



NORTH CAROLINA
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PRACTICE MANAGEMENT

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The Chair's Comments

A Word from Lee S. Rosen

Lawyers are opening practices left and right. Some are newly graduated from law school. Some are leaving law firms as a result of the overall economic situation. Times are tough. Attorney jobs are scarce. Law schools in North Carolina are pumping out record numbers of graduates. Law firms are terminating lawyers.



Lee Rosen

Opening a solo practice has become the last, best hope for many attorneys seeking to remain in the profession.

The North Carolina Bar Association is doing an extraordinary job of assisting those attorneys with the struggles of building a practice. Just last month the Center for Practice Management (led by Erik Mazzone, See COMMENTS page 2

12 for 2010

by Erik Mazzone

2010. A new year is upon us.

With the warm glow of holidays spent with loved ones receding in the rear view mirror, we can now refocus on the mountains of papers, deadlines, clients, and to-do lists that we happily ignored for the past couple of weeks.

If you're anything like me, you probably had grand ideas for all of the big changes and improvements you were going to make at work. After a few days of meetings and ringing phones though, those grand ideas start to look like the pipe dream of some guy who was totally stoned on eggnog and reruns of "It's a Wonderful Life."

Well, there's always next year...

But, wait.

Just because you don't have time to do everything you planned right away doesn't mean you can't make some targeted, high-impact improvements throughout the year. One goal per month shouldn't be so disruptive that your income plummets or your kids start asking what your name is again.

To that end, I offer these 12 goals for your consideration. If you implement one goal per month, by the end of 2010 you will be able to look back at all you accomplished with glowing pride. The extra eggnog will help with the glowing, too. Most of these goals are not terribly expensive or time consuming. Some are downright fun. Take a look and see if any of these work for you.

January

Start small – and mercifully after holiday overspend – cheap. Try a new browser. If you are using Internet Explorer, try Mozilla Firefox. If you are using Firefox, try Google

Chrome. If you are using Safari, stop being so smug about it. We know your Mac is better than our PC, just leave us alone.

If you try Firefox or Chrome (both free), be sure to try out some add-ons (Firefox) or extensions (Chrome). They are little programs that live in your browser and help you customize your browser in ways you never dreamed possible.

February

It's cold and dark and you're depressed. How about a little geek retail therapy? **Go buy yourself a smart phone.**

These days smart phones are all about the apps (little programs that help you wring more functionality – and fun – out of your phone). The undisputed champ of apps is the iPhone. It is a beautiful piece of machinery, too. Unfortunately, it rides exclusively on AT&T's maddeningly awful network.

The up and comer is the Android platform by Google, with phones across all of the major mobile networks. The big news these days is the Nexus One or Google Phone, with the Motorola Droid still gaining fans (myself included). Android still only has about 18,000 apps compared to iPhone's 120,000, but new apps are being added every day.

March

Time to make sure your computer is being backed up properly. Online backup is insanely convenient and cost effective. I use Sugar Sync but also check out Carbonite. It offers unlimited amounts of data for around \$55 per year.

The beauty of online backup is once you have set it up and designated the folders to be backed up, it runs in the background with you (more or less) never having to think

See 2010 page 2

Inside This Issue:

- 3 Ten Free Do-It-Yourself Online Marketing Opportunities
- 6 Start-Up Boot Camp Lessons: Taking the Road Well-Traveled
- 6 Saving Thousands by Spending Hundreds

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Traps *from page 3*

the practice management advisor of the North Carolina Bar Association) hosted a free "Boot Camp" program for lawyers opening a practice. The auditorium at the Bar Center was packed. The program was awesome. I've never witnessed a more energized audience.

The "Boot Camp" attendees were privileged to hear from LPM Section Vice-Chair Beth Voltz and former Chair Lee Cumbie. They were terrific. The program will be repeated in the future as the value of the information was outstanding.

Your Section Council is doing its part to help lawyers opening practices. They say it's better to give than to receive and I can attest to the truthfulness of that statement. We have now invited two practices to seek input and advice from the council at our regular meetings, and we have a third session planned as well. Council members sat down with attorneys that are in the midst of building brand new practices. We exchanged ideas and got a feel for the struggle of worrying about survival. The lawyers getting input from the Council members benefited from the advice; however, the council members gained even more. The opportunity to help others while using the knowledge we've gained from years of practice was an experience that warmed the hearts of a bunch of jaded attorneys, paralegals and legal administrators. I loved it.

The North Carolina Bar Association is doing more than just helping new lawyers – we are working to take established practices to higher levels. Our section is playing an

active part in this endeavor.

The most important thing a practice can do this year is send someone, or preferably everyone, to the Strategic Planning for a New Economy program on Feb. 12, 2010. Don't come unless you want to make more money. This program will give you the tools you need to grow your revenues, cut your expenses and increase your profits.

There is no single better use of your work time than strategic planning, period. That's not hype – that's a fact. Two internationally renowned experts are coming to teach us their powerful approach. Don't come and you won't grow. It's your call.

By the way, we've negotiated the program fee down to \$119 per person. This program has the highest ROI of any attorney education program ever offered in the state.

We will elect new members to the Council at our annual meeting on Feb. 12, 2010 in Cary. You would be a great council member or volunteer. You are a member of the section and you're paying dues to be a part of what we're doing. You will maximize the value of your membership by volunteering to serve on the council, chair a committee or become active in some other way. By volunteering, you'll generate referrals for your practice, you'll find ways to share what you've learned and you'll make some new friends. That will all happen if you'll contact me by email and express an interest. We'd love to have you work with us. ■

2010 *from page 1*

about it again. Until you need it. And then you will be very glad to have it.

April

The sun is shining, the weather is warm, the air is fragrant with flowers and Boston College has just won the NCAA basketball championship. Well, maybe those first three will be true.

It's time to get out there and network.

Pick a social networking site – just one – and either start using it or improve your use of it. If you have been social-networking-phobic up until now, I'd recommend starting with LinkedIn. It's the "professional" social networking site, so there is a minimum of the silliness that you may be plagued with in

Facebook or Twitter. I, for the record, am a fan of Facebook and Twitter. And silliness.

May

Try out a digital notebook. As I wrote in my last column, I use (and love) Evernote. It is a free download for Mac or PC, works beautifully on the iPhone, Android and Palm Pre, and is the de facto storage facility for all of the digital ephemera I pick up throughout the day. PDFs I like, e-mails I need to keep, word documents I am working on – they all go in Evernote.

Microsoft's OneNote is the primary competitor to Evernote. It is not free and is very Microsofty, so if you use Outlook and like it,

10 Free Do-It-Yourself Online Marketing Opportunities

by Jeff Lineberry

Developing and managing an aggressive online marketing campaign can be an obstacle for many firms due to limited time and resources or the absence of a trusted web marketing partner. For firms in this position, there are 10 free do-it-yourself opportunities you can use to impact your firms' exposure on the web.

Google, Yahoo, Bing and Social Networking sites provide free tools and resources that will help your website show up better in the search engines and garner a following of potential clients. By implementing the steps below, you can help your firm increase visitors by gaining more exposure across the Web.

Google Submit Your URL to Google

The first step is to go to the Google home page at www.google.com and search for your company website. If your site is not currently being found in Google, go to <http://www.google.com/addurl/> and let Google know about your site by typing your url in the box provided and click 'add url'.

Google Tools

At the bottom of www.google.com click and follow the link that says "Business Solutions." The following screen will give you a number of different Google Business Solutions to choose from including the local business listings and analytics tool we are recommending below.



Google Local Business Listing

Find the solution that says "Local Business Center" and click the link. In the "Local Business Center" you will setup your Google Local Business Listing which will

show up in the search results and Google Maps area. Prior to setting up your account go to <http://maps.google.com> and check if your business is already listed. If your business is already listed the comment bubble over your business will have an option to "Edit" the listing. Check your listing for accuracy and if you find errors correct the information from the edit page.



If your business has not been claimed yet you will see the option to "Claim Your Business" in place of "Edit." Follow the "Claim Your Business" link and login with your Google Account or you can create one. If you don't already have a Google Account for your business I would recommend setting one up. Follow the instructions and add your company information, pictures, coupons, services and hours of operation along with any other useful information. Once completed, Google will ask permission to call the business phone number at which time they will provide you with a number to enter into the Google confirmation page. Your company is now listed in Google for your local area.

Google Analytics

Measuring Web site traffic, understanding visitor behavior, tracking "contact us" form completions as conversions and various other metrics can all be analyzed by installing Google's free Analytics tool. Begin by visiting www.google.com/analytics/ and either signing up for a new Google Account or logging in using your existing Google Account information. Follow the steps and create your account, configure your profile

and generate your tracking script that you will place into your Web site. To place the tracking script into your website, copy the code and paste it into each page of the site you want to track immediately before the closing body tag (</body>). If you use a common include file or template, you can place the code there to track every page of our site.

Google provides a "Help" link in the resources section of Google Analytics with detailed instruction on how to complete these steps. Once this has been completed you will have access to detailed site statistics enabling you to understand which pages of the site are generating the most interest, which sites or advertising are driving traffic to the site and much more.

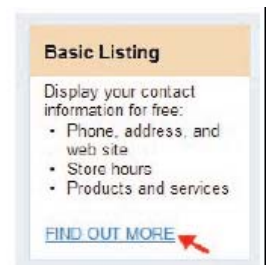
Yahoo Submit Your URL to Yahoo

Submit your Web site to yahoo including not only your home page but any sitemap or blog pages. First go to www.yahoo.com and scroll to the very bottom of the page and find the link that says "Submit Your Site" listed under "Yahoo! For Your Business." On the following page click the "Submit Your Site For Free" link and then click the "Submit a Web site or Web page" and "Submit Site Feed" links. Follow the instructions on both links to notify yahoo of your website and to submit your site feeds.

Yahoo Local Business Listing

In order to list your company in the Yahoo! Local Business Listings, go to <http://listings.local.yahoo.com>. Click the "Find Out More" button in the "Basic Listing" section.

On the following page click the "Sign Up Now" link and complete your business profile. Your company, address, phone number and



See MARKETING page 5

2010 *from page 1*

you will probably like OneNote. Zoho also offers a free online notebook that is worth a look if you are into the cloud computing scene.

June

Start using an RSS (feed) reader.

I talk about RSS a lot, because I think it is a wonderful way to receive the content you care about. We're in a weird place with RSS because some of the uber tech geeks out there have proclaimed RSS is dead (because, what is the point of being an uber tech geek if you don't get to proclaim the death of technologies that most people have still never heard of?) but most lawyers haven't even tried it yet.

Simply put, RSS is a subscription. Like a newspaper or magazine. Most online content providers offer an RSS feed these days; Google RSS + [your favorite newspaper] and you are guaranteed to get a slew of results.

Try Google Reader as your RSS reader. It's free, easy to use and superbly designed. It's the Cadillac of RSS readers. If instead of rapidly going out of business, Cadillac made lots of money and designed great free software.

July

Halfway through the 12 months. Better check that to-do list to make sure you are getting all this stuff done. **Better yet, find a better to-do list.**

There are a million great to-do list applications out there that will make you wonder why you thought yellow legal pads were a good idea. Most of them are free and have great apps for your smart phone of choice.

My current favorite is Remember the Milk. It has more functionality than you will ever need out of your to-do list, but is still really easy to use. Plus it has a cute cow logo. Milk, cow, get it?

August

Try an online word processor for collaborating on a document.

Back up.

First, try collaborating on a document, by which I do not mean, sending the draft agreement you received from opposing counsel back to him with "WHAT WERE YOU THINKING???" written in fat, red

marker.

There are several decent, free word processing programs available on the web. They are not as fully featured as Microsoft Word or, heaven help us, Corel WordPerfect. (I know, I know, WordPerfect is better than Word... Reveal Codes! Reveal Codes!) Honestly, WordPerfect people are almost as bad as Mac users. I should know, I am a Mac user.

I'd recommend taking a look at Google Docs and Zoho Writer. Adobe Buzzword is also nice, but who ever really visits Acrobat.com in the course of a day? All are free and all are infinitely easier ways to collaborate on documents than the old email two-step, also known as "which version are we using?"

September

Freshly dried out from whatever Hurricane will have ruined my annual pilgrimage to Ocracoke, I will have disaster preparedness on my mind. One little hedge against disaster preparedness is to buy, keep (and not lose) a USB drive that you always have with you. USB drives are like cops, never around when you need one. (Apologies to cops, despite their apparent ability to always be around when I am speeding.)

So, the September tip is to **find a USB drive that hangs unobtrusively from your key chain.** Put it there and don't worry about it again until you need it. I'd recommend the LaCie iamakey drive. About \$30 or so.

October

It's now been four months since you started using your RSS reader and you love it. **Time to check out podcasts.** Think of podcasts as internet radio and tv shows on demand. Many of the shows you already like are available in podcast format.

You don't technically need an iPod to listen to podcasts, but it is one heck of a good reason to justify getting one. The Harvard Business Review and BusinessWeek podcasts alone will probably give you so many great ideas that you'll lose money if you *don't* buy an iPod.

And yes, thanks for remembering, my birthday is in October. I'd like the 64 GB iPod Touch, please.

November

It's getting dark and cold again. Time to

buy something. This time, **go buy yourself a desktop scanner from Amazon.** I use a Fujitsu ScanSnap, which has worked well for me over the years. You will be blown away by how much more likely you are to actually scan stuff if your scanner is arm's length away from you on your desk. The more stuff you scan into Evernote, the fewer 3 foot tall piles of paper cluttering your desk.

You can also set up your scanner to send things directly into Evernote. Being that productive will leave plenty of time for playing all those games you downloaded on to the iPod Touch you bought last month.

December

I left this one until last because I knew if I put it first you wouldn't take the rest of my list seriously. That horse may have left the barn anyway, but I digress.

Start a blog about your practice area, and write it 3 times a week.

It's fun, it's creative, it gives you a chance to exercise those writing muscles and it will help people find you on the web much faster than that static brochure website you never touch.

I write my blog (*LawPracticeMatters.com*) on SquareSpace's software, which costs me about \$14 per month. If you try SquareSpace and like it, there is a 10% discount for NCBA members. Just use the code NCBACPM.

There you have it.

12 easy, fun things to do this year. I hope you find some that work for you and I wish you a 2010 filled with success and happiness and health. ■

Erik Mazzone is the Director of the Center for Practice Management at the North Carolina Bar Association. When he is not babbling about law practice management he can frequently be found muttering about the New York Giants on his blog, Twitter, Facebook, LinkedIn and anywhere else he can get people to listen to him.

Marketing *from page 3*

Web site will now be listed in the Yahoo! Local Directory.

Bing

Submit Your URL to Bing

If your Web site is not showing up in Bing.com, visit <http://www.bing.com/docs/submit.aspx> and submit your Web site URL and make sure they know your Web site is out on the Web.

Bing Local Business Listing

Let Bing and Bing.com users know about the location of your firm, your phone number and other useful information for free. Visit <https://ssl.bing.com/listings/ListingCenter.aspx> and click the button that says "Add New Listing." Follow the setup instructions and you're now listed in the Bing.com local business center.

Social Networking

Linked-In, Facebook and Twitter

Social networking and adding company profiles to Linked-In, Facebook and Twitter can be a rewarding avenue for firms who are willing to keep their information up-to-date and provide useful, relevant content. All three sites can be used effectively to drive traffic to your website by posting links to new blog posts or other information you post on your firms' Web site. Begin by adding your company and/or personal profile to each of the sites mentioned and then invite friends, family, colleagues and even old classmates to become connections/fans/followers of your company.



Linked-In Setup

Setting up a new Linked-in account is fairly straightforward. Go to www.linkedin.com, add your profile information and begin making connections with people you know. Take the time to fill out your profile completely, focus on your experience and strengths, have your connections provide referrals on your profile and don't forget to add your picture and firm logo.

Facebook Setup

To setup a Facebook company page, go to www.facebook.com and click the link below

the sign-up form that says "Create a Page for a celebrity, band or business." Follow the setup instructions and again be thorough in adding information, links and other business information to your page. Ask all colleagues in your firm to become a "fan" of your page and help you spread the word and generate additional fans. You can add updates to your firm profile highlighting interesting news events, new blog posts or any other information you would like to share with your "fan" base. It's a great way to spread the news about your firm, stay top-of-mind with potential future clients and provide your "fans" with useful information related to your area of expertise.

Twitter Setup

Twitter is probably the simplest of the three social networking sites I'm recommending. Signup is very simple and begins by visiting www.twitter.com. Click the signup button and follow the instructions to setup your account. Add your company information, customize your background image with your company logo and begin "tweeting." As with the other sites, look for friends, family and colleagues and invite

them to follow you on Twitter.

The primary piece of advice for your firm regarding social networking sites is to always keep it professional. By keeping your profile information and updates exclusively related to legal topics and law you should avoid potential problems associated with personal issues. Another way to increase the number of connections/fans/followers is to add links to your social networking sites on your website, in the signature section of your email, and on promotional items and print materials. ■

Lineberry Marketing Consultants is based in Raleigh, and serves small to medium size clients providing Web design, print and logo design, and Internet marketing services including search engine optimization and pay per click management among many others. We provide free consultations and quotes, superior customer service, cost-effective design and marketing solutions, and always treat our clients' advertising dollars as if they were our own.

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North Carolina Association of Defense Attorneys, Wake County Bar Association and 10th Judicial District Bar

Start-Up Boot Camp Lessons

Taking the Road Well-Traveled

by Afi Johnson-Parris

Although I've been practicing law for seven years, I've probably only been attentive to law practice management for the past couple of years, one of which has been during my first year as a solo practitioner. The Center for Practice Management led by Erik Mazzone, has been an invaluable resource. The Center's Start-Up Boot Camp on Dec. 16, 2009 was no exception.

I'm relatively wet behind the ears when it comes to solo-practice, but I still benefited, and hopefully was of some benefit, when I attended the Boot Camp as a presenter and participant. The other presenters covered the full range of what every start-up law practice needs: marketing, business development, firm structure, ethics, Web site, technology, and then the brick and mortar basics like where to set up shop and what office equipment you need. My presentation on setting fees was really all about not making the mistakes I made during my first year and how I figured out the business of law practice. My sincere hope was that after my presen-

tation everyone there would be able to laugh with me, as I laughed at myself, and to figure things out a little bit faster than I had.

The whole "Boot Camp" analogy brought to mind a time in my life when I actually went to boot camp; a time that was a lot less pleasant than sitting in the Bar Center, but similarly full of fear and learning.

When I was in the military, sitting safely at my desk in a glass encased office building, I would marvel at the war stories of my colleagues that had actually been deployed to places I considered dangerous. One colleague told of a hair-raising drive across a desert area known to be scattered with mines. The host-country guides had an "inshallah" or "God willing" philosophy toward their safety as they drove haphazardly through this stretch of desert. But the U.S. soldiers knew that the safest path was in the tire tracks of those that had gone before them. My journey into solo practice seemed much like that from the onset, except I was more worried about blowing up my career than actual bodily

harm.

I've got great faith and an intrepid spirit, but my survival this year has been possible because of the assistance of too many members of the bar to name and the knowledge and wisdom of Erik Mazzone that he freely provides through the NCBA Center for Practice Management. In the past year, I learned that there are many ways to walk this path toward building your own firm, but for me it's better to walk in the path of those who've successfully traveled this way. If anything, I hope all of the Boot Camp participants learned that there are few questions that haven't already been asked and answered by those who've gone before them. They don't have to chart new territory when they're just getting started. For right now, it's fine to take the road well-traveled. ■

Afi Johnson-Parris is a Greensboro divorce and family law attorney. She serves as co-editor for the Law Practice Management Section Newsletter.

Saving Thousands by Spending Hundreds

by Karen Googe

With today's economy and shrinking budgets, it is more important than ever to learn about strategic planning. Strategy is really about careful planning and the implementation of methods that allow for optimum results. The old adage *a stitch in time saves nine* is a simple way to think about strategic planning. If the management of a firm spends more time in the planning phase, the results will include many successes for the firm and its associates.

A strategic plan is a simple tool that should be implemented in every firm; however, most firms do not have one in place. *Almost 75% of law firms do not implement strategic planning* even though it has been proven again and again that it works. Perhaps it is the overwhelming thought of incorporating many of the new technologies that are available, but it is advantageous

to embrace them, as they allow for greater efficiencies and profitability.

David Bilinsky, a Fellow of the College of Law Practice Management Law Society of British Columbia and a Practice Management Consultant/Advisor for the Law Society of British Columbia, and Thomas Grella, a principal attorney with the firm McGuire, Wood & Bissette and also the author of "The Lawyers Guide to Strategic Planning," will review not only new technologies and how they relate to law firms, but also about the need to focus on clients, the quality of client service, related marketing strategies, and innovative thinking. The *Strategic Planning for a New Economy* program is offered through the North Carolina Bar Association Foundation CLE and will be offered Friday, Feb. 12, 2010 at the North

Carolina Bar Center in Cary, North Carolina. Registration begins at 8:30 a.m. with a continental breakfast.

Set the tone and direction for your firm and focus your efforts on the development of a plan that states your objectives for all areas. The end result is a firm that has clearly defined expectations and a roadmap of where to go and how to get there – and best of all, with the **greatest profitability**. ■

Karen B. Googe has more than 25 years of legal experience, and practices with Lewis & Daggett. She was elected president of the Triad Association of Legal Administrators (ALA) and additionally serves as secretary of the Law Practice Management Section.

Sweating the CLE end-of-February deadline?

No worries, we have something for everyone!

Live Programs

Winning Numbers – Accounting and Finance for Lawyers
 Feb. 3 – NC Bar Center, Cary #679WNB
 Feb. 4 – Embassy Suites, Concord #679WNC

Basic Conflicts of Interest: An Intensive Course for All Attorneys Featuring Thomas E. Spahn
 Feb. 3 (afternoon) – Hilton Charlotte University Place #682BCC
 Feb. 4 – (morning) – NC Bar Center, Cary #682BCB

The Workplace and the Constitution
 Feb. 5 – NC Bar Center, Cary #647WPC

The Tax Man Cometh
 Feb. 5 – NC Central University School of Law, Durham #686TCM

The Effective and Ethical Way to Build Your Practice
 Feb. 10 – Embassy Suites, Concord #683EEC
 Feb. 11 – NC Bar Center, Cary #683EEB

Working It Out: Issues and Answers in Workers' Compensation Law
 Feb. 12–13 – Grandover Resort & Conference Center, Greensboro #655WCM

2010 Business Law Institute
 Feb. 18 – Pinehurst Resort & Spa, Pinehurst #657BLI

2010 Business Law, Corporate Counsel and International Law & Practice Section Joint Annual Meeting
 Feb. 19 – Pinehurst Resort & Spa, Pinehurst #658BLM

The Citizen Lawyer: Professionalism in Serving in Local Government
 Feb. 19 – NC Museum of History, Raleigh #648YLD

Hoping for the Best, Preparing for the Worst (2010 Real Property Hot Topics)
 Feb. 19 – NC Bar Center, Cary #687RPH

Catch the Wind and Follow the Sun (A Program on the Law, Public Policy and Economic Prospects for Renewable Energy in North Carolina)
 Feb. 24 – NC Bar Center, Cary #689REP

Adding Tools to the Construction Lawyer's Tool Belt
 Feb. 25 – NC Bar Center, Cary #677CLP

The Resilient Lawyer
 Feb. 26 – Pinehurst Resort & Spa, Pinehurst #642RLP

14th Annual Elder Law Symposium
 Feb. 26 – NC Bar Center, Cary #678ELS

The Unforgiving Minute and Night Falls Fast Ethics, Professionalism and Mental Health/Substance Abuse
 Feb. 26 – Hilton Charlotte University Place, Charlotte #680UMC
 Feb. 27 – NC Bar Center, Cary #680UMB

Video Replays Best of the Best

Cary • NC Bar Center • 8000 Weston Parkway
 Feb. 2, 9, 16 and 23
 Program 1: Evening Sessions
 Registration 5:30 p.m.; Program 6:00 p.m.
 Attend all 4-evening sessions and earn 13.0 hrs. MCLE credit

Cary • NC Bar Center • 8000 Weston Parkway
 Program 2: Two-day Feb. 22–23
 Registration 8:30 a.m.; Program 9:00 a.m.
 Attend all four sessions over two days and earn 13.0 hours MCLE credit.

Charlotte • Charlotte Convention Center • 501 S. College Street
 Program 3: Two-day Feb. 22–23
 Registration 8:30 a.m.; Program 9:00 a.m.
 Attend all four sessions over two days and earn 13.0 hours MCLE credit.

Greensboro • Guilford Technical Community College • 1100 Revolution Mill Drive
 Program 4: Two-day Feb. 25–26
 Registration 8:30 a.m.; Program 9:00 a.m.
 Attend all four sessions over two days and earn 13.0 hours MCLE credit.

Wilmington • Cape Fear Comm. College • 415 N. Second St.
 Program 5: Two-day Feb. 9–10
 Registration 8:30 a.m.; Program 9:00 a.m.
 Attend all four sessions over two days and earn 13.0 hours MCLE credit.

Best of the Best 3-Hour Segments

Cary • NC Bar Center • 8000 Weston Parkway
 Feb. 2 Session 1 – Evening
 Feb. 9 Session 2 – Evening
 Feb. 13 Session 1 – Morning
 Feb. 16 Session 3 – Evening
 Feb. 20 Session 2 – Morning
 Feb. 22 Session 1 – Morning
 Feb. 22 Session 2 – Afternoon
 Feb. 23 Session 3 – Morning
 Feb. 23 Session 4 – Afternoon
 Feb. 23 Session 4 – Evening

Charlotte • Charlotte Convention Center • 501 S. College Street
 Feb. 22 Session 1 – Morning
 Feb. 22 Session 2 – Afternoon
 Feb. 23 Session 3 – Morning
 Feb. 23 Session 4 – Afternoon

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 Feb. 3

The Workplace and the Constitution
 Feb. 5

Hoping for the Best, Preparing for the Worst
 Feb. 19

Catch the Wind and Follow the Sun
 Feb. 24

Adding Tools to the Construction Lawyer's Tool Belt
 Feb. 25

14th Annual Elder Law Symposium
 Feb. 26

The Unforgiving Minute and Night Falls Fast
 Saturday, Feb. 27

TeleSeminars

2010 Ethics Update - Part 1 Feb. 2

2010 Ethics Update - Part 2 Feb. 3

Family Limited Partnership Update - Part 1 (Live Replay from November 10, 2009) Feb. 4

Family Limited Partnership Update - Part 2 (Live Replay from November 11, 2009) Feb. 5

Estate Planning for the Elderly - Part 1 Feb. 9

Estate Planning for the Elderly - Part 2 Feb. 10

Ethics in Bankruptcy Feb. 11

Attorney Ethics When Changing Firms (Live Replay from November 20, 2009) Feb. 12

2010 Family and Medical Leave Act Update Feb. 16

Director and Officer Liability in a Volatile Market Feb. 17

Ethics in Digital Communications Feb. 18

Ethics of Client Selection (Live Replay from December 11, 2009) Feb. 19

Ethics in Real Estate Practice (Live Replay from February 14, 2008) Feb. 22

Rescuing Distressed Real Estate - Part 1 Feb. 23

Attorney Ethics in E-Discovery (Live Replay from June 11, 2009) Feb. 23

Rescuing Distressed Real Estate - Part 2 Feb. 24

Negotiation Ethics: What You Can Say and Can't (Live Replay from February 19, 2009) Feb. 24

Timesheets and Traps: Ethics in Billing and Collecting Fees (Live Replay from January 27, 2009) Feb. 25

Ethics of Asset Protection Planning (Live Replay from December 15, 2009) Feb. 26

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LIVE PROGRAM

Friday, Feb. 12
NC Bar Center
Cary

CLE Credit: This program
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credit.

Registration: 8:30–8:55 a.m.
Program: 8:55 a.m.–4:45 p.m.

Strategic Planning for a New Economy

2010 Law Practice Management Section Annual Meeting

NC Bar Center • Cary

Planned by the NCBA Law Practice Management Section

The economy has turned upside down. Assumptions made yesterday don't necessarily apply today. How do we adjust?

Strategic planning is the single most valuable use of management time for law firm leaders. Study after study confirms this simple reality – firms that develop and implement an effective firm-wide strategic plan outperform those that do not. They have a stronger, more-cohesive culture. They attract and retain desirable clients and talented associates. They also achieve higher profitability.

Do you have a strategic plan? More than two-thirds of law firms don't. It can be done. Come learn how.

Albert Einstein once said, "Problems cannot be solved by the same level of thinking that created them." In that spirit, this conference is aimed at looking at the issues that all law firms face and coming up with new ways of finding solutions.

Two internationally-recognized experts show us what to do and how to do it. This highly interactive program is **NOT** a sit back and listen day. It's a hands on, learn and do day. You'll walk away with a new perspective, a new energy and the seeds for a new plan to address the long term, strategic growth of your firm.

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