

SCOLA UPDATE

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Letter from the Chair of the Standing Committee on Legal Assistants, Arthur G. Greene

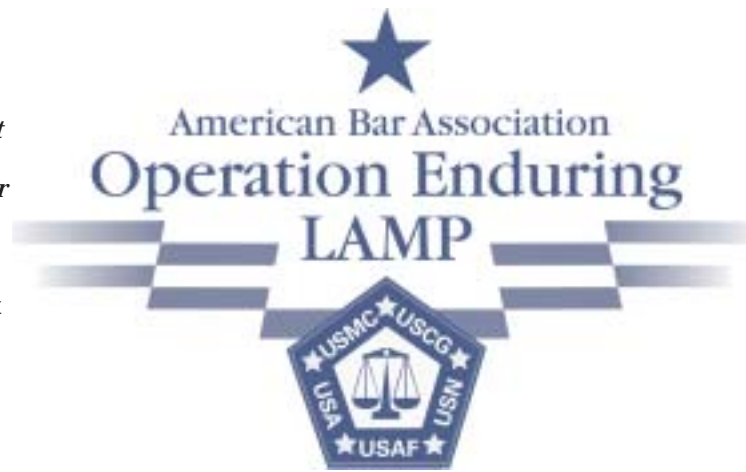
Legalmen may assist attorneys, but they may not provide legal advice or provide services that call for the professional judgment of an attorney.

Sound familiar? Of course it does. Now there is another title added to the mix... paralegals... legal assistants... legalmen. For those who don't know, legalmen are the Navy's version of legal assistants. And yes, I know the answer to the next question. There are women legalmen.

Captain Bruce MacDonald, the Navy's Commanding Officer of the Naval Legal Services Office Northwest, is spearheading an effort to create a program for advancing the education of legalmen with the goal of providing them with degrees from ABA-approved programs. As in the private sector, the Navy's legalmen come from various backgrounds and educational experiences. Degrees from ABA-approved programs will not only enhance their value to the military, but will also provide the legalmen with a credential that will prepare them for a career following their service in the Navy.

Working in conjunction with Highline Community College in Des Moines, Washington, Captain MacDonald was able to create a satellite campus at the Bremerton Navy Base to provide his legalmen with an opportunity to obtain an associate degree from an ABA-approved paralegal program. He deserves great credit for his effort and his good results.

There are bigger challenges ahead. Captain MacDonald's goal is to extend the satellite campus concept so that legalmen at all Navy bases can have the same



opportunity. While the goal is laudatory, the logistics of providing satellite campuses for every Navy base that meet the ABA Guidelines for the Approval of Legal Assistant Education Programs will take an enormous effort.

As Chair of SCOLA, I was invited to a recent meeting of the ABA Standing Committee on Legal Assistance to Military

Personnel (LAMP). The Committee, chaired by Brigadier General David Hague, U.S. Marine Corps, retired, is charged with working with the military in a supportive role to foster legal assistance and preventive law in the various branches of the military. My attendance and participation in the LAMP meeting was to provide guidance to the Committee with regard to its support of Captain MacDonald's effort to improve the educational opportunities for legalmen.

While my participation was limited to this single issue, I received a three-day education on the role of lawyers and legalmen in the military. I had not been aware of the wide range of free legal services that the JAG groups provide to military families. These services involve both the enforcement of the provisions of the Soldiers' and Sailors' Civil Relief Act in all of our nation's courts and a wide array of more routine legal services such as estate planning, divorce, and tax returns.

I also learned of the good work of the LAMP Committee. Its most recent project involves Operation Enduring LAMP which has recruited thousands of civilian lawyers to offer pro bono services to reservists who are unexpectedly called up for active duty. As a result of the tragedy of September 11, the Committee realized that in case of large call-ups, there are not

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Jeff Campbell: A Model for Law Practice Success

By Peggy C. Wallace

The practice of law, like many professions today, is undergoing great change. Clients are demanding ever-higher levels of performance and better results at lower costs; at the same time, law firm costs continue to rise. Employees are working longer hours, and their satisfaction with their chosen career is eroding. These factors all contribute to a dynamic context for law practice, one in which profits are at risk. The delivery of legal services in this changing environment requires creative solutions to maintain profitability, quality of service to clients and employee loyalty to the law firm.

D. Jeff Campbell, a member of the American Bar Association Standing Committee on Legal Assistants, is a staunch advocate of a new model for providing legal services that promotes quality legal services and reduces employee turnover.

After graduating from Stanford Law School in 1985, Jeff joined Porzio, Bromberg & Newman, then a firm of 21 lawyers located in Morristown, New Jersey. His practice has concentrated on products liability, toxic tort and insurance coverage litigation. Jeff is known for his particular proficiency in managing multi-case, multi-party, multi-jurisdictional litigation. Throughout his years in law practice, Jeff has written dozens of articles for legal publications and spoken at more than 15 bar association conferences and seminars.

Active in the ABA and the New Jersey and New York state bar associations, Jeff's command of his practice area is broad and deep – he has written and spoken on a wide range of topics from liability issues in mass tort litigation to the fine nuances of revisions in federal rules. He also serves on the Board of Editors of *LJN's Product Liability Law and Strategy* and *Defense Counsel Journal* and is the past editor of the *Products Liability Newsletter*. Along the way, he also became an expert in law practice management and the utilization of paralegals.

Given Jeff's extraordinary talents for organization and planning, it was no surprise that Jeff decided early on in his



legal career that effective management is the key to a successful practice. He became Managing Principal of Porzio, Bromberg & Newman, which has grown to over 60 attorneys, at age 36. As he gained management experience, he recognized a dynamic central to law firms' success – that excessive turnover of personnel increases client costs and reduces client service. In order to address this dynamic, reduce turnover and client costs, and improve client service, Jeff and his firm adopted a vision: "Porzio, Bromberg & Newman - Serving the best interests of our clients by serving the best interests of our people." An important element of this vision emphasized the extensive use of paralegals. This approach to client representation was described in an August 1999 *National Law Journal* article aptly titled "Lawyers Outnumbered." In Jeff's firm, the paralegals outnumber the lawyers; while most firms the size of Porzio have a ratio of three or four lawyers for each paralegal.

The commitment to the extensive use of paralegals is not superficial or token at Porzio. Paralegals are directly involved with attorneys and clients from the beginning of representation to the end. This comprehensive utilization model is possible because the firm hires well-qualified paralegals and believes in furthering each paralegal's abilities

through in-house training, promoting case management responsibility and encouraging active participation in firm administration. Jeff believes that it is critical to "place responsibility and authority in nonlawyer managers." The firm benefits from this approach by having well-qualified professional employees that contribute to the firm's success both from a practice management and business management standpoint.

Renée L. Boyer, Paralegal Coordinator, agrees with the team approach: "This is not just a job. This is a great place to work where paralegals are challenged to utilize our talents by proactively managing cases and assisting the attorneys in

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advocating on behalf of the client.” Firm clients benefit from competent and cost efficient representation. Jeff believes the clients appreciate the firm’s approach not only because of reduced bills, but because they see a firm culture that “maximizes both performance and cost efficiency.”

Jeff’s public and private advocacy of the use of qualified paralegals in the delivery of legal services provides a blueprint for all sizes of law firms to provide cost effective and quality representation to clients. Jeff believes that, “Many lawyers have overlooked the contribution that paralegals can make. Short of making court appearances, taking depositions and giving legal advice, they can do just about anything under lawyer supervision.”

In “Enhancing Profitability Through Paralegals,” an article published by the American Bar Association Section of Law Practice Management, Jeff notes that, “Law firms around the country have expanded their use of paralegals in order to increase their profits while continuing to provide cost-effective, high quality service to clients.” Jeff provides a straightforward, dollars-and-cents analysis of the costs to a firm of attorney turnover versus the savings to be achieved by emphasizing paralegals as members of the firm’s legal service team. (Additional practical advice on developing a paralegal’s role within a law firm can be found in “The Legal Assistant as Career Employee” and “Trial Practice: Multi-Jurisdictional Toxic Tort Litigation,” chapters authored by Jeff for the 1994 book *Leveraging with Legal Assistants*, edited by Arthur G. Greene, present Chair of the Standing Committee on Legal Assistants, and published by the American Bar Association’s Law Practice Management Section.)

Jeff’s approach to the practice of law, recognizing and encouraging each employee’s strengths and growth opportunities, is carried out in a comprehensive process from hiring to delegation of assignments to performance evaluation. Jeff and his paralegal managers have developed a very thorough evaluation process for paralegals that includes detailed evaluations by supervising lawyers and a self-assessment process that allows paralegals to describe their own strengths and training needs and to participate in planning their own professional development. “Jeff has helped to create a work environment that recognizes and fosters the professional achievements of paralegals,” says Renée L. Boyer.

Jeff believes in empowering parale-



gals to grow professionally. Dana Malkiewicz, who has worked with Jeff on complex multi-plaintiff and defendant mass tort cases, says that “Jeff has, and continues to, encourage and maximize the use of paraprofessionals. He has been my mentor for the past seven years, and I attribute a large part of my success as a paralegal to him.” Jeff attests that Dana has been instrumental with preparing complex cases for trial and training other paralegals to achieve professional growth and advance within the firm.

Paralegals at Porzio appreciate the career path that the firm offers. The paralegals are staffed under a four-tier structure that includes various levels of paralegals and senior paralegals, practice group coordinators, and a director of paralegal services. As a result, paralegals at the firm can advance within the tier. For example, Dana began working at Porzio as an entry-level paralegal. Over the past seven years, Dana’s professional achievements have taken her from an entry-level paralegal to senior paralegal, assistant coordinator to coordinator of the firm’s mass tort and products liability litigation. According to Dana, “the firm recognizes the value of utilizing paralegals, acknowledges and celebrates the professional achievements of paralegals, and, in turn, fosters a career path that attracts and retains qualified paralegals.”

Jeff brings his good sense and entrepreneurial spirit to the SCOLA meetings, where he is known by his colleagues as an expert in law firm economics. “Jeff has a deep understanding of the economics of law practice, and expresses himself so effectively,” says Arthur Greene, the SCOLA chair. “I speak and write a lot about this subject, and there is no one I would rather have with me on a panel discussing the subject.” In fact Arthur and Jeff not only collaborated on the *Leveraging* book a few years

ago, but also have been on panels discussing paralegal utilization at the annual conference of the Legal Assistant Management Association and at last year’s ABA Annual Meeting. Last year’s presentation at the Annual Meeting, “Law Firm Leverage in the 21st Century: Associates, Paralegals and Technology,” was a huge success, drawing about 100 lawyers.

The paralegals in Jeff’s firm know that when a big case is being readied for trial, Jeff can be found in the office in the early morning hours before the firm really comes alive. But that does not mean that he does not make time for non-legal activities. “I believe that it is important to have grounding outside of a legal career,” says Jeff. He also believes that leisure time among professional colleagues improves work performance. Firm activities, such as bowling, softball, book fairs, charity fund-raisers and an array of firm-sponsored socials, are part of the culture at Porzio. The firm also has generous policies that allow flexibility for people with family responsibilities, like caring for children or family members who are ill. It has also established an association with an emergency backup child care center to ease the burden placed on employees who are experiencing breakdowns with their normal child care arrangements.

Jeff also believes that, “Having a rich personal life makes people better at their jobs. They bring more balanced and mature perspectives to their professional judgments.” Jeff values deeply the time he spends with family – his wife Nancy and his three daughters, Sarah, age 5, Christine, age 9, and Beth, age 12. He loves his “down time” with them, going to the movies, the park or a sports event. He treasures interests outside of lawyering, including running, history and travel. He is also active in his community and church, having served as a youth advisor and elder in his church and as president and a trustee of the Mount Airy Heights Association. Jeff believes that, “It is important for us to consider every day all that we have to be thankful for, and to focus on how we are called upon to help those around us.”

Jeff’s approach to law practice is “excellence and dedication.” Add two more factors that Jeff espouses – “personal integrity” and “compassion” – and you have a model for not only a successful law practice, but also a successful life.

Peggy C. Wallace is the Staff Director of the Standing Committee on Legal Assistants

State Bar of Arizona Considers Paralegal Definition, Certification and Membership: A Recent History

By Joan Dalton



Arizona paralegals have always been keenly interested in their profession, and in 1998 the voices of Arizona paralegals came together when a Paralegal Committee (now expanded to “Division” status) was formed within the Maricopa County Bar Association (“MCBA”). Each year the MCBA Paralegal Division hosts a Paralegal Conference that has become a forum for information sharing among paralegals within the state. Especially interesting to Arizona paralegals is the topic of paralegal regulation.

The topic of paralegal regulation is of interest to Arizona attorneys as well. In 1984 the Arizona Legislature allowed all of the state’s statutes pertaining to the practice of law to sunset after an Arizona Court of Appeals decision, *Bridegroom v. State Bar* (Ariz.App. 1976), resulted in the Arizona Supreme Court integrating the State Bar. A misdemeanor statute covering the unauthorized practice of law was included in the sunset. Unregulated document preparers, who sometimes call themselves “paralegals” among a myriad of other titles, have caused some attorneys in the state to declare the need for a mechanism to enforce unauthorized practice of law violations. Other attorneys advocate enhanced enforcement efforts to protect lawyers from competition in a business-driven market, e.g., accountants. Even with stepped-up UPL enforcement, some of these attorneys believe that paralegals should not be regulated.

A distinct group of Arizona lawyers, as indicated by a 1997 Arizona State Bar survey, believe that paralegals should be licensed. Advocates of paralegal regulation believe that the meager level of access to justice currently available to low and moderate-income individuals could be improved through licensing, and thereby avoid the consumer fraud and abuse currently occurring in an unregulated market.

Recent Events

On September 15, 2000, the Arizona State Bar Association’s Board of Governors approved the recommendations of its Consumer Protection Committee (“CPC”), which proposed, among other things, to certify nonlawyers, such as paralegals and mediators, and to clarify the definition of the “practice of law” and the “unauthorized practice of law.” At the time of the CPC report to the Board of Governors, the Committee had in place a draft definition of “paralegal,” but no efforts toward the certification of paralegals were evident.

Arizona paralegals, including those with and without affiliations to national paralegal professional organizations, stepped forward upon learning of the CPC recommendations to offer input to the CPC on issues related to the paralegal profession. The group, which was comprised of 12 paralegals from throughout the state, called itself simply the “Private Working Group” (or “PWG”).

On May 19, 2000, four months before the initial CPC recommendations were approved, the Arizona State Bar Association’s Board of Governors approved the recommendations of the Task Force on the Future of the Profession, which was the Arizona State Bar Association’s committee assigned to study Multidisciplinary Practice. One of the suggested recommendations of the Task Force was to clarify the existing prohibition on the nonlawyer practice of law by defining the “practice of law”

as it is used in Arizona Supreme Court Rule 31(a)(3). Two State Bar committees were thus simultaneously engaged in defining the “practice of law.”

In March 2001, the Private Working Group set to work on recommendations to the State Bar CPC. By May 2001, the PWG members had successfully agreed on a definition of “paralegal/legal assistant,” and at the end of July 2001 the majority of the members were intent on fine-tuning a proposal for an education-based certification scheme that would regulate the paralegal profession in Arizona. Just before the August 8, 2001 PWG meeting, however, the PWG chairperson was notified the Task Force on the Future of the Profession had drafted a definition of the “practice of law” that largely served the needs of the CPC, thereby making additional input from the PWG unnecessary. Additionally, the PWG was informed that the Arizona State Bar Association’s Consumer Protection Committee was opposed to the regulation of paralegals.

Consequently, the Consumer Protection Committee adopted neither the definition nor the certification plan recommended by the Private Working Group. Instead, at the September 21, 2001 Arizona State Bar Association’s Board of Governors’ meeting, the CPC presented a proposed Rule change to Arizona Supreme Court Rule 31 that would include the following:

4. Definition of Paralegal/Legal Assistant. A “legal assistant/paralegal” is a person qualified by education and training who performs substantive legal work which requires a sufficient knowledge and expertise of legal concepts and procedures, who is supervised by an active member of the State Bar of Arizona and for whom an active member of the state bar is responsible, unless otherwise authorized by Supreme Court Rule.

In contrast, the Private Working Group’s definition was more closely modeled on the ABA definition of “legal assistant.” As is the method in other professions, the Private Working Group definition of legal assistant is not dependent on the lawyer’s status with a regulatory body. In other words, the PWG definition would allow a paralegal or legal assistant to hold that title regardless of whether the employing attorney is a member of the State Bar of Arizona.

Second, both the ABA and Private Working Group definition

allow the paralegal to work with greater autonomy than the above definition, by requiring that a lawyer be “responsible” for the paralegal’s work, not the much narrower language requiring the lawyer to “supervise” the work. The above definition may be read to prohibit paralegals from being supervised by other higher-ranking paralegals or by corporate or firm attorneys not licensed to practice law in Arizona. Finally, the language at the end of the definition – “unless otherwise authorized by Supreme Court Rule” – seems to vest power over paralegals exclusively in the Arizona Supreme Court, an issue which has not been resolved in Arizona, a state whose legislature has historically asserted considerable authority over the practice of law.

At the end of 2001, the State Bar of Arizona formed a new entity – the Task Force on Associate Membership for Paralegals and Legal Assistants – to consider whether associate membership in the Arizona State Bar should be extended to paralegals. If the Task Force recommends an associate membership category, it will have to address the following issues:

- What should the standards for membership be? Should there be a requirement for a sponsoring responsible attorney admitted to the State Bar?
- Should the member-paralegal agree not to engage in the

unauthorized practice of law? To report incidents of the unauthorized practice of law?

- Should there be continuing legal education requirements? If so, should these requirements conform to those for attorneys? Should they involve specific paralegal course work?
- Should membership be mandatory for persons who seek to use the title “paralegal” or “legal assistant”? Or should it be voluntary?

Whatever the ultimate proposal looks like, the Arizona State Bar Board of Governors will have to submit it for approval to the Arizona Supreme Court. Paralegals and lawyers in Arizona are eagerly awaiting the Task Force report and recommendations that will be forwarded to the Arizona State Bar Board of Governors at its April meeting. And the discussion of these important issues of definition, certification and membership will undoubtedly continue.

Joan Dalton is a legal assistant project specialist in the Arizona Attorney General's Office. She serves on the Board of Directors of the Maricopa County Bar Association's Paralegal Division, and is an appointee to the Arizona State Bar Association's Task Force on Associate Membership for Paralegals and Legal Assistants.

Seven Programs Granted Approval at ABA Midyear Meeting

At the February 2002 Midyear Meeting, the ABA House of Delegates granted final approval to the following seven programs, bringing the total of approved programs to 254:

Cuyamaca College, El Cajon, CA	University of La Verne, La Verne, CA	RETS Tech Center, Centerville, OH
San Francisco State University, San Francisco, CA	Daymar College, Owensboro, KY	Central Texas College, Killeen, TX.
	Herzing College, New Orleans, LA	

In addition, 23 approved programs were granted reapproval:

Auburn University, Montgomery, AL	Metropolitan Community College, Omaha, NE	Central Carolina Technical College, Sumter, SC
Santa Ana College, Santa Ana, CA	Burlington County College, Pemberton, NJ	Midlands Technical College, Columbia, SC
Pikes Peak Community College, Colorado Springs, CO	New York City Technical College, Brooklyn, NY	South College, Knoxville, TN
Quinnipiac University, Hamden, CT	Queens College, Flushing, NY	Southwestern Professional Institute, Houston, TX
South University, West Palm Beach, FL	Sinclair Community College, Dayton, OH	J. Sargeant Reynolds Community College, Richmond, VA
William Rainey Harper College, Palatine, IL	University of Toledo, Toledo, OH	Marshall University, Huntington, WV
University of Louisville, Louisville, KY	Peirce College, Philadelphia, PA	Chippewa Valley Technical College, Eau Claire, WI.
Tulane University, New Orleans, LA		
Avila College, Kansas City, MO		

Tips for Paralegal Educators: How to Handle Distance Education Offerings

By Merrilou Rauch

Many institutions have begun to offer paralegal courses through alternative means, especially distance delivery through either real-time interactive synchronous television/video or web-based courses offered over the Internet. In February 1999, the Standing Committee adopted interpretations to address these alternative formats. The interpretations have already been amended and are likely to be revised further with changes in the technology and improvements in instruction through technology. The interpretations are currently under a major review as part of the Guideline revision process that the Approval Commission and Standing Committee have undertaken.

At present, the interpretations do not allow a program of study to be offered exclusively on-line. Such programs do not meet the requirement for a minimum of ten units of traditional classroom instruction or the equivalent, which is set forth in the current interpretations. The Approval Commission has a distance education subcommittee that studies distance education on an ongoing basis and can make recommendations for changes to the interpretations at any time. Concerns about the reliability of the technology, the range of quality in course offerings, the ability to develop "soft" skills of students, the differences in learning face-to-face and at a distance, and ways to measure learning by distance must be considered in evaluating the equivalency and effectiveness of on-line courses.

The current version of the self-evaluation report form for programs applying for approval or reapproval includes an expanded section for reporting on distance education offerings. In evaluating distance education offerings, the Approval Commission and staff need to ascertain whether distance-mediated course outlines, materials, tests, assignments, texts and the like are the same or comparable to those used in traditional courses. An additional concern in distance delivery is the extent to which students have interaction with their teachers and each other. Distance courses must incorporate methods that encourage participation by students and that simulate the contact that would take place in a face-to-face environment.



Technical and faculty support is also needed for an effective distance course whether the technology involved is on-line, synchronous video or telephone conference call. The technology must be supported with systems to identify and correct breakdowns in a timely fashion and with the means to upgrade the system over time. Faculty members who teach courses through alternative means must be given good instruction on how to develop their courses, how to use the system, how to teach well in this new format, and how to address technical issues that may arise.

Also considered are the results of assessment and the means by which the program conducts assessment of the distance offerings. Additional assessment beyond the usual teacher evaluations by students is needed to prove that the courses are working in these new formats. Some programs have started distance

delivery courses without this evaluation component and have no way of either identifying and rectifying weaknesses or proving that these courses are as good as the traditional paralegal courses. Assessment instruments and results are required as an exhibit with the self-evaluation report for programs offering any legal specialty courses through alternative means.

Programs should also be aware that they must report proposed distance education offerings as major changes before they are implemented. The staff reviews requests of approval of such coursework by reviewing a complete explanation of how the new distance courses fit into the legal specialty curriculum and by reviewing materials such as course outlines, weekly assignments and reading and the like.

Look for more news about distance education and proposed revisions in the interpretations in upcoming issues of the *Update*.

Merrilou Rauch is the Approval Process Manager for the Approval Commission of the Standing Committee on Legal Assistants.

Navigating the ABA Approval Process: Workshops Offered for Unapproved Programs

Recent surveys show that there are more than a thousand paralegal education programs across the country. About a fourth of these programs are approved by the American Bar Association. ABA approval is a mark of quality on which growing numbers of students rely on when they choose a program and that employers look to when they seek to hire a paralegal. In some legal communities, particularly those that have many programs, ABA approval is critical to the success of the program.

Many good programs are either not aware of ABA approval's benefits or mistakenly believe that the approval process is excessively expensive or burdensome. The Standing Committee recently decided to engage in a program of outreach that will spread the word about approval. It is hoped that this outreach will provide needed information about ABA approval to paralegal education programs that are not yet approved and provide a greater level of assistance to programs seeking approval. Part of this initiative is the offering of workshops for program directors of unapproved programs.

These free invitational workshops called "Navigating the ABA Approval

Process" were offered at the close of three of the five spring regional conferences of the American Association for Paralegal Education. The workshops were held as follows:

Saturday, March 16, 2002

AAfPE Spring 2002 Pacific Regional Conference

Saturday, April 6, 2002

AAfPE Spring 2002 North Central Regional Conference

Saturday, April 13, 2002

AAfPE Spring 2002 South Central Regional Conference

The workshops covered the following topics:

- the benefits of ABA approval
- the costs of approval and budgeting for those costs
- assessing whether a program is in compliance with the ABA Guidelines for the Approval of Legal Assistant Education Programs
- ascertaining the changes that need to be made for a program to become approved

- the process for attaining approval, including how to prepare the report and to host the site visits.

The workshop leaders were all experts in the ABA approval process, including Approval Commission members who have been through the approval process as directors and site team members evaluating other programs. Among the workshop leaders were Merrilou Rauch, Approval Process Manager, and Sue Sullivan and Teri Cannon, both Educational Consultants to the Standing Committee and program directors.

Using a hands-on approach, the workshop leaders walked program directors through the process of preparing for approval, completing the requisite self-evaluation report, identifying and remedying areas of possible non-compliance, and planning and hosting a site visit.

More activities are planned in the coming year to help programs that are considering approval. Stay posted!

Please feel free to contact Merrilou Rauch, rauchm@staff.abanet.org, for further information.

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sufficient numbers of military lawyers to serve the immediate needs of those reservists. While the recent call-ups demonstrated the need for the participation of civilian lawyers, the Committee believes that the country needs to be prepared for the possibility of more massive call-ups of reservists in the case of future incidents.



As part of its mission to promote quality education for legal assistants, SCOLA is being asked to focus on the issues peculiar to the education of

legalmen. I enjoyed the opportunity to participate in the LAMP meeting and I offer my congratulations to Captain Bruce MacDonald and Brigadier General David Hague for their vision and their understanding of the importance of these issues in providing better access to legal services for the nation's military families.

Arthur G. Greene is a principal with the law firm of Dewhurst & Greene, PLLC, in Bedford, New Hampshire.

SCOLA PUBLICATIONS

<u>Publication</u>	<u>Product Code</u>	<u>Price</u>
<i>ABA Approval: A Reference Manual for Legal Assistant Educators (1997) and 2000 Supplement</i>	423-0038 P	\$85.00
<i>2000 Supplement to ABA Approval: A Reference Manual for Legal Assistant Educators (2000)</i>	423-0038S00	\$10.00
<i>Guidelines For The Approval of Legal Assistant Education Programs (Effective Fall 1997)</i>	423-0037	\$5.00
<i>Utilization of Legal Assistants Among Private Practitioners (1998)</i>	423-0039	\$25.00
<i>Polishing the Apple: Teaching Techniques for Paralegal Faculty (2000)</i>		\$50.00

This product consists of a two-part, two-hour videotape jointly sponsored by SCOLA, the American Association for Paralegal Education and Kapiolani Community College. It may be ordered directly from Kapiolani Community College by e-mailing leclair@hawaii.edu. The price is \$50 including shipping and handling.

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