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President's Column

By Donita Douglas



Donita Douglas is President of ACLEA and the Vice President of Professional Services for InReach, Austin, Texas.

New Year's Resolutions

The concept of New Year's resolutions has always been a little baffling to me – not the resolution part, but the New Year's part. My morning routine includes resolutions of the day. Often the daily resolutions address

a failed attempt to do something from the day before. This makes me sound like a short-term thinker, which I am not. But I am the type of person who best brings about change with tiny steps. The comprehensive list of yearly resolutions is, for me, daunting and unattainable. I usually give up on my yearly resolutions before my Hoppin' John is cooled off. (Recipe to follow for those of you who hail from the north or outside the United States.*)

A quick search of the Internet confirms the most common New Year's resolutions. You won't be surprised: spend more time with family, exercise, lose weight, quit smoking, enjoy life more, quit drinking, get out of debt, and the ever-popular get

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President's Column

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organized. These resolutions are great goals, and goals that should be fully embraced. However, in my view, they are only attainable through daily, mini-resolutions. For example, "Today, I am grabbing the kids, and we are taking the dogs for a walk." Do it – and you've taken a small step in satisfying a couple of resolutions.

Now let's apply the concept to ACLEA. You knew I'd get there. By all means have an annual comprehensive list of ACLEA resolutions: resolve to use ACLEA resources to help you provide the best possible continuing legal education; resolve to volunteer for ACLEA and contribute in a way that most interests you; resolve to connect with your peers by networking in between meetings; resolve to make a difference in someone's professional life by mentoring a new ACLEA member; and resolve to reach out at meetings and just have more fun. However, don't stop there. Resolve to make progress in attaining your comprehensive annual resolutions every day by identifying and completing related mini-resolutions. For example, "Today, I am going to call that new member on the telephone." "Today, I'm going to post my question to the listserv." "Today, I'm going to explore the resources on the ACLEA website." You get the point! A week, month, or year of mini-resolutions can add up and bring about substantial change. Plus, if you fail to come through on a mini-resolution, it is no big deal. After all, tomorrow is a new day!

*"Hoppin' John is a dish served in the southern United States consisting of black-eyed peas and rice, with chopped onion and sliced bacon, seasoned with a bit of salt...eating Hoppin' John on New Year's Day is thought to bring a prosperous year filled with luck. The peas are symbolic of pennies or coins, and a coin is sometimes added to the pot or left under the dinner bowls." http://en.wikipedia.org/wiki/Hoppin%27_John

Try it! You'll like it, and it will bring you luck. <http://southernfood.about.com/od/blackeyedpeas/r/bl80308c.htm>

Happy New Year!

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Take Charge of Your Own Economy: Part One

By Cynthia Sharp, The Sharper Lawyer



“Can anybody remember when the times were not hard, and money not scarce?” – **Ralph Waldo Emerson**

We live and practice law in challenging economic times. The media keeps us well informed about the high rate of unemployment as well as the increase in mortgage foreclosures, and inundates the airwaves and e-waves with predictions of doom and gloom. At the national level, our recourse is limited to our right to vote and voice our concerns to elected officials. Although this is a significant right and responsibility, our ultimate ability to influence global and national economic policy is restricted. On the other hand, each of us is able to exert control over our own personal financial futures so long as we are armed with the requisite knowledge and wisdom. Remember that your economy is not the global economy.

Over a span of almost 30 years in private practice, I discussed personal finances in painstaking detail with thousands of individuals and families in my capacity as an estate planning and elder law attorney. What intrigued me was the financial disparity that existed among people in similar circumstances. This wealth gap likewise exists among attorneys, legal professionals, and the world at large who have had similar opportunities. Class reunions make this quite apparent. Some people in your college or law school class are well off while others struggle. Obviously, the professional choices that we make dictate our income potential. Yet, there are those who have made lots of money while accumulating meager assets, and there are those who have earned significantly less but are well on their way to retirement.

Many factors influence the amount of wealth that one accumulates. Certainly, luck can play a part. Some acquire wealth through inheritance or marriage; however, they do not represent the majority. Sixty-nine percent of respondents to a 2008 poll conducted by PNC Wealth Management accumulated the bulk of their financial holdings through work, business ownership, or investments, whereas a meager 6 percent acquired wealth by inheriting it. An additional 25 percent have prospered through a combination of inheritance and personal earnings.

By and large, I have observed that people who have “done well” and are “living the dream” share three common characteristics. First, they are financially literate, having committed to an ongoing education with respect to investment and money management principles. Second, emotional maturity and wisdom guides them in their decision-making process. Third, they heed advice given to them by financially astute mentors. The principles outlined in this article are geared toward those who do not have a sizable inheritance on the horizon or who are not yet financially independent. Although many will find the six strategies offered in this two-part article to be familiar, most have not applied them with persistence and consistency to their own lives.

I. ASSESS YOUR FINANCIAL HEALTH

An analysis of financial health begins with a determination of net worth and a review of your credit report and credit score. Although the bleak or disappointing truth may be difficult for those who have ex-

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Take Charge of Your Own Economy: Part One

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perienced setbacks, facing objective reality is indeed the first step to taking control of the reigns of your personal economy.

Worksheets to determine net worth are readily available. Although the calculation is simple (financial assets less liabilities equals net worth), the “legwork” requires an investment of a little time and effort, which is an obstacle to some. Recalculating the figure on a quarterly basis is indeed a proactive approach. As your net worth increases, your confidence builds and you will be inspired to continue with your positive course. A decline in a given quarter may evoke negative feelings, but you will be in a position to quickly adjust your course if the current strategy is not proving effective.

Your credit report and credit score are relied on by lenders, landlords, insurance companies, and even employers to determine your credit worthiness. The adverse consequences of a poor credit rating include denial of loan applications, increased interest rates, and higher car insurance premiums.

Most credit scores (commonly referred to as FICO scores) are calculated by software developed by Fair Isaac Corporation and range between 350 (extremely high risk) and 850 (extremely low risk). The factors used to arrive at the FICO score include payment history, amount of debt, and length of credit history. Credit score can be improved over time by making payments on time and reducing debt.

Under the Fair Credit Reporting Act (FCRA), each of the three major reporting companies (Equifax, Experian, and TransUnion) is required to provide a free copy of a consumer’s credit report upon request annually. Reports from all three can be obtained through the website www.annualcreditreport.com. Errors on credit reports may be disputed by contacting either the credit bureau or the organization that provided the incorrect information to the credit bureau.

II. SET SPECIFIC FINANCIAL GOALS

Whether the objective is to fund retirement, get out of debt, buy a vacation home, or send the kids to college, it must be set forth in writing with specificity. First, project the exact amount that you need. Second, determine the date by which you must accumulate the required resources. Third, establish benchmarks and concrete criteria so that you can measure your progress on a quarterly basis. Fourth, adjust along the way as necessary.

In the words of the French writer and aviator Antoine de Saint-Exupéry, “A goal without a plan is just a wish.”

Look for Part 2 of this article, with four more strategies to take charge of your own economy, in the spring 2014 issue of In the Loop.

**A version of this article was first published in the January/February 2013 issue of GP SOLO, a publication of the American Bar Association.*

Cynthia Sharp (cindy@thesharperlawyer.com) is Director of Attorney Development at The Sharper Lawyer located in Philadelphia, Pennsylvania. As a professional CLE instructor, Cindy has established a national presence as an author and speaker on topics of ethics in the context of practice management, social media, and technology – lecturing extensively to law firms, bar associations, and other legal organizations.

Get to Know Your ACLEA Executive!

Jennifer Flynn, *Legal Education Society of Alberta*

1. What is your position with the Legal Education Society of Alberta (LESA)?

I am LESA's Executive Director.

2. What did you do in your pre-CLE life and what brought you to the CLE world?

After graduating with a business degree and then a law degree, I spent a couple of years as a lawyer in private practice. I focused primarily on corporate/commercial law in the information technology sector. I then went on to teach business law at a post-secondary institute of technology. Several years later, while teaching and working on a graduate degree in communications and technology, I came across a job opening at LESA for an "Associate Director, Print and New Media." It was a perfect blend of law, education, business, and technology. I've never looked back!

3. How long have you been a member of ACLEA?

Since I joined the CLE world in 2008.

4. What do you remember from your first ACLEA meeting?

My first ACLEA meeting was in Vancouver, just shortly after I started at LESA. I was blown away by how generous ACLEA members were with both their time and knowledge. I felt tremendously supported.

5. What has surprised you most about being a member of ACLEA?

As an ACLEA member, I expected to learn a lot from attending conferences. What surprised me most, however, was just how much I have learned from ACLEA in other ways. I love that ACLEA attracts such a diverse array of people with different backgrounds and experiences. I continue to learn so much from the personal connections I have made.

6. What other leadership positions within ACLEA did you hold before joining the Executive Committee and what did you learn from them?

I was a member of a couple of planning committees, a member of an awards subcommittee, and co-chair of the International Committee (now the International SIG). Each of these experiences exposed me to different aspects of ACLEA and to the different challenges faced by our members. These various positions helped me to see our industry from a wide range of perspectives.



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Get to Know Your ACLEA Executive!

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7. What motivated you to become a member of ACLEA's Executive Committee?

My predecessor at LESA, and his predecessor before him, each served as President of ACLEA. They both spoke very highly of their experiences on ACLEA's Executive Committee. As someone who was hoping to move into an executive leadership role, I thought that serving on ACLEA's Executive Committee would be an invaluable learning opportunity.

8. What would you tell someone who is thinking about running for a position on the ACLEA Executive Committee?

You need to be prepared for a lot of work and a serious commitment. If you put the energy in, however, the returns are outstanding. It is amazing to work with such diverse, talented, and dedicated people. I can't begin to quantify how much the experience has taught me.

9. What do you think is the most important issue facing CLE organizations today?

In CLE, we straddle a number of different disciplines, including professional education, event planning, publishing, regulation, law... Each of these disciplines is undergoing transformative changes. With such a high degree of turbulence in our environment, each CLE organization really needs to find its particular niche – a clear understanding of why it exists and how it can bring value.

10. What do you think will change about CLE in the next five years?

I predict that the structure of CLE organizations will change. We will no longer see the traditional split between "programs" and "publications." We will see an influx of new talent (e.g. project managers, knowledge managers, instructional designers) being hired into CLE roles traditionally occupied by lawyers. I also think there will be a greater focus in CLE on how to assess lawyer competencies.

11. If you weren't involved in CLE, what do you think you would be doing instead?

CLE is home; it is hard to imagine doing anything else! If I weren't involved in CLE, I would definitely still want to work with a multi-disciplinary team somehow connected to the pursuit of lifelong learning.

12. What do you like to do when you aren't working?

When I'm not working, I like to spend time with my boys, Kyle (age 10) and Declan (age 7). I love experiencing the world through their eyes. They are my greatest teachers.

13. Tell us one thing that the ACLEA membership should definitely know about you.

I like bacon, poutine (a dish of chipped potatoes topped with curd cheese and a tomato-based sauce), and 48-hour adventures.



ACLEA



BACK TO THE FUTURE: CELEBRATING 50 YEARS OF CLE



ACLEA 50th Annual Meeting
August 2 – 5, 2014
Westin Copley Place
Boston, MA

Come to ACLEA in historic Boston in August because we're celebrating 50 years of CLE and ACLEA! The Planning Committee is hard at work finalizing the agenda! Here is a taste of what is being planned:

Great Plenary Sessions

- **Volunteer Management:** The Life Blood of CLE (how do big organizations, like the Red Cross, manage their volunteers?) – a moderated discussion with some “how to” solutions in dealing with your volunteers.
- **Another visit with the Future of Legal Education and How it Applies to us in the CLE world.** – Hear from members of the ABA Task Force discuss their draft report and recommendations just released in September and what it may mean for us in CLE.

We'll also have a special presentation from the 50th Anniversary Celebration Committee AND...as always, about 27 workshops addressing topics in technology, marketing, leadership, management, publications and programming. Ahhhh, the decisions, the decisions.

NEW THIS YEAR!

In response to your requests for more “networking time” – we have worked in a few extra breaks so you can meet up with others and not miss any of the great programming.

We are also planning an advanced workshop AND a workshop for In-house folks for Saturday.

**MARK YOUR
CALENDARS
TODAY!**

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Internet for Lawyers

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Since 1999, Carole Levitt, Esq. and Mark Rosch, principals of Internet For Lawyers (IFL), have partnered with bar associations to conduct all-day seminars (and shorter seminars at the bars' Annual Meetings and Solo & Small Firm conferences) to teach lawyers how to become Cybersleuths by using free and low-cost investigative Internet resources (from Google and Facebook to public records and more). Every attendee receives a copy of their book, "The Cybersleuth's Guide to the Internet." IFL's turn-key CLE seminars are always evaluated by lawyers as the most useful and entertaining seminar they've ever attended. Carole and Mark have co-authored six best-selling books for the ABA: "The Lawyer's Guide to Fact Finding on the Internet" (2 editions); "Find Info Like a Pro: Mining the Internet's Publicly Available Resources for Investigative Research, V. 1"; "Find Info Like a Pro: Mining the Internet's Public Records for Investigative Research, V. 2"; "Google For Lawyers"; and "Google Gmail and Calendar in One Hour for Lawyers".

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Boston, MA – Aug. 2-5, 2014

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Legal Interactive Inc. is a social CLE software system designed for bar associations.

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Peach New Media is an Online Learning Media company focused on helping organizations produce and distribute CLE. Peach offers a Learning Management System focused on CLE management and distribution, as well as integration with other applications. Peach also provides services to manage webcasts, webinars, conference recordings, and virtual study environments.

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The Sharper Lawyer

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The Sharper Lawyer (“TSL”) is a Professional CLE Provider and Attorney Coaching Entity. Cynthia Sharp, Esquire, the founder of TSL, is available to deliver live programs to law firms, bar associations and other legal organizations. Attorneys attending her courses will improve business development, client relationship and law firm management skills while earning required CLE Ethics Credits. As a practicing attorney, Cynthia spent close to 30 years building a successful law firm. During that time, she became a noted CLE lecturer and has taught thousands of attorneys and other professionals throughout the country. TSL is fully accredited as a CLE provider in Pennsylvania. Each course will be tailored to meet the regulatory requirements of any jurisdiction.

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Tomorrow's Lawyer: An Introduction to Your Future

A Book Review

By Leslie Sinner McEvoy, Webcast Program Attorney for Minnesota CLE



When Richard Susskind predicted in his 1996 book, *The Future of Law*, that email would one day be the primary form of communication for lawyers, many scoffed at that prediction. Now, several books and many articles later, even his fiercest critics concede that Professor Susskind has been right more often than wrong about the future of the legal profession. In his newest book, *Tomorrow's Lawyers: An Introduction to Your Future*, best-selling author, law professor, and advisor Richard Susskind once again sets forth his vision of the future of law practice, boldly predicting a world of virtual courtrooms, online legal services, commoditization of legal services, and the liberalization of law practice. In this latest installment, Susskind is newly exuberant about the rate and range of change he predicts for the legal services industry. Although the primary audience for this book is new lawyers and those contemplating a career in law, Susskind presents a cautionary tale to all those interested in the future of law practice.

One of the over-arching themes of this book is that lawyers – young and old – are not ready for this “brave new [legal] world,” in large part because they remain focused on the present and not on the future of law practice. In the words of hockey great

Wayne Gretzky, Susskind believes that most lawyers are not “skating” to “where the puck’s going,” but rather to “where it’s been.” Susskind’s purpose in this book is to show lawyers “where that puck is most likely to end up.”

Tomorrow's Lawyers is a short 165 pages, organized into three sections: (1) radical changes in the legal market; (2) the new legal landscape; and (3) prospects for young lawyers. Susskind posits that there will be three main “drivers” of change in the delivery of legal services: (1) the pressure on service providers to do “more-for-less”; (2) liberalization of the practice of law; and (3) the rapid evolution of information technology. Of these three, Susskind believes that the “more-for-less challenge” will be the most influential, due to cost pressures put on corporate legal departments as well as the pressure for increased access to justice for consumers. Lawyers will need to find new efficiencies, including co-sourcing, collaboration, commoditizing of routine work, and “decomposing” legal services so that each task can be performed most efficiently – essentially finding new ways to “package” legal services. Clients will no longer be willing to pay top dollar for a junior associate to perform routine work that can be standardized or performed by non-lawyers. In the U.S., liberalization of law practice – i.e., allowing non-lawyer involvement in the delivery of legal services – is not currently a factor; the ABA has specifically come out against it. But Susskind believes attitudes about liberalization will change with global competition from liberalized jurisdictions, like the U.K. Once companies experience the efficiencies that result from the liberalization of law practice, they will put pressure on other firms to work in this manner.

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Tomorrow's Lawyer: An Introduction to Your Future

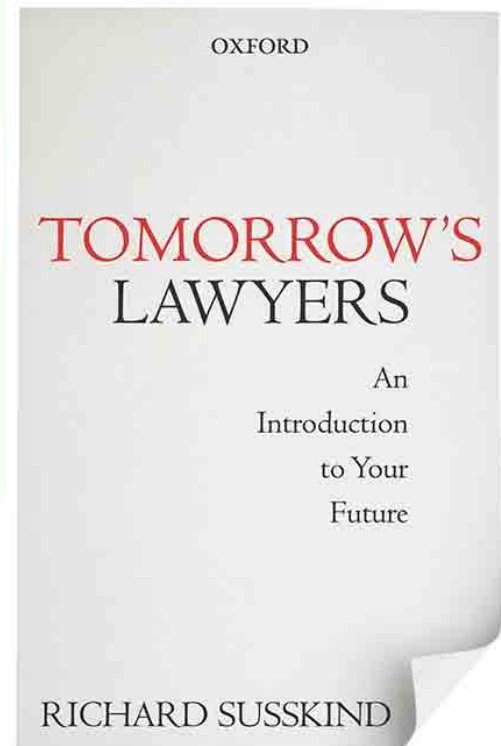
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The rapid evolution of information technology will be the most disruptive of the three drivers of change. The exponential growth in processing power that we anticipate will radically alter all aspects of our global society, and the legal industry will not be exempt. According to Moore's Law, by 2020 the average desktop computer will have the same processing power as the human brain, and by 2050, of all humanity combined. Susskind cautions that, in the face of this rapid growth, many lawyers' tendency to "irrational rejectionism" or rather the "dogmatic and visceral dismissal of a technology with which the skeptic has no direct personal experience," is an obstacle to taking early advantage of emerging technologies. The challenge is to truly innovate – to "practice law in ways that we could not have done in the past," which will mean fundamentally changing the way lawyers work.

Susskind believes that the changes he is predicting will begin to take hold in three to six years, requiring many firms to move quickly to adapt. The central question in view of these drivers of change is "to what extent can lawyers' work be undertaken differently – more quickly, cheaply, and efficiently, but to a higher quality – using alternative methods of working?" Susskind envisions new types of legal business and new jobs for lawyers, including legal knowledge engineer, legal technologist, legal process analyst, and online dispute resolution practitioner, to name a few. He also foresees the use of online legal services, virtual hearings, online dispute resolution, and virtual teleconferencing as ways to practice more efficiently in the future. Alternative fee arrangements will no longer be enough; rather alternative ways of doing the work more efficiently will be required. Susskind expects clients to seek more proactive service from providers, including going beyond alternative dispute resolution to dispute containment, dispute avoidance, and legal health promotion.

Susskind bases his predictions on work he has done over the last 25 years advising law firms and legal departments, governments and judiciaries around the world. Concededly, he is a passionate believer in "the modernization of the practice of law and the administration of justice," which should be kept in mind. One of the more controversial claims Susskind makes is that he does not see much of a future for solos and small firms beyond 2020 – at least as they are currently doing business. This is hard to swallow for many. In my own discussions with lawyers, while few deny that changes are occurring, many decry the speed and scope of Susskind's predictions. Many feel that clients still want a personal touch and "bespoke" or customized service, much as they always have. These sentiments are hard to ignore. Only time will tell.

So what do these predictions portend for the future of legal education, and continuing legal education in particular? This book is particularly focused on how to prepare young lawyers for the practice of law as it will come to be in the future. While traditional courses should not be abandoned, Susskind argues that law students should have the option to learn about the



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Tomorrow's Lawyer: An Introduction to Your Future

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future of law practice and to be trained in evolving skills and disciplines, such as project management. When it comes to techniques for legal training, Susskind believes lawyers should benefit from both existing and emerging techniques of e-learning that can significantly enhance the training experience as well as be more targeted to the immediate needs of the lawyer.

The question for continuing legal education professionals is whether the training we provide will lead or trail this predicted evolution in the practice of law. I suspect that Susskind would suggest that we “skate to where the puck is going” and work to anticipate the educational needs of the lawyers who will be the pioneers in this “brave new world.” This book is a quick read that I recommend to anyone who is interested in thinking about how continuing legal education may evolve as we strive to meet the training needs of lawyers who may soon be practicing in a radically different era.

Member Moment

Mark Rosch, Vice President, Internet for Lawyers

PROFESSIONALLY

Current Job: As Vice President of Internet For Lawyers, I present approximately three dozen live MCLE presentations per year. That's in addition to writing/updating one book per year, maintaining our Web site, Facebook Page, and other social media activity.

A Recent Professional Victory: We recently produced the first e-book version of our seminar book "The Cybersleuth's Guide to the Internet." Because of the extensive use of internal "see" references and external links, the conversion was not as smooth as we'd hoped it would be, but in the end it worked out as we had hoped.

Your Latest Challenge: Updating our online MCLE exercises to be fully automated – generating Certificates of Completion without a human re-checking the answers submitted on our assessment tests.

In My Pre-CLE Life, I Was: A marketing and public relations executive in the entertainment industry. I created and managed public relations and marketing campaigns for numerous films, television programs, awards shows, and personalities. My last job was Vice-President of Public Relations at E! Entertainment Television Networks in Los Angeles.

What Brought Me to CLE: In 1999, my partner (and wife) Carole Levitt came up with the idea of teaching lawyers how to use the Internet for investigative research. She figured that lawyers could call customer service for help using products like Lexis and Westlaw, but there was no such assistance available for attorneys who needed help using the Internet effectively. About that same time, I was ready for a career change so I taught myself HTML and created our Internet For Lawyers' website and online CLE classes. In 2003, I was invited to write my first, of now six, ABA books (*The Lawyer's Guide to Fact Finding on the Internet*) for the Law Practice Division and began co-speaking with Carole. And, the rest is CLE history.

TECHNOLOGICALLY SPEAKING

I Never Leave Home Without: This is a pretty long list. Stop me in the halls at an ACLEA conference and I promise you that I'll have:

- iPhone
- MacBook Air
- iPad
- Android Tablet
- 6-10 video adapters for the devices
- Big external battery to charge the mobile devices.
- Pico Projector (the size of two decks of cards)
- Flash Drives



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Member Moment

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My Favorite Software: Well, “favorite” might be a strong word, but I use various products in the Google Apps Suite all day long – mostly Gmail, Google Drive (Docs and Sheets). When I’m traveling, I have a couple of “go to” apps, but I probably use the web browser on my phone more than any other application.

On My Wish List: Google Glass or a 3-D printer: Not that I see ANY practical application for owning either of these...they’re just so darn futuristic!

Must-See Website(s): I read a lot of news online. I’m a big fan of Twitter for news and information, as well as nytimes.com, pcmag.com, techdirt.com, and fastcompany.com. For searching online, I recommend Google’s Advanced Search page – now hidden at http://www.google.com/advanced_search. There’s a lot more to Google than just that little search box.

PERSONALLY

Recent Good Read: *Change of Heart* by Jodi Picoult

Favorite Pastime: We’re on the road around 150 days per year giving seminars, so when I’m home, I really like to be home. Sometimes we’ll just sit in the back yard, read the paper, and look at the (Sandia) mountain. On the road, we visit interesting/unusual museums and neighborhoods.

Date(s) I Never Miss: Any seminar on our calendar. Once a seminar is scheduled, there’s no court date, client meeting, or other unexpected emergency that can keep me from a presentation.

My Dream Vacation: I’d probably have to go with a two-month trip to Australia/New Zealand. (Although I’m writing these answers just before embarking on a one-week Caribbean cruise.)

Words I Live By: “Have you tried turning it off and then turning it back on?”

In Memoriam

Hugh A. Robertson, ACLEA Emeritus and Past President



ACLEA Emeritus member and Past President Hugh A. Robertson Q.C., B.A., LL.B., D.D. (Hon) passed away quietly on October 19, 2013 at the age of 71.

Hugh was the first Canadian President of ACLEA and the longest serving Executive Director of the Legal Education Society of Alberta (LESA) and Director of Bar Admissions (now known as the Canadian Centre for Professional Legal Education Program or CPLED Program) since its inception in 1975. He is remembered as one of the most respected executives of continuing legal education in North America. Under his guidance LESA became regarded as one of the best continuing legal education service providers.

Hugh's caring attitude and desire to serve his community led him to serve many organizations over the course of his career. These included National and International Legal Education Societies, Commonwealth Lawyers Association, Canadian Bar Association, United Way of Edmonton and Canada, St. Stephen's College (University of Alberta),

The Clifford E. Lee Foundation, and Rotary International in Edmonton and Victoria.

"He was into everything, and he did a super job of it. It was remarkable," says brother-in-law and former colleague Hon. Walter White.

As Chair of the Canadian Bar Association's (CBA) International Development Committee, Hugh accepted teaching engagements in China, Vietnam, and Africa, and also served on the Canadian International Development Agency (CIDA) and UN missions in Zimbabwe and Laos. During this time, Hugh invited Director of Education & Practice for the Law Society of British Columbia Alan Treleaven to join the committee.

"Shortly thereafter we travelled to Kenya to lead a one week program on how to set up and run an effective CLE organization. Hugh was the star, and I was the supporting act," says Treleaven.

The two also served on ACLEA's Executive Committee in the mid-1990s. Treleaven recalls some sage advice that Hugh gave him as a new "fretting" ACLEA Treasurer.

"I was concerned about how to tell the membership at the business meeting that ACLEA was running a modest but unexpected deficit. Hugh advised me to announce it with clarity and confidence, and to say that the Executive Committee expected to announce in the near future that the deficit had been eliminated. Hugh was right."

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In Memoriam

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Another long-time friend and colleague, Hon. Judge Jim Wheatley, remembers Hugh's leadership ability at White Trott Robertson Barristers and Solicitors and believes his greatest talent was mobilizing people.

"I was lucky because with Hugh around taking care of all the details and dealing with staff, I was left to just practice law."

Hugh was known as a quiet, serious man, but those who knew him well remember a dry wit and warm smile.

"Everybody thought he was a Baptist minister, but he had a very dry sense of humour that you had to listen carefully to get, because he was a master of the English language. You could find yourself being pulled along as he brought you along with the language and then left you absolutely flat-footed," says Hon. Judge Wheatley.

There's no question that Hugh was dedicated to his profession and to community service, but his closest friends agree that his greatest joy came from spending time with his family.

"Hugh was a family man first and foremost. His wife Lynda, his three sons and their wives and children, were number one for him, and he spoke about them enthusiastically at every opportunity," says Treleaven.

In fact, Hugh's wife Lynda almost always attended ACLEA with Hugh, and, according to Treleaven, many of ACLEA members considered Lynda a member too.

"We miss them both at ACLEA," says Treleaven.

Hugh A. Robertson Q.C. strove to make the world a better place, and because of his hard work and dedication, he will long be remembered by both the Alberta and international legal education community. And he will be greatly missed.

In Memoriam

Richard E. Carter, Former ALI-ABA Executive Director

Richard E. Carter, who served from 1993 to 2005 as the Executive Director of ALI-ABA, the nonprofit organization established in 1947 by The American Law Institute and the American Bar Association to provide continuing legal education on a national basis and which is now known as ALI CLE, has died at 78.

Mr. Carter had a prominent career in legal education for more than three decades. In the 1970s, he directed the Legal Services Training Program for lawyers representing poor clients. Later, he led the Attorney General's Advocacy Institute, which trained lawyers in the U.S. Department of Justice. When that Institute was combined with the Legal Education Institute to form the Office of Legal Education, which became responsible for the continuing education of lawyers and paralegals in all federal agencies, Mr. Carter was its first director. He then served from 1985 to 1993 as Director of the Division for Professional Education of the American Bar Association.

As Executive Director of ALI-ABA, Richard Carter led the organization's expansion. During his tenure, the number of courses and other offerings rose significantly, and revenue from all ALI-ABA operations grew by more than 32 percent. The period also saw major changes in the method of delivery of continuing legal education, a response to new communication technologies and to client and other professional demands limiting the time lawyers can take to attend live courses in distant locations. In-house continuing education provided by ALI-ABA increased by more than 150 percent, and the ALI-ABA website became a source of programming as well as of information and sales.

Mr. Carter was a long-time member of ACLEA and participated in a number of ACLEA-related projects, including the Arden House III conference as well as speaking at ACLEA meetings. He is survived by his wife of 47 years, Constance Crowder Carter.