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*Carol is a graduate of Immaculate Heart College with a degree in English Literature. She earned her MBA from Loyola Marymount University in 1988. Carol is a Past President of ALA and a founding member of the College of Law Practice Management. She was inducted as a Fellow of the College in 1994, and served as a Trustee of the College for three years. Carol is an active volunteer with the Law Practice*

*Management Section of the American Bar Association and she is Vice-Chair of the Section's Task Force on Lawyers Career Paths and Transitions. Carol is a frequent speaker and author on topics relating to organizational development.*

**Q. What are the major issues you face as a legal administrator in your country?**

**A.** Managing technology. E-mail and BlackBerry® devices make it possible for people to communicate with each other without face-to-face interaction. Although this technology makes it possible to work efficiently and handle matters quickly, the opportunity for spontaneous discussion has declined. One of the important aspects of my job is to facilitate communication and find opportunities to share ideas, and the challenges to do so have increased.

Another challenge is to help lawyers and staff find ways to maintain a balance between their work and their personal lives. There is a growing expectation that lawyers and staff should be able to do so; however, the demands of a busy law practice make it a challenge to meet these expectations.

An important challenge is to meet the training needs of lawyers and staff. The expectations of clients and an increasingly complex business environment make it imperative that everyone receive ongoing training to enhance their skills.

**Q. Where do you see legal administration headed in your country?**

**A.** Legal administration has taken an increasingly important role in leading law firms to keep pace with the needs of the client from a technology and skill standpoint, and I anticipate that role will continue to increase.

**Finish this sentence: By participating in PLMW, I hope to increase the awareness of legal administration as a profession for those who wish to pursue a challenging profession, and also to increase the awareness to lawyers who could benefit from professional management, whether in a small, medium-sized, or large law firm.**

**Q. What initiatives have you taken or do you plan to take to promote the awareness of legal administration (one of the goals of PLMW)?**

**A.** I participated in the development of the Certified Legal Manager (CLM)<sup>SM</sup> Certification Program introduced by the Association of Legal Administrators 10 years ago. This respected program is well known by recruiters, lawyers, and legal professionals and provides legal administrators with visibility as legal professionals. I continue to actively support this program in the legal community.

**Q. Why is legal administration important to people in your country?**

**A.** Access to the legal system is important to all citizens in the United States. Legal administrators work in all sectors of the legal community, including those that provide free legal services.

**Finish this sentence: A career in legal administration has given me** the opportunity to grow professionally and personally. As a generalist, I have learned how to deal effectively with financial management and accounting, human resources management and development, office services management, information systems management, and trends in the legal industry. I have had the opportunity to become actively involved in ALA and served as its President. I have been fortunate to participate in development of educational programs which provide training in all aspects of legal management.

**Q. How do lawyers in your country view the legal management profession?**

**A.** There is a growing awareness of the profession and how members of the profession can enhance the services of a legal organization, whether a sole practitioner or a multi-attorney law firm. This awareness has taken place through the development of ALA's journal, *Legal Management*, as well as regional and international educational conferences. Also, legal administrators work with local bar associations, as well as the American Bar Association to present programs on legal management.

**Q. What type of programs would you like to see implemented in your country to advance this profession?**

**A.** A continuation of jointly-sponsored seminars involving lawyers and legal administrators will advance the profession.

**Q. How has legal administration evolved since you entered the field?**

**A.** I have been in the field more than 20 years, and I have observed a change from the areas of responsibilities from that of a day-to-day manager to that of a leader respected by members of the legal community in areas of management expertise.

**Q. What does PLMW mean to you?**

**A.** It provides an opportunity for legal administrators to recognize members of their team for their important contributions to outstanding service to lawyers and clients.

**Q. How would you like to celebrate PLMW 2007?**

**A.** A recognition lunch in my law firm for those important members of the team.

**Q. What advice would you give to someone who wants to increase awareness in legal administration?**

**A.** Publish articles, speak at local meetings and conferences, and/or join business organizations that provide networking opportunities.

**Q. In what ways can legal administrators increase the awareness of the legal profession among students?**

**A.** Volunteer to speak on career days, write articles for school newsletters, and/or invite students to visit your firm for a law firm career day.

**Finish this sentence: When it comes to legal administration, I would be happy if** those new to profession sought mentors who can help them in their career goals, provide information about educational opportunities while studying for the CLM program, and help them gain personal confidence in their abilities.

**Q. What advice would you give to someone in your country interested in entering the legal administration profession?**

**A.** If a student, apply for a part-time position in a law firm to learn the culture and expectations of a law firm. Also, study financial management and other management principles; obtain a degree in accounting or an MBA. If an experienced manager, obtain a position as an assistant to an administrator, and take classes to qualify for the CLM program.