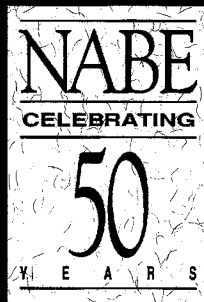


NABE

**What It Is—
And How It Came To Be**



NATIONAL ASSOCIATION OF
BAR EXECUTIVES

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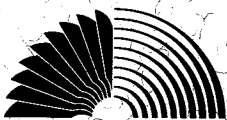
**National Association
of
Bar Executives**

ON THE OCCASION OF ITS

50th

A N N I V E R S A R Y

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NABE

**What It Is—
And How It Came To Be**



NATIONAL ASSOCIATION OF
BAR EXECUTIVES

NABE Annual Meeting
Atlanta, Georgia
August 1991

This history has been prepared for NABE's 50th anniversary meeting held August 6-9, 1991, in Atlanta.

Just since 1983, when NABE last met in Atlanta, a number of changes have taken place. In 1983, NABE had about 400 "members," although at that time only organizations were officially members and there was one vote for each bar association.

Now NABE membership—broadened to individual memberships in 1988—stands at a record 519, with 479 regular, five associate and 35 honorary members. Of the 479 regular members, 191 were chief staff executives and 288 were other professional staff members. The sections of NABE also show record memberships in 1991. The Communications and Public Relations Section, founded in 1976, had 128 members; the Governmental Relations Section, founded in 1983, had 54; and the new Continuing Legal Education Section, formed in 1990, had 66.

The 1983 NABE Annual meeting included 23 educational and business sessions and five social events.

The 1991 Annual meeting will focus on 50th anniversary events. But these will be backed by a total of 58 educational and business sessions of the association, its three sections and its 15 committees, together with eight other social events.

Special thanks to the Type & Design Center, Inc., Latham, NY for book design and typography and to Edward P. Smith, former Executive Director of the Rhode Island Bar Association for his illustrations of NABE past presidents.

NABE Fiftieth Anniversary logo designed by Greg Albright, Borshoff & Company, Indianapolis, IN.



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Cooperation and coordination of members of the legal profession in a unified national effort had, since its beginning, been a goal of ABA leaders. From its founding in 1878 until the present time, ways to implement such a national effort to increase the influence and leadership of the legal profession have been sought. In the early years of the organization, pleas for unity were aimed at individual members of the ABA. It was not until 1916 that Elihu Root, then president of the ABA, directed his plea for “coordination



The new permanent, though often part-time, volunteer-lawyer secretary who came aboard for many state and local bar associations during this period, proved to be an important key to a unified national bar effort.



and cooperation” to the leaders of state bar associations rather than individual ABA members. That year he invited the presidents of state bar associations to a Conference of Bar Association Delegates in Chicago. The purpose of the meeting, Mr. Root announced, was “...not to carry through any cut-and-dried plan, not to aid anybody’s proposal, but in the hope that the presence in Conference of representatives of bar associations generally may result in practical suggestions which will effectuate better cooperation of the national, state and local bar associations...”

While many of his predecessors had called for cooperation and coordination, Mr. Root was the first to publicly recognize that the key to achieving a unified national effort of the legal profession was the state and local bar association. And though it was to take years for such unified effort to be successfully implemented, Root’s plea was a timely one, since it came at a period when state and local bar associations were beginning to grow in strength and numbers. Even more importantly, it came at a time when the office of permanent bar association secretary was being established by a few of the state and local bar associations.

The weakness of earlier attempts to coordinate the activities of the various bar associations into a unified national effort had been that the pleas for such unity were made to elected officials of bar associations — offices which changed from year to year — so no continuity of purpose or program was possible. Prior to the institution of the office of bar secretary, there had been no one to provide the continuity of direction and the sustained effort necessary to achieve the results sought through a “coordinated and cooper-

ative" national program. The new permanent, though often part-time, volunteer-lawyer secretary who came aboard for many state and local bar associations during this period, proved to be an important key to a unified national bar effort.

It was at the meeting in Milwaukee, in 1934, that a few of these secretaries came together nationally for the first time, as an independent group, to explore ways in which the efforts and activities of their various associations might be better coordinated.

This Milwaukee meeting was, no doubt, the first real move toward what was to become the present autonomous and independent organization of bar executives — the National Association of Bar Executives! However, one cannot ignore the fact that it was in conjunction with an American Bar Association meeting that this took place, and that it was previous ABA committee and section activities that provided the opportunity for the initial contacts between the secretaries. This led to their eventual coupling as an autonomous organization, though still closely allied with and dependent, to a great degree, on the ABA.



First Meeting



The meeting in Milwaukee resulted from an invitation sent by Gilson G. Glasier, Secretary-Treasurer of the Wisconsin State Bar Association, and R. Allan Stephens, Secretary-Treasurer of the Illinois State Bar Association, to bar association secretaries who were to attend the 1934 annual meeting of the American Bar Association in Milwaukee. The following letter was sent to the Secretary of the Alabama Bar:

EXECUTIVE COMMITTEE

T. L. DOYLE, PRESIDENT
FOND DU LAC

YO A. OESTREICH, VICE PRESIDENT
JANESVILLE

JOSEPH MARTIN, GREEN BAY
CHAIRMAN JUDICIAL COMM.

BENJAMIN POSS, MILWAUKEE
CHAIRMAN COMM. ON ANNOT. OF LAW

A. L. HOUSEN, MANITOWOC
CHAIRMAN COMM. ON NEGROLOGY

JESSE E. HIGBEE, LA CROSSE
CHAIRMAN MEMBERSHIP COMM.

MALCOLM K. WHYTE, MILWAUKEE
CHAIRMAN COMM. ON QUALIFICATIONS
FOR THE BAR

OTTO A. OESTREICH, JANESVILLE
CHAIRMAN PUBLICATION COMM.

R. B. GRAVES, WISCONSIN RAPIDS
CHAIRMAN COMM. ON JUDICIAL
SELECTION

GILSON G. GLASIER, SEC. & TREAS.
MADISON

ARTHUR A. MCLEOD, ASST. SEC.
MADISON

**BOARD OF GOVERNORS
(BY CIRCUITS)**

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RACINE

2ND FRANK T. BOESSEL
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MILWAUKEE

GERALD P. HAYES
MILWAUKEE

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REGINALD I. KENNEY
MILWAUKEE

3RD FRANK E. KEEFE
OSHKOSH

4TH OSCAR L. WOLTERS
SHEBOYGAN

5TH HARRY E. CARTHEW
LANCASTER

6TH ELMER E. BARLOW
AFRODIA

7TH R. B. GRAVES
WISCONSIN RAPIDS

8TH FERRIS M. WHITE
RIVER FALLS

9TH H. M. LANGER
BARABOO

FRANK W. LUCAS
MADISON

10TH STANLEY A. STADL
APPLETON

11TH TOM L. YATES
AMERY

12TH WM. H. DOUGHERTY
JANESVILLE

13TH E. A. KLETZIEN
MONMONEY FALLS

14TH JOSEPH MARTIN
GREEN BAY

15TH HERMAN LEICHT
MADISON

16TH FRANCIS J. GOLDEN
MERRILL

17TH ELLI S. JEDNEY
BLACK RIVER FALLS

18TH HARLAN B. ROGERS
PORTAGE

19TH FRANCIS J. WILCOX
EAU CLAIRE

20TH PIERRE MARTINEAU
MARINETTE

State Bar Association of Wisconsin

Gilson G. Glasier, Secretary and Treasurer

Madison, Wisconsin

August 7, 1934

Mr. W. B. Harrison
1st Natl. Bk. Bldg.
Birmingham, Alabama

Dear Mr. Harrison:

You are cordially invited to attend a luncheon meeting of secretaries of state bar associations to be held at the Schroeder Hotel, Milwaukee, in Room D, fifth floor, at 12:15 Wednesday, August 29. The cost of the luncheon will not exceed \$1.00 per plate.

The purpose of the meeting is to get together informally to discuss problems arising in the work of the secretaries. We believe that such a discussion will be helpful and that we should make the best of this opportunity to meet together in this way. Please come prepared to tell us about any special problems you have had and the manner in which you have been able to solve them, if at all.

So that we may know how many to expect at the luncheon, please fill in and return immediately the enclosed postal card calling for the necessary information.

Hoping to see you at Milwaukee at the time and place scheduled above, we remain,

Cordially yours,

GILSON G. GLASIER

Secretary-Treasurer
Wisconsin State Bar Association

R. ALLAN STEPHENS

Secretary-Treasurer
Illinois State Bar Association

Apparently, this historic first meeting was successful, although somewhat delayed, for on September 20, 1934 Mr. Glasier circulated the following report:

EXECUTIVE COMMITTEE

T. L. DOYLE, PRESIDENT
FOUR FU LAO
OTTO A. GERTREICH, VICE PRESIDENT
JANESVILLE
JEPH MARTIN, GREEN BAY
CHAIRMAN JUDICIAL COMM.
WM. H. DOUGHERTY, JANESVILLE
CHAIRMAN COMM. ON ANNOT. OF LAW
H. M. LANGER, BARABOO
CHAIRMAN COMM. ON NEUROLOGY
LAWRENCE H. SMITH, RACINE
CHAIRMAN MEMBERSHIP COMM.
FERRIS M. WHITE, RIVER FALLS
CHAIRMAN COMM. ON QUALIFICATIONS
FOR THE BAR

HARLAN B. ROGERS, PORTAGE
CHAIRMAN PUBLICATION COMM.
R. B. GRAVES, WISCONSIN RANGERS
CHAIRMAN COMM. ON JUDICIAL
SELECTION
GILSON G. GLASIER, SEC. & TREAS.
MADISON

ARTHUR A. MCLEOD, ASST. SEC.
MADISON

BOARD OF GOVERNORS
(64 CHAIRS)

1ST LAWRENCE H. SMITH
RACINE
2ND FRANK T. BOESSEL
MILWAUKEE

BERNARD V. BRADY
MILWAUKEE
GERALD F. HAYES
MILWAUKEE
CHRIS. STEINMETZ, JR.
MILWAUKEE
WALTER A. JOHN
MILWAUKEE
GEORGE A. BURNS
MILWAUKEE
EDWIN J. GROSS
MILWAUKEE
J. GILBERT HARDROVE
MILWAUKEE

REGINALD I. KENNEY
MILWAUKEE
3RD FRANK B. KEEFE
OSHKOSH

4TH OSCAR L. WALTERS
SHEBOYGAN

5TH HARRY E. CARTHEW
LANCASTER

6TH ELMER E. BARLOW
ARCADIA

7TH R. B. GRAVES
WISCONSIN RANGERS

8TH FERRIS M. WHITE
RIVER FALLS

9TH H. M. LANGER
BARABOO
FRANK W. LUCAS
MADISON

10TH STANLEY A. STADL
APPLETON

11TH TOM L. YATES
JAMES

12TH WM. H. DOUGHERTY
JANESVILLE

13TH E. A. KLETZIN
MODOGONZIE FALLS

14TH JOSEPH MARTIN
GREEN BAY

15TH HERMAN LEICHT
MADISON

16TH FRANCIS J. GOLDEN
MERRILL

17TH ELI S. JEDNEY
BLACK RIVER FALLS

18TH HARLAN B. ROGERS
PORTAGE

19TH FRANCIS J. WILCOX
EAU CLAIRE

* PIERRE MARTINEAU
HARNETTE

State Bar Association of Wisconsin

Gilson G. Glasier, Secretary and Treasurer
Madison, Wisconsin

Sept. 20, 1934

To the Secretaries of State Bar Associations:

Somewhat over a month ago, you received a notice of a luncheon meeting of secretaries of state bar associations to be held on Wednesday, August 29, at the Schroeder hotel in Milwaukee, Wisconsin. Because of a conflict with a luncheon meeting of editors of bar association journals called for the same time, the luncheon meeting of the secretaries was postponed until Thursday noon, August 30. In spite of this mix-up in dates and postponement, nine secretaries were present at the luncheon meeting as follows:

Dean R. Dickey, California
John McI. Smith, Pennsylvania
J. L. W. Henney, Ohio
Thomas C. Batchelor, Indiana
Renel Haskell, Jr., Oklahoma
Miss Emma E. Dillon, New Jersey
Donald C. Rogers, Minnesota
Sarah F. McDonough, Association of Practitioners
before the Interstate Commerce Commission
Gilson G. Glasier, Wisconsin

Several others intended to be present, but were prevented by conflicting engagements.

An informal round-table discussion was held. Each one present was given opportunity to tell of problems encountered and the means devised to meet them. Particularly interesting were the remarks of secretaries of integrated associations -- those of Oklahoma and California -- because several of the other associations represented were looking forward to a unified or integrated bar.

Voluntary associations are always confronted with the problem of keeping up membership. Mr. John McI. Smith of Pennsylvania had a valuable suggestion to make along this line. He proposed to put the argument in favor of membership in the state bar association in the form of a brief. It will be published in the next number of the Pennsylvania Bar Association Quarterly and it is suggested that secretaries interested in this subject keep an eye out for it.

Another secretary emphasized the importance of the secretary's keeping in touch with the press of his state, and it was suggested that copies of official publications of the association be sent to all the newspapers.

Many other helpful suggestions were made, but no attempt will be made to give them here.

It seemed to those present that this luncheon meeting was very much worth while, and one secretary expressed the opinion that it was the most valuable to her of any of the convention sessions. Now that a start has been made in this direction, it is believed that efforts should be continued to call the secretaries together at each American Bar convention for consideration and discussion of their mutual problems, and it is hoped this can be done.

Respectfully submitted,

Wilson K. Blair

GGG:sh

Although it is apparent that bar secretaries had for some time been attending meetings of the various sections and committees of the American Bar Association, this appears to be the first time they met separately and apart from an ABA function. The fact that they did so and, as indicated in Mr. Glasier's report of the meeting, found that this meeting provided something they were not getting from the regular convention functions, is evidence that the secretaries felt the need for their own organization. This initial attempt of state bar association secretaries to meet and share ideas and discuss mutual problems was apparently followed by later similar meetings. Philip Haberman, Glasier's successor as Executive Director of the Wisconsin State Bar Association, reports that the co-organizer of the Milwaukee meeting continued his contacts with other state bar association secretaries and actively promoted exchange of ideas and materials among them until his retirement in 1948.

In Haberman's opinion, Glasier was responsible for the institution of the exchange of bar publications among the various bar associations. He has this to say about Glasier:

"Being a librarian, he had a pack-rat acquisitiveness of any good librarian. He also had a limited budget. When he began to publish or edit the Wisconsin BAR BULLETIN in 1928, he started to exchange the BULLETIN not only for every other bar association publication, but for almost every other major law review printed in the U.S. and Canada...."

"I am sure Glasier's idea was promulgated through the early organization of bar secretaries." Haberman goes on to say:

"Liaison with the associations in other states was promoted as soon as Gilson G. Glasier became secretary in 1920. Glasier was one of the organizers, along with R. Allan Stephens of Illinois and Lee Cummings of Utah, of the annual meetings of the bar secretaries, which were held in conjunction with the ABA meetings. These were effective even before the days of the full-time secretary...." Glasier, Stephens and Cummings were among the early part-time lawyer-volunteer secretaries who were beginning to take over the day-to-day operation of the state bar associations from the sporadic management previously provided by the ever changing elected officers. The move toward more stable management of bar activities began in the years just prior to World War I and gained momentum in the 1920s. Stephens was named part-time secretary of the Illinois State Bar in 1916. Glasier began his duties with the Wisconsin bar in 1921. According to Haberman, "He was paid a very modest stipend, beginning at about \$700 a year and I believe reaching \$1500 when he was relieved of the duties in 1949."

In an article, entitled "Bar Association Progress and the Executive Secretary," William H. Hennke, former member of the ABA Section of Bar Activities staff, provides a listing of other early volunteer-lawyer secretaries and their terms of service:

James R. Neslon, Arizona	1915-1945
Roscoe R. Lynn, Arkansas	1905-1940
James E. Wheeler, Connecticut	1909-1940
J. Donovan Flint, Hawaii	1925-1956
Sam S. Griffin, Idaho	1919-1950
R. Allan Stephens, Illinois	1916-1942
W.W. Young, Louisiana	1920-1940
James W. Chapman, Jr. and S. Vannort Chapman, Maryland	1908-1962
Frank W. Grinnell, Massachusetts	1915-1959
James A. Potter, Missouri	1925-1945
LeRoy W. Loder, New Jersey	1918-1933
Charles W. Walton, New York	1922-1944
Henry M. London, North Carolina	1921-1939

It is interesting to look at the varied jobs which many of these early part-time secretaries undertook in addition to their duties for the bar association. George Turner, former secretary of the Nebraska Bar Association, gives the following description of his varied duties:

In May of 1932 I was appointed Clerk of the Supreme Court and State Librarian, a position I held until my retirement in December of 1976. In 1933 the Court decided to tie the bar admission process more fully to the Court by designating the Clerk as Secretary, and later as a full member of the bar examining board, known as the Nebraska State Bar Commission, in which I served for the rest of my term as Clerk. Because of this, I became active in the National Conference of Bar Examiners in which I was Secretary for three years and Chairman in 1947-1948.

In 1937, the Supreme Court, acting on the petition of leading members of the voluntary bar association, acting on its inherent rule making power, created an integrated, or unified, association under the name of the Nebraska State Bar Association. In its order, the Court provided that the Clerk should be the Secretary and Treasurer of the association. I served as such until the offices were assigned to the Executive Director in 1972. In addition, I served for 30 years in the House of Delegates of the American Bar Association as State Delegate.

Turner failed to mention that in addition to the above posts, in 1947-48 he also served as the second chairman of the semi-autonomous Conference of Association Secretaries of the ABA Section of Bar Activities, which was the successor of the Committee of Association Secretaries which Dr. Dillon headed.

The necessity of the early bar association secretaries to hold multiple jobs becomes obvious when one takes a look at the budgets of state bar associations of that period. The following 1926 samples, taken from the previously cited article by Hennke, make it apparent that the budgets allowed little in the way of compensation for staff:

ASSOCIATION	INCOME	EXPENSE	SALARY/EXPENSE ALLOWANCE
Arkansas	\$1,681	\$1,262	*
California	8,038	3,876	*
Colorado	7,367	5,103	*
Connecticut	5,103	5,103	*
Georgia	3,457	2,767	Sec. \$300, Treas. \$150
Idaho	—	1,990	Sec. \$550
Illinois	20,486	21,118	Sec. & Asst. \$2166
Iowa	4,145	4,972	Salaries \$785
Kansas	4,744	2,600	Salaries \$360
Maine	640	297	Sec. \$100
Maryland	3,922	3,009	No salaries
Minnesota	4,393	3,775	*
Missouri	7,914	5,235	Clerical \$300
Montana	767	806	*
Nebraska	2,602	2,093	*
Nevada	1,178	452	Sec. & Treas. \$50 each
New Jersey	5,085	6,133	Sec. \$170
New Mexico	2,605	3,132	Sec. \$650
New York	19,411	17,907	Sec. Office \$4,411 Treas. Office \$1,656
North Carolina	2,972	2,961	Sec. & Treas. \$600
North Dakota	2,944	2,639	Sec. & Treas. \$480
Ohio	14,088	15,576	Exec. Sec. \$3600
Pennsylvania	13,888	10,696	Sec. \$2500
Rhode Island	3,318	3,010	Sec. & Treas. \$300
Tennessee	2,768	3,558	*
Texas	3,383	3,553	Sec. \$100
Vermont	948	869	*
Virginia	4,738	5,789	Sec. & Treas. \$1200
Wisconsin	4,422	1,039	Sec. \$700
Wyoming	991	1,039	Sec. \$275

These early budgets provided compensation not only for part-time staff but, in some cases, for full-time employees. It is not clear how many of the above budgets included fulltime employees, however, we do know that it was in 1926 that the Ohio State Bar Association was the first to name a full-time executive secretary. He was Marshall G. Fenton and his salary was \$3,600 per year. Twenty years later, according to a survey conducted in 1946 by Charles B. Stephens, Executive Secretary of the Illinois State Bar Association, for the ABA Section of Bar Activities, only nine state bar associations had fulltime executives.



Activities



Bar activities in these early years were very limited. Most were involved with conducting the annual meeting and publishing voluminous bound reports of the entire proceedings. These publications included not only reports from various committees and minutes of the meeting of the Boards of Directors, but also verbatim transcripts of the many long and often verbose and rhetorically elegant speeches which tended to be very erudite. Some speeches were devoted to discussion of legal subjects and constituted the Continuing Legal Education programs of the day. Others dealt with social concerns such as politics, crime and, repeatedly, a growing “disrespect for the law.” Many would be appropriate to concerns of today, although their manner of delivery might not be overly appreciated! Mr. Hennke, in his article, quotes a typical example from a speech given at the Washington State Bar Association meeting in 1926:

“The virile old spirit that established our independence that penetrated the pathless forest, discovered and settled new lands, conquered the wilderness, the desert, the plain, founded new commonwealths and built great cities, bound the continent together with iron bands and hung the whispering wires from ocean to ocean, that relied wholly upon itself and asked nothing of the government but opportunity, is waning to extinction. The American citizen is being pauperized by government alms.” Mr. Hennke does not provide details of the budget for 1926 which would have covered reproduction of the above speech. However, he does cite examples of amounts spent by other associations to print similar materials in their annual reports:

“The treasurer’s report for the 1926 Wyoming meeting showed that income was \$991 and that it cost \$300 to publish the annual report. This was generally the case, as the principal single expenditure for state bar associations was for the publication of the proceedings of the annual meeting.

This phenomenon ... was not neglected by the American Bar Association, which in 1937 spent one-sixth of its income publishing a 1,725 page annual report, costing \$30,842.72.”

In addition to the annual report, a few bar associations published bar journals in those early years. Journals being published in 1926 included, in addition to the *American Bar Association Journal*, the *State Bar Journal of California*, the *Denver Bar Association Record*, the *Illinois Bar Journal*, *Massachusetts Law Quarterly*, *Michigan State Bar Journal*, *New York Bar Association Bulletin*, *North Dakota Bar Briefs*, the *Bar Association Bulletins of Los Angeles and Chicago* and very few others, according to Mr. Henne. He reports: “In fact, when the California State Bar Association started publishing a journal in 1926, the *American Bar Association Journal* took editorial recognition of it and commented, ‘The California State Bar Association had sponsored a unique publication in the shape of a free legal monthly, to be distributed among the members of the bar in that state.’”

For their dues, bar association members apparently received little more than a copy of the Annual Report and, in a very few areas, copies of a periodical bar publication or bar journal.

The somewhat extravagant expenditures to publish annual meeting reports were possible, in spite of limited budgets, because the associations had little overhead. Most of the work was done by volunteer part-time staff and there was nothing required for rent or other office overhead. Even the American Bar Association did not have a central office for the first 50 years of its existence. Nor did it have a chief administrator. In 1925 its working offices were scattered — its business office was in Baltimore; the Secretary’s office in Boston; the Treasurer’s in Albany and the *ABA Bar Journal* office in Chicago. Each of these offices was a working office for an elected official of the association. It was not until 1927 that the American Bar Association offices were consolidated in Chicago with a full-time executive, Olive C. Ricker.

Which brings us to a point in this narrative at which an interesting historical fact should be recognized. Early reports concerning bar associations constantly refer to the Secretary or Secretary-Treasurer as “he.” This may be attributable only to grammatical usage of the all-inclusive, genderless pronoun, however, one cannot help but get the feeling that the writers of these reports visualized nothing but a male in these positions. Yet in practice, we see that the first executive of both the Committee of Association Secretaries, the forerunner of NABE, and the American Bar Association were females. Dr. Emma Dillon was the first to head the bar secretaries national organization and Olive G. Ricker, was the first Executive Secretary of the American Bar Association. This interesting historical fact would indicate that although the members of both organizations may have been prone the use of chauvinist language common to the times, in actual practice they selected leaders on the basis of merit rather than gender.

Defining a Relationship



From the very founding of the American Bar Association to the present day there has been a continuing struggle to identify the relationship between the local, state and national bar associations. The concept of what that relationship should be has ranged from those who visualized the national organization as a federation of all bar associations into one, large, integrated unit within the American Bar Association to those who believed the national office should serve as no more than a clearinghouse for information and a coordinator of activities of the independent state and local bar associations. The words “cooperation,” “coordination” and “federation” can be found littered through committee and section reports from the earliest days of the ABA. Conversations with pioneer members of the NABE almost always include stories of the “turf” battles which took place over the years. Early attempts to achieve a unified effort had been made through individual members of the ABA. Mr. Root’s Conference of Bar Delegates in 1916 was the first attempt to achieve unity through bar associations rather than individual lawyers. The story of the struggle to define an acceptable form of relationship between the various bar associations was related in a speech by Glenn R. Winters, Secretary-Treasurer of the American Judicature Society and consultant to the Conference of Bar Presidents, to the Tennessee Bar Association in 1952. Mr. Winters commented on the struggle in the period after the Conference of Bar Delegates called by Elihu Root in 1916:

In the late 1920s the former demand for definite federation of bar associations with the ABA was revived, and the Conference of Bar Association Delegates undertook to evolve a plan for closer contact and cooperation among bar associations through some form of affiliation with each other and the American Bar Association. The result was the National Bar Program, launched

at a special conference of presidents and representatives of over eighty state and local bar associations in Chicago on August 29, 1933. Its first project was coordination of activities of bar associations in four selected fields — legal education and admission to the bar, criminal justice, unauthorized practice of the law, and selection of judges...

In its second year, the National Bar Program elected to work on federation of organization rather than coordination of activities, and it brought about the reorganization of the American Bar Association in 1936 under which, in effect, the Conference of Bar Association Delegates, renamed the House of Delegates, became the American Bar Association's legislative and policy-making body.

The attention of the House of Delegates was absorbed from the start in management of ABA affairs, and the coordination function was entrusted to a new Section of Bar Organization Activities, later shortened to Section of Bar Activities. This section embarked at once upon an ambitious program of promotion and service to bar associations. It initiated and sponsored the Award of Merit program It published helpful hints to bar executives, part of the time in a small periodical entitled *The Bar Executive*, and part of the time in a special section of the *Journal of the American Judicature Society*. It conducted a series of regional conferences for bar association leaders which were so immensely successful that in 1942 the House of Delegates took them out of the hands of the Section and made them a project of the Association as a whole

The Section of Bar Activities also carried on other activities in the coordination field, chief among them being the Conference of Association Secretaries, which meets regularly just before the ABA conventions for discussions closely paralleling those of the old Conference of Bar Association Delegates, with emphasis on association management and operation. The Section has been less active since withdrawal of its jurisdiction over the regional conferences, but the Conference of Association Secretaries has continued its excellent work

On November 5, 1949, the latest phase of the coordination movement had its start when the Board of Governors of the American Bar Association authorized the appointment of a Special Committee on Coordination of Bar Activities and Integration of Effort of State and Local Bar Associations with the American Bar Association, shortened to the Standing Committee on Coordination of Bar Activities. Three months

later another national conference of bar association representatives met, again in Chicago, and formed another organization, the Conference of Bar Association Presidents. This body consists of presidents, vice-presidents, past presidents and presidents-elect of state and local bar associations represented in the ABA House of Delegates. The same officers of other bar associations are admitted as associate members. It has two standing committees, a Committee on Bar Activities of All the State and Local Bar Associations with the American Bar Association, and a Committee on Bar Programs and Activities. Conferences and discussion meetings covering the same general ground as those of the old Conference of Bar Association Delegates and the still existing Conference of Association Secretaries have been held at all ABA meetings since its organization, and in fact last September ... the presidents and the secretaries both were holding conferences at the same time

In this speech, Mr. Winters also presented his vision of what the ultimate relationship of bar associations should be: "... in my opinion a part of the destiny of the organized bar of this country is a complete system of combining integration and federation so that every lawyer admitted to practice will be a member of his state bar and ipso facto a member of the American Bar Association."



Some 38 years later, it is apparent that the dream of a national "federation" of bar associations did not come to pass.



From today's perspective, some 38 years later, it is apparent that the dream of a national "federation" of bar associations did not come to pass. There has been tremendous growth in membership and activities of local and state bar associations and of the ABA. At the same time, the desire for independence on the part of local and state bar associations seems, if anything, to have increased with their individual growth in numbers and effectiveness. The vision of a federation of bar associations has waned. At the same time, the much sought for "coordination" and "cooperation" of bar associations has, without doubt, grown until today a real unity of effort is no longer merely a dream but growing reality. The organized bar of the country is becoming an effective national force and the leadership role

which the early bar association leaders sought for the legal profession is being emphasized at every level – local, state and national.

Reorganization of the ABA in 1936 appears to have been a key factor in this unification of effort. The increased influence of state and local bar association leaders in the ABA through the House of Delegates, the autonomous but allied Conference of Bar Presidents and Committee of Bar Association Secretaries and the improved facilities of the ABA to serve as a center for coordination and, eventually, for assistance in administration of these organizations had paved the way for an effective system to unify effort.

It seems more than coincidental that the first indication of a willingness by the ABA to accept a role as a “first among equals” rather than as the primate of a “federated” bar took place at about the same time the secretaries of the various bar associations were making their first move toward the establishment of an independent national organization of state bar association secretaries.

The Bar Secretary



The 112 year history of the American Bar Association's attempts to unify the legal profession into an effective national force may seem irrelevant to the history of the National Association of Bar Executives. However, there is no way that NABE history can be disassociated from that of the American Bar Association. The ABA sections and committees provided the structure for the growth of the organizations which were the forerunners of the present organization of the NABE. The ABA was the womb in which the idea for a national association of bar association secretaries was conceived. It was through activities and meetings of the ABA sections and committees that the various bar secretaries had the opportunity to meet and develop the activities that lead to the eventual formalization of their efforts in the NABE.

On the other hand, it is equally true that without the bar executives and their contribution to the growth and effectiveness of state and local bar associations, the ABA leaders' dreams of an effective unified national effort could not have been realized to the extent they are today.

For nearly half-a-century, from its founding in 1878 until Mr. Root's Conference of Bar Association Delegates in 1916, ABA leaders had been addressing their pleas for coordination and cooperation to the elected bar official. The terms of these officials were too short to provide continuing unity of purpose and effort over an extended period. There was no permanent administrator and no staff to keep the "train on the track, running in the same direction" as Mr. Hennke pointed out. It was not until the 1920s that the office of the permanent, though often part-time, bar secretary came into being. By the 1930s, these offices had grown into full-time executive positions — often with supportive staff. And it was with the advent of the permanent secretary, supportive staff and a central office that the continuity of purpose and effectiveness of effort necessary to achieve the

desired unified national effort became possible.

No longer was the ABA dependent on an ever-changing audience of elected bar officials to preach its message to. It now had a receptive audience that could take the message back home, coordinate with secretaries of other bar associations at the local level and implement joint activities so necessary to achieve the national impact desired.

So, while the ABA provided the forum for the bar association secretaries to come together at the national level, the desire and ability of this new multi-faceted creature to work together for common goals provided the effective ingredient which had so long been missing from the ABA's formula for national unity. The meeting of the secretaries in Milwaukee may have been of as much importance to the ultimate success of the ABA as a national force, as it was to the later formation of the independent and autonomous National Association of Bar Executives.

The guiding hand of a permanent secretary to administer a program, and the increased staffs to implement it, brought about a tremendous growth of bar activities during the 1930s. Not only was coordination at the national level made more effective but, even more, so was the stimulation of bar association committees to more effective work. These committees benefited from more and better exchange of information with other committees in other states, as well as with committees of the ABA. Better facilities were available for recording of minutes, maintenance of records, distribution of minutes and research. The effect of this improved effectiveness was beginning to be felt throughout the country.

In 1936 William L. Ranson, president of the ABA, commented in an *ABA Journal* article on the changes taking place:

"Many bar associations and their activities will not remain as they have been; almost everywhere, there is a new broader activity, a firmer and bolder purpose. The lawyers of America are swinging into action, to face and deal with the problems which concern their profession and the public."

The increase in local bar activities and programs during this period must also be credited to the increased sharing of ideas and information between the various state bar associations. This had begun on an informal basis following the meeting of secretaries in 1934. Their efforts, no doubt continued and were assisted by the efforts of the special ABA staff which had been added for the purpose of working directly with the state and local bar associations to share ideas, solve problems and coordinate activities. The work product of ABA committees dealing with such issues as ethics, legal education, admission to the bar, integration of the bar, uniform state laws and judicial selection was now being shared with the various state and local bar committees. As a result of this improved cooperation and coordination, a synergetic effect was taking place. The first quiverings of the unified national effort were being felt.

The Bar Executives Organize



It is in this vital stage in the history of bar association activities in the United States that, we come to the birthday of the infant which, after numerous name changes, grew into the National Association of Bar Executives.

Wade F. Baker, Executive Director of The Missouri Bar from 1957 to 1985 and prior to that, Counsel for the Illinois State Bar Association, recounts the founding of the association and its subsequent development in a preface to the previously cited article by William H. Henneke.

In 1941-1942, Dr. Emma Dillon was the Chairman of the Committee of Association Secretaries, of the Section of Bar Organization Activities of the American Bar Association, composed of Thomas C. Batchelor of Indiana, Clarence P. Denning of Chicago, Gilson Glasier of Wisconsin, J. L. W. Renney of Ohio, Charles B. Stephens of Illinois and William B. Parks of Texas.

In 1942, the newly renamed Section of Bar Activities Association Secretaries Committee included most of these same individuals and notably others such as Joseph Larimer of Chicago, Russell E. Booker of Virginia, Lee Cummings of Utah, Al Blashfield of Michigan, George Turner of Nebraska and Bert McKasy of Minnesota who were early members of the Section of Bar Activities and who were also secretaries or executive directors of their respective associations.

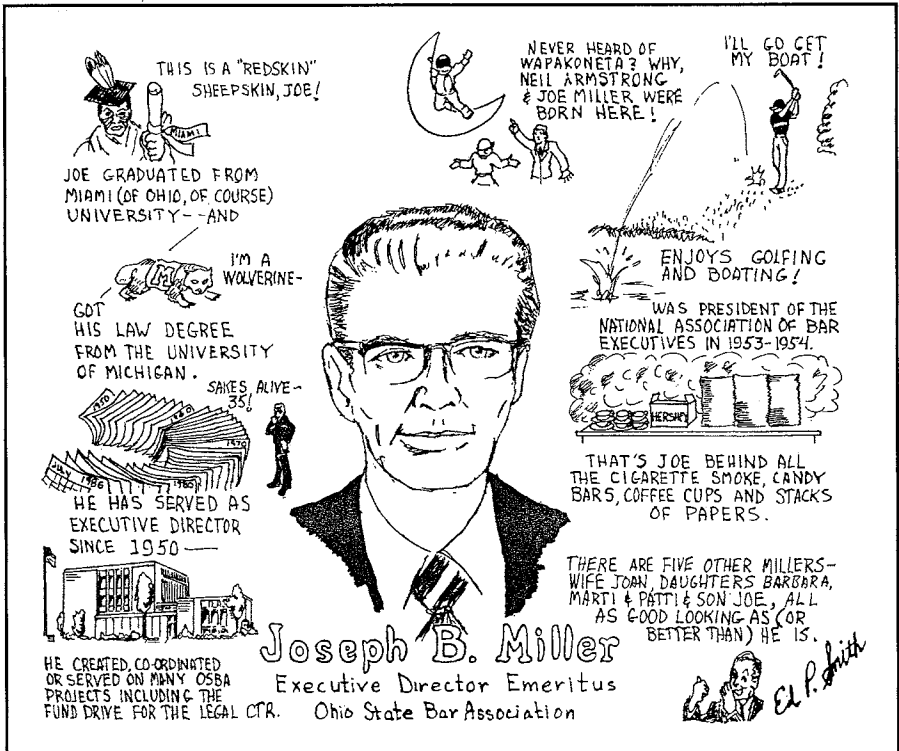
The Committee of Association Secretaries then became a semi-autonomous Conference of Association secretaries within the Section of Bar Activities. In 1946-1947, history records that John Mcl. Smith of Pennsylvania, was the first Chairman of the Conference. George Turner of Nebraska was the second

Chairman of the Conference in 1947-1948 In 1953, The National Conference of Bar Association Secretaries was created with Joe Miller of Ohio being first Chairman and Amos Pinkerton of Illinois being Vice Chairman.

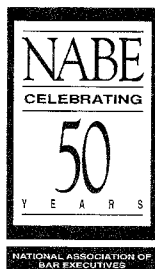
The roster of officers shows that Dr. Emma E. Dillon, New Jersey, the first Chairman of the Committee of Association Secretaries in 1941-1942, was again elected to head the organization under its new name of National Conference of Bar Secretaries in 1956-1957. Donald E. Molen of Colorado served as Vice Chairman. In 1962, the organization again underwent a name change as Henry Harned of Kentucky took over as Chairman of the National Conference of Bar Executives with Thomas Myers of Minnesota as his Vice Chairman.

Finally, in 1964-1965, the game of name-change came to an end as the present National Association of Bar Executives became a reality. John Holloway of Oregon served as its first president and R. Leland Hamilton, St. Louis, as Vice President.

It is also of substantial historical note that Mr. Hamilton, the Executive Director of the St. Louis Bar Association, acceded to the presidency the following year, 1965-1966, becoming the first local bar executive to hold that office.



What is a Bar Executive?



The frequent name changes endured by the organization of “bar secretaries” was due, in part at least, to the change in the character of bar associations — their purpose, their function, their operation — as well as in their administration. The original bar associations may have been formed for purely social purpose, however, later associations were more concerned with the quality of the profession. The second president of the New York State Bar Association in 1879, for instance, lamented about the character of members of the legal profession. He is quoted by one legal historian as stating:


“Hundreds of men without a tincture of scholarship or letters, old pettifoggers in county or justices’ courts, and others still more rude, have found their way into our ranks. Men are seen in almost all of our courts slovenly in dress, uncouth in manners and habits, ignorant even of the English language, jostling, crowding, vulgarizing the profession.”

Over the years, different approaches to the problem were taken. The Providence County Bar Association in Rhode Island, for instance, tried to improve the quality of the profession by making membership open to all lawyers but then by “disbarring” or denying membership to those who failed to meet its standards. In this case, peer pressure was considered to be the most effective method of quality control. Others tried the opposite approach. Law library associations were formed and in these membership was highly selective. Many later developed into bar associations which made no pretense of representing all the bar but rather offered themselves as elite organizations representative of the better element of the bar. They sought for elevation of professional standards.


The continuing fight to improve professional standards of the bar had much to do with the growth of bar association activities as did the eventual move toward integration of the bar — that is required membership. This

move began with the integration or unification of the state bar association in North Dakota, the first to make such a move, in 1921. It was followed soon thereafter by Idaho and Alabama in 1923, New Mexico in 1925 and California in 1927. By 1949 Florida became the 24th state to unify its bar by Court Rule and today 31 of the 50 states, along with the District of Columbia, Puerto Rico and the Virgin Islands, require membership in the state bar as a condition for the practice of law.

As might be expected, integration of bar associations created the necessity for fulltime qualified bar association staffs and was, no doubt, one reason for the increase in the number of permanent, full-time bar secretaries and directors. Of course, it also accounted for the growth in membership during this period. A principle reason for the integrated, unified or incorporated bar, as it has been variously referred to, was the need for a system of enforcing standards of professionalism. Required membership, it was felt, was needed for two reasons. One, through dues to be paid by all members, funds would be obtained to implement a system to enforce the standards. Secondly, enforced membership gave the courts an effective tool for enforcement — revocation of the right to practice law.



From the first, bar associations
had been concerned with the
“public image of the lawyer.”



The procedures for enforcement of professional standards were often put into the hands of the state bar associations. This, again, increased the need for able administrators and support staff. The administrators, or bar secretaries as they were uniformly referred to in the early days, were in almost every instance attorneys. Many had acceded to the position from the elective office of secretary, which eventually became the permanent part-time volunteer-lawyer secretary and finally the full-time bar association administrator.

In addition to the bar association secretary, establishment of professional standards and procedures to enforce them created the need for a new administrator who was often a part of the bar association staff. This was the General Counsel, who was later to become a part of an organization similar to NABE — the National Conference of Bar Council.

In addition to the new administrative problems involved with bar integration and the enforcement of professional standards, bar associations were taking on many other new tasks which increased the administrative responsibilities of the bar secretary — who was the chief administrative

officer of the organization — and created the need for other executive positions. From the first, bar associations had been concerned with the “public image of the lawyer.” The American Bar Association had instituted a number of programs to improve public understanding of the legal process and increase appreciation of the lawyer’s role in society. In order to implement a public relations program to achieve this, in the early 1950s it appointed a Director of Public Relations. Don Hyndman, a veteran public relations practitioner, was selected to fill this position. The State Bar of California also established a Department of Public Relations with a veteran news man, Bert Ballard, to head it. Other states soon followed suit, thus creating another “executive” position on the bar association staffs, and the need for additional support staff.

An early stated goal for bar associations had been a leadership role in influencing legislation. In the years following World War II, many bar associations began to take a more active role in legislative development of the law in their respective states. Legislative committees were formed and a staff executive to serve as liaison between the legal profession and the legislators was added. Called by various titles, the role of this executive was really that of a lobbyist. The size of bar association staffs again grew as legislative support staff was added.

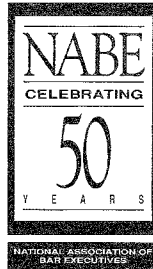
During this same period steps were being taken to achieve another primary goal of the bar association founding fathers — an increase in the professional status and competence of lawyers. It was recognized that the quality of service rendered by attorneys was essential if their role in society was to be enhanced. Current bar leaders were aware that the rapidly increasing complexity of legal practice was creating a need for a method by which lawyers could be kept currently competent in the practice. This need brought about the creation of a new bar program which was to become of utmost importance to most bar associations — Continuing Legal Education. The move into CLE, of course, created the need for another bar staff executive, the Director of Continuing Legal Education, together with supportive staff.

As each of these steps was taken to increase the activity of bar associations and to add additional staff, the job of the bar secretary or, as the position was being increasingly referred to, the Executive Director, was changing. No longer were the duties of the bar association administrator confined to collecting dues, keeping minutes of board and committee meetings, making arrangements for the annual meeting and publishing the Annual Report. No longer could the bar association secretary depend on a part-time office secretary-bookkeeper to help with the limited duties involved in administering the traditional bar association. By the late 1950s the job of executive secretary had evolved into that of Executive Director — a full-time executive position requiring administrative abilities equal to those of the CEO of a small business if not a major corporation. Suddenly the bar secretary who had served as recording secretary, dues collector, meeting

planner, editor and office manager faced additional challenges as personnel manager, long range planner, financial administrator, lobbyist, etc. The role of the bar association secretary had changed to that of a true bar executive!

In addition to the change in the role of the former bar secretary, the need also grew within the association of bar secretaries for a new niche for other executives now being added to bar association staffs. With the rapidly increasing growth of bar activities there arose the need for persons with special skills to be added to the staffs to supervise these activities. These new bar association "executives" were Directors of Information or Public Relations, Directors of Legislation, Directors of Continuing Education and Directors of Publications. Recognition of the vital role of these new members on bar association staffs brought about the final name-change in the organization to the National Association of Bar Executives.

Qualifications



The organized bar had been making great strides in developing programs and activities to assure the professional competence of attorneys. Stimulated by the work of the ABA committees to improve legal education and requirements for admission to the bar, most state and local bar associations followed suit with similar programs. Educational requirements became more standardized, bar examinations were becoming more meaningful and uniform, the competence of attorneys to meet the increasing challenges faced in practicing law in a rapidly changing society was being improved. However, little attention was being paid to the qualifications or competency of the persons who were administering all of these programs — the bar association executive.

The success or failure of the programs to improve the competency of the legal profession rested squarely on the shoulders of the individual bar administrator. And it was becoming increasingly apparent that more attention must be given to the qualifications and competence of the persons charged with administering these programs.

The question, "What are the qualifications of a good bar executive?" became of increasing importance. Within the NABE this question was of growing interest and numerous attempts were made to define the required qualifications and to write job descriptions for the position. In 1966, in the preface to the article by Mr. Hennke, previously referred to, Wade F. Baker, then Executive Director of The Missouri Bar, wrote:

"He (the bar executive) has been characterized in many ways, ranging from 'bar tender' to 'lawyer's lawyer.' Perhaps both of these titles are, to a degree, a correct definition of the duties of the bar executive. He is ubiquitous, to say the least of his talents. He is the link between administrations of his bar and is the seldom-seen hand that guides the bar along its road of progress."

Earl Cooper, former Executive Director of the State Bar of New Mexico, described the bar executive this way:

“The most important characteristic of the bar executive secretary is that he have a stable, deep-seated interest in the welfare of the legal profession, a high regard for the individuals making it up, and optimism for the future of the profession. He must have good imagination, be able to think in abstract terms but also be able to think for himself, but at the same time not be dictatorial. He should be a team worker and utilize the talents and interests of his membership — even prima donnas. The good executive secretary will be a strong element in a bar, not because of obstinence or outspoken views, but because he is creative, helps to unite the bar, and because he is efficient in areas requiring special competence.”

Philip Haberman, while Executive Director of the Wisconsin Bar, phrased it somewhat differently in discussing the respective positions of bar president and executive secretary:


“Perhaps the best way to differentiate between the president and the secretary is to point out that the president must make his reputation and stands or falls on what he does in a single year’s time, while the secretary’s effectiveness and reputation depends on how he wears and serves the organization over a period of five, ten, fifteen or twenty years. The secretary must attain and maintain the long-term perspective, yet he must see to it that each year produces some significant activity or step forward that can be credited to the incumbent president as his contribution to the progress of the organized bar.”

The qualifications of the “bar executive” described above were, no doubt, accurate for the time at which they were written. And they still hold true for the Executive Director. However, there have been substantial changes since then in the definition of who a “bar executive” is and what role he or she plays in the organization. The “bar executive” referred to above was the chief administrator of the bar association. The organization of bar executives up to then consisted mainly of bar secretaries as its name (or names) so long indicated. But as time passed, the name of the organization was changed so that other executive positions on the bar association staffs could be accommodated. And the qualifications for each of these positions, although inclusive of many of the same qualities, were not necessarily the same. The need to help each of these various executives maintain his or her professional competence in a particular field, became of increasing concern to the officers of NABE.


John H. Dickason, former Executive Director of the Illinois State Bar Association, and president of NABE in 1976-1977, has pointed out, in a recent paper, that there has been a continual struggle in NABE to bring bar executives to a more professional level. He says this has paralleled similar efforts within the general association field, led by the American Society of Association Executives. He points out some of the problems in such an effort:

“One of the great difficulties in the Bar Association Executive field ... is the great diversity of organizations served and the paralleling great diversity of the qualifications of those individuals serving such organizations. Within the Bar Association field, we have the example of executives representing huge organizations such as the State Bar of California serving in the same organization as small county bar associations ... Not only is it extremely difficult to provide general program and educational organizations for such a diverse group, (however remembering that the total numbers are really quite small) but it would be even more difficult to perceive of a successful “mandate” of professional standards which would satisfactorily cover such a broad field.

“Notwithstanding, I do believe that one of the greatest benefits that the NABE has provided, and presumably continues to provide, is the ongoing effort towards the education and professionalism of its members. This has been attacked, quite successfully, I believe, by the establishment of its sections, by the division of programs into breakout sessions and skill levels and the like.”



Another substantial change in the qualifications of the bar executive, especially the Executive Director position, has been the increased emphasis on administrative ability rather than legal expertise.



The “professional standards” for bar executives which Dickason refers to, were a part of an earlier unsuccessful effort to institute a program within NABE providing for conferring the title of Certified Bar Association Executive on executives who met certain requirements.

Another substantial change in the qualifications of the bar executive, especially the Executive Director position, has been the increased emphasis on administrative ability rather than legal expertise. The original bar secretary, especially for state bar associations, was invariably a lawyer. In recent years, the requirement of a law degree by candidates for this position has generally been abandoned. Dickason points out that even the American Bar Association has changed its by-laws to delete this requirement from its qualifications for Executive Director of that organization.

Making the task of developing programs to educate and assist bar execu-

tives in their jobs more difficult was the fact that the size of bar associations varied so greatly. For decades, bar secretaries of state bars with more or less similar problems were the exclusive members of the association. Suddenly NABE membership had mushroomed and now included bar executives from associations representing a few hundred local (or state) bar members to those like California, New York and others representing tens of thousands. This included huge metropolitan bar associations, such as Los Angeles County and Chicago with memberships larger than in most state bar associations. Such diversity of size required a diversity of programming. Lee Hamilton refers to this in a letter, written in 1987. He had served as Executive Director of the Bar Association of St. Louis for 20 years, retiring in 1979. Mr. Hamilton commented on his first impressions of NABE:

I attended my first Annual Meeting of the NABE in Miami Beach in August 1959. This was a lowly organized meeting and I think there were only about 30 execs there. I cannot recall any major program item that was presented. As was true in so many cases, one gained more program suggestions or assistance by talking with other Execs.

It seemed to me that it was several years before the ABA started giving much assistance to our organization. In later years, it seemed that the programs were better organized and one came back from the meetings with many program ideas.

In my earlier years, the NABE was dominated by the State Execs and the problems of an Exec from a local Association seemed very insignificant to them. Many of the local associations were run by some lawyer's secretary or the person serving as director was an office secretary and not a person who was paid a salary sufficient to really spend the necessary time to serve as an Executive Director In the later years, when there were sufficient numbers of 'local execs' we could meet separate from the State Execs and attack areas relative to the local areas.

I can remember several meetings when considerable time was spent on matters of legislative problems which were of no interest to a local exec. Also, matters discussed in the House of Delegates had very little concern with a local association unless they were large enough to have a representative in the House.

The problem pointed out by Mr. Hamilton was eventually recognized and, as he says, in recent years the needs of the various bar associations have been addressed by program planners. One method of doing this was by breaking into "buzz sessions" or, as they are now called "concurrent workshops," each designed for different size bar associations.

Since the Annual Meeting programs were one of the principal methods of continuing education for the bar executives, their importance in providing a forum for interchange of information and ideas cannot be overlooked.

Topics varied widely and, over the years, ranged from such mundane subjects as "What a Well Dressed Bar Executive Will Wear" (Male Executives, don't wear white shoes or white socks!) to such erudite topics as "Management and Renewal — a View From Harvard"!

Comparison of a program from the early 70s with a more current one shows how much the programs have expanded and how the topics have changed.

At the Annual Meeting held in Washington, D.C. in 1973, the following topics were on the one-day (Thursday) program: "OEO and Legal Services for the Poor," "Federal No Fault Legislation," "Prepaid Legal Services and Related Legislation," "Group Travel and the Civil Aeronautics Board," "The New Role of the Association Executive," "The ABA Program for the Coming Year" and "Buzz Sessions On a Variety of Topics." Friday was the Joint Conference With Bar Presidents.

By 1987, when the Annual Meeting was held in San Francisco, the program had grown to three days in length plus the Joint Conference with bar presidents. The program began on Tuesday with a special Orientation Session for First-Time Attendees. The full membership program began Wednesday and ran through Thursday. Topics included were: "Using Humor As a Management Tool," "Innovation: The Key to LRIS Survival," "Association Publications: Avoiding Litigation," "CLE: The Competition is Tough," "Selling Your Budget To Your Board: Two Views," "Executive Compensation: What Are You Worth?," "Improving Your Bar's Investment Strategies," "A Shrinking Volunteer Base: Facing Reality," "Performance Evaluations: Management Tool or Weapon?," "Recruiting, Hiring, and Firing: Negotiating the Legal Minefield," "Mid-Career Concern," "How to Improve Performance By Paying for Performance," and "Legislative Challenges to the Legal Profession."

No comment is necessary to emphasize what had happened to the job of bar executive in a decade-and-a-half. It had become tremendously more complex and the need for administrative ability and expanded staff was growing by leaps and bounds. With this need, the importance of the bar executives' organization increased. Not only the bar Executive Director but the many other administrative positions now an integral part of the staff of most bar associations demanded highly qualified persons with various specialized skills. And these skills had to be kept honed to cut through the increasingly complex problems faced by bar associations. The NABE Annual Meeting Programs provided one opportunity for continuing education of the executives.

Public Relations



With the expansion of bar association staffs to include executive positions other than that of Executive Director, specialized programs at which these persons could discuss mutual problems and exchange ideas became necessary. Public perception of the legal profession had been one of the earliest concerns of bar leaders and was one of the factors which brought them together to form a professional association. The practice of public relations was a new art just developing into a science, having come into being in the early 20s. Lawyers were becoming aware of the need to improve their communications with the public and by the 1930s were beginning to take the first steps into the new field of public relations.

In 1933, the American Bar Association announced arrangements for a series of radio addresses by prominent members of the bar, to be given under the sponsorship of the American Bar Association over the Columbia Network. There were 15 programs in the series which was called "The Lawyer and the Public." It was broadcast on Sundays over the national network. "The purpose," promotional material stated, "will be to inform the individual who has little or no contact with lawyers as a group concerning what they are trying to do to improve the functioning of law in society and to render better service to the public." The "addresses" featured nationally prominent members of the legal profession from around the country.

This early public relations effort by the American Bar Association was soon followed by public relations programs at the local and state level. In 1937 the Bar Association of Erie County began a series of dramatized sketches on radio and in 1938 the Rhode Island Bar began a series of radio broadcasts. That same year, the State Bar of California established a Department of Public Relations with a specific set of objectives. It was the first bar association to employ a person for the specific purpose of developing a public relations program.

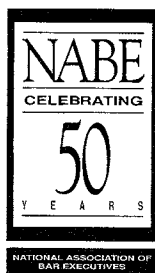
World War II created a hiatus in public relations programs as well as in other program efforts of bar associations. It was not until the late 1950s that reemphasis was put on public relations efforts by bar associations. During this period state bar associations in both Missouri and Texas added full-time public relations practitioners to their staffs. Many other states rapidly followed suit.



Lawyers were becoming aware of the need to improve their communications with the public and by the 1930s were beginning to take the first steps into the new field of public relations.



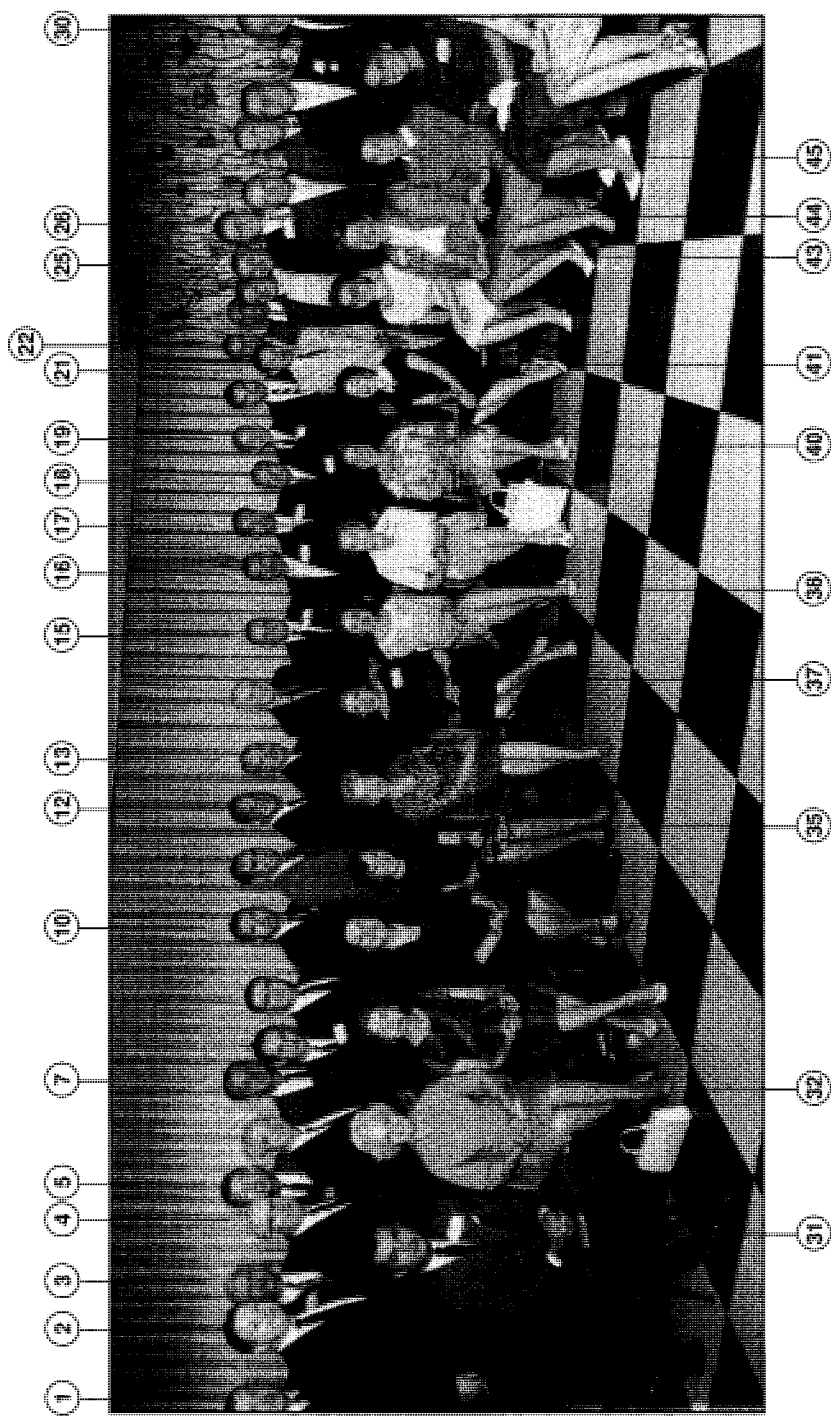
National Institute on Bar Public Relations



The American Bar Association was also once again putting emphasis on public relations in its programs. In 1961, under the direction of Don Hyndman, ABA Director of Public Relations, the National Institute On Bar Public Relations was made a part of the ABA Annual Meeting program. The Institute, which was attended by the officers of bar associations as well as bar secretaries and their associates, was a full-day program devoted to discussion by public relations experts and bar representatives of current public relations problems of the legal profession.

The program for the 1964 National Institute on Bar Public Relations gives a good example of their sophistication and quality. This Institute was, for the first time, sponsored jointly by The American Bar Association Committee On Public Relations and the National Association of Bar Executives which had just undergone its last name-change. The subject for the morning session of this institute was the recently completed Missouri-Bar Prentice Hall Survey of Public Attitudes Toward the Legal Profession. Taking part in the program were Lewis F. Powell, Jr., President-Elect of the ABA; John Shaw Field, Chairman of the ABA Public Relations Committee; S. Shepherd Tate, Immediate Past-President of the Tennessee Bar and future ABA president; Ernest H. Fremont, Jr., Chairman of the Missouri Bar Public Relations Committee and future Chairman of the ABA Public Relations Committee; Ross L. Malone, Past President of the ABA; Paul Smart, Chairman of the Ohio State Bar Public Relations Committee; Judge David Brofman, Chairman, Colorado Bar Association Committee On Public Relations; and Francis Shackelford, former Chairman on Public Relations, Atlanta Bar Association. Dr. Frank Stanton, president of CBS was the luncheon speaker.

The afternoon session was devoted to the public relations implications of legal ethics. Taking part in this session were James R. Greenfield,



Chairman, Committee on Professional Ethics, Connecticut Bar Association; Theodore R. Voorhees, Chancellor, Philadelphia Bar Association; William Reece Smith, Assistant Secretary and future president of the ABA, and Chairman, Committee On Professional Ethics, of The Florida Bar; Richard Allen, ABA Journal Editor and former counsel of the Illinois State Bar Association; Perry Fuller, Public Relations Chairman of the Chicago Bar; Marshall Cassedy, Executive Director of The Florida Bar; Frederick Norton, Jr., Executive Secretary, Boston Bar and David Olds, Chairman of the Evaluation Committee of the National Institute.

The National Institutes on Bar Public Relations were actually the birthplace of what was later to become the NABE Section on Communications and Public Relations' Annual PR Workshop. In fact, it was in effect a combination of the PR Workshop and the present Joint Conference of Bar Presidents and Bar Executives. These Institutes continued for several more years but were discontinued with the retirement of Don Hyndman and the institution of the joint conference of bar presidents and bar executives as a part of the ABA annual program. Taking the place of the Institute was an annual Public Relations Workshop sponsored by the American Bar Association for bar executives involved in bar public relations. The Workshop was held annually in Chicago at the Kellogg Center For Continuing Education which was located adjacent to the old ABA headquarters.

◀ *NABE members who attended A.B.A. Meeting, St. Louis, 1961.*

- | | | |
|---------------------|-------------------|----------------------|
| 1. Stanley Johnson | 17. Joe Miller | 33. |
| 2. Ed Smith | 18. Wade Baker | 34. |
| 3. John Berry | 19. John Holloway | 35. Nancy Cassidy |
| 4. Amos Pinkerton | 20. | 36. |
| 5. Don Phillips | 21. Virgil Tipton | 37. Kay Runyon |
| 6. | 22. Bert Wheeler | 38. Madrid Williams |
| 7. Tom Meyers | 23. | 39. |
| 8. | 24. | 40. Alice Ralls |
| 9. | 25. Earl Cooper | 41. Dottie Orsini |
| 10. Al Schultz | 26. Jim Smith | 42. |
| 11. | 27. | 43. Dottie McMasters |
| 12. John Dickason | 28. | 44. Kay Dornan |
| 13. Junius Allinson | 29. | 45. Billie Bethel |
| 14. | 30. Sam Clifton | 46. |
| 15. Ken Harris | 31. Bill Poole | |
| 16. Henry Harned | 32. Peg Lindsey | |

A Section is Born



These workshops were held annually until 1975. At that time, dissatisfaction with the location and programming of the workshops reached a peak among attendees and a move was made to establish a separate Committee of Bar Communicators. Whether this committee should be an organization independent of NABE or a part of it, was discussed. Finally, a proposal was made to the NABE Executive Committee for the establishment of the committee as a part of NABE. The minutes of the NABE Board meeting of February, 1975 record the following:

... Bradley Carr of Georgia State Bar reported for Robert L. Foss, Florida State Bar. The Bar Communicators are looking for a 'house' and proposed that it be maintained as a section or standing committee of the NABE to maintain its own entity. Proposed by-laws for Standing Committee of Bar Communicators, The National Association of Bar Executives had been drafted by Bradley G. Carr, Robert L. Foss, Daniel A. Goldstein and Theodore Stellweg. Marshall Cassedy, Florida State Bar, stated that he approved the acceptance of the Bar Communicators and that the purposes of the committee were as follows: (1) to organize an advertising cooperative of state bar journal editors for the sake of procuring advertising from national organizations; (2) to provide law oriented graphics at low cost; (3) to establish national and/or regional seminars for law review editors and journal editors; (4) to initiate long-range bar public relations plans; (5) to establish a clearinghouse of successful state and local public relations programs and publications for loan; (6) to provide a forum for continuing education for bar communicators; and (7) to emphasize the role of the bar communicators in establishing bar policies.

Establishment of the Committee was approved and the following year it became the Section of Communications and Public Relations. Theodore Stellwag, then Director of Communications for the Pennsylvania Bar Association and now its Executive Director, was named first Chairman of the Section.

In the meantime, arrangements had been made for the American Bar Association Committee on Public Relations to relinquish sponsorship of the Annual Public Relations Workshop and for the NABE and its Section of Communications and Public Relations to take over the function. The first NABE Public Relations Workshop, sponsored by the NABE Committee before the Section was officially formed, was held in Kansas City in 1975. It has since been an important and regular annual event with attendance often equalling or even exceeding attendance at full NABE functions at the time of the Section's founding.



Internal Communications



In addition to the annual workshop, a number of other activities of significant importance have been implemented by the Section. For many members of NABE, one of the greatest benefits of membership has been the opportunity to exchange information with others who are similarly situated in providing the unique services required by bar associations. Bar executives have learned to piggyback on others' successes and, through their experiences, to avoid the pitfalls of failed programs or approaches.

On an informal basis, this process has been going on for years. However, beginning in the late 1970's, the process was formalized when the NABE Section on Communications and Public Relations established a "peer counseling" service to provide for exchange of expertise in the area of publications. Members of the section with solid credentials in association publications were available to critique the publications of any association that requested the service. The resulting report to the "client" included recommendations on a broad range of topics: editorial philosophy, layout and design, mechanical production, editing, postal regulations and, in later years, such technological advances as desktop publishing and optical scanning. Peer counseling was expanded in the late 1980s to include all aspects of bar association communications and public relations. The Section now offers what amounts to a communications "audit" for the critique of media relations, public relations and other communication programs in addition to publications. The only cost to bar associations is the out-of-pocket expenses of the auditing team.

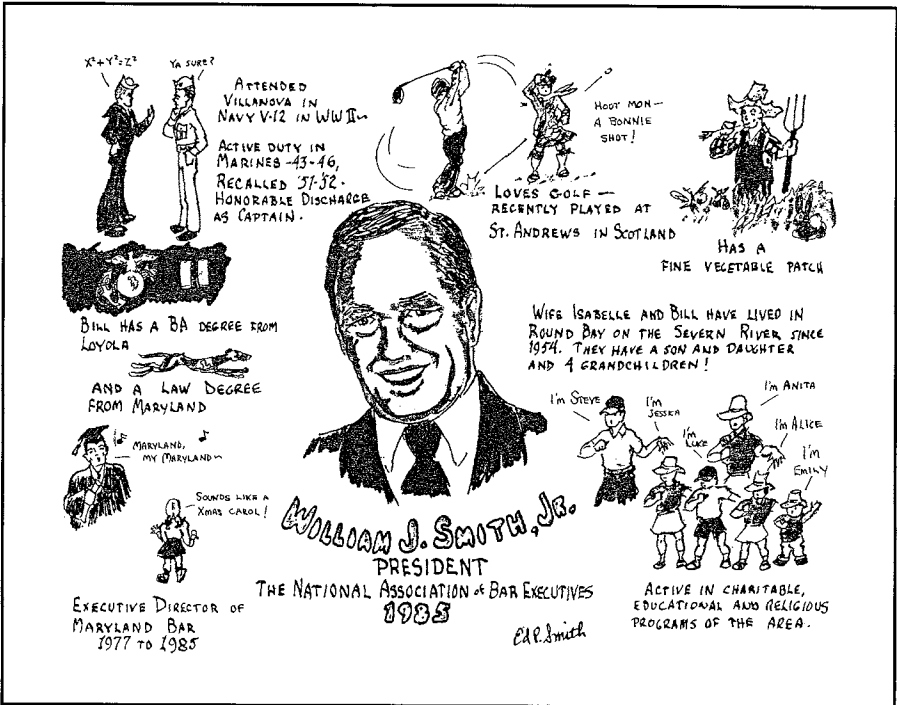
To help implement the peer counseling services, a directory listing bar executives available for such consultation was published. This directory offers a listing of expertise in a wide variety of topics covering virtually every aspect of bar association management from budgeting to board retreats to office technology. The directory was first published as a part of

NABE's official roster but is now disseminated as a stand-alone directory.

These services of NABE are separate and apart from the operational surveys of bar associations which the ABA has offered for many years. However, almost all of the ABA operational survey "teams" include active or retired bar executives along with lawyer volunteers.

On a less structured basis, NABE's membership committee has instituted a "buddy system," in which new members are paired with veteran members to help them get acquainted and to answer questions they may have about the work of bar associations.

These peer counseling services are examples of the internal communications activities of NABE, which are so important to any organization and which contribute greatly to the continuing development of professionalism in the ranks of bar association management. They are examples of how NABE members, committees and sections can work cooperatively to seek common goals.



Scottsdale Revisited — A National PR Effort



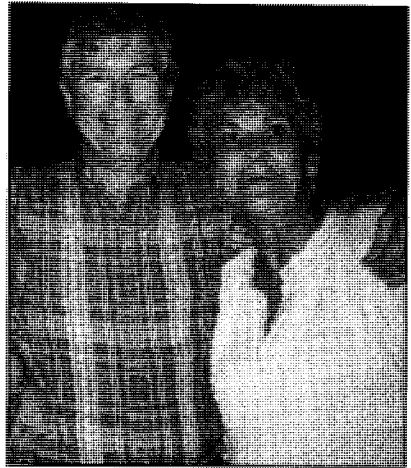
Another project of the NABE Section on Communications and Public Relations which may yet have significant long range effects on public attitudes toward the legal profession has grown out of the 1978 Public Relations Workshop held in Scottsdale, Arizona. At this workshop an attempt was made to identify key problems affecting public attitudes toward the legal profession, to diagnose their cause and to recommend actions to cure them. At the conclusion of the workshop an in-depth report was drafted outlining these factors and recommending curative action. The goal was to initiate a national program whereby a coordinated public relations program by all bar associations would be implemented to attack the problems. The rationalization was that with today's modern methods of instant mass communications, public relations problems of the legal profession cannot be isolated by city or state boundaries but must be addressed through a unified national effort. Not surprisingly, perhaps, this concept was not far removed from that expounded a century earlier by the founding fathers of the ABA.

The effort to establish a concerted and unified national public relations program based on the workshop report did not materialize. However, ten years later, the report was resurrected by the leaders of the NABE Communications Section and the 1988 PR Workshop, titled "Scottsdale Revisited," was devoted to a reexamination of the original report. Current validity of the findings of the original report were tested by several state bars, including the State Bar of California, and were found to be still accurate. The Section redrafted the original report, and called it to the attention of the ABA leadership. The findings and recommendations have been incorporated into an extensive ABA national effort which was adopted by its Center for Partnership Programs.

So, in spite of more than a decade of delay, some of the initial early work of

the NABE Communications and Public Relations Section may still bear fruit.

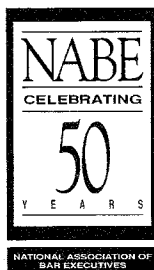
Several other projects of the Section have had substantial impact on programs and activities of state and local bar associations. One of these was publication of a book listing and providing information on outstanding bar activities. Another was the production of a film, "A Case For Communications," in cooperation with the American Telephone and Telegraph Co., aimed at improving attorney-client telephone communications. This film was, for some time, used along with an accompanying brochure on the subject developed by the Section by bar associations in local bar public relations programs.



"Scottsdale Revisited" — 1988 PR Workshop

The Section on Communications and Public Relations recognizes outstanding NABE communicators who make substantial contributions to the Section, bar communications and public relations by presenting them with the E.A. "Wally" Richter award. This prestigious award is named in honor of the veteran public relations director who served The Missouri Bar for 28 years before his retirement in 1986.

The Section on Governmental Relations



One of the goals of the founding fathers of both state and local bar associations was to provide leadership in the field of legislation and development of the law. Such goals were repeatedly expressed as one of the reasons for the founding of the American Bar Association in 1878. However, the fact that legislation which most directly affects the practice of law and the development of the law is enacted by state legislatures makes the role of the state and local bar associations most influential with regard to such legislation. Thus, the legislative role of NABE is most important. While the American Bar Association has substantial influence on the development of federal law, it can never be as effective at the state level as can state and local bar organizations.

In addition, the influence of state and local bar associations on federal legislation is greatly enhanced when coordinated through the NABE. Another fact which must be considered is that the legislative position of the ABA has not always been in exact accord with that of state and local bar associations. In such cases, the NABE Section on Governmental Affairs provides an extremely important service to express the concerns of its members. For these reasons, the importance of this NABE Section can not be over-emphasized!

The NABE Section on Governmental Relations was created in May, 1983 for the purpose of establishing "a forum to provide education and information to employees of bar associations and their officers in regard to the formation, implementation, and improvement of legislative affairs programs" at the state and federal level. The by-laws of the Section further define its purposes as follows:

To coordinate with the ABA Governmental Relations Office in establishing a network for action on key issues affecting the legal profession at the national level;

To operate as an exchange medium and clearinghouse for current legislative trends affecting lawyers at the state level;

To coordinate at least annually with the ABA Governmental Relations office an overview of developing legislation of concern to the legal profession; and

To coordinate an effort among the state governmental relations programs to exchange information and techniques for action on key issues affecting the legal profession at the state level.

The creation of the section was due in large part to the efforts of former section chairs Sue U. Malone, Howard H. Braverman, William K. Weisenberg, Rayford H. Taylor, and of Bob Oleson and James P. Landis who were able to demonstrate to the leadership of NABE that governmental relations professionals and specialists required a forum for regular and effective communication to improve their performance in carrying out the legislative programs of the member state and local bar associations.

Membership in the sections has averaged between 50 to 60 members over the years. This relatively modest number reflects the fact that not all bar associations have a designated staff member assigned to governmental relations duties.

The Section, during its brief history, has succeeded in furthering the objectives it set for itself. The following are but a few examples of its accomplishments.

1. In 1975, prior to its status as a section, NABE, through its legislative committee, published its first Manual of Legislative Techniques. The manual was a response to the increased frequency with which bar associations were obliged to involve themselves in the legislative process to protect the profession and the adversary system of justice. NABE recognized a growing need for professional associations, especially bar associations, to advocate for their members in the state legislatures and in Congress and believed a resource handbook would be of assistance to governmental relations personnel. The Section updated the manual in the mid-1980s based upon the results of a section survey evidencing that most state bars and many local bars were engaged in lobbying on behalf of their membership and that revisions and an update of the manual would be of service to the membership.

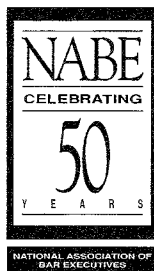
2. The Section conducts an annual workshop in Washington, D.C. through the cooperative effort of the ABA Governmental Affairs group. The Section devotes a considerable portion of the workshop to the exchange of information on state legislative issues and techniques and strategies for addressing the issues. In addition, the Section receives a comprehensive update on federal issues from the ABA Governmental Relations staff and meets with congressional staff on pending matters of import to the profession. Time is also allotted for visits to the respective congressional delegation of the section members.

The Section was responsible for planting the seed that resulted in the

creation (1987) and staffing of the Quality of Law Center at the ABA Washington office, which also serves as a state legislative clearinghouse. The Clearinghouse publishes the *ABA State Legislative Clearinghouse Reference Guide* and the *State Legislative Report*, both of which contain valuable resource material for section members. The Section for many years had wanted a repository for legislation, background material, and lobbying, information from across the country on issues being addressed in the states. Today, it is available and accessible.

The Section has sponsored and produced a significant number of programs for its members at NABE meetings. The programs have addressed specific legislative issues on the "front burner" at the time of presentation such as tort reform, and have also been directed at the "how to" aspects of developing a legislative program and strategies for dealing with specific issues.

Continuing Legal Education



The ability of the legal profession to deliver competent legal services to the public is its reason-for-being. By the same token, the reason-for-being of bar associations which represent it is the same. This being the case, it may seem somewhat strange that this essential ingredient of “professionalism” was the last to be addressed in the organizational structure of the National Association of Bar Executives. Though long a matter of conversation and controversy, a leadership role in assuring the competency of attorneys was not assumed by the NABE until 1990 when the Board of Directors established the Section on Continuing Legal Education.

As early as the 1960s, there was urging by some members of NABE for the organization to undertake a more prominent leadership role in the development and implementation of programs of continuing legal education by state and local bar associations. By this time, many state and local bar associations had continuing legal education programs. Some had CLE departments headed by staff members specializing in developing CLE materials and conducting CLE seminars. A number of local bar associations and some state bar associations had very sophisticated CLE programs and depended on income from this activity to provide a substantial portion of their budgets.

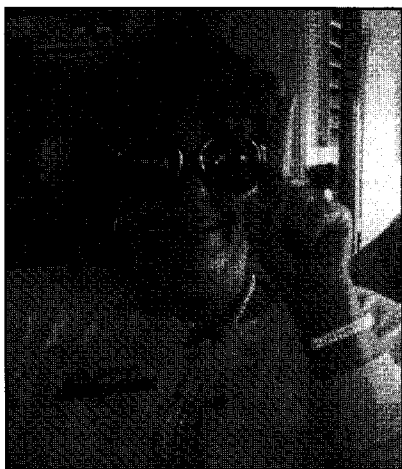
This growing activity of state and local bar associations to provide quality CLE programs for their members created competition with various non-bar commercial continuing legal education entities. An increasing number of state and local bar executives, perhaps envisioning the eventual coming of mandatory CLE, expressed serious concern that unless NABE assumed a more active role in CLE activities, eventual control of the means of delivering the necessary “approved” CLE programs would go, by default, to non-bar entities.

Adding to their concern was the fact that a separate organization, the

Association of Continuing Legal Education Administrators, was already acting as a national association for CLE directors. ACLEA had its own organizational structure, not affiliated with nor subject to any control or input from NABE. ACLEA had its own national meetings which eventually were held separate and apart from either the ABA or NABE meetings, often at cities which were half-a-continent apart. This made it impossible for those persons who held dual bar association responsibilities, one of which was CLE, from attending both meetings.

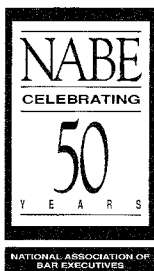
Finally, following the rapid expansion of mandatory CLE and the growing importance of continuing legal education as a bar function, the Executive Committee, in 1990, established the Section on Continuing Legal Education. One of its primary purposes will be to provide, within the framework of NABE, programs and services which will meet the needs of bar association CLE personnel in their work of developing and implementing continuing legal education materials and programs for the profession at the state and local level.

Rapidly expanding means of electronic communications make this section's services in coordinating quality CLE programs at the local, state and national level even more important. Since the competency of attorneys is the bedrock on which all other aspects of "professionalism" of the legal profession rests, the success of the Section on Continuing Legal Education will be vital to the success of all other NABE Sections and Committees in achieving their goals.



NABE 1987 San Francisco

Finances



No organization, except perhaps the United States government, can long operate without a sound fiscal policy and an effective system of financial accounting. The history of the NABE shows that it is no exception!

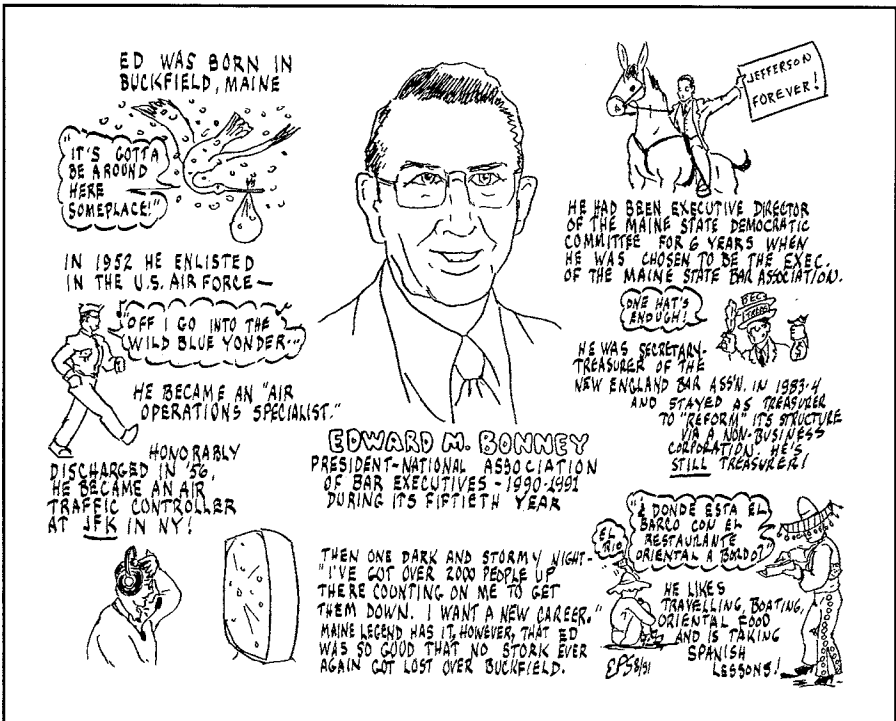
For 50 years, NABE has been blessed with a long line of dedicated treasurers. Anyone who has served as the treasurer of a Scout troop, local civic club or other volunteer organization has some small inkling of the difficult task of the volunteer treasurer of a national organization. Since NABE was founded, the responsibility of the treasurer has been to collect membership dues, meeting registration fees and pay bills. For most of the last half-century this task has been faithfully carried out each year by one person — the treasurer — working alone, out of his or her own office. Not until 1986-1987, was this problem alleviated, when the ABA Division of Bar Services worked closely with the Executive Committee of NABE to develop a system whereby most of these duties would be performed by the ABA staff. This extremely important coordinating of NABE needs with ABA services was, without doubt, one of the most meaningful and necessary steps in the functioning of NABE as a workable national entity.

Edward M. Bonney, Executive Director, Maine State Bar Association, current president of NABE (1990-1991) recalls that the growing sophistication of NABE meetings and increased membership roles created problems with accounting procedures and practices and with the financial stability of the organization. Like Topsy, this problem had been growing for years but went unnoticed until 1983 when the officers of the association were suddenly made aware that it had no Federal ID number nor did it have tax exempt status. The Association had also never been incorporated. It was not until 1983, under the guidance of Alex Lagusch, Executive Director, Columbus (Ohio) Bar Association, and that year Treasurer of NABE, that a formalized procedure for conducting association business was

established, a Tax ID number was obtained, tax exempt status was secured and, for the first time, an NABE income tax return was filed. In addition, the modest cash surplus (approximately \$30,000) which had been accumulated over the years was invested. These steps, along with others recommended by Lagusch et al, finally put the association on the path toward sound professional financial management.

The following year, Theodore Stellwag, Executive Director, Pennsylvania Bar Association, succeeded Lagusch as Treasurer. At the end of his term of office he made a detailed report identifying some of the financial problems he saw facing NABE. These were concerned with the need to centralize dues collections and accounting procedures, to have the ABA bill for reimbursements in a more timely and detailed manner, to redefine the budgeting process and to increase the cash reserve. Although the ABA does not charge for staff support, NABE does reimburse the ABA for hotel costs incurred during annual and midyear meetings. His recommendations generated considerable discussion but little action.

Some of the problems Stellwag envisioned, however, became realities the next year. Allen Head, Executive Director, North Carolina Bar Association, then Association Treasurer, was suddenly faced with an invoice for \$25,000 from the ABA for reimbursements for more than one



fiscal year. Since the invoice was basically a "for services rendered" bill, it was impossible to determine what accounts the various charges should be allocated to. After much discussion, the bill was paid and charged to the Miscellaneous Account!

This experience made the Executive Committee aware of the clear need for a better method of financial accounting and control. It was suddenly realized that the Association's apparent financial health on paper could mask a serious illness and that what appeared to be a substantial cash reserve, might actually be needed to pay for an operating deficit. Bonney, in describing this situation, refers to it as the NABE "thin ice" period. He says this was the first time the problem of the ABA "float" surfaced. Bonney points out that since the NABE accounts are maintained on a modified cash, rather than an accrual, basis, and since the late ABA billings could not be accrued to the year in which the service was rendered, the NABE actually functioned on the "float" that this non-payment for services caused!

In 1986, Celene Greene, Executive Director, Oregon State Bar, NABE President-Elect, discussed her concerns for the future of NABE with then President Dalton Menhall, Executive Director, New Jersey State Bar Association, and other officers. Not only the current state of NABE finances was discussed but also what its financial goals should be. As a result of this discourse, Bonney agreed to accept the post of treasurer and to attempt to develop an over-all accounting and financial management system for NABE. In developing the system, many of the recommendations of previous treasurers were incorporated and a detailed plan worked out.

During 1986-1987, the Executive Committee, working with Jack Sweeney, Director of the ABA Division of Bar Services, and with the ABA Controller took a number of important steps to bring about needed changes. The ABA Controller agreed to speed up the invoicing process for NABE expenses. A procedure for review of the bills by the Division of Bar Services staff shortly after Annual and Mid-year meetings was instituted. Any problems were resolved before the invoice was issued. The invoices were to be detailed enough so they could be allocated to appropriate accounts. The Executive Committee also adopted a policy that required all future meeting budgets to cover all expenses plus a 10% surplus for the reserve account.

Another change in procedure that was doubtless the greatest boon to future NABE Treasurers was also made. Through the cooperation of the ABA Division for Bar Services the onerous task of billing, collection of membership dues, and the collection of meeting registration fees was centralized in Chicago. This time-consuming task is now performed by Bar Services staff, thus relieving the treasurer of this herculean chore.

The permanent operating account for the NABE is now maintained at a Chicago bank rather than following the Treasurer. Other improvements in financial and accounting procedures included the consolidation of Section

funds into the general fund; the term of the Treasurer was extended to two years; the ABA billing process was improved with some vendors now billing NABE directly for meeting-related services; a reserve in an amount equal to 50% of the annual operating budget has been built and is maintained; financial records were computerized; standard accounting principles are now adhered to; the Association has been incorporated; a comprehensive budget process has been established and the fiscal year has been changed to June 1/May 30.

Much has been learned through 50 years of experience about the necessity of financial control and the importance of the office of Treasurer. Many have served NABE in this task experiencing in the role much of its grief but receiving little glory for their efforts.

Problems, Programs, Progress



Treasurers are not the only unsung heroes of NABE. There were many, many others. Far too many to be recognized or have their contributions detailed in this abbreviated history. Financial problems, also, were not the only difficulties which faced the officers. The number of other problems were legion. They ranged from the insignificant, which were mere frustrations, to the serious which actually threatened the continued existence of NABE. It would take multiple volumes to detail them all.

Edward P. Smith, retired Executive Director of the Rhode Island Bar Association who served as NABE president in 1973-1974, recalls some that he encountered. A serious one in the early days of NABE was the reluctance of some state and local bar officers to recognize the need for a national organization of bar executives.

“When I first was hired, I got an invitation to attend an NABE meeting,” he recalls. “I asked the secretary if I should join. He said, ‘No. They only talk about the problems of big bar associations. It’s a waste of money!’” Smith says it was fortunate that a member of his association served on the ABA board. He wrote to the Rhode Island Bar Executive Committee telling them that if they didn’t send Smith, he would pay his way! Smith says his experience points out the importance of holding NABE meetings in conjunction with the ABA.

Other past officers of the NABE join Smith in recounting some of the early problems which arose concerning the hospitality suite maintained by the NABE at the annual and midyear meetings. “The budget for the hospitality suite sometimes equaled that for the speakers and the program,” Smith explained. Wade Baker recalls writing a letter to the NABE president suggesting the need for some restraints to be placed on the “hospitality” offered in the suite. A number of other officers encountered problems in handling finances for the hospitality suite. Dan Hovey, then Executive

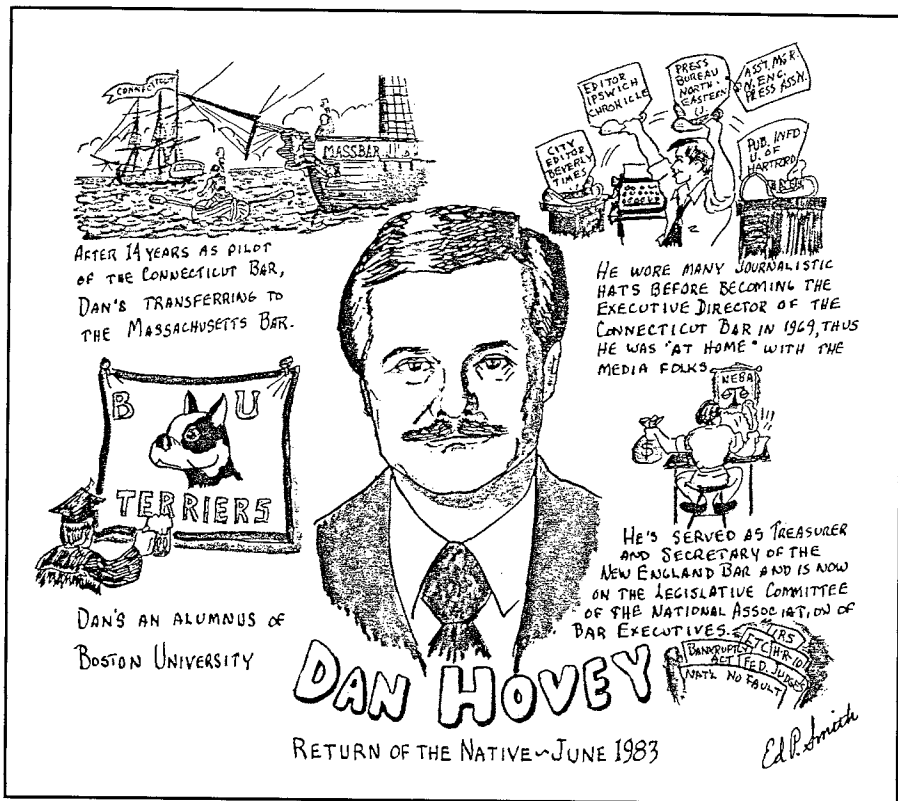
Director of the Connecticut Bar Association, had difficulty in reconciling the hotel charges for “refreshments” supplied. Reginald Hamner of the Alabama Bar Association, profiting from his predecessors experiences and ever mindful of costs, submitted a minutely detailed accounting of his stewardship in providing hospitality during the mid-year 1974 meeting.

All NABE social activities did not, however, involve serious problems. At the midyear meeting in Chicago in 1969, members enjoyed a special train trip to Springfield to tour the new headquarters building of the Illinois State Bar. The only problem encountered during this trip reportedly had to do with assembling members on their arrival back in Chicago. This problem, it is said, resulted from initiation rites into an exclusive organization since called the Bell & Bottle Club!

More serious problems which arose had to do mainly with “turf” battles between state and local bar associations and the ABA. These resulted from such things as disagreement on positions to be taken regarding such controversial matters as Federal No-Fault Insurance and from competition in the areas of Continuing Legal Education, Law Related Education and Traffic Court programs. Some of these conflicts caused serious disagreements between state and local bar staff and ABA staff and also between officers of the associations. These conflicts generally developed because of the ill-



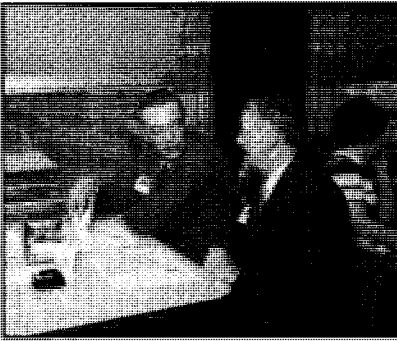
Ed Smith and Kay Runyon



defined and still evolving role of the ABA. Most occurred when local or state bar associations resented invasion of their territories by the ABA with competing programs. In these instances the ABA was often perceived to be assuming the role of dictator rather than that of partner.

By the late 1960s, however, a new attitude began to evolve at the ABA. ABA leadership and Bert Early, its Executive Director, abandoned the old idea of "federation" which had so long caused controversy with the state and local bar associations. A new Division of State and Local Bar Services was established in 1965. William Kleindorfer was named its first director. Recalling this period, Kleindorfer explains "Whatever thoughts of federation may have preceded this period, they were no longer evident when I arrived. Bert and I both recognized the value of earning the respect of state and local bars by listening to their concerns and needs and making a conscientious effort to provide a new dimension of service."

"I was fortunate," he said, "to have the continued support of Bill Henneke who had headed the old coordination service. Bill was very service oriented and we worked well together in blending the best of the former service with the added emphasis provided under the new division. We immediately got into the field and over the first three years met with state bar execu-



Chicago 1969, a train trip to Springfield to tour the new Illinois State Bar Headquarters building.



NABE January 1969 — Springfield, Illinois

tives in their offices in about 85% of the country. These visits were primarily learning missions. I listened a lot and tried to address their concerns when I met with other members of the ABA executive staff and officers.”

Kleindorfer said that during this transition period he received much cooperation from state and local bar executives and officers. Among the bar executives he mentions were John Berry, New York; Wade Baker, Missouri; Marshall Cassidy, Florida; Amos Pinkerton, Illinois; Milt Bachman, Michigan; Jack Hayes, California and Tom Myers, Minnesota. At the local level he recalls Lee Hamilton, St. Louis, and J.B. Walsh, Erie County New York. He also recalls three bar officers of that time who were especially helpful at both the local and national level. They were Jack Deacon, Arkansas; Howell Heflin, Alabama and Paul Buchanan of the Indianapolis Bar Association.

“I think we established a new relationship of trust and support between the ABA and the state and local bar associations which has continued to grow under the direction of the late Alan Kurland and, currently, of Jack Sweeney,” Kleindorfer said.

By the late 1970s there was a significant increase in ABA interest in serving state and local bar associations in general and NABE in particular. There were “Caravans” in which ABA leaders spread out across the country to listen to regional groupings of bar leaders, the Task Force on Bar Activities and Services and the successor Standing Committee on Bar Activities. In 1976-77 as a result of a nationwide Caravan, the ABA firmly cemented relations with state and local bars by creating a Division of Bar Services, providing substantial new funds for programs and staff support, and creating a special committee charged by the Board of Governors as a primary link with bar associations. Some of these programs were:

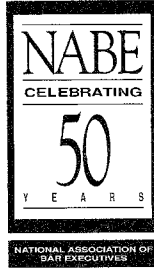
- The Bar Leadership Institute.
- Field Service Programs.
- Progress Through Partnership, a three-year plan developed by the Standing Committee on Bar Activities and Services and the division.
- Bar Association Operational Surveys.

This new ABA Division was headed by Alan Kurland, who came to work at the ABA in 1975 as staff director of the Division of State and Local Bar Services, which was organized as a successor to the ABA’s Coordination Service. He began his ABA career as an assistant to the president, serving primarily as a speechwriter. Before joining the ABA in 1967, he had been the Executive Director of the Connecticut Bar Association for several years and, before that, a public relations consultant.

Kurland carefully cultivated the partnership between the ABA and its state and local bar counterparts, shaping and responding to the changing opportunities for strengthening the partnership.

Writing in a *Bar Leader* magazine tribute to Alan, John A. Krsul, Jr. of Detroit, the former Chairman of the ABA Standing Committee on Bar

Recipients of the Bolton Award for Professional Excellence

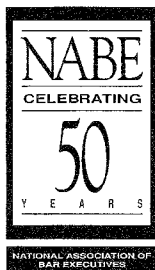


NABE recognizes members whose personality and professionalism have significantly enhanced the organization with the Bolton Award for Professional Excellence. This very special award, once call the “Delegate Fred” award, is awarded in honor of Fred Bolton, who served as Executive Director of the Pennsylvania Bar Association from 1967 until 1977.

1978	Wade F. Baker, Missouri
1979	Marshall R. Cassedy, Florida
1980	Lois M. McIlroy, Oklahoma
1981	Reginald T. Hamner, Alabama
1982	Joseph B. Miller, Ohio
1983	John H. Dickason, Illinois
1984	Edward P. Smith, Rhode Island
1985	E.A. “Wally” Richter, Missouri
1986	Peter P. Roper, Pennsylvania
1987	Alexander Lagusch, Ohio
1988	Jack Lyle, Indiana
1989	Katherine S. Bifaro, New York
1990	JoAnna Moreland, Texas

NABE

Past Presidents

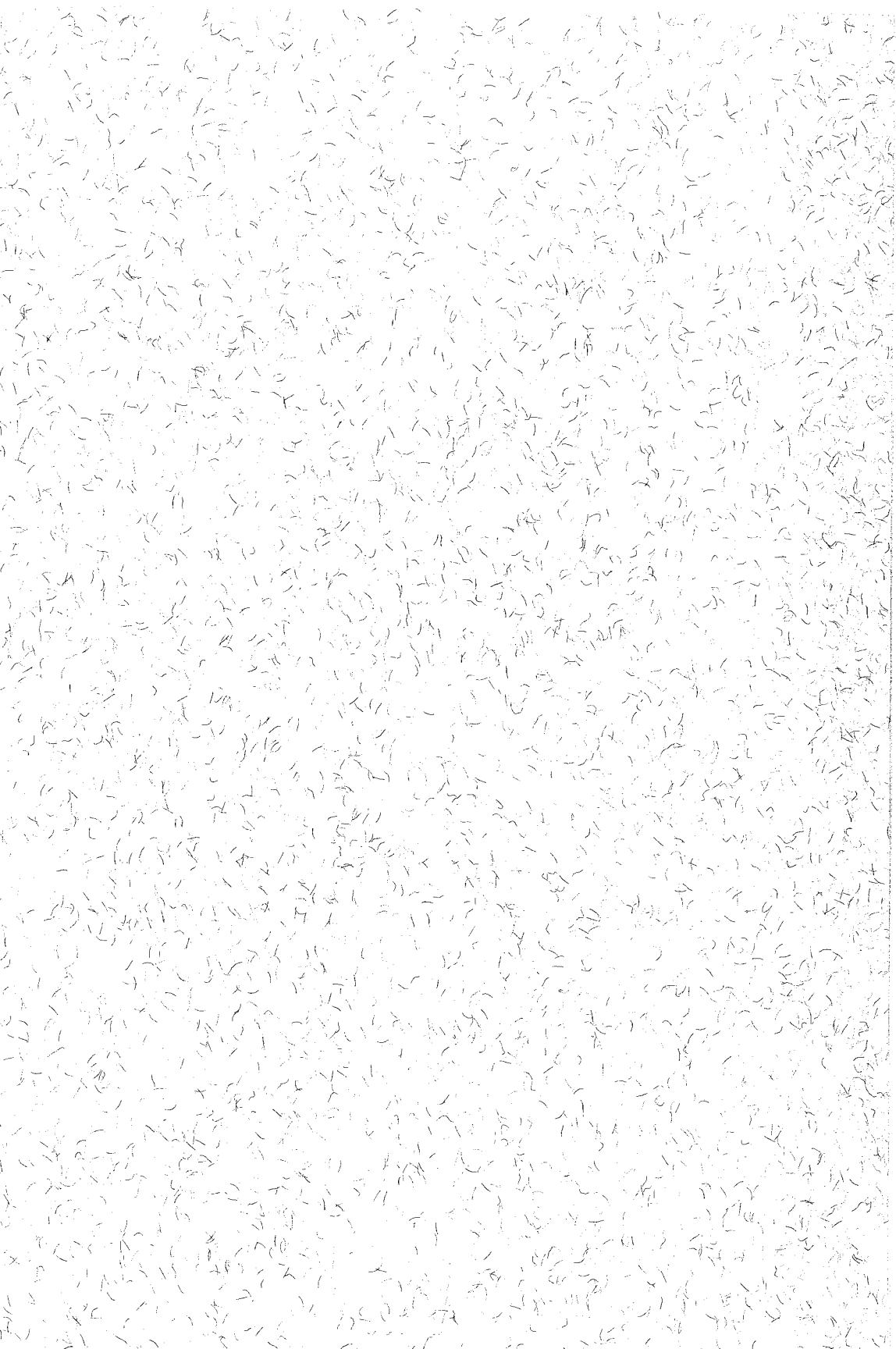


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|-----------|--|-----------|---|
| 1941-1943 | Emma Dillon, Trenton, NJ* | 1968-1969 | Stanley L. Johnson,
Los Angeles, CA* |
| 1943-1944 | J.L.W. Henney, Columbus, OH* | 1969-1970 | Alfred C. Schultz, Bismarck, ND |
| 1944-1946 | Leland M. Cummings,
Salt Lake City, UT* | 1970-1971 | Madrid Williams, Macon, GA |
| 1946-1947 | John Mcl. Smith, Harrisburg, PA* | 1971-1972 | Frederick H. Bolton,
Harrisburg, PA* |
| 1947-1949 | George H. Turner, Lincoln, NE* | 1972-1973 | Francis J. Bolduc, Trenton, NJ |
| 1949-1950 | Milton E. Bachman, Lansing, MI* | 1973-1974 | Edward P. Smith, Providence, RI |
| 1950-1951 | William J. Park, Austin, TX* | 1974-1975 | Kay M. Runyon,
Minneapolis, MN |
| 1951-1952 | Philip S. Habermann,
Madison, WI | 1975-1976 | Eldon L. Husted, Phoenix, AZ |
| 1952-1953 | John E. Berry, Albany, NY | 1976-1977 | John H. Dickason, Springfield, IL |
| 1953-1954 | Joseph B. Miller, Columbus, OH | 1977-1978 | James I. Smith III, Pittsburgh, PA |
| 1954-1955 | Amos M. Pinkerton,
Springfield, IL | 1978-1979 | Reginald T. Hamner,
Montgomery, AL |
| 1955-1956 | William E. Pool, Austin, TX* | 1979-1980 | Peter P. Roper, Harrisburg, PA |
| 1956-1957 | Emma E. Dillon, Trenton, NJ* | 1980-1981 | Jack Lyle, Indianapolis, IN |
| 1957-1958 | Donald D. Molen, Denver, CO | 1981-1981 | G. Edward Friar, Seattle, WA |
| 1958-1959 | John W. Shuart, Topeka, KS* | 1981-1983 | Robert N. DuRant, Columbia, SC |
| 1959-1960 | Joseph M. Larimer, Chicago, IL* | 1983-1984 | Nan Wilder, Phoenix, AZ |
| 1960-1961 | Kenneth Harris,
Oklahoma City, OK* | 1984-1985 | William J. Smith, Jr.,
Baltimore, MD |
| 1961-1962 | Wade F. Baker, Jefferson City, MO | 1985-1986 | Dalton W. Menhall, Trenton, NJ |
| 1962-1963 | Henry H. Harned, Frankfort, KY* | 1986-1987 | Celene Greene, Lake Oswego, OR |
| 1963-1964 | Thomas C. Meyers,
Minneapolis, MN* | 1987-1988 | Bobbie Lou Nailling,
Kansas City, MO |
| 1964-1965 | John H. Holloway, Portland, OR* | 1988-1989 | William J. Carroll, Albany, NY |
| 1965-1966 | R. Leland Hamilton,
St. Louis, MO | 1989-1990 | Terrence M. Murphy, Chicago, IL |
| 1966-1967 | Alice O'Leary Ralls, Seattle, WA* | 1990-1991 | Edward M. Bonney, Augusta, ME |
| 1967-1968 | Marshall R. Cassidy,
Tallahassee, FL | | |

*Deceased

American Bar Association Midyear and Annual Meeting Sites:
 Looking at these years and cities, do they bring back fond memories of
 particular NABE meetings?

Year	Midyear	Annual
1941		Indianapolis, IN
1942		Detroit, MI
1943		Chicago, IL
1944		Chicago, IL
1945		Cincinnati, OH
1946		Atlantic City, NJ
1947		Cleveland, OH
1948		Seattle, WA
1949		St. Louis, MO
1950		Washington, DC
1951		New York, NY
1952		San Francisco, CA
1953		Boston, MA
1954		Chicago, IL
1955		Philadelphia, PA
1956		Dallas, TX
1957		New York, NY
		London, England
1958		Los Angeles, CA
1959		Bal Harbour/Miami Beach, FL
1960	Chicago, IL	Washington, DC
1961	Chicago, IL	St. Louis, MO
1962	Chicago, IL	San Francisco, CA
1963	New Orleans, LA	Chicago, IL
1964	Chicago, IL	New York, NY
1965	New Orleans, LA	Miami, FL
1966	Chicago, IL	Montreal, Canada
1967	Houston, TX	Honolulu, HI
1968	Chicago, IL	Philadelphia, PA
1969	Chicago, IL	Dallas, TX
1970	Atlanta, GA	St. Louis, MO
1971	Chicago, IL	New York, NY
		London, England
1972	New Orleans, LA	San Francisco, CA
1973	Cleveland, OH	Washington, DC
1974	Houston, TX	Honolulu, HI
1975	Chicago, IL	Montreal, Canada
1976	Philadelphia, PA	Atlanta, GA
1977	Seattle, WA	Chicago, IL
1978	New Orleans, LA	New York, NY
1979	Atlanta, GA	Dallas, TX
1980	Chicago, IL	Honolulu, HI
1981	Houston, TX	New Orleans, LA
1982	Chicago, IL	San Francisco, CA
1983	New Orleans, LA	Atlanta, GA
1984	Las Vegas, NV	Chicago, IL
1985	Detroit, MI	Washington, DC
		London, England
1986	Baltimore, MD	New York, NY
1987	New Orleans, LA	San Francisco, CA
1988	Philadelphia, PA	Toronto, Canada
1989	Denver, CO	Honolulu, HI
1990	Los Angeles, CA	Chicago, IL
1991	Seattle, WA	Atlanta, GA



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