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HAPPY SUMMER!  As I write this, I am still waiting for the tomatoes to ripen in my garden. My watermelon plant has a token melon the size of a golf ball. I have harvested a few cucumbers. But, best of all, we have picked and eaten fresh corn this week! This is all done with manual labor.

Technology definition: The use of scientific knowledge to solve practical problems, especially in industry and commerce. The specific methods, materials, and devices used to solve practical problems.

It would seem to me that with a balance of manual labor and technology, all of our problems could be solved, or at the very least, greatly enhanced. This issue is designed to explore that balance and reflect improvements in our ever changing environments.

This issue is packed full of five articles which are certain to catch your eye: 1) professional and ethical stance of cloud computing; 2) law firms becoming more client-centric thanks to new business methodologies and technology designed to increase transparency; 3) trends in e-discovery; 4) participating in online business communities—breaking through media clutter and engaging your target market on a personal level; and 5) lean training.

Also inside this issue is a list of where to go to see fall foliage this year and our own Jane Klenck’s Italian vacation dos and don’ts.

As always, if you have any ideas, postings, comments or suggestions, please reach out to any of the committee members. We’re Listening.

Lisa Van Sant, CLM
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ALA Mission Statement:
The Association of Legal Administrators’ mission is to promote and enhance the competence and professionalism of all members of the legal management team; improve the quality of management in law firms and other legal service organizations; and represent professional legal management and managers to the legal community and to the community at large.
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UPCOMING EVENTS:

SEPTEMBER 9, 12:00 p.m. to 1:00 p.m.
Small Firm Meeting (GCC Members Only)
Levin Schreder & Carey
120 N. LaSalle Street, 38th Floor

SEPTEMBER 15, 11:30 a.m. to 1:15 p.m.
Bi-Monthly Educational Meeting
Topic: Perception is All There is
The Standard Club
320 S. Plymouth Court

SEPTEMBER 17, 12:00 p.m. to 1:00 p.m.
Mid-Size Firm Meeting (GCC Members Only)
Dykema
10 S. Wacker Drive, Suite 2300

SEPTEMBER 25, 7:30 a.m. to 6:00 p.m.
2015 Greater Chicago Chapter Educational Conference & Expo
The Standard Club
320 S. Plymouth Court

OCTOBER 15, 12:00 p.m. to 1:00 p.m.
Joint Small/Mid-Size Firm Meeting
Burke, Warren, MacKay & Serritella
330 N. Wabash Avenue, Suite 2100

OCTOBER 28, 12:00 p.m. to 1:00 p.m.
Large Firm Secretarial Managers/Supervisors Roundtable (GCC Members Only)
TBD

NOVEMBER 11, 12:00 p.m. to 1:00 p.m.
Small Firm Meeting (GCC Members Only)
Pugh Jones
180 N. LaSalle Street, #3400

NOVEMBER 17, 11:30 a.m. to 1:15 p.m.
Bi-Monthly Educational Meeting
TBD

NOVEMBER 19, 12:00 p.m. to 1:00 p.m.
Mid-Size Firm Meeting (GCC Members Only)
Howard & Howard
200 S. Michigan Avenue, Suite 100

**PLEASE BE SURE TO CHECK THE CHAPTER WEBSITE FOR THE MOST UP-TO-DATE INFORMATION ON UPCOMING EVENTS**

IT’S 8:30 P.M.

Darn it, wasn’t there just one more thing on your to-do list for today?

1. ORDER OFFICE SUPPLIES?  CHECK
2. UPDATE SOFTWARE?  CHECK
3. SIGN NEW LEASE?  CHECK
4. REFRESH WEB SITE?  CHECK
5. RESEARCH BILLING SOLUTIONS?  CHECK
6. PICK UP JIMMY FROM BASKETBALL  OH

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President’s Message

Technology — Can’t Live With It, Can’t Live Without It?

I don’t know about you, but I love technology. I love how it makes our lives easier. I love how we can do more with less particularly when our firms are asking us to do just that in this ever competitive economy and marketplace. It fits in perfectly with my mantra of “Working Smarter, not Harder.”

But as with all things that are good, there is often some bad that comes with it – a downside. What are some of those?

• Expectation of an immediate response by others.
• Expectation of being available even when we are not in the office or on vacation.
• Kids spending less time outside engaged in physical activity and more time inside glued to their electronic devices.
• Less face-to-face interaction with others.
• No conversation at the dinner table sharing your day’s experiences because everyone is on their smartphones.
• Texting and emailing instead of picking up the telephone to have a conversation.
• Finding out what is going on in our friends’ lives by going to Facebook
• Texting and driving.
• Talking on our phones and walking, oblivious to what is going on around us.
• And for some, an addiction to our mobile devices.

It may be too early to tell what the negative long term effects of technology will be, but experts suggest that there will be some.

Perhaps one of the biggest pet peeves of mine is something that technology is ironically supposed to help with, but instead seems to have supported the opposite result. From what I have been reading on LinkedIn and some other forums, authors and observers are now calling it the new normal – an acceptable course of behavior today.

What am I referring to? It’s getting back to you. Here’s what I mean. I send an email making some type of request or asking a question. It doesn’t really matter who I may be sending it to – it could be business related or personal. In most of the cases I am referring to, the recipient’s response to the request or question is “No.” However, instead of receiving a response which would take at most about 30 to 60 seconds by email or text (or a telephone call, God forbid), you don’t get an immediate response. You don’t even get an “I’ll get back to you.” You don’t even get a derogatory response, which in some situations, would be welcome. In fact, you never get a response at all. You are supposed to simply assume the answer is “No.”

Probably a little bit more acceptable, but not much more so in my eyes, is making a request via email, the recipient of the email takes care of the request, but doesn’t let you know that they took care of it. Unless you find out independently on your own or through someone else, you have no idea that they took care of it. Instead, you are required to send ANOTHER email following up with that individual to ensure that it has been done. It hardly seems like an efficient way to do things or a practice that we should deem to be acceptable.

Do you have any strong thoughts on the subject? Is this or should this be considered acceptable behavior? If not, how do we change it? Send your thoughts to our Newsletter Director, Lisa Van Sant at lisa.vansant@sfnr.com for consideration of publication in our next issue of The Administrator’s Advantage.

President, Greater Chicago Chapter of the Association of Legal Administrators

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Michelle Howe
Drinker Biddle & Reath LLP
Michelle.howe@dbr.com
Member Spotlight

Michelle Howe

My name is: Michelle Howe

My title is: Regional Office Administrator.

I work for: Drinker Biddle & Reath LLP.

The firm & practice are: Drinker was founded in 1849 and now has about 620 lawyers and 12 offices nationwide. We strive to provide clients with unparalleled service in matters ranging from billion-dollar deals to complex class actions, across a broad spectrum of industries. We combine a comprehensive range of traditional legal practices with significant national roles in such practices as class action defense, corporate and securities, government relations, health care, intellectual property, insurance, investment management, private equity, bankruptcy, energy, environmental, education and communications. We also remain committed to our long tradition of handling pro bono work and taking on unpopular causes.

What is now Drinker’s Chicago office was founded in 1910, and was opened as Gardner Carton & Douglas’ first office. Drinker Biddle and Gardner Carton & Douglas merged in January 2007, and the Chicago office currently has about 200 people.

Before becoming an Administrator: I worked at McDermott Will & Emery handling the recruiting and secretarial management for the Chicago office.

I have been working in the legal field for: Fourteen years. I started in 2001 at Gardner Carton & Douglas in the Human Resources department as a clerk. I left prior to the merger with Drinker, but walking back into the office felt like coming home from college – some things have changed or moved around, but a lot of things are still the same (in a good way).

I have a degree in: Secondary English education (teaching high school English) from UIC. I wear my grammar geek badge with pride.

I joined ALA Chicago Chapter because: I like to connect with individuals in the legal community from firms of all sizes, and people who function in different capacities within their firms. I love learning what works (and doesn’t work) in other firms to help make my firm better. Plus, I enjoy getting to share war stories with other administrators (sometimes only your colleagues can really understand and respect the chaos).

To be successful in legal administration:
1. Listen carefully to everyone – even when you don’t agree with their opinions. You will still learn something from them if you have an open mind.
2. Give everyone you encounter the same level of professional respect. We are all a part of the bigger picture and we need each other to get the work done right.
3. Prepare for the worst, hope for the best, and don’t take it too seriously or you’ll never get out alive.

The thing I like best about being an Administrator is: That people come to me for answers to sometimes the most random questions. I’ve learned a lot of cool things because people have brought their problems to me!

One of the challenges of being in legal administration is: Coming to terms with the fact that you’ll never know everything about the job, no matter how much you try. You will learn something new every day, and just when you think you have it all figured out, you’ll learn that you don’t, so you always have to be prepared to take on a new challenge.

The best advice I’ve ever received is: Say yes and figure it out afterward. It’s actually a Tina Fey quote but I love the sentiment – you can always figure out a way to get things done, and force yourself to step out of your comfort zone.

The best advice I would give to someone who is just entering the legal management field is: Advice I was given when I started as an office administrator - you are going to be learning for a while - be nice to yourself. People come to us for answers and solutions, but sometimes you just don’t know, and it’s okay as long as you figure it out in the end.

I try to motivate my staff by: Being motivated, myself. If you’re not fired up about something, you can’t expect others to be. Believe in change, believe in good things happening, and with a little luck and some effort, you’ll be a change agent and motivate people on your team.

If I weren’t an Administrator, I would: I would be a high school English teacher or a lottery winner writing the world’s next great novel on a private beach.

The last good book I read was: The Grapes of Wrath. Just kidding – I am the worst English major...it was “Is Everyone Hanging Out Without Me? (And Other Concerns)” by Mindy Kaling. I love books that can make me laugh out loud, especially when I’m on the Metra quiet car.

The last good movie I saw was: “The One I Love” with Elisabeth Moss.

The last vacation I took was: A week in Puerto Vallarta in April. It was pretty impromptu (planned only a week out – spontaneous by my standards!) and just the relaxation my husband and I needed.

The one appointment I never miss is: A weekend in Wisconsin with the family – whether it’s Land o’ Lakes or East Troy, I’m happiest when there’s a lake nearby, cheese curds to be eaten, and a book to be read.

In my free time, I enjoy: Baking, hanging out in my backyard (planting flowers, chilling in the hammock, playing fetch with the dogs), finding fun craft beer, attending White Sox games, amateur photography, and embracing spontaneity.

What attracted you to accept the Chapter’s inaugural position of Career Services Advisor? Dotty Keenan, who formerly handled the GCC’s Job Bank, is a friend and mentor of mine, so taking the Job Bank was like her handing off the baton. With regards to the members in transition group, I get to be involved with members looking for new positions, and I can give them my insight on what else I’ve seen in the market both through my own recruiting experience and also by what I have seen available on the job board and through recruiting agencies. Members in transition can be currently employed or not, may just be looking to see if they want to make a change or see what else is out there. I’m happy to make connections for people to help them find their next great position.
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PARTNERS Navigating the Future

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Chicago, Illinois

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EXPAND YOUR INDUSTRY KNOWLEDGE
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The very nature of the law and e-discovery creates a powerful symbiosis between e-discovery software and the services provided by ALA Chicago Chapter members, e-discovery service providers, and legal professionals in every stage of litigation and regulatory matters.

To put it simply, e-discovery software and legal services are unique.

For instance, although stranger things have happened, it’s highly unlikely that the entertainment software Super Mario Bros. would ever be used to provide professional services. Since its 1985 inception, the electronic game and others like it have changed fundamentally the way people play games, largely supplanting the formerly ubiquitous board game.

However, while it may take some impressive skills to ensure Mario and Luigi save the princess, it doesn’t take much professional judgment.

That’s why e-discovery is different. IBM’s Watson may play a good round of Jeopardy, but Watson doesn’t have the professional judgment to navigate the politics of collecting from corporate custodians without destroying employee morale, and the machine would have difficulties employing the legal doctrine of Kenny Rogers: “You’ve got to know when to hold ’em, know when to fold ’em, know when to walk away, know when to run.”

In addition, although e-discovery software analytics has made great strides in recent years, it still needs the contribution of human professionals. After all, as a respected data scientist once told me for an article in The National Law Journal, “No machine on Earth has the reading comprehension of a human 10-year-old.”

Humans provide legal insight and legal services. Software helps them do a better job of it. E-Discovery’s software-services symbiosis needs both its components.

Trend #2: International e-Discovery

As business has become more international, so has e-discovery. Chris Dale, a respected commentator on multinational e-discovery and e-disclosure, and founder of the UK-based e-Disclosure Information Project, notes that e-discovery outside the United States is becoming an important factor in litigation and regulatory matters.

“E-discovery industry analysts have predicted that e-discovery growth outside the United States would outpace U.S. e-discovery growth,” said Dale, adding that many Americans have long held the view that U.S. e-discovery is “two years ahead of the rest of the world,” and that the rest of the world is always playing catch-up. However, although the U.S. may be the litigation (and e-discovery) capital of the planet, Dale observes this assumption isn’t always supported by the facts.

In fact, Dale noted that some of the e-discovery reforms just now coming to America have
already been in practice overseas, noting the first England and Wales e-disclosure practice direction was in October 2005, a year before the landmark 2006 e-discovery amendments to the U.S. Federal Rules of Civil Procedure, and that England and Wales spurned what Dale called the “fear-driven frenzy,” which followed the Zubulake series of decisions by U.S. District Judge Shira Scheindlin.

“Succeeding UK rules and practice directions have emphasized proportionality and targeted scope in a way which is only now reaching the U.S.,” said Dale. “Other common law jurisdictions have followed the UK in this respect.”

Of course, this isn’t to say U.S. e-discovery doesn’t have international influence. In fact, the embrace of technology by U.S. courts is affecting e-discovery and e-disclosure internationally.

“More recently, the development of analytics software, and U.S. cases on the use of technology-assisted review, have brought new significance to U.S. technology and case law at a time when worldwide e-discovery demands—and, specifically, regulatory requirements—have increased the perceived value of both,” said Dale.

In fact, in a recent decision that may become the Irish Da Silva Moore, Ireland’s Commercial Court issued the nation’s first judicial approval of technology-assisted review in Irish Bank Resolution Corp. Ltd & ors v Quinn & ors.

At our e-discovery software company, kCura, we’re also seeing international e-discovery and e-disclosure use increase for our software, Relativity, with some of our hosting partners building businesses that include cross-border litigation as a core competency. While we continue to see growth domestically, the number of Relativity seats we have internationally grew approximately three times as fast as U.S. seats last year.

**Trend #3: An Evolving Legal Cloud Addressing Privacy and Security Concerns**

Depending on the nature of the litigation, regulatory, or investigative matter requiring e-discovery, cloud options give legal professionals multiple ways to deploy and access the software and data they need for serving their clients.

However, highly publicized data breaches, the NSA-Snowden controversy, and regulatory restrictions—such as the Health Insurance Portability and Accountability Act (HIPAA) domestically and the pending E.U. General Data Protection Regulation (GDPR) internationally—have prompted some to question cloud computing as the ideal choice for legal e-discovery.

However, this legal cloud phobia is really misplaced. First of all, the cloud is fait accompli. The toothpaste is out of the tube, and it’s not going back. Second, hosted e-discovery provides different security options for different needs. There will be some instances when on-premises e-discovery software makes sense from a privacy and security standpoint, such as when jurisdiction restrictions on data transfers come into play.

However, hosted e-discovery provides security benefits of its own, such as having data stored in a central location with centralized security and automated controls on when the data can be accessed remotely. Sure, there’s always at least some risk in data transfers—but there’s also the risk of burglars breaking into a firm and stealing on-premises hard drives as well.

At kCura, our hosting partners have provided SaaS offerings from the beginning, and data privacy and security is always a deployment consideration.

In recent years, these deployment options have evolved from case-by-case, short-term engagements to longer-term and managed services arrangements—which range from our partners hosting a dedicated instance of Relativity on their own dedicated hardware to offering Relativity environments to many customers via a single multi-tenant infrastructure. Meanwhile, the cloud is offering customers options for deploying their own licenses via AWS or Azure, so firms can run their own on-premises instance in a cloud infrastructure.

In all these cloud deployment options, e-discovery software is being designed for greater data privacy and security. Avoiding the cloud is no longer an option, if for no other reason than that in the 21st Century, that’s where your clients often locate, store, and work with their data.

**Marching Forward with These Trends**

The inter-relationship between e-discovery software and services, the continued growth in international e-discovery, and the evolving legal cloud to address data privacy and security concerns should all be important considerations for ALA Chicago Chapter members. You’re often on the front lines of these issues, and we see them having a substantial impact on your careers and your clients.
Finally, things are turning around for your small to mid-sized firm. You weathered the recession, though not without bruises, and you are turning a corner. Business is picking up, you’re hiring again and everyone’s working at top speed. This feels good!

In fact, everyone is working so hard that it feels like there’s no room for any other priorities, such as training. (Besides, who has the money to commit to training? Your first priority is to build the firm and get those clients in the door!)

The truth is – you still need training. In fact, you may need it now more than ever. But, there are many, many ways to conduct regular, effective training programs that don’t cost your firm an arm and a leg.

This is the era of lean training: When you marry technology with a culture of accountability, you can conduct a highly effective training program for far less than you might imagine.

But first… why is ongoing training important? Because, my friends, times have changed.

Why Training is More Important than Ever

Our clients have far more power than they used to have. The recession made clients much more savvy and diligent when it comes to hiring legal help, including the way they are willing to pay (fee agreements) and how much they are willing to pay. Simply put: our clients hold the aces and we must play to their hand.

The Era of Lean Training

By Doug Striker

Think about it from a client’s perspective. They may be interested in your firm because of the outstanding legal minds that you offer. But their next question is, “How will you charge me for your time?” Why should clients pay top dollar for a superstar lawyer when half his time is spent trying to figure out how to format a Word document?

Now, from a firm’s perspective, if clients are smart enough to ask about efficiencies, there is an immediate, bottom-line value in assuring that everyone is tech-savvy and moving at top speed.

Lean Training = Technology + Culture

So, you need to make sure that your team is efficient…but you don’t want to (can’t!) spend a fortune to launch and maintain an impactful training program.

That’s ok! All you need is to outline a consistent system to manage your training program and utilize cheaper technologies and products to deliver it. In a nutshell: get organized and deliver!

Here are a few tips to get you started:

- Create a Performance Improvement Plan (PIP): This plan must include annual training expectations of attorneys and staff with consequences for nonparticipation. Whether you expect monthly, bi-monthly, quarterly or twice-a-year participation, those expectations must be outlined and shared with everyone in the firm. Likewise, your plan needs to include the ability to track improvements. (Technology can help with this. Read on.)
- Automate scheduling and participation: don’t leave sticky notes on desks to remind people to attend a training! Every calendar available today (i.e. Outlook) includes the ability to schedule and remind people of trainings. You don’t have to be a nag and this doesn’t have to be personal. If your expectations are properly communicated, then let technology schedule and remind people of their obligations.
- Don’t waste your staff’s time: one size does not fit all. People with advanced skills should not have to sit through remedial content just to say that they had attended a training. Today’s Learning Management Systems (LMS) offer individualized assessments, targeted course content and interactive webinar programs for a fraction of the cost of in-person trainings. Note: look for an LMS that provides reports down to each class that a person takes and assessments on their skill level. (I address this more later in the article.)
- Maximize your dollars: think dollars-per-person trained. If you have to fly someone to a training that costs $1,000 per day, you also need to factor in travel, hotel, food and the cost of that person’s time out of the office. You could quickly hit $5,000 to train one person. But, you can offer a two- to five-hour webinar training for $500, often training multiple people at once. Or, if you need more specialized training for a big group, fly the trainer to you.
- Watch for flashpoints: be on the hunt for those moments when something goes wrong and you suddenly have a teachable
moment. Your training becomes much more effective when you are addressing actual needs in your firm.

A couple more hints to save money and maximize your efforts:

- Get intensive: when you have to train a large group on the same skills, fly the trainer to you and condense your time commitment. For example, if it would take five weeks of webinar trainings for each person to learn the desired skills, bring the trainer to your firm and condense the training into five intensive days.
- Record your in-person trainings: record any live sessions that you pay for and load those videos into your LMS. Then, as new people join your firm, you can train them for pennies.

**The LMS: The Mac-Daddy of Your Training Program**

Finally, as you can probably tell from all the information I shared above, the Learning Management System is your key to organizing and maintaining an effective training program. But, the last time you checked, those systems were cost-prohibitive, right?

Well, training companies are (or should be) getting smarter, too. Yes, there are still companies out there that will charge a fortune for customized learning management system platforms, and then they will take your other arm and leg for the actual training content that you need in order to make the platform useful at all.

But that’s not for you. You are a small to mid-size firm and you need an affordable LMS. Here are the capabilities that you can and should expect in an LMS:

- Both a state-of-the-art, intuitive delivery system as well as rich, continuously updated content – at an affordable price. Prior to now, clients had to purchase an LMS and the content separately and usually they paid a very high cost for both.
- Off-site hosting and 24/7/365 support.
- Trackable, reportable data down to each individual user.
- Access to a social network of subscribers who continuously discuss challenges, ideas and successes that they are facing in their firms.
- Complete control and customization opportunities for trainers and administrators who need to tailor their continuing education to individual attorneys, from new hires to seasoned legal eagles.

Yes, you can find such a robust LMS for a fraction of the cost that giant law firms pay.

**Lean Training: Your Edge in a Competitive Environment**

While it may seem that no one in your firm has time for training (and that you don’t have time to plan and manage it), this step could very well be the edge that helps you ride today’s busy wave for much longer than you otherwise could.

As I said earlier, now is the time to get organized and deliver!

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**The Greater Chicago Chapter Welcomes its Newest Members:**

**Christine Arentz**
Human Resources Manager
Greenberg Taurig
77 W. Wacker Drive
Chicago, IL 60601

**Kylie Cichocki**
Controller
Nicolaides Fink Thorpe Michaelides Sullivan LLP
171 S. Wacker Drive
Chicago, IL 60606

**Chelsea Monter**
Office Administrator (Chicago)
Nicolaides Fink Thorpe Michaelides Sullivan LLP
171 S. Wacker Drive
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**Kat Flaherty**
Secretarial Services Coordinator
Bryan Cave LLP
161 N. Clark Street
Chicago, IL 60601

**Brad Bonneau**
Accounting Manager
Chapman and Cutler LLP
111 W. Monroe Street
Chicago, IL 60603

**MEMBERS ON THE MOVE**

**Michelle Howe**
Office Administrator
Drinkers Biddle & Reath LLP
191 N. Wacker Drive
Chicago, IL 60606

**Jena Neisler**
Legal Support Manager
Dentons
233 S. Wacker Drive
Chicago, IL 60606

**Rhonda Lopera**
Office Administrator
Faegre Baker Daniels
311 S. Wacker Drive
Chicago, IL 60606
Several years ago, an article in the ABA’s Law Practice Today asked us to imagine a global industry managed by “part-time leaders with minimal business training.”

The business ran for decades on the same model, with few coherent strategies for growth, marketing or pricing. Executives were asked to wear many hats in their enterprises, including professional expertise, sales, marketing, human resources and management. Customer demand never wavered and profits continued to grow at a healthy pace.

But, what if steady customer demand suddenly changed?

That’s exactly what happened after the 2008 financial crisis. Although demand has rebounded somewhat in the past few years, the balance of power has shifted to the client side. While lawyers retain the critical knowledge base that commands high fees, clients no longer accept being excluded from the process.

The pressures on the legal industry are now forcing many firms to rethink their relationship with their clients, and with technology. Former lawyer John Kirk, for example, recently presented his Egg Theory: What Clients Really Want From Their Lawyers. He argued that clients don’t ‘use’ a firm’s services, but rather ‘hire’ them to do a job. A lawyer’s focus should therefore be outward – towards the client and their needs – rather than inward.

Mr. Kirk also recognized the value of technology for firms making this transition, noting that “We should not look for simple solutions to our problems, but rather for methods and techniques—no matter how difficult or complex—that provide simple solutions for our clients’ problems. Steve Jobs was fond of saying, ‘Simple solutions require sophisticated technology.’ Similarly, simple solutions to your clients’ problems require sophisticated systems and extraordinary expertise from you.”

There is now a clear trend towards law firms becoming more client-centric thanks to new business methodologies and technology designed to increase transparency. Clients can see real-time data about their cases and firms can likewise monitor the profitability of a matter in real-time thanks to integrated software applications. Clients need
to be able to monitor how effectively the overall caseload of a firm is being handled; the client must feel confident that the firm isn’t settling too many cases, spending too much on settlements and most importantly that the work product meets their standards.

New legal project management technology enables firms to manage client engagements throughout the life cycle. The benefits to firms are clear and compelling:

• Increased efficiency
• Transparency
• Flexibility to meet client expectations
• Improved visibility to matter profitability

To make this model work, however, the client also needs tools to monitor how effectively the overall caseload is being handled. In an ideal project management scenario, clients can see the status of any matter—cost and fee charge data, case documents and attorney work product—and see the status of all matters at a macro level. They can view real-time key performance indicators showing the number of cases being settled versus defended, average settlement amount and the time it takes to resolve cases.

Firms can closely monitor actual-vs-estimate time spent on tasks, ensuring that a potentially profitable engagement does not turn into a loss. Software applications facilitate this by recording time by phase and task. They also provide insight on where and when more expensive resources have been used, tracking revenue against estimates to ensure there are no surprises for clients.

Monitoring projects in this manner is useful only if corrective actions are taken based on the data. For example, too many hours being logged on a matter could indicate scope creep, with fee-earners doing more than originally contemplated. Dealing with the issue immediately instead of after the project is more likely to have a positive outcome. Likewise, when an anticipated profit margin is suffering because the leverage is not where it should be, proactive firms can act quickly to bring the leverage back within acceptable boundaries, rescuing the expected profitability of a matter.

Simple solutions require sophisticated technology. Similarly, simple solutions to your clients’ problems require sophisticated systems and extraordinary expertise from you.

Firms also need the best data available to make important hiring decisions, particularly when making lateral hires at the partner level. Much of the legal technology designed to enhance the firm-client relationship could also be used to analyze the relative strength of a partner’s book. The same can be said for existing partners. If a firm fears that a partner might leave, transparency applications can determine the value of that partner to the firm. Better data will translate into smarter decisions in partner transitions.

Thanks to advances in legal technology, firms can now increase their efficiency and profitability while engendering a more productive and transparent relationship with their clients. While these new options can be complex, the most productive first step involves examining firm processes and increasing data flow to clients.

It is amazing to think that almost none of the technological capabilities discussed here were widely available just five years ago. Technology is truly altering the way law is practiced, and the focus on profitability and efficiency is bringing the global legal industry much closer to the “best practices” standard of the business world.

While the transition to improved business practices and advanced technology can be challenging, both firms and clients benefit from better information transparency. Decisions made with the best available data will always trump those made on hunches or false assumptions, and strengthening the bond of trust between firm and client will lead to a better long-term working relationship.

This article is a condensed version of a recent Aderant white paper on how technology is changing the attorney-client relationship.

Mike Barry is Executive Vice President of Strategy and Product at Aderant. He has over 25 years of experience in software research and development and holds more than 30 U.S. patents. He is responsible for setting and executing Aderant’s product strategies. His extensive knowledge of Microsoft technologies gives Aderant clients the solutions they need to run their business more profitably and meet the changing needs of the legal and professional services industries.
The Annual Members and Gold Sponsors Soiree was held on Tuesday, July 14, 2015 at Cerise, Virgin Hotel Chicago. The Greater Chicago Chapter members were given the opportunity to share their appreciation to the Gold Sponsors, DTI, FSO Outsourcing (re) Imagined and UPS.

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Kevin Corrigan, Shelly Leonida, Melanie Panzella

Diane Brummel, CFM, Deborah Kuchta, CLM, Jose Cheesman, MSLA, CLM

Melanie Panzella, Antoinette Burchard, Mary Lynn Wilson, CLM
Thank You

& the entire

Greater Chicago ALA Chapter!

We are thrilled to be part of your future.

Excited to be back!

See you soon!

Mitchell Weiner
Founder, Chief Happiness Officer & Owner

212.204.1193 | mweiner@fso-outsourcing.com
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Law (and other professional service) firms looking to break through the clutter and engage their target market on a more personal level should consider online collaboration platforms. Often called intranets or extranets, collaboration platforms provide a structure for knowledge management and, when implemented well, can quickly become tangible business assets.

How can you make your organization stand out in a stream of noise? More importantly, how do you draw customers to your brand? Engaging with a status update is one thing; having a meaningful conversation is another.

**Who are you trying to reach?**
The first thing you have to decide is whom you are trying to reach. You should have a written definition of your target market, often called a persona, including information like their probable age, job description, values and concerns. Verify that your audience might be interested in participating in a brilliant niche community online serving a clearly defined audience.

For a major consulting firm, Duo Consulting created a knowledge-sharing program to allow leaders within the organization to privately discuss articles of interest to shared areas of interest across the organization. In addition, they created an event space to let these same leaders collaborate with many of the top students who participated in their events to assist with the recruiting function.

It’s important to define your target persona clearly and set specific, measurable goals before defining the required functionality. This will allow you to engage at a more effective level and provide content specifically for that target market.

**Forums aren’t just for the Romans**
Considered the genesis of online communities, forums (also called discussion boards or message boards) are places to gather and discuss targeted topics.

A forum is usually made of sub-forums and threads. Sub-forums define specific topics of the forum, and in a law firm will usually represent key practice areas or groups.

Like chat rooms, forums should have a feel of activity and communication. Unlike chat rooms, forums operate on an asynchronous basis and are archived, leaving conversations open for weeks or even years after members stop participating in the thread, allowing casual viewers to browse.

The archived content of forums is huge for SEO, building up libraries of useful, relevant information for search (especially if that content is open to the public).

**Social networks aren’t the same thing**
Many marketers tend to lump social networks and communities together as social media. However, collaboration platforms function much like real life, uniting people around a specific focus and common goals. These platforms can filter out the white noise and provide your organization the opportunity to engage your target audience directly and keep them on topic.

**Members get a say**
User profiles help define the purpose of the site. You can provide a link to other platforms, such as LinkedIn, to grab selected details and display them in user profiles.

**Create a friendlier experience**
Under-management can be a death knell for your community, especially in the early stages. Community managers are vital for the success of an online community. Managers appear as leaders, and influencers begin making heavier investments in community interaction when the community is well managed. The value
of community management should be clear. You have the power to encourage more engagement, spark bigger thinking, organize like-minded members into smaller groups, recruit more members and help shape much of how your community functions. When building an online community you must hire a community manager who is passionate about what the community is passionate about.

If your organization can’t necessarily spend the time and resources necessary to create their own online community, leveraging another platform, like LinkedIn, may be an option. Your audience may already have established a collection of engaged members and key influencers on their own.

**Why is user-generated content important?**

UGC combines every element of an online community that is contributed by users. It includes comments, forum postings, articles, pictures, videos, reviews and more. It’s the key to driving more traffic and creating an enticing environment that will make community members want to come back for more.

**Turn alumni into clients**

One of the best use cases for professional service firms to create online communities is to continue to engage alumni of your organization and maintain relationships that may ultimately lead to new client engagements.

Many professions (including law) have continuing education requirements, and providing access to training (and potentially free CLE’s) is a key reason alumni of your firm may choose to stay connected. Access to updates within their practice group is another.

One firm’s alumna said:

“I subscribe to receive subject updates - as a member of the Environment and Energy Group. I welcome updates about my old firm’s continued work in this area. They offer speaker events, CLE credit opportunities and contacts for other alumni - a very valuable tool.”

Because you’re designing your community with the human element in mind, your site’s design should reflect the simplest ways possible to engage new and old members alike in the conversation.

Designing for engagement requires a minimalist yet creative touch. It forces you to focus on the features that are most important to your community and eliminate the features that may get some use but only clutter up the page for most of your members. It also requires you to think about your community in a way that may break your traditional ideas of how to organize content on the page.

**Managing the community – engage users with content on the site**

The primary feature in an online community is facilitating audience interaction. A community is a bonding experience, and communication is at the heart of bonding. Knowing what motivates your community is a critical part of its identity.

Richard Millington of www.feverbee.com focuses on community management and offers this explanation: “If I’m managing a community, I want to get to know them. I ask them questions. I make jokes and tease members. When Patrick has forgotten his password for the third time, I tease him. I might send him my top ten ways to remember it (and reset it), or make a comical demand e.g. send me a picture of a puppy on a skateboard to get it back.”

Your members don’t want to interact with a personality-less corporate drone. They joined your community for real, personal interaction.
When you interact with them, make them feel like they’re interacting with a real person with a vested interest in the community.

Consider what common interest or goal your community is ravenous to reach. How does collective action help your community realize this goal? Is the outcome primarily based in self-interest or one-minded accomplishment?

Look at the demographics of your user personas. How small or big is the age range in your community? Is your community’s topic only relevant to a specific ethnicity or gender? Interaction doesn’t just happen. It takes a venue, a manager, an audience—but most of all, a purpose. By researching and understanding your community, you’ll have a better grasp of what motivates them. With that knowledge, you have the unique perspective you need to build a truly beneficial venue for interaction—driven by a strong, well-defined purpose. To learn more about community management, check out the Community Roundtable at http://www.communityroundtable.com/ for strategic, tactical and professional development for community managers.

Five ways to inspire trust in your community.

1. **A CLEAR VISION.** Outlining the vision you have for your community shows that you’re an inspired community manager.

2. **YOUR COMMUNITY’S MISSION.** Your community’s mission should clearly communicate what you expect members to get out of their experience.

3. **EASY-TO-FIND CONTACT INFORMATION.** Remember: the human element of your community is its most powerful force.

4. **FREQUENTLY ASKED QUESTIONS (FAQ) SECTION.** When community members run into issues (and they will), it’s comforting to know they’re not the only ones.

5. **AN EVOLVING COMMUNITY HISTORY.** To help new members feel at home, give them a narrative to follow that sheds light on how real people have helped your community grow.


Michael holds a Bachelor’s Degree in Physiology from SIU and a Masters in Management from Northwestern University, Kellogg School of Business. He lives in Evanston, Illinois with his wife Arlene, sons Noah and Benjamin, and their designer dog Alex.

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Heather Gleason

My name is: Heather Gleason

My title is: Senior Account Manager

I work for: CORT, A Berkshire Hathaway Company.

The company's product or service is: Short & Long Term Furniture Rental Solutions, Sound Masking Solutions and Acoustic Paneling Solutions.

The company has: Locations in every major city in the US.

Before becoming a business partner to the legal market, I was: Selling parts to the automotive industry internationally and selling low carbon scrap steel internationally.

I entered the legal market because: Technically, I’m not in the legal market, CORT simply supports it.

I have a degree in: Marketing, German and an MBA in Finance.

I support ALA because: Law firms are a large part of our client base, and the administrative teams are typically who we work with.

To be successful in the legal market, one has to: Be prompt, deliver on time, and provide a service that is second to none.

The thing I like best about being a business partner to the legal market is: They typically know what they want and when they want it by. They are easy to work with, and pay attention to detail!

The best advice I have received is: 10% of life is what happens to you and 90% is how you perceive it.

The best advice I would give to someone just entering the legal market is: Give CORT a call if you have a need for swing space or trial site furniture!

The best advice I would give to someone just entering the legal market is: Give CORT a call if you have a need for swing space or trial site furniture!

Three things I do well are: Follow up, organize myself and others, and follow through.

While I love my current job, my dream job would be: A photographer who travels around the world taking pictures for human interest features.

The last good book I read was: StrengthFinders 1.0

The last good movie I saw was: “Unbroken”…but the book was better.

The last vacation I took was: Hawaii with my kids.

In my free time, I: Love to bike ride, practice yoga, take long walks/hike with my dog, watch my kids play soccer, travel and watch live music entertainment.

I try to motivate myself and/or my staff by: Staying positive and sharing my positive energy.
Buon Giorno: Tips for Traveling in Italy

By: Jane Klenck

2. If you are accustomed to using a washcloth when you bathe, bring one with you. We stayed at three B&Bs, a timeshare condo and a Hilton Hotel and there was not a washcloth to be had in any of them.

3. When visiting the Colosseum (a definite MUST) in the height of the summer tourist season, spring for the private tour and save yourself HOURS of time waiting in line in the hot sun to get in. Tour groups get to go right in, and it’s well worth the money. The line of people waiting to get in with tickets they purchased on-line snaked on forever and the wait time was averaging 3 hours. We found a tour group for a nominal additional fee and were inside within 20 minutes. Nothing in the States feels old after walking through the Colosseum and the Roman Forum. The history!

4. When visiting Rome, bring CASH! And bring twice as much as you anticipate needing. Unlike the U.S. where everyone accepts credit cards and seem to prefer them to cash, in Rome many places accept cash only. Restaurants, shops, and even our B&B encouraged or required us to pay in cash.

5. If you find yourself in need of an emergency room, follow the signs for Pronto Soccorso and bring your Italian dictionary or phrasebook! I developed an ear infection while in Assisi and the hospital was the only place I could be treated. No minute clinics or immediate care places there!

6. If you find yourself in need of a prescription, say, to treat an ear infection, don’t expect to find an open pharmacy (farmacia) between the hours of 1:00 p.m. and 4:00 p.m. Especially in the smaller towns, many shops and businesses close during those hours. Even the gift shops!

7. If you drink coffee, don’t expect to get a take-out cup. Or a large cup of any kind. You’ll stand at the counter for a small espresso in a tiny cup. No grande or venti sizes in Italy!

8. Bring a refillable water bottle. Italy still circulates fresh, cold drinking water to fountains across the country via the Roman Aqueducts. This was a life saver in the 90 degree heat.

9. You can fondle Juliet’s breast for luck in love under her balcony in the courtyard of her home in Verona, but you better not have bare knees or shoulders when visiting any of the major churches or basilicas. If you attempt to enter these holy places in shorts or skirts that fall above the knee, or in sleeveless or revealing tops, you will be refused admission or charged for disposable wraps with which to cover yourself.

10. If you will be renting a car, beware! Italian drivers are crazy! They consider the rules of the road more like “guidelines” and weave in and out of the ridiculously narrow lanes, completely ignoring which direction the traffic is heading. Don’t ever expect to see anyone using a turn signal. And then there are motorcycles which ignore all signals, lights, and rules. We saw two cycle accidents, one of which almost hit our car. My husband deserves a gold star for surviving on the roads of Italy and keeping us in one piece for two weeks.

11. Italians eat dinner late. Most restaurants do not even open until 7:30 or 8:00 p.m., and don’t get crowded until 9:00 or 10:00 p.m. When dining in Italy, you must ASK for the check or you will never receive it. It is not automatically brought to your table at the end of your meal. And your server rarely returns at the end of the meal to ask if there will be anything else which would present the opportunity to ask for the check. So unless you want to be sitting in the restaurant until closing time, memorize the phrase “il conto per favore” and track down your server!

12. In Italy, tipping is not customary, at least not to the extent that it is in the U.S. If you feel compelled to leave a tip, €5 is plenty for a dinner for four people.

13. One of the best ways to experience Venice is to catch the sunset from the top of the bell tower in St. Mark’s Square. My favorite moment of our trip was spent at the top of the tower, watching the sun go down, the orange glow spreading across the city. The bells began ringing over our heads, and when our ears recovered, we watched the lights gradually come on throughout Venice, as the piazza below came to life with its dueling orchestras. No wonder it is known as one of the most romantic cities in the world.

14. Take a water taxi from Venice to the airport. While a bit pricey, it saves you more than an hour over the public service and gives you the speedboat ride of your life. We ended our vacation feeling like we were making a getaway in a James Bond movie. The perfect way to say Arrivederci to Italia.
The fall is a beautiful season in the Midwest as the foliage changes colors. Every autumn, nature puts on a brilliant display of color in many parts of the United States, including the Midwest. The foliage season usually begins in early September and ends in November.

The amount and brilliance of the colors that develop are directly related to the weather conditions that occurred during the preceding spring and summer seasons, with temperature and moisture being the main influences. A succession of warm, sunny days and cool, crisp, but not freezing nights would result in the most brilliant of foliage colors. While our summer so far may not fit this ideal scenario, the Midwest's fall foliage rarely disappoints. Here are some places in and around Illinois you might want to check out this fall:

**ILLINOIS**

**Galena** Galena shines in the fall, and the little river town in northwest Illinois' rolling hills continues to evolve. Take a cruise to admire the forested bluffs from the Mississippi River; shop and dine in downtown Galena; visit area vineyards for tastings and tours.

**Illinois River Road National Scenic Byway** An easy drive from Chicago, the Illinois River Road National Scenic Byway threads through natural areas and past water views, bluffs and brilliant fall foliage. Along the way, you’ll also find welcoming hearths, inspiring art and history, memorable meals, and locally produced wines.

**Morton Arboretum** The Morton Arboretum, located in Lisle, champions the world's trees through scientific study, conservation, education, and outreach. The Arboretum includes 1,700 acres of more than 222,000 live plants representing nearly 4,300 taxa from around the world. There is a fee for admission, but the grounds also include a Visitor Center, Plant Clinic, The Arboretum Store, Ginkgo Restaurant and Café, four-acre Children's Garden, one-acre Maze Garden, an environmentally-friendly parking lot, and a paved walking trail around restored Meadow Lake.

**Shawnee Hills Wine Trail** Along the Shawnee Hills Wine Trail, fresh-picked apples fill baskets at Rendleman Orchards' Farm Market, and apple dumplings tempt at Flamm Orchards. Walking trails around Cedar Lake cross creek shallows; hilly hikes through Little Grand Canyon and Giant City State Park shred stereotypes about Illinois' landscape. Dozens of bed-and-breakfasts and cabins burrow in the hills, and the wineries reveal personalities all their own.

**Starved Rock State Park** Located in Utica, Starved Rock is home to 13 miles of marked hiking trails, winding paths and generous foliage for your enjoyment. Offering guided hiking tours, trolley tours, lodging, camping, food and other amenities, your trip, only a couple hours from Chicago, will provide you with cliff top views and splendid fall colors and foliage.

**INDIANA**

**Brown County** Artists were drawn to Brown County a century ago for its rolling hills and natural beauty. Today, an artists' colony still thrives. It is a great destination for cool boutiques, artsy finds and cooking with a Southern touch. Visitors come to enjoy both the arts and the scenery, which is especially appealing in fall. Brown County State Park, Indiana's largest State Park, spreads over hills southeast of Nashville, offering activities such as horseback-riding, hiking and mountain bike trails.

**Parke County's Covered Bridges** Thirty-one covered bridges punctuate Parke County's landscape like the miniature buildings in a model train set. Here, 55 miles west of Indianapolis in the Wabash River Valley, you'll find the nation's highest concentration of covered bridges. Stop by the visitors' center in Rockville, pick up maps and set out on a self-guided trip through time. In October, tour buses roll in for the half-century-old Covered Bridge Festival.

**MICHIGAN**

**Keweenaw Peninsula** The only things you will find in Michigan's Keweenaw Peninsula in autumn are miles of coastline, fall color and Lake Superior lore. Take scenic drives, explore areas such as Haven Falls Park, learn about the region's copper heritage or just relax and take in the views.

**Mackinac Region** If you’ve only been to Michigan’s Mackinac region during the summer (or never been at all), you owe yourself a fall trip. Thanks to the insulating effects of the Great Lakes, the color show here often starts in late September and stretches into late October. Fall foliage forms a backdrop everywhere you turn: riding along on an island carriage tour; the Tunnel of Trees (State-119) near Cross Village; exploring Mackinac Island State Park; or crossing a forest-canopied bridge at Historic Mill Creek Discovery Park near Mackinaw City.

continued on page 24
Lake Geneva  Fall brings crisp days and radiant foliage only 80 miles northwest of Chicago’s Loop. Enjoy boat trips, observatory tours, boutique shopping, inventive restaurants and pampering lodgings. Stroll along the 21-mile lakeshore path that puts you, literally, in the backroads of the lavish estates that ring Geneva Lake. Fall activities include apple and pumpkin picking, corn mazes, and Oktoberfest (annually in October).

Door County  Many of the pioneers who settled in Door County in the 18th and 19th centuries came from New England, and their white clapboard architecture has earned Door County the moniker Cape Cod of the Midwest. In fall, as foliage turns fiery red and orange, the quaint maritime villages of Sturgeon Bay, Egg Harbor, Fish Creek, Ephraim and Sister Bay look all the more like New England. Door County has five state parks showcasing fall’s finest colors.

Cranberry Harvest  Family farms and berry-themed attractions in central Wisconsin draw visitors for the autumn cranberry harvest. About 100 miles northwest of Madison, farms grow more than half the nation’s cranberry supply. Come for the Warrens Cranberry Festival or explore the history of Wisconsin cranberries at the Cranberry Discovery Center.

Historic Hills Scenic Byway  On southeast Iowa’s 85-mile Historic Hills Scenic Byway, where the Des Moines River makes its stretch run to the Mississippi, you will find the Historic Hills scenic byway. The area is fairly quiet, although the annual Scenic Drive Festival in October swells towns such as Bentonsport, Keosauqua and Bonaparte with crafters, pancake feeds, pedal tractor races and old-time medicine shows.

Loess Hills  The Loess Hills, which the wind sculpted from silt deposits as glaciers retreated eons ago, dominate a narrow section of western Iowa in the Big Sioux and Missouri River valleys. Enjoy the area’s fall foliage from the Loess Hills National Scenic Byway, a 220-mile route that links prairies, parks, forests and overlooks stretching to the Missouri.

St. Louis  Visit the Gateway Arch, stroll the Missouri Botanical Garden, roam the 1,200 acres of Forest Park, indulge in silky frozen custard at Ted Drewes...you’ll find many ways to celebrate the season in St. Louis.

Wine Trails  If autumn could be captured in a glass, it would be this: a cabernet sauvignon, glistening ruby red like fall leaves, reflecting the golden glint of the late-day Missouri sun. To capture this vignette, travel one of central Missouri’s wine trails, with many wineries near Hermann and Defiance along the Missouri River. When October arrives, the region gives a new twist to Oktoberfest festivities by celebrating with fall winery tours and tastings.
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The Workplace Is What You Make Of It: 5 Tips For Working With Remote Teams

1. BE THERE
Not physically there, but virtually there. Be available and reachable easily during business hours. You should never be more than a phone call away for clients, colleagues, direct reports, or superiors.

2. SET EXPECTATIONS
Create a manifesto among your team. Everyone should understand what time they need to be logged on, what time is appropriate to log off for the evening, and what response time your co-workers need on projects. These seemingly trivial rules will make everyone feel at ease throughout their workday. An overworked employee won’t last long, and an employee that feels stressed about not working enough won’t last long either.

3. OVER-COMMUNICATE OVER-THE-PHONE
In our digital age, it might seem easier to fire off emails one after the other. But, especially when working remotely, too many emails can be cumbersome. If you have to scroll down to finish reading or writing an email, pick up the phone! This will save you time, headaches, and confusion. OVER-communication is key. Let your team know if you’re stepping out for lunch, a doctor’s appointment, or cranking on a project for a few hours. If you might be out of touch for a bit, your co-workers should know.

4. CREATE A SPACE
Although a full-fledged home office might not be feasible, make sure you have a table, desk, or even a local coffee joint free from distractions. Under no circumstances should you ever be working from your bed. You need a designated space to get things done. This will help you get into the right mindset, stay more focused throughout the day, and be able to truly unplug after working hours. Again, an overworked employee won’t last long.

5. HAVE FUN
Bringing an element of fun into the workplace is needed for any generation, but especially for Millennials. Suggest a virtual pizza party, or annual retreat with the whole team. It’s important to log some face time throughout the year and keep everyone connected.
The Greater Chicago Chapter of the ALA recently hosted a Bi-Monthly luncheon at Shaw’s Crab House. At this wonderful new venue, the Community Relations Committee was thrilled to be able to present Project Onward with a check in the amount of $9,929.00 for the proceeds from the 2015 Casino Night. Project Onward also collected money for their organization directly at the event by selling artwork and portraits. Project Onward is a nonprofit studio and gallery for professional artists with mental and developmental disabilities. Member artists range in age from early-20s to early-70s and represent over 30 Chicago neighborhoods and several suburbs. For more information, visit www.projectonward.org.
Although I spend most of my time helping law firms protect themselves and their practices, I am a strong advocate for using the Internet – as long as that use is ethical, intelligent, and effective. In February 2015, for example, I left a 230-lawyer firm to open my own two-lawyer practice. When I updated my LinkedIn profile to reflect this move, I promptly received a flood of attention, good wishes, lunch invitations, and even new work. Activity on my LinkedIn profile looked like this:

In other words, I generated more than 300 page views with about 30 minutes of work – and at no cost. As a lawyer starting a new business, this was marketing I could not otherwise afford. And my daily visits continue to run about three to four times pre-announcement levels.

Virtually every law firm today needs some facilities to run a “virtual” practice, whether that includes marketing the firm, serving the clients, or simply accessing information online. Yet errors made on line can also have much broader negative impacts than mistakes made off line. A foolish post or negative client comment, for example, may haunt a law firm for years.

To combat such problems, I offer the following fifteen tips. Several suggestions are modified from points I discussed during the very enjoyable presentation I gave to the ALA Chicago Chapter in June 2015. Some are also reworked from an article that I published in the ABA publication Law Practice in July/August 2010.

1. **Familiarize yourself with technology.**

   As part of the work of its Ethics 20/20 Commission, the American Bar Association in August 2012 added language to the comment to ABA Model Rule 1.1, the duty of competence, to specify that maintaining confidence includes keeping abreast of relevant technology. Comment [8] to ABA Model Rule 1.1 now states:

   To maintain the requisite knowledge and skill, a lawyer should keep abreast of changes in the law and its practice, including the benefits and risks associated with relevant technology, engage in continuing study and education and comply with all continuing legal education requirements to which the lawyer is subject.

   Illinois has not yet adopted this amendment, but keeping abreast of technology remains important. After all, the “ostrich defense” of sticking your head in the sand will not result in good practice, nor will it help your firm or its clients when facing some of the negative impacts (like data releases, missed deadlines, or mishandled client leads) that may result from misunderstanding or misusing technology.

2. **Use the technology that best helps your practice.**

   Technology can be very helpful perhaps to every law practice. I have a website, am active on LinkedIn, receive payments by credit card, and manage client files and billing using cloud-based law practice management software. All these resources help me reach and communicate with prospects, serve my clients, and operate my practice effectively, while doing a considerable amount of traveling and working from home.

   That said, the mix of technology that I use may not be right for you. You need to understand what you are trying to do, and to identify the right technologies that will help you do it.
This aside allows me to answer the most common question I receive when people see the LinkedIn data posted above. Does your firm need to be active on LinkedIn? Frankly, I do not know, because I do not know about your firm or its practice. But I knew that LinkedIn was a key online network for professionals, including lawyers. Since most of my prospective clients are also lawyers, I have been building my network on LinkedIn for years – because it made sense to do so for my practice. Meanwhile, I have largely neglected Facebook, again because it makes less sense for my practice.

3. Adopt secure procedures for accessing and saving information on the Internet. Today it is very easy to access and post information, either publicly or on file-storage websites like Drop-Box. Easy access, however, does not mean safe access.

Lawyers generally have obligations to protect client information, including under the duty of confidentiality in Rule 1.6 and the duty to protect client property in Rule 1.15. (Illinois has not yet adopted another 2012 change to the ABA Model Rules, the addition of Model Rule 1.6(c) to require safeguarding client information, but most ethics lawyers see this as only clarifying pre-existing obligations.) To satisfy these obligations, law firms should ensure their lawyers and staff are taking reasonable steps to protect client confidences when moving documents and information between work and home, and accessing the Internet.

Unprotected public Wi-Fi systems are readily susceptible to interception and interference. Free on line file storage sites, which may provide for the site to have unrestricted rights to use and share any information posted, or remove any liability should information be mishandled for client activities, should be avoided if at all possible. Law firms should therefore encourage and provide resources so that lawyers and staff may safely move information between worksites, and also access the Internet, without opening the firm and its systems to easy attack from hackers and others.

4. Post only what is true. Ethics rules – in particular Illinois Rules of Professional Conduct 4.1, 7.1 and 8.4 – require lawyers to avoid misrepresentations. These requirements apply to communications including Web sites, chat room posts and blog comments. Therefore, I generally advise law firms only to post on the Internet what they want to include in an affidavit, upon which disciplinary counsel could cross-examine them. When misstatements are made, responsible lawyers – even law firm management – may be held responsible for the errors.

More dangerous for professional liability purposes are misstatements that exaggerate a lawyer’s experience and abilities. Individuals making claims against lawyers often use online boasting as exhibits in depositions and cases to suggest the lawyer was dishonest or misled a client, perhaps in support of a fraud claim or to suggest the lawyer is lying about other matters.

One common misstatement is listing practice areas in which the lawyer does not actually practice. In addition to the risk of violating Rule 7.4 (related to claims of specialist status), false claims of expertise can be particularly damaging in a malpractice case. In addition, underwriters sometimes review law firm sites to see if the practices described (and corresponding risks) match information listed in an application. Inconsistencies between a firm site and application may affect the availability and cost of professional liability insurance. Listing a practice on a Web site but not on an insurance application may also impact insurability for claims arising from that practice.

5. Don’t write about clients without consent. Ethics rules and fiduciary obligations limit what a lawyer may say about a representation without a client’s consent. Perhaps the most (in)famous example involved an Illinois public defender who blogged about her criminal defendant clients. She avoided using the clients’ names, but provided ample details so clients could be readily identified – even in connection with some of her very critical comments. This and related conduct resulted in a 60-day suspension.

Such stories should cause lawyers to pause before writing anything about clients or client matters. Lawyers should also run conflict checks before posting materials about pending legal matters to ensure their firm does not represent a party involved in the matter. During my June 2015 presentation, I shared the recent story of a large law firm that proudly trumpeted its successful representation of the FTC could run the firm’s name through its database, and readily identified the cloud-computing company client in response to a reporter’s inquiry. Technological advances, even of government systems, make connecting the dots far too easy. Lawyers should therefore
be extra vigilant that their actions do not result in the inadvertent disclosure of client confidences.

6. Limit investigations to publicly available information. In addition to protecting their own and their clients’ confidences, lawyers should avoid improper access to adversaries’ confidences. Lawyers sometimes guess at or determine other ways to circumvent passwords. One Kentucky firm was sued recently for allegedly using spyware to capture an adversary’s emails.

Philadelphia Bar Ethics Opinion 2009-02 cautions against using a third person to seek access to an adversary’s social networking site. While this opinion may push the limits of Illinois Rule 4.4, which restricts means a lawyer uses for obtaining evidence from third parties, in numerous instances lawyers have faced lawsuits, disciplinary complaints or sanctions for guessing passwords or otherwise improperly gaining access.

Instead of trying to trick or force their way into nonpublic areas, lawyers should use proper means, such as sending a subpoena, to gain access to emails, nonpublic web sites and other protected information.

7. Keep evidentiary information around. Clients sometimes post information that may harm their legal interests. The most common example is a client charged with driving while intoxicated who later posts photos involving drinking on a social networking site. The most famous, however, is likely the Virginia widower who posted pictures of himself partying while wearing an “I [heart] Hot Moms” t-shirt shortly after the accident. The widower’s lawyer ultimately lost his license for trying to destroy or otherwise prevent disclosure of this and other harmful images.

Lawyers seeking to limit the damage from such posts can certainly advise the client not to post additional damaging information. However, they should be careful to avoid suggesting taking down a site or page because this may violate Rule 3.4 or constitute spoliation of evidence. Applicable law may limit a client’s ability to remove relevant and damaging material, at least when that material is not preserved in some comparable format (such as on disk).

8. Avoid answering legal questions. Many sites allow people to post or answer questions. When lawyers post answers, this can create numerous dangers.

Providing substantive answers to online questions is almost always a bad idea. Those receiving answers often believe they are receiving legal advice. Yet the lawyer and law firm often have very little information about the client and the client’s situation. Also, often the lawyer is not licensed where the recipient is located, increasing the risk of unauthorized practice or inaccurate advice.

If a lawyer feels compelled to help, the lawyer could instead advise what type of lawyer to seek, or perhaps offer contact information, as long as the jurisdiction’s rules allow it. (See Rule 7.3(b).) This would allow the law firm to follow normal intake procedures, such as conducting a conflict check, and obtain adequate information before trying to provide legal advice.

9. Protect your own online information. Law firm lawyers and staff often use social networking and similar sites for personal and professional reasons. They may want to share professional updates with other lawyers, clients and potential clients, or personal information with friends. The danger is in unwittingly exposing client contacts to competitors, or allowing professional colleagues to see private photos or information. I have seen a public LinkedIn profile of a senior partner that contained information more appropriate for an online dating service, and lawyer posts that provide strategy for upcoming mediations.

While such content is likely not a liability concern, it can be a significant practice development concern. Lawyers should be careful about what they are posting, consider who can see such posts, and pay careful attention to the online services’ privacy settings. This concern particularly arises when lawyers are lax about whom they accept as friends or connections on these sites.

10. Keep sites updated and accurate. When lawyers provide legal resources on their web sites, such as statutes, rules and articles, they should ensure that such information remains updated and accurate. It seems unlikely someone would file a claim against a law firm for posting outdated information, particularly if the firm included appropriate disclaimers regarding when the information was last updated and that viewing the information does not create a lawyer-client relationship. But providing outdated information certainly will undermine any effort to convince a viewer of the firm’s expertise.

11. Avoid announcing competency standards. Law firm sites often propose best practice standards. Lawyers creating these standards should be careful to avoid saying what a prudent lawyer would do unless these lawyers always satisfy such standards themselves. A better approach is to list what a lawyer “may” or “often should” do. This leaves room to explain why those actions were not appropriate considering the particular circumstances of a matter.

12. Avoid unconsented use of trademarked or copyrighted information. Law firms sometimes include corporate names or trademarks on their sites, or post information that others have copyrighted. In at least one instance, an immigration law firm effectively pirated the blog and other resources of another immigration firm. Use of protected information without permission may result in expensive claims that are not covered by professional liability insurance.
Some law firms are also paying for ad words so that their advertisements appear when someone uses a search engine to look for another law firm, or for information about targets of claims the firm files. While these ad word purchases likely do not violate the law or ethics rules, they have resulted in several lawsuits, and may also result in bad publicity or claims – particularly when the ad words used are a competing lawyer’s name or firm.

13. Beware what others say on your site.
The Internet has made it easy for anyone to broadcast a message, and that includes comments to posts. Law firms with sites that allow comments should be aware that they are likely to be held responsible for what others say about the firm, or post, on its Web site.

South Carolina Ethics Opinion 09-10 warns lawyers that they will be responsible for any content they directly or indirectly place, disseminate or endorse. Thus, a lawyer who endorses or disseminates a client testimonial will be responsible for the testimonial’s contents. Although not discussed in the opinion, it also seems likely a lawyer may be responsible if a client posts materials about pending litigation when such posts violate Model Rule 3.6, or criticize judges in violation of Model Rule 8.2.

Recent media reports also suggest it is more common for people to bring suits and subpoenas to pursue the identity of defamatory commenters. To avoid such subpoenas and claims, law firms should take care to control what others place on their sites. This includes monitoring and either blocking or removing defamatory blog comments or social network site posts.

14. Be careful what you say about others.
The web’s informality makes it very easy to say something inappropriate about the lawyer or client on the other side of a matter. Aggressive or nasty comments made in an unguarded moment or in the heat of a contentious litigation matter could result in a defamation claim. The circumstances in which the comments were made can determine whether there is coverage under your malpractice policy. Making a nasty comment on a blog in the course of providing professional services to the client isn’t worth it.

15. Presume everyone will know everything said or done.
Finally, law firms should presume that everything they do or say online will become public. When I read stories of lawyers getting in trouble online, I often wonder, “What were they thinking?” Too often the obvious answer appears to be, “They weren’t.”

While the Internet offers great assistance in representing clients and building a practice, it also offers many ways for lawyers to get into trouble. Hopefully this list will help you avoid problems the next time you’re thinking of doing something potentially dangerous online.

Michael Downey is a legal ethics lawyer and founder of Downey Law Group LLC, a law firm devoted to legal ethics, law firm risk management, lawyer discipline defense, and the law of lawyering. Michael has taught legal ethics at Washington University and St. Louis University, chaired the ABA Law Practice Division, and testified as an expert witness in Missouri, Kansas, and the District of Columbia. Reach Michael at (314) 961-6644 or Mdowney@DowneyLawGroup.com. © Michael Downey. All rights reserved.

Portions of this article were adapted from an article Michael Downey published in the July/August issue of the ABA publication Law Practice.
Test your knowledge

1. Which of the following is protected by the Sarbanes-Oxley Act?

A. Board members who approve changes in financial reporting practices.
B. International employees who pay foreign officials to obtain business.
C. Employees who report violations of federal security laws.
D. Managers who provide accurate information regarding former employees.

2. What is the typical relationship of the strategic planning process to the environmental scan?

A. The environmental scan is optional if an organization does strategic planning.
B. The environmental scan is done in lieu of strategic planning.
C. The environmental scan is done in conjunction with strategic planning.
D. The environmental scan is done by one group, and another group completes strategic planning.

3. Which of the following is most likely to prevent ethical violations:

A. Training employees on laws and regulations with which they must comply.
B. Requiring applicants to pass an honesty test.
C. Creating a chief ethics officer position for the company.
D. Creating a code of ethics and training all employees.

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The ALA Certified Legal Manager (CLM) program has been helping legal managers chart their courses to personal satisfaction and professional success for more than 10 years. Discover how CLM is right for you at www.alanet.org/clm.
On June 17, Terry Burel, a Senior Global Training Consultant at Franklin Covey, presented a webinar entitled, “Project Management Essentials for the Unofficial Project Manager.” Ms. Burel shared the ins-and-outs of project management and its use for continued and improved firm success.

The pressures of client demands and expectations, the increasing competition for legal work, and changing profit equations has pushed law firms to operate more efficiently and cost effectively. With this changing landscape, law firms have started to adopt a methodology that has long been privy to corporate America: project management. This is not to say project management is a completely new concept in the law firm. However, legal professionals are now relying on the more structured and systematic approach of project management in order to meet client and firm expectations. It’s not unusual these days for clients to ask about a firm’s project management processes.

As defined by the Project Management Institute, a project is a temporary endeavor undertaken to create a unique product, service, or result—temporary in that there is a start and end time, and unique in that it lies outside routine operation.

The success of any project boils down to two components: the people and the process. The people, the team assigned to the project, must interact with one another in a specific manner to be most effective. Desirable behaviors that promote success are respect, accountability, listening, and clarity of expectations. These four foundational behaviors inspire team members to perform with excellence. The underlying principle here is communication. The majority of a project manager’s time, arguably up to 90% percent, should be spent communicating. We see that every day in our role as leaders in human resources. It is no different when you are trying to see a project through to completion. Based on this foundation, it is crucial that a project leader or manager fulfill his or her role in managing the process, of course, but above all, the people.

The second component of a project’s success is the process. A successful project operates through a structured framework: from the project’s initiation, development of a plan, the execution of that plan, to the project’s close. This framework provides a predetermined avenue to address all aspects of the project. For example, the constraints - including the scope, quality, resources, budget, risk, time – are identified and prioritized during the development of the plan. The identification of constraints is essential to determine prior to the plan’s execution. Throughout its entirety, the project should be continuously monitored with a clear line of communication for status reports and changes.

A successful project has met or exceeded expectations, optimized resources, and built team confidence and morale. To achieve this success, law firms have used project management strategies, like the one outlined above, to meet the challenges and pressures of the market. Ultimately, project management leads to better cost control, risk management, effective planning, and resource allocation. And above all, it leads to an engaged team, ready and willing to begin the next project with confidence. With that said, celebrate the completion of a successful project, and move on to the next one! 

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April 7, 2015

To:        The Board of Directors of the Greater Chicago Chapter of the Association of Legal Administrators

Re: Audit Committee Report for the Fiscal Year April 1, 2014 to March 31, 2015

We have examined the accompanying Final Statement of Revenue and Expenses for the twelve-month period ended March 31, 2015.

Our examination included:

1. Reconciling the beginning and ending cash balances.
2. Tracing randomly selected deposits and disbursements to the respective bank statements.
3. Reviewing supporting documents and certain key data to assess reasonableness.

In our opinion, based on the examination described above, the aforementioned statement presents fairly the cash revenues, cash disbursements, and change in cash balances for the fiscal year ended March 31, 2015.

The 2015 Audit Committee

By: [Signature]
Michael Motyka
Butler Rubin Saltarelli & Boyd LLP

By: [Signature]
Alan Goldman
Barack Ferrazzano Kirschbaum & Nagelberg LLP

By: [Signature]
Mary Lynn Wilson, CLM
Cray Huber Horstman Heil & VanAusdal LLC
ALA’s Business of Law Conferences

ALA’s Business of Law Conferences provide the crucial education for strategy, innovation, profitability and leadership.

**Business of Law Conference – Central**  
*September 10-12, New Orleans, LA*

**Business of Law Conference – East**  
*October 1-3, Atlanta, GA*

**Business of Law Conference – West**  
*October 22-24, Las Vegas, NV*

Specialty Conferences

**Large Firm Principal Administrators Retreat**  
*August 6-8, Colorado Springs, CO*

**Law Firm Management Essentials**  
*Formerly known as Essential Competencies for Legal Administrators (ECLA)  
*September 16-18, Chicago, IL*

**Corporate Law Department Symposium**  
*Hosted by the Boeing Law Department  
*September 17, Chicago, IL*

**Intellectual Property Conference for Legal Professionals**  
*October 8-9, Annapolis, MD*

**Managing Partner/Executive Director Forum**  
*October 19-20, Orlando, FL*

[alanet.org/events](http://alanet.org/events)
The professional relationship between client and attorney depends on the ability to maintain client confidences. Yet the rise of the internet and the expanding use of mobile platforms, combined with the steady march of globalization, have made it ever more difficult to protect sensitive information. High profile data breaches have become an almost-daily occurrence. Given their status as repositories of personal and corporate secrets, law firms are increasingly attractive targets to hackers. At the same time, new technologies promise greater efficiency and responsiveness in the practice of law. It is within this challenging context that law firms of all sizes are adopting cloud-based computing services.

From the standpoint of the legal administrator, the first thing to recognize about cloud computing is that its use implicates the ethical responsibilities of attorneys. Indeed, one of those responsibilities is to ensure that the conduct of a non-lawyer employed or retained by a lawyer is compatible with the professional obligations of the lawyer. The question when and how a law office will use the cloud cannot merely be handed off to the legal administrator, without input from the firm’s attorneys. Nor does it satisfy attorneys’ ethical responsibilities simply to delegate decisions over cloud computing to a third-party vendor. Therefore, it is necessary for all legal administrators to have at a minimum a basic understanding of the technology behind cloud services.

In cloud computing there are three types of clouds: Public, Private, and Hybrid. A public cloud provides services and infrastructure off-site over the internet. With a private cloud, services and infrastructure are maintained on a private network. A hybrid cloud combines features of both public and private clouds. There are also various types of cloud services, including Infrastructure as a Service (“IaaS”) and Software as a Service (“SaaS”)—the two models most likely to be used by law firms. IaaS is a self-service model for accessing, monitoring, and managing remote datacenter infrastructure and allows a law firm to collect, store and use data remotely. Amazon Web Services, Microsoft Azure, and Google Compute Engine are examples of IaaS. SaaS makes up the largest cloud market and allows for the delivery of applications through the web, often with no downloads and only the use of a browser. Microsoft Office 365 and Google Apps are two SaaS examples.

Armed with a basic understanding of cloud computing, a legal administrator, in consultation with the firm’s attorneys, must take account of the ethical responsibilities implicated by the firm’s use of the cloud. Fortunately, cloud computing has been around long enough that a number of state bar ethics agencies have had the opportunity to offer guidance on this question. Though there are nuances from state to state, that guidance is generally consistent in identifying certain ethical obligations that should be kept in mind as a legal practice adopts and makes use of cloud computing:

- **The duty to preserve client confidences.** The obligation not to disclose client confidences is at the core of the attorney-client relationship, and is perhaps the ethical responsibility most obviously implicated by the decision to put client materials in the hands of a third-party vendor of cloud services.
- **The duty to safeguard client property.** Lawyers have an obligation to keep client property “appropriately safeguarded.” That obligation extends to the (often valuable or sensitive) information entrusted by the client to the attorney and other materials in the client file.
- **The duty to communicate.** Lawyers must “reasonably consult” with clients about the means used to achieve the client’s objectives. Available ethics guidance, particularly more recent opinions, appear to recognize that client consultation may not be required in each instance involving use of the cloud. Nevertheless, particular circumstances—for example, the handling of particularly sensitive intellectual property—may dictate advance client consultation before the decision is made to store specific information on the cloud.

These ethical obligations give rise to a number of practical considerations with regard to a law firm’s use of cloud technology.

**First,** to fulfill the attorneys’ ethical obligations, any law practice must exercise reasonable diligence in selecting a cloud service vendor and in reviewing the terms governing the services to be obtained. In selecting a vendor, the following areas, at a minimum, should be investigated: reputation and track record; financial stability; the existence of procedures and infrastructure to protect against unauthorized disclosure or theft of information; and the existence of procedures and infrastructure to prevent interruption of service or loss of information in the event, for example, of a natural disaster. It is also important to scrutinize the agreement (often called a “Service Level Agreement,” or “SLA”) that governs the terms of service. For
example, any attempt by the vendor to assert an ownership or security interest in data stored on the cloud would run afoul of the obligation to safeguard client property. Various state bar ethics opinions suggest a non-exclusive list of additional terms and conditions that should govern the relationship with any cloud vendor. These include the obligation to preserve security and to have protections against reasonably foreseeable attempts to infiltrate data, provisions concerning the handling of confidential data, an agreed method for data retrieval if the cloud vendor goes out of business or there is otherwise a break in continuity, and an obligation to host the data only within specified geographic areas with laws that afford adequate protection for data security and privacy.

Second, even when a vendor has been carefully selected and appropriate terms negotiated, any safeguards will be only as strong as the weakest link in the chain. Storing information in the cloud necessarily entails the need to access it. Therefore, a law firm that has opted to use the cloud should make sure that it has taken reasonable steps, with regard to its own policies and practices, to ensure compliance with the ethical obligations discussed above. Those steps should include training and technology to prevent data breaches at the law firm level. Ideally, a law firm should have alternate means of connecting to the internet so that client data can be accessed at all times. The firm should also have in place a plan to notify clients and appropriate authorities in the event a data breach occurs.

Finally, the use of cloud computing requires constant evaluation in response to changing technology and specific client imperatives. A matter involving particularly sensitive client information might trigger the obligation to obtain client consent to the use of the cloud, or might warrant additional security measures that have not previously been put in place. Further the obligation to stay abreast of the benefits and risks associated with relevant technology may very well require the law firm, from time to time, to reevaluate its use of cloud services.

In sum, cloud technology is a powerful tool that can enhance the provision of legal services. But, as with any other tool employed by the legal profession, the lawyer’s ethical responsibilities must be at the forefront when a law firm decides to use any form of technology. All legal administrators must therefore ensure that when new technology is evaluated, they consult with their firm’s lawyers, and inside or outside counsel with expertise in the technology and the applicable legal issues.

**Best Practices:**

**Coffee & Breakroom Supplies**

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- Water, Juices, Sodas and Other Cold Drinks to Suit Everyone’s Taste
- An Array of Prepackaged and/or Microwaveable Meal and Snack Products, Including Many Healthy Alternatives from which Employees can Choose
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ALA and the Greater Chicago Chapter team up as they commemorate ALA’s 44th Anniversary

We are celebrating the Association of Legal Administrator’s (ALA) Anniversary by giving you a present! Together, the ALA and the Greater Chicago Chapter are offering a limited opportunity for substantial savings on the cost of dues for new members only to each organization.

The ALA celebrates its 44th Anniversary in 2015 with the launch of its “Add One More for $44” new member campaign. To commemorate the occasion and extend the opportunity for membership to more individuals, every new member who joins online will receive a unique code that can be passed on to a second new member who can join online for only $44 in the current 2015 term. The cost for the first member is $225, a substantial discount from the regular dues of $350. As with all midyear memberships, this membership will be renewable on January 1, 2016. The “Add One More for $44” campaign will run online through October 31, 2015.

How it works: Each new member who joins online will receive an email message after joining that explains the opportunity and provides the “Add One More for $44” unique, one-time code. The code can be shared, and the second member will enter this code on the final payment screen in the online joining process to receive the anniversary dues rate. To join ALA go to www.alanet.org/membership/.

This is a great opportunity for new potential members within a firm or friends/colleagues at different firms to take the plunge and experience the benefits of membership. Both members will, of course, be eligible for members-only savings on all fall educational events, too! They can also take advantage of the “buddy system” so they know at least one person when they attend Chapter events for the first time.

Not to miss a beat, the Greater Chicago Chapter is offering another reason to join what we consider to be one of the most dynamic and forward thinking local Chapters in the country. We too are offering new members the chance to join for $44 (originally $100) through October 31, 2015. Be sure to take advantage of this great price. To join the Chapter, you must be a member of ALA National. Once you have completed your registration with ALA, complete your Greater Chicago Chapter online enrollment.

For more information, please see our Membership Brochure. Please contact our Membership Director, Susan Burdett, or our Director of Member Experience, Sheri Stone, with any questions.
ALA MEMBER SURVEY:
PRODUCTIVITY AND PROFITABILITY TOP OF MIND

UPS surveyed 450+ attendees at the 2013 Association of Legal Administrators (ALA) National Conference to uncover the most pressing business and operational challenges and key focus areas of law firms in the future.

TECHNOLOGY & EFFICIENCY

The greatest day-to-day challenges

- 56% Time management
- 46% Managing costs & expenses
- 30% Office inefficiencies & technology issues

Nearly half of ALA members surveyed reported that their firms plan to invest in technologies in the next year to increase competitiveness and grow their business.

CLIENT SERVICE

Key focus areas for law firms in 2013

- 49% Client service
- 47% Business development
- 41% Cost management

87% of respondents identified client service as their top priority.

MARKETING & BRANDING

- Reported marketing and branding as a key focus in 2013: 31%
- Will invest in marketing and branding in 2014: 46%
- More than half of respondents report that printing a firm's logo or branding on an express shipping envelope is beneficial: +50%

DIGITAL VS. PAPER

Following general correspondence items, invoices and court briefings are the most common documents moving to digital formats.

- Invoices
- Court briefings

Overnight shipping is essential for contracts and client proposals, which are the documents least likely to move to digital formats.

For more information on UPS services and solutions, contact:
Anthony Perrino at 630-800-6654, aperrino@ups.com, or visit ups.com/professional.

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