NALSC® NEWS

National Association of Legal Search Consultants Newsletter — Winter/Spring 2017

"NALSC has provided me an invaluable resource for networking, education and professional camaraderie."

"Members of NALSC enjoy the luxury of having search firms across the country that we consider our partners. As we are all bound by and abide by the NALSC Code of Ethics, we know that trust and the capabilities of these partners are never in question."

In This Issue

President's Message: California Conference Prospectus

by Kenneth E. Young, Esq.

Dear NALSC Members,

For our upcoming NALSC Annual Conference, we are excited to return to California where the climate, location, and views are truly breathtaking. You won't want to miss this rare opportunity to receive great industry-specific content in an interactive, hands-on training format. In addition, you will enjoy fantastic networking opportunities with some of the top recruiting professionals in North America while relaxing in a five-star, luxurious, waterfront resort. Los Angeles has a great deal to offer from business to pleasure. So consider extending your stay in order to enjoy both the NALSC® program as well as the gorgeous beaches and varied California attractions.

Join colleagues and friends for an exciting three-day program featuring many of your requested topics. The powerful presentations and interactive discussion sessions will provide practical solutions for strengthening your recruiting business. Launching our Conference, communications experts Judith Gordon and Lee Broekman delve into "the power of listening skills and non-verbal communications to enhance the search process." Completing the afternoon, we engage in recruiting conversations at our lively Roundtables. Friday sessions cover critical topics such as The Importance of Building Strong Client Relationships; Avoiding Employment Law Minefields: Ask the Experts; Partner Placements/Nuts & Bolts Breakouts; and Building Resilience Muscles: How to Thrive In Spite of Adversity. In addition, we are honored to have dynamic Keynote Presenter John M. Iino, Esq., Partner and Global Chair, Diversity & Inclusion at Reed Smith LLP, speak on the topic "Thinking Differently about Diversity." Finally, Saturday's spirited Town Hall Meeting will address current recruiting topics, sensitive situations, and all of your burning questions. Overall, our program will inspire and energize you with a diverse range of topics appealing to both veteran and new recruiters.

Relax with friends and colleagues at our Welcome Cocktail Reception on a beautiful promenade overlooking the marina; get your game on with poker, blackjack, and roulette in the Hospitality Suite; enjoy a Friday outdoor luncheon and exciting door prize drawing; shop at our Silent Auction; and toast to a memorable event over Friday Cocktails and Gala Dinner offering dramatic marina views and splendid sunsets. Enjoy mingling with our sponsors and vendors, catching up with fellow recruiters and meeting our newest members. This is a Conference you won't want to miss.

Also, we thank our generous sponsors for their continued support of NALSC®. Our Platinum Sponsors are ALM and lawjobs.com; Gold Sponsor is Kelley Drye & Warren LLP; Silver Sponsor is Leopard Solutions; and Bronze Sponsors are Above The Law, The Cluen Corporation, Evergreen Contract Resources, Firm Prospects, LLC, Greenberg Traurig LLP, Invenias, Kirkland & Ellis LLP, Kortivity, LegallyLooking.com and TFI Resources. Also, our law firm Honorary Sponsors are Akerman LLP; Bilzin Sumberg Baena Price and Axelrod LLP; Cadwalader, Wickersham & Taft LLP; Dechert LLP; Duane Morris LLP; Gibson, Dunn & Crutcher LLP; Lowenstein Sandler LLP; Michelman & Robinson, LLP; Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.; Nixon Peabody LLP; Orrick, Herrington & Sutcliffe LLP; and Seyfarth Shaw LLP.

Conference details, registration form, hotel room block information and sponsor profiles are available on www.nalsc.org.

Best regards,
Kenneth E. Young, Esq.- President of NALSC®

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NALSC Membership Growth

by David S. Garber, Esq.

Legal search professionals increasingly recognize the importance of membership in NALSC. New members are attracted by our commitment to upholding the highest ethical standards and they value the opportunity for professional growth offered by the robust programming at our annual conference and our fall symposium in New York. Our members often identify relationship building and business collaboration with other legal search professionals throughout the United States as very real and tangible benefits of NALSC membership.

> *"Our members often identify relationship building and business collaboration with other legal search professionals throughout the United States as very real and tangible benefits of NALSC membership."*

NALSC welcomed 15 new members in 2016 and, as of January 2017, we have 128 search firm members, 1 affiliate member, 8 branch office members, 5 individual members, 18 supporting members (law firms) and 3 associate members (vendors).

Our new members in 2016 are geographically diverse, reflecting a continuing trend as our organization is recognized as the standard bearer in the legal search profession. Following is a list of our new members in 2016 and the states in which they are based:

Regular Firm Members & Affiliate Firm Members:

- David Associates - DC
- GROVER | BOND - DC
- Laurence Simons - IL
- Lenigan Consulting - TX
- LRG International - NY
- Pemberton Whiteman & Hill LLC - MO
- Schneider Legal Group - FL
- Schoen Legal Search - NY
- Walker Associates Inc. - NY

Associate Members (Vendors):

- Evergreen Contract Resources - TX

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GCs Have Moved $4B Worth of Work In-house in 2016, Study Finds

by Kristen Rasmussen, *Corporate Counsel* - September 14, 2016

"...It's easier to go out and hire a new firm or bring it in-house because they don't have to rely on a third party for institutional knowledge."

Citing dissatisfaction with the services they receive from their outside attorneys, general counsel have moved a whopping $4 billion in legal spending back in-house so far this year, according to a recent survey by BTI Consulting Group.

BTI unveiled the eye-popping statistic in a September 7 post to its blog, the Mad Clientist. BTI came up with the estimate by interviewing 330 chief legal officers and general counsel at Fortune 1000 companies and global companies with an annual revenue of at least $1 billion.

The rationale for moving work in-house is simple: saving time and money. The GCs interviewed by BTI are fed up with "increasing rates, runaway scopes of work, and an inability to leverage the relationships they have in place to benefit from their current firms' institutional knowledge," according to BTI's blog post.

"The top decision-makers talked about not getting what they want from their law firms," BTI president and founder Michael Rynowecer said in an interview. The firms "are inconsistent and not keeping up with [their corporate clients'] needs. It's easier to go out and hire a new firm or bring it in-house because they don't have to rely on a third party for institutional knowledge."

More commercial litigation and intellectual property litigation is getting done in-house, BTI found, as well as investigations, environmental matters, real estate transactions, licensing deals and smaller mergers and acquisitions matters. As a result, corporate law departments are bringing on more in-house attorneys and legal staff and, at least at larger companies, having in-house lawyers make court appearances in litigation matters, Rynowecer says. But in further attempts to save money wherever they can, most companies increasingly are trying to settle matters out of court, he adds.

With the exception of last year, which Rynowecer describes as an "aberration," the money moved back in-house so far this year is part of a decade-long trend. Although 2015 saw about $3 billion in outside legal spend, $1.1 billion was brought back in-house in 2014. In 2013, the figure was $500,000, and in 2012, it was a staggering $5.8 billion, Rynowecer says.

"In all but two of the last 10 years, [GCs] have brought money in but typically not this large of an amount," he says of the amount in 2016 so far.

The NALSC Code of Ethics® - Answers to 8 Frequently Asked Questions

by Dan Binstock, Esq.

If you work in attorney recruiting, you have probably heard of NALSC™ (the National Association of Legal Search Consultants). Founded in 1984, NALSC is a national organization for the legal search profession with more than 160 members from the United States and Canada. In addition to attorney recruiting firm members, a range of law firms are Supporting Members of NALSC.

Because of NALSC's unique governing role within the attorney search industry and, more specifically, its formulation of the NALSC Code of Ethics®, we wanted to provide for your reference a summary of the Code's key provisions.

I. What is the NALSC Code of Ethics?
The NALSC Code of Ethics is a code of conduct that every member of NALSC is required to abide by. The Code is divided into four Articles (i.e., sections): (1) Relations with Employers; (2) Relations with Candidates; (3) Relations Among Members; and (4) General.

As an example, Article 1 (Relations with Employers) requires the following:

1. Information provided to employers shall be the most accurate information known to the search firm.
2. No search firm shall withhold candidate information which the employer would reasonably consider essential to its hiring decision.
3. Candidates shall be submitted only (i) with prior authorization of the employer or (ii) where the search firm, based on previous direct communication with the employer, reasonably believes the employer would accept the submission.
4. Confidential information relating to the employer shall be treated accordingly.
5. No search firm shall solicit any attorney from the office of an employer in which it has made a placement for a six-month period following that placement, unless the search firm reasonably believes such a restriction is not required by the employer.
6. No search firm shall solicit a candidate it has placed while that candidate remains with the employer that paid the recruiting fee.

II. Where can I find a copy of the NALSC Code of Ethics?
The Code is available on the NALSC website at www.nalsc.org.

III. What happens if a NALSC search firm potentially violates the NALSC Code of Ethics?
NALSC has a formal -- and confidential -- complaint process where alleged violations are considered and formally addressed. On the NALSC website at [include link], there is an online complaint form. This form provides an opportunity to explain the alleged facts and identify the potential violator.

IV. What happens once a complaint is filed?
Here's the summary:

- Once the online complaint form is completed, the complaint is confidentially sent to the NALSC President and the Ethics Committee (as of the time of this article, there are three Ethics Committee members).
- Upon reviewing the complaint, the Ethics Committee decides whether it appears to be valid and warrants further inquiry, or has no basis because it contains insufficient or unreliable information, or appears to be frivolous.
- If the Ethics Committee determines a potential violation may have occurred, the Ethics Committee will first notify both the Complainant and the Respondent (potential violator). The Ethics Committee will then conduct an investigation into the specific facts or circumstances to clarify, expand, or corroborate the information provided in the complaint.
- After gathering the required facts, a telephone hearing is conducted (and the parties have the right to counsel should either so choose). During the hearing, both

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sides have the opportunity to present the facts and positions.

- After the hearing, the Ethics Committee determines whether the complaint should be dismissed or whether a violation occurred.
- If a violation occurred, the Ethics Committee decides appropriate sanctions for the member search firm (the sanctions can range and vary depending on the circumstances, and can include censure, suspension or expulsion from the Association).

V. Can I file a complaint against a potentially violating search firm who is not a member of the NALSC and therefore not bound by its Code of Ethics?

No. Why? The essential element of the NALSC Code of Ethics is the enforcement process outlined above, which only applies to member search firms. If a search firm is not a member of NALSC, they cannot technically abide by the Code of Ethics since they are not agreeing to be subject to the enforcement process. Of course, non-member search firms can choose to follow the principles of the Code of Ethics, but they cannot technically "abide" by the Code of Ethics without being subject to the enforcement process, which only applies to members. One primary goal of NALSC is to elevate the standards of the legal search profession, and a key element is the Code of Ethics and its enforcement mechanism.

VI. If a search firm violates its agreement with us, can we utilize the Code of Ethics?

If the behavior potentially violates the Code of Ethics, then yes. It is important, however, to clarify that the enforcement mechanism in the Code of Ethics does not take the place of or supersede contractual causes of action that would be appropriate for civil litigation. NALSC cannot enforce contracts, etc. NALSC can only determine whether the Code of Ethics has been violated and, if so, apply the appropriate sanction for the violation.

VII. Who can file a complaint against a NALSC search firm member?

Any individual or entity can file a complaint based on a potential violation of the Code of Ethics. It is not limited to NALSC members.

VIII. If I want to discuss an issue or potential violation of the NALSC Code of Ethics before possibly filing a complaint, is there an option?

Yes. You are welcome to contact Dan Binstock, Chair of the NALSC Ethics Committee. The call will remain confidential.

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Help Your Laterals Settle In for a Successful Placement

by Valerie Fontaine, Esq.

Failed placements are a legal recruiter's nightmare, with unhappy clients and candidates—in addition to the specter of refunding some of your hard-earned fees. Safeguard your placements by counseling your candidates to take an active role in their onboarding processes. This applies not only to associate placements but also to partner hires, where the stakes are even higher for all parties concerned.

Most large law firms have an established onboarding protocol. A good recruiter understands their client's orientation process and advises their candidate regarding what to expect. But, even with the best of intentions, once everyone gets busy, the program is not always followed or fulfilled. Therefore, part of your work in completing a placement is helping your candidate take proactive steps to ensure a good start in the new work environment. The process begins during the interviewing and negotiation phases of the search and continues throughout the candidate's first several months, or more, on the job.

Manage expectations

Unmet expectations on the part of either the attorney or the hiring firm, or both, cause many lateral failures. Therefore, help both your client and your candidate fully

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explore and clarify all expectations, both objective and subjective, during interviews and offer negotiations. "Fit" is an important aspect of a placement's success. Make sure you understand what both the client and the candidate seek in terms of soft skills and firm culture and do your best to make a match. Help them ask the right questions to get the information they need.

Facilitate a thorough discussion of issues such as skills, job description, compensation and benefits, performance reviews, support, client responsibility and origination credit, title, years to partnership consideration (if appropriate), lines of reporting, hours requirements, and so forth. Senior attorneys also must agree upon a business development plan and marketing budget. Make sure all details are memorialized in writing.

Handle logistics

Urge your candidate to complete all administrative paperwork and set up their workspace before the start date or expeditiously upon arrival at the new firm. Advise them to seek training as soon as possible on the firm's technology and timekeeping system. They need to understand the phone system and introduce themselves to the receptionists. Remind your candidate of the benefits of getting to know the firm's resource people such as technical support, librarians, and facilities managers, and not hesitate to ask questions. Suggest they work with the marketing folks to get their photo and bio on the firm's website right away and any announcements sent out. Urge your candidate to take responsibility for handling the logistics quickly and efficiently so they can get to work and their clients can find them.

Adapt

Each firm has its own way of doing things down to dress code and office décor. Likewise, there are favored methods of communication and writing style, clients with preferences in the way their work is handled, and the like. Counsel your candidate to check the firm's form files so they can conform their work as quickly as possible. While it's not necessary to become a clone, they should accommodate the new firm's preferences within their own style.

Caution them about saying, "We did it this way at my old firm" until they are well settled and reasonably believe that their way of doing something is better and will be appreciated by the new firm. Even then, suggest they mention the alternative without attributing it to their former firm.

> ***"Therefore, help both your client and your candidate fully explore and clarify all expectations, both objective and subjective, during interviews and offer negotiations. 'Fit' is an important aspect of a placement's success."***

Prove Themselves

Senior candidates, especially, sometimes forget that they are unknown quantities and must prove themselves to new colleagues. Warn associate candidates that their first few assignments may be less sophisticated than they handled at their former firms but, nevertheless, must be done cheerfully, efficiently, and well. Once they demonstrate that they can produce excellent work consistently and in a timely manner, partners will be comfortable giving them more interesting projects. Likewise, even senior lawyers should expect to see their work edited until they adapt to the new firm's style.

Participate

Advise your lateral candidate to be a good "firm citizen" and present themselves as part of the team. They should get on all appropriate e-mail and distribution lists to learn of relevant committee, department, practice group, or firm meetings, and make sure to attend, including any training sessions and social events. Suggest they work with as many partners as possible and volunteer for firm committees, write for the newsletter, or contribute to client or in-house seminars, so others get to know them and their work. They also should join in the firm's pro-

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bono and charitable projects and sports teams as appropriate. Remind your partner candidates to handle their share of administrative duties. Notwithstanding the foregoing, they must not overcommit, keeping in mind that their primary objective is contributing to the bottom line by billing many hours of excellent work at their new firm, regardless of their seniority.

Mingle

The lateral lawyer must work hard, but get out and meet as many of their new colleagues as they can as soon as possible. Advise them to greet everyone they meet in the hallways, introduce themselves, and ask their new colleagues' names and what they do. Then, they can check the firm website for further information.

If they joined the firm as part of a larger group, remind them to reach beyond those familiar faces. In addition to those in their practice group, a built-in start for their new network of colleagues can include the lawyers who interviewed them, and fellow alumni from their law school and undergraduate institutions. They can research the firm's website to identify lawyers they affirmatively wish to meet, and seek them out.

If their new firm has many locations, remind them to reach out to lawyers in other offices, as well. They can volunteer to work on matters that are staffed across offices, or choose lawyers from other locations to work on their matters.

Counsel your candidate to go out of their way to meet the non-lawyers at the new firm, too. They must be nice to everyone, especially the support staff who sometimes are the best sources for the inside scoop on how the firm is run and how various attorneys work.

Choose mentors wisely

The new firm might assign your candidate a mentor to ease the transition. You can find out, ahead of time, whether the client has a formal mentorship or sponsorship program. If not, or in addition, recommend that the candidate reach out to other laterals at or above their seniority level and ask about their experiences. Previous laterals can help your candidate avoid missteps along the way.

Every firm has its politics. You might have shared some inside information during the interview process, but advise your candidate to keep their eyes and ears open and mouth shut until they figure out the true lay of the land. They should be on the lookout for unwritten rules, the real power structure, alliances, conflicts, social or political "in-groups" and outcasts. They need to determine which partners, practice areas, and clients are most valued at the firm, and where the backwaters lie. Recommend they read internal and external firm communications and note who and what is in the spotlight. They must respect any formal or informal hierarchies within the firm. Once they have an idea of where the power lies, they can begin building their mentoring network among the established ranks of the firm.

Integrate their practice

Warn your senior or partner-level laterals that there may be some territoriality or resentment about the newbie's place in the pecking order and possible effect on others' opportunities for advancement. The candidate must be sensitive to those feelings and respect their new partners' relationships with existing clients. Propose that the lateral take the first step in sharing their knowledge, contacts, and assignments so that their new colleagues will be comfortable sharing business in return.

Build their book

A successful lateral move for both the lateral lawyer and the hiring firm is one in which two plus two equals much more than four. Remind your senior candidate to let their new colleagues know about their expertise and clients. They should explore cross-selling opportunities for the lawyers in their new firm, help with client pitches, and invite new colleagues along on client meetings and marketing calls. The lateral must quickly learn how new business is brought into the firm, new matters opened, and work assigned, and follow those procedures.

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Your ongoing role

After doing your best to ensure a good match and helping manage and clarify expectations on both your client's and candidate's parts, you need to stay in touch with both parties periodically during the first year at least. They may be more candid about their concerns with you than they are with each other. You then must judiciously communicate any concerns to the other party, and assist with devising solutions.

Caution your candidate to expect things to be different in their new work environment. That's why they made the move—right? Remind the client that it may take some time and support for the candidate to settle in and ramp up to full production, and make sure they are following their onboarding protocols. Not everything will go as smoothly or quickly as the parties might like, but if your candidate also takes responsibility for integrating themselves into the new firm, they will greatly enhance their chances of a successful career move.

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Valerie Fontaine is a Board Member and officer of NALSC®. She is also a Principal of Seltzer Fontaine Beckwith (www.sfbsearch.com). Valerie can be reached at vfontaine@sfbsearch.com or 310-842-6985.

New Logo and Website Rollout

NALSC®
National Association of Legal Search Consultants

It is with great pride that the Board of Directors launches the new NALSC logo and website. Many hours were spent in the design and implementation of these changes and we are excited to bring them to our membership. We invite you to visit us at www.nalsc.org and enjoy the enhanced graphics, modern feel and streamlined applications. The site is intended to be user-friendly and visually appealing for our members, our clients, our candidates, and our sponsors. We hope that the new logo, combined with updated fonts and contemporary visuals, makes an impact in our professional community.

We are confident that you will discover that the site allows much easier access to our searchable member directory, event information, sponsor profiles, Code of Ethics, Newsletter and more. Looking ahead, Phase II of the site will feature fillable online forms that allow you to register and pay for NALSC membership and events seamlessly and from the comfort of your computer.

"...you will discover that the site allows much easier access to our searchable member directory, event information, sponsor profiles, Code of Ethics, Newsletter and more."

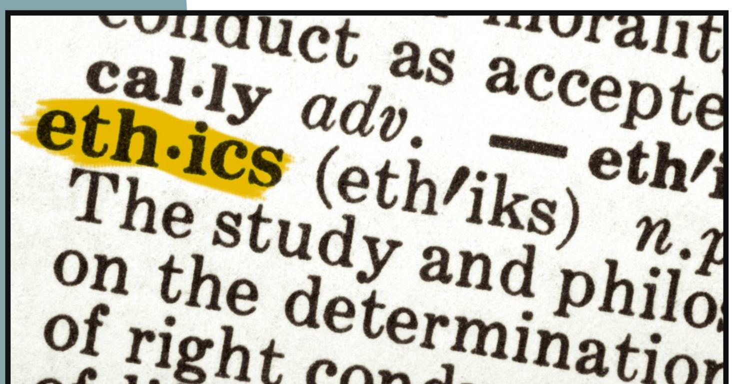
Ethics Article

A Word to the Wise: Supervise

by Valerie Fontaine, Esq.

Periodically, we will convey lessons learned from past matters brought before the NALSC Ethics Committee. NOTE: Names, dates, and all identifying information will be deleted to maintain the confidentiality of all parties concerned.

Lesson learned: A search firm cannot avoid its duties under the NALSC Code of Ethics® when an outsourcing company, outside consultant, independent contractor, etc., acting on the NALSC member's behalf, behaves in ways that violate the Code by claiming that such subcontractors are independent of the primary search firm.



Legal recruiting is a relationship business, with a potentially significant impact upon the candidate's career and the client's or fellow search firm's business success. It is the primary search firm, not any type of subcontractor, which establishes the direct relationship with the candidate, client, or fellow search firm. Therefore, it is the primary search firm that owes a duty of care, confidentiality, and ethical conduct to those candidates and clients, as well as to other search firms, regardless of whether any type of subcontractor does the work.

The candidate, client, or other search firm usually is unaware that any outsourced provider is involved and, regardless, looks to the primary recruiting firm to furnish the desired services. Moreover, in most cases, the subcontracted services are provided to the candidate, client, or fellow search firm under the name of the primary search firm. Whether the primary search firm chooses to contract out some of those services does not affect the ethical manner in which they must be performed.

While it might be cost-effective and efficient to use outsourced service providers and researchers, that work must be reviewed by the primary search firm before it goes to the candidate or client. Generally, the best use of outsourced work is for "behind the scenes" and lower level work, such as research, which does not require judgment or discernment. Any decisions regarding which candidates to submit to clients and which clients to approach on behalf of a particular candidate should be made by an experienced recruiter. We strongly advise that there be no direct contact with candidates or clients by anyone other than a representative of the primary search firm.

Just as you have a duty to train and oversee new recruiters in your organization to ensure that they do a good job and abide by NALSC's Code of Ethics®, you have a duty to supervise any subcontractors whether they be outsourcing companies, outside consultants, independent contractors, or anyone else working on your behalf to ensure that they, also, provide legal search services that are up to your standards and conform with the NALSC Code of Ethics®.

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Member Profile: Our New ED, Stephanie Ankus

By Dan Binstock, Esq.

If you have been to a NALSC Conference, you probably know (and love) Stephanie Ankus, her contagious smile, and her ability to juggle 1001 tasks and ensure our conferences run as smoothly as possible. Stephanie recently stepped in to fill the very big shoes of her husband Joe Ankus as Executive Director of NALSC. Let's get to know Stephanie "beyond the conferences."

Stephanie grew up in Cherry Hill, NJ, and her interests were similar to those of most teenagers: art, Phillies!, music (rock & roll, especially Springsteen), dance, crossword puzzles. One of her most memorable experiences was watching the Phillies win the World Series in 1980 at Veteran's Stadium (in the nosebleeds). Her family members also were huge Phillies fans, holding season tickets and never missing a game - at Veteran's, on TV, or on the radio.

But don't let Stephanie's all-American love of baseball and Springsteen fool you. When the cheers of the ballpark and concert fans quieted down, she sneaked into the corner and played on computers. Yes, Stephanie is a self-described "huge math and logic nerd" and when she met her first computer in high school, it was love at first sight. She studied every computer language available and, throughout college, worked at MITRE (MIT Resources Engineering) and IBM.

Continuing to nurture her inner-computer child, Stephanie went on to major in Computer Science at Brandeis University. Given her interest in business as well, she then earned her MBA from NYU in Accounting/Finance. She eventually combined Computer Science with Business.

After graduating, Stephanie worked at Spicer & Oppenheim (accounting firm), Credit Suisse First Boston (in Finance), FMC Corporation (in Finance), and then Royal Caribbean Cruise Lines (no, not as Cruise Social Director, but in Treasury/Corporate Planning). Stephanie also started her own customized crosswords business in which she customized puzzles for individuals, corporations and holiday cards sold through Barnes & Noble.

Stephanie became involved in recruiting through her sweetheart, the one and only Joe Ankus of Ankus Consulting, Inc. In terms of her role with NALSC, Stephanie manages the day-to-day operations of NALSC Headquarters, which includes event planning, membership, finances, directories, fundraising, advertising, marketing/promotion, etc. When asked what she finds most gratifying about NALSC, Stephanie notes, "I enjoy the position very much partly because it includes a little bit of every aspect of business. But mostly because I am a people person and I've enjoyed getting to know the members, Board, sponsors, and speakers over the past 12 years with NALSC. I truly feel like my friends and colleagues at NALSC are family."

If you have seen Stephanie at a conference, you likely admired her ability to keep many plates spinning simultaneously. When asked how she deals with the stress, her advice is "Organization, organization, organization. Then wine." And how does she manage to stay so organized? "It's inborn … my lists have lists."

In terms of her unusual interests, Stephanie revealed that she is a huge art lover (both collecting and creating) with a particular interest in folk art. She also enjoys gardening, thrifting and going to the beach.

Here's a bit more information about Stephanie:

Favorite TV shows/movies/music: She is an unapologetic fan of reality TV, as it's truly an escape. She is also a huge sci fi fan. Her favorite TV shows run the gamut from the old Twilight Zones to Jeopardy to Mad Men to Antiques Roadshow (she has attended a few times). Her favorite movies of all time include The Graduate and Defending Your Life. Favorite music also runs the gamut including anything Springsteen, Simon & Garfunkel, REM, Dire Straits and even today's top 40.

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Most influential books: She recently read Howard Schultz's autobiography "Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time." Stephanie described it as an "incredibly inspirational story about passion, determination, resilience, and success." But, once again, she balances things out by noting her love of a good Stephen King novel as well.

Family: Standing next to Stephanie in life is her husband and best friend Joe "Joey" Ankus. She has known him since 1982 and they are celebrating 25 years of marriage this year. She describes him as "brilliant, adorable, kind and funny." They have a daughter (in medical school) and a son (in college). In typical Stephanie fashion – always looking at the positive – she ends with, "believe me I count my blessings every day!" And, Stephanie, we count our blessings for having you as our friend and Executive Director.

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