALA! ALA's first iteration of *alanet.org* debuts.

1997

The Certified Legal Manager (CLM)[®] Program is unveiled. The first examination sessions were held in November in Los Angeles, Chicago and Washington, D.C.





1999

More than 900 ALA members from almost 90 chapters participate in ALA's first Community Challenge Weekend.



2001

Hello, *Legal Management*! The first bimonthly print version of ALA's flagship magazine makes its debut.

2000

ALA debuts its Learning On Demand program. Members can take educational courses 24/7 online.

2005

ALA tops 10,000 members.



2010

ALA is expanding its borders: A task force is formed to address the topic of international activities, including chapters and special interest groups.

2006

ALA turns 35 and celebrates the occasion in Montreal at the Annual Conference.

2003

ALA debuts the Legal Management Resource Center, an internet-based tool to search for answers to legal management questions.

View More Memories Online

This is a condensed version of the 50-year timeline we've compiled to mark this celebratory occasion. You can view all the ALA memories at alanet.org/50th-anniversary.

2013

Legal Management goes fully digital. Its first issue is published via app and dedicated website, legalmanagement.org.



2018

ALA plays host for the Global Legal Hackathon for the first time in February.

2016

ALA launches the UPBMS taxonomy, or Uniform Process Based Management System.

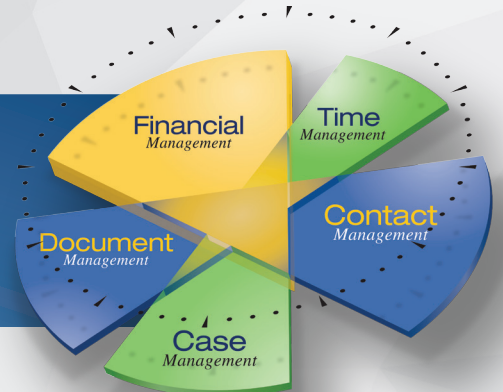


March 4, 2021

2020

The COVID-19 pandemic spurs the first fully remote conference, ALA: The Virtual Conference. Over 700 people participate.

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**2021
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THE LEGAL MANAGEMENT PROFESSION: PAST, PRESENT AND FUTURE

The occupation differs today from a decade ago — and it's primed for further progression.



ERIN BRERETON
Owner
Chicago Journalist Media

Historically, legal management roles often focused on tactical tasks. That changed when, following pushback from clients on how work was being assigned, some law firms began reconsidering their operational approach after the Great Recession (2007–2009), according to ALA Executive Director April Campbell, JD.

“For a long time, it was the same operating model it had always been, and people in legal management roles were what the title said — administrators,” Campbell says. “People made sure the bills went out on time, the right staff and lawyers were hired and everyone had their benefits. After 2008, law firms started seeing all these additional places where [legal management professionals] could add value.”

“

The skill sets that are required have changed, and the people in the roles have changed with it. Process improvement and project management, change management — these were skills our members didn't necessarily have to have to be effective in their role, and they're becoming increasingly more important.

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With a number of legal management roles now encompassing efficiency- or productivity-related work, more nuts-and-bolts duties may be accompanied — or even eclipsed — by soft skills such as conflict resolution and how to get the best out of your team.

“The skill sets that are required have changed, and the people in the roles have changed with it,” Campbell says. “Process improvement and project management, change management — these were skills our members didn’t necessarily have to have to be effective in their role, and they’re becoming increasingly more important.”

In recent decades, a number of other legal management profession aspects have also changed — ranging from the ways new proficiencies are obtained to how leadership views professionals’ role within the firm.

We asked several industry members about some of the most notable differences — and what the future of the profession might look like.

REVISED RESPONSIBILITIES

Increased technology use in the industry has had a significant effect on legal management roles, according to ALA President Michael T. Bumgarner, CPA, CLM, CGMA, Chief Executive Officer at litigation firm Flaherty Sensabaugh Bonasso PLLC.

The need for staff members who can provide dictation and similar services, for instance, may not be as prevalent because a number of today’s attorneys grew up using technology and are comfortable typing their own documents. However, the transition from paper to electronic billing, and the

associated client demands and expectations, have created new responsibilities legal management professionals could assume, Bumgarner says.

Firms’ reliance on technology has also heightened security concerns.

“It’s not just cybersecurity; it’s the technology and maintaining your cybersecurity and internal technology infrastructure,” Bumgarner says. “That’s what drives people nuts — if the internet is down, or email. The technology falls under so much of an operational issue, but it’s also a compliance and legal liability for firm insurance exposure, so it naturally falls under the management side.”

MORE DIVERSE PROFESSIONAL DEVELOPMENT

If professionals don’t enter an organization with the necessary tech and other abilities, they have more options to obtain them than 20 years ago, according to Bumgarner — including webinars, articles and podcasts.

“The quantity and quality of good education is so much more than what it used to be because of the platforms that are available, including the fact we can record a webinar, as opposed to buying a CD and having it shipped to you,” he says. “There are opportunities for people to obtain education in a different format, such as what ALA offers — whether it’s in person at a conference or through technology. You don’t have to wait for once a year.”

Professionals also collaborate through vehicles such as ALA’s First Five Online Community, a resource for legal management professionals who are in the first approximately five years of their career. It was formed in 2018 by Suzy Klepac, Office

Administrator at Kirk & Chaney PLLC in Oklahoma City, along with Danita Jones, Legal Administrator at Chubbuck Duncan & Robey, PC, and Sarah Antonello.

"We use it as a landing place for new legal management professionals to not only have discussions about how to get better at their jobs and careers and what they're doing at the firm, but also where to get education and where to find answers to questions," Klepac says. "Especially because it consists of new members, we want to make them aware of what ALA provides — products, services and tools that would be helpful for them."

A NEW TAKE ON HIRING

The recruiting landscape now includes more direct ways to find and connect with people, thanks to resources like LinkedIn and law firm websites, according to ALA President-Elect Sarah Evenson, JD, MBA, Director of Law School Programs and Minneapolis Office Administrator at Barnes & Thornburg LLP.

"Traditionally, [firms] would use an outside recruiter," Evenson says. "Now, many law firms have landing pages that say, 'This is what we're about; if that sounds like an office culture you're interested in, click here' to start a conversation."

In the past, professionals often worked their way up gradually over time within a firm, with an expanded amount of business skills used in non-attorney roles, such as managing a lease. But a number of people are now entering the legal management profession from other industries and fields, Campbell says.

"Maybe an HR director at a corporation is now coming in as an HR director at a law firm; it's a different type of background and individual that is in these roles," she says. "Because law firms are run more like a business now, it's easier to bring in lateral talent."

Whether it's someone with previous firm experience, though, or a hire from another field, many won't put down roots unless their role is mentally stimulating, according to Evenson.

"There are still people who are at the same firm their entire career," she says. "That's amazing, [but] that's not right for everybody. We're going to see continuing movement — not just laterally, but people looking for more challenging opportunities, and if they're not getting them within their own firm, they will find them at another."

A MORE DETAILED APPROACH TO DIVERSITY

Diversity and inclusion roles are some of the new titles large and midsize firms have added in recent years, according to Campbell.

Diversity isn't a new focus for the industry; it's been talked about for 20 years — but generally in a different way than it's being addressed now, says Catalina Mejia, Diversity, Equity and Inclusion Specialist at Wiley Rein LLP in Washington, D.C. "[Before, it] was more from a checking-the-box standpoint; 'We do X, Y and Z' — whereas now, clients don't only want to see how many black attorneys versus white are in leadership; it's much more complex than that."

Transparency matters, Mejia says. For example, clients want to know what the firm's mission statement includes, what other areas its diversity and inclusion initiatives address, and how effective they are and who's involved.

"Firms have to start measuring their diversity and putting metrics in place so they can see where it has increased or if there is an issue," Mejia says. "For many years, law firms thought if they shared the information, it would be a weakness to them; now, it's really more of a need to show it because if not, [people think], what are you hiding? Clients [may, for example,] only work with companies that set goals to hire 30% more diverse attorneys."

A GREATER INVOLVEMENT AND VOICE

Increasingly, legal management professionals are being tapped for input on their organization's direction and plans. More are being included on committees, instead of the groups containing

“*There are opportunities for people to obtain education in a different format, such as what ALA offers — whether it's in person at a conference or through technology. You don't have to wait for once a year.*”

“

Firms have to start measuring their diversity and putting metrics in place so they can see where it has increased or if there is an issue. For many years, law firms thought if they shared the information, it would be a weakness to them; now, it's really more of a need to show it because if not, [people think], what are you hiding?

”

just a single staff liaison, according to Mejia. Some positions are also being tasked with items that will have a far-reaching, firmwide impact — such as legal administrators, Evenson says, who are playing a larger role in culture-building efforts.

“It used to be wholly laid upon the feet of whoever the managing partner was,” she says. “People are looking for a place where they fit in and feel valued and find balance, and administrators are becoming more and more key to developing and sustaining that — which will continue to be a meaningful, positive contribution.”

Now that the legal management profession has been in existence for more than 50 years, firms that have had these roles for some time recognize the value they can bring, Campbell says. “For some, it’s automatic now [to have] a reserved place at the table for someone with a legal management perspective,” she says. “But that’s not always the case.”

Legal management professionals don’t have the discretion to make changes or weigh in on key decisions at every firm — which Bumgarner says can boil down to firm leadership recognizing that, as in some legal matters, an expert is needed. “It’s a question [of] if they’re willing to let someone that isn’t a lawyer run their business,” he says. “There has to be a level of trust, respect and confidence in the people they bring in. And it’s also a self-confidence issue to be willing to say not just, ‘I don’t know what I don’t know,’ but to let someone else help you. It’s not intuitive for people; a lot see it as a weakness.”

LEGAL MANAGEMENT ROLES’ INFLUENTIAL FUTURE

Over the past 50 years, legal management professionals have moved from working within the same space as lawyers to working alongside them, Campbell says. As a result, they may

be poised to take on an expanded role if elements within law firms shift.

Firms, for instance, are currently operating under a compensation system that’s largely been built around what motivates the Baby Boomer generation — a number of whom are approaching retirement. Campbell also says that numerous attorneys don’t have any interest in being a partner, which could possibly lead to questions about outside ownership interest.

As the industry emerges from the pandemic, the climate, Campbell says, could echo the change-making era after the Great Recession, presenting a chance for legal management professionals to hone their organizational structure skills — and help shape their firm’s future.

“People in these roles know what needs to be done and how to get it done; they’re really smart and know the business,” Campbell says. “The door has been opened a little bit. This is a great opportunity for people, like our members, who are in the position to chart a new direction for their legal organization — and figure out what makes sense.” ■

1971 SNAPSHOT



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Congratulations to the ALA on 50 years of connecting professionals within the legal industry and empowering members to lead the business of law.



HERE'S TO OUR 50-YEAR MEMBERS

As we look at the 50-year history, we are fortunate enough to have a few members who have been with us the whole way, including one of the founders, Bradford W. Hildebrandt. We asked each of these members a few questions about that time to offer a snapshot into the early days of legal administration and ALA.

In March 1971, ALA was incorporated in Pennsylvania by Bradford W. Hildebrandt, Robert I. Weil and Mary Ann Altman. Hildebrandt, who is still active in the profession as a consultant, was then an Administrator for a firm in New Jersey and New York. These three were onto something: By June 1971, there were already 100 members. We talked with him about those initial years and the challenges they faced as a growing profession and a new Association.

Legal Management: What prompted the founding of ALA?

Hildebrandt: A few of us saw more people getting the role of office manager or business manager at firms. We thought it might be nice to get together a group to share practices. Our first annual meeting was a banquet on a boat at Pier 66 in Fort Lauderdale, Florida, with 130 attendees. I was the initial President.

Legal Management: What were some of the initial challenges facing ALA?

Hildebrandt: We were just starting to become more national, to get the organization to function as a national profession. We tried to get some of the local chapters (some were independent) to join. It was a struggle to get a structure together. Altman and Weil were consultants at the time, so we had them run the Association for us.

The quality of people who were starting to run the law firms started to improve dramatically — they had similar backgrounds and education. But it was a challenge to convince people to join at a reasonable cost — getting individuals or firms to pay for their time in the organization, and getting people to believe in it and to serve.

The initial Board administration was two years, and I served as President for four years. (I was the last who was able to serve two terms.) By the time I left, it was more structured. The profession was changing, the role was changing. It was requiring more skill, and all those things were functions we had to address as an organization — we didn't want to be a miscellaneous group of people; we were bringing together the best people. Once people realized we were a good organization (and took on the American Bar Association, who tried to take ALA over in its third year), it was easier to convince people to join.

Our first newsletter was two pages, and it was a way to communicate with people around the country. By the time I left office in 1975, there were about 300–400 members.



Past Presidents Donald S. Akins (left) and Bradford W. Hildebrandt (right) attend a reception at an Annual Conference with member Gary Garrett.

We had endless debates about who would qualify to be a member.

Legal Management: What ALA member benefits have you found to be most valuable over the years?

Hildebrandt: The idea that people could pick up the phone and talk to people and answer questions. The initial benefit was the feeling you could solve your problem by talking to someone else who likely had similar problems.

Legal Management: It's 1971, but you can travel to the year 2021 and bring back one piece of technology to your office to use. What would that be?

Hildebrandt: Has anyone not said computers? Cellphones, too. Social media would have helped — we were not very well connected. We had typewriters — not any fancy law equipment. Timesheets were written by hand and stored in a shoebox. It made us all travel more than we needed to in order to connect.

ROSEMARY JEROME

Legal Management: What was your first job title?

Jerome: Office Manager.

Legal Management: How did you hear about ALA and what prompted you to join?

Jerome: Brad Hildebrandt and Joan Stern — we were all starting out at the same time.

Legal Management: What ALA member benefits have you found to be most valuable over the years?

Jerome: Communication with other administrators.

Legal Management: What were some of the challenges when you first started?

Jerome: We were all new at sharing information. Lawyers were not as forthcoming as they are now to share any information.

Legal Management: It's 1971, but you can travel to the year 2021 and bring back one piece of technology to your office to use. What would that be?

Jerome: Computers.

JACK KAUFMAN

Legal Management: What was your first job title?

Kaufman: Legal Administrator.

Legal Management: How did you hear about ALA and what prompted you to join?

Kaufman: Some Altman and Weil mailing or contact — I wanted others in this new field to confer with.

Legal Management: What ALA member benefits have you found to be most valuable over the years?

Kaufman: Friendships.

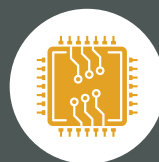
Legal Management: What were some of the challenges when you first started?

Kaufman: Recognition of a new field and stigma of being a non-lawyer (even though I was a lawyer).

Legal Management: It's 1971, but you can travel to the year 2021 and bring back one piece of technology to your office to use. What would that be?

Kaufman: Computers.

1971 SNAPSHOT



Intel releases the Intel 4004, which is generally regarded as the first microprocessor built on a single chip.

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ALA + BPs = LEADING TOGETHER

From its inception, business partners were playing an integral role in the profession's evolution.



VALERIE A. DANNER
Senior Managing Editor
Association of Legal Administrators

A look back through past issues of *Legal Management* — from articles about prepping for computers in the office to how to plan the space for said processing equipment of the '80s — makes it clear that things have changed more than a little bit in the legal industry.

In the debut January 1982 (we only turned 39 this year!) issue of *Legal Administrator*, as *Legal Management* was then known, ads promote products and services ranging from microfilm storage solutions and yellow legal pads to standalone electronic proofers and printers, which at first glance appear to be the size of a small U-Haul. Each issue is like a time capsule that illustrates how members were running their legal organizations through the decades.

One part that has been consistent within the 50 years ALA has existed, however, is the role business partners have played in moving the legal management profession along. They

TEAM SPIRIT (LET'S HEAR IT!)

were always at the forefront, especially as tech became the norm. (Remember the Y2K scare?)

From the beginning, business partners recognized the power of partnering with legal administrators. "When the decision was made to focus on the legal industry in the early 1990s, it was clear that partnering with association(s) and complimentary businesses made complete sense," says Michael Kamps, Founder and Chief Executive Officer of Innovative Computing Systems.

One business partner that has been there from ALA's earliest days and witness to all the industry changes is VIP partner ABA Retirement Funds, which has been serving the legal community for almost 60 years. When ALA was launching, ABA Retirement Funds recognized how vital it was to get in front of the legal managers as doing so provided access to their core target audience. "The program's mission is to provide access to a comprehensive and affordable retirement solution to the legal community, and we saw this as a way to reach the right people," says Lora Olivieri, Vice President and Marketing Director of the ABA Retirement Funds Program.

It's a sentiment Patrick Rodgers, Vice President of Marketing for legal tech company Lawyaw, agrees with. With just 24 employees — five of whom are lawyers and one a paralegal — the company has a lot of legal in its DNA. "When I took over as the head of marketing, we were discussing various opportunities and priorities, and everyone agreed that we should prioritize advertising partnerships that would reach legal administrators because we know who really gets things done at law firms," he says.

KEEPING UP WITH TECHNOLOGY

Wearing different hats and adapting to the daily needs of the firm is something that legal managers have always done. In the last 30 years, that's meant increasingly understanding technology. In the '90s, as offices began to get wired for the web, a whole new array of issues cropped up, from automation of tasks to cybersecurity. That's about the time IT business solutions provider Ivionics Legal Intelligence began working with ALA in various capacities.

"We have been in the legal industry for over 30 years, and our biggest yet most rewarding challenge is to educate each

firm on the directional changes in technology," says Lisa Gilbert, Business Development Manager at Ivionics. "Part of the education is around all the tools and applications available to help drive firms' practices area workflow, productivity and profitability. [We've gone] from the days of a law firm having data centers with 5 to 50 servers ... each running an application, up to today where firms are utilizing [software as a service] applications in the cloud and truly becoming a secured mobile workforce with little to no data center."

Ironically, it's also technology that has brought on significant challenges for legal organizations as administrators confront traditionally minded legal cultures.

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"I can't think of another industry that's been more resistant to technology than legal. Almost every other major industry in the U.S. is farther down the road of automation," says Rodgers.

"There's this amazing opportunity to ask, 'How can technology complement our human expertise?', and shape how those tools solve challenges at a firm. But instead, there's a subset of

people who take a hard-line position that technology isn't relevant to law."

He posits that's not going to be a sustainable way to grow business, though — law firm clients are looking for efficiency. "It seems that there is an increasing competitive advantage for firms that are making efforts to modernize their operations by thinking about client experience and resource efficiency enabled by technology rather than clinging to the dogma that the legal industry isn't going to be altered by technology," says Rodgers. "It's already changing!"

EVOLVING ROLE

Perhaps a cornerstone of the legal management profession is the ability to adapt while finding ways to do more with less. With 32 years' experience in legal, Kemps says he's noticed that the way attorneys see the position has also developed. "Legal professionals have evolved in the minds of attorneys and staff to an executive level. Law firms require highly available people, skills and technology in order to compete," he says. "Boutique, specialized practice firms are uniquely positioned to compete in an environment of rapid change. Looking forward, the profession is in a position to acquire new talent that will continue to support further adaptation to accelerating technology that meets both internal and client demands."

With the shift to digital, firms have had to focus not just on the effects of technology internally but also on what it means for how they present their business to the world. When you are trying to find a new dentist, looking up a new restaurant or searching for a pet groomer in your area, chances are you turn to Google. That's exactly how many clients will search for a lawyer and find a firm. As such, continuously evolving your firm's online presence cannot be overlooked, according to Darian Kovacs, Founder of Jelly Digital Marketing & PR.

"It's becoming more crucial that we have a strong digital presence," says Kovacs. "What does [your] search engine results page look like? Thankfully, there's lots we can control. From our presence on YouTube, Google My Business, LinkedIn, Twitter and even Reddit and Quora — we all have the choice to embrace the digital 'résumé' about us and try to ensure we influence the story and reputation it tells."

It's also presenting new educational opportunities. Kovacs says that more microcredential schools are popping up that provide tangible training in skills like managing and creating Google AdWords or reporting and understanding Google Analytics. "It's pretty awesome when someone in house is able to not only understand and communicate what's happening but when they work with vendors, they're able to hold them accountable to the work they do and results they can expect." He notes that a digital marketing course Jelly offers is seeing an uptick in enrollment from law firm administrators, which suggests that more are taking on this role rather than outsourcing all marketing work to an agency.

“

One part that has been consistent within the 50 years ALA has existed, however, is the role business partners have played in moving the legal management profession along.

”

TECH BOOM

It's not hard to imagine that when ALA is celebrating its 75th anniversary 25 years from now, we'll be looking back at some of our current technology and thinking how quaint it looks. It's one area that we can say with certainty will keep expanding at an increasingly accelerated pace. One only needs to look to the rapid evolution of cellphones in the last 20 years. Just 10 years ago, smartphones were just breaking into the market. Today, Pew Research reports that 97% of all Americans own a cellphone; 85% of those own smartphones. (When Pew did its first smartphone survey in 2011, only 35% owned a smartphone.)

It's clear why this tech evolution is something Gilbert sees only increasing. "Law firms will be focusing more and more on artificial intelligence and using the data to help drive their firm. Currently, data exists in many locations and [is] not truly being utilized to make firmwide decisions," she says.

TEAM SPIRIT (LET'S HEAR IT!)



Budgeting for server space and paper storage is on a downward trajectory. With the footprint of tech decreasing — coupled with how the pandemic illustrated that remote work is possible for law firms — the size of office spaces is something Kemps thinks will continue to shift. “Office space will continue to consolidate into smaller, more effective uses with reduced overhead and a more flexible work environment. Technology will evolve to support simultaneous access: working side by side with clients in deal rooms on documents, process and in case preparation. From there, a vision that includes virtual courtrooms is not far off,” he says.

But it’s not just tech that will keep advancing. Employees (and potential ones) will continue to rely on employers to help them strike a work-life balance and function in a tumultuous world. If 2020 taught us anything, it’s that access to benefits is something prospective employees will be looking for, says Olivieri. “We envision these trends to continue and also think that there will be more of a focus on employee benefits and providing benefits to law firm employees moving forward,” she says. “We envision the role of the employer, whether a small or solo law firm as well as in large legal practices, to drive the future. Providing the right benefits will be equally as important to attracting

top legal talent as it will be to keeping it and nurturing it holistically — for both health and wealth and securing a solid financial future.”

IT’S THE RELATIONSHIPS

In business, what has held strong and will likely remain the foundation for the future is relationships, even though how those relationships are formed have shifted over the years. With those changing times, ALA and business partners have had to adapt, too.

“One of the things we’ve noticed for conferences in general, not just for ALA, is that foot traffic is down (not just due to COVID),” says Olivieri. “In the early years we had significant traffic and engagement at our booth, bringing a lot of sales leads and networking in the industry. As these numbers started to go down, one of the things that ALA has done a great job with is the improvement of some of the social networking events. When we first started exhibiting, the business partners were not involved in the fun events, but over the last few years we’ve been invited to these events and they have been very beneficial.”

Gilbert notes that ALA and its chapters are not just an avenue for potential business. Ivionics and other business partners have come to see ALA as more like a tightknit community/family where everyone is like a family member or friend. “Everyone — members and business partners alike — helps everyone and [has] reliable, trusted advisers at their fingertips, when required,” she says.

Kemps agrees. “The legal industry is entirely relationship based. Administrators and business partners develop trusted relationships over the course of many years; we both put our reputations on the line when we collaborate. Many of these partnerships have developed into personal friendships with close bonds.”

As we embark on the next 50 years of the profession, one part of that equation is clear: ALA and business partners will work to meet innovation and challenges together.

“ALA brings together the brightest and best in the law firms,” says Kovacs. “We are excited for what’s to come as an ALA business partner!” ■

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PAST PRESIDENTS: CLASSES OF 1971–2022



Michael T. Bumgarner, CLM, CPA, CGMA
Current



Debra L. Elsbury, CLM
2020–2021



James L. Cornell III
2019–2020



April L. Campbell, JD
2018–2019

"[When I was on the Board, we used to say] diversity is a statistic; inclusion is a culture. I've never felt more included or supported than during my year as President of ALA. I learned to think on my feet and adapt to the situation. Everyone deserves to be heard and taken seriously." – Richard J. Nigon, CPA, 2006–2007

"I followed a long line of talented leaders and dear friends. ALA is very fortunate to have a plethora of caring and giving volunteer members and leaders. It was an honor to be selected and an honor to serve." – Ronald M. Henry, 2002–2003



Gary T. Swisher II, CLM
2017–2018



Laura J. Broomell, CLM
2016–2017



Teresa J. Walker, CLM
2015–2016



Paula K. Barnes
2014–2015

"Serving as ALA President was a priceless opportunity. Being able to connect with so many members as well as to serve with such an outstanding Board of Directors was a career highlight. ALA is the legal management professional educational resource that fills a huge leadership void in the legal industry." – Teresa J. Walker, CLM, 2015–2016



Paul A. Farnsworth
2013–2014



Steven D. Wingert, CLM
2012–2013



Karen D. Griggs, CLM
2011–2012



Rita M. Alli
2010–2011

"It was a true honor to be an ALA President, and I will be forever grateful. I received an abundance of gifts during my ALA leadership journey — the drive to be a lifelong learner, the patience to listen, the courage to say 'yes,' the joy of learning to be a servant leader, and the opportunity to work hard with so many talented legal management professionals, some of whom I call my closest friends. Thank you for the opportunity to serve." – Laura J. Broomell, CLM, 2016–2017



Susan L. French
2009–2010



Wendy Rice-Isaacs, CLM
2008–2009



Patricia L. Groff, CLM
2007–2008



Richard J. Nigon, CPA
2006–2007

"Congratulations ALA! Serving as the President of ALA was an honor and something I will always cherish. Making connections with members across the globe and working with a talented team of leaders across the Association was an invaluable experience. It was truly a bright spot in my career!" – Wendy Rice-Isaacs, CLM, 2008–2009

"ALA has an impressive history of leaders and leadership development. 'If you hear a voice within you say you cannot paint, then by all means paint and that voice will be silenced.' This quote from Vincent Van Gogh was my mantra as I painted my ALA leadership path with gifted ALA mentors, leaders and more importantly, friends. A very special time, indeed." – Patricia L. Groff, CLM, 2007–2008



David P. Constantine
2005–2006



William C. Migneron Jr., MBA
2004–2005



Patricia J. Lane, CLM
2003–2004



Ronald M. Henry
2002–2003

"In August of my year as ALA President, Hurricane Katrina's storm surge gutted the first floor of our coastal offices. My leadership service taught me that we can all do much more than we think when there are no alternatives. ALA leaders rise to the challenge." – David P. Constantine 2005–2006

"The experience serving on ALA's Board, and especially my time as ALA President, was truly the highlight of my career. I will always treasure the friendships formed during that special time with my fellow Board members, chapter leaders and members, as well as ALA staff. Fifty years is a tremendous milestone!" – Patricia J. Lane, CLM, 2003–2004



Marshall H. Fletcher
2001–2002



M. Lynn Spruill
2000–2001



Michael E. Palmer
1999–2000



Jacqueline C. Mitchell
1998–1999

"Great friends and an opportunity to be present as the whole world of communications began the major change from print to online. We had to adapt our entire communication process. I learned a lot and wish I had learned more!" – M. Lynn Spruill, 2000–2001

"I loved my year as President, so much so that I regretted that it was just a one-year term. The many chapter visits were most memorable. I loved meeting new people and hearing about their chapter's issues. They resulted in friendships that I cherished for many years after my Board service ended." – Michael E. Palmer, 1999–2000

PAST PRESIDENTS



Rachel Schaming, SPHR
1997-1998



David W. Brezina
1996-1997



Charles E. Stinnett
1995-1996



Toni A. Zenker-Greening
1994-1995

"I am humbled and honored to have served ALA as one of the many leaders who came before and after me. Smart and gifted beyond measure, these leaders learned together, navigated stormy seas and celebrated joyous times with our members. Incredible leadership development, lifelong friends and thousands of memories: this is ALA." – Rachel Schaming, SPHR, 1997-1998

I went back through my President messages and was reminded that ALA is and remains a safe environment to practice leadership, and ALA has always been right there providing us with support and encouragement and a network of colleagues who are there for us. Thank you, friends! Happy Anniversary, ALA! – William C. Migneron Jr., MBA, 2004-2005



Dodie L. Stewart
1993-1994



William A. Bachman
1992-1993



W.J. Douglass Boyd
1991-1992



Nancy J. Siegel
1990-1991

"I remember best the synergy and energy of working with regions and their chapters to bring education and training that made a difference, that made learning exciting." – Dodie L. Stewart, 1993-1994

"Congratulations, ALA! It's succeeded for 50 years by responding to the ongoing changes in the business environment. Juggling a leadership role in ALA with the demanding job of legal administrator was challenging at times, but always worth the effort. Great learning opportunities, extraordinary colleagues and lifelong friendships." – Nancy J. Siegel, 1990-1991



Elizabeth Ward Kalb
1989-1990



Carol F. Phillips
1988-1989



David S. Vogels Jr.
1987-1988



Jerry L. Brown
1986-1987

"As the guest of Suzanne Millner at a NJALA lunch in 1982, Brad Hildebrandt told me I should join NJALA because I'd learn how to be an administrator. I did and my life has been immeasurably enhanced by my membership — all the courses, all the conferences, all the friends, all the speeches and articles that resulted. I treasure all the aspects of my wonderful ALA years." – Elizabeth Ward Kalb, 1989-1990



Beverlee A. Johnson
1985–1986



Harold J. Doherty
1984–1985



John J. Sullivan
1983–1984



Jack L. Palmer
1982–1983

"The opportunity to serve ALA and its members was a realization of the impact we can make on each other's leadership and management development. So many members inspired and taught me, and I am appreciative of the many opportunities to inspire and teach others. The colleagues and memories are priceless. Please pay it forward." – Karen D. Griggs, CLM, 2011–2012

The camaraderie of not only with those whom we served, but with all members of the Association, was always a high point. Not only was the service to the Association paramount, but we genuinely liked each other ... and did we ever have many great times. Just a great bunch — on and off the ice! – W.J. Douglass Boyd, 1991–1992



John D. Moore
1981–1982



Marjorie A. Miller
1980–1981



Henry A. Dykman
1979–1980



Norma L. Jefferson
1978–1979

"ALA afforded me the chance, not only to serve, but to meet some extraordinary men and women, some of whom became friends for life. They have added color, excitement, humor and richness to my advancing years, and I remember many of them quite fondly. I remain deeply grateful." – William A. Bachman, 1992–1993

"Initially, ALA gave so much to me. I was new to the field and the education and peers were priceless. I thought it time to give back so I got involved with leadership at the chapter level, then regional, then national, and I found I got so much more! It challenged me." – Jacqueline C. Mitchell, 1998–1999



Donald S. Akins
1977–1978



Jack Kaufman
1975–1977



Bradford W. Hildebrandt
1971–1975

"Serving as President of ALA was the highlight of my professional life. It was a privilege to meet and work with so many outstanding colleagues. I especially valued being part of a team that shaped how our Association delivered resources and education to our members." – Rita M. Alli, 2010–2011

"It was a special honor to have been selected to be ALA's first President and to serve a second time. It was a difficult time as the leaders molded the Association to lay the groundwork for what it is today. I will never forget those years." – Bradford W. Hildebrandt, 1971–1975



THANK YOU ALA!

For the past 14 years, GLJ Benefit Consultants and our family of ALA VIPSM Business Partners have been able to rub shoulders with ALA members, and we can't thank you enough for all the memories. From the conferences and conversations to Chapter get-togethers and friendly associations, we want to extend a warm thank you to all the ALA members who have worked with us and welcomed us as business partners and friends.

As we celebrate ALA's 50 years, we invite you to **visit gljbenefitconsultants.com to learn more about the many essential law firm resources** you and your firm have available to you through your ALA membership. From group benefits and human capital management to business insurance and marketing, we invite you to take advantage of the vetted solutions and exclusive member savings.

From our family to yours, here's to another 50 years!

CONGRATULATIONS TO ALA'S 2021 AWARD RECIPIENTS

On May 6, ALA held its Annual Meeting virtually, marking the annual transition of Association leadership. Soon after, we digitally announced all of the 2021 ALA Award recipients. The achievements by these individuals, chapters and firms are what makes ALA such a strong community.

At our Annual Conference, we typically honor the stellar accomplishments that our members have done in the last year to advance the legal management profession. Last year, we were unable to recognize the 2020 recipients due to the pandemic. So this year in Austin, we'll be doubling up on the celebration by honoring both the 2020 and 2021 winners!

On behalf of the entire ALA Board of Directors and everyone with ALA, we congratulate you all on these achievements. Please join us by giving them all a virtual round of applause now, and then again in person at the 2021 Annual Conference & Expo in Austin, Texas, this October.

For complete information, including education and exhibitors, visit ALAannualconf.org.

OUTSTANDING ASSOCIATION VOLUNTEER AWARD

Each year, ALA identifies members who have made significant contributions to ALA. In most instances, these contributions extend over several years and at more than one level of our organization. As you might guess, there are hundreds of members who have contributed greatly in terms of time and effort. This year's recipients are:



Susan J. Gay

McElroy Deutsch Mulvaney & Carpenter, LLP
Hartford, Connecticut

Susan joined ALA in 2000 and in her 20 years with the Association has held numerous leadership positions at the international level and within the Nutmeg Chapter. And the organizations excelled with the help of her guiding hand. For example, under her presidency from 2006 to 2009, the Nutmeg Chapter earned two gold and one platinum Presidents' Awards of Excellence.

At the chapter level, she took on everything from education to business partner relations to community service to the newsletter and website. Susan was extensively involved with Region 1 (when that organizational structure existed), planning programming for that region and for the larger Regional Legal Management Conferences. "We feel that her efforts over her 20-year membership exemplify the spirit of volunteerism on both the local and international level," wrote her nominator.



Lori A. Hughes
Miller Nash LLP
Portland, Oregon

Lori joined ALA in 2002 and has racked up an impressive list of volunteer positions at the local and international levels. Right now, she's serving as the President-Elect of the Oregon Chapter and a Membership Ambassador, while also facilitating some of the virtual member meetups that were organized in the wake of the COVID-19 pandemic.

In the past, Lori has served on the ALA Board of Directors, on conference planning committees and as Region 5 Director. For her chapter, she's been the newsletter editor and the business partner relations representative. Oh, and she's already been the Oregon Chapter President once before.

"Lori is a genuinely kind person. No matter the issue of the day, she remains objective and positive and reaches out to new chapter members," noted her nominator. "Just recently, I had a challenge at my current firm and needed some advice. Lori lengthened her already long day to video-chat with me, share her experiences and help with perspective. ... I can't think of a more deserving member to receive recognition for all that she has done and continues to do on a daily basis to promote ALA, mentor its members and give of her time."

60 SECONDS OF FAME! Video Contest

The *60 Seconds of Fame!* video contest encourages members, chapters and business partners to let their creativity and personality shine as they inform and entertain with a video testimonial telling us why they value ALA and the relationships they've forged in the Association.

This year we had six entries, but the favorite was determined by your voting: **New York City Chapter**. Watch their winning entry at alanet.org/60-seconds.

And thanks to all those who participated this year! You can view all the entries on our YouTube channel.



IDEA AWARDS

ALA's IDEA Awards program seeks to recognize initiatives that model innovation, development, engagement and advancement in the legal community.

The contest is open to ALA chapters, committees, project teams, individuals, law firms and business partners. The program does not restrict participants to predetermined categories, allowing them "to think outside the box" in terms of what initiatives can be submitted. This year's recipients are:



**Armstrong
Teasdale**



Capital
Chapter

"COVID-19 Resource Center"

Contact: Monica Kriegel, mkriegel@atltp.com

When offices began closing their doors in the wake of the COVID-19 pandemic, Armstrong Teasdale LLP saw a need — and they filled it. Now, over a year later, the firm is still reaping the business development benefits. Just days after sending their employees home, Armstrong Teasdale launched its online COVID-19 Resource Center on March 20, 2020. This repository of articles and webinars — created by dozens of the firm's attorneys — was designed to help clients cope with rapidly changing regulations and challenging issues that occurred across practice areas, from employment and bankruptcy to manufacturing and immigration. Clients across the country commented that the content's quality, appropriate brevity and virtual delivery made for practical guidance that was superior to that of Armstrong Teasdale's competitors. The metrics bear that sentiment out as well. The COVID-19 Resource Center's 15 webinars had over 3,000 registrants and an average attendance rate of 76% — well over the industry average of 51%. Emailed advisories also saw an above-average open rate, and the firm's email unsubscribe rate has decreased to half of what it was in 2019. Overall, this Herculean effort connected clients to resources and expertise they may not have otherwise been exposed to, strengthening the business relationship. And Armstrong Teasdale learned that being nimble and innovative with its outreach can produce measurably positive results.

"Virtual Year-End Gala"

Contact: Melody R. Watson, melody.watson@lathropgpm.com

Every year, the Capital Chapter hosts an event to raise funds for its Toni K. Allen Scholarship, which awards \$15,000 to a deserving student in Washington, D.C. The chapter also holds two year-end events: one a festive luncheon, the other a business meeting. COVID-19 made hosting any of these events in person impossible; it had also noticeably depressed business partner engagement. To resolve these issues, the chapter combined the events into an online extravaganza. Organized with help from an event-planning business partner, the Virtual Year-End Gala offered a simulated ballroom where attendees could move from "table" to "table" to network with individuals and where business partners could advertise on banners. Participants also received real-life goodies from sponsoring business partners. Meanwhile, the gala featured live entertainment, testimonials from past scholarship recipients and a virtual silent auction. After it was over, the Capital Chapter found that it had enhanced the relationships between members as well as members and business partners. And they raised more funds for the scholarship than they had in previous years. The format had proven to be a sustainable success.



ALA Chicago

A Chapter of the Association of Legal Administrators



New York City
Chapter

“Stronger Together”

Contact Ken Koehn, CLM, kkoehn@gouldratner.com

The Stronger Together program was sparked by a simple conversation in spring 2020 between a pair of volunteer leaders from the Chicago Chapter and the West Michigan Chapter. Could the larger, Chicago, bring some of its educational offerings to the smaller chapter? The answer was yes. And from this seed sprouted this large-scale, chapter-without-borders program, in which the Chicago Chapter shared its vast educational resources with seven small ALA chapters. (The growth in Zoom-based sessions removed many of the physical barriers that existed before.) Later, the Chicago Chapter joined forces with other large chapters — including the Boston and Capital Chapters — and expanded this program to a full-on “Professional Development Share,” thus diversifying their education offerings without adding any strain to the individual professional development teams. Lastly, the Chicago Chapter opened their successful Certified Legal Manager (CLM)[®] Study Group to any interested ALA member, eventually welcoming 105 members from 44 different chapters in the fall. By opening their doors, the Chicago Chapter created a wave that got other larger chapters to participate and afforded great professional development opportunities to smaller chapters and their members.

“Virtual Health Fair”

Contact: Rose A. Jaworecki, rose.jaworecki@thompsonhine.com

As the pandemic caused us all to shift plans and get creative about our day-to-day lives, the New York City Chapter recognized how easy it would be for already taxed members to neglect their own health. So they set out to make sure that didn’t happen by aligning their chapter events and initiatives around four strategic and holistic areas: chapter business, mind, body and soul. In accordance with the chapter’s strategic plan, Find Inner Tranquility — aka fitALANYC — was born. Its goal: Address the “body” portion, which encompasses the physical, psychological and nutritional well-being of ALANYC members. The result: 30-minute health fairs hosted during the lunch hour to provide members with an empowering respite from their workday. With speakers that included ALANYC and ALA VIP business partners, the five sessions ranged from a holiday survival guide to a seminar on building your immunity. The positive feedback showed that ALANYC really tapped into a member need — 93% of attendees rated the health fair as “excellent,” and 80% said they’ve incorporated changes into their lives. The success was collaborative and focused on the most important part of ALA: its people.

1971 SNAPSHOT



The 26th Amendment was added to the U.S. Constitution after being ratified by at least three-fourths of the states. It lowered the voting age in the United States to 18.

ELEVATE ALA AWARD

The Elevate ALA Award seeks to recognize chapters whose efforts in professional development, networking and visibility demonstrate advancement in the areas of educational content, member-to-member and member-to-business partner relationships, and ALA's prominence in the legal community. This year's recipients are:



The **Chicago Chapter** made an unprecedented effort to support its members in the wake of the COVID-19 pandemic. The usual calendar was thrown out in favor of virtual education and networking sessions that addressed the new challenges legal management professionals were facing. There were more than 30 educational opportunities, with the schedule frequency determined by member needs and by necessary accommodations for new work-from-home arrangements. The education budget was higher than usual, but it paid off in member engagement: four out of every five members attended at least one educational session since April 1, 2020. The chapter also opened its renowned Certified Legal Manager (CLM)[®] Study Group to all ALA members.

The professional development calendar was augmented by new networking virtual opportunities, including an Under 5 shared interest group where newer members could meet potential mentors. Members and business partners alike commented positively about how the chapter maintained a sense of connection and communication throughout 2020. And much of this outreach was made possible by elevating the chapter's social media presence and email campaigns.



For 2020, the **Mile High Chapter's** Strategic Relations Committee set a goal: The chapter would expand ALA's footprint in Colorado by aligning more closely with like-minded organizations in the state's legal industry. The chapter retained its leadership role in presenting the Legal Industry Group social event alongside leaders from the International Legal Technology Association, the Rocky Mountain Paralegal Association, Women in eDiscovery and the National Federation of Paralegal Associations. The event netted over 100 attendees — enhancing ALA's prominence, widening the recruitment pool and offering business partner opportunities. Mile High also co-hosted a Zoom chat with seven organizations, boosting their potential audience to 2,500.

New strategic relationships include the chapter's position on the Colorado Career and Technical Education Advisory Committee, which allows them to assist providers of legal studies programs to elevate student competency and curriculum within their legal studies programs. Mile High also spent more time in 2020 working with community colleges to teach paralegal students about the career pathways available to them and the skills they would need to climb the ladder. Additionally, the chapter joined the Center for Legal Inclusiveness, which provides training and consultations to chapter leadership. Chapter members — and therefore their own workplaces — get access to the center's educational resources, speakers and events, including an annual retreat. Membership in this organization necessitates a \$500 annual investment; the Mile High Chapter feels the expense is justified by the benefits. The chapter is now a member of an organization growing in prominence and authority, and its own members gain more content about diversity, inclusion, equity and accessibility.



Gateway Chapter

The **Gateway Chapter** chose to use the “new normal” of 2020 to reinvent how it reached members and business partners. The most notable of these 35 efforts was October’s Virtual Connection, whose eight superhero-themed sessions allowed business partners to share their expertise in fun ways and make connections. The chapter also hosted a dozen different educational sessions — four of which included presentations from business partners.

On the networking front, the chapter organized weekly COVID-19 Chats and managed to bring a wide variety of activities to the virtual space, including happy hours, a wine and cheese tasting, a Halloween costume contest and holiday cookie decorating. The Gateway Chapter also renewed its bonds with other organizations to maintain ALA’s visibility in the legal space, hosting events with a broad appeal alongside the local bar, the Legal Marketing Association and the International Legal Technology Association. Likewise, the chapter’s Membership Team made moves to raise the profile of legal management among local college students. They developed lasting relationships with area schools and invited interested students to attend chapter meetings.

NEXTGEN LEADER AWARD

The NextGen Leader Award recognizes members who embody the essence of the ALA Code of Ethics with their accomplishments, leadership qualities and the impact they are making within their legal organization, the legal industry, and the Association. These individuals demonstrate conviction, dedication and relentless pursuit of personal and professional excellence through their engagement, advancement and influence in early interactions with the Association of Legal Administrators.



Maria Black, CLM

Ogletree Deakins Nash Smoak & Stewart, PC
Chicago, Illinois

Maria joined ALA in 2016 and will spend her sixth year of membership as the Vice President and President-Elect of the Chicago Chapter. Within a year of becoming a member, she had already made an impact. The chapter president at the time had met with her about leadership opportunities, but Maria was concerned about her ability to fully contribute given the travel demands of her job.

Things changed when she got a new job at new firm. Maria first joined the chapter’s Professional Development Committee, working tirelessly to secure relevant speakers and develop exceptional content. (Attendance tripled at the events managed by her subcommittee.) She was asked to fill a role on the chapter’s Nominating Committee and to attend ALA’s 2019 Chapter Leadership Institute — in the spot reserved for a “rising star.”

Maria became the Chicago Chapter’s 2020–2021 Membership Director. She updated materials, developed a member survey and created an outreach schedule with numerous points of contact between new members, chapter leadership and chapter staff. She set up quarterly Zoom meetings for new and new-ish members to meet one another and chapter leadership. And she personally reached out to every single member of the 250-person chapter to make sure they knew about important upcoming events.

If that weren’t enough, she also volunteered to head the chapter’s Diversity, Equity and Inclusion Committee — and so proved its value that the position will be elevated to the Board level. “ALA has a promising future with leaders and members like Maria Black,” wrote her nominator. “She truly exemplifies the mission, values and vision of our organization.”



Venetia Corson
Hartley Michon Robb, LLP
Boston, Massachusetts

Venetia has been a member of ALA since 2017. Her volunteer service has been concentrated in the Boston Chapter's Community Engagement Committee, which

aligns with local community organizations whose initiatives tie into the chapter's mission and expertise of providing personal and professional growth and educational opportunities.

In addition to generating creative ideas *and* volunteering to do the hard work to turn those ideas into reality, Venetia introduced the Boston Chapter to Bridge Over Troubled Waters (BOTW), an agency providing life-changing services for homeless, runaway and at-risk youth. It helps guide youth toward independence and self-sufficiency, helping them build fulfilling, meaningful futures. Thanks to the initiative she organized through the Boston Chapter, more than 150 homeless young people received backpacks filled with toiletries and other survival aid. BOTW received a new commercial-grade washer and dryer for its clients' use, as well as cleanup and landscaping for its facility for young mothers and their children.

Last year, Venetia also lent her voice to an effort that culminated with the chapter donating \$2,500 to the NAACP Boston. And she was an enthusiastic virtual participant in order to keep the good work of the Community Engagement Committee going. Her nomination came from a 2020 NextGen Leader Award recipient. "The Association of Legal Administrators would be hard-pressed to find a more deserving candidate, and I am confident that ALA will benefit from honoring Venetia and the accomplishments she's [achieved]," they wrote.

1971 SNAPSHOT



The Amtrak railway service begins operations in the United States in May.



Kira L. Hansen
Rosen Bien & Galvan, LLP
San Francisco, California

Kira joined ALA in 2016. She is currently serving as Secretary and Community Service Representative for the Golden Gate Chapter. She was also selected to participate

in the Susan L. French Emerging Leader Fellowship. Previously, Kira managed all of her chapter's social media, chaired its Small Firm Roundtables and co-chaired many successful Community Challenge projects.

Her nominator has experience with Kira not only through ALA, but also in both of their careers. They have watched Kira transition from being a Technology Specialist to a full-fledged Office Administrator, putting her knowledge from ALA to work as she's grown in her role. They noted many of Kira's sterling qualities, including her eagerness, resourcefulness, reliability and proactive approach. They believe Kira will blossom into an outstanding leader who will take what she learns and use it to help others around her.

"Kira continues to learn every day from her peers at ALA and no doubt she will be a great asset for many years to come to the Association and our local chapter," wrote the nominator.



Caitlin C. Niedzwiecki

Foley & Mansfield, PLLP

Minneapolis, Minnesota

Caitlin has been an ALA member since 2016. As soon as she joined the Minnesota Chapter, she started volunteering for service roles. Now you'll find her at the top of the masthead as the 2021-2022 President.

She began by joining the Education Team and the Diversity and Inclusion Team. Just a few months after becoming an ALA member, Caitlin stepped up to the plate when one of the Education Team's co-chairs resigned their role. Eventually, she and rest of the team ended up planning six general meetings and the chapter's annual Education Conference, for which their many changes and enhancements earned rave reviews. Amid all that, she also joined the Business Partner Relations Team.

In 2019, following her conference planning success, she joined the chapter's board in the role of Education Director. Over the past few years, she has also served on the ALA Awards Program Project Team and played a large part in her chapter's educational programming and business partner relations. Caitlin constantly suggests ways to make the sponsor program better and help update the business partner benefits in light of changes necessitated by the COVID-19 pandemic. Indeed, she was singlehandedly responsible for convincing a business partner to increase their sponsorship level from 2019 to 2020.

"[Caitlin] is always thinking about the Association and how to make it better for our members and our business partners," wrote her nominator. "It is very exciting to see a member of the younger generation — someone in the first half of their career — has jumped in so eagerly and with such positivity. She has poise and exhibits strong leadership abilities of someone much more senior."

PRESIDENTS' AWARD OF EXCELLENCE

The Presidents' Award of Excellence is a performance guideline named in honor of all our Past Presidents. It is used to encourage chapters to take effective and collaborative action in support of ALA's mission to promote and enhance the competence of legal management professionals, 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. The following chapters received this distinction:

Alamo	Chicago*	Greater Kansas City*	Las Vegas	New York City*	Raleigh/Durham*
Arizona*	Columbus	Greater Los Angeles*	Metropolitan Detroit	Northern Virginia*	San Diego*
Arkansas	Cyber	Houston*	Middle Tennessee	Nutmeg	Silicon Valley*
Atlanta*	Dallas	Independence	Mile High*	Oklahoma City	South Florida
Austin	East Bay	Indiana	Minnesota*	Orange County	Suncoast
Boston*	First State	Jacksonville	New Jersey*	Oregon	Wisconsin
Calgary	Gateway*	Knoxville	New Mexico	Philadelphia	
Capital*	Gem State			Puget Sound*	
Central Florida	Golden Gate				

*Indicates that the chapter earned the Diversity, Equity, Inclusion and Accessibility Initiative.



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You may know webinars well — but did you know ALA offers other avenues for dynamic, digital education? Choose the learning style that best suits you and your goals:



E-learning is self-paced instruction that can help you complete education and training objectives with greater ease and flexibility than traditional classroom-based or web-based learning. Content is delivered via text and graphics, animation, audio and video, quizzes, surveys, and games.

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alanet.org/elearning



Traditional web-based courses are led by an expert instructor and meet online once a week for six weeks. All content becomes available on-demand after the digital classroom session. They provide thorough, in-depth legal management education in a flexible, convenient format.

The courses cover human resources and financial management.

alanet.org/web-based-courses

EXTRACURRICULAR ACTIVITIES

What makes ALA special are all the members and volunteers. From our chapters to our business partners, when we gather for an event, we make it memorable.



1980 Annual Conference, Miami



REO Speedwagon Meet and Greet, 2014 Annual Conference, Toronto



2011 Annual Conference, Orlando



Rockin' Round the Clock Party, 1992 Annual Conference, Atlanta





ALA Board of Directors, 2016 Annual Conference, Los Angeles



New York City Chapter Founding, 1977



Mardi Gras World Party, 2009 Annual Conference, New Orleans



Exhibit Hall, 1988 Annual Conference, Chicago

EXTRACURRICULAR ACTIVITIES



2018 Annual Conference, National Harbor, Maryland



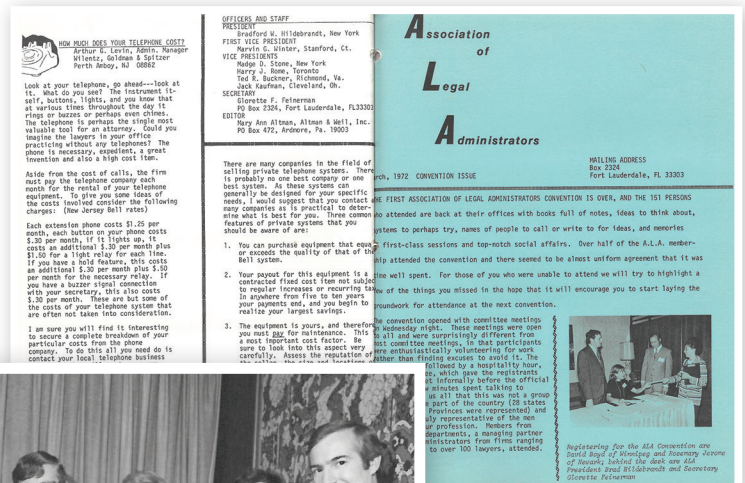
Exhibit Hall, 2019 Annual Conference, Grapevine, Texas



2011 Annual Conference, Orlando



Pittsburgh Chapter Founding, 1977



Brochure from ALA's First Annual Conference, 1972, Fort Lauderdale



1987 Fall Board of Directors Meeting



Dallas Chapter Education Seminar on Word Processing



Board of Directors Meeting, 1980 Annual Conference, Miami



Ohio Chapter's First Statewide Dinner



1996 Foundation of ALA Silent Auction



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