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# 2014-2015

## Leadership Directory

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**ABA** **LAW**  
**PRACTICE**  
**DIVISION**

The Business of Practicing Law

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**ABA**

American Bar Association  
Law Practice Division  
321 N. Clark Street, MS 18.2  
Chicago, IL 60654  
lp@americanbar.org  
www.lawpractice.org  
Fax: (312) 988-5820

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LP STAFF

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**Pamela McDevitt**

Director, LP  
Phone: (312) 988-5661  
pamela.mcdevitt@americanbar.org  
*Liaison, Strategy and Planning*  
*Liaison, Nominating Committee*  
*Liaison, Ethics & Prof.*  
*Responsibility*  
*Liaison, Sponsorship Committee*  
*Liaison, ABA TECHSHOW*  
*Board*  
*Liaison, Law Practice Magazine*  
*Board*  
*Liaison, Diversity & Inclusion*  
*Committee*

**Cindy Galvan**

Associate Director, LP  
Phone: (312) 988-5615  
cindy.galvan@americanbar.org  
*Liaison, Sponsorship Committee*  
*Liaison, ABA TECHSHOW*  
*Board*  
*Liaison, Education Board*  
*Liaison, ABA Women Rainmakers*  
*Liaison, Finance Committee*

**Eunice Hubbard**

Business Manager  
Phone: (312) 988-5620  
eunice.hubbard@americanbar.org  
*Liaison, Finance Committee*

**Marisol Massini**

Meetings Assistant  
Phone: (312) 988-5644  
marisol.massini@americanbar.org  
*Liaison, ABA Women Rainmakers*

**Marty Raulli**

Publishing, Technology,  
Membership Specialist  
Phone: (312) 988-6091  
marty.raulli@americanbar.org  
*Liaison, Law Practice Magazine*  
*Liaison, Law Practice Today*  
*Webzine*

**Austin Groothuis**

Marketing Specialist  
Phone: (312) 988-5654  
austin.groothuis@americanbar.org  
*Liaison, Member Development*  
*Committee*  
*Liaison, ABA Women Rainmakers*

**Cate Humpage**

Marketing Assistant  
Phone: (312) 988-6207  
cate.humpage@americanbar.org  
*Liaison, Content Community*  
*Committee*  
*Liaison, Diversity & Inclusion*  
*Committee*

**LTRC (Legal Technology  
Resource Center)**

**Joshua Poje**

Director, LTRC,  
Associate Director, LP  
Phone: (312) 988-5930  
joshua.poje@americanbar.org  
*Liaison, LTRC Board*  
*Liaison, State & Local Bar*  
*Outreach Committee*  
*Liaison, eLawyering Task Force*

**Gwynne Monahan**

Educational Program Specialist  
Phone: (312) 988-5139  
gwynne.monahan@americanbar.org

**Rose Frommelt**

Marketing Assistant  
Phone: (312) 988-5686  
rose.frommelt@americanbar.org  
*Liaison, eLawyering Task Force*

AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION

LEADERSHIP DIRECTORY  
2014-2015

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THE AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION 2014-2015 LEADERSHIP  
DIRECTORY  
IS DEDICATED IN MEMORY OF OUR PAST CHAIR:

Austin Gothard Anderson, Sr.  
(1931-2014)



## MESSAGE FROM THE CHAIR

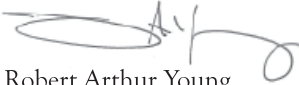
The *ABA Law Practice Division 2014-2015 Leadership Directory* provides essential information regarding the various entities and contact information for the leaders of the Division, along with other valuable information. An electronic version of the Directory may be found on the Division's leadership portal at [www.lawpractice.org](http://www.lawpractice.org).

Every effort has been made to include the most current information; however, the Directory is not inclusive and some information may be out of date at the time of printing. In order to maintain the usefulness of the Directory, it is important to notify the ABA promptly of any corrections or changes.

You may make corrections online through MyABA found at [www.americanbar.org](http://www.americanbar.org) or by calling the ABA Service Center directly at (800) 285-2221. Alternatively, you can contact the ABA at [service@americanbar.org](mailto:service@americanbar.org). The assistance of all those listed in the Directory is much appreciated.

Thank you again for your commitment to the Law Practice Division. I look forward to our working together.

Sincerely yours,



Robert Arthur Young  
Chair  
ABA Law Practice Division





AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014-2015

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OFFICERS AND COUNCIL MEMBERS

---

**Chair**

Robert A. Young

**Chair-Elect**

Tom Bolt

**Vice Chair**

John E. Mitchell

**Secretary**

L. Leona Frank

**Immediate Past Chair**

Michael P. Downey

**Section Delegates to the House of Delegates**

Thomas C. Grella  
Mark A. Robertson

**Council Members**

Jennifer Ator (FL)	2015	Chad E. Burton (OH)	2016
Heidi A. Barcus (TN)	2015	Rodney Scott Dowell (MA)	2016
Micah Buchdahl (NJ)	2015	Amy L. Drushal (FL)	2016
K. William Gibson (OR)	2015	Jennifer Ellis (PA)	2016
Andrea S. Hartley (FL)	2015	Nicholas Gaffney (CA)	2016
Paul Unger (OH)	2015	Michael Joseph Schewe (NJ)	2016
Susan Letterman White (MA)	2015	Allison C. Shields (NY)	2016
Kenneth E. Young (NC)	2015	Mary E. Vandenack (NE)	2016
Vacant	2015	Vacant	2015
Shelia M. Blackford (OR)	2016	<i>International Associate</i>	

## Ex Officio Members

Peggy Liu <i>Law Student Division Liaison</i>	2015	Richard G. Feguson <i>Canadian Bar Association</i>	2015
Ireneo Reus <i>Young Lawyer Division Liaison</i>	2015	Catherine Sanders Reach <i>Associate</i>	2015
John D. Bowers <i>Editor, Law Practice</i>	2015	John Simek <i>Associate</i>	2015
Walter Karnstein <i>Director of Finance</i>	2015		

AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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LP ENTITY DESCRIPTIONS

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## BOARDS

### **ABA Legal Technology Resource Center (LTRC) Board**

LTRC provides all ABA members with legal technology guidance and resources. They offer free technology training events and videos, podcasts, a legal technology blog, and the annual Legal Technology Survey Report. Members of this Board will be responsible for overseeing and developing content for the LTRC's various educational outlets.

### **ABA TECHSHOW Board**

ABA TECHSHOW is an annual legal technology Conference and EXPO designed to bring lawyers and technology together for three days of CLE and networking. The Board develops content, recruits speakers, works with expo vendors, and oversees the many other details that go into a conference and expo of this size.

### **ABA Women Rainmakers Board**

Develops educational programs and business development opportunities for women in the legal profession.

### **Education Board**

This Board works to develop education content and opportunities for members – including CLE.

### **Law Practice Magazine Board**

This group serves as the Editorial Board responsible for the Division's print magazine. The Board develops content, establishes style guidelines, and other issues relevant to a high-quality magazine.

### **Law Practice Today Board**

For the Division's monthly webzine, the Board develops content, establishes style guidelines, and other issues to deliver the latest in law practice management.

### **Publishing Board**

The Board reviews submissions of book proposals, marketing content to the profession, and assumes responsibility for the success of all the Division's books and related publications.

# COMMITTEES AND TASK FORCES

## **Content Community Committee**

This Committee discusses themes and other topics concerning the Division's publications, to maintain brand cohesiveness.

## **Diversity & Inclusion Committee**

Members of the Committee are available to help others with diversity and inclusion issues pertaining to the legal profession and the Division.

## **Ethics & Professional Responsibility Committee**

Examines the findings of the ABA Commission on Ethics 20/20 and makes recommendations on the ethical and regulatory impact of advancing technologies and increasing globalization in the legal profession.

## **Evolving Business Model Task Force**

Studies the effects of the recession on the employment market for lawyers and makes recommendations to guide the legal profession through the changing practice environment and lead to long-term sustainability.

## **eLawyering Task Force**

Develops programs and discusses advances in practicing law through the Internet.

## **Law Career Paths Task Force**

Focused on providing information for lawyers in transition at all stages of their career.

## **Member Development Committee**

Develops methods to recruit new members, engage current members and encourage more members to become active in the Division.

## **Nominating Committee**

Develops nominations for Division officers and members of the Division Council.

## **Sponsorship Committee**

Generates sponsorships for conferences, educational programs, and overall Division programs and services.

## **State & Local Bar Outreach Committee**

Develops methods to share LP content and build membership with state and local bar associations.

## **Strategy & Planning Committee**

Reviews and updates the Division's vision statement and ensures that Division plans meet overall goals.

## INTEREST GROUPS

### **Knowledge Strategy Interest Group**

Chair: John T. Bostelman

Vice Chair: Micah Ascano

Focuses on how lawyers within firms share what they know about client work and about their firms as businesses. The economic pressures today make this practice management technique an even more important activity, which should be managed and accountable.

### **Law Firm Finance Interest Group**

Chair: Peter Roberts

Vice Chair: George Leloudis

Reviews market trends, revenue and profitability issues for law firms, capital structure, buy in obligations and withdrawal entitlements, retirement and succession planning, client drivers, resources management, leveraging technology, performance management and risk management. It also concerns itself with fundamentals of law firm accounting, including maximizing law firm financial reports; developing programs to improve law firm profitability; and utilization of operating statistics as a management tool; developing risk management policies; designing attorney compensation programs; addressing retirement options and establishing a long-range law firm financial planning. The Interest Group assists lawyers in their personal time management skills including self-assessment, planning and organization, including telephone techniques and email management and billing issues including practice management and time and billing software.

### **Lawyer Leadership Interest Group**

Chair: Mark Beese

Vice Chair: Matthew T. Besmer

Provides leadership information and training to lawyers to be better leaders by equipping them with the vision, knowledge and skills necessary to serve as leaders in the profession and in the community as a whole. It nurtures effective leadership with respect to ethical, professional and community service issues; fosters professional relationships with legal leaders and across the various areas of practice; promotes professional obligations and community service; and raises awareness among lawyers of the broad range of issues and challenges facing leadership in the practice of law.

### **Legal Marketing Interest Group**

Chair: Jason Marsh

Vice Chair: Traci Ray

Focuses on marketing, business development, client service and communications within the legal profession and is a resource for practicing attorneys and law firms to develop their practices and gain competitive advantage. The Legal Marketing Interest Group works with attorneys and law firms in the development of their unique selling proposition or personal branding strategies to attract new clients and retain existing clients.

## **Law Firm Management Interest Group**

Chair: Rod Boddie

Vice Chair: Adriana Linares

Provides a forum for managing attorneys and attorneys concerned with the management of law firms. Law firm management is rapidly changing causing many law firms to reexamine their standard business practices. From recruitment and staffing to compensation and billing rates, the Interest Group reviews all issues in administering a law firm. It is also concerned with client relations and the attorney-client relationship from retention through disengagement. The Interest Group reviews issues such as client communication through engagement letters, newsletters, surveys, websites and blogs, as well as other client retention issues.

## **Mobile Practice Interest Group**

Chair: Nerino J. Petro, Jr.

Vice Chair: Diane Ebersole

Home of the road warriors within the Division. The Interest Group considers all issues regarding mobile computing including products such as tablet computers, smart phones and their various applications, including the ability of how law firms of all sizes can include cloud computing technology in a safe and secure to realize its significant cost, scalability and agility benefits.

## **New Lawyers Interest Group**

Chair: Amy Drushal

Vice Chair: Elizabeth J. Palmer

Serves as a center of gravity for new bar admittees and young lawyers to transition into the work of the Division while providing social and leadership opportunities. The Interest Group's goal is to engage new lawyers in the substantive work of the Division and various entities. Every Division lawyer member who is under the age of 37, or has been in practice less than 5 years, is automatically a member of the Interest Group which provides a soft landing for new lawyers in the Division's entities and assists new lawyers in finding a home in active Division work through the Division's entities.

## **Pro Bono and Public Service**

Chair: Scott MacMullan

Vice Chair: Ireneo Reus

Vice Chair: C. Elisia Frazier

Facilitates the implementation of the Division's pro bono goals through development and support of model business pro bono projects and seeks Division members to participate in planning and implementing pro bono activity.

## **Social Media, Legal Blogs and Websites Interest Group**

Chair: Jennifer Ellis

Vice Chair: Ruth Carter

Provides a community for lawyers, legal bloggers, website developers and practitioners who utilize various social media including Facebook, LinkedIn and Twitter. The Interest Group provides a forum for "best practices" regarding legal blogs and websites including design, operations search engine optimization, web marketing, hosting and site management and the utilization of social media to increase clientele, visibility, and branding of law practices.

## **Solo and Small Firm Interest Group**

Chair: Marc Matheny

Vice Chair: J. Benjamin Stevens

Studies the issues and challenges confronting attorneys who work in solo practices and small firms and to enhance the quality of practice for the solo and small firm lawyer.

AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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**BOARDS, COMMITTEES AND TASK FORCES**

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**Executive Committee**

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Robert Arthur Young - Chair	Thomas C. Grella - Section Delegate
Tom Bolt - Chair-Elect	Mark A. Robertson - Section Delegate
John E. Mitchell - Vice-Chair	Walter W. Karnstein - Director, Finance
Lillian Leona Frank - Secretary	William Ferreira - Board of Governors
Michael P. Downey - Immediate Past Chair	Liaison

**Council**

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Jennifer J. Ator (2015)	Michael Joseph Schewe (2016)
Heidi A. Barcus (2015)	Allison C. Shields (2016)
Sheila M. Blackford (2016)	Paul J. Unger (2015)
Micah U. Buchdahl (2015)	Mary E. Vandenack (2016)
Chad E. Burton (2016)	Susan Letterman White (2015)
Rodney Scott Dowell (2016)	Kenneth E. Young (2015)
Amy L. Drushal (2016)	
Jennifer Ellis (2016)	<b>Associate Members</b>
Nicholas Gaffney (2016)	Catherine Sanders Reach (2015)
K. William Gibson (2015)	John Simek (2015)
Andrea S. Hartley (2015)	

**Ex Officio to Council**

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John D. Bowers - Editor-in-Chief, Law Practice Magazine	Thomas C. Grella - Governance Liaison
Richard G. Ferguson - Canadian Bar Association Liaison	Walter W. Karnstein - Director, Finance

## ABA Techshow Board

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Brett Burney - Chair (2015)  
Steven Joseph Best - Vice-Chair (2016)  
Joseph A. Bahgat (2017)  
Diane Ebersole (2015)  
Ivan Hemmans (2017)

Shawn L. Holahan (2017)  
Randall Alan Juip (2015)  
Catherine Sanders Reach (2017)  
Mark Rosch (2015)

## ABA Women Rainmakers Board

---

Andrea S. Hartley - Chair  
Heidi A. Barcus - Vice-Chair  
Lillian Leona Frank - Vice-Chair  
Jordan A. Arnot  
Hussainatu Blake  
Paul B. Bonner  
Sherrie Boutwell  
Katherine E. Britton  
Debra L. Bruce  
Joan Rose Marie Bullock  
Rachelle J. Canter  
Anne Elizabeth Collier  
Amy L. Drushal  
Kathleen B. Havener  
Afi S. Johnson-Parris  
Elizabeth C. Jolliffe  
Vedia Jones-Richardson  
Rachel Elise Kelly  
Linda A. Klein

Kristin C. LaMont  
Niki Lanter  
Jeanne R. Lee  
Sofia S. Lingos  
Beverly A. Lode  
Kellye C. Moore  
Elizabeth Palmer  
Traci Ray  
Abby Risner  
Sabrina Presnell Rockoff  
Antonia L. Roybal Mack  
Dee A. Schiavelli  
Eleanor Southers  
Mary Christine Sungaila  
Gabriela Amada Vega  
Maggie T. Watkins  
Susan Letterman White  
Pauline C. Will  
Jennifer R. Willner



## Diversity & Inclusion Committee

---

Joan Rose Marie Bullock - Chair  
Jennifer Ellis - Vice-Chair  
Afi S. Johnson-Parris - Vice-Chair  
Jennifer J. Ator  
Carlos Baradat  
John E. Brennock  
David Wesley Cornish  
William Ferreira  
Ebony Foster  
Lillian Leona Frank  
Robert R. Furnier  
Kathleen B. Havener  
William Drew Henderson  
G. Wayne Hillis, Jr.

Rachel Elise Kelly  
Carol Ann Martinelli  
Horatio P. Moreno-Campos, II  
Victoria Nedospasova  
Aracely Munoz Petrich  
Carol F. Phillips  
Sabrina Presnell Rockoff  
Freddy Saavedra  
Cynthia Thomas  
Gabriela Amada Vega  
Susan Letterman White  
Randi Brent Whitehead  
Stephen C. Zollman

## Education Board

---

David G. Ries - Chair  
Sharon D. Nelson - Vice-Chair  
John E. Mitchell - Vice-Chair  
Janis K. Alexander  
David R. Ambrose  
Carlos Baradat  
Michael Barrett  
Sheila M. Blackford  
John T. Bostelman  
Joan Rose Marie Bullock  
Chad E. Burton  
Richard G. Ferguson  
Michael D. Goler  
Richard Granat  
William E. Gschwind

JoAnn Hathaway  
Alan Klevan  
Garrett Patrick LaBorde  
Sofia S. Lingos  
Marc W. Matheny  
Reba Nance  
Sona Pancholy  
Mark A. Robertson  
Anne Scott  
Daniel J. Siegel  
John Simek  
Eleanor Southers  
Courtney E. Ward-Reichard  
Randi Brent Whitehead

## **E-Lawyering Task Force**

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Chad E. Burton - Co-Chair  
Marc Lauritsen - Co-Chair  
Adriana Linares - Vice-Chair  
Aman Bagga  
Carlos Baradat  
Sheila M. Blackford  
Michael Chapnick  
David Wesley Cornish  
Brian John Donnelly  
Michael P. Downey  
Todd A. Etzler  
Richard Granat  
Stephen P. Groves, Sr.  
Ashley Hallene  
Mazyar Malek Hedayat

William Drew Henderson  
Elizabeth Henslee  
Michael T. Judy  
Leila Kanani  
Garrett Patrick LaBorde  
Kristin C. LaMont  
Daniel M. Lear  
Andrew R. Lee  
Sofia S. Lingos  
William L. Montague, Jr.  
Peter D. Roberts  
Erdal Turnacioglu  
Randi Brent Whitehead  
Patrick Allen Wright  
Stephen C. Zollman

## **Ethics & Professional Responsibility Committee**

---

Michael P. Downey - Chair  
David G. Ries - Vice-Chair  
Carlos Baradat  
Danielle Blevins  
Richard G. A. Bone  
John E. Brennock  
David Wesley Cornish  
Stephen P. Groves, Sr.  
Kristin C. LaMont  
Daniel M. Lear

Edward Poll  
Allison Price  
Natalie Anna Ratliff  
Traci Ray  
James L. Schwartz  
Daniel J. Siegel  
Eleanor Southers  
Reid F. Trautz  
Victoria V. Vuletich  
Stephen C. Zollman

## **Finance Committee**

---

Walter W. Karnstein - Director  
Robert Arthur Young  
Tom Bolt

John E. Mitchell  
Aman Bagga  
Andrea S. Hartley

## Honorary Council (Past Chairs)

---

Joel P. Bennett  
L. Ray Bishop  
Susan G. Boswell  
James E. Brill  
Micah U. Buchdahl  
Joan Rose Marie Bullock  
Charles R. Coulter  
Michael P. Downey  
Leon Gary, Jr.  
K. William Gibson  
Arthur G. Greene  
Thomas C. Grella  
Andrea S. Hartley  
Vedia Jones-Richardson

Walter W. Karnstein  
Donna M. Killoughey  
David T. Link  
Thomas L. Mighell  
Robert S. Mucklestone  
Dixie Laswell Peterson  
Roberta Cooper Ramo  
Carl G. Roberts  
Mark A. Robertson  
Charles F. Robinson  
Shelby R. Rogers, Jr.  
Lowell E. Rothschild  
Phil J. Shuey  
Richard A. Williams

## Law Career Paths

---

Carol F. Phillips - Chair  
Wendy L. Werner - Vice-Chair  
Micah Ascano  
Aman Bagga  
Robert Christopher Baker  
Carlos Baradat  
Katherine E. Britton  
Debra L. Bruce  
David Wesley Cornish  
Ebony Foster  
William D. Henslee  
Elizabeth Henslee  
Rachel Elise Kelly

Kristin C. LaMont  
Daniel M. Lear  
Jeanne R. Lee  
Eun Sung Lim  
Carol Ann Martinelli  
Natalie Anna Ratliff  
Cynthia Thomas  
Victoria V. Vuletich  
Courtney E. Ward-Reichard  
Pauline C. Will  
Eric Young  
Stephen C. Zollman

## ***Law Practice Magazine Board***

---

John D. Bowers - Chair	Linda A. Klein
Robert Ambrogi - Vice-Chair	George E. Leloudis
Heidi A. Barcus - Features Editor	Reba Nance
Mary E. Vandenack - Features Editor	Emilie Rajaratnam Ninan
James Andrew Calloway - Business Manager	Dee A. Schiavelli
Thomas C. Grella - Columns Editor	James L. Schwartz
Paul B. Bonner	Allison C. Shields
Debra L. Bruce	Roberta L. Tepper
Gary B. Fiebert	Cynthia Thomas
Nicholas Gaffney	Gabriela Amada Vega
Richard W. Goldstein	Courtney E. Ward-Reichard
Katayoun M. Goshtasbi	Marcia Watson Wasserman
Lance Gordon Johnson	Patrick Allen Wright
Vedia Jones-Richardson	Eric Young

## ***Law Practice Today Board***

---

Micah U. Buchdahl - Chair	Megan Semple Greenberg
Andrea Malone - Vice-Chair	William D. Henslee
Traci Ray - Fellow	Elizabeth Henslee
Janis K. Alexander	Daniel M. Lear
David R. Ambrose	Sofia S. Lingos
John D. Bowers	Jay Roderik Stephens
Amy L. Drushal	Erdal Turnacioglu
Nicholas Gaffney	Gabriela Amada Vega
Nancy L. Gimbol	

## ***LP Evolving Business Model***

---

Thomas C. Grella - Chair	Linda A. Klein
Chad E. Burton	Thomas L. Mighell
Rodney Scott Dowell	Sabrina Presnell Rockoff
William Ferreira	Mary E. Vandenack
Katayoun M. Goshtasbi	

## ***Legal Technology Resource Center (LTRC)***

---

Rodney Scott Dowell - Chair	Britt Lorish
Dennis M. Kennedy - Vice-Chair	Erik Mazzone
Chad E. Burton	Thomas L. Mighell
Richard G. Ferguson	Michael S. Neuren
Adriana Linares	Daniel E. Pinnington
Sofia S. Lingos	Allison C. Shields

## Membership Development Committee

---

Michael Joseph Schewe - Chair  
Amy L. Drushal - Vice-Chair  
Erdal Turnacioglu - Vice-Chair  
Janis K. Alexander  
David R. Ambrose  
Micah Ascano  
Robert Christopher Baker  
Heidi A. Barcus  
Danielle Blevins  
Tom Bolt  
John T. Bostelman  
John E. Brennock  
Matthew Besmer  
David Wesley Cornish  
Paul Eric Davis  
Richard G. Ferguson  
Carol Schiro Greenwald

Rebecca Haack  
JoAnn Hathaway  
Garrett Patrick LaBorde  
Eun Sung Lim  
Sofia S. Lingos  
Andrea Malone  
Jason Marsh  
Victoria Nedospasova  
Stephen Gregory Novosel  
Theodore P. Orenstein  
David E. Poisson  
Mary E. Ryan  
Dee A. Schiavelli  
Michael Spekter  
Cynthia Thomas  
Stephen C. Zollman

## Nominating Committee

---

Tom Bolt - Chair (2015)  
Aman Bagga (2016)  
Rodney Scott Dowell (2015)  
Amy L. Drushal (2016)  
Leona Frank (2015) (non-voting)

Katayoun M. Goshtasbi (2015)  
Afi S. Johnson-Parris (2016)  
Pamela McDevitt (2015) (non-voting)  
Thomas L. Mighell (2015)  
John E. Mitchell (2015) (non-voting)

## Publishing Board

---

Thomas L. Mighell - Chair  
Allison C. Shields - Vice-Chair  
Jennifer J. Ator  
Laura A. Calloway  
Jennifer Ellis  
Andrew N. Elowitz  
Richard G. Ferguson  
Jeffrey M. Flax  
Debbie Foster  
K. William Gibson  
Carol Schiro Greenwald

JoAnn Hathaway  
Dennis M. Kennedy  
Carole A. Levitt  
Sofia S. Lingos  
Marc W. Matheny  
Erik Mazzone  
David G. Ries  
Daniel J. Siegel  
John Simek  
Wendy L. Werner  
Susan Letterman White

## Sponsorship Committee

---

George E. Leloudis - Chair  
Karen D. Griggs - Vice-Chair  
Janis K. Alexander  
David R. Ambrose  
Paul B. Bonner

John E. Brennock  
David Wesley Cornish  
Kathleen B. Havener  
Eun Sung Lim  
Jason Marsh

## State & Local Bar Outreach Committee

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Reba Nance - Chair  
JoAnn Hathaway - Vice-Chair  
Micah Ascano  
Carlos Baradat  
Matthew Besmer  
John E. Brennock  
James Andrew Calloway  
David Wesley Cornish  
Rodney Scott Dowell  
Richard G. Ferguson  
William E. Gschwind  
Kathleen B. Havener  
Thomas H. Howlett  
Natalie R. Kelly  
Kristin C. LaMont

Carole A. Levitt  
Adriana Linares  
Marc W. Matheny  
Horatio P. Moreno-Campos, II  
Elizabeth Palmer  
Nerino Joseph Petro, Jr.  
David E. Poisson  
William T. Quick  
Walter A. Romney, Jr.  
Antonia L. Roybal Mack  
Aaron C. Street  
Reid F. Trautz  
Erdal Turnacioglu  
Courtney E. Ward-Reichard  
Stephen C. Zollman

## Strategy and Planning Committee

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John E. Mitchell - Chair until Midyear (2016)  
Lillian Leona Frank - Chair after  
Midyear (2017)  
Tom Bolt (2015)  
William Ferreira (2016)  
Katayoun M. Goshtasbi (2016)

Thomas C. Grella (2015)  
Walter W. Karnstein (2016)  
Linda A. Klein (2015)  
Thomas L. Mighell (2015)

AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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FELLOWS PROGRAM

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The Fellows Program of the ABA Law Practice Division represents the Division's commitment to increase the participation of new and diverse lawyers in Division activities and membership. Its goals are to:

- (1) Provide active new and diverse lawyers who are members of the ABA Young Lawyers Division (YLD) or national, state, territorial and local or special interest bar associations an opportunity to become involved in the substantive work of the Division;
- (2) Develop effective and efficient ABA Law Practice volunteer leaders;
- (3) Expand membership the Division; and
- (4) Enhance knowledge about the work of the ABA Law Practice Division and its superior practice programs and content among members of the YLD and other new and diverse lawyers.

ABA Law Practice anticipates that, as a result of their contributions as truly active Division members during the one year term Fellowship, Fellows will develop into future leaders of ABA Law Practice. Each annual Division Fellowship Class shall consist of not less than four (4) Fellows. The ABA Law Practice Division Class of 2014-2015 includes:

**Micah Ascano**

13110 Inwood Dr  
Woburn, MA 01801  
Phone: (701) 640-2469  
[mjascano@artifexlegal.com](mailto:mjascano@artifexlegal.com)

**Elizabeth Palmer**

Rosen Rosen & Hagood LLC  
151 Meeting St.  
Ste. 400  
Phone (843) 577-6726  
[epalmer@rrhlawfirm.com](mailto:epalmer@rrhlawfirm.com)

**Matthew Besmer**

473 E. Balboa Dr  
Fresno, CA 93730  
Phone: (559) 403-6367  
[mbesmer@gmail.com](mailto:mbesmer@gmail.com)

**Traci Ray**

Barran Liebman LLP  
601 SW 2nd Ave  
Ste. 2300  
Phone: (503) 228-0500  
[tray@barran.com](mailto:tray@barran.com)





AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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LP STAFF LIAISONS

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Executive Committee . . . . .	Pamela McDevitt
Council . . . . .	Pamela McDevitt
ABA Legal Technology Resource Center (LTRC) Board . . . . .	Joshua Poje
ABA TECHSHOW Board . . . . .	Cindy Galvan
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Law Practice Magazine Board . . . . .	Austin Groothuis
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Member Development Committee . . . . .	Austin Groothuis
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Strategy & Planning Committee . . . . .	Pamela McDevitt



AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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ALPHABETICAL LISTING  
OF DIVISION ACTIVES

---

**Janis K. Alexander**

Ambrose Law Group LLC  
312 NW 10th Avenue, Suite 200  
Portland, OR 97209-3121  
Office: (503) 467-7237  
Fax: (503) 467-7238  
jkalexander@ambroselaw.com  
Education Board, Member  
Sponsorship Committee, Member  
Membership Development Committee,  
Member

**Robert Ambrogi**

Law Office of Robert Ambrogi  
6 Pioneer Circle  
Rockport, MA 01966-1851  
Office: (978) 546-7898  
ambrogi@legaline.com  
Law Practice Magazine Board, Vice-Chair

**David R. Ambrose**

Ambrose Law Group LLC  
312 NW 10th Avenue, Suite 200  
Portland, OR 97209-3121  
Office: (503) 467-7217  
Fax: (503) 467- 7218  
drambrose@ambroselaw.com  
Education Board, Member  
Law Practice Today Board, Member  
Sponsorship Committee, Member  
Membership Development  
Committee, Member

**Jordan A. Arnot**

Partridge IP Law PC  
321 North Clark Street, Suite 720  
Chicago, IL 60654  
Office: (312) 634-9502  
Fax: (312) 275-7503  
jarnot@partridgeiPlaceaw.com  
ABA Women Rainmakers Board, Member

**Micah Ascano**

2460 Peachtree Road N.W, Apartment #1203  
Atlanta, GA 30305  
Office: (701) 640-2469  
mjascano@artifexlegal.com  
State & Local Bar Outreach Committee  
Membership Development Committee  
Law Career Paths

**Jennifer J. Ator**

Jennifer J. Ator PA  
36 Palmetto Dr  
Miami Springs, FL 33166-5808  
Office: (305) 863-8525  
Fax: (305) 863-8535  
jenniferjator@gmail.com  
Council, Member  
Publishing Board, Member  
Diversity & Inclusion Committee, Member

### **Aman Bagga**

Bagga Law, P.C.  
115 N Broadway, Suite 205  
Hicksville, NY 11801-2926  
Office: (516) 806-4567  
Fax: (516) 874-4515  
pro@bagga.net  
Nominating Committee, Member  
E-Lawyering Task Force  
Finance Committee, Member  
Law Career Paths, Member

### **Joseph A. Bahgat**

Hubcity Law Group  
104 Bayard Street, Floor. 5  
New Brunswick, NJ 08901-2102  
Office: (877) 721-9027 Ext: 110  
Fax: (732) 733-2386  
joe@hubcitylawgroup.com  
ABA Techshow Board, Member

### **Robert Christopher Baker**

ClaytonRamirez PLC  
8920 Business Park Drive, Suite 175  
Austin, TX 78759-7618  
Office: (512) 687-0747  
Fax: (512) 687-0728  
cbaker@claytonramirezlaw.com  
Membership Development Committee  
Law Career Paths

### **Carlos Baradat**

Cheffy Passidomo  
821 5th Avenue S, Suite 201  
Naples, FL 34102-6621  
Office: (239) 261-9300  
cabaradat@naPlaceslaw.com  
Education Board, Member  
Ethics & Professional Responsibility  
Committee, Member  
Diversity & Inclusion Committee, Member  
State & Local Bar Outreach  
Committee, Member  
E-Lawyering Task Force  
Law Career Paths, Member

### **Heidi A. Barcus**

London & Amburn PC  
607 Market Street, Suite 900  
Knoxville, TN 37902-2226  
Office: (865) 246-7926  
Fax: (865) 637-4850  
hbarcus@latlaw.com  
Council, Member  
Law Practice Magazine Board,  
Features Editor  
Membership Development  
Committee, Member  
ABA Women Rainmakers Board, Vice-Chair

### **Michael Barrett**

CNA  
333 S Wabash Avenue, 36th Floor  
Chicago, IL 60604-4107  
Office: (312) 822-4194  
michael.barrett@cna.com  
Education Board, Member

### **Cassie Baudean**

Baudean Law, PLLC  
9962 Brook Road, #654  
Glen Allen, VA 23059  
Office: (804) 447-0146  
clbaudean@baudeanlaw.com  
Membership Development Committee

### **Joel P. Bennett**

Law Office of Joel P. Bennett  
207 Bristol Downs Drive  
Gaithersburg, MD 20877-4303  
Office: (202) 625-1970  
Fax: (202) 625-1973  
joelpbennett1946@gmail.com  
Council, Honorary Member

### **Matthew Besmer**

473 E Balboa Drive  
Fresno, CA 93730-0792  
Office: (559) 403-6367  
mbesmer@gmail.com  
State & Local Bar Outreach Committee  
Membership Development Committee

---

**Steven Joseph Best**

Affinity Consulting  
12460 Crabapple Road, Suite 202-348  
Alpharetta, GA 30004-6602  
Office: (770) 998-3800  
Fax: (866) 478-6510  
sbest@affinityconsulting.com  
ABA Techshow Board, Vice-Chair

**L. Ray Bishop**

L. Ray Bishop & Assoc PC  
495 Hillspur Road  
Ann Arbor, MI 48105-1048  
Office: (734) 663-9201  
Fax: (734) 668-4141  
ray.bishop@cvsnet.net  
Council, Honorary Member

**Sheila M. Blackford**

OSB Professional Liability Fund  
16037 SW Upper Boones Ferry Road,  
Suite 300  
Tigard, OR 97224-7784  
Office: (503) 684-7421  
Fax: (503) 684-7250  
sheilab@osbplf.org  
Council, Member  
Education Board, Member  
E-Lawyering Task Force

**Hussainatu Blake**

950 Forest Overlook Drive, SW  
Atlanta, GA 30331-8352  
Office: (443) 529-4140  
htblake@johnmarshall.edu  
ABA Women Rainmakers Board, Member

**Danielle Blevins**

MACStrategies  
1500 Massachusetts Avenue, NW, Suite 836  
Washington, D.C. 20005  
Office: (443) 440-7629  
dblevins@macstrategies.com  
Ethics & Professional Responsibility  
Committee, Member  
Membership Development  
Committee, Member

**Tom Bolt**

BoltNagi PC  
5600 Royal Dane Mall, Suite 21  
St Thomas, VI 00802-6410  
Office: (340) 774-2944  
Fax: (340) 776-1639  
tbolt@vilaw.com  
Executive Committee, Chair-Elect  
Nominating Committee, Chair  
Membership Development Committee,  
List Serve Only  
Finance Committee, Chair-Elect  
Strategy and Planning Committee, Member

**Richard G.A. Bone**

VLP Law Group LLP  
2225 E Bayshore Road, Suite 200  
Palo Alto, CA 94303-3220  
Office: (650) 419-2010  
Fax: (650) 353-5715  
rbone@vlPlaceawgroup.com  
Ethics & Professional Responsibility  
Committee, Member

**Paul B. Bonner**

Law Offices of Paul B. Bonner  
4727 Berkeley Terrace NW  
Washington, D.C. 20007-1508  
Office: (202) 255-7272  
p.bonner@yahoo.com  
Law Practice Magazine Board, Member  
Sponsorship Committee, Member  
ABA Women Rainmakers Board, Member

**John T. Bostelman**

KMJD Consulting LLC  
3527 Mt Diablo Boulevard, Suite 386  
Lafayette, CA 94549-3815  
Office: (415) 738-8230  
Fax: (415) 962-2491  
jack.bostelman@kmjdconsulting.com  
Education Board, Member  
Membership Development  
Committee, Member

**Susan G. Boswell**

Quarles & Brady LLP  
1 S Church Avenue, Suite 1700  
Tucson, AZ 85701-1630  
Office: (520) 770-8713  
Fax: (520) 623-2418  
sboswell@quarles.com  
Council, Honorary Member

**Sherrie Boutwell**

Boutwell Fay LLP  
1 Park Place, Suite 600  
Irvine, CA 92614-5987  
Office: (949) 660-0484  
Fax: (949) 660-0485  
sherrieboutwell@boutwellfay.com  
ABA Women Rainmakers Board, Member

**John D. Bowers**

Fox Rothschild LLP  
997 Lenox Drive, Building 3  
Lawrence Township, NJ 08648-2317  
Office: (609) 896-7657  
Fax: (609) 896-1469  
jbowers@foxrothschild.com  
Ex Officio to Council,  
Editor-in-Chief, Law Practice Magazine  
Law Practice Magazine Board, Chair  
Law Practice Today Board, Member

**John E. Brennock**

Law Offices of John E. Brennock  
166 W Washington Street, Suite 680  
Chicago, IL 60602-3592  
Office: (312) 641-0363  
Fax: (312) 641-1315  
jebrennock@gmail.com  
Ethics & Professional Responsibility  
Committee, Member  
Diversity & Inclusion Committee, Member  
State & Local Bar Outreach  
Committee, Member  
Sponsorship Committee, Member  
Membership Development  
Committee, Member

**James E. Brill**

James E. Brill PC  
PO Box 22870  
Houston, TX 77227-2870  
Office: (713) 626-7272  
Fax: (713) 626-3606  
jebrill@aol.com  
Council, Honorary Member

**Katherine E. Britton**

800 Ross Avenue, Apartment 3131  
Dallas, TX 75202  
Office: (704) 287-7140  
kebritton1@gmail.com  
Law Career Paths, Member  
ABA Women Rainmakers Board, Member

**Debra L. Bruce**

Lawyer-Coach LLC  
848 Little John Lane  
Houston, TX 77024-3609  
Office: (713) 682-4353  
Fax: (832) 201-8718  
debra@lawyer-coach.com  
Law Practice Magazine Board, Member  
Law Career Paths, Member  
ABA Women Rainmakers Board, Member

**Micah U. Buchdahl**

HTMLawyers-The Law Marketing  
Consultancy  
7 Murray Road  
Moorestown, NJ 08057-3845  
Office: (856) 234-4334  
micah@htmlawyers.com  
Council, Member  
Law Practice Today Board, Chair  
Council, Honorary Member

---

**Joan Rose Marie Bullock**

Floororida A&M University College of Law  
201 Beggs Avenue  
Orlando, FL 32801-1733  
Office: (407) 687-9693  
Fax: (407) 254-3213  
joan.bullock@famu.edu  
Education Board, Member  
Diversity & Inclusion Committee, Chair  
Council, Honorary Member  
ABA Women Rainmakers Board, Member

**Brett Burney**

Burney Consultants LLC  
8440 E Washington Street, Suite 303  
Chagrin Falls, OH 44023  
Office: (216) 245-1414  
burney@burneyconsultants.com  
ABA Techshow Board, Chair

**Chad E. Burton**

Burton Law LLC  
714 E Monument Avenue  
Dayton, OH 45402-1382  
Office: (937) 610-0444  
Fax: (937) 660-9383  
cburton@burton-law.com  
Council, Member  
Education Board, Member  
E-Lawyering Task Force, Co-Chair  
LP Evolving Business Model, Member  
LTRC, Member

**James Andrew Calloway**

Oklahoma Bar Association  
PO Box 53036  
Oklahoma City, OK 73152-3036  
Office: (405) 416-7051  
Fax: (405) 416-7001  
jimc@okbar.org  
Law Practice Magazine Board,  
Business Manager  
State & Local Bar Outreach  
Committee, Member

**Laura A. Calloway**

Alabama State Bar  
415 Dexter Avenue  
Montgomery, AL 36104-3742  
Office: (334) 517-2240  
Fax: (334) 517-2241  
laura.calloway@alabar.org  
Publishing Board, Member

**Rachelle J. Canter**

RJC Associates  
2051 Hyde St  
San Francisco, CA 94109-1754  
Office: (415) 956-8438  
Fax: (415) 921-1417  
rjc@rjcassociates.net  
ABA Women Rainmakers Board, Member

**Michael Chapnick**

Chapnick Community Assoc. Law PA  
5301 North Federal Highway, Suite 250  
Boca Raton, FL 33487  
Office: (561) 330-3096  
Fax: (954) 486-7782  
mchapnick@ccalpa.com  
E-Lawyering Task Force

**Anne Elizabeth Collier**

8004 Glendale Road  
Chevy Chase, MD 20815-5903  
Office: (202) 449-9751  
Fax: (301) 664-9448  
anne@arudia.com  
ABA Women Rainmakers Board, Member

### **David Wesley Cornish**

1510 Cecil B. Moore Avenue, Suite 301  
Philadelphia, PA 19121  
Office: (888) 313-1385  
Fax: (215) 752-6762  
dwesley24@gmail.com  
Ethics & Professional Responsibility  
Committee, Member  
Diversity & Inclusion Committee, Member  
State & Local Bar Outreach  
Committee, Member  
Sponsorship Committee, Member  
E-Lawyering Task Force  
Membership Development  
Committee, Member  
Law Career Paths, Member

### **Charles R. Coulter**

Stanley Lande & Hunter  
1101 5th Street, Suite 204  
Coralville, IA 52241-2926  
Office: (563) 264-5000  
Fax: (319) 248-9001  
chuckcoulter@slhlaw.com  
Council, Honorary Member

### **Paul Eric Davis**

Conner Gwyn Schenck PLC  
3141 John Humphries Wynd, Suite 100  
Raleigh, NC 27612-5382  
Office: (919) 789-9242  
Fax: (919) 789-9210  
pdavis@cgsplc.com  
Membership Development  
Committee, Member

### **Brian John Donnelly**

456 Riverside Drive, Apartment Phn  
New York, NY 10027-6808  
Office: (212) 854-3198  
donnelly@law.columbia.edu  
E-Lawyering Task Force

### **Rodney Scott Dowell**

Lawyers Concerned for Lawyers  
31 Milk Street, Suite 810  
Boston, MA 02109-5123  
Office: (617) 482-9600  
rodney@lclma.org  
Council, Member  
Nominating Committee, Member  
State & Local Bar Outreach  
Committee, Member  
LP Evolving Business Model, Member  
LTRC, Chair

### **Michael P. Downey**

Armstrong Teasdale LLP  
7700 Forsyth Boulevard, Suite 1800  
Saint Louis, MO 63105-1847  
Office: (314) 621-5070  
Fax: (314) 621-5065  
mdowney@armstrongteasdale.com  
Executive Committee, Immediate Past Chair  
Ethics & Professional Responsibility  
Committee, Chair  
E-Lawyering Task Force  
Council, Honorary Member

### **Amy L. Drushal**

Trenam Kemker et al  
101 E Kennedy Boulevard, Suite 2700  
Tampa, FL 33602-5170  
Office: (813) 227-7463  
Fax: (813) 229-6553  
aldrushal@trenam.com  
Council, Member  
Nominating Committee, Member  
Law Practice Today Board, Member  
Membership Development Committee,  
Vice-Chair  
ABA Women Rainmakers Board, Member



---

**Diane Ebersole**

State Bar of Michigan  
306 Townsend St  
Lansing, MI 48933-2083  
Office: (517) 346-6411  
Fax: (517) 367-6433  
debersole@mail.michbar.org  
ABA Techshow Board, Member

**Jennifer Ellis**

Lowenthal & Abrams  
555 City Avenue, Suite 500  
Bala Cynwyd, PA 19004  
Office: (717) 256-1638  
jennifer@jlellis.net  
Council, Member  
Publishing Board, Member  
Diversity & Inclusion Committee, Vice-Chair

**Andrew N. Elowitz**

New Actions LLC  
1021 N Kenter Avenue  
Los Angeles, CA 90049-1313  
Office: (310) 471-0230  
Fax: (310) 476-0676  
elowitt@newactions.com  
Publishing Board, Member

**Todd A. Etzler**

Family Express Corp  
213 S State Road 49  
Valparaiso, IN 46383-7976  
Office: (219) 462-0144 Ext 207  
Fax: (219) 477-5499  
etzler@taec.pro  
E-Lawyering Task Force

**Richard G. Ferguson**

Lynass Ferguson & Shocter  
17731 103 Avenue NW  
Edmonton, AB T5S 1N8  
Office: (780) 483-3175  
Fax: (780) 483-3024  
rferguson@altabusineslaw.com  
Ex Officio to Council, Liaison  
Education Board, Member  
Publishing Board, Member  
State & Local Bar Outreach  
Committee, Member  
Membership Development  
Committee, Member  
LTRC, Member

**William Ferreira**

Ferreira Law LLC  
84 Washington Street  
Morristown, NJ 07960-8624  
Office: (201) 477-2800  
Fax: (201) 477-2801  
bill@maincounsel.com  
Executive Committee  
ABA Board of Governors, Liaison  
Diversity & Inclusion Committee, Member  
LP Evolving Business Model, Member  
Strategy and Planning Committee, Member

**Gary B. Fiebert**

Smock Law Firm Consultants  
87 Cricket Club Drive  
Roslyn, NY 11576-2908  
Office: (847) 457-6122  
gfiebert@smocklawfirmconsultants.com  
Law Practice Magazine Board, Member

**Jeffrey M. Flax**

Jeff Flax & Associates LLC  
657 Golden Eagle Circle  
Golden, CO 80401-0909  
Office: (303) 464-7377  
jeff.Flax.lists@gmail.com  
Publishing Board, Member

### **Debbie Foster**

Affinity Consulting Group  
11370 66th Street, Suite 132  
Largo, FL 33773-5528  
Office: (727) 544-5400  
Fax: (727) 544-2600  
Publishing Board, Member

### **Ebony Foster**

907-3 Renate Drive  
Hillsborough, NJ 08844  
Office: (908) 500-7018  
efoster06@gmail.com  
Diversity & Inclusion Committee  
Law Career Paths

### **Lillian Leona Frank**

Hollingsworth & Zivitz PC  
11555 N Meridian Street, Suite 530  
Carmel, IN 46032  
Office: (317) 569-2200  
lfrank@hzlegal.com  
Executive Committee, Secretary  
Diversity & Inclusion Committee, Member  
Strategy and Planning Committee, Member  
ABA Women Rainmakers Board, Vice-Chair

### **Robert R. Furnier**

The Furnier Muzzo Group LLC  
6725 Miami Avenue, Suite 100  
Cincinnati, OH 45243-3158  
Office: (513) 604-5449 Ext 114  
rfurnier@furnierlaw.com  
Diversity & Inclusion Committee, Member

### **Nicholas Gaffney**

Infinite  
907 Bolinas Road  
Fairfax, CA 94930  
Office: (415) 732-7801  
Fax: (415) 276-9019  
ngaffney@infinitepr.com  
Council, Member  
Law Practice Magazine Board, Member  
Law Practice Today Board, Member

### **Leon Gary Jr.**

3520 Redmont Road  
Birmingham, AL 35213-2836  
Office: (225) 907-3615  
leongary@bellsouth.net  
Council, Honorary Member

### **K. William Gibson**

Attorney at Law  
10365 SE Sunnyside Road, Suite 240  
Clackamas, OR 97015-5752  
Office: (503) 454-0155  
Fax: (503) 946-3080  
kwg@gibsonmediation.com  
Council, Member  
Publishing Board, Member

### **Nancy L. Gimbol**

Eastburn & Gray PC  
PO Box 1389  
Doylestown, PA 18901-0137  
Office: (215) 345-7000  
ngimbol@eastburngray.com  
Law Practice Today Board, Member

### **Richard W. Goldstein**

Goldstein Patent Law  
300 E 42nd St  
New York, NY 10017  
Office: (718) 701-0700  
Fax: (866) 243-8109  
goldstein@goldSuiteinpc.com  
Law Practice Magazine Board, Member

### **Michael D. Goler**

Miller Goler Faeges Lapine LLP  
1301 E 9th Street, Suite 2700  
Cleveland, OH 44114-1835  
Office: (216) 696-3366 Ext 6370  
Fax: (216) 274-9622  
goler@mgfl-law.com  
Education Board, Member

---

**Katayoun M. Goshtasbi**

Puris Personal Brand Solutions  
10085 Carroll Canyon Road, Suite 200  
San Diego, CA 92131-1100  
Office: (949) 274-6423  
katy@purispersonalbranding.com  
Nominating Committee, Member  
Law Practice Magazine Board, Member  
LP Evolving Business Model, Member  
Strategy and Planning Committee, Member

**Richard Granat**

DirectLaw Inc  
6231 Pga Boulevard, Suite 104-170  
Palm Beach Gardens, FL 33418-4033  
Office: (561) 779-2863  
Fax: (888) 592-9967  
rich@granat.com  
Education Board, Member  
E-Lawyering Task Force

**Megan Semple Greenberg**

719 Greenwood Road  
Wilmington, DE 19807-2935  
Office: (302) 658-6541  
megsgreenberg@gmail.com  
Law Practice Today Board, Member

**Arthur G. Greene**

Boyer Greene LLC  
3 Executive Park Drive, Suite 9  
Bedford, NH 03110-6954  
Office: (603) 471-0606  
Fax: (603) 471-9188  
agg@boyergreene.com  
Council, Honorary Member

**Carol Schiro Greenwald**

MarketingPartners  
688 Forest Avenue  
Larchmont, NY 10538-1535  
Office: (914) 834-9320  
Fax: (914) 834-1101  
greenwaldcarol@hotmail.com  
Publishing Board, Member  
Membership Development  
Committee, Member

**Thomas C. Grella**

McGuire Wood & Bisette PA  
PO Box 3180  
Asheville, NC 28802-3180  
Office: (828) 254-8800  
Fax: (828) 252-2438  
tgrella@mwbavl.com  
Executive Committee, Section Delegate  
Ex Officio to Council  
Law Practice Magazine Board  
LP Evolving Business Model, Chair  
Council, Honorary Member  
Strategy and Planning Committee,  
Advisory Member

**Karen D. Griggs**

Baker Suiterchi Cowden & Rice LLC  
2400 Pershing Road, Suite 500  
Kansas City, MO 64108-2533  
Office: (816) 471-2121  
Fax: (816) 472-0288  
griggs@bscr-law.com  
Sponsorship Committee, Vice-Chair

**Stephen P. Groves, Sr.**

Nexsen Pruet LLC  
05 King Street, Suite 400  
Charleston, SC 29401-3159  
Office: (843) 720-1725  
Fax: (843) 414-8206  
sgroves@nexsenpruet.com  
Ethics & Professional Responsibility  
Committee, Member  
E-Lawyering Task Force

**William E. Gschwind**

Minnesota Construction Law Services PLC  
582 Arrowhead Drive, Suite 100  
Lino Lakes, MN 55014  
Office: (651) 484-4412  
bill@mncls.com  
Education Board, Member  
State & Local Bar Outreach  
Committee, Member

### **Rebecca Haack**

Fullenweider Willhite  
4265 San Felipe Suite 1400  
Houston, TX 77027  
Office: (713) 624-4122  
rhaack@fullenweider.com  
Membership Development  
Committee, Member

### **Ashley Hallene**

Alta Mesa Holdings LP  
25139 Clover Ranch Drive  
Katy, TX 77494  
Office: (281) 944-0674  
ahallene@altamesa.net  
E-Lawyering Task Force

### **Andrea S. Hartley**

Akerman LLP  
1 SE 3Road Avenue, Floor 25  
Miami, FL 33131-1715  
Office: (305) 982-5682  
Fax: (305) 374-5095  
andrea.hartley@akerman.com  
Council, Member  
Finance Committee, Member  
ABA Women Rainmakers Board, Chair

### **JoAnn Hathaway**

State Bar of Michigan  
306 Townsend Street, Floor 3  
Lansing, MI 48933-2012  
Office: (517) 346-6381  
Fax: (517) 482-6248  
jhathaway@mail.michbar.org  
Education Board, Member  
Publishing Board, Member  
State & Local Bar Outreach Committee,  
Vice-Chair  
Membership Development  
Committee, Member

### **Kathleen B. Havener**

The Havener Law Firm LLC  
15511 Russell Road  
Cleveland, OH 44022-2669  
Office: (440) 893-0188  
Fax: (440) 893-9326  
kbhavener@havenerlaw.com  
Diversity & Inclusion Committee, Member  
State & Local Bar Outreach  
Committee, Member  
Sponsorship Committee, Member  
ABA Women Rainmakers Board, Member

### **Mazyar Malek Hedayat**

M. Hedayat & Associates PC  
1211 W Lakeview Court  
Romeoville, IL 60446-6501  
Office: (630) 378-2200  
Fax: (630) 578-2878  
mhedayat@mha-law.com  
E-Lawyering Task Force

### **Ivan Hemmans**

O'Melveny & Myers LLP  
400 S Hope St  
Los Angeles, CA 90071  
Office: (562) 305-5325  
ivan@hemmans.com  
ABA Techshow Board, Member

### **William Drew Henderson**

Indiana University Maurer School of Law  
211 S Indiana Avenue  
Bloomington, IN 47405-7001  
Office: (812) 331-2737  
Fax: (812) 855-0555  
wihender@indiana.edu  
Diversity & Inclusion Committee, Member  
E-Lawyering Task Force

---

**Elizabeth Henslee**

Henslee Law Group, LLC  
PO Box 1723  
Orlando, FL 32802-1723  
elizabeth.henslee@gmail.com  
Law Practice Today Board, Member  
E-Lawyering Task Force  
Law Career Paths, Member

**William D. Henslee**

Florida A&M University College of Law  
201 Beggs Avenue  
Orlando, FL 32801-1733  
Office: (407) 254-3220  
Fax: (407) 254-2456  
william.henslee@famu.edu  
Law Practice Today Board, Member  
E-Lawyering Task Force  
Law Career Paths, Member

**G. Wayne Hillis, Jr.**

Parker Hudson Rainer & Dobbs LLP  
285 Peachtree Center Avenue NE, Suite 1500  
Atlanta, GA 30303-1285  
Office: (404) 523-5300  
Fax: (404) 523-5300  
whillis@phrd.com  
Diversity & Inclusion Committee, Member

**Shawn L. Holahan**

Louisiana State Bar Association  
601 Saint Charles Avenue, Suite 200  
New Orleans, LA 70130  
Office: (504) 619-0153  
shawn.holahan@lsba.org  
ABA Techshow Board, Member

**Thomas H. Howlett**

The Googasian Firm PC  
6895 Telegraph Road  
Bloomfield Hills, MI 48301-3185  
Office: (248) 540-3333  
Fax: (248) 540-7213  
thowlett@googasian.com  
State & Local Bar Outreach  
Committee, Member

**Lance Johnson**

Johnson Legal PLC  
12545 White Drive  
Fairfax, VA 22030  
Office: (202) 445-2000  
Fax: (888) 492-1303  
lance@lgjlegal.com  
Law Practice Magazine Board, Member

**Afi S. Johnson-Parris**

WaRoad Black Law  
208 W Wendover Avenue  
Greensboro, NC 27401-1307  
Office: (336) 510-2150  
Fax: (336) 510-2151  
ajp@waRoadblacklaw.com  
Nominating Committee, Member  
Diversity & Inclusion Committee, Vice-Chair  
ABA Women Rainmakers Board, Member

**Elizabeth C. Jolliffe**

543 5th Street  
Ann Arbor, MI 48103-4838  
Office: (734) 663-7905  
Fax: (734) 527-6351  
elizabeth@yourbenchmarkcoach.com  
ABA Women Rainmakers Board, Member

**Vedia Jones-Richardson**

Olive & Olive PA - NCCU Law School  
PO Box 2049  
Durham, NC 27702-2049  
Office: (919) 683-5514  
Fax: (919) 688-3781  
vediajRichardson@gmail.com  
Law Practice Magazine Board, Member  
Council, Honorary Member  
ABA Women Rainmakers Board, Member

**Michael T. Judy**

Michael T. Judy Co. LPA  
8228 Mayfield Road, Suite 6B-1  
Chesterland, OH 44026-2576  
Office: (440) 729-7279  
mike@mikejudylaw.com  
E-Lawyering Task Force

**Randall Alan Juip**

Foley Baron Metzger & Juip PLC  
38777 6 Mile Road, Suite 300  
Livonia, MI 48152-2660  
Office: (734) 742-1800  
rajuip@fbmjlaw.com  
ABA Techshow Board, Member

**Leila Kanani**

4156 Bristol Drive, Suite 1  
Danville, IL 61834-6265  
Office (312) 612-9180  
leila@intermixlegal.com  
E-Lawyering Task Force

**Walter W. Karnstein**

14403 NW Lennox Ln  
Portland, OR 97231-2663  
Office: (503) 740-9464  
walt.karnstein@hp.com  
Executive Committee, Director, Finance  
Ex Officio to Council, Director, Finance  
Council, Honorary Member  
Finance Committee, Director  
Strategy and Planning Committee, Member

**Rachel Elise Kelly**

Cabaniss Johnston et al  
2001 Park Place, Suite 700  
Birmingham, AL 35214  
Office: (205) 716-5273  
rek@cabaniss.com  
Diversity & Inclusion Committee  
Law Career Paths  
ABA Women Rainmakers Board

**Natalie R. Kelly**

State Bar of Georgia  
104 Marietta Street NW, Suite 100  
Atlanta, GA 30303-2743  
Office: (404) 527-8770  
Fax: (404) 287-5217  
nataliek@gabar.org  
State & Local Bar Outreach  
Committee, Member

**Dennis M. Kennedy**

MasterCard Worldwide  
2200 MasterCard Boulevard  
O'Fallon, MO 63368-7263  
Office: (636) 722-7894  
Fax: (636) 722-3790  
dennis\_kennedy@MasterCard.com  
Publishing Board, Member  
LTRC, Vice-Chair

**Donna M. Killoughey**

12849 S 71st Street  
Tempe, AZ 85284-3103  
Office: (480) 831-5430  
Fax: (480) 345-6088  
Council, Honorary Member

**Linda A. Klein**

Baker Donelson et al  
3414 Peachtree Road NE, Suite 1600  
Atlanta, GA 30326-1164  
Office: (604) 221-1530  
Fax: (404) 238-9630  
lklein@bakerdonelson.com  
Law Practice Magazine Board, Member  
LP Evolving Business Model, Member  
Strategy and Planning Committee, Member  
ABA Women Rainmakers Board, Member

**Alan Klevan**

Law Offices of Alan J. Klevan  
99 Needham Street, Apartment 1424  
Newton Highlands, MA 02461-1645  
Office: (617) 564-3299  
Fax: (617) 399-6666  
alan@klevanlawfirm.com  
Education Board, Member

---

**Garrett Patrick LaBorde**

PO Box 15374  
Pensacola, FL 32514-0374  
Office: (866) 263-2376  
Fax: (866) 263-2376  
garrett.laborde@gmail.com  
Education Board, Member  
E-Lawyering Task Force  
Membership Development  
Committee, Member

**Kristin C. LaMont**

Kristin LaMont Attorney at Law  
388 State Street, Floor 11  
Salem, OR 97301-3866  
Office: (503) 371-9500  
Fax: (866) 604-7417  
kristinlamont@gmail.com  
Ethics & Professional Responsibility  
Committee, Member  
State & Local Bar Outreach  
Committee, Member  
E-Lawyering Task Force  
Law Career Paths, Member  
ABA Women Rainmakers Board, Member

**Niki Lanter**

Niki Lanter  
2927 Ashford Trail Drive  
Houston, TX 77082  
nlanter@g.harvard.edu  
ABA Women Rainmakers Board, Member

**Marc Lauritsen**

Capstone Practice Systems  
193 Bolton Road  
Harvard, MA 01451-1804  
Office: (978) 456-3424  
marc@capstonepractice.com  
E-Lawyering Task Force, Co-Chair

**Daniel M. Lear**

1118 16th Avenue E  
Seattle, WA 98112-3311  
Office: (206) 972-0652  
leardan@hotmail.com  
Law Practice Today Board, Member  
Ethics & Professional Responsibility  
Committee, Member  
E-Lawyering Task Force  
Law Career Paths, Member

**Andrew R. Lee**

Jones Walker et al  
201 Saint Charles Avenue, 49th Floor  
New Orleans, LA 70170-4900  
Office: (504) 582-8664  
Fax: (504) 589-8664  
alee@joneswalker.com  
E-Lawyering Task Force

**Jeanne R. Lee**

Clarity Quest Today  
1367 Eudora Street  
Denver, CO 80220-2520  
Office: (303) 333-2417  
Fax: (303) 388-5500  
JeanneRlee@aol.com  
Law Career Paths, Member  
ABA Women Rainmakers Board, Member

**George E. Leloudis**

Woods Rogers PLC  
PO Box 14125  
Roanoke, VA 24038-4125  
Office: (540) 983-7779  
gleloudis@woodsrogers.com  
Law Practice Magazine Board, Member  
Sponsorship Committee, Chair

**Carole A. Levitt**

Internet for Lawyers  
7820 Enchanted Hills Boulevard NE,  
Suite A-215  
Rio Rancho, NM 87144-8638  
Office: (310) 559-2247  
clevitt@netforlawyers.com  
Publishing Board, Member  
State & Local Bar Outreach  
Committee, Member

**Eun Sung Lim**

18319 Hart Street, #7  
Reseda, CA 91335  
eslim@umich.edu  
Sponsorship Committee, Member  
Membership Development  
Committee, Member  
Law Career Paths, Member

**Adriana Linares**

LawTech Partners Inc  
PO Box 1316  
Winter Park, FL 32790-1316  
Office: (407) 965-5565  
training@lawtechpartners.com  
State & Local Bar Outreach  
Committee, Member  
E-Lawyering Task Force, Vice-Chair  
LTRC, Member

**Sofia S. Lingos**

Lingos Law LLC  
2 Hawthorne Place, Unit 12P  
Boston, MA 02114  
Office: (617) 695-0009  
Fax: (617) 849-5695  
sofia.lingos@lingoslaw.com  
Education Board, Member  
Law Practice Today Board, Member  
Publishing Board, Member  
E-Lawyering Task Force  
Membership Development  
Committee, Member  
LTRC, Member  
ABA Women Rainmakers Board, Member

**David T. Link**

Rev David T. Link  
51734 Lilac Road  
South Bend, IN 46628-9208  
Office: (269) 353-0592  
Fax: (574) 575-7550  
davelink@comcast.net  
Council, Honorary Member

**Peggy Liu**

575 W Madison Street, Apartment 4707  
Chicago, IL 60661  
Office: (224) 520-1216  
peggyliu2010@u.northwestern.edu  
Membership Development Committee

**Beverly A. Loder**

Fitch Even Tabin & Flannery  
120 S La Salle Street, Suite 1600  
Chicago, IL 60603-3590  
Office: (312) 629-7983  
Fax: (312) 577-7007  
bloder@fitcheven.com  
ABA Women Rainmakers Board, Member

**Britt Lorish**

Affinity Consulting Group LLC  
821 Franklin Road SW  
Roanoke, VA 24016-4017  
Office: (540) 767-7624  
Fax: (540) 767-7602  
blorish@affinityconsulting.com  
LTRC, Member

**Andrea Malone**

White and Williams LLP  
1650 Market Street, Suite 1800  
Philadelphia, PA 19103-7304  
Office: (215) 864-7019  
malonea@whiteandwilliams.com  
Law Practice Today Board, Vice-Chair  
Membership Development  
Committee, Member



---

**Jason Marsh**

Marsh8  
2221 Lee Road, Suite 22  
Winter Park, FL 32789-7418  
Office: (407) 255-2063  
jason@marsh8.com  
Sponsorship Committee, Member  
Membership Development  
Committee, Member

**Carol Ann Martinelli**

Fidelity National-Commonwealth  
Land Title Insurance Cos  
PO Box 24950  
Detroit, MI 48224-0950  
Office: (248) 816-3834  
Fax: (248) 649-1626  
carolann.martinelli@fnf.com  
Diversity & Inclusion Committee, Member  
Law Career Paths, Member

**Marc W. Matheny**

244 N College Avenue  
Indianapolis, IN 46202-3702  
Office: (317) 639-3315  
Fax: (317) 639-3318  
mmatheny@ameritech.net  
Education Board, Member  
Publishing Board, Member  
State & Local Bar Outreach  
Committee, Member

**Erik Mazzone**

North Carolina Bar Association  
8000 Weston Parkway  
Cary, NC 27513-2123  
Office: (919) 657-1580  
Fax: (919) 657-1585  
emazzone@ncbar.org  
Publishing Board, Member  
LTRC, Member

**Thomas L. Mighell**

Contoural Inc  
4429 Goodfellow Drive  
Dallas, TX 75229-2906  
Office: (214) 534-3445  
tmighell@gmail.com  
Nominating Committee, Member  
Publishing Board, Chair  
LP Evolving Business Model, Member  
LTRC, Member  
Council, Honorary Member  
Strategy and Planning Committee,  
Advisory Member

**John E. Mitchell**

KM Advisors LLC  
1341 W Fullerton Avenue, Suite 222  
Chicago, IL 60614-2362  
Office: (773) 486-4620  
purplecoach@kmadvisors.com  
Executive Committee, Vice-Chair  
Education Board  
Finance Committee, Vice-Chair  
Strategy and Planning Committee, Chair

**William L. Montague, Jr.**

Montague Law PLC  
163 E Main Street, Suite 300  
Lexington, KY 40507-1739  
Office: (859) 280-3229  
Fax: (888) 398-4958  
will.montague@wmlcx.com  
E-Lawyering Task Force

**Kellye C. Moore**

Walker Hulbert Gray & Moore LLP  
PO Box 1770  
Perry, GA 31069-1770  
Office: (478) 987-1415  
Fax: (478) 987-1077  
kmoore@whgmlaw.com  
ABA Women Rainmakers Board, Member

**Horatio P. Moreno-Campos, II**

Horatio Moreno-Campos Attorney  
At Law LLC  
1601 Randolph Road, SE, Suite 110  
S. Albuquerque, NM 87106  
Office: (505) 652-2856  
horatiomorenocampos@gmail.com  
Diversity & Inclusion Committee  
State & Local Bar Outreach Committee

**Robert S. Mucklestone**

Perkins Coie LLP  
1201 3rd Avenue, Suite 4800  
Seattle, WA 98101-3266  
Office: (206) 359-8464  
Fax: (206) 359-9464  
rmucklestone@perkinscoie.com  
Council, Honorary Member

**Reba Nance**

7945 S Niagra Court  
Centennial, CO 80112  
Office: (303) 824-5372  
Fax: (303) 894-0821  
reban@cobar.org  
Education Board, Member  
Law Practice Magazine Board, Member  
State & Local Bar Outreach  
Committee, Chair

**Victoria Nedospasova**

1537 Lesley Drive  
Tuscaloosa, AL 35406  
Office: (415) 248-6954  
legalbeagle7@yahoo.com  
Diversity & Inclusion Committee, Member  
Membership Development  
Committee, Member

**Sharon D. Nelson**

Sensei Enterprises Inc.  
3975 University Drive, Suite 225  
Fairfax, VA 22030-2500  
Office: (703) 359-0700  
Fax: (703) 359-8434  
snelson@senseient.com  
Education Board, Vice-Chair

**Michael S. Neuren**

Admin Office of the Courts of Georgia  
244 Washington Street SW, Suite 300  
Atlanta, GA 30334-9015  
Office: (404) 657-4218  
Fax: (770) 342-4749  
mneuren@msn.com  
LTRC, Member

**Emilie Rajaratnam Ninan**

Ballard Spahr LLP  
919 N Market Street, Suite 1100  
Wilmington, DE 19801-3062  
Office: (302) 252-4426  
Fax: (302) 355-0798  
ninane@ballardspahr.com  
Law Practice Magazine Board, Member

**Stephen Gregory Novosel**

7 Shadybrook Road  
Mullica Hill, NJ 08062-4633  
Office: (215) 665-8500  
Stephennovosel@comcast.net  
Membership Development  
Committee, Member

**Theodore P. Orenstein**

29 Ricker Road  
Newton, MA 02458  
Office: (617) 964-1173  
Fax: (617) 202-9027  
tporenstein@gmail.com  
Membership Development  
Committee, Member

**Elizabeth Palmer**

Rosen Rosen & Hagood LLC  
151 Meeting Street, Suite 400  
Charleston, SC 29401-2239  
Office: (843) 577-6726  
Fax: (843) 724-8036  
epalmer@rrhlawfirm.com  
State & Local Bar Outreach Committee  
ABA Women Rainmakers Board

---

**Sona Pancholy**

5500 Friendship Boulevard,  
Apartment 1704N  
Chevy Chase, MD 20815-7210  
Office: (202) 344-4029  
spancholy@venable.com  
Education Board, Member

**Dixie Laswell Peterson**

Illinois DCFS  
160 N La Salle Street, Suite 600  
Chicago, IL 60601-3116  
Office: (312) 814-2401  
Fax: (312) 315-9988  
Council, Honorary Member

**Aracely Munoz Petrich**

Minority Corporate Counsel Association  
1111 Pennsylvania Avenue NW  
Washington, D.C. 20004  
Office: (202) 739-5841  
amunozpetrich@gmail.com  
Diversity & Inclusion Committee, Member

**Nerino Joseph Petro, Jr.**

Holmstrom & Kennedy, P.C.  
PO Box 589  
800 N. Church Street  
Rockford, IL 61105  
Office: (815) 962-7071  
Fax: (608) 257-5502  
nerinopetro@njpetro.com  
State & Local Bar Outreach  
Committee, Member

**Carol F. Phillips**

5006 Rainbows End  
Culver City, CA 90230-4471  
Office: (310) 500-7202  
carolfoxphillips@gmail.com  
Diversity & Inclusion Committee, Member  
Law Career Paths, Chair

**Daniel E. Pinnington**

Lawyers' Professional Indemnity Company  
250 Yonge Street, Suite 3101  
Toronto, ON M5B 2L7  
Office: (416) 598-5863  
Fax: (416) 599-8341  
dan.pinnington@lawpro.ca  
LTRC, Member

**David E. Poisson**

SCG Legal  
1717 Pennsylvania Avenue NW, Suite 1200  
Washington, D.C. 20006  
Office: (202) 659-6601  
Fax: (202) 659-6641  
dpoisson@scglegal.com  
State & Local Bar Outreach  
Committee, Member  
Membership Development  
Committee, Member

**Edward Poll**

Law Biz Management Co.  
421 Howland Canal  
Venice, CA 90291-4619  
Office: (310) 827-5415  
Fax: (310) 578-1769  
edpoll@lawbiz.com  
Ethics & Professional Responsibility  
Committee, Member

**Allison Price**

Thompson Coburn LLP  
505 N 7th Street, # 1  
Saint Louis, MO 63101-1612  
Office: (314) 552-6097  
Fax: (314) 552-7097  
aprice@thompsoncoburn.com  
Ethics & Professional Responsibility  
Committee, Member

### **William T. Quick**

Quick Law Firm LLC  
7751 Carondelet Avenue, Suite 403  
Clayton, MO 63105-3316  
Office: (314) 862-5941  
Fax: (314) 863-7779  
aba@williamquick.com  
State & Local Bar Outreach  
Committee, Member

### **Roberta Cooper Ramo**

Modrall Sperleng  
500 4th Street NW, Suite 1000  
Albuquerque, NM 87102-2186  
Office: (505) 848-1800  
Fax: (505) 848-9767  
rramo@modrall.com  
Council, Honorary Member

### **Natalie Anna Ratliff**

CGH Medical Center  
100 E Lefevre  
Sterling, IL 61081  
Office: (815) 590-9519  
natalie.cruse@cghmc.com  
Ethics & Professional Responsibility  
Committee, Member  
Law Career Paths, Member

### **Traci Ray**

Barran Liebman LLP  
601 SW 2nd Avenue, Suite 2300  
Portland, OR 97204-3159  
Office: (503) 228-0500  
tray@barran.com  
Law Practice Today Board, Fellow  
Ethics & Professional Responsibility  
Committee, Fellow  
ABA Women Rainmakers Board, Member

### **Catherine Sanders Reach**

Chicago Bar Association  
321 S Plymouth Court, Floor 6  
Chicago, IL 60604-3997  
Office: (312) 554-2070  
csandersreach@chicagobar.org  
Council, Associate Member  
ABA Techshow Board, Member

### **David G. Ries**

Clark Hill PLC  
301 Grant Street, 14th Floor  
Pittsburgh, PA 15219  
Office: (412) 394-7787  
Fax: (412) 394-2555  
dries@clarkhill.com  
Education Board, Chair  
Publishing Board, Member  
Ethics & Professional Responsibility  
Committee, Vice-Chair

### **Abby Risner**

Greensfelder Hemker & Gale  
10 S Broadway, Suite 2000  
Saint Louis, MO 63102-1747  
Office: (314) 345-4785  
Fax: (314) 345-5465  
alr@greensfelder.com  
ABA Women Rainmakers Board, Member

### **Carl G. Roberts**

Ballard Spahr LLP  
1735 Market Street, Floor 51  
Philadelphia, PA 19103-7599  
Office: (215) 864-8120  
Fax: (215) 864-9780  
cgroberts@ballardspahr.com  
Council, Honorary Member

### **Peter D. Roberts**

Practice of Law Advisor  
7427 178 Place SW  
Edmonds, WA 98026  
Office: (425) 418-9771  
Fax: (425) 675-1847  
roberts1971@comcast.net  
E-Lawying Task Force

---

**Mark A. Robertson**

Robertson & Williams  
9658 N May Avenue, Suite 200  
Oklahoma City, OK 73120-2718  
Office: (405) 848-1944  
Fax: (405) 843-6707  
mark@robertsonwilliams.com  
Executive Committee, Section Delegate  
Education Board, Member  
Council, Honorary Member

**Charles F. Robinson**

Law Office of Charles F. Robinson PA  
410 S Lincoln Avenue  
Clearwater, FL 33756-5826  
Office: (727) 441-4516  
Fax: (727) 447-7578  
charlier@charlie-robinson.com  
Council, Honorary Member

**Sabrina Presnell Rockoff**

McGuire Wood & Bisette PA  
PO Box 3180  
Asheville, NC 28802  
Office: (828) 254-8800  
Fax: (828) 252-2438  
srockoff@mwbavl.com  
Diversity & Inclusion Committee, Member  
LP Evolving Business Model, Member  
ABA Women Rainmakers Board, Member

**Shelby R. Rogers, Jr.**

5600 Sutton Place  
New Orleans, LA 70131-5417  
Office: (512) 858-0064  
rogerssr@aol.com  
Council, Honorary Member

**Walter A. Romney, Jr.**

Clyde Snow & Sessions  
201 S Main Street, Suite 1300  
Salt Lake Cty, UT 84111-2216  
Office: (801) 322-2516  
Fax: (801) 521-6280  
war@clydesnow.com  
State & Local Bar Outreach  
Committee, Member

**Mark Rosch**

Internet for Lawyers  
7820 Enchanted Hills Boulevard NE,  
Suite A-215  
Rio Rancho, NM 87144-8638  
Office: (310) 559-1632  
mrosch@netforlawyers.com  
ABA Techshow Board, Member

**Lowell E. Rothschild**

Mesch Clark & Rothschild PC  
259 N Meyer Avenue  
Tucson, AZ 85701-1090  
Office: (520) 624-8886  
Fax: (520) 798-1037  
lrothschild@mcrazlaw.com  
Council, Honorary Member

**Antonia L. Roybal Mack**

Roybal-Mack Law PC  
1324 6th Street NW  
Albuquerque, NM 87102-1340  
Office: (505) 288-3500  
Fax: (505) 288-3501  
antonia@roybalmacklaw.com  
State & Local Bar Outreach  
Committee, Member  
ABA Women Rainmakers Board, Member

**Mary E. Ryan**

Taylor Ryan LLC  
1777 Reisterstown Road, Suite 265  
Baltimore, MD 21208-1344  
Office: (410) 486-5800  
mryan@taylor-ryan.com  
Membership Development  
Committee, Member

**Freddy Saavedra**

Law Offices of Stephanie Lake  
3737 N 7th Street, Suite 100  
Phoenix, AZ 85014  
Office: (623) 680-3421  
Fax: (623) 201-7352  
freddy@saavedrateam.com  
Diversity & Inclusion Committee, Member

**Michael Joseph Schewe**

Podvey Meanor  
1037 Raymond Boulevard, Suite 800  
Newark, NJ 07102-5427  
Office: (518) 339-2105  
Fax: (973) 718-3498  
mschewe@podvey.com  
Council, Member  
Membership Development  
Committee, Chair

**Dee A. Schiavelli**

Results Marketing for Lawyers  
41 E Stonewood Place, Suite 101  
Tucson, AZ 85737-7948  
Office: (520) 229-3241  
deeschiavelli@yahoo.com  
Law Practice Magazine Board, Member  
Membership Development  
Committee, Member  
ABA Women Rainmakers Board, Member

**James L. Schwartz**

James L. Schwartz & Associates  
617 W Fulton Street, Floor 5  
Chicago, IL 60661-1180  
Office: (312) 463-0400  
Fax: (312) 463-0401  
attyjls@aol.com  
Law Practice Magazine Board, Member  
Ethics & Professional Responsibility  
Committee, Member

**Anne Scott**

23101 Inkberry Hill Drive  
Clarksburg, MD 20871-3318  
Office: (301) 515-2690  
FaxL (202) 942-5999  
anne.scott@aporter.com  
Education Board, Member

**Allison C. Shields**

Legal Ease Consulting Inc  
21 Avolet Ct  
Mt Sinai, NY 11766-3402  
Office: (631) 642-0221  
Fax: (631) 642-0223  
allison@legaleaseconsulting.com  
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Law Practice Magazine Board, Member  
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Phil J. Shuey PC  
5445 DTC Parkway, Ph 4  
Englewood, CO 80111-3045  
Office: (303) 680-2595  
Fax: (866) 214-3078  
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**Daniel. J Siegel**

Law Offices of Daniel J. Siegel LLC  
66 W Eagle Road, Suite 1  
Havertown, PA 19083-1425  
Office: (610) 446-3457  
Fax: (484) 636-3993  
dan@danieljsiegel.com  
Education Board, Member  
Publishing Board, Member  
Ethics & Professional Responsibility  
Committee, Member

**John Simek**

Sensei Enterprises Inc  
3975 University Drive, Suite 225  
Fairfax, VA 22030-2500  
Office: (703) 359-0700  
Fax: (703) 359-8434  
jsimek@senseient.com  
Council, Associate Member  
Education Board, Member  
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**Eleanor Southers**

Professional Legal Coaching  
1362 Pacific Avenue, Suite 216  
Santa Cruz, CA 95060-3932  
Office: (831) 466-9132  
Fax: (831) 466-9456  
esouthers@aol.com  
Education Board, Member  
Ethics & Professional Responsibility  
Committee, Member  
ABA Women Rainmakers Board, Member

**Michael Spekter**

Law Offices of Michael Spekter Esq  
1828 L Street NW, Suite 600  
Washington, D.C. 20036-5121  
Office: (202) 223-8112  
Fax: (240) 235-4441  
spekterlaw@aol.com  
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Committee, Member

**Jay Roderik Stephens**

The Stephens Law Firm  
300 N Meridian  
Puyallup, WA 98371-8634  
Office: (253) 863-2525  
rod@stephenslawfirm.com  
Law Practice Today Board, Member

**Aaron C. Street**

4246 Wentworth Avenue  
Minneapolis, MN 55409  
Office: (612) 567-3608  
aaron.street@gmail.com  
State & Local Bar Outreach  
Committee, Member

**Mary Christine Sungaila**

Snell & Wilmer LLP  
600 Anton Boulevard, Floor 14  
Costa Mesa, CA 92626-7221  
Office: (714) 427-7000  
Fax: (714) 427-7799  
mcsungaila@swlaw.com  
ABA Women Rainmakers Board, Member

**Roberta L. Tepper**

State Bar of Arizona  
4201 N 24th Street, Suite 100  
Phoenix, AZ 85016  
Office: (602) 340-7332  
Fax: (602) 416-7513  
roberta.tepper@staff.azbar.org  
Law Practice Magazine Board, Member

**Cynthia Thomas**

PLMC & Associates  
70 Crestwood Drive  
San Rafael, CA 94901-1150  
Office: (415) 419-5863  
cynthiat@plmcassociates.com  
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American Immigration Lawyers Association  
1331 G Street NW, Suite 300  
Washington, D.C. 20005-3142  
Office: (202) 507-7647  
Fax: (202) 783-7853  
rrtrautz@aiala.org  
Ethics & Professional Responsibility  
Committee, Member  
State & Local Bar Outreach  
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**Erdal Turnacioglu**

Arce Law Group, P.C.  
30 Broad Street, 35th Floor  
New York, NY 10004  
Office: (917) 574-5061  
eturnacioglu@gmail.com  
Law Practice Today Board, Member  
State & Local Bar Outreach  
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HMU Consulting Inc.  
1550 Old Henderson Road, Suite S150  
Columbus, OH 43220-3691  
Office: (614) 340-3444  
Fax: (614) 340-3443  
punger@affinityconsulting.com  
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Parsonage Vandenaek Williams LLC  
17007 Marcy Street, Suite 3  
Omaha, NE 68118-3122  
Office: (402) 504-1300  
Fax: (402) 504-1935  
mvandenaek@pvwlaw.com  
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Vega Acosta Law Firm Chtd  
630 Humboldt Street, Suite 110  
Manhattan, KS 66502-6095  
Office: (785) 539-5300  
Fax: (785) 539-5382  
gabriela@vegaacosta.com  
Law Practice Magazine Board, Member  
Law Practice Today Board, Member  
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The Vuletich Law Firm  
141 Ionia Street, Suite 209  
Grand Rapids, MI 49503-4105  
Office: (616) 581-3776 Ext 6957  
Fax: (616) 301-6842  
vuletichlawfirm@gmail.com  
Ethics & Professional Responsibility  
Committee, Member  
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**Courtney E. Ward-Reichard**

Nilan Johnson Lewis PA  
120 S 6th Street, Suite 400  
Minneapolis, MN 55402-1808  
Office: (612) 305-7539  
Fax: (612) 305-7501  
cward@nilanjohnson.com  
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Law Practice Magazine Board, Member  
State & Local Bar Outreach  
Committee, Member  
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**Marcia Watson Wasserman**

Comprehensive Management Solutions Inc.  
19543 Mayall Street  
Northridge, CA 91324-1015  
Office: (818) 885-9080  
Fax: (818) 718-2276  
mwasserman@comprehensivemgmt.com  
Law Practice Magazine Board, Member

**Maggie T. Watkins**

Bradley Arant Boulton Cummings LLP  
1819 Fifth Avenue, N  
Birmingham, AL 35203  
Office: (205) 521-8821  
mwatkins@babac.com  
ABA Women Rainmakers Board, Member

**Wendy L. Werner**

Werner Associates LLC  
2200A Yale Avenue  
Saint Louis, MO 63143-1421  
Office: (314) 644-2221  
Fax: (314) 781-7230  
wernerwl@yahoo.com  
Publishing Board, Member  
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**Susan Letterman White**

Letterman White Consulting  
550 Liberty Street, Apartment 3612  
Braintree, MA 02184-7393  
Office: (610) 331-2539  
susanlettermanwhite@gmail.com  
Council, Member  
Publishing Board, Member  
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**Randi Brent Whitehead**

TPS Construction LLC  
5201 Tal Street  
Orlando, FL 32821  
Office: (941) 321-7071  
randiwhitehead@gmail.com  
Education Board, Member  
Diversity & Inclusion Committee, Member  
E-Lawyering Task Force

**Pauline C. Will**

Bennett Schechter Arcuri & Will LLP  
701 Seneca Street, Suite 609  
Buffalo, NY 14210  
Office: (716) 242-8100  
pwill@bsawlaw.com  
Law Career Paths, Member  
ABA Women Rainmakers Board, Member

**Richard A. Williams**

Mitchell Williams  
425 W Capitol Avenue, Suite 1800  
Little Rock, AR 72201-3527  
Office: (501) 688-8800  
Fax: (501) 688-8807  
rwilliams@mwlaw.com  
Council, Honorary Member

**Jennifer R. Willner**

Halvorson Losie Willner PLC  
114 W Magnolia Street, Suite 405  
Bellingham, WA 98225-4394  
Office: (360) 392-3995  
Fax: (360) 392-6005  
jennifer@HLWorkPlaceattorneys.com  
ABA Women Rainmakers Board, Member

**Patrick Allen Wright**

The Wright Firm LLP  
1422 W Main Street, Suite 201  
Lewisville, TX 75067-3391  
Office: (972) 353-4600  
Fax: (972) 353-4602  
patrick@thewrightlawyers.com  
Law Practice Magazine Board, Member  
E-Lawyering Task Force

**Eric Young**

Nova Southern University  
Broad Law Center  
3305 College Avenue  
Davie, FL 33314-7721  
Office: (954) 262-6211  
Fax: (954) 262-3838  
younge@nsu.law.nova.edu  
Law Practice Magazine Board, Member  
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**Kenneth E. Young**

Young Mayden LLC  
2125 Southend Drive, Suite 250  
Charlotte, NC 28203-5081  
Office: (704) 366-8546  
Fax: (704) 364-1500  
kyoung@youngmayden.com  
Council, Member

**Robert Arthur Young**

English Lucas Priest & Owsley LLP  
1101 College St  
Bowling Green, KY 42101-2618  
Office: (270) 781-6500  
Fax: (270) 782-7782  
byoung@elpolaw.com  
Executive Committee, Chair  
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**Stephen C. Zollman**

Law Offices of Stephen C. Zollman

16600 Center Way

Guerneville, CA 95446-9703

Office: (415) 218-9835

szollman@hotmail.com

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LP-LEGAL-MARKETING	Legal marketing Interest Group	Discussion
LP-MAGBOARD	<i>Law Practice</i> Magazine Board	Discussion
LP-MEMBERSHIP	Member Development Committee	Discussion
LP-NOMCOM	Nominating Committee	Discussion
LP-MOBILE-PRACTICE	Mobile Practice Interest Group	Discussion
LP-NEW-LAWYERS	New Lawyers Interest Group	Discussion
LP-PRO-BONO-PUBLIC-SVC	Pro Bono/Public Service Interest Group	Discussion
LP-PUBBOARD	Publishing Board	Discussion
LP-SOCIALMEDIA-BLOG-WEB	Social Media, Blogs, and Websites Interest Group	Discussion
LP-SOLO-AND-SMALL-FIRM	LP Solo/Small Firm Interest Group	Discussion

LP-SPONSORSHIP	Sponsorship Committee	Discussion
LP-STATELOCAL	State & Local Outreach	Discussion
LP-STRATEGY	Strategy & Planning Committee	Discussion
LP-TECHSHOW	ABA TECHSHOW Board	Discussion
LP-WEBBOARD	Law Practice Today Board	Discussion
LP-WRSTEERING	ABA Women Rainmakers Board	Discussion

### **Automatic Subscriptions**

LP-WOMENRAINMAKERS	ABA Women Rainmakers Committee	Announcements / Discussion
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### **ABA Law Practice Division Website**

[www.lawpractice.org](http://www.lawpractice.org)

To view all the resources of LP and get the latest information on Division events, visit the LP homepage. Members can stay up-to-date on resources and benefits by checking out the page.

### **ABA Law Practice Today**

[www.lawpracticetoday.org](http://www.lawpracticetoday.org)

The Division's official monthly digital periodical offers news, advice, and analysis on the business of practicing law.

### **ABA Legal Technology Resource Center Website**

[www.lawtechnology.org](http://www.lawtechnology.org)

The LTRC Website serves as a repository for a variety of legal technology resources and guides, including basic technology overviews, comparison charts for popular software categories, a library of free training videos, and more.

### **ABA TECHSHOW Website**

[www.techshow.com](http://www.techshow.com)

All information regarding ABA TECHSHOW can be found at [www.techshow.com](http://www.techshow.com) including the schedule, faculty, social events, awards, pricing and more. Visit the Website to view legal technology resources including the faculty blog and #ABATECHSHOW twitter feed.

### **eLawyering Task Force Website**

[www.elawyering.org](http://www.elawyering.org)

The eLawyering Task Force page provides a description of its mission, eLawyering basics and best practices, and resources on the subject.

## ***Law Practice Division News***

[www.lawpracticetoday.org/news](http://www.lawpracticetoday.org/news)

Find the latest news and announcements about the Law Practice division and its members.

## ***Law Technology Today Blog***

[www.lawtechnologytoday.org](http://www.lawtechnologytoday.org)

*Law Technology Today* is a legal technology blog managed by the ABA Legal Technology Resource Center. It provides daily updates on a wide range of legal technology issues, including data security, online marketing, and office technology.





AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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HISTORY OF THE  
ABA LAW PRACTICE DIVISION

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The American Bar Association Law Practice Division traces its history back to the creation of the ABA Special Committee on Economics of Law Practice by the ABA Board of Governors on July 30, 1957. In August 1957, when Charles S. Rhyne became President of the ABA, he made one of his major objectives the institution of a “comprehensive program to aid members of the ABA in the field of economics of law practice”. He appointed the first Committee which consisted of five members and was increased in May of the following year to seven by action of the Board. The first Chair of the Special Committee was John C. Satterfield of Yazoo City, Mississippi. This was the first formal recognition by the legal profession of the interdependence of improved legal services and the economic health of practitioners.

The Committee was charged with the duty of laying the groundwork for the development of practical suggestions to lawyers, designed to improve their economic status. Combined with this, there was to be an increase in coordination of assistance to lawyers in the business phase of the practice of law, achieved by ABA through its staff, committees and sections and by the state and local bar associations. Starting with its historic first pamphlet, *The 1958 Lawyer and His 1938 Dollar*, the Committee prepared and districted pamphlets covering every phase of law practice.

By action of the House of Delegates at the ABA Annual Meeting in August 7, 1961 at the Hotel Chase in St. Louis, Missouri, the Special Committee was made a standing committee of the Association. Lewis F. Powell, Jr. of Richmond, Virginia, presented the amendment to the Bylaws of the Association. In doing so, Mr. Powell explained that there was little reason to believe that the economic problems of the legal profession would become less acute in the immediate future and making the Committee into a Standing Committee would enable it to deal with the problems in its jurisdiction on a long-term basis.

Mr. Powell was appointed as the first Chair of the ABA Standing Committee on Economics of Law Practice in 1961. That same year Satterfield was elected President of the American Bar Association in 1961 and the Committee first published *The Lawyers Handbook*, which was distributed to all attorneys who joined the ABA that year.

In its preface, Lewis F. Powell, Jr., Chairman of the ABA Standing Committee on Economics of Law Practice wrote:

*“The basic concept of freedom under law, which underlies our entire structure of government, can only be sustained by a strong and independent bar. It is plainly in the public interest that the economic health of the legal profession be safeguarded. One of the means toward this end is to improve the efficiency and productivity of lawyers.”*

The ABA Committee on Economics of Law Practice also published a bimonthly newsletter, *Legal Economics News*, and more than 30 books and pamphlets, three educational films, and an audio cassette program. The Committee continued to publish *The Lawyer’s Handbook*. The Committee’s staff answered over one hundred inquiries a month from attorneys regarding the application of sound management principles to the law office operation. In addition, a small group of attorneys led by J. Harris Morgan of Greenville, Texas, Kline Strong of Salt Lake City, Utah, Lee Turner of Great Bend, Kansas and James E. Brill of Houston, Texas, traveled throughout the United States, presenting programs on law firm management. Their efforts created the need for a new Section of the American Bar Association.

Commencing in 1965 when John D. Conner served as Chair, the Committee presented the first of six National Conferences of Law Office Economics and Management March 26-27 at the Palmer House in Chicago, which attracted approximately 500 lawyers throughout the country and several foreign countries. The conference focused upon four general areas of law office economics and management – efficiency in performing legal services; fees and billing practices; office records and management; and developing a practice and client relations.

As activities expanded and lawyer interest in law office management increased, it became apparent that the committee structure could not meet the demonstrated need of American lawyers for assistance in law practice issues and limited the participation and contribution of interested and informed lawyers in the vital economics and efficiency programs of the Association. Accordingly, two members of the Committee, Robert S. Mucklestone of Seattle, Washington, the former Chair of the Young Lawyers Section, and Richard A. Williams of Little Rock, Arkansas were joined by William J. Fuchs of Haverford, Pennsylvania; Robert P. Wilkins of Columbia, South Carolina; and John “Buddy” Thomason of Memphis, Tennessee commenced efforts to form a new ABA Section to address the subject of law office economics and management.

Proponents for the new Section originally proposed that the Board of Governors recommend to the ABA House of Delegates the creation of a Section of Law Office Practice and Efficiency, but after deliberation it was determined that the new Section

should be called by the Committee name. At the ABA Midyear Meeting in Houston, Texas in February 5, 1974, the House of Delegates approved establishing the ABA Section of Economics of Law Practice. This action culminated a two year effort to expand the Committee's work to a much wider lawyer population.

The organizational meeting of the Section was held April 27, 1974 at the Fairmont Hotel in San Francisco at the close of the Sixth National Conference of Law Office Economics and Management. Robert S. Mucklestone of Seattle Washington, who had served as the Chair of the ABA Junior Bar Conference, the predecessor to the Young Lawyers Division, and the ABA Committee on Economics of Law Practice was elected the new Section Chair with 1,074 charter members. Those chosen to serve on the initial Section Council were selected from the members of the ABA Committee on Economics of Law Practice and the Committee on Legal Assistants, other ABA contacts, speakers from the National Conferences and attorneys active at the state and local level.

### **The Division Journal**

*Legal Economic News* had developed into a four page newsletter, but with an expanding audience, the Section Council determined upon a magazine format and the name *Legal Economics* was adopted in November, 1974. Robert P. Wilkins was instrumental in creating the Section magazine and served as its first Editor. Although an attorney by profession, Wilkins published a regional magazine, *The Sandlapper*, which was the state magazine for South Carolina. Arnold Fisher was Articles Editor and Delmar L. Roberts served as Managing Editor. The first issue of *Legal Economics* appeared in the Spring of 1975 with a press run of 15,000 even though the membership was significantly less. The additional copies were utilized to promote membership in the Section. By August, 1977, advertisements in *Legal Economics* surpassed those in the Law Student Division's *Student Lawyer*, but trailed those in the Young Lawyers Division's *Barrister* and the *ABA Journal*. By August, 1981, however, advertisements in *Legal Economics* exceeded all but the *ABA Journal*. The Division magazine is now *Law Practice* and has been considered one of the leading Division benefits by membership and has contributed to the immense growth of the Division.

### **Educational Programs**

National and international programs have always been part of the work of the Law Practice Division. At the ABA Annual Meeting in Atlanta in 1976, the Section presented its first symposia where participants were divided by group size and were able to ask questions on any subject to the moderator and other "experts".

At the February 1977, Section Council meeting and again at the 1977 ABA Annual Meeting, Jay Foonberg's "*How to Start and Build a Law Practice*" videotape was shown. From January, 1976 through November, 1978 the Section, in cooperation with the General Practice Section, presented fourteen Regional Roundups. These were entry level

programs presented in as many different cities to audiences of up to 500, and featured James Brill (“*The Thrifty Fifty*”), Jay Foonberg (“*How to Start and Build a Law Practice*”), J. Harris Morgan (“*Six Basic Systems*”), Al Moses (“*Time Management*”), Roberta Cooper Ramo (“*How to Create a System*”), (Sam Smith (“*Having a Fool for a Client*”) and Bernard Sternin (Word Processing).

At the ABA Annual Meeting in 1981, Section on Economics of Law Practice symposia and a program on “Working with Legal Assistants” were designated as the first of the Section’s Presidential Showcase Programs. In 1983, the Section and the University of Texas Law School jointly sponsored the first known hands-on program for lawyers using computers.

*The Digital Edge* became the Section’s first podcast program in 2005 and was hosted by Sharon Nelson and Jim Calloway.

## **Membership**

The Section began in 1974 with 1,074 charter members under the leadership of Robert Mucklestone. It reached 5,000 members within its second year when Richard Williams chaired the Section. In the fourth year during Francis Musselman’s term, the Section grew to an unprecedented 10,000 member to become the 10th largest section in the ABA. During James Brill’s term Section membership reached 15,000 and the 7th largest section in the ABA and in its 12th year under Richard Reed, the Section had over 20,000 members.

In 1981, the ABA approved associate membership for law office administrators and the Section gained another 1,200 members in the first year. The Division continues to have one of the largest associate memberships of any entity in the American Bar Association.

## **First Name Change**

With the further expansion of the scope of the Section it was determined that the existing name implied that the Section’s activities were limited to the economics or financial aspects of law practice which potentially deterred other ABA members from realizing the benefits of the Section’s value, services and products. The Section Council determined that the name Law Practice Management would better describe its many activities, including law office planning, marketing, delivery skills, personnel, practice management, use of technology and systems and lawyer image and competency.

In February 1989, the House of Delegates approved the name change of the Section of Economics of Law Practice to the Law Practice Management Section on a voice vote without debate.

## Section Outreach

On August 4, 1990 at the ABA Annual Meeting in Chicago, the Section hosted with the ABA General Practice Section: *The Last Frontiers: Women Lawyers as Rainmakers and Litigators* and the Section launched the ABA Women Rainmakers dedicated to providing marketing education and networking opportunities. Past LPM Chair and future ABA President Roberta Cooper Ramo and future ABA President Martha Barnett were instrumental in this historic enterprise.

In the fall of 1998, American Bar Association President-Elect Bill Paul, called upon the Law Practice Management Section to create a task force to develop a program to assist the legal profession in serving the needs of moderate individuals and families through the use of technology. The E-Lawyering Task Force was established with James I. Keane as its first chair.

## Awards

The Division presents various awards. The highest honor bestowed by the ABA Law Practice Division is the Samuel S. Smith Award of Excellence in Law Practice which was established in 1999. The Award is named for Samuel S. Smith who was one of the Division's founding members, serving as its Chair in 1979 - 1980 and as Secretary of the American Bar Association in 1993-1996. The Award recognizes an individual who has demonstrated outstanding lifetime achievement in law practice.

The James I. Keane Memorial Award for Excellence in eLawyering is presented by the Division's E-Lawyering Task Force. It recognizes law offices or legal organizations that have developed legal service innovations delivered over the Internet or through other electronic resources. The focus of the award is the innovative delivery of personal legal services, with special attention given to firms and entities that serve both moderate income individuals and the broad middle class.

The Golden Hammer Award was originally presented by the Division's ABA Women Rainmakers under the leadership of Martha Fay "Marty" Africa to recognize the work of individuals that promoted women and diverse attorneys in the Division. It was reinstated by the Division in October 11, 2013 at its meeting at the Biltmore Hotel in Phoenix to honor those individuals or entities that have demonstrated a commitment to promoting full and equal participation in the practice of law through the encouragement and inclusion of women, minorities, persons with disabilities or persons of differing sexual orientations and gender identities.

Other awards that the Division has presented over the years include the Foonberg Award which was an annual award presented upon recommendation of the Division Publications Board to authors of Section publications that achieved notoriety.

## **Section to Division**

In 2011, the Section's Member Development Committee under the leadership of Tom Bolt undertook an investigation as to the appropriateness of name of Section in view of its programs and activities. The Committee recommended to the Section Council that the Section amend its name to the Law Practice Division and to formally seek Division status within the ABA. By dropping the name "management" it was believed that there would be more appeal to those attorneys that were not actively involved in the management of their firm and that by becoming a Division within the American Bar Association, it could work more cooperatively with ABA sections, divisions and forums in serving attorneys without being viewed as the competition, and it could greatly expand the Association's membership by seeking crossover partnerships with the various substantive law Sections. This action sent a clear message to attorneys, both within and outside the ABA, that the Association appeals to all practitioners and has created a Division to assist in meeting its needs. With the approval of the LPM membership at the Annual Meeting in August, 2012 in Chicago and with the approval of the ABA House of Delegates in San Francisco at the ABA Midyear Meeting on August 12, 2013, the Section became the American Bar Association Law Practice Division.

AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2013–2014

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DIVISION AWARDS

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**Samuel S. Smith Award of Excellence in Law Practice**

The highest honor bestowed by the American Bar Association Law Practice Division, was established by the ABA Board of Governors in 1999 on the occasion of the 25th Anniversary of establishing the ABA Economics of Law Practice Section. The award is named for Samuel S. Smith, a Secretary of the ABA, a founder of the Division and instrumental in its growth and the advancement of law practice skills.

The recipient must be a member or associate of the American Bar Association and the Division for a minimum of ten (10) years and is selected by the Executive Committee of the Division in any given year that a candidate has exhibited exceptional service in this area. The award will not be necessarily awarded annually.

Criteria for the award will include, but not be limited to: 1) how to build and maintain a law practice of any size; 2) successful service to the ever-changing needs of clients; 3) marketing their firms and managing their businesses 4) how to grow and maintain a healthy law practice; 5) how to use the internet and other technological advances within a law firm; 6) compensation packages to motivate lawyers and other support staff; 7) traditional and alternative billing methods; 8) promotion of full and equal participation in the profession by minorities and women; recognition of and support to lawyers with special needs (physical and mental disabilities); or 9) survival skills for solo and small firm practitioners.

**SAMUEL S. SMITH AWARD RECIPIENTS**

- 1999 Samuel S. Smith, Miami, FL†
- 2001 J. Harris Morgan, Greenville, TX
- 2002 Warren Tomlinson, Vail, CO
- 2003 Richard C. Reed, Bellevue, WA
- 2004 James E. Brill, Houston, TX
- 2005 Francis H. Musselman, Hammond, NY
- 2006 Robert P. Wilkins, Lexington, SC
- 2007 Jay G Foonberg, Los Angeles, California

†Awarded Posthumously

- 2009 Roberta Cooper Ramo, Albuquerque, NM
- 2010 Edward H. Flitton, Colorado Springs, CO†
- 2011 Gary A. Munneke, White Plains, NY
- 2012 Thomas C. Grella, Asheville, NC
- 2013 K. William Gibson, Clackamas, OR
- 2014 Charles F. Robinson, Clearwater, FL

†Awarded Posthumously

## **James I. Keane Memorial Award for Excellence in E-Lawyering**

The American Bar Association Board of Governors approved the “James I. Keane Memorial Award for Excellence in E-Lawyering” in June 2006 to recognize outstanding achievement in delivering legal services through the Internet or other electronic resources.

The Award is named for James I. Keane, founding chair of the ABA eLawyering Task Force which was established in 2000 and is now within the Law Practice Division. The Task Force was originally formed to provide the legal profession with guidance on Internet-based law practice.

The Keane Award honors law offices or legal organizations that have developed legal service innovations delivered over the Internet or through other electronic resources. Thus, the focus of the award is the innovative delivery of personal legal services, with special attention given to firms and entities that deliver legal services to people of moderate means more effectively and efficiently.

### **JAMES I. KEANE AWARD RECIPIENTS**

- 2008 Cowell Taradash, PC, Chicago IL  
[www.IllinoisDivorce.com](http://www.IllinoisDivorce.com)
- 2009 Stephanie Kimbro, Wilmington, NC  
[www.kimbrolaw.com](http://www.kimbrolaw.com)
- 2010 Lee S. Rosen – Raleigh, NC  
[www.rosen.com](http://www.rosen.com) (North Carolina Divorce)
- 2011 Legal Aid Society of Orange County  
[www.legalgenie.com](http://www.legalgenie.com)
- 2012 Hargrove Madden LLP, Louisville, KY  
[www.hargrovemadden.com](http://www.hargrovemadden.com)
- 2013 Richard S. Granat, Palm Beach Gardens, FL  
[www.mdfamilylawyer.com](http://www.mdfamilylawyer.com)
- 2014 Immigration Advocates Network,  
<http://www.immigrationadvocates.org/>



## **Golden Hammer Award**

The Golden Hammer Award was originally presented by the Division's ABA Women Rainmakers under the leadership of Martha Fay "Marty" Africa to recognize the work of individuals that promoted women and diverse attorneys in the Division.

It was reinstated by the Division in October 11, 2013 at its meeting at the Biltmore Hotel in Phoenix and approved by the ABA Board of Governors in November 2013 to honor those individuals or entities that have demonstrated a commitment to promoting full and equal participation in the practice of law through the encouragement and inclusion of women, minorities, persons with disabilities or persons of differing sexual orientations and gender identities.



AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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APPENDIX A  
BYLAWS\*

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(As amended August 1, 2014)

**ARTICLE 1. NAME AND MISSION**

**SECTION 1.01. NAME.** The name of the Division shall be the American Bar Association Law Practice Division (the “Division”). (Amended 8/6/88 and 8/3/12).

**SECTION 1.02. MISSION.** Helping lawyers practice law effectively and successfully while maintaining the highest standards of the profession. (Amended 8/3/12)

**ARTICLE 2. MEMBERSHIP**

**SECTION 2.01. ENROLLMENT.** Any member in good standing of the American Bar Association (the “Association”) may be enrolled as a member of the Division on payment of Division dues for the current fiscal year. Any member of the Law Student Division of the Association may become a law student member of the Division on written application and payment of annual dues, if any such dues shall be established by the Division. Any associate of the Association may become an associate of the Division on written application and payment of annual dues. As used in these Bylaws, “member” includes all types of membership with rights and privileges as provided in the Constitution and Bylaws of the Association. (Amended 8/7/93, 8/6/94, 8/6/06 and 8/3/12)

**SECTION 2.02. DUES.** Each member and associate of the Division shall at the time of enrollment pay the annual dues for the fiscal year during which enrollment is made. Thereafter annual dues shall be paid in advance each year beginning on the September first next succeeding enrollment. The annual dues shall be in an amount set by the Council, but not to exceed \$75. (Amended 8/8/87, 8/6/06 and 8/3/12)

Former law student members of the Division will receive one (1) year free membership in the Division upon their being admitted to the Bar if their application for membership is received within twelve (12) months of the time of their graduation from law school (Amended 8/3/12)

**SECTION 2.03. MEMBERSHIP.** Members of this Association in good standing who are enrolled in the Division shall constitute the membership of the Division. A person whose dues are delinquent by a period set by the Board of Governors shall cease to be a member of the Division. By action of the Council, the right of a member to receive Division benefits may be terminated if that member's Division dues are not currently paid in full. (Amended 8/7/93, 8/3/12 and 8/1/14)

### ARTICLE 3. MEETINGS OF THE DIVISION

**SECTION 3.01. ANNUAL MEETING.** The Annual Meeting of the Division shall be held in conjunction with the Annual Meeting of the Association. (Amended 8/3/12)

**SECTION 3.02. QUORUM.** After at least fifteen (15) days written notice of any meeting of the members of the Division, the members of the Division present at the meeting shall constitute a quorum for the transaction of business, provided that at least a majority of the members of the Council must be present to constitute a quorum at any special meeting of members. (Amended 8/8/87, 8/7/93, 8/6/94 and 8/3/12)

**SECTION 3.03. CONTROLLING VOTE.** Action of the Division shall be taken by majority vote of the members present at a meeting of the Division, provided a quorum is present at the time of the vote. (Amended 8/7/93 and 8/3/12)

**SECTION 3.04. ELIGIBILITY TO VOTE.** Any member of the Association and the Division (except a law student member) whose good standing can be certified by official Association records for thirty (30) days prior to the time of voting shall be eligible to vote at meetings of the Division. (Amended 8/7/93 and 8/3/12)

**SECTION 3.05. SPECIAL MEETINGS.** Special meetings of the Division may be called by the Chair with the prior approval of a majority of the Council. (Amended 8/3/12)

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## ARTICLE 4. COUNCIL; EXECUTIVE COMMITTEE

**SECTION 4.01. POWERS.** The Council shall be vested with the powers and duties necessary for the administration of the affairs of the Division between meetings of the Division, provided the Council shall not rescind any action taken at a meeting of the Division. (Amended 8/3/12)

Without limitation, the Council:

- (a) Shall adopt a budget annually. Subject to the provisions of the Division's Financial Policy, expenditure of any funds not authorized in such budget shall require express Council approval. The Council shall not authorize commitments, contracts, or expenditures which exceed the funds available from the Division's revenue projected for such fiscal year, except that it may authorize expenditure of any accumulated reserve funds as it deems advisable. (Amended 8/3/12)
- (b) Is authorized to establish and organize into appropriate organizational structures such functional groups as it deems necessary to carry out the Division's Mission. The Council shall establish an appropriate chain of responsibility for any organizational structures and functional groups it creates. Any proposed revisions, sun-setting, restructuring or replacement of Division functional groups, entities and organizational structures must be approved by Council prior to implementation. (Amended 8/3/12)
- (c) Has authority, between meetings of the membership, to perform any functions that the membership of the Division might perform. (Amended 8/7/93 and 8/3/12)

**SECTION 4.02. COMPOSITION.** The Council shall be composed of the following persons:

- (a) the officers;
- (b) the last retiring Chair;
- (c) the Division Delegates to the House of Delegates; and
- (d) Eighteen (18) Council members. To assure that the Council represents a broad spectrum of the legal profession, the Division in its process of nomination and election should strive to include among these members: (1) solo practitioners, members from small legal organizations, members from medium-size legal organizations, and members from large legal organizations; and (2) members from small communities, medium-size communities, and large communities. (Amended 8/8/87, 8/7/93, 8/6/06 and 8/3/12)

- (e) Non-U.S. Lawyer Representative. One (1) additional voting member of the Council, who shall be elected in the same manner and for the same term as the eighteen (18) regular members of Council (but shall not be eligible for elections for more than one (1) successive two (2) year term, and no more than a total of three (3) two (2) year terms), shall be an associate of the Association and the Division, but who is also an attorney who is not licensed to practice law in the United States, but is licensed, and in good standing, to practice law in a nation or country other than the United States (the “non-U.S. Lawyer Representative”). (Adopted 8/6/2006; amended 8/11/2007 and 8/3/12)
- (f) The following shall serve as ex-officio members of the Council and shall not be entitled to vote:
  - (1) A representative selected by the Law Student Division of the Association to serve a one (1) year term;
  - (2) A representative selected by the Young Lawyers Division of the Association to serve a two (2) year term, provided that the representative will continue to be eligible for membership in the Young Lawyers Division for the entire term;
  - (3) The editor of the Division’s periodical publication;
  - (4) A representative selected by the Canadian Bar Association from among the past chairs of the Law Office Economics and Management Section of the Canadian Bar Association;
  - (5) The Director of Finance (Adopted 8/5/89);
  - (6) The Governance Liaison (Adopted 8/5/89); and
  - (7) Two (2) additional non-voting, honorary ex-officio members of the Council who are appointed by the Chair-Elect to serve during their Association year as Chair, each of which shall be an associate of the Division.(Adopted 8/6/06; Amended 8/3/12)

**SECTION 4.03. TERM OF COUNCIL MEMBERS.** Each of the eighteen (18) Council members shall serve for a term beginning with the adjournment of the Annual Meeting of the Division at which elected and ending with the adjournment of the Annual Meeting two (2) years thereafter. The eighteen (18) Council positions shall be numbered one (1) through eighteen (18). In each odd-numbered year, a Council member shall be elected for each of the odd-numbered Council positions; and in each even-numbered year, a Council member shall be elected for each of the even-numbered Council positions. The eligibility of a Council member to continue to hold a Council position shall not be affected by a change in the member’s legal

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organization or community during the term of office. No Member may serve more than three (3) consecutive full terms as a Council member, excluding ex-officio service. (Amended 8/8/87, 8/7/93, 8/5/01 and 8/3/12)

**SECTION 4.04. CONTROLLING VOTE.** Action of the Council shall be by majority vote of the entire Council.

**SECTION 4.05. MEETINGS.** The Council shall hold four (4) regular meetings each year, the first (the Fall Council Meeting) to be held in September, October or November; the second (the Midyear Council Meeting) to be held near the time or in connection with the Midyear Meeting of the Association; the third (the Spring Council Meeting) to be held in March, April or May; and the fourth (the Annual Council Meeting) to be held in connection with the Annual Meeting of the Association. Special meetings of the Council may be called upon reasonable notice by the Chair and shall be called upon written request by a majority of the Council. (Amended 8/8/87)

**SECTION 4.06. EXECUTIVE COMMITTEE.** An Executive Committee, which shall consist of the officers, the immediate past Chair, the Governance Liaison, the Division Delegates, the Division Board of Governors Representative (if any) and the Director of Finance, shall have full authority to act for the Division at all times between meetings of the Council. (Amended 8/5/89, 8/6/06 and 8/3/12)

**SECTION 4.07. HONORARY MEMBERS OF COUNCIL.** All former chairs of the Division and all former chairs of the Association's Special and Standing Committees on Economics of Law Practice shall be honorary members of the Council. No honorary member serving solely in such capacity shall be entitled to vote at meetings of the Council. (Amended 8/3/12)

**SECTION 4.08. BOARD OF GOVERNORS AND NOMINATING COMMITTEE REPRESENTATIVES.** At appropriate times, as determined by the Conference of Section Chairs and the Association's nominating procedures, the Council is authorized to submit a nomination for a Section Member-at-Large of the Board of Governors and the Association Nominating Committee. The selection of the nominee shall be made by the Council with due regard for the eligibility requirements for election to the Board of Governors and at a time which conforms to the time schedules of the Section Officers Conference and the Association Nominating Committee. (Amended 8/3/12)

- (a) The Division's Nominating Committee, as constituted under Subsection 7.02.01 of these Bylaws, shall nominate one (1) or more candidates to serve on the Board of Governors or the Association Nominating Committee. Notice of the nomination or nominations shall be given to Council members at least sixty (60) days prior to the Council meeting at which the selection is to be made.
- (b) Additional nominations may be made by petition signed by at least five (5) Council members and delivered to the Chair of the Division and to a senior staff person of the Division not later than thirty (30) days prior to the Council meeting at which the selection is to be made. The nominations shall be closed twenty nine (29) days prior to the Council meeting at which the selection is to be made, and no further nominations shall be made. If any nomination by petition is timely made, notice of it shall be given to all Council members no later than ten (10) days prior to the Council meeting at which the selection is to be made. (Amended 8/7/93 and 8/3/12)

### **SECTION 4.09. OTHER POSITIONS.**

- (a) The Director of Finance shall be appointed by the Chair.
- (b) The Governance Liaison shall be appointed by the Chair, with the concurrence of the Executive Committee. The Governance Liaison shall be a person knowledgeable of the organization and operations of the American Bar Association and shall assist the officers, Council, and Division members in their relationships with the governance of the American Bar Association. (Adopted 8/5/89; Amended 8/3/12)

**SECTION 4.10. ATTENDANCE REQUIREMENT.** If a Council member fails to attend two (2) successive meetings of the Council, the member shall be deemed to have resigned from the position at the adjournment of the second meeting unless the Council finds that good cause existed for one or both absences. Notwithstanding the above, if in the opinion of the Chair of the Division the personal circumstances of any Council member are such that attendance would create an undue hardship on such Council member, the Chair may excuse physical presence by such Council member at the meeting and allow attendance telephonically, and in such event the Council member attending telephonically shall be deemed to have attended such Council meeting. (Adopted 8/7/93; Amended 8/6/06 and 8/3/12)



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**SECTION 4.11. CONDUCT OF BUSINESS WITHOUT A MEETING.** The Chair may, and shall, at the request of five (5) members of the Council, submit in writing to each member of the Council any proposition on which the Council may be authorized to act. The motion to be voted on shall be distributed to all Council members by means of regular mail, facsimile or electronic mail by the Division Director, who shall also post the motion on the Division website. The motion shall contain, at a minimum, the name of the parties proposing and seconding the motion. Deliberations and voting on the motion may be by one (1) or more of videoconference, teleconference or electronic mail. (Amended 8/3/12)

- (a) Approval of a motion through videoconference, teleconference or electronic mail requires the same minimum ratio of yes to no votes as at physical meeting of the Council. When the deliberations and voting are completed, the final tally of votes shall be recorded and announced by the Division Director. Results of all such business conducted between physical meetings shall be recorded in the meeting minutes for the next meeting. (Amended 8/3/12)
- (b) Special Rules for Electronic Mail Voting. When a motion has been proposed and seconded and is to be considered by electronic mail, starting and ending dates for deliberations and voting shall be provided in the original communications to Council members and active members of the Division. The starting date shall be the date that the vote is called for by the Director and the ending date shall be no less than seven (7) calendar days after the starting date.

If a Council member does not have capacity to receive or send electronic mail, that Council member shall be required to give notice to the Division Director and Secretary of such incapacity immediately upon being made aware of such incapacity. In the event that the Division Director and Secretary shall have been given such notice by a Council member, the Division Director shall send written notice of any proposition to such Council member by means of regular mail or by telephone facsimile. In the notice of the proposition initially sent by the Division Director on a proposition, comment from all Council members and active members shall be encouraged.

Electronic mail deliberations and voting properly called under this Section 4.11 shall be administered by the Division Director. Multiple electronic votes may be active concurrently, but an electronic vote may not be active during a physical meeting of the Division Council.

Council members shall submit votes to the Division Director and Division Secretary via electronic mail. An eligible voter may submit a vote to the current Secretary and Division Director by telephone, telephone facsimile or by regular mail if unable to vote via electronic mail. Both the Secretary and the Chair must verify such a vote in order for it to be counted. (Adopted 8/7/93; Amended 8/6/06 and 8/3/12)

## ARTICLE 5. OFFICERS

**SECTION 5.01. OFFICERS.** The officers of the Division shall be a Chair, Chair-Elect, Vice Chair and Secretary.

**SECTION 5.02. CHAIR.** The Chair shall be responsible for carrying out the purposes of the Division.

The Chair shall:

- (a) Preside at all meetings of the Council and of the Division. (Amended 8/3/12);
- (b) Perform other duties usually pertaining to this office;
- (c) Except as otherwise set forth in these Bylaws, appoint the chairs of all committees or other entities of the Division who are to act during the Chair's term; provided that certain positions may, by Council action, be designated to have a term longer than one (1) year, but not to exceed three (3) years in order to provide continuity in those positions, in which case the Chair's appointment shall be for the term designated for that position. (Amended 8/7/93, 8/6/06 and 8/3/12);
- (d) Perform such duties assigned by the membership of the Division or by the Council. (Amended 8/3/12);
- (e) Prepare a report of the activities of the Division for the period of the Chair's term of office for submission to the Board of Governors and the House of Delegates of the Association and to the Annual Meeting of the Division. (Amended 8/3/12); and
- (f) Ensure that each of the Division's entities, as approved by Council annually in the event of any revisions, sun-setting, restructuring or replacement, are properly filled by Division members in sufficient numbers to properly perform its functions. (Adopted 8/3/12)

**SECTION 5.03. CHAIR-ELECT.** The Chair-Elect shall perform such duties as may be assigned by the Chair, the membership or the Council. During any period in which the Chair is unable or refuses to act, the Chair-Elect shall perform the duties of Chair. Notwithstanding the authority of appointment of the Chair as set forth in Section 5.02 herein, the Chair-Elect shall appoint a new chair of the ABA TECHSHOW Board immediately subsequent to the ABA TECHSHOW event being held during the term of the Chair-Elect. (Amended 8/6/06)

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**SECTION 5.04. VICE CHAIR.** The Vice Chair shall assist the Chair and the Chair-Elect and shall perform such duties as may be assigned by the Chair, the membership or the Council.

**SECTION 5.05. SECRETARY.** The Secretary shall issue notices of all meetings of the Division and of the Council, keep a record of the proceedings thereof, and perform such duties and have such powers as usually pertain to the office of Secretary or as may be prescribed by the Council or the Chair. (Amended 8/7/93 and 8/3/12)

**SECTION 5.06. TERM SUCCESSION OF CHAIR-ELECT TO CHAIR.** The Chair-Elect, Vice Chair, and Secretary shall serve for a term of one (1) year beginning with the adjournment of the Annual Meeting of the Division at which they are elected and ending with the adjournment of the next Annual Meeting of the Division and thereafter until their successors shall have been duly elected and qualified. The member of the Division elected Chair-Elect at an Annual Meeting of the Division shall, upon the expiration of the term as Chair-Elect, succeed to the office of Chair for a term of one (1) year beginning with the adjournment of the Annual Meeting of the Division at which the office of Chair is assumed and ending with the adjournment of the next Annual Meeting of the Division and thereafter until a successor has assumed office. (Amended 8/3/12)

**SECTION 5.07. ATTENDANCE REQUIREMENT.** If an officer fails to attend two (2) consecutive meetings of the Council, the officer shall be deemed to have resigned from the office at the adjournment of the second meeting unless the Council finds that good cause existed for one (1) or both absences. (Adopted 8/7/93)

## ARTICLE 6. SECTION DELEGATES

**SECTION 6.01. POSITION; DUTIES.** The Division is entitled to two (2) delegates to the House of Delegates of the Association (the "Division Delegates") as authorized by the Constitution of the Association. At appropriate times, as determined by the Section Officers Conference, the Council shall designate which Delegate shall serve on the Nominating Committee of the House of Delegates. The Division Delegates shall perform such duties as are prescribed by the Association and, in addition, shall make such reports to the Executive Committee, Council and membership as from time to time are requested by the Chair. The Council shall have the right to determine the position of the Division on matters coming before the House of Delegates and to instruct the Division Delegates to vote in a manner consistent with that position. The Council shall have the right to designate one (1) or more alternate Division delegates from time to time. (Amended 8/7/93, 8/6/06 and 8/3/12)

**SECTION 6.02. TERM.** In 1985 and each succeeding third year and in 1987 and each succeeding third year, a Division Delegate shall be elected to serve for a term of three (3) years. A Division Delegate may serve for more than one (1) three (3) year term. (Amended 8/7/93 and 8/3/12)

## ARTICLE 7. ELECTIONS

**SECTION 7.01. ELECTION.** Council Members, Division Delegates, and all officers, except the Chair, shall be elected at the Annual Meeting of the Division. (Amended 8/3/12)

**SECTION 7.02. NOMINATIONS.**

**SUBSECTION 7.02.01. NOMINATING COMMITTEE.** The Nominating Committee shall consist of six (6) members and the Chair-Elect, who shall be chair of the Nominating Committee. Members of the Nominating Committee shall serve a single two (2) year term, and the terms shall be staggered such that three (3) of the six (6) members are appointed in each odd numbered year and three (3) of the six (6) members are appointed in each even numbered year. The Chair-Elect shall suggest five (5) Division members or associates to serve with the Chair-Elect on the Nominating Committee. At any time prior to the Fall Meeting, the Chair shall appoint three (3) of the five (5) Division members or associates suggested by the Chair-Elect to the Nominating Committee. The names of the members of the Nominating Committee shall be announced at the Fall Council Meeting. If a member of the Nominating Committee resigns, the Division Chair shall promptly appoint a replacement. Except for executive sessions, the Division Director shall also participate on the Nominating Committee, without a vote. At the discretion of the chair of the Nominating Committee, the Division Vice Chair and Secretary may also participate, without a vote. (Amended 8/7/93, 8/5/01, 8/6/06 and 8/3/12)

**SUBSECTION 7.02.02. PROCEDURES.** The Nominating Committee shall exert a diligent effort to obtain suggestions for nominations from officers of the Division, members of the Council, Division entity chairs and vice chairs, and other members of the Division. All meetings will be closed meetings, and all members of the Nominating Committee shall protect and preserve the confidentiality of all discussions and decisions of the Nominating Committee until after the chair of the Nominating Committee gives the report of the Nominating Committee to the Council at the Spring Council Meeting. (Amended 8/6/06 and 8/3/12)

**SUBSECTION 7.02.03. NOMINEES.** The Nominating Committee shall select one (1) or more nominees for each officer, Council member, and Division Delegate to be elected at the Annual Meeting. Members of the Nominating Committee shall not be eligible for nomination; provided, however, that a member of the Nominating

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Committee who resigns from the Committee shall be eligible for nomination. (Amended 8/3/12)

- (a) When the Division is entitled to nominate a Section Member-at-Large of the Board of Governors or to the Association Nominating Committee, the Nominating Committee shall select one (1) or more qualified nominees to be elected by the Council in accordance with Section 4.08.
- (b) In making nominations, the Nominating Committee shall consider persons who have been members of the Association and the Division in good standing for at least three (3) years, have attended Council meetings, have been active in and contributed to the work of the Division, and have demonstrated leadership skills that will advance the best interests of the Division consistent with the Mission Statement and Goals of the Division. (Amended 8/7/93 and 8/3/12)

**SUBSECTION 7.02.04. ACTIONS OF COUNCIL.** At the Spring Council Meeting, the Council shall openly discuss the report of the Nominating Committee. Based upon such discussion, the Nominating Committee shall have the right, but not the obligation, to reconvene and revise its slate of nominees. In the event of any such revision, the officers and the Council shall promptly be advised of such revised slate of nominees. (Amended 8/6/06)

**SUBSECTION 7.02.05. PUBLICATION OF REPORT.** The Chair of the Division shall cause such report to be published in the Division journal or otherwise published to Division members not later than forty five (45) days prior to the general membership meeting of the Division. (Amended 8/7/93 and 8/3/12)

**SUBSECTION 7.02.06. NOMINEES BY PETITION.** Within thirty (30) days after the publication to Division members of the report of the Nominating Committee, additional nominations may be made by petition signed by at least twenty five (25) members of the Division and delivered to the Chair of the Division and to a senior staff person of the Division. After such thirty (30) day period, the nominations shall be closed, and no nominations shall be made from the floor at the Annual Meeting of the Division. In the event any such additional nominees are selected by petition, notice thereof shall be given to all members of the Division not later than ten (10) days prior to the Annual Meeting of the Division. (Amended 8/8/87, 8/7/93 and 8/3/12)

**SECTION 7.03. ELIGIBILITY.** Only members of the Division may be nominated or hold office. No member may be elected to more than one (1) full term for the same office, except as otherwise specifically provided in these Bylaws. (Amended 8/7/93 and 8/3/12)

**SECTION 7.04. CAMPAIGNING.** In the event of a contested election:

- (a) No candidates shall be endorsed by officers of the Division or members of the Nominating Committee;
- (b) Division or Division entity publications may be used for informational purposes, but shall not be used for campaigning;
- (c) No receptions or social events shall be held on behalf of a candidate;
- (d) No gifts, favors, or paraphernalia shall be distributed on behalf of a candidate;
- (e) The Division will provide each candidate, on request, with a set of mailing labels for Annual Meeting registrants;
- (f) No campaign materials shall be distributed at the Annual Meeting; and
- (g) Each candidate will be provided an opportunity to speak for five (5) minutes at the Council meeting immediately preceding the election. (Adopted 8/7/93; Amended 8/6/06 and 8/3/12)

**SECTION 7.05. VOTING.** All voting for contested elective positions shall be by written ballot, unless otherwise ordered by resolution adopted by two-thirds of the Division members at the Annual Meeting at which the election is held. A nominee for any position must receive a majority of the votes cast to be elected. There shall be no voting by proxy. The voting place shall remain open for at least thirty (30) minutes, and the times shall be included in notices of the election prior to the Annual Meeting. A Division member must present their meeting registration badge to receive a ballot. The Chair shall appoint tellers for the election, including one (1) representative of each contested candidate. If three (3) or more candidates are nominated for the same position and none of the candidates receives a majority of the votes cast, a second vote shall be taken between the two (2) candidates receiving the greater number of votes. The Chair shall not vote in any election, except in the event of a tie vote. (Amended 8/7/93 and 8/3/12)

**SECTION 7.06. VACANCIES.** If any office or position other than that of Chair shall become vacant during the period between meetings of the Division, the office or position shall be filled by the Council, with the advice of the Nominating Committee, for the portion of the term remaining until the next meeting of the Division. If the office of Chair shall become vacant, the Chair-Elect shall thereupon become Chair and shall continue to hold the office of Chair for a term ending at the same time the term as Chair would have ended had the Chair-Elect succeeded automatically upon the normal expiration of the preceding Chair's term. (Amended 8/3/12)

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## ARTICLE 8. FUNCTIONAL GROUPS

**SECTION 8.01. FUNCTIONAL GROUPS.** With the approval of the Council, the Chair shall designate the functional groups necessary to conduct the work of the Division. The groups may be designated committees, task forces, interest groups, divisions or such other titles as the Chair and Council deem appropriate. Except as otherwise provided in these Bylaws, the Chair or the Chair's designee shall determine the duties and size of such groups and shall appoint the leaders and members of such groups for terms coincident with that of the Chair or such longer term as the Council may have approved. The Council may designate additional groups for specific functions. (Amended 8/4/90, 8/7/93 and 8/3/12)

**SUBSECTION 8.01.01. ENTITY PLAN AND PERIODIC REPORTING REQUIREMENTS.** Each functional group, including the Strategy and Planning Committee, shall submit an entity business plan to the Division Chair-Elect each spring, with recommendations for revenue and expense funding of the group's work and specific uses of such funding. Each functional group shall report periodically to the Division Council. (Adopted 8/11/07; Amended 8/3/12)

**SUBSECTION 8.01.02. EXECUTIVE COMMITTEE OVERSIGHT.** The Division Executive Committee shall conduct meetings twice each year at which approximately one-half of all Division functional groups shall report to the Executive Committee. The Division Chair shall set the date of these meetings and shall designate which groups are to report at each of the two (2) meetings. (Adopted 8/11/07; Amended 8/3/12)

### SECTION 8.02. STRATEGY AND PLANNING.

**SUBSECTION 8.02.01. STRATEGY AND PLANNING COMMITTEE.** The Strategy and Planning Committee shall consist of six (6) members and the Committee Chair. Members of the Strategy and Planning Committee shall serve a single two (2) year term, beginning at the conclusion of the Division's Midyear Meeting, and the terms shall be staggered such that three (3) of the six (6) members are appointed in each odd-numbered year and three (3) of the six (6) members are appointed in each even-numbered year. The Division Secretary shall serve as Committee Chair for a one-year term, during the last half of their term as Division Secretary and the first half of their term as Division Vice Chair. The Chair, with advice from the Division Secretary, shall each year appoint three (3) new members of the Committee to serve terms beginning at the conclusion of the Division Midyear Meeting. The names of the members of the Strategy and Planning Committee shall be announced at the Midyear Meeting of Council. If a member of the Committee resigns, the Division Chair shall promptly appoint a replacement to serve the remainder of the unexpired term of that member. At all times, at least three (3) of the six (6) appointed members of the Committee shall be either voting or ex-officio members of the Division Council. Except for

executive sessions, the Division Director shall also participate on the Strategy and Planning Committee, without a vote. The Division Chair-Elect and Vice Chair (after the expiration of their term as Committee Chair) shall also participate as ex-officio members of the Committee. (Amended 8/3/12)

**SUBSECTION 8.02.02. COMMITTEE GOALS AND PURPOSE.** The Strategy and Planning Committee shall devote its efforts to both Division strategy and planning, and shall review the Division’s Vision Statement and present an updated Strategic Plan. The Strategy and Planning Committee, as a committee of volunteers, should be the driving force behind Division strategy, planning, and the periodic follow up, surveys and planning required thereby, and will employ Division staff for day to day operations, or outside support as needed. (Amended 8/3/12)

**SUBSECTION 8.02.03. ENTITY PLAN AND PUBLICATION OF ANNUAL COMMITTEE REPORT.** The Strategy and Planning Committee shall submit a regular entity business plan to the Chair-Elect of the in the spring of each year with recommendations for budgeted funding of the Committee’s work and specific uses of such funding, and shall report periodically to the Council in the same manner required of all functional groups of the Division. The Strategy and Planning Committee shall also publish a report to the Division Council not later than forty five (45) days prior to the Division Midyear Meeting, which shall specifically make recommendations for updating the Division Vision Statement or Strategic Plan, as well as any other action recommended to further the Committee’s purpose. At the Midyear Meeting, the Council shall openly discuss the report of the Strategy and Planning Committee, and take any action it deems appropriate in furtherance thereof. (Amended 8/3/12)

## ARTICLE 9. MISCELLANEOUS PROVISIONS

**SECTION 9.01. FINANCIAL.** The fiscal year of the Division shall be the same as that of the Association. All bills incurred by the Division, including reimbursement of members, before being forwarded to the Treasurer of the Association for payment, shall be approved in accordance with the Division Financial Policy adopted by the Council. The Division staff shall maintain the books and records of the Association under the direction of the Director of Finance and in accordance with the Division’s Financial Policy. All books and records of the Division are open for inspection by a member of the Division during normal working hours at the Division office at Association Headquarters in Chicago. (Amended 8/7/93 and 8/3/12)

**SECTION 9.02. NO COMPENSATION.** No salary or compensation shall be paid by the Division or the Association to the officers of the Division, Council members, or members of a committee except royalties under a Royalty Policy established by the Council with respect to publications. (Amended 8/7/93 and 8/3/12)



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**SECTION 9.03. REPRESENTATION OF ASSOCIATION POSITION.** Any action of the Division shall be approved by the Association before the same becomes effective as the action of the Association. Any resolutions adopted or action taken by the Division or the Council may, on request of the Division or the Council, be reported by the Chair or Division Delegates (or in the event that the Division has a Representative on the Association Board of Governors, to the extent they are allowed under the rules of the Association, by the Division Representative to the Board of Governors) to the Board of Governors or the House of Delegates for action thereon according to the Constitution and Bylaws of the Association. (Amended 8/7/93, 8/6/06 and 8/3/12)

**SECTION 9.04. PARLIAMENTARY AUTHORITY.** The Council may adopt rules and regulations for the conduct of Division and Council meetings. Except as otherwise provided by Association rules, these Bylaws, or such rules and regulations, meetings of the Division and the Council shall be conducted in accordance with Robert's Rules of Order, Newly Revised (as further revised from time to time). (Adopted 8/7/93 and 8/3/12)

## **ARTICLE 10. AMENDMENTS**

**SECTION 10.01. AMENDMENTS.** These Bylaws may be amended at any Annual Meeting of the Division by a majority vote of the members of the Division present and voting, provided the substance of such proposed amendment shall first have been approved by a majority of the Council. Written notice of an intention to amend these Bylaws must be given to the members at least sixty (60) days prior to the Annual Meeting of the Division. No amendment adopted by the Division shall become effective until approved by the Board of Governors of the Association. (Amended 8/7/93 and 8/3/12)



AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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STRATEGIC PLAN

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**MISSION:**

Helping lawyers practice law effectively and successfully while maintaining the highest standards of the profession.

**CORE VALUES**

The Core Values of the American Bar Association Law Practice Division collectively define the heart of service in accomplishment of the Division’s mission. At least one Core Value is the primary focus of every Division activity, or member product, program, service or benefit.

**Career Development and Satisfaction**—The Division values enabling its members to seek greater career satisfaction and work-life balance, as well as helping firms and legal organizations in providing means of improving attorney retention through focus on work-life balance, work schedules, and mentoring and management skills.

**Client Relationships**—The Division values providing valuable training tools and resources focused on helping members: 1) maximize the value of existing client relationships, and 2) understand and carry out a client-centric approach to the practice of law.

**Diversity**—The Division values social, economic and geographic diversity within its own organization, and strives to promote diversity and provide diversity and inclusion education to its members, and their law firms and legal organizations as an opportunity for them to improve organizational decision-making, increase productivity, and achieve competitive advantage.

**Firm Management and Leadership**—The Division values adding value to its members and their law firms and legal organizations by helping them understand and implement law firm leadership and management principles, including strategic planning, governance structures and practice group principles.

**Practice Development and Marketing**—The Division values providing tools and resources to help its members develop new client business, and ethically operate their

practices and law firms as both a business and profession. The focus of this Division value is on: 1) client development, and 2) practice management, including those skills which are not focused on substantive areas of law, but rather the core practice management skills related to finance, management, marketing and technology.

### STRATEGIC GOALS

The following Strategic Goals have been identified as critical to fulfilling the Division's Mission and providing its members with programs, services, and benefits that reflect the above Core Values.

**1. Developing a Full, Well-Qualified Law Practice Division Staff** – The Law Practice Division executive office must have all positions filled, and staff's roles must be defined to provide optimal support to Division volunteers.

#### First Year Accomplishments

- All staff positions filled, including staff members with specific expertise in:
  - o Marketing
  - o Social Media
  - o Continuing Legal Education
- Staff structure is aligned to accomplishing the Division's strategic goals
- Annual Staff Goals and Objectives are established by Executive Committee
- Effective staff evaluation system implemented

#### Success Indicators

- All Law Practice Division staff positions filled
- Written document setting forth goals and objectives for Law Practice Division staff
- Documented procedures and general timeline for conducting annual staff reviews
- Completing first set of regular staff reviews using new procedures

**2. Expanding Membership of the Law Practice Division** – the Division will increase its efforts to attract and cultivate new members from inside and outside the American Bar Association.

#### First Year Accomplishments

- Established quantifiable goals for new member recruitment and retention
- Strategy developed for keeping young lawyers as members beyond first year
- Increased partnerships with ABA sections and divisions

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- Develop outreach program for solo and small firm lawyers, whether in conjunction with ABA or separately
  - Establishing and promoting more meaningful resources for larger firm lawyers and law firms

### Success Indicators

- Increased number of new members
- Increased number of solo and small firm members
- Reduced number of first-year lawyer Law Practice Division drops
- Increased participation by large law firm lawyers
- Begin long-term relationship with at least two ABA and/or non-ABA entities, through programs, events or projects
- Online library of Law Practice Division core content is available as resource for lawyers of all size firms

**3. Increasing Sustainable Member and Non-Member Engagement** – the Law Practice Division will improve its engagement with its members, both active and non-active, as well as those who are not presently members of the Division.

### First Year Accomplishments

- Determine structure of Division, whether committee-based, core groups, or some other framework
- Enacted innovative programs and leveraged strategic alliances and expertise to improve engagement of members and non-members
- Increased leadership opportunities for Division members
- Greater interactivity among Division and non-Division members throughout the year, via expanded use of forums, listservs, or other innovative use of technology
- Increased outreach to past Law Practice Division actives
- Increased quantity and variety of CLE offerings at Law Practice Division meetings

### Success Indicators

- Increased attendance at Law Practice Division meetings due to CLE being offered each time
- Increased participation by past Law Practice Division actives
- Increased participation by non-funded Law Practice Division members
- Increased interaction by and with members of area bars during Law Practice Division meetings
- Law Practice Division members engaging in online forum or mailing lists

**4. Clarifying and Solidifying the Law Practice Division's Role Within the Greater ABA** - The Law Practice Division must define its position as an entity within the ABA, so that it may continue to best serve its members and the legal public at large.

### First Year Accomplishments

- Strong relationship developed with the ABA Board of Governors Division Liaison, as well as other ABA officers, Board of Governors members, and individuals identified who can assist Law Practice Division in achieving its goals
- Widespread distribution of Law Practice Division content to Board of Governors, House of Delegates and throughout the ABA
- Law Practice Division members appointed to key positions on committees and/or task forces
- Determination of Law Practice Division Publishing future, with ABA or as an independent entity
- Determination of delivery vehicle for Law Practice Division CLE content, through ABA or an independent source

### Success Indicators

- Regular attendance at Law Practice Division Meetings of Board of Governors Liaison
- Law Practice Division articles/presentations by active ABA leaders
- Established process for obtaining feedback about Law Practice Division activities from ABA leaders
- Governance Liaison position expectations defined and documented
- Law Practice Division Publishing future determined, and operating successfully
- Law Practice Division CLE structure determined, and operating successfully

**5. Maximizing the Law Practice Division Brand as Provider of Superior Practice Management Content** - The Law Practice Division must clarify and establish its brand as the provider of superior practice management content, in order to remain at the forefront of practice management education and programming.

### First Year Accomplishments

- Establishing a benchmark understanding of the Law Practice Division's brand through surveys and other means
- New and innovative programs, projects or initiatives aimed at Division non-members
- Expanded engagement of the Law Practice Division community through forums, listservs, or other technologies

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- Better communication of the Law Practice Division brand to Division members and non-members
  - Development of metrics to determine success of marketing and branding efforts

### Success Indicators

- The Division understands how it is perceived by its members, non-members, and others within the Law Practice Division community
- One successfully completed program, project or initiative aimed at non-members
- Enhanced marketing efforts implemented to enhance the Law Practice Division brand
- Sunsetting of marketing efforts that are not effective at establishing the Law Practice Division brand

**6. Developing Effective, Efficient Law Practice Division Volunteer Leaders** - in order to maintain consistency in the high quality of Law Practice Division leadership, standards must be established that will enable the Division to develop its volunteers to become effective leaders of entities and of the Division itself.

### First Year Accomplishments

- Development of a Leadership Development Program for Law Practice Division actives
- Development of the Law Practice Division “Guide” to operations and functions of all Law Practice Division entities, which includes an explanation of volunteer vs. ABA staff responsibilities
- Expanding Law Practice Division awareness of ABA activities through development of communication plan to distribute Division and ABA information to leadership and general Division membership
- Develop method for ensuring accountability of Law Practice Division leaders in carrying out goals and objectives of the Strategic Plan, with recognition for accomplishments made

### Success Indicators

- Law Practice Division “Guide to Operations” published and available to all Law Practice Division members
- Leadership Development Program is ready for leadership class of 2012-2013 participation
- Ability to consistently identify effective Division leaders
- Objectives and goals of Strategic Plan are being consistently met

**7. Optimizing Use of Technology to Deliver Law Practice Division Services** – with its vast technology expertise, Law Practice Division volunteers and staff are well-poised to continually improve delivery of Division content and services through new and emerging technologies, and to make better use of technologies the Division is already using.

### First Year Accomplishments

- Expanded engagement of the Law Practice Division community through use of forums or listservs
- Evaluation of new technologies to improve or enhance member development, including lead generation software
- Broader distribution of the digital version of Law Practice magazine
- Creation of Law Practice Division-based library of core content, outside of ABA Publishing
- Expanded sharing of content via social media – Twitter, Facebook, LinkedIn, Martindale Connected, etc.
- Expanding distribution of Law Practice Division content to new forms of media – eBooks, smartphones, etc., and development of content to support new mobile technologies
- Expanded use of collaborative technologies to enhance the way the Law Practice Division volunteers work together on Division business
- Solve issues with spam filters, so Law Practice Division communications successfully reach their target audiences
- Increased delivery of Law Practice Division content through podcasts and webinars
- Give free webinar on “Joining the Law Practice Division and How to Get Involved.”

### Success Indicators

- Law Practice Division members engaged in discussions using online media, whether through forums, listservs, Facebook or other source
- Increased distribution of the digital version of Law Practice magazine
- Library of Law Practice Division core content is live and online
- Claim ownership of social media Law Practice Division pages (LinkedIn, Facebook, etc.) and moderate content that exists there



AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014-2015

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OTHER PRACTICE  
MANAGEMENT ORGANIZATIONS

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**American Association of Law Libraries**

105 West Adams Street, Suite 3300  
Chicago, IL 60603-6225  
Phone: 312.939.4764  
Fax: 312.431.1097  
www.aallnet.org  
Holly M. Riccio, President

**Association of Law Firm  
Diversity Professionals**

1001 Pennsylvania Avenue NW  
Washington, DC 20004-2595  
Phone: 202.624.2987  
Fax: 202.628.5116  
www.alfdp.com  
Monica Parham, President

**Association of Legal Administrators**

75 Tri-State International, Suite 222  
Lincolnshire, IL 60069-4435  
Phone: 847.267.1252  
Fax: 847.267-1329  
www.alanet.org  
Paula Barnes, President

**Canadian Bar Association  
Law Practice Management & Technology  
Section**

500-865 Carling Avenue  
Ottawa, ON K1S 5S8  
Phone: 613.237.2925, Ext.141  
Fax: 613.237.0185  
www.cba.org  
Ginevra Saylor, Chair

**College of Law Practice Management**

3135 S. State Street, Suite 103  
Ann Arbor, MI 48108  
Phone: 734. 929. 0361  
Fax:  
www.colpm.org  
Ronald W. Staudt, President

**International Bar Association**

Law Firm Management Committee  
10 St Bride Street, 4th Floor  
London EC4A 4AD  
United Kingdom  
Phone: +44 (0)20 7842 0090  
Fax: +44 (0)20 7842 0091  
www.ibanet.org  
Maximo Luis Bomchil, Co-Chair  
Hermann Knott, Co-Chair

**International Legal  
Technology Association**

9701 Brodie Lane, Suite 200  
Austin, TX 78748  
Phone: 512.795.4660  
Fax: 512.233.5109  
www.iltanet.org  
Robert Dubois, President

**International Paralegal  
Management Association**

980 N. Michigan Avenue, Suite 1400  
Chicago, IL 60611  
Phone: 312. 214.4991  
Fax: 888.662. 9155  
www.paralegalmanagement.org  
Brian J. Bernhard, President

**Legal Marketing Association**

330 North Wabash Avenue, Suite 2000

Chicago, IL 60611

Phone: 312.321.6898

Fax: 312.673.6894

[www.legalmarketing.org](http://www.legalmarketing.org)

Timothy B. Corcoran, President

**National Association for Law Placement**

1220 19th Street NW, Suite 401

Washington, DC 20036-2405

Phone: 202.835.1001

Fax: 202.-835.1112

[www.nalp.org](http://www.nalp.org)

Terrence J. Galligan, President

**National Association of Legal Assistants**

1516 South Boston, Suite 200

Tulsa, OK 74119

Phone: 918.587.6828

Fax: 918.582.6772

[www.nala.org](http://www.nala.org)

Kelly A. LaGrave, ACP, President

**National Association of Legal  
Search Consultants**

1525 North Park Drive, Suite 102

Weston, FL 33326

Phone: 866.902.6587

Fax: 954.349-1979

[www.nalsc.org](http://www.nalsc.org)

Warren Smith, President

AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION  
2014–2015

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PRACTICE MANAGEMENT ADVISORS

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**Alabama**

Laura A. Calloway, Director  
Practice Management Assistance Program  
Alabama State Bar  
Post Office Box 671  
Montgomery, AL 36101-0671  
Telephone: (334) 517-2242  
E-mail: [laura.calloway@alabar.org](mailto:laura.calloway@alabar.org)  
Web: [www.alabar.org](http://www.alabar.org)  
Twitter: [twitter.com/LCalloway](https://twitter.com/LCalloway)

**Alberta, Canada**

Jocelyn A. Frazer, Equity Ombudsperson  
The Law Society of Alberta  
500, 919 - 11 Avenue SW  
Calgary, AB T2R 1P3  
Telephone: (403) 229-4769  
E-mail: [Jocelyn.Frazer@lawsociety.ab.ca](mailto:Jocelyn.Frazer@lawsociety.ab.ca)

**American Immigration Lawyers  
Association**

Reid F. Trautz, Director  
AILA Practice & Professionalism Center  
1331 G Street, NW  
Washington, DC 20005  
Telephone: (202) 507-7647  
E-mail: [rtrautz@aila.org](mailto:rtrautz@aila.org)  
Web: [www.aila.org/](http://www.aila.org/)  
Twitter: [twitter.com/rtrautz](https://twitter.com/rtrautz)

**Arizona**

Roberta Tepper, Director  
Law Office Management Assistance Program  
State Bar of Arizona  
4201 N. 24th Street, Suite 200  
Phoenix, AZ 85016-6288  
Telephone: (602) 340-7313  
Fax: (602) 716-9249  
E-mail: [roberta.tepper@staff.azbar.org](mailto:roberta.tepper@staff.azbar.org)  
Web: [www.azbar.org/  
professionaldevelopment/lomap](http://www.azbar.org/professionaldevelopment/lomap)

Tracy L. Ward, Practice  
Management Advisor  
Law Office Management Assistance Program  
State Bar of Arizona  
4201 N. 24th Street, Suite 200  
Phoenix, AZ 85016-6288  
Telephone: (602) 340-7219  
Fax: (602) 716-9249  
E-mail: [tracy.ward@staff.azbar.org](mailto:tracy.ward@staff.azbar.org)  
Web: [www.azbar.org/  
professionaldevelopment/lomap](http://www.azbar.org/professionaldevelopment/lomap)

**British Columbia, Canada**

David J. Bilinsky, Practice  
Management Advisor  
Practice Advice Department  
The Law Society of British Columbia  
845 Cambie Street  
Vancouver, BC  
Canada V6B 4Z9  
Telephone: (604) 605-5331  
E-mail: [daveb@lsbc.org](mailto:daveb@lsbc.org)  
Web: [www.lawsociety.bc.ca](http://www.lawsociety.bc.ca)  
Twitter: [twitter.com/david\\_bilinsky](https://twitter.com/david_bilinsky)

## **Colorado**

Reba J. Nance, Director  
Law Practice Management and  
Risk Management  
Colorado Bar Association  
1900 Grant Street, Suite 950  
Denver, CO 80203-4336  
Telephone: (303) 824-5320  
E-mail: [reban@cobar.org](mailto:reban@cobar.org)  
Web: [www.cobar.org](http://www.cobar.org)

## **District of Columbia**

Daniel M. Mills  
Assistant Director  
Practice Management Advisory Service  
District of Columbia Bar  
1101 K Street NW, 2nd Floor  
Washington, D.C. 20005  
Telephone: (202) 626- 1312  
Fax: (202) 626-3471  
E-mail: [dmills@dcbar.org](mailto:dmills@dcbar.org)  
Web: [www.dcbar.org](http://www.dcbar.org)

Rochelle D. Washington  
Senior Staff Attorney  
Practice Management Advisory Service  
District of Columbia Bar  
1101 K Street NW, 2nd Floor  
Washington, D.C. 20005  
Telephone: (202) 737-4700; Ext. 3212  
Fax: (202) 626-3471  
E-mail: [rwashington@dcbar.org](mailto:rwashington@dcbar.org)  
Web: [www.dcbar.org](http://www.dcbar.org)

## **Florida**

Judith Equels, Director  
Law Office Management Assistance Service  
The Florida Bar  
651 East Jefferson Street  
Tallahassee, FL 32399-2300  
Telephone: (850) 561-5795 (Direct)  
Telephone: (800) 342-8060 ext. 5795  
E-mail: [jdequels@flabar.org](mailto:jdequels@flabar.org)

Jerry Sullenberger, Practice  
Management Advisor  
Law Office Management Assistance Service  
The Florida Bar  
651 East Jefferson Street  
Tallahassee, FL 32399-2300  
Telephone: (850) 561-5794 (Direct)  
Telephone: (800) 342-8060 ext. 5794  
E-mail: [jsullenberger@flabar.org](mailto:jsullenberger@flabar.org)

## **Georgia**

Natalie R. Kelly, Director  
Law Practice Management Program  
State Bar of Georgia  
104 Marietta Street, NW, Suite #100  
Atlanta, GA 30303  
Telephone: (404) 527-8770  
Telephone: (800) 334-6865; Ext. 770  
E-mail: [NatalieK@gabar.org](mailto:NatalieK@gabar.org)  
Web: [www.gabar.org](http://www.gabar.org)  
Twitter: [twitter.com/natalierkelly](https://twitter.com/natalierkelly)

## **Illinois**

Joshua Poje, Manager  
Legal Technology Resource Center  
American Bar Association  
321 North Clark Street  
Chicago, Illinois 60654  
Telephone: (312) 988-5930  
E-mail: [joshua.poje@americanbar.org](mailto:joshua.poje@americanbar.org)  
Web: [www.lawtechnology.org](http://www.lawtechnology.org)  
Twitter: [twitter.com/ltrc](https://twitter.com/ltrc)

Catherine Sanders Reach  
Director, Law Practice Management &  
Technology  
Chicago Bar Association  
321 South Plymouth Court #3B  
Chicago, IL 60604-3997  
Telephone: (312) 554-2070  
E-mail: [csandersreach@chicagobar.org](mailto:csandersreach@chicagobar.org)  
Web: [www.chicagobar.org/AM/Template.cfm](http://www.chicagobar.org/AM/Template.cfm)

## **Kansas**

Danielle Hall, Director  
Law Practice Services  
Kansas Bar Association  
1200 SW Harrison St.  
Topeka, KS 66612  
Telephone: (785) 861-8827  
E-mail: [dhall@ksbar.org](mailto:dhall@ksbar.org)  
Web: [www.ksbar.org](http://www.ksbar.org)

## **Louisiana**

Shawn L. Holahan, Practice  
Management Counsel  
Louisiana State Bar Association  
601 St. Charles Ave.  
New Orleans, LA 70130  
E-mail: [shawn.holahan@lsba.org](mailto:shawn.holahan@lsba.org)  
Telephone: (504) 619-0153 (Direct)  
Telephone: (800) 421-5711 ext. 153  
Telephone: (504) 566-1600 (Switchboard)

## **Manitoba, Canada**

Bjorn Christianson  
Christianson Christianson Jones Law  
Corporation  
Post Office Box 940  
316 Saskatchewan Avenue, E.  
Portage la Prairie, MB R1N 3C4  
Telephone: (204) 857-7851  
E-mail: [bchristianson@ccjlaw.ca](mailto:bchristianson@ccjlaw.ca)  
Twitter: [twitter.com/bjornjqc](https://twitter.com/bjornjqc)

## **Maryland**

Patricia Yevics, Director  
Law Office Management Assistance  
Maryland State Bar Association  
520 West Fayette Street  
Baltimore, MD 21201  
Telephone: (410) 685-7878  
Telephone: (800) 492-1964 ext 3039  
E-mail: [pyevics@msba.org](mailto:pyevics@msba.org)  
Web: [www.msba.org](http://www.msba.org)  
Twitter: [twitter.com/msbaloma](https://twitter.com/msbaloma)

## **Massachusetts**

Heidi Alexander, Law Practice Advisor  
Law Office Management Assistance Program  
31 Milk Street, Suite 810  
Boston, MA 02109  
Telephone: (857) 383-3253  
Telephone: (888) 545-6627  
E-mail: [heidi@masslomap.org](mailto:heidi@masslomap.org)  
Web: [www.masslomap.org](http://www.masslomap.org)  
Twitter: [twitter.com/heidialexander](https://twitter.com/heidialexander)

Jared D. Correia, Senior Law  
Practice Advisor  
Law Office Management Assistance Program  
31 Milk Street, Suite 810  
Boston, MA 02109  
Telephone: (857) 383-3252  
E-mail: [jared@masslomap.org](mailto:jared@masslomap.org)  
Web: [www.masslomap.org](http://www.masslomap.org)  
Blog: [masslomap.blogspot.com](http://masslomap.blogspot.com)  
Twitter: [twitter.com/jaredcorreia](https://twitter.com/jaredcorreia)

Rodney S. Dowell, Director  
Law Office Management Assistance Program  
31 Milk Street, Suite 810  
Boston, MA 02109  
Telephone: (857) 383-3250  
Telephone: (888) 545-6627  
E-mail: [rodney@masslomap.org](mailto:rodney@masslomap.org)  
Web: [www.masslomap.org](http://www.masslomap.org)  
Twitter: [twitter.com/rodneydowell](https://twitter.com/rodneydowell)

## **Michigan**

Diane L. Ebersole, Practice  
Management Advisor  
Practice Management Resource Center  
State Bar of Michigan  
306 Townsend Street  
Lansing, MI 48933-2083  
Telephone: (517) 346-6411 (Direct)  
Telephone: (800) 968-1442  
E-mail: [debersole@mail.michbar.org](mailto:debersole@mail.michbar.org)  
Web: [www.michbar.org/pmrc/content.cfm](http://www.michbar.org/pmrc/content.cfm)

JoAnn L. Hathaway, Practice  
Management Advisor  
Practice Management Resource Center  
State Bar of Michigan  
306 Townsend Street  
Lansing, MI 48933-2083  
Telephone: (517) 346-6381 (Direct)  
Telephone: (800) 968-1442  
E-mail: [jhathaway@mail.michbar.org](mailto:jhathaway@mail.michbar.org)  
Web: [michbar.org/pmrc/content.cfm](http://michbar.org/pmrc/content.cfm)

### **Missouri**

Lucas Boling, Director  
Membership Services  
The Missouri Bar  
Post Office Box 119  
326 Monroe Street  
Jefferson City, MO 65102-0119  
Telephone: (573) 638-2276  
E-mail: [lboling@mobar.org](mailto:lboling@mobar.org)  
Web: [www.mobar.org](http://www.mobar.org)

### **New York**

Katherine Suchocki, Director  
Law Practice Management  
New York State Bar Association  
One Elk Street  
Albany, New York 12207  
Telephone: (518) 487-5590  
Fax: (518) 463-8844  
E-mail: [ksuchocki@nysba.org](mailto:ksuchocki@nysba.org)  
Web: [www.nysba.org](http://www.nysba.org)

### **North Carolina**

Joyce Brafford, Assistant Director  
Center for Practice Management  
North Carolina Bar Association  
Post Office Box 3688  
Cary, NC 27519  
Telephone: (919) 657-1580  
E-mail: [jbafford@ncbar.org](mailto:jbafford@ncbar.org)  
Web: [www.ncbar.org](http://www.ncbar.org)  
Twitter: [twitter.com/Joyce\\_Brafford](https://twitter.com/Joyce_Brafford)

Erik Mazzone, Director  
Center for Practice Management  
North Carolina Bar Association  
Post Office Box 3688  
Cary, NC 27519  
Telephone: (919) 657-1580  
E-mail: [emazzone@ncbar.org](mailto:emazzone@ncbar.org)  
Web: [www.ncbar.org](http://www.ncbar.org)  
Twitter: [twitter.com/erikmazzone](https://twitter.com/erikmazzone)

### **Nova Scotia, Canada**

Stacey Gerrard, LIANS Counsel  
Risk and Practice Management Program  
Lawyers' Insurance Association of  
Nova Scotia  
1102-1660 Hollis Street  
Halifax, NS B3J 1V7  
Telephone: (902) 423-1300 ext. 345  
Fax: (902) 421-1822  
E-mail: [sgerrard@lians.ca](mailto:sgerrard@lians.ca)  
Web: [www.lians.ca](http://www.lians.ca)

### **Oklahoma**

James Calloway, Director  
Management Assistance Program  
Oklahoma Bar Association  
Post Office Box 53036  
Oklahoma City, OK 73152  
Telephone: (405) 416-7051  
E-mail: [jimc@okbar.org](mailto:jimc@okbar.org)  
Twitter: <http://twitter.com/jimcalloway>

### **Ontario, Canada**

Dan Pinnington, Director, practicePRO  
Lawyers Professional Indemnity Corporation  
250 Yonge Street, Suite 3101, Post Office  
Box 3  
Toronto, Ontario M5B 2L7  
Telephone: (416) 598-5863  
E-mail: [dan.pinnington@lawpro.ca](mailto:dan.pinnington@lawpro.ca)  
Twitter: [twitter.com/danpinnington](https://twitter.com/danpinnington)  
Linkedin: [ca.linkedin.com/in/danpinnington](https://ca.linkedin.com/in/danpinnington)  
Facebook: [www.facebook.com/dan.pinnington](https://www.facebook.com/dan.pinnington)

## **Oregon**

Sheila M. Blackford, Practice  
Management Advisor  
Oregon Attorney Assistance Program  
Oregon State Bar Professional Liability Fund  
Post Office Box 231600  
Tigard, OR 97281-1600  
Telephone: (503) 684-7421  
E-mail: [sheilab@osbplf.org](mailto:sheilab@osbplf.org)  
Twitter: [twitter.com/sheilablackford](https://twitter.com/sheilablackford)

Dee Crocker, Practice Management Advisor  
Oregon Attorney Assistance Program  
Oregon State Bar Professional Liability Fund  
Post Office Box 231600  
Tigard, OR 97281-1600  
Telephone: 503.924.4167  
E-mail: [deec@osbplf.org](mailto:deec@osbplf.org)  
Twitter: [twitter.com/deecrocker](https://twitter.com/deecrocker)

Barbara S. Fishleder  
PLF Director of Personal and Practice  
Management Assistance/Oregon Attorney  
Assistance Program, Executive Director  
Oregon State Bar Professional Liability Fund  
Post Office Box 231600  
Tigard, OR 97281-1600  
Telephone: (503) 684-7425  
E-mail: [barbaraf@osbplf.org](mailto:barbaraf@osbplf.org)

Beverly A. Michaelis, Practice  
Management Advisor  
Oregon Attorney Assistance Program  
Oregon State Bar Professional Liability Fund  
Post Office Box 231600  
Tigard, OR 97281-1600  
Telephone: (503) 639-6911  
E-mail: [beverlym@osbplf.org](mailto:beverlym@osbplf.org)  
Twitter: [twitter.com/orelawpracmgmt](https://twitter.com/orelawpracmgmt)

## **Pennsylvania**

Ellen Freedman, CLM, Law Practice  
Management Coordinator  
Pennsylvania Bar Association  
313 Bridle Path Road  
Lansdale, PA 19446-1565  
Telephone: (215) 628-9422  
Fax: (215) 701-5842  
E-mail: [lawpractice@pabar.org](mailto:lawpractice@pabar.org)  
Twitter: [twitter.com/pa\\_pma](https://twitter.com/pa_pma)

## **South Carolina**

Courtney Kennaday, Director  
Practice Management Advisory Program  
South Carolina Bar  
950 Taylor Street  
Columbia, SC 29201  
Telephone: (803) 576-3783  
E-mail: [courtney.kennaday@scbar.org](mailto:courtney.kennaday@scbar.org)  
Web: [www.scbar.org/pmap](http://www.scbar.org/pmap)  
Blog: [www.scsmalfirm.com](http://www.scsmalfirm.com)  
Twitter: [twitter.com/scbar\\_pmap](https://twitter.com/scbar_pmap)

## **Washington**

Charity Anastasio, Practice  
Management Advisor  
Law Office Management Assistance Program  
1325 Fourth Avenue, Suite 600  
Seattle, WA 98101-2539  
Telephone: (206) 733-5914  
E-mail: [charitya@wsba.org](mailto:charitya@wsba.org)  
Web: [www.lomap.org](http://www.lomap.org)

Aaron Burt, Assistant Practice Management  
Advisor  
Law Office Management Assistance Program  
1325 Fourth Avenue, Suite 600  
Seattle, WA 98101-2539  
Telephone: (206) 733-5949  
E-mail: [lomap@wsba.org](mailto:lomap@wsba.org)  
Web: [www.lomap.org](http://www.lomap.org)

**Wisconsin**

Tison Rhine, Manager  
Law Office Management Assistance Program  
State Bar of Wisconsin  
5302 Eastpark Blvd.  
Post Office Box 7158  
Madison, WI 53707-7158  
Telephone: (608) 250-6012  
Telephone: (800) 444-9404 ext. 6012  
Telephone - Google Voice (815) 669-0075  
Fax: (608) 257-5502  
E-mail: [trhine@wisbar.org](mailto:trhine@wisbar.org)  
Web: [www.wisbar.org/practice411](http://www.wisbar.org/practice411)



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AMERICAN BAR ASSOCIATION  
LAW PRACTICE DIVISION

CALENDAR

**2014-2015**

**LP Fall Meeting**

November 5-9, 2014  
The US Grant  
San Diego, CA

**ABA Women Rainmakers Mid-Career Workshop**

November 7-9, 2014  
The US Grant  
San Diego, CA

**ABA/LP Midyear Meeting**

February 5-7, 2015  
Hilton Americas  
Houston, TX

**ABA TECHSHOW 2015**

April 16-18, 2015  
Hilton Chicago  
Chicago, IL

**LP Spring Meeting**

June 3-6, 2015  
Disney Boardwalk  
Orlando, FL

**ABA/LP Annual Meeting**

July 30 - August 4, 2015  
Intercontinental  
Chicago, IL

**2015-2016**

**LP Fall Meeting**

October 21 - 24, 2015  
Hyatt Regency Greenville  
Greenville, SC

**ABA/LP Midyear Meeting**

February 3-9, 2016  
San Diego, CA

**ABA TECHSHOW 2016**

March 16-19, 2016  
Hilton Chicago  
Chicago, IL

**LP Spring Meeting**

May 11-14, 2016  
Marriot Frenchman's Reef  
St. Thomas, VI

**ABA/LP Annual Meeting**

August 4-6, 2016  
San Francisco, CA