



plan



collaborate



strategize



solve

Large Firm Principal Administrators **RETREAT**

AUGUST 1-3, 2019

Loews Vanderbilt • Nashville, Tennessee

A peer-driven, collaborative experience to solve the complex challenges facing law firms and the legal industry today.

The Large Firm Administrators Caucus and the Association of Legal Administrators would like to thank the following sponsors for their generous support:



2019 Entertainment Sponsor



Sponsors as of 6/26/19

TABLE OF CONTENTS

3-5	LFA EDUCATIONAL PROGRAM OVERVIEW
6-7	SCHEDULE OF EVENTS
8-9	REGISTRATION INFORMATION
10	HOTEL INFORMATION
11-13	OPTIONAL ACTIVITIES
14	TRAVEL INFORMATION
15	LFA RETREAT COMMITTEES



alanet.org/lfaretreat

EDUCATIONAL PROGRAM OVERVIEW

Futurecasting the Business of Law



Retreat Objectives:

- » Create opportunities to connect and network with one another.
- » Provide a forum for collaboration and problem-solving.
- » Leave with practical takeaways that attendees can put into practice when they return to work.

CALL TO ACTION

The stakes for law firms today go beyond industry metrics of gross revenues and profits per equity partner.

While legal business professionals of all types are making important contributions to the evolution of law firm businesses, **no group is better positioned to lead the charge than the Association of Legal Administrators Large Firm Principal Administrators.** Our experience, credibility and business acumen make us uniquely positioned to drive the change needed to fuel performance and potential across the legal industry.

So this year, we are breaking the mold of our traditional retreat to use our time together to harness our collective wisdom and creativity to move the conversation about the future of law forward. We invite you to join us in this pursuit by participating in a first-of-its-kind initiative to futurecast the model of the high-performing law business. Over a day and a half, we will identify the hallmarks of the high-performing firms of the future and introduce tangible solutions and concepts we can apply inside our firms today. While we can't guarantee we will solve the problems of the world, we can promise that we will have the right people in the room to move the needle.

FRIDAY, August 2

9 a.m.–Noon

Session 1: Leverage Our Shared Experiences to Define the Critical Success Factors of the High-Performing Firm

- Participants engage in a combination of table discussions, self-reflection and group sharing to identify the critical success factors of the high-performing law firm of the future.
- The morning culminates with participants “staking a claim” on a challenge question around which to solve for during the afternoon session.

1–5:30 p.m.

Session 2: Participants Will Divide into Teams to Tackle One of the Issues Identified in the Morning Session

- Teams will do a deep dive into the root causes of the challenge and have an opportunity to brainstorm and develop a proposed solution.
- Each team will “sell” their ideas to the large group and there will be an opportunity to vote on the best ideas.
- The day will culminate with self-reflection and group takeaways from the experience. Feedback will be used to frame the final session.

SATURDAY, August 3

9–11:30 a.m.

Session 3: Moving from Ideas to Action

- Building on the discussion from Friday, we will facilitate a conversation geared toward making the future actionable in the short-term.
- The session will culminate with an “asks and offers” group discussion where participants will have the opportunity to solicit help, make offers to share expertise or develop a group 90-day accountability plan to advance ideas.



Facilitator



Debra Baker

is a journalist-turned-lawyer focused on helping law firms grow revenue and deepen client relationships in a profession undergoing dramatic change.

With more than 20 years of experience working in the legal market, Baker focuses her efforts on enabling lawyers to develop and implement strategic growth plans and adapt to change. Her experience includes coaching, training and consulting lawyers, all with one common goal—to build better law businesses, better understand and respond to client needs and make the practice of law more enjoyable and fulfilling.

Before her current role, Baker founded Law Leaders Lab, which was acquired by GrowthPlay in January 2016. At GrowthPlay, she oversees the Professional Services Team’s Strategic Growth & Innovation Initiatives. Her past experience includes working as the head of business development for an AmLaw 100 firm and serving as director for a legal technology company.

She was also a senior writer for the *ABA Journal*, where she received numerous awards for her coverage of issues related to law practice management, women in the law, and business ethics.

Baker is a licensed attorney and author and recently published a yearlong study using talent analytics to address the issue of “Overcoming the Barriers to Law Innovation.” She serves on the Board of Directors for the Northwestern Law School Center for Practice Engagement and Innovation and is a frequent speaker on the topic of law innovation and growth.



"I'm very excited about the new format. We have taken a look at the feedback that's been received over the last several years. The interaction is one of those things that every year people enjoy and always make mention of how valuable [it] is. So this year we've decided to go without having a normal speaker and are actually going to do more about learning from each other — so presenting opportunities and finding creative solutions."

KIM CANNON
Chair of the 2019 Large Firm Retreat Planning Committee



SCHEDULE OF EVENTS


THURSDAY, August 1

10:30 a.m.–5:30 p.m.	Registration
11 a.m.–6 p.m.	 Golf Outing at Gaylord Springs Golf Links* — <i>Sponsored, in part, by LexisNexis</i>
1–5 p.m.	Historic Franklin Tour, including the Carnton and Carter Houses*
6:45 p.m.	Motorcoach departs for dinner
7–10 p.m.	<p>Welcome Reception and Dinner at the Wildhorse Saloon — <i>Sponsored, in part, by LexisNexis</i></p>  <p><i>Enjoy a pure Nashville experience with our reception and dinner at the world-famous Wildhorse Saloon. Wildhorse opened on June 1, 1994, with a country superstar and a herd of live cattle stampeding through the streets of Nashville to their front doors. Since then, it's become a "must-do" experience for tourists worldwide as they visit Music City. Stay tuned as the entertainment will be announced by the venue in July.</i></p>

*Optional event – see pages 11–13

SCHEDULE OF EVENTS

FRIDAY, August 2

7:30 a.m.–4:30 p.m.	Registration
8–8:30 a.m.	Continental Breakfast
8:30–9 a.m.	Welcome and Introductions
9 a.m.–Noon	Session 1: Leverage Our Shared Experiences to Define the Critical Success Factors of the High-Performing Firm
Noon–1 p.m.	Lunch
1–5:30 p.m.	Session 2: Participants Will Divide into Teams to Tackle One of the Issues Identified in the Morning Session
6–9 p.m.	<p>Reception and Dinner at The Bluebird Cafe — Sponsored, in part, by Thomson Reuters</p>  <p><i>This evening ALA will have an exclusive event at the famous Bluebird Cafe, one of the world's preeminent listening rooms. Our evening will include a performance by singer-songwriters who will perform their own songs, many of which have been recorded by chart-topping artists. You'll have a wonderful time enjoying a delicious Southern buffet and music you'll be humming all night long.</i></p>

SATURDAY, August 3

7:30–11:30 a.m.	Registration
7:30–8 a.m.	Continental Breakfast
8–9 a.m.	Idea Exchange
9–11 a.m.	Session 3: Moving from Ideas to Action
11–11:30 a.m.	Wrap-Up
Lunch on your own	
1–4 p.m.	Nashville City Tour, including the Belmont Mansion*

*Optional event – see pages 11–13

REGISTRATION INFORMATION



Eligibility Requirements: Registration is limited to the principal administrator of a law firm with 100 or more attorneys. Members who are retiring and have identified their successor may bring that person to the retreat and should indicate they are doing so when registering.

Regular and Associate ALA members may register for the Large Firm Principal Administrators Retreat at the member rates noted. Nonmember registration is restricted to individuals who are not currently members of ALA but do meet the eligibility requirements for ALA membership.

Learn more about membership eligibility requirements at alanet.org/membership/case/membership-eligibility or contact the ALA Membership Department at 847-267-1585.

Please register online at alanet.org/lfaretreat.

Your registration fee includes session attendance and materials; the reception and dinner on Thursday; continental breakfast, lunch, reception and dinner on Friday; continental breakfast on Saturday; and daily refreshment breaks. The optional activities of golf and city tours are additional costs.

KEY DATES

Early Bird Rate	Regular Rate	On-Site Rate
5/29–7/8/19	7/9–7/18/19	7/19/19 and after

RATES

	Early Bird	Regular	On-Site
ALA Member	\$999	\$1,099	\$1,199
Nonmember	\$1,299	\$1,499	\$1,599

There are two discounts available as follows:

Discount 1: Retiring members whose successor registers and attends the retreat will receive a \$100 discount. (If not an ALA member, the successor will receive the ALA member price.)

Discount 2: LFA Caucus members who refer a caucus-eligible, nonmember who attends the retreat will receive a \$200 discount.

Note: While we encourage you to bring as many caucus-eligible participants as possible, the total discount given cannot exceed \$200.

	Early Bird	Regular	On-Site
Retiring Member's Designated Successor	\$999	\$1,099	\$1,199

REGISTRATION INFORMATION



Spouse/Guest Registration

The purchase of a guest registration is restricted to guests of registrants only. A guest may not be someone eligible for membership in ALA or a business partner or supplier who is not a sponsor.

The spouse/guest full registration package is \$469

and includes Friday and Saturday breakfast, Friday lunch, and Thursday and Friday reception and dinner.

Guest events may also be purchased a la carte:

- Thursday Reception and Dinner: \$179
- Friday Reception and Dinner: \$179
- Thursday Golf: \$169 per player*
- Thursday Historic Franklin Tour including the Carnton and Carter Houses: \$109
- Saturday Nashville City Tour including the Belmont Mansion: \$79

*Rate includes a box lunch, motor coach transfers, 19 holes of golf, greens fees, cart with GPS technology, range balls, and all tax and gratuities. Club and shoe rental are separate.



Conference Consent Policy

By registering for this ALA conference, you are consenting to receive conference-related communications as well as inclusion in attendee rosters.



Photo/Video Policy

Registration (attendee, guest and exhibitor) and payment for the conference gives consent that any pictures, video or audio recordings taken during ALA and ALA-related events can be used for conference coverage and future ALA promotional purposes. ALA is able to use your likeness without remuneration.



Cancellations

All cancellations require a written request and can be sent to registration@alanet.org. Cancellation notifications via social media (e.g., posting on our Facebook page or a tweet) are not accepted. The following cancellation fees will apply:

Date Cancellation Received	Attendee Cancel Fee	Full Guest Cancel Fee	Guest Event Cancel Fee
5/29-6/27/19	\$219	\$159	Full refund
6/28-7/18/19	50% of fee paid	\$159	Full refund
7/19/19, and after	No refund	No refund	No refund

Please note: No-shows and late cancellations forfeit the full registration fees.



Substitutions

A substitute from the registrant's organization or chapter is permitted for a \$219 administrative fee. The substitute's registration fee will be adjusted if a nonmember replaces an ALA member. The substitute must still meet the eligibility requirement as noted on page 8. Please submit a written request to registration@alanet.org for processing.



Loews Vanderbilt

2100 West End Ave.
Nashville, Tennessee
615-320-1700

The Loews Vanderbilt is in a superb location, across the street from Vanderbilt University and not far from the legendary music venues that made Nashville famous. But even with all there is to see and do right outside the hotel doors, we think you'll love what awaits you at the Loews Vanderbilt — your home away from home in the one and only Music City.

Hotel Reservation Information

ALA Room Rate: \$219 plus 15.25% sales and occupancy tax and \$2.50 city tax, per night.

Reservations can be made online by visiting the hotel online reservation link (loweshotels.com/vanderbilt-hotel/2019-large-firm-principal-administrators-retreat). All reservations must be made by July 1, 2019 (or until the ALA block is full) to be eligible for the group rate. Rooms and rates are available on a first-come, first-served basis.

Want to enjoy Nashville longer? You may extend your stay up to three days before or three days after the scheduled conference dates at the group rate, based upon availability.

Check-in: 4 p.m.  Checkout: 11 a.m.

OPTIONAL ACTIVITIES



Thursday, August 1

Welcome to Nashville!

We have the following optional activities for attendees, guests and business partners on your arrival day.



GOLF *Sponsored, in part, by LexisNexis*

Depart the hotel by motor coach at 11 a.m. and return by 6 p.m.

Gaylord Springs Golf Links

18 Springhouse Lane

Nashville, Tennessee

\$169 per person includes a box lunch, motor coach transfers, 18 holes of golf, greens fees, cart with GPS technology, range balls, and all taxes and gratuities.

Gaylord Springs Golf Links, designed by U.S. Open and PGA champion Larry Nelson, has consistently been recognized among the best courses you can play in Tennessee and offers 18-holes of challenges for golfers of any skill level. Carved from the banks of the meandering Cumberland River and bordered by limestone bluffs and wetlands, the Scottish links-style, par-72 layout of Gaylord Springs will test and enthuse you throughout your game. From tee to green, you'll be inspired by the beauty that surrounds you.



In staying with the true spirit of the game, appropriate golf attire of all guests on the course and practice facilities is required. Shorts are permitted but should be Bermuda length. No T-shirts, tank tops, cut-offs, sweatpants, bathing suits, athletic shorts or denim are permitted.

If you need either of the following, please reserve when you register and indicate the options needed. You will pay at the pro shop upon your arrival to the course.



Club rental: \$58 + tax
indicate men's or women's, right- or left-handed



Shoe rental: \$35 + tax
indicate men's or women's and the size needed

OPTIONAL TOUR

Historic Franklin Tour including the Carnton and Carter Houses 1-5 p.m.

\$109 per person includes motor coach transfers to and from Franklin, entrance fees into and guided tours of both houses, and all taxes and gratuities.

Upon arrival to Franklin you will have time to explore the town and the historical sites and markers. Fate and circumstance placed Franklin in the path of two great armies during the Civil War. Union troops arrived in Franklin around dawn on November 30, 1864, and Confederate troops began to arrive on the southern edge of Franklin around 1 p.m. The battle began at 4 p.m. with roughly 20,000 Confederate soldiers moving forward toward a similar number of Union troops. The sun set soon after the battle reached its apex and it was completely dark, except for the flashing of the guns, only a few minutes after 5 p.m. Around midnight the Union army withdrew from the battlefield. Left behind was a small town and a battered Confederate army.

You will also experience a guided tour of Carnton House, built in 1826 by Randal McGavock. The McGavock family was directly impacted by the Battle of Franklin and found their home used as a field hospital for wounded Confederate soldiers. After the war, they set aside nearly 2 acres so the Confederate soldiers who died in the battle might be properly buried. This National Historic Landmark has been open to the public since the late 1970s.



Also included is Carter House, built in 1830 by Fountain Branch Carter. The modest brick home was commandeered and used as a Union command post while the Carter family, their slaves, and a neighboring family sought refuge in the basement during the fighting. This National Historic Landmark has been open to the public since 1953.

"I consistently bring home something that makes me more efficient or a better leader, but at the end of the day, it's really the people that serve as the glue that keeps me coming back every year. I've developed many strong relationships within the group — the kind where I'm very comfortable in opening up, sharing my questions and concerns — and that's a valuable resource in what is otherwise a fairly lonely profession."

DAVID MICELI
Chair of the Large Firm Administrators Caucus Steering Committee

Saturday, August 3

Before you leave town, attendees, guests and business partners are invited to take advantage of this tour to explore our wonderful host city of Nashville.

OPTIONAL TOUR

Nashville City Tour including the Belmont Mansion 1–4 p.m.

\$79 per person includes city tour, entrance fee to the Belmont Mansion, motor coach transfers, and all taxes and gratuities.

Enjoy a narrated city tour of Nashville showcasing Broadway, the Country Music Hall of Fame, Tenn South Distillery, the famous Ryman Auditorium, Legislative Plaza, Musicians Hall of Fame, and more.

During the tour you'll stop at Belmont Mansion, a must-see for anyone interested in Tennessee history, the Civil War, architecture and decorative arts. Adelia and Joseph Acklen, who were once among Nashville's wealthiest citizens, built the Italian villa house in 1853. Belmont was part of a large country estate created as a summer getaway from the family's Louisiana plantations. Despite the Acklen's wealth and status, they were not immune to the troubles of war. In December 1864, the Union Army occupied the house and grounds before the Battle of Nashville. A majority of the rooms in Belmont Mansion have been meticulously restored, including the display of original furnishings, artwork and statuary.





Airline Discounts



For travel between July 29–August 6, 2019, American Airlines offers discounts for group travel. When making your reservation online at aa.com, please enter **3879EU** as the promotion code and **822850** as the Business Extra code. You may also contact the Meeting Services Desk at 800-433-1790; although please note that a service charge may apply.



Receive up to 10% off your airfare at delta.com if you travel between July 27–August 8, 2019. On the Search Flights page, select Book Your Flight, click on Advanced Search and enter code **NY2KX** in the box. Reservations may also be made by calling Delta Meeting Reservations at 800-328-1111, Monday–Friday between 7 a.m. and 7:30 p.m. Central. (Please note there is not a service fee for reservations booked and ticketed via the reservation 800 number.)



We have partnered with United Airlines to offer travel discounts to our event. Visit united.com/meetingtravel and enter **ZH56301678** in the Offer Code box. You may also call United Meeting Reservation Desk at 800-426-1122, Monday–Friday, 8 a.m.–10 p.m., Eastern and Saturday–Sunday, 8 a.m.–6 p.m., Eastern. Booking fees are waived for meeting reservations. Please note that travel must be booked between July 29–August 6, 2019, in order to receive the discount.

Ground Transportation Options

Taxi service is approximately \$29 plus gratuity each way.

Uber and **Lyft** are also options. Service from the airport is approximately \$20–30 each way depending on level of service requested.

The **Nashville Express Shuttle** is also available. Pricing as of May 13, 2019, is as follows and is per passenger; please note gratuity is not included.

Number of Passengers	One-Way	Round Trip
1	\$29	\$58
2	\$16	\$32
3	\$12	\$22
4	\$12	\$20

IMPORTANT: Arrival procedures at Nashville International Airport (BNA) are new as ground transportation pickups have moved to BNA's new Terminal Garage. Taxis now pick up on Level 1 of the Terminal Garage.

Finding the New Ground Transportation Center:

- Exit the terminal on Level 1 and turn right.
- Follow the sidewalk and pedestrian canopy to the Terminal Garage. Overhead signs will direct you.
- The Ground Transportation Center is on Level 1.

Parking

- Self-parking is \$35 + tax per day, per vehicle.
- Valet parking is \$39 + tax per day, per vehicle.

LFA RETREAT COMMITTEES

LFA Caucus Steering Committee

Chair

David C. Miceli

Balch & Bingham, LLP
Birmingham, Alabama

Denise L. Gaskin, PhD

Schwabe Williamson & Wyatt
Portland, Oregon

Gary S. Goodwin

Groom Law Group, Chtd.
Washington, D.C.

L. David Lentz

Fisher & Phillips LLP
Atlanta, Georgia

Howard L. Mudrick

Winstead PC
Dallas, Texas

James J. Nichols

Hanson Bridgett LLP
San Francisco, California

Charles J. O'Donnell, CPA

Duane Morris LLP
Philadelphia, Pennsylvania

Frederick B. O'Malley

Shutts & Bowen LLP
Miami, Florida

Philip E. Ross, MBA

Clark Hill, PLC
Detroit, Michigan

Diane M. Scheffler

Troutman Sanders LLP
Atlanta, Georgia

ALA Executive Director

Oliver P. Yandle, JD, CAE

Association of Legal Administrators
Chicago, Illinois

LFA Retreat Planning Committee

Chair

Kimberly D. Cannon

Bass Berry & Sims PLC
Nashville, Tennessee

Michael L. Anthony

Thompson Coe Cousins & Irons, LLP
Dallas, Texas

Denise L. Gaskin, PhD

Schwabe Williamson & Wyatt
Portland, Oregon

David C. Miceli

Balch & Bingham, LLP
Birmingham, Alabama

Frederick B. O'Malley

Shutts & Bowen LLP
Miami, Florida

Tracey R. Skjeveland, CLM

Merchant & Gould, P.C.
Minneapolis, Minnesota

