

# PROFESSIONAL DEVELOPMENT QUARTERLY

May 2004

National Edition

Journal of Professional Development and Continuing Legal Education

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## Part 1 of a Series

### Adult Learning for Lawyers

Randall B. Christison

A strange thing seems to be happening in most law firms' lawyer training sessions. At one end is a lecturer; at the other, listeners and note-takers. Often the lecture is enhanced with handouts, PowerPoint slides, charts, bells and whistles. The lecturer, often among the best and brightest, has expended substantial time and effort. Those attending have taken substantial time away from their practices. The content of the lecture represents the state of the art. At the end of the lecture, the attendees give the day high marks. All get their CLE credits. Everyone leaves feeling good.

Only one thing is wrong. By the next day little is remembered, the following day even less. In spite of the effort and the unquestioned intelligence of those attempting to learn, there is little retained. Research tells us 10-15% retention would be optimistic.

The problem? We are using a training technique shown to be inadequate. But we retain it because that is what we know. Instead, I believe an old proverb applies, "Tell me, I forget; show me, I remember; involve me, I understand."

In his classic book, *The Adult Learner: A Neglected Species*, Malcolm Knowles identified the problem and the solution. Within a few years, the term "Adult Learning Theory" became common in training and continuing education circles throughout the country. Everywhere, it seems, except with lawyers.

We lawyers occasionally see adult learning techniques. NITA has been using them for years. Some negotiation and a few writing instructors have as well. But for reasons not entirely clear, they haven't caught on well with other lawyers' programs (including some taught, I'm sorry to say, by me in my benighted youth).

So, with the zeal of a convert, let me discuss andragogy (a.k.a., adult learning theory), its basics, how it applies to lawyer professional development, and give you one tool you can use tomorrow. In upcoming issues, we'll discuss more of adult learning and how to make it work for fun and profit.

All of us know pedagogy, even if not by name, for it is our school and college experience. Having the instructor develop and deliver a subject-matter based course is what we know and what we expect. As a result, lecture is the default setting for our training.

In the 1960s and 1970s several people, principally Malcolm Knowles, suggested this picture needed changing. They proposed replacing “pedagogy” (the study of teaching children) with “andragogy” (the study of teaching adults). Comparing the two:

**PROFESSIONAL DEVELOPMENT QUARTERLY** is published four times a year by Professional Development Services. Send subscriptions, address changes, and correspondence to: PDQ Editor, Professional Development Services, P.O. Box 150306, Alexandria, VA 22315, (703) 719-7030, Fax (703) 719-7828, Web [www.profdev.com](http://www.profdev.com), E-mail [marag@profdev.com](mailto:marag@profdev.com).

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Topic	Pedagogy	Andragogy
Need to know	Defined by teacher, especially need for grades and passing.	Defined by learner’s three questions: Why do I need this, what is taught, how is it taught?
Learner’s self-concept	Dependent upon teacher	Self-directed; the learner is in charge.
Role of learner’s experience	Disregarded.	Expected and treated as resource for teaching one another; sometimes a challenge to overcome.
Readiness to learn	Determined by calendar and teacher.	Self-perceived need to know.
Orientation to learning	Acquiring subject-matter content to pass tests.	Task- or problem-centered; subject matter seen as a tool.
Motivation	External: Grades, teacher and parent approval and pressure.	Internal (e.g., job needs, competence, confidence).

(Drawn from Knowles, Holton and Swanson, *The Adult Learner* (5<sup>th</sup> Ed., 1998), pp. 61-69, and *passim*.)

As one can see, adults don’t want general education. They want specific training. They don’t want nice-to-know information; they want need-to-know answers. They don’t want a teacher in charge of their development. They want to be in charge. Stated simply, it’s a change from teacher-centered to learner-centered learning.

What that means to us in professional development is a change in how we approach our jobs. In future articles, I hope to persuade you to change how we design and deliver our development programs. Until then, here’s one tool any of us can use in tomorrow’s training program. Many of us have tried tests to measure training

effectiveness, with mixed success. Instead, I have had good luck with pre- and post-tests, not as a measurement but as a learning tool. As mentioned above, adults are motivated to learn when they see a need and when they know what they’re going to learn. By using a series of questions reflecting real-world situations, most lawyers see the relevance to their own law practice. By previewing the material, the questions answer both the what and why they are learning it. A well-phrased question can also point up what the lawyers don’t know, or where their grasp is tenuous.

The following two sets of test questions are taken from a course I developed on the Federal Rules of Civil

Procedure/Federal Rules of Evidence, as recently amended. If you are teaching or plan to teach a course on the subject, feel free to use them.

## 1. Federal Rules of Civil Procedure

Pre Test	Question	Post Test
T F	1. A party who develops a new claim or defense through discovery is thereby <i>entitled</i> to amend its pleadings.	T F
T F	2. Upon being served with pleadings, parties are obligated to retain records which otherwise would be subject to routine record-destruction practices.	T F
T F	3. "Reasonably calculated to lead to the discovery of discoverable evidence" remains the test of discovery relevance.	T F
T F	4. A party may bring a protective order on the basis the expense of discovery outweighs its probative value, but with <i>little</i> chance of success.	T F
T F	5. Under new Rule 26(a), the initial disclosure requirement is limited only to matters which help your case.	T F
T F	6. The parties may agree to conduct discovery according to agreed on standards--such as the pre-1993 FRCP Rules.	T F
T F	7. Failure to disclose evidence at the initial disclosure <i>may</i> support a motion to exclude that evidence.	T F
T F	8. One may withhold evidence although otherwise admissible if it is <i>also</i> useable for impeachment.	T F
T F	9. A lawyer may instruct a witness not to answer a deposition question on the grounds of irrelevance to the subject matter of the action.	T F
T F	10. A deposition is limited to one day of seven hours of actual deposition time unless otherwise stipulated or ordered.	T F
T F	11. "Speaking objections," ones which suggest testimony or argue the law, although not good practice, are not specifically prohibited by FRCP rules.	T F
T F	12. Disclosure and discovery materials, except interrogatories and answers, may be filed unless prohibited by local rules.	T F
T F	13. An FRCP 26 (f) conference may be waived by the parties.	T F

## 2. Federal Rules of Evidence

Pre Test	Question	Post Test
T    F	1. If a motion in limine is denied--holding certain evidence admissible--the proponent must renew the motion to preserve the record on appeal.	T    F
T    F	2. If a motion in limine is sustained--barring admission of evidence--the proponent must make an offer of proof to preserve the record on appeal.	T    F
T    F	3. A magistrate judge's ruling on in limine motion is preserved on appeal from a district judge trial, so long as magistrate's ruling is "definitive."	T    F
T    F	4. A fact witness, such as a police officer, whose testimony involves some expert testimony (observed drug transaction), may testify even though not designated as an expert.	T    F
T    F	5. <i>Daubert</i> applies to scientific and engineering expert witnesses, but probably no other form of expert testimony.	T    F
T    F	6. The trial judge has the power to <i>exclude</i> expert evidence on the basis of a factual finding of unreliable use of otherwise proper methodology used by the witness.	T    F
T    F	7. The new rules 702 & 703 have applied <i>Daubert</i> to the point of depriving a jury trial on many issues.	T    F
T    F	8. An expert can recite the basis of opinion, including hearsay, subject to a probative-v.-prejudicial balancing test.	T    F
T    F	9. Foundation testimony at trial from a custodian of business records must be in person, unless stipulated to the contrary.	T    F
T    F	10. A treating physician must prepare an expert report and <i>Daubert</i> applies, if testimony includes recounting the doctor's examination and causation recorded in the medical chart, even if the physician offers no opinion bearing on prognosis.	T    F
T    F	11. Scientific or medical testimony that is recounting an opinion of a person whose duties include rendering such opinions in the ordinary course of business, is not subject to expert disclosure and <i>Daubert</i> rules.	T    F
T    F	12. Lay opinions, even though admissible under California Evidence Code, are no longer admissible under FRE.	T    F
T    F	13. A witness, such as a maintenance worker, who will testify on standard practices within a company and whether those standards were met, is not an expert witness.	T    F
T    F	14. A properly drafted FRCP 26 expert designation will be sufficient to defeat a rule 702 objection at trial.	T    F
T    F	15. One may circumvent FRCP 26 and FRE 701-703 restrictions on experts by not retaining the expert, but instead by subpoena, such as with a hostile but expert witness.	T    F

Four more tips:

1. Do not have the tests turned in; they are for the lawyers to have in front of them.
2. They must be quick. Five minutes is pushing it.
3. Draft the questions so those depending upon conventional wisdom or upon outdated knowledge will get them wrong. They will then see the palpable benefits of the class.
4. Because you will not reveal the answers until the post-test cycle, aim for a disproportionate number of true or false. When you announce at the beginning that, say, the right answers were twelve false and three true, it will catch their attention.

Research tells us using adult learning principles can increase retention to above 70%, sometimes pushing 90%. Even fairly straightforward tools can enhance learning. The challenges are to use the right tools, apply them in a cost- and time-effective manner, and deal with resistance from those expecting the old style. Passively

sitting and listening to a lecture is non-threatening. Adult learning principles are the antithesis: they are hardly passive, and they invite, if not require, involvement, something some will find uncomfortable.

In the next article I will address the first steps in systematically developing a program, starting with identifying goals and standards, and an old favorite, Bloom's Taxonomy of Educational Objectives.



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## TEACHING PEOPLE LEADERSHIP THROUGH NATURAL HORSEMANSHIP

**Jacqueline Daunt**

I have always loved horses. Their combination of beauty, grace, size and speed was as seductive to me as a sports car is to most young men. And no sports car will whicker when it sees you, come when you call and carry you over hills and obstacles for no more reward than your friendship.

Of course, horses are bigger and stronger than humans. That size and strength is intimidating to many people. When I got my first horse I was taught that you countered that strength by using leverage, a curb bit in the horse's mouth that caused pain if the horse didn't slow down when you pulled on the reins. Using force seemed all wrong, but being out of control on a thousand pounds of bolting horse was really a bad option.

Natural horsemanship changed forever my relationship with horses and, by teaching me how to earn a horse's willing trust and respect, opened up a new way to do the same with people. I went to my first natural

horsemanship clinic taught by Pat Parelli around 14 years ago. What he could accomplish with horses was amazing, just by asking with body language. This wasn't just with his own horses, but also with the "problem" horses brought by attendees to the clinic. No force, no intimidation, just building trust and respect with the consistent application of a few principles.

Horses tend to push back against pressure rather than yield to it, and they dislike heavy pressure. When asking the horse to do something, Parelli used increasing levels of pressure (first touch the hair, then the skin, then the muscle, then the bone). He allowed the horse to look for the solution by trying different responses without punishing it for bad choices. However, and this was key, he only released the pressure and instantly released the pressure if the horse tried to do the right thing. Shifting weight in the right direction is a try and gets rewarded by releasing the pressure to encourage the horse to continue in the desired action.

If you are consistent about increasing the application of pressure until you get the correct response and instantly releasing pressure with the correct response, the horse quickly learns to respond at the lightest touch in order to avoid the heavier touch. In very short order the horse keys into your body language and moves with it. Focus to the right with your eyes and body and the horse moves to the right without rein or overt leg pressure. The game becomes, "don't make me pick up this rein to ask you to move over." Horses are so very good at reading body language while humans (probably because we have speech) have gotten fairly rusty at it.

One of the wonderful things about teaching horses this way is that the human becomes much more sensitive not only to the horse's body language (what does the horse do before it changes speed or direction), but to his/her own body language. You learn what body language is read as being a wimp, being dangerously aggressive, or being effectively assertive.

Horses don't lie. They are perfect mirrors of the message you are sending at any given moment. Where people tend to think that whether they are assertive or aggressive is an innate characteristic, difficult to change, the horse knows better.

If your body language is wimpish (concave body, eyes looking down, small steps, hesitant action, and no follow through) they will literally ignore you. If your body action is aggressive (an angry face, hard eyes, fierce stalking movements, insisting on winning, teaching them a lesson) the horse will not come to you and will shy away or even be willing to fight you because you are a dangerous predator. If your body action is assertive (shoulders back, direct no nonsense eye contact, conviction flowing from your belly button, confident strides) the horse respects you and, if you are fair and reward that smallest try, it will choose you as its leader and follow you around like a devoted puppy dog.

Unfortunately, too often, telling a person that changing their body language will change how people respond to them is not effective. They just don't believe you. Having the horse respond to the changes in their body language in the round pen is a far more effective teaching tool for the horse and the human. You don't have to believe me, just try out the physical changes I suggest and see how the horse responds to your body language.

One of the associates at our law firm was very bright; had a good mind and analyzed issues well, but she delivered her advice with such hesitancy that the clients would often question it or verify it with the partner. She

bristled when I told her in her review to be more assertive, claiming that I was trying to tell her to act like a man. I explained that gender, size and strength have absolutely nothing to do with body language and the respect and trust (or lack thereof) that it engenders. She didn't believe me and didn't change her behavior after the review.

Then she happened to buy a very well trained horse, which would respond to my slightest cue, but wouldn't behave at all for her. She asked me to help her with the horse. But what I really did was help her to be assertive with her horse. This work enabled her to finally "see" what I was talking about. It not only turned around her relationship with her horse, she turned into one of the toughest, most effective negotiators I've ever met and built a legal department that was cohesive and effective and loved working for her.

Despite their size, horses are prey animals. They are herbivores and a meat source to predators such as wolves, bears, cougars and, in some cultures, humans. The primary reason the horse is so sensitive about its environment and can read the body language of predators so well is to determine if a predator is safe or an immediate danger to them. I saw a nature program once where a lion was walking through a herd of zebras. It passed within a few feet of zebras that were grazing and, although they kept an eye on it, they were undisturbed. They could tell the lion was focusing on one particular zebra by reading its body language. That zebra ran for its life. Horses are at their most dangerous when frightened. Escape from danger becomes their prime concern and they will go through humans and other obstacles to escape that danger.

The corollary to that fact is that anger and aggression by the human shuts down the horse's ability to think rationally or to learn. Not only will the horse not trust you or follow your suggestions if you are aggressive, it becomes so focused on escape or self-defense it can't learn what you want it to. If your horse does something wrong and you respond in anger, its behavior will only get worse, not better.

While humans are predators, not prey animals, their response to anger and aggression is similar. Shout at someone in anger and you will most likely get them shrinking back or blustering back, but they most definitely will not be in the mood to assess the criticism rationally. Lowering your voice, keeping direct but non-threatening eye contact and walking through the issue again more slowly, is a far more effective way to communicate your message.

You can try telling an overly aggressive person these things, but often they will deny that their behavior is aggressive at all. By having that person practice different behaviors when the horse responds incorrectly in the round pen, it becomes clear that anger and frustration interfere with the horse responding correctly. Sometimes the biggest hurdle is to get the person to relax enough (by belly breathing and conscious relaxation of muscles) to even communicate with the horse. Once they eliminate those dangerous emotions the original problem of the horse's behavior seems to disappear.

I've sometimes finished such a lesson by asking the question: "Do you want to vent your own frustration or get the horse to respond correctly? If you do the former, you won't get the latter."

The same is true with humans. The principle of being fair and rewarding the smallest try (releasing that pressure the first time they even shift their weight in the correct direction) translates directly to getting better responses from people. If you reward the smallest try and don't punish or hold a grudge for honest mistakes, people are more willing to take risks and try. That is true for your colleagues, your associates and even in negotiations with the other side. Acknowledging the positive before you criticize or contradict makes your listener more open to hearing and accepting what you have to say.

Working with horses using natural horsemanship makes profound and positive changes to the people working with them. Seeing how powerful these principles are when consistently applied to your relationship with a horse will encourage you to start consistently applying them to people as well. And, not so amazingly, people respond in exactly the same way the horse does. It is fun to be chosen as an effective and trustworthy "leader" by your horse and colleagues, and natural horsemanship can help teach people principles that are a critical component to being an effective leader.



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### **Quote of the Quarter:**

"In the New Economy, human capital is the foundation of value creation. This presents an interesting dilemma. The asset that is most important is the least understood, least prone to measurement, and, hence, least susceptible to management."

– David Norton, in the Foreword to *The HR Scorecard* (2001, Harvard Business School Press).



*(Editor's Note: This column highlights best practices and new approaches to common challenges of in-house training managers. We invite your comments and your suggestions for future articles. You can reach us at (703) 719-7030 or maraeg@profdev.com.)*

## Using Technology for New Lawyer Orientation

Information overload is a common problem in orientation. There is just so much information that all new lawyers need, from the nitty-gritty of how to record their time, to what's on the firm intranet and how to find it, to the overarching values and underlying culture and systems of this new organization they have just become part of.

No matter how clearly and engagingly all that information is presented in live orientation sessions, your new hires won't retain more than a small fraction of it. And no matter how good your handouts are, there is always the possibility they will get lost.

Here are some of the ways law offices can and do use technology to help their incoming lawyers manage the information load and integrate smoothly and quickly into the organization:

**A pre-orientation web site:** You can e-mail to incoming employees a link and password to a private area of the firm's public web site that you have created specifically for them. Some of the things that could be on it:

- forms to be completed and returned,
- an explanation of benefits options,
- checklists of pre-arrival tasks to be accomplished and things to bring with them on the first day,
- a list and contact information for key administrative and practice group personnel,
- an office map and staff directory (ideally, these will include the new employee's own office location and contact information),
- a "face book,"
- information about the local community and links to realtors and other resources,

and so on. The advantage of the web site over a CD-ROM (see the next item) is that you will have to update only one source of information. And whenever a new hire accesses that source, he or she will be getting the most up to date information available.

**A pre-orientation CD-ROM:** In addition to or instead of a pre-orientation web site, you can mail the incoming employee a CD-ROM along with your welcome letter. The main advantage of the CD-ROM is that its functionality and your media options are not limited by the bandwidth of the new hire's internet access. For example, on a CD-ROM you might include video clips of a warm welcome from the firm chairman and an office tour, as well as any of the items listed above for the web site. You could also include hyperlinks to the firm intranet for use after the new lawyer arrives at the firm.

**An orientation web site on the firm's intranet:** For the information new employees won't need until they arrive, an internal web site is a good option. Much of it can be set up as a new employee "start page" that organizes and explains links to the key materials elsewhere on the intranet that new employees most often use – for example, a glossary of terms and acronyms that are unique to the firm, or tutorials on special software applications.

**A pre-loaded PDA:** If the firm provides incoming lawyers with Palm Pilots, Blackberries, or other digital assistants, consider pre-loading them with such things as contact information for key personnel and checklists of things to be done.

**Special e-mail groups for new hires.** Management can use these to "push" information and reminders, and new employees themselves can use them to share information or pose questions. The main group can be firm-wide and there can be subgroups by practice area or experience level (e.g., new graduates, lateral associates, lateral partners).

**Virtual mentoring.** This can take two forms:

1. A discussion forum for new hires that is moderated by one or more "mentors" for the group, and that can be conducted online, or via periodic telephone or video-conference, or both. Again, the discussion

groups can be firm-wide, practice-group based, or experience-level based.

2. Designated mentors for particular subject areas, who commit to responding to new employees' phoned or e-mailed questions about that area, point them to resources in and outside the firm, push out an occasional informational email, etc.

Technology is no substitute for face-to-face interaction with new employees – for helping them to get acquainted with their colleagues and the organization and to feel like a welcome and valued part of it. But technology is unsurpassed at supporting and managing the purely informational aspects of orientation. It is a powerful component of a blended orientation program.

– Gaye Mara

## Followup to Our Winter 2004 Knowledge Management Survey

A special Knowledge Management issue of *Capital Connection*, monthly magazine of the Association of Legal Administrators' Washington, DC chapter, came out in February, the same month as our own special issue on KM (do great minds think alike or what?). An article in the former publication<sup>1</sup> alerted us to a 2003 KM survey co-sponsored by PricewaterhouseCoopers, Legal Research Center, and other KM providers.<sup>2</sup>

The PwC survey results paint a rosier picture of KM program performance than does the KM survey reported in our February issue.<sup>3</sup> Two out of three lawyers responding to the PwC survey reported “that they use their KM systems either ‘frequently’ or ‘all the time,’” and four out of five “that their KM program either meets or exceeds their targeted ROI,” according to the June 9, 2003 press release posted on the survey web site.

The press release concludes by quoting James Seidl, president of the Legal Research Center, that

If your mandate ... is to do more with less and to maximize your ROI..., then you owe it to yourself and your CEO to review our landmark KM study and discover how legal KM can enhance productivity, reduce redundancy, and deliver measurable – and significant – cost savings to your legal services team.

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<sup>1</sup>Lisa Kellar, “The Average Knowledge Management Team.” *Capital Connection*, February 2004, pp. 5-6.

<sup>2</sup>2003 PricewaterhouseCoopers-Legal Research Center Knowledge Management Study, 300 pages, \$350. Available at [www.law.ufl.edu/lri/research/KM](http://www.law.ufl.edu/lri/research/KM) Hereinafter referred to as the “PwC survey.”

<sup>3</sup>“Winter 2004 Survey Report: Law Office Knowledge Management Programs,” February 2004, pp. 1-23. Hereinafter “PDQ survey.”

and by highlighting the co-sponsors' KM services and capabilities.

In contrast to the PwC results, our respondents reported average lawyer participation at under 50% (PDQ survey, p. 7). And, while they are enthused about both the potential and the actual benefits of KM (p. 21), the majority of respondents reported human and cultural barriers (pp. 21-22) and, to a lesser degree, problems with technology integration and search tools (pp. 11-12, 14-16, 22) as impeding the program's full effectiveness.

An even more marked difference between the PwC survey and ours is who participated. The PwC survey, according to the press release, was sent to “legal professionals around the world” – *i.e.*, individual lawyers -- of whom 348 responded. Unfortunately, however, for managers in large law offices who may be seeking useful information for their own decision-making, only 27% of those 348 respondents worked in “large” law offices, with “large” being defined as having over 100 lawyers.<sup>4</sup>

By contrast, the PDQ survey was distributed to management, and our respondents were PD or KM program directors at 25 large law offices employing about 15,000 lawyers in total -- all of them with more than 100 lawyers and some with more than 1,000.

We have confidence in our survey results. The PwC survey may be a useful tool for promoting the co-sponsors' KM products and services, but we believe our responses more fairly portray both the challenges and the contributions of legal KM in the large, multi-office setting.

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<sup>4</sup>Kellar at p. 6.

## Professional Developments

### Events

Upcoming spring/summer conferences, seminars, and workshops:

- ✱ 5/4-6/04, Dallas, TX. *Designing Instruction for Web-Based Training*. Darryl L. Sink & Associates, 831-649-8384, [www.dsink.com](http://www.dsink.com).
- ✱ 5/6-7/04, Scottsdale, AZ. *Graphics for Learning*. \$799. Clark Training & Consulting, 602-230-9190, [www.clarktraining.com](http://www.clarktraining.com).
- ✱ 5/11/04, Telephone audio conference. *Prevent Lawyer Attrition*. 2-3:30 pm ET, \$225/275. IOMA, 800-401-5937, [www.ioma.com](http://www.ioma.com).
- ✱ 5/13-14/04, Philadelphia, PA. *Having a Life: Creating Work-Life Balance in the Law*. \$300/400. ThirdPath Institute/U.Pa. Law School/Wharton School, 215-747-8790, [lawconference@thirdpath.org](mailto:lawconference@thirdpath.org).
- ✱ 5/13-14/04, New York, NY. *The Law Firm Lateral Partner Recruitment and Retention Summit*. \$1395. North Star Conferences, 866-265-1975, [www.northstarconferences.com](http://www.northstarconferences.com).
- ✱ 5/15-17/04, Dallas, TX. *Critical Choices: Education Decisions for the Next Generation of Lawyers*. ABA Section for Legal Education and Admissions to the Bar, [www.abanet.org](http://www.abanet.org).
- ✱ 5/16-18/04, Cambridge, MA. *Teaching Negotiation in the Organization*. \$2250. Harvard Law School Program on Negotiation, 781-239-1111, [www.pon.harvard.edu](http://www.pon.harvard.edu). (Repeated 10/17-19)
- ✱ 5/16-20/04, Philadelphia, PA. *33<sup>rd</sup> Annual Educational Conference and Exposition*. Pre-conference workshop 5/16, \$295/360. Conference 5/17-20, \$780-1085. Association of Legal Administrators, [www.alanet.org](http://www.alanet.org).
- ✱ 5/18/04. *The 2004 Succession Management Seminar Series*. \$1250/1350. The Conference Board, 212-339-0345, [www.conference-board.org/succession.htm](http://www.conference-board.org/succession.htm).
- ✱ 5/18-20/04, New York, NY. *The 2004 Leadership Development Conference: Imperatives for Building Next-Generation Leadership Capability*. Pre-conference workshop 5/18 (\$1250/1350). Conference 5/19-20 (\$1895). The Conference Board, 212-339-0345, [www.conference-board.org/leadershipdev.htm](http://www.conference-board.org/leadershipdev.htm).
- ✱ 5/20-27/04, Washington, DC. *ASTD 2004 International Conference and Exposition*. Certificate programs (\$895-1395) and pre-conference workshops (\$425-1055), 5/20-22; conference 5/23-27 (\$280-1375). American Society for Training and Development, 800-628-2783 or 703-683-8100, [www.astd2004.astd.org](http://www.astd2004.astd.org).
- ✱ 5/21-22/04, New York, NY. *Two-Day ROI Skill-Building Workshop Series*. \$850-1050. American Society for Training and Development, 800-628-2783, [www.astd.org](http://www.astd.org). (Repeated 7/19-20 and 9/20-21 in Alexandria, VA, 8/12-8/13 and 10/21-22 in New York, NY, and 11/8-9 in Los Angeles, CA.)
- ✱ 5/24-26, Marina Del Rey, CA. *The 2004 Corporate Performance Management Conference*. Pre-conference workshops 5/24 (\$495/595), Conference 5/25-26 (\$1895/1995). The Conference Board, 212-339-0345, [www.conference-board.org/corpperf.htm](http://www.conference-board.org/corpperf.htm). (Repeated 6/14-16 in New York, NY)
- ✱ 6/6-9/04, Phoenix, AZ. *Training Directors' Forum 2004*. \$1295. Training Magazine/VNU Business Media, [www.trainingdirectorsforum.com](http://www.trainingdirectorsforum.com).
- ✱ 6/8-10/04, Chicago, IL. *High Impact Learning*. \$1795/1995. Advantage Performance Group, 800-494-6646 x257, [www.advantageperformance.com/hil.html](http://www.advantageperformance.com/hil.html).
- ✱ 6/8-11/04, Chicago, IL. *The Sixth Annual Best of Organizational Development Summit*. \$1695. Linkage Incorporated, 781-402-5555, [www.linkageinc.com](http://www.linkageinc.com).
- ✱ 6/9-11/04, Chicago, IL. *The 2004 Annual Diversity Conference: Building Organizational Capability Through Diversity*. Pre-conference workshops, 6/9 (\$495/595), Conference 6/10-11 (\$1895/1995). The Conference Board, 212-339-0345, [www.conference-board.org/diversity.htm](http://www.conference-board.org/diversity.htm).
- ✱ 6/9-11/04, Scottsdale, AZ. *How to Apply Cognitive Principles and Research to Training and Design*. \$1495.

Clark Training and Consulting, 602-230-9190, [www.clarktraining.com](http://www.clarktraining.com). (Advanced seminar.)

- \* 6/10/04, Online Forum. *Design Strategies for Leveraging Games and Simulations in eLearning*. eLearning Guild, [www.elearningguild.com](http://www.elearningguild.com).
- \* 6/14-16/04, Lake Geneva, NY. *Accelerated Learning Training Methods Workshop*. \$995. Center for Accelerated Learning, 262-248-7070, [www.alcenter.com](http://www.alcenter.com). (Repeated 7/7-9 in Toronto, 7/26-28 in San Francisco, 8/16-18 in Chicago.)
- \* 6/14-18/04, Bethel, ME. *Training Essentials for Trainers*. \$2,000. NTL Institute, 800-777-5227, [www.ntl.org](http://www.ntl.org).
- \* 6/15-16/04, New York, NY. *2004 Work-Life Conference*. Conference \$1895/1995; post-conference workshop 1:45-5 pm 6/16, \$595/695. The Conference Board/Families and Work Institute, 212-339-0345, [www.conference-board.org/worklife.htm](http://www.conference-board.org/worklife.htm).
- \* 6/16-18/04, Chicago, IL. *The eLearning Instructional Design Symposium*. eLearning Guild, [www.elearningguild.com](http://www.elearningguild.com).
- \* 6/17-18/04, Washington, DC. *Building Expertise: Applying Learning Psychology to Instructional Design*. \$1195. Clark Training and Consulting, 602-230-9190, [www.clarktraining.com](http://www.clarktraining.com). (Repeated 11/18-19 in Scottsdale, AZ.)
- \* 6/22-25/04, Washington, DC. *How to Plan, Develop and Evaluate Training*. \$1795. Clark Training and Consulting, 602-230-9190, [www.clarktraining.com](http://www.clarktraining.com). (Repeated 10/5-8 in Denver, 12/7-10 in San Francisco. Also offered online for \$1200.)
- \* 6/28-29/04, Washington, DC. *The Law Firm Associate Management Forum*. \$1195/1395. NorthStar Conferences, 866-265-1975, [www.northstarconferences.com](http://www.northstarconferences.com).
- \* 7/8/04, Online Forum. *Managing the Value Metrics and ROI of eLearning*. eLearning Guild, [www.elearningguild.com](http://www.elearningguild.com).
- \* 7/14/04ff., Portland, OR. *2004 Summer Institute for Intercultural Communication*. Workshops in intercultural and multicultural education, training, business, and consulting. Session I 7/14-17, Session II 7/19-23, Session III 7/26-30, Internship Session 7/7-24.

Intercultural Communication Institute, 503-297-4622, [www.intercultural.org](http://www.intercultural.org).

- \* 7/15-17/04, Chicago, IL. *2004 PDC Summer Conference*. \$275. Professional Development Consortium. (Members only. In-house managers of lawyer professional development may obtain a membership application from [jane.eiselein@haldorr.com](mailto:jane.eiselein@haldorr.com).)
- \* 8/12/04, Online Forum. *Strategies for Managing a Successful LMS/LCMS Implementation*. eLearning Guild, [www.elearningguild.com](http://www.elearningguild.com).

## Resources

The Logicat CE Manager has been folded into the suite of legal software products carried by Micron Systems Inc. and renamed the **Micron CE Manager**.



Three new **lawyer-related books** of interest to PD professionals came out this spring:

- *Empowerment and Leadership: Tried and True Methods for Women Lawyers* (ABA Commission on Women, 2004). The book is “targeted especially to women starting legal careers in mid-size to large firms” and to the career counselors and professional development administrators seeking to help them progress. (47 pages, \$25, [www.abanet.org/abapubs](http://www.abanet.org/abapubs))
- *The International Directory of Lawyer Qualification – Education, Training, and Admission of Lawyers in Selected Countries Worldwide* (NALP Foundation, 2004). This tabbed 3-ring binder is organized into 6 world regions and digests 36 countries’ requirements for admission to law school and to the bar, the general nature of their legal education, and how foreign-trained lawyers can qualify to practice there. (175+ pages, \$350. [www.nalpfoundation.org](http://www.nalpfoundation.org))
- Susan G. Manch, *Partner & Practice Group Acquisition: A Primer on Management & Administrative Practices* (National Association for Law Placement, 2004). Includes suggestions for orienting and integrating lateral partners and groups. (64 pages, \$25/40, [www.nalp.org](http://www.nalp.org)).



And here are four general-interest **books on interpersonal and online communication** strategies:

- Sam Horn, *Take the Bully by the Horns: Stop Unethical, Uncooperative or Unpleasant People from Running and Ruining Your Life* (St. Martins Press, 2002, \$23.95) and *Tongue Fu! How to Deflect, Disarm, and Defuse Any Verbal Conflict* (St. Martins Press, 1997, \$12.95). The author's web site posts articles and other materials excerpted from her books ([www.samhorn.com](http://www.samhorn.com))
- Susan RoAne, *How to Work a Room: The Ultimate Guide to Savvy Socializing in Person and Online* (HarperCollins, 2000). NALP has just started offering this updated edition, which added a chapter on "How to Work a Virtual Room." (264 pages, \$12/14, [www.nalp.org](http://www.nalp.org)).
- Christina Cavanagh, *Managing Your E-Mail: Thinking Outside the Inbox* (John Wiley and Sons, 2003). Tips for more productive and considerate use of e-mail. (\$21.95, [www.wiley.com](http://www.wiley.com) or [www.amazon.com](http://www.amazon.com)).

## Survey Results

A **PricewaterhouseCoopers knowledge management survey** paints a rosier picture than our KM survey published in the February 2004 issue. See "Followup to our Winter 2004 Knowledge Management Survey" on page 9.



*Training Magazine's* list of **2004 Top 100 employers** for training commitment and innovation includes no law offices, but does include two legal vendors: LexisNexis (no. 38) and West (69). Consulting firm Booz Allen (4) and accounting firms Deloitte & Touche (6) and Ernst & Young (8) made the top 10. (IBM, Pfizer, and Sprint

## MCLE Watch

Our thanks to Dottie Palazzo of Jones Day, who has alerted us to a convenient way for experienced **New York Bar** members to keep up with their biennial ethics requirement from anywhere in the world. The New York Professional Responsibility Report ([www.nypr.com](http://www.nypr.com)) is a newsletter on ethics and professionalism for lawyers

were the top 3.) The survey report profiles the training and development programs of the top 5 winners; highlights best practices in areas including job shadowing, mentoring, and supervisor and leadership development; and charts some vital statistics for all 100 winners. (*Training*, March 2004, pages 22-70)



A joint survey by *Training Magazine* and [Brandon-hall.com](http://Brandon-hall.com) identified the **top priorities of senior training professionals** in 2004 as:

- Aligning training with business strategy
- Getting a seat at the executive decision-making table
- Leadership and management development
- Customer service and other "soft skills" training

(Brandon Hall and Sarah Boehle, "The Second Annual Leaders of Learning Survey," *Training*, February 2004, pp. 26-33.)



A **leadership survey** of 1500 organizational leaders in 14 countries indicates that leaders everywhere are facing raised performance expectations, reduced self-confidence, and reduced confidence and closer ethical scrutiny by their subordinates. The key leadership competencies identified by the leaders surveyed are adaptability, communication, decision making, building a successful team, and managing the job. Their two most common career derailers are being overly concrete and micro-managing. The future hardly looks brighter: As large numbers of leaders retire, most organizations are finding it difficult to identify and recruit qualified successors. [Development Dimensions International, *Leadership Forecast 2003-2004*, as reported in the March issues of *Training* (p. 14) and *T+D* (p. 44)]

admitted in New York State. Lawyers at any subscribing firm can earn .5 New York ethics credit each month, and up to 6 ethics credits per year, by reading the monthly issue and passing an online test about it with correct answers to 16 out of 20 questions. There is a processing fee of \$15 per test in addition to the subscription fee.

# The *Capital CLE Calendar*

Volume 10, No. 7 ■ May 1, 2004

**How to Read This Schedule:** The following course schedule lists, first by topic and then by date, live continuing legal education (CLE) courses offered on and after the date of this issue. The course provider code in all caps at the end of each course listing keys to a provider listing in the provider directory which follows the course schedule. (If a program has multiple sponsors, the provider listed first is the suggested contact for registration.)

All course listings indicate the delivery medium, such as telephone conference, online seminar, satellite broadcast, etc. Each course listing also includes, if available, the beginning and ending times, tuition fee, and total CLE credit hours approved or pending for the course (credits appear in brackets at the end of the listing). **Please note** that CLE credit requirements vary by state and credit arrangements vary by course and provider. If credit is important to you, be sure to confirm in advance with the course provider or appropriate CLE Board whether and how the needed credits are obtainable.

**Course Providers.** A directory with contact information for the sponsoring organizations follows the course schedule. More detailed information on the courses is available from the course providers.

**Registration and Fees.** Most course providers make brochures and registration forms available on their web sites and will accept credit card registrations by phone, fax, or on the Internet. Many discount registration fees for members (in the case of membership organizations), for government and public interest lawyers, or for early registration, multiple registrants, or multiple courses for the same registrant. Advance registration and payment are usually required.

**Materials.** Many providers sell their course materials separately. These may offer the most comprehensive and up-to-date survey of the law on a given topic that is currently available.

**Additional Courses.** Visit our website at <[www.profdev.com/courses.htm](http://www.profdev.com/courses.htm)> for a listing of current, live CLE courses announced after this issue went to press. To find on-location courses offered by major national providers, visit our page of links to their sites, <[www.profdev.com/links.htm](http://www.profdev.com/links.htm)>.

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## Distance Course Schedule

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### ADMINISTRATIVE/GOVERNMENT/ REGULATORY LAW, GENERAL

6/8/04. *Paradigms Old and New in the Law of Regulated Industries 2004 (Part 1)*. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/8/04. *Paradigms Old and New in the Law of Regulated Industries 2004 (Part 2)*. 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

7/14/04. *Fourth Annual Municipal Law Institute*. Live webcast. \$749. PLI.

### ALTERNATIVE DISPUTE RESOLUTION/ ARBITRATION

5/6/04. *Essential Issues of Arbitration (ADR Issues)*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/18, 7/15, 8/12, 9/22, 10/12, 11/19, 12/3)

## *Distance CLE, cont'd*

5/18/04. *Should My Client Litigate or Mediate? (ADR)* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/29, 7/9, 8/19, 9/14, 10/21, 11/11, 12/8, 12/16)

### **ANTITRUST/UNFAIR COMPETITION LAW**

5/13/04. **45th Annual Antitrust Law Institute: Relationships Among Competitors, and Monopolies and Joint Ventures.** 9 am-12 noon ET live webcast. \$410. WLEC/PLI.

5/13/04. **45th Annual Antitrust Law Institute: Acquisitions and Mergers, Vertical Price, Customer and Territorial Limitations, and Tying, Exclusive Dealing.** 1:30-5 pm ET live webcast. \$485. WLEC/PLI. [3.25]

5/14/04. **45th Annual Antitrust Law Institute: Discrimination in Price and Promotions.** 9 am-12 noon ET live webcast. \$410. WLEC/PLI. [2.75]

5/14/04. **45th Annual Antitrust Law Institute: International Developments, and Antitrust Enforcement and Corporate Compliance/Business Ethics: Department of Justice, FTC, State Attorneys General and Private Parties.** 1:30-4:30 pm ET live webcast. \$410. WLEC/PLI. [2.75]

8/2/04. *Unfair Competition Claims 2004: California Section 17200 -- Its Impact on Consumers and Businesses Everywhere.* 9 am-5 pm PT live webcast. \$1295. PLI.

### **ARTS, ENTERTAINMENT, AND SPORTS LAW**

5/18/04. *Breaking into the Biz: So You Want to Be an Entertainment Lawyer, Do You?* 9:30-11 am ET live webcast. \$60/90. WLEC/Beverly Hills Bar Assn. [1.5]

6/7/04. **Recent Developments in Sports Law 2004 (Part 1).** 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/7/04. **Recent Developments in Sports Law 2004 (Part 2).** 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

### **BANKING/FINANCIAL SERVICES LAW**

5/13/04. *Due Diligence and Disclosure Requirements from an Investment Banking Perspective 2004.* 1-2 pm ET live webcast. \$40/60. WLEC/Hennepin Co. Bar Assn. [1.0]

### **BANKRUPTCY LAW**

5/4/04. **The Enron Bankruptcy: An Examiners' Tale. Part 1 of 4: Lawyers Caught in the Enron Spotlight.** 12-1:30 pm ET teleconference and live audio webcast. \$60-150; \$180-525 series. ABA/ABA Bus. Law Section.

5/11/04. **The Enron Bankruptcy: An Examiners' Tale. Part 2 of 4: Enron's Lessons for Investment Bankers, Accountants and Other Advisers.** 12-1:30 pm ET teleconference and live audio webcast. \$60-150; \$180-525 series. ABA/ABA Bus. Law Section.

5/14/04. *Keeping the Faith: Section 1126(e) and the Good Faith Requirement for Plan Acceptance 2004.* 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn. [1.0]

5/18/04. **The Enron Bankruptcy: An Examiners' Tale. Part 3 of 4: Bankruptcy Issues from the Enron Examination.** 12-1:30 pm ET teleconference and live audio webcast. \$60-150; \$180-525 series. ABA/ABA Bus. Law Section.

5/26/04. **The Enron Bankruptcy: An Examiners' Tale. Part 4 of 4: Considerations in Opinion Practice.** 12-1:30 pm ET teleconference and live audio webcast. \$60-150; \$180-525 series. ABA/ABA Bus. Law Section.

6/30/04. **Fundamentals of Bankruptcy Law and Procedure in Minnesota 2004 (Part 1).** 10 am-1 pm ET live webcast. \$125. WLEC/Minnesota-NBI, Inc.. [2.75]

6/30/04. **Fundamentals of Bankruptcy Law and Procedure in Minnesota 2004 (Part 2).** 2-5:30 pm ET live webcast. \$145. WLEC/Minnesota-NBI, Inc.. [3.25]

### **BUSINESS/CORPORATE LAW AND PRACTICE** [See also Corporate Counsel Programming below]

5/3/04. **Conducting Due Diligence 2004: Introduction - The Purpose of Due Diligence, Due Diligence as a Statutory Defense, and Mechanics of Due Diligence.** 9 am-12:30 pm ET live webcast. \$485. WLEC/PLI. [3.25]

5/3/04. **Conducting Due Diligence 2004: Accounting and Financial Due Diligence, and Legal and Regulatory Due Diligence.** 1:30-4:45 pm ET live webcast. \$447. WLEC/PLI. [3.25]

5/4/04. **Conducting Due Diligence 2004: Securities Product Due Diligence, and Ethical and Other Professional Considerations.** 9 am-1 pm ET live webcast. \$410. WLEC/PLI. [3.25]

5/13/04. *How to Make a Private Company Acquisition.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/10, 7/8, 8/18, 9/10, 10/7, 11/10, 12/7)

5/13/04. *Succession Planning: Transferring the Business to the Next Generation.* 3:30-5 pm ET live webcast. \$60/90. WLEC/Beverly Hills Bar Assn. [1.5]

5/20/04. *Limited Liability Companies: An 'A to Z' Guide to Entity Choice and Drafting the LLC Operating Agreement 2004.* 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

## *Distance CLE, cont'd*

5/20-21/04. **The Pocket MBA for Lawyers 2004:** *Understanding the Investment Banker's Role*. Live webcast. \$1295. PLI.

5/25/04. *Shareholder Activism -- The Legal Context*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/25, 7/13, 8/20, 9/16, 10/27, 11/12, 12/9)

5/26/04. *Affiliated and Related Corporations*. Teleconference and live audio webcast. ABA/ABA Tax Section.

6/2/04. **M.B.A. Concepts for Lawyers 2004 (Part 1)**. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/2/04. **M.B.A. Concepts for Lawyers 2004 (Part 2)**. 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/9/04. *Computing the Contract*. 1-2 pm teleconference and live audio webcast. \$55-125. ABA/ABA Bus. Law Section.

6/10/04. **Acquiring or Selling the Privately Held Company 2004:** *General Business Considerations, Letters of Intent, Tax Considerations, and Legal Opinions*. 9:15 am-12:30 pm ET live webcast. \$447. WLEC/PLI. [3.0]

6/10/04. **Acquiring or Selling the Privately Held Company 2004:** *Employee Benefits, Labor and Employment Law Issues, Intellectual Property, and Environmental Issues*. 2-5 pm ET live webcast. \$410. WLEC/PLI. [2.75]

6/16/04. *The High Cost of Being a Nonprofit Organization*. 1-2 pm ABA Connection teleconference. \$9.75/110. ABA/various ABA Sections.

6/17-18/04. *Corporate Compliance Institute 2004*. Live webcast. \$1395. PLI.

6/24/04. *Intellectual Property Issues in Structuring Deals and Drafting Agreements 2004*. 11 am-6 pm ET American Law Network satellite seminar. \$299. PLI. [4.0] (80+ viewing sites nationwide)

7/19-20/04. **The Pocket MBA for Lawyers 2004:** *Everything You Need to Know About Finance*. Live webcast. \$1295. PLI.

8/2-3/04. **The Pocket MBA for Lawyers 2004:** *Crunching the Numbers Exercises in Present Value, Capital Structure and Valuation*. Live webcast. \$1295. PLI.

9/30/04. *Drafting Corporate Agreements*. 11 am-6 pm ET American Law Network satellite seminar. \$299. PLI. [4.0] (80+ viewing sites nationwide)

10/14/04. *Second Annual Directors' Institute on Corporate Governance: The Working Board of Today and Tomorrow*. Live webcast. \$1995. PLI.

10/28/04. *Sixth Annual Private Equity Forum 2004: Legal and Financial Strategies for Dealmaking in a New Regulatory Regime*. Live webcast. \$1595. PLI.

12/1/04. *Drafting Corporate Agreements 2004*. Live webcast. \$1395. PLI.

### **CIVIL RIGHTS/CONSTITUTIONAL LAW**

6/1/04. **War, National Security, and the Constitution: The Constitution After September 11 (Part 1) 2004**. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/1/04. **War, National Security, and the Constitution: The Constitution After September 11 (Part 2) 2004**. 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

### **COLLECTIONS**

5/19/04. *Ethics and Debt Collection 2004*. 1-2 pm ET live webcast. \$40/60. WLEC/Hennepin Co. Bar Assn. [1.0]

### **COMPUTER LAW/COMPUTER APPLICATIONS AND SKILLS**

5/6/04. *Computer Forensics for Lawyers 2004*. 1-2:30 pm ET live webcast. \$60/90. WLEC/Chicago Bar Assn. [1.5]

6/11/04. **New Developments in Internet Law 2004 (Part 1)**. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/11/04. **New Developments in Internet Law 2004 (Part 2)**. 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

### **DIVERSITY/ELIMINATION OF BIAS**

6/5/04. *Identifying and Eliminating Bias in the Legal System: Codes, Cases, and Other Constraints 2004*. 2-4 pm ET live webcast. \$100. WLEC/U. of Minn. Law School. [2.0]

### **ELECTION LAW**

6/10/04. **Campaign Finance Law 2004:** *The History of Campaign Finance Reform in the United States*. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

## *Distance CLE, cont'd*

6/10/04. **Campaign Finance Law 2004:** *BCRA, McConnell, and the Post-Modern Era of Campaign Finance Reform.* 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

### **EMPLOYEE BENEFITS LAW/ERISA/PENSIONS AND PROFIT-SHARING/EXECUTIVE COMPENSATION**

7/8/04. *Understanding ERISA 2004: An Introduction to Basic Employee Retirement Benefits.* Live webcast. \$1295. PLI.

9/22/04. *Hot Issues in Executive Compensation 2004.* Live webcast. \$1295. PLI.

11/10/04. *Annual Fall Employee Benefits Law and Practice Update.* 12-4 pm ET Video Law Review satellite seminar and live webcast. ALI-ABA. [4.0] (80+ viewing sites nationwide)

### **EMPLOYMENT AND LABOR LAW**

5/5/04. *Criminal Background Checks: Resumes, Employment References and Medical Inquiries -- When Does an Employer Cross the Line?* 1-2:30 pm ET teleconference and live audio webcast. \$60-150. ABA/ABA L&EL Section.

5/12/04. *New Fair Labor Standards Act Exemption Regulations (29 C.F.R. Part 541).* 12:30-1:30 pm ET live webcast. \$80. WLEC/Celesq (R) Attorneys Ed Center. [1.0]

5/18/04. *The Fair Labor Standards Act Today -- What Practitioners Need to Know 2004.* 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

5/27/04. *Nettlesome Information Reporting and Employment Tax Questions 2004.* 1-2 pm ET live webcast. \$40/60. WLEC/Hennepin Co. Bar Assn. [1.0]

5/27/04. *Workplace Harassment -- Provide Your Clients with the Essentials for Eliminating Claims.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/3, 8/30, 9/17, 10/28, 11/17, 12/14, 12/17)

6/3/04. **Recent Developments in Employment Law 2004 (Part 1).** 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/3/04. *Understanding and Applying the New FLSA Overtime Regulations.* 12-2 pm ET telephone seminar. \$129. VACLE. [2.0] (Replay 7/13)

6/3/04. **Recent Developments in Employment Law 2004 (Part 2).** 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/14-15/04. *Litigating Employment Discrimination and Sexual Harassment Claims 2004.* Live webcast. \$1295. PLI.

6/15/04. *Strikebreakers Act, Card Checks and Other Recent Changes to Illinois Labor Law Affecting the Negotiation Table 2004.* 1-4 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn.

9/30/04. *33rd Annual Institute on Employment Law.* Live webcast. \$1295. PLI.

11/8/04. *The Outsourcing Revolution 2004: Protecting Critical Business Functions.* Live webcast. \$1395. PLI.

### **ENVIRONMENTAL LAW**

5/6/04. *2004 Virginia Environmental Regulatory Update.* 12-2 pm ET telephone seminar. \$129. VACLE. [2.0]

6/10/04. *Clean Air Act.* 12-4 pm ET American Law Network satellite seminar. \$179. ABA.

### **ESTATES/TRUSTS/PROBATE LAW**

5/3/04. *Fundamentals of Trust Accounting Income and Principal Rules Under New York State Laws: Ethical and Liability Issues You Need to Know.* 8:45 am-1:15 pm ET live webcast. \$180/270. WLEC/Assn. Bar of City of NY. [5.0, 2.0 ethics]

5/4/04. *Recent Developments in Estate Planning 2004.* 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

5/13/04. *Grantor Retained Annuity Trusts (GRATs) - A Proven Planning Tool for Uncertain Times 2004.* 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn. [1.0]

5/13/04. *Hot Topics in Estate Planning 2004.* 3:45-4:45 pm teleconference and audio webcast live from meeting. \$60-150. ABA/ABA RPP&TL Section.

5/26/04. *Recent Developments in Estate Planning.* 12-2:30 pm ET telephone seminar. \$139. VACLE. [2.5] (Replay 5/29)

6/3/04. *Advanced Estate Planning Practice Update -- Spring 2004.* 12-3:15 pm ET American Law Network satellite seminar and live webcast. \$179. ALI-ABA. [3.0] (80+ satellite viewing sites nationwide)

6/9/04. *Estate Contests: What They Are, How to Do Them and How to Avoid Them 2004.* 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

6/25/04. **The 16th Annual Advanced Estate Planning Techniques - Missouri 2004 (Part 1).** 9:30 am-1 pm ET live webcast. \$145. WLEC/Missouri-NBI, Inc. [3.9]

6/25/04. **The 16th Annual Advanced Estate Planning Techniques - Missouri 2004 (Part 2).** 2-5:40 pm ET live webcast. \$145. WLEC/Missouri-NBI, Inc. [4.1]

## Distance CLE, cont'd

6/30/04. *Estate and Gift Taxes*. Teleconference and live audio webcast. ABA/ABA Tax Section.

9/23/04. *Advanced Estate Planning Practice Update -- Fall 2004*. 12-3:15 pm ET American Law Network satellite seminar and live webcast. \$179. ALI-ABA. [3.0] (80+ satellite viewing sites nationwide)

9/20/04. *35th Annual Estate Planning Institute*. Live webcast. \$795. PLI.

### ETHICS AND PROFESSIONALISM/SUBSTANCE ABUSE

5/3/04. *Is a New Rule Needed re Class Action Litigation?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 5/24, 6/17, 7/22, 8/10, 9/3, 10/6, 1/26, 11/24, 12/27)

5/10/04. *When Counsel's Duties Conflict*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 5/26, 6/21, 7/23, 8/13, 9/7, 10/8, 10/29, 11/29, 12/28)

5/12/04. *Personal and Professional Liability Issues*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 6/7, 6/23, 7/27, 8/24, 9/21, 10/13, 11/8, 12/13, 12/30)

5/17/04. *Just WHO Is the Client?* 1-3 pm telephone seminar. \$125. TRT. [2.0] (Repeated 6/30, 7/30, 8/26, 9/28, 10/19, 11/15, 12/21, 12/31)

5/19/04. *Reporting Misconduct - Who, When and Where*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 6/14, 7/20, 8/6, 8/31, 9/30, 10/20, 11/16, 12/22)

5/21/04. *When Lawyers Cross the Line*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 6/16, 8/9, 9/2, 10/5, 10/25, 11/23, 12/23)

6/5/04. *Ethics and the Practice of Criminal Law 2004*. 10 am-1 pm ET live webcast. \$140. WLEC/U. of Minn. Law School. [2.75]

6/16/04. *Avoiding Professional Malpractice 2004*. 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

6/25/04. *Ethics*. 12 noon-3:15 pm ET American Law Network satellite seminar and live webcast. \$179. ALI-ABA. [3.0] (80+ satellite viewing sites nationwide)

12/21/04. *Ethics*. 2-4 pm ET teleseminar. \$139/159. ATLA.

### FAMILY LAW

5/5/04. *Same-Sex Marriage: Providing Practical Advice to Clients 2004*. 1-2 pm ET live webcast. \$149. WLEC/PLI.

5/12/04. *Parental Terror-International Child Abduction and Hague Cases, Dispute Resolution, and Other Remedies*. 9:30-11:30 am ET live webcast. \$80/120. WLEC/Beverly Hills Bar Assn. [2.0]

5/13/04. *Child Support Tele-Talk: International Child Support Issues*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

5/14/04. *Parental Alienation Syndrome (PAS) -- the Lawyer's Role*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/8, 7/19, 7/28, 8/25, 9/27, 10/18, 11/9, 12/20)

6/17/04. *Child Support Tele-Talk: Distribution*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

9/16/04. *Child Support Tele-Talk: Military Enforcement*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

10/21/04. *Child Support Tele-Talk: Arrearage Collection*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

11/18/04. *Child Support Tele-Talk: Qualified Domestic Relations Orders (QDRO's)*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

1/20/05. *Child Support Tele-Talk: Paternity Disestablishment*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

2/17/05. *Child Support Tele-Talk: Medical Support*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

3/17/05. *Child Support Tele-Talk: IV-D/IV-A Interface Collection*. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

### GENERAL LAW/MULTIPLE TOPICS

Monthly. See dozens of monthly, live online CLE seminars on a range of topics announced at the beginning of each month by CLEO.

12/15/04. *California MCLE Marathon 2004-05*. Live webcast. \$495. PLI.

12/15/04. *New York MCLE Marathon 2004*. Live webcast. \$995. PLI.

### HEALTH CARE/MEDICAL LAW/PROVIDER REPRESENTATION

Spring 2004 (dates TBA). *3-Part Series on Understanding the Medicare Prescription Drug, Improvement, and Modernization Act of 2003*. Audioconference. FDLI.

5/4/04. *Stark II Phase II: Part 1 of 2: Overview, Changes to the Phase I Regulations, Global Exceptions, and Ownership Exceptions*. 1-

## *Distance CLE, cont'd*

2:30 pm ET telephone seminar. \$125-245; 225-440 both seminars. AHLA.

5/6/04. *Fraud and Abuse Statutes That Affect Healthcare Providers*. 12-1:30 pm ET teleconference and live audio webcast. \$60-150. ABA/ABA Health Law Section, YLD. [1.5]

5/11/04. *Stark II Phase II: Part 2 of 2: Compensation Exceptions, New Exceptions, Penalties and Reporting Requirements ... PLUS a Stark Enforcement Forecast*. 1-2:30 pm ET telephone seminar. \$125-245; 225-440 both seminars. AHLA.

5/20/04. *Health Law Update*. 12-4 pm ET American Law Network Satellite Seminar. \$179. ABA.

5/25/04. *Failure to Diagnose and Treat Heart Disease Cases*. 2-4 pm ET teleseminar. \$139/159. ATLA.

5/27/04. *HIPAA Transactions -- Privacy and Security Telephone Seminar*. 9 am-12:10 pm ET telephone seminar. \$179/194. VACLE. [3.0]

6/8//04. *Nursing Homes*. 2-4 pm ET teleseminar. \$139/159. ATLA.

6/24//04. *Medical Negligence*. 2-4 pm ET teleseminar. \$139/159. ATLA.

7/20/04. *Lasik Surgery*. 2-4 pm ET teleseminar. \$139/159. ATLA.

7/22/04. *Managed Care Issues Between Providers and Payors*. Teleconference. ABA/ABA Health Law Section, YLD.

10/28/04. *Effect of Staffing Changes in Hospitals*. 2-4 pm ET teleseminar. \$139/159. ATLA.

12/7/04. *EMTALA*. 2-4 pm ET teleseminar. \$139/159. ATLA.

### **IMMIGRATION LAW**

5/4/04. *Strategies to Deal with Severe Backlogs*. 2-3:30 pm ET teleconference. AILA.

5/18/04. *Immigration Strategies for the Self-Employed*. 2-3:30 pm ET teleconference. AILA.

5/19/04. *H-1b Professional Worker: Pitfalls and Alternatives*. 6-9 pm ET live webcast. \$120/180. WLEC/ Assn. Bar of City of NY. [2.75]

### **INSURANCE LAW**

11/1/04. *Reinsurance Law and Practice 2004: New Legal and Business Developments in a Changing Global Environment*. Live webcast. \$1395. PLI.

### **INTELLECTUAL PROPERTY/PATENT/ COPYRIGHT/TRADEMARK LAW**

5/12/04. *New Strategies Arising from the Hatch-Waxman Amendments 2004*. 1-2 pm ET live webcast. \$149. WLEC/PLI. [1.0]

5/12/04. *Prosecution Laches: New Life for Intervening Rights? 2004*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn. [1.0]

6/1/04. *The Value of Intellectual Property 2004*. 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

6/4/04. *Understanding the Current State of the Law in Trademarks, Copyright and Related Areas of Intellectual Property 2004 (Part 1)*. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/4/04. *Understanding the Current State of the Law in Trademarks, Copyright and Related Areas of Intellectual Property 2004 (Part 2)*. 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/24/04. *Intellectual Property Issues in Structuring Deals and Drafting Agreements 2004*. 11 am-6 pm ET American Law Network satellite seminar. \$299. PLI. [4.0] (80+ viewing sites nationwide)

7/19/04. *Understanding Basic Copyright Law 2004*. 9 am-4:45 pm PT live webcast. \$1095. PLI.

7/21/04. *Understanding Basic Trademark Law 2004*. 9 am-4:30 pm PT live webcast. \$1095. PLI.

10/6/04. *Preparing Patent Legal Opinions 2004*. Live webcast. \$1295. PLI.

10/18/04. *Understanding the Intellectual Property License 2004*. Live webcast. \$1395. PLI.

10/21/04. *Tenth Annual Institute for Intellectual Property Law*. Live webcast. \$1495. PLI.

10/25/04. *Patent Litigation 2004*. Live webcast. \$1295. PLI.

## *Distance CLE, cont'd*

### **INTERNATIONAL LAW AND TRADE**

5/6-7/04. *International Securities Markets 2004: Best Practices and Changing Requirements in Global Markets*. Live webcast. \$1495. PLI.

5/26/04. *Navigating the International Privacy Landscape to Get Business Done*. 1-2 pm ET live audio webcast. \$149. WLEC/PLI.

### **LAW OFFICE/LAW PRACTICE MANAGEMENT**

5/19/04. *Outsourcing and Offshoring of Legal Work Today*. 12-1 pm ET live webcast. \$149. WLEC/PLI. [1.0]

5/19/04. *Charging and Collecting Fees*. 1-2 pm ET ABA Connection teleconference. \$9.75/110. ABA/various ABA Sections.

9/28/04. *Saving Costs and Keeping Your Practice Thriving*. 2-4 pm ET teleseminar. \$139/159. ATLA.

### **LITIGATION/TRIAL AND APPELLATE ADVOCACY**

[See also various substantive law topics for specialized litigation courses.]

5/4/04. *Expert Opinions -- Adjudication or Legislation?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/9, 7/3, 8/11, 9/9, 10/7, 11/5, 12/2)

5/7/04. *Electronic Document Retention Policies and Electronic Discovery: New Requirements in the Digital Age*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/24, 7/29, 8/17, 9/29, 10/14, 11/17, 12/6, 12/15)

5/11/04. *Electronic Evidence: Getting It, Producing It, and Using It at Trial*. 1-2 pm ET teleconference and live audio webcast. \$16-110. ABA/ABA Lit. Section.

5/11/04. *Premises Liability*. 2-4 pm ET teleseminar. \$139/159. ATLA.

5/11/04. *Is Attorney-Client Privilege on the Ropes?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 5/28, 6/22, 7/26, 8/23, 9/20, 10/11, 10/31, 11/30, 12/29)

5/18/04. *Should My Client Litigate or Mediate?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/29, 7/9, 8/19, 9/14, 10/21, 11/11, 12/8, 12/16)

5/20/04. *Experts -- A Primer on Scientific Evidence Under Federal Standards*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 6/28, 7/16, 8/27, 9/23, 10/22, 11/18, 12/10)

6/9/04. *The Attorney-Client Privilege and the Work Product Doctrine*. 12-2 pm ET telephone seminar. \$129. VACLE. [2.0] (Replay 7/9)

6/10/04. *Preparing Your Case for Success on Appeal 2004*. 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

6/15/04. *A Practical Guide to Federal Court Rules and Procedures in Minnesota 2004 (Part 1)*. 10 am-1 pm ET live webcast. \$125. WLEC/Minnesota-NBI, Inc.. [2.75]

6/15/04. *A Practical Guide to Federal Court Rules and Procedures in Minnesota 2004 (Part 2)*. 2-5:30 pm ET live webcast. \$145. WLEC/Minnesota-NBI, Inc.. [3.25]

6/23/04. *Recent Developments in Civil Litigation*. 12-2 pm ET telephone seminar. \$129. VACLE. [2.0] (Replay 7/15)

7/29/04. *Class Action Litigation 2004: Prosecution and Defense Strategies*. Live webcast. \$995. PLI.

8/17/04. *Damages: Preparing, Proving and Arguing the Case*. 2-4 pm ET teleseminar. \$139/159. ATLA.

9/14/04. *Selecting and Working with Your Expert to Become a More Effective Team*. 2-4 pm ET teleseminar. \$139/159. ATLA.

10/11/04. *Cybersettle: How to Use It in Your Small Damages Cases*. 2-4 pm ET teleseminar. \$139/159. ATLA.

10/19/04. *Deposing Witnesses*. 12 noon-3:15 pm ET American Law Network satellite seminar and live webcast. \$179. ALI-ABA. [3.0] (80+ satellite viewing sites nationwide)

11/11/04. *Secrecy*. 2-4 pm ET teleseminar. \$139/159. ATLA.

11/23/04. *Litigating Auto Collision Cases*. 2-4 pm ET teleseminar. \$139/159. ATLA.

### **MEDIATION SKILLS AND PRACTICE**

5/4/04. *Becoming a Mediator and Building a Successful Practice*. 6-9 pm ET live webcast. \$80/120. WLEC/Assn. Bar of City of NY.

### **MILITARY LAW/VETERANS ADVOCACY**

5/25/04. *What the Elder Law Attorney Should Know About the Veterans Administration 2004*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn. [1.0]

### **NEW LAWYER PROGRAMMING**

5/27/04. *Summer Associate Basic Training 2004*. 1-3 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

## *Distance CLE, cont'd*

### **NOT-FOR-PROFIT ORGANIZATIONS**

5/26/04. *Hot Charitable Care and Tax Exemption Issues 2004*. 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

10/27/04. *Advising Nonprofit Organizations 2004*. Live webcast. \$299. PLI.

### **REAL ESTATE/LAND USE/HOUSING/REAL PROPERTY LAW**

5/10/04. *Residential Real Estate Closings: Beyond the Basics 2004*. 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

5/11/04. *Premises Liability*. 2-4 pm ET teleseminar. \$139/159. ATLA.

5/13/04. *The USA Patriot Act: Surprising Implications for Real Estate Lawyers*. 3:30-4:30 pm teleconference and live audio webcast. \$60-150. ABA/ABA RPP&TL Section.

5/18/04. *The Newest Developments in Real Estate Practice: A Concise Update of Case Law and Legislative Law*. 12-2 pm ET telephone seminar. \$139. VACLE. [2.0] (Replay 6/8)

5/27/04. *Back to the Future: The Restoration of the 'Unnecessarily Burdensome' Standard for Area Variances (the Supreme Court's Decision in the Zervogel Case) 2004*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn. [1.0]

6/2/04. *Real Estate Finance 101: An Overview of a Commercial Real Estate Loan Transaction 2004*. 4-7 pm ET live webcast. \$120/180. WLEC/Chicago Bar Assn. [2.75]

7/28/04. *Real Estate*. Teleconference and live audio webcast. ABA/ABA Tax Section.

12/6/04. *Negotiating Commercial Leases: How Owners and Corporate Occupants Can Avoid Costly Errors, Fall 2004*. Live webcast. \$1295. PLI.

### **SECURITIES LAW**

5/3/04. *Conducting Due Diligence 2004*. 9 am-5:15 pm ET live webcast. \$750. PLI. [9.5, 1.25 ethics]

5/5/04. *The PCAOB Speaks 2004*. Live webcast. \$795. PLI.

5/6/04. ***International Securities Markets 2004, Best Practices and Changing Requirements in Global Markets: SEC's Agenda for Foreign Issuers, Foreign Issuers' Perception of Regulatory Risk, PCAOB Perspective on Oversight, and Changes in Accounting Requirements***. 9 am-12:30 pm ET live webcast. \$485. WLEC/PLI. [3.25]

5/6/04. ***International Securities Markets 2004, Best Practices and Changing Requirements in Global Markets: Advising Non-U.S. Issuers on Changing Requirements, Delisting and Deregistration, and International Deals- Underwritten Offerings and M&A Transactions***. 2-5 pm ET live webcast. \$410. WLEC/PLI. [3.0]

5/7/04. ***International Securities Markets 2004, Best Practices and Changing Requirements in Global Markets: Current Developments in the Regulation of World Markets, Global Trading and the Structure of Markets, and Investment Vehicles***. 9 am-12:30 pm ET live webcast. \$485. WLEC/PLI. [3.25]

5/10/04. ***Securities Offerings 2004, What Issuers' and Underwriters' Counsel Need to Know Now: Offering Process and Current SEC Regulatory Agenda, Current Issues in the Offering Process, and Update on MD&A Initiatives***. 9 am-12:15 pm live webcast. \$485. WLEC/PLI. [3.0]

5/10/04. ***Securities Offerings 2004, What Issuers' and Underwriters' Counsel Need to Know Now: Role of Accountants and Accounting Issues, Corporate Governance, Role of Counsel in the New World, and Liability Provisions and Due Diligence***. 1:30-4:45 pm live webcast. \$447. WLEC/PLI. [3.0]

5/11/04. ***Securities Offerings 2004, What Issuers' and Underwriters' Counsel Need to Know Now: Underwriting and Distribution Arrangements and Documents, Complete Your Offering on a Timely Basis, and Rule 144A Offerings and Integration of Public and Private Offerings***. 9 am-12:30 pm live webcast. \$445. WLEC/PLI. [3.25]

6/9/04. *Pleading Loss Causation in Securities Fraud Cases: What Investors, Companies, and Their Counsel Need to Know 2004*. 1-2 pm ET live webcast. \$149. WLEC/PLI. [1.0]

7/6/04. *Audit Committee Workshop: What Audit Committees and Lawyers Who Advise Them Need to Know Now*. Live webcast. \$1495. PLI.

9/13/04. *Securities Litigation and Enforcement Institute 2004*. Live webcast. \$1395. PLI.

10/6/04. *Coping with Broker/Dealer Regulation and Enforcement 2004*. Live webcast. \$1495. PLI.

10/7/04. *Understanding the Securities Laws 2004*. Live webcast. \$1295. PLI.

10/21/04. *Securities Filings 2004*. Live webcast. \$1395. PLI.

11/10/04. *Pre-Conference Briefing to the 36th Annual Institute on Securities Regulation Webcast*. Live webcast. \$795. PLI.

## *Distance CLE, cont'd*

11/11/04. *36th Annual Institute on Securities Regulation*. Live webcast. \$1795. PLI.

11/18/04. *SWAPS and Other Derivatives in 2004*. Live webcast. \$2095. PLI.

### **TAX LAW**

5/13/04. *Advanced State and Local Tax Current Developments: A Nationwide Perspective*. 8:15-9:15 am ET live webcast. \$60/80. WLEC/GULC. [1.0]

5/13/04. *Present State and Future State of Advanced State and Local Tax*. 9:30 am-12 noon ET live webcast. \$150/200. WLEC/GULC. [2.5]

5/13/04. *The Ethics of Recognizing and Dealing with SALT Abusive Shelters and Legislative Trends*. 12:10-1:10 pm ET live webcast. \$60/80. WLEC/GULC. [1.0]

5/14/04. *Sales and Use Taxes: Current Developments - National Perspective*. 8:30-9:30 am ET live webcast. \$60/80. WLEC/GULC. [1.0]

5/14/04. *The Substance Behind the Simplified Sales Tax Project Curtain: Where Are We and How Did We Get Here?* 9:45-11:50 am ET live webcast. \$120/160. WLEC/GULC. [2.0]

5/14/04. *Combined/Unitary Filings: Old Concept, New Focus*. 3-4 pm ET live webcast. \$60/80. WLEC/GULC. [1.0]

5/17/04. *Representing Clients in Federal and State Criminal Tax Investigations*. 2-5 pm ET live webcast. \$120/180. WLEC/Assn. Bar of City of NY. [3.0]

5/26/04. *Affiliated and Related Corporations*. Teleconference and live audio webcast. ABA/ABA Tax Section.

6/3/04. *Defending a Taxpayer in a Tax Fraud Case: Investigation Through Sentencing 2004*. 1-3 pm ET live webcast. \$80/120. WLEC/Chicago Bar Assn. [2.0]

6/9/04. ***Property Taxes: The Unexamined \$156,100,000,000 Annual Charge to Business Revenues 2004 (Part 1)***. 9:30 am-1 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/9/04. ***Property Taxes: The Unexamined \$156,100,000,000 Annual Charge to Business Revenues 2004 (Part 2)***. 2-5:30 pm ET live webcast. \$130/165. WLEC/U. of Minn. Law School. [3.25]

6/30/04. *Estate and Gift Taxes*. Teleconference and live audio webcast. ABA/ABA Tax Section.

7/28/04. *Real Estate*. Teleconference and live audio webcast. ABA/ABA Tax Section.

8/18/04. *State and Local Taxation 2004: What Every Tax Lawyer Needs to Know*. Live webcast. \$1295. PLI.

8/25/04. *Regulated Investment Companies*. Teleconference and live audio webcast. ABA/ABA Tax Section.

9/22/04. *Employment Taxes*. Teleconference and live audio webcast. ABA/ABA Tax Section.

10/27/04. *Sales, Exchanges and Basis*. Teleconference and live audio webcast. ABA/ABA Tax Section.

12/1/04. *State and Local Tax*. Teleconference and live audio webcast. ABA/ABA Tax Section.

12/6/04. *Understanding Estate, Gift and Fiduciary Income Tax Returns 2004: Strategies for Maximum Advantage with the "706," "709" and "1041."* Live webcast. \$1195. PLI.

### **TIME/STRESS MANAGEMENT**

5/5/04. *Effective Time Management for Lawyers*. 1-3 pm telephone seminar. \$125. TRT. [2.00] (Repeated 6/11, 7/6, 8/5, 9/13, 10/4, 11/4, 12/1)

### **WRITING/DRAFTING SKILLS**

9/30/04. *Drafting Corporate Agreements*. 11 am-6 pm ET American Law Network satellite seminar. \$299. PLI. [4.0] (80+ viewing sites nationwide)

12/1/04. *Drafting Corporate Agreements 2004*. Live webcast. \$1395. PLI.

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## Distance Course Providers

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(Providers which also offer on-demand, pre-recorded courses available 24/7 are marked with a double asterisk (\*\*))

**ABA.\*\*** American Bar Association, Center for Continuing Legal Education, 514 N. Fairbanks Court, Suite 1600, Chicago, IL 60611-3314, (800) 285-2221 or (312) 988-5522, Fax (312) 988-5850, fax-on-demand service (800) 995-1253, Web <http://www.abanet.org/cle>.

**AHLA.** American Health Lawyers Association, 1025 Connecticut Avenue, N.W., Suite 600, Washington, DC 20036-5405, (202) 833-1100, Fax (202) 833-1105, Web <http://www.healthlawyers.org>.

**AILA.** American Immigration Lawyers Association, 918 F Street, N.W., Washington, DC 20004-1400, (202) 216-2400, Fax (202) 371-9449, Web <http://www.aila.org>.

**ALI-ABA.\*\*** American Law Institute-American Bar Association Committee on Continuing Professional Education, ALI-ABA, 4025 Chestnut Street, Philadelphia, PA 19104-3099, (800) CLE-NEWS (253-6397) or (215) 243-1630; Fax (215) 243-1664; Web <http://www.ali-aba.org>.

**ATLA.\*\*** Association of Trial Lawyers of America, 1050 31st Street, N.W., Washington, D.C. 20007, (202) 965-3500, ext. 612, or (800) 622-1791; E-mail [clehelp@atlahq.org](mailto:clehelp@atlahq.org), Web <http://www.atla.org>.

**CLEO.\*\*** CLE Online, P.O. Box 1897, Round Rock, TX 78680-1897, (512) 310-9618, Fax (512) 310-1720, E-mail [info@cleonline.com](mailto:info@cleonline.com), Web <http://www.cleonline.com>.

**FDLI.** FDLI, Inc., 1000 Vermont Avenue, N.W., Suite 200, Washington, DC 20005, (202) 371-1420, Fax (202) 371-0649, E-mail [comments@fdli.org](mailto:comments@fdli.org), Web <http://www.fdpi.org>.

**LS.\*\*** LegalSpan, 1325 North Fiesta Blvd., Suite 4, Gilbert, AZ 85233, (480) 497-8803 or (888) 892-7676, Fax (480) 497-8596, Web <http://www.legalspan.com>.

**MPI.\*\*** Mealey Publications, Inc., P.O. Box 62090, King of Prussia, PA 19406-0230, (800) 632-5397, (610) 768-7800, E-mail [seminars@mealeys.com](mailto:seminars@mealeys.com), Web [http://www.mealeys.com/sem\\_cal.html](http://www.mealeys.com/sem_cal.html).

**NBI.\*\*** National Business Institute, Inc., P.O. Box 3067, Eau Claire, WI 54702, (715) 835-7909, Fax (715) 835-1405, Web <http://www.nbi-sems.com>.

**NCSEA.** National Child Support Enforcement Association, 444 N. Capitol Street, Suite 414, Washington, DC 20001-1512, (202) 624-8180, Fax (202) 624-8828, E-mail [ncsea@sso.org](mailto:ncsea@sso.org), Web <http://www.ncsea.org>.

**NPI.\*\*** National Practice Institute, Suite 1710, 701 Fourth Avenue South, Minneapolis, MN 55415-1634, (800) 328-4444, Fax (612) 349-6561, Web <http://www.npilaw.com>.

**PBI.\*\*** Pennsylvania Bar Institute, 5080 Ritter Road, Mechanicsburg, PA 17055, (717) 796-0804 or (800) 932-4637, Fax (717) 796-2348, E-mail [info@pbi.org](mailto:info@pbi.org), Web <http://www.pbi.org>.

**PLI.\*\*** Practising Law Institute, 810 Seventh Avenue, New York, New York 10019-5818, (800) 260-4PLI [-4754] or (212) 765-5700, Fax (800) 321-0093 or (212) 581-4670, E-mail [info@pli.edu](mailto:info@pli.edu), Web <http://www.pli.edu>.

**TRT \*\*.** TRT, Inc., 43546 Firestone Place, Leesburg, VA 20176-3920, (800) 672-6253, Fax (800) 853-1946 or (703) 853-1946, E-mail [trt@trtcle.com](mailto:trt@trtcle.com), Web <http://www.trtcle.com>.

**VACLE.\*\*** Virginia Continuing Legal Education, P.O. Box 4468, Charlottesville, VA 22905, (800) 979-VCLE (8253) or (804) 979-5644, Fax (434) 979-3147, Info-Fax (800) 676-0210, Web <http://www.vacle.org>.

**WLEC.\*\*** West LegalEdcenter, Eagan, MN, Web <http://westlegaledcenter.com>.

