COMMUNICATORS TALK
NABE COMMUNICATIONS SECTION
FEBRUARY 2007 NEWS

The Chair's Column

Carol Manning

In This Issue

Communications Section Update

Section members who traveled to the Midyear Meeting in Miami did indeed enjoy the warm temperatures—when we had the chance to get outside the refrigerated environs of the hotel. My favorite program was "Electronic Communications: What Works?" that featured section members Lincoln Mead, Peggy Gruenke, Barry Kolar, and Mark Tarasiewicz. Be sure to read the article on that program on Page 3 of this issue.

My report on the business of the section is—we are doing great! Here's a quick summary.

Financial Condition —At of the end of January the section had more than $12,000, compared to a deficit of $8,000 a year ago. Membership continues to climb each year with the latest count of 236 members, which I attribute to the value of our collective wisdom shared with one another via the section listserv. Much credit for our financial success goes to 2006 Workshop Chair Veronica Cordova, who not only produced an excellent workshop in Albuquerque but also made a profit of $13,328. Way to go, Veronica! Kudos to the Sponsorship Committee who helped make that possible, too.

Workshop 2008—Your section council has selected (drum roll, please) the city of Austin, Texas, as the location for next year's workshop. Austin is big city, a college town, the state capitol, and home to great live music and bats (not baseball bats, the kind that fly). Kelley Jones King has agreed to chair the workshop. No dates are set yet; however, Kelley will have more details at the Annual Meeting in San Francisco. Other section members have volunteered to host upcoming workshops, and it's great to have so many choices. Volunteer hosts, know that you and your city are still in consideration for future workshops.

Bylaw Amendments—The council approved changes to our bylaws that 1.) allows for electronic balloting rather than a mailed ballot in the case of contested races for section office, and 2.) clarifies the election process, clearly identifying that—absent any contested election—the candidates are elected when the period for submitting additional nominations expires. The role of the membership at the Annual Meeting is to accept the Nominating Committee's report, thus certifying the election. The membership meeting will also break a tie should the voting process in a contested election result in a tie. Next, the proposed changes go to the NABE Board of Directors for its approval before becoming final.

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Developing a Non-Member Recruitment Plan

By Colleen Evans, director of membership services, Ohio State Bar Association

Have you ever been in the middle of developing a recruitment letter and thought to yourself, "Didn't I just do this last year?" Are you tired of doing the same old thing year after year and not being sure if you're getting the results you're after? It's time for a new plan!

Peggy Gruenke, director of membership for the Cincinnati Bar Association, has developed a new system for keeping on top of her recruitment efforts, and she discussed this system at a session titled "Developing a Non-Member Recruitment Plan" during the NABE Midyear Meeting in Miami.

"Developing a plan and sticking to it has helped me focus on desired outcomes," Peggy said, "as well as make sure my day-to-day activities are in line with my goals."

According to Peggy, **the first step in creating a non-member recruitment plan is to get a handle on where you are now**. Take inventory of your members, broken down by category. Once you have a clear idea of who your current members are, you can begin to set goals for where you want to be at the end of the year. The plan you develop will help you reach your recruitment goals while creating the groundwork to track future membership trends and retention rates per category.

The next step is to identify your non-members. Clean up your non-member database by purging old records and taking steps to get current addresses and other information from your non-members. Some ways to gather this information include checking with your state Supreme Court, running searches on law firm Web sites, keeping on top of address changes from returned mail, and getting information from your CLE course registrations. This may take some time, but you have to have a clean database before you can really begin to identify who are your valid, potential non-members. The more you know about your non-members, the more successful you will be in targeting your message.

Once you have cleaned up your database, you are **ready to create target groups of non-members**. Instead of seeing all of your potential members as one big group, segment your prospects into categories and create specific messages for each group. Peggy recommends using Excel spreadsheets to slice and dice your non-member lists into your targeted groups. Sort by categories such as years in practice, gender, or type of practice and develop recruitment strategies specific to each targeted segment.

For example, a message intended for newer lawyers might focus on the networking opportunities or career services your bar offers, as well as any reduced rates for newer attorneys. Ask your Young Lawyers Division to help develop a message to your new admittees. Or maybe you have a target list of non-members who have a payment history with your bar. It's easier to recruit these non-members because they have already shown an interest in your association by attending your CLE programs or purchasing a product. For non-members without a payment history, first break them down further into age groups, years in practice, or CLE reporting year. Then you can identify issues that each target faces, and your message becomes how your bar can help them. How can your association help them solve a problem? If you're not sure how the bar can assist a particular group, ask your current members. Peggy recommends surveying your current members and using the answers to craft your message to non-members.

Once you have identified your target groups and decided what your messages will be for each**,** it's time to **plan out your recruitment efforts for the year**. It's a good idea to have some phase of your recruitment plan going at each time of the year. Coordinate your recruitment efforts with upcoming events, new admittee swearing-in ceremonies, CLE busy season, or simply time of year ("join for 15 months for the price of 12").

Finally, don't forget to track your results! Peggy assigns campaign tracking codes for this purpose. These unique codes not only track results but are valuable for conducting follow-ups as part of your retention plan and for helping you compare yearly campaign results. An example of a tracking code might be "NMR2006FallSavings," which identifies the campaign as a non-member recruitment in the fall of 2006 that had a "fall savings" theme. Peggy suggests coordinating the codes with any printed materials, such as postcards and applications, so the theme is easily identified for staff.

To track her results, Peggy creates a separate recruitment tracking worksheet that lists each campaign, a start and end date, the target audience and number in that target, the direct cost of the campaign and

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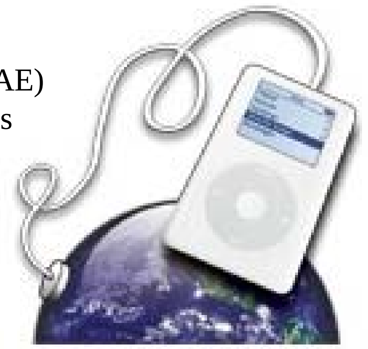
Podcasting Pioneers

By Mark Mathewson, director of legal publishing, Illinois State Bar Association



I remember walking out of an American Society for Association Executives (ASAE) technology seminar in the late 1990s, shell-shocked by the speaker's pronouncement that association communicators "had better learn to be broadcasters in the next 18 months. Your members will expect it. The technology is ready and the fiber optic cable for broadband is being laid as we speak."

About 18 months later, the dotboom gave way to the dotbomb. The cable guys stopped dead in their tracks. Those of us caught up in "this changes everything" Internet hysteria felt a little embarrassed.

Of course, we now know that the Internet did change—is changing—everything. It just took a little longer than we expected. Broadband Internet connections are the norm these days, not the exception. You will be a broadcaster after all.

Indeed, the Philadelphia Bar Association (PBA) already is. The PBA is among the first bars to offer podcasts to members, a service that Mark Tarasiewicz, the bar's director of communications and new media, described to colleagues at a workshop entitled "Electronic Communications: What Works?" held in Miami at this year's NABE Midyear Meeting. The program was offered jointly by the NABE Communications and IT sections.

The PBA offers five to seven new podcasts each week, Tarasiewicz said. Members can choose casts from among eight subject-matter categories ranging from the "Chancellor's [i.e., President's] Report" to "Hot Interviews With Very Cool People" in the local legal community and beyond to recordings of speakers at section and committee events.

How do they do create them? Tarasiewicz described a simple, low-cost, home-cooked effort that nonetheless sounds pleasantly professional. (You can listen for yourself by going to http://www.philadelphiabar.org and clicking on the "podcasts" banner in the right column. PBA podcasts are free and available to everyone.)

First, programs are recorded with a digital recorder, Tarasiewicz said—the kind you can get for a few hundred dollars at Best Buy. He or another bar staffer adds a spoken intro and conclusion to the recorded content. Then he transfers the audio files from the digital recorder to a PC and converts them to the appropriate format.

Next, he uses a program (e.g., Apple's Garage Band) to add intro and closing music, saves the files to .mp3 format, delivers the file via FTP to the bar's Web site, and submits the program to iTunes and advertises its availability to members.

The FAQs at the online podcast directory on the PBA Web site describes the steps users must take to access the podcasts. While you can listen at your computer, owners of portable media players (think iPod) will probably prefer to take the podcasts with them. You can use iTunes or other podcast subscription software to subscribe to one or more subject-matter categories—the committee and section programs are most popular, Tarasiewicz said—and receive casts in that category as a downloadable feed.

Downloads have increased to 2,000 a month, he said, and have not dampened attendance at podcast events.

Other speakers on the panel were moderator Lincoln Mead, IT administrator for the Utah State Bar; Peggy Gruenke, director of membership for the Cincinnati Bar Association, who spoke about her bar's nascent podcasting efforts; and Barry Kolar, assistant executive director of the Tennessee Bar Association. Barry reprised the presentation he did at the October 2006 NABE Communication Section Albuquerque workshop about *TBA Today*, the Tennessee Bar Association's Luminary-Award-winning daily e-newsletter (for more on *TBA Today*, see the Dec. 2006 issue of *Communicators Talk*). ■

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Leadership Techniques for Bar Executives

By Jenna Grubb, director, communications and membership, Toledo Bar Association

The Thursday morning Plenary Session at the NABE Midyear Meeting in Miami featured an experienced panel responding to questions posed by facilitator David Blaner, executive director, Allegheny County Bar Association. Panelists were Keith Birkes, executive director, The Missouri Bar; Allan Head, executive director, North Carolina Bar Association; and Catharine Maher, executive director, Dallas Bar Association. Most responses are summarized for brevity.

Q: What type of volunteer training and orientation do you hold?
A: All bars recommend a formal training or orientation for board and committee leaders. Count on your bar president to show a good example. Leadership works best when there is a long-term involvement with the bar. Visit the incoming officers in their own law offices to understand "where they are coming from." Have lunch with the secretary of the incoming president.

Q: How do you handle a "needy" officer or Board member?
A: Let the President take the lead; be patient and courteous. Work with the volunteer and encourage interaction. Try to make each Board member feel he/she has contributed during meetings.

Q: How do you educate Board members on the role of the Executive Director?
A: Bar leaders have watched the action of the ED for years; there is a lot of time to observe. Make it clear to the Board that they *determine* the policy; the ED *implements*. Always put a volunteer between yourself and a problem.

Q: How does an ED know how to "build" political capital and when to "burn" it?
A: Allan described "idiosyncratic credits" that are earned over time, giving the ED a chance to say or do things that others would not. Recognize that this is a process that takes time and it is truly a "bank account" that can be depleted. **"**We are all on a road to somewhere. As long as the group is still on the road, be flexible and allow some wandering," Allan said.
A: Cathy said you know you "have it" when people start to listen to you. Be prepared to understand the history and traditions of your bar. Show respect. Try to anticipate the Board's directions.
A: Keith emphasized that it takes significant time and energy to discover how to use your political capital. Always stay calm and focused and realize when you need to protect yourself. Remember that the ED does not own the organization. Give the volunteers a chance to suggest new directions (even when your experience tells you otherwise).

Q: Communication with officers: How much to tell them?
A: Share with the President everything that you would like the President to share with you. Always err on the side of more information; never let your President be blind-sided. Encourage staff to deal directly with bar leaders, but always report back to the ED on all communications. Have a standing appointment for a weekly conference phone call with the President, President-Elect, ED, and Assistant ED.

Q: How do you help develop future leaders?
A: An ED must find ways to share information about individuals without appearing to take sides. You must be honest enough to nix people who are not good leaders. Regularly seek input from staffers, especially about committee leadership.

Q: How do you lead your staff?
A: Recognize and reward staff who are working toward the bar's stated goals. Be democratic and ask for input. Socialize. When hiring, look for enthusiasm and positive energy—you can teach the rest! Get input from other staffers. A good staff makes an ED's job easier!

Q: When it is time to move on, how do you affect an orderly transfer of power?
A good ED owes the organization time and opportunity for planning. Try to offer a suggestion for your successor. Include bar leadership in these discussion. Always have a contingency plan!

Q: How should you handle political and judicial elections in your community?
A: STAY OUT OF IT! ■

You may "Quote" this

By Frederick D. Massie. director of communications, Rhode Island Bar Association

Has anyone else become a bit weary of folks using their upraised hands and fingers to describe quotation marks in the air? This antic usually accompanies the use of a word or phrase that the amateur pantomimist wants to emphasize. As in: He told her that he wanted to get to [insert finger-in-the-air quotation marks here] know her better. In this instance, other than referring to knowledge in the Biblical sense and giving credit to one of the Apostles, what do these air-borne quotation marks signify?

In most cases—at least where your correspondent has seen this particular hand jive played out—it appears the speakers are attempting to distance themselves from the word or phrase bordered in space by the quickly flexed index and second fingers of both hands. Further, this suggests when some people speak they believe their words hover between them and their listeners (like a cartoon bubble?) just waiting for some form of punctuation. If this is, in fact, their belief, then where are the hyphens, periods, question marks, exclamation points, apostrophes, semi-colons, and so on? Just because quotation marks are easy to describe with two fingers, this is no reason to give the other forms of punctuation short shrift. Is it?

Since, in addition to serving as director of communications, he also serves as the principal editor (not to forget, reporter, ad representative, and so on) of the *Rhode Island Bar Journal* in his struggle for the legal tender, your colleague regularly reads and edits the work of other writers. And, with a degree of frequency he finds most tiring, he consistently encounters individuals who appear to believe that they may use quotation marks, willy nilly, as if they are just waiting to be employed by anyone who happens to feel the urge. Well, dear readers, if no one else will stand up for these abused punctuations, then by the tails of the Two Inverted Commas, your correspondent will!

He begins his defense by pointing out that quotation marks are intended for use in printed pieces, and that there is no evidence anywhere allowing, or even suggesting, their use in the course of a spoken conversation. So, there is reason enough right there for the finger flexers to cease and desist now and forevermore.

As to their appropriate use in the printed form, quotation marks are primarily designed to acknowledge the fact that someone else wrote or spoke the words or phrase corralled by the cunning little things. In this form, the quoted element should appear in the immediate vicinity of a reference to the originator. To wit: according to Oscar Wilde "If you want to tell people the truth, make them laugh, otherwise they'll kill you."

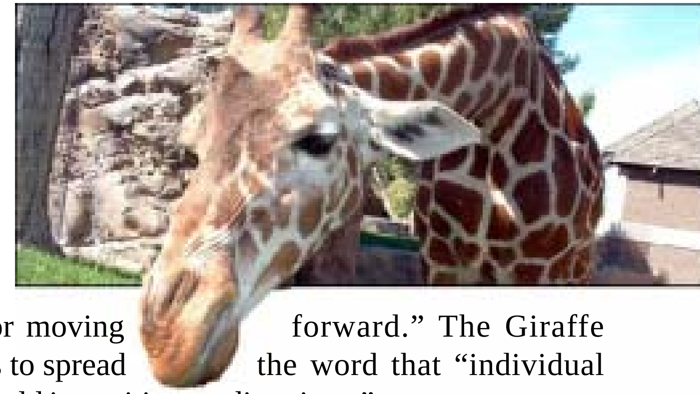
While a secondary definition concerning the use of quotation marks does allow their employment when attempting irony, your correspondent believes this is a cheap device, used primarily by those who do not have the wit or talent to produce irony without telegraphing it. As to using quotations to simply emphasize something, the online dictionary Wikipedia and your reporter both agree this practice is best discouraged wherever and whenever it is attempted.

Given the evidence and the arguments appearing above, your grumpy grammarian hopes that there will be at least some reduction in air quotations, as well as those in print in the not too distant future. And, you may quote him on this. Or, you may feel free to respond to his recommendations with another form of non-verbal communication [insert the appropriate finger gesture here]. ■

> **"… where are the hyphens, periods, question marks, exclamation points, apostrophes, semi-colons, and so on? Just because quotation marks are easy to describe with two fingers, this is no reason to give the other forms of punctuation short shrift."**

The Giraffe Heroes Project

By Kelley Jones King, communications division director, State Bar of Texas



John Graham, president of the Giraffe Heroes Project, talks about leadership like an evangelist. While most people think of leadership as in president, elected leader, or boss, Graham talks about leadership "where there is a need for moving forward." The Giraffe Heroes Project, which Graham has helped lead for 23 years, aims to spread the word that "individual human beings have the power and the compassion to change the world in positive directions."

Graham gave his personal story about how his leadership of the Giraffe Project came about. He used stories about his experiences working for the Foreign Service to demonstrate some of the tenets of leadership. Through the use of his own story, he talked about the importance of individual motivation in successful leadership and how self-centered thinking is not conducive to good leadership.

Two important aspects good leaders share are the ability to create and communicate vision and the ability to create trust.

According to Graham, it is important to have a "real, concrete vision of what you have that you don't have now." That kind of vision, he said, will move people to stick with a leader. "It is energy and focus that creates change," he said.

He cautioned that when a team fights over tiny things that the team is badly in need of a vision. "Vision," he added, "is the glue keeping it together."

The second skill of good leaders, is the capacity to build trust but not only with your own team but also with the people you work with. According to Graham, "trusting people on your team is the easy part. The hard part is trusting your enemies." Graham explained that even with your enemies, you need to develop trust that believes and expects the other person "will be honest with me and will be open to finding a solution to our problem or issue." Trust, he explained, helps people see the possibilities of solutions. Graham warned that even when you have and use all these skills, sometimes it is your own people who undercut you.

To build trust with your team, Graham stressed confidence and accountability as well as respect. "The real key to trust is caring for other people," said Graham. "Trust is built on the capacity for building and maintaining small relationships." He advised that a trust strategy works more often than any other strategy.

The other advice Graham offered is to be careful of what your motivation is if you are leading. He advised that it is important to have a deeper sense of the meaning of life than just yourself. He encouraged every individual to find a meaning or purpose in life— we all want our lives to matter and we want to believe that what we are doing is meaningful.

In summing up his talk, Graham encouraged that leadership is part of all of our lives. He added that good leadership created a sense of worth and self-direction and that each of us should serve where we live and work.

The only real mistake you can make in life is to ignore this quest of service," said Graham, "this quest for meaning."

In a later session on developing vision, Graham compared vision to a rubber band—"as long as the vision stays strong, it pulls reality toward it." Vision, according to Graham, creates inspiration. He encouraged that anytime you are developing your goals and objectives for a project or program that you also develop a vision. "Vision creates inspiration," he said.

The Giraffe Project always looks at projects or proposals two years into the future. "We see the kids in the classroom, we see the books, we see the service projects, and we see ourselves talking to the kids—we plan backwards," he explained, "which creates a lot more energy."

While a vision is inspirational, it takes glue to hold it together, said Graham. The vision must be clear, should be positive, and has to include changes in attitude.

He led participants through several exercises on projects they are working on now and asked them to jump forward two years and talk about the project as if it was completed successfully. He challenged people to bring that vision to fruition and think about all the steps it would take to get there. ■

Online Directories—Past, Present, and Future

By Emily S. Eastin, assistant executive director, Columbus Bar Association

As we learned in Miami at the NABE Midyear Meeting, the printed versions of directories are still in existence, but technology is leading many bar associations to produce online directories as well.

The unique program format of the session enabled attendees to learn what panel presenters are doing in the way of online directories and gave them an opportunity to exchange information with all session attendees. The active discussion included topics such as "Can print and online directories exist together?" and "Does an online directory affect the Lawyer Referral area?"

The group shared their experiences, challenges, and successes in dealing with online directories. I moderated the session on behalf of the Communications Section, and panelists included Trudy C. Levindofske, associate executive director, Orange County Bar Association (Irvine, CA); Rae Jean McCall, executive director, Kansas City Bar Association (Kansas City, MO); Teresa (Terrie) A. Minniti, assistant executive director, Cincinnati Bar Association (Cincinnati, OH).

Member Benefit or Public Service

The majority of the attendees felt as though the directory was a member service—and their current online directories are behind a member's wall. A few associations provide a member directory for the public and a directory, including members and non-members, behind a password-protected part of their Web site. The Orange County Bar Association is going live with their new online directory very soon; this directory will have a print-on-demand feature, and those who want a hard copy can simply print the PDF version.

The Nuts and Bolts

As far as advertising, some individuals reported selling areas of practice and law firm listings while others sold banner advertisements. A few provided banner advertising as value-added for those who advertise in the printed directory. Other features for most of the online directories discussed included photos; contact information, including e-mail and Web site addresses; areas of practice; law school, etc. The option for an expanded bio is provided by a handful of bars.

The Transition

The majority of individuals continue to have the printed and online directories exist together with gradual slowing sales for those who sell the printed book. A few have left print all together and made the leap to a CD or an online directory. The great advantage of the online directory, determined by the group evaluation, is updating on a regular basis, for some even daily. ■

Communication is Electric!

Join us in Philadelphia, "The Place That Loves You Back," for the 2007 Communications Section Workshop from October 9-13, as we honor Benjamin Franklin's 300th birthday with the theme, "Communication is Electric!"

Located on the Avenue of the Arts in the heart of Philadelphia's vibrant theater district, our host hotel, the Doubletree Hotel Philadelphia, is across from the new Kimmel Center for the Performing Arts and within walking distance of dozens of renowned restaurants, museums, and attractions.

Educational programs will address the latest developments and techniques for bar communicators in the areas of Web and online communications, publications, public relations, and more. Possible communications-themed excursions include a private tour of the QVC Network Studios; a Philadelphia In the Movies Film Tour of settings from such films as The Sixth Sense, In Her Shoes, and National Treasure (including a run up the Rocky steps); as well as King of Prussia Mall, the largest shopping mall on the East Coast (no sales tax on clothing in PA!).

Visit http://www.abanet.org/nabe/communications/workshops.html for more information.

For more information, contact 2007 Workshop Chair Mark Tarasiewicz at e-mailto:mtarasiewicz@philabar.org, or (215) 238-6346. We welcome your program ideas, and be sure to bring your appetite for those world-famous Philly cheesesteaks! ■

Chair's Column ...

(Continued from Page 1)

Strategic Planning—Chair-Elect Mark Mathewson looked at the goals we set for the section several years ago. Much has already been accomplished, but we need to make some decisions about future priorities and how to keep moving forward on the goals we haven't finished yet. It seems to make sense that the council be the small group to keep working on this, so we will hold a strategic planning meeting in San Francisco to refine the plan. Leadership will keep you posted.

Workshop 2007—If you don't have this on your calendar yet, do it right now. We'll in be Philadelphia Oct. 9-13, 2007, at the Doubletree Hotel (yummy cookies). Mark Tarasiewicz is pulling together all the final details for the workshop with the theme "Communication is Electric," in honor of the 300th birthday of Benjamin Franklin, the nation's first publisher and PR professional. A special bonus is that a major art exhibition with only one stop in the United States will be in town the same time we are there—and it will be one of our excursions options.

Developing a Non-Member Recruitment Plan ...

(Continued from Page 2)

the results. This chart can be used to track your ROI and easily share your results with your Board or budget and headquarters committee. You can use a separate chart to record join dates and any follow-ups that were conducted as well.

Remember to set realistic goals for your campaigns, based on cost versus potential income or past history. Pay particular attention to crafting your messages for each target group, as well as your method of delivery for each campaign. Will it be an e-mail promotion? A direct mail piece? A web site promotion? The method of delivery may change depending on who you are targeting.

Now that you've got 'em, how do you keep 'em? While that topic is a seminar unto itself, it deserves some consideration when developing your recruitment plan. Peggy suggests developing a plan for making specific contacts with your new members during their first year of membership. Make an effort to "touch" these new members at least three times during the first six months of their membership, as this group is more at risk of dropping their memberships after the first year if they are treated just like your other members. Members who are recruited during campaigns are already high-risk members since you had to convince them to join, rather than having them come to you originally. Peggy advises that there is value in the long-run by spending extra time and money in the short run. You might consider sending this group special dues renewal notices as well, so that you can track the renewal rate of these new member you worked so hard to recruit.

You are now armed with tools that will allow you to stop playing the guessing game and develop a plan to increase the effectiveness of all of your recruitment campaigns. ■

Jeep, do you take this Mercedes?

By Duane Stanley, assistant executive director, Hennepin County Bar Association

According to Garrison Keillor, it is—I believe—Powdermilk biscuits that "give one the courage to do what needs doing." Apparently our Communications Section has an equally potent source of courage: be recognized by the section for an award. Unless he denies it, I will credit the award bestowed at the Albuquerque Workshop as the source of Toby Brown's courage to get down on one knee and pop the question. Our best wishes and congratulations to Toby and Janet Diaz, who will tie the knot March 1 in Hawaii. Janet is the long-time executive director of the Houston Lawyer Referral Service.

Toby has taken the first big step by recently relocating to Austin, Texas, in his new role with LegalSpan. But that is still a bit of a trek from Houston, and Janet assures me that Giddings, halfway in between, is not an acceptable compromise.

Now how about compatibility? Can the man who led Utah to a partnership with LegalMatch co-exist with the woman who has been fighting online matching systems? Can a Mercedes girl really love Jeeps? (Janet is quick to note that she once owned a Jeep, despite Lincoln's cynicism that she could never seriously consider any vehicle that doesn't bear the elegant Mercedes emblem.)

We wish Toby and Janet all the best for many years to come. We'll be looking for a solution to all online referral issues in the coming months. ■

CLE for Fun and Profit

By Kevin Ryan, director of education, Vermont Bar Association

Is CLE a member benefit or a source of profit? Are CLE programs something that members should get for free or little cost? Or should it produce a sizable portion of the income of the association? How does your bar see it?

The role of CLE in the bar association business provided the focus of a stimulating look at the state of CLE presented at the NABE Midyear Meeting in Miami, "Time to Re-Think CLE—Member Benefit or Revenue Source," chaired by Rae Jean McCall of the Kansas City Metropolitan Bar Association. The panel featured executive directors from state and municipal bar associations—George Brown (Wisconsin), Larry Buxbaum (Hennepin County, MN), Don Hollingsworth (Arkansas), and Marc Staenberg (Beverly Hills)—who discussed the role of CLE in their organization and offered helpful hints on improving the quality, marketability, and profitability of educational offerings.

George Brown, for example, offered an extensive list of factors to consider in designing and implementing CLE offerings. He particularly emphasized the importance of analyzing a wide range of information from CLE programs, thereby permitting the association to make decisions about future programming based on data rather than instincts or unsubstantiated beliefs.

Larry Buxbaum spoke about the efforts of his bar to position itself in a marketplace in which a large provider of CLE programming dominated the field. The solution, as one might expect, is to find the gaps not filled by the "giant" in the market. For example, Buxbaum personally teaches a popular "Law and Literature" program that focuses on ethics and the elimination of bias. He also noted that Hennepin County has experimented with a season pass for CLE, as well as with seminars focusing more on professional development than on substantive law.

Don Hollingsworth described a highly successful annual meeting, featuring three and a half days of CLE and social activities, priced under $200 for members. This meeting, like meetings in a number of other states, remains a significant source of revenue, partially due to a highly effective effort by the Arkansas Bar to recruit sponsors to help defray costs.

Marc Staenberg noted that his association sees the development of CLE programs as a mechanism for building future leadership of the association—members begin the climb up the ladder by putting on educational programs and, over time, grow into leadership positions in the association. He also said that the Beverly Hills Bar has had a good deal of success with both breakfast and dinner programs. He concluded by observing that CLE accounts for more than a third of total association revenue.

The cost of CLE to the consumer appears to be much the same across the country—roughly $25-$30 per credit hour. Increasingly, bar associations are using targeted blast e-mail messages to advertise programs. Interestingly, despite the buzz about podcasting, the market for podcast CLE has yet to develop; as a result, few associations have moved aggressively into the business of podcasting educational offerings.

So what's the answer to the question of the day? It appears that while most bar associations treat CLE as an important part of the package of benefits offered to members, they do so by offering members reduced prices on programming. Increasingly, it seems, bar associations are seeing CLE as a source of revenue. Even bars that traditionally offered free programming, such as Hennepin County, are looking for ways to garner income from new, expanded, or niche educational programs. CLE income represents, and will continue to represent for most bars, a significant portion of association revenue. ■