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*Fifth Anniversary
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Adult Learning for Lawyers: Part 3 Expanding Training Techniques *Randall B. Christison*

In the first article in this series, I introduced adult learning theory and how it should apply to lawyers' professional development. In the second, we started down the road of developing specific training programs by systematically developing instructional goals. This article takes the next step, designing the programs to achieve those goals.

Let's assume your New York and Washington firm has announced it is merging with Blackstone, Holmes and Cicero of Los Angeles and San Diego. The litigation practice group head wants training on how to handle expert witnesses in California, especially since California does not follow *Daubert*, the Supreme Court's four-prong test for expert testimony. Meanwhile, the corporate practice group head wants to get her members up to speed on how to handle an acquisition.

You know lawyers—some in the firm, some outside vendors—who are tops in both these fields. Having read the last PDQ article, you know how to draft instructional goals, and you do so for both courses, aimed at understanding and at exercising judgment. You have made all the arrangements, ordered the pizza, made the handouts, and set the classes in motion. The day comes, the speakers deliver good lectures and panel discussions, the attendees give both classes high marks, and you smugly accept compliments for a job well done.

But two weeks later the litigation group chair calls, railing about how he had to write off seven hours because your civil procedure class graduate didn't know how to conduct an expert witness deposition in California. The associate didn't seem to understand that California doesn't follow *Daubert*. The chair grumbles something about seeing the compensation committee about your salary. You hardly hang up when the corporate practice chair calls, even more upset about how the draft agreement indemnity clause from your transaction class graduate ended up in the

trash can. She, too, says something about the compensation committee.

What went wrong? Remember the proverb set out in the last article, “Tell me, I forget. Show me, I remember. Involve me, I understand, but get me to think, I learn”? You solved part of the problem by establishing a teaching goal. You know that both classes’ content was adequate. The litigation class included a detailed lecture on *Daubert v. California’s Kelley-Frye* rule. The transactional class covered indemnity clauses at some length. But you didn’t solve the other part, how to ensure that the content was absorbed and understood. The car is pointed in the right direction. But with no map, you never get there.

The problem is in the teaching method. We assumed that lecture was the means of choice, and that if the speakers aimed for the teaching goals, we would be successful.

But goal setting is only the first step. Developing the content is likely the second. And neither works unless we take the third step, using teaching techniques calculated to reach the goals. If, for example, our goals include the ability to solve a particular problem, then why not have training that concentrates on recognizing and resolving that type of problem? That means more than hearing about the problem. And it means more than hearing how someone else solved the problem. Instead, we design a program where the participants must in fact participate, where they must solve similar problems. We design something requiring them to think.

The chart on page 3 identifies a number of commonly used techniques, each with its own appropriate use – even lectures. The challenge for the professional development professional is to design a program using the appropriate techniques. Notice I didn’t say “right technique,” for all are right in the right situation, and there are several right solutions for any given problem.

Teaching the Litigation Course

Let’s take another look at the expert witness program. Instead of a few hours of lecturing, using the typical panel discussion, we try something along these lines:

First, because everyone learns better when they have a similar level of understanding, set as a prerequisite the PLI Web-based program “Taking

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& Defending Expert Depositions” within the last six months. The instructors may then assume everyone has at least the PLI-course familiarity level. We hope they may also assume everyone has read the hypothetical we sent by email two days ago.

While people are gathering, have them take a five-minute self-graded true and false test. (See PDQ May 2004, pp. 2-5.)

The instructors start the class proper with an overview and the rules governing the role-playing to come. They then give a short lecture, preferably 15 minutes, but certainly under 30 minutes, on the instructional points. A short demonstration may reinforce the points.

The participants will then assume a role and carry out the problem set out in the hypothetical, for example, how to qualify an expert witness. For a litigation class one typically assigns roles: examiner, witness, opposing counsel, judge, observer-critiquer, the first two being essential and the remaining a matter of discretion. (I typically combine the judge and the observer-critiquer.) The instructors observe and provide guidance if needed, but otherwise allow the participants to practice and experiment.

At the conclusion, the instructor will critique the performances and lead a group discussion about what worked, what didn’t, what was learned and what is still uncertain.

The second part of the class, say, how to establish the witness’s investigation, analysis and preparation, will follow the same pattern: short lecture, role-play, group discussion and critique. The only difference is that the roles change. For instance, the judge moves to examiner, examiner

TRAINING METHODS				
Type	Advantage	Disadvantage	Application	Bloom's Learning Level
Lecture	Easy preparation	Passive, aural method; very low retention	Information transfer	Knowledge
Demonstration	Visual and concrete	Passive method; low retention	Convert concept to practical application	Application, comprehension
Class Discussion	Active participation by some	Risks of off topic and single person domination; may be threatening	Airing and testing learner's ideas and understanding	Application, analysis
Small Group Discussion	Active participation by all; non-threatening	Off topic risk	Airing and testing learner's ideas and understanding	Application, analysis
Role Playing	Active. High learning and retention	Difficult preparation; off topic risk	Any skill or knowledge, especially where practice useful	Synthesis, evaluation
Case History	Active. Familiar to lawyers; realistic	Difficult preparation; time consuming	Complex situations	Synthesis, evaluation
In-Box Simulation	Active. Flexible, realistic, not time consuming	Addresses only specific problems	Where flexibility and timeliness are goals	Synthesis, evaluation, application
Games	Active. Enjoyable, low stress	Preparation requires skill; fun may displace learning	Reinforce concepts and applications	Synthesis, analysis
Computer Based	Partially active. Flexible scheduling, interactivity	Difficult, possibly expensive preparation	Repetition, trial and error	Application, comprehension, knowledge
Team Teaching	Variety; lower demand on individual instructors	Presentation unevenness	Adjunct to any other method; good for developing new instructors	That of underlying method used
Panel Discussion	Different approaches & viewpoints	Passive, aural method; low retention	Information transfer, highlighting differing methods & solutions	Knowledge, some comprehension
Projects	Realistic	Time consuming	Involves broad range of knowledge, skills and talents. Increases retention	Analysis, synthesis, evaluation

Adapted from Mitchell, *The Trainer's Handbook*, 3d. Ed. New York: American Management Association, 1998, pp. 178-191. "Bloom's Levels" refers to Benjamin Bloom, *Taxonomy of Educational Objectives*, New York, David McKay, Inc., 1956 (see PDQ, August 2004, pp. 2-4, for application to lawyer training).

to witness, and so forth. This pattern will be repeated until we've completed all the content.

The participants will then retrieve their pre-tests, and in groups of two or three, answer the questions again, and be prepared to explain their answers. The instructor can then lead the entire room through a discussion of the class content, and may use the tests as a framework. The well designed test will necessarily reflect the day's learning points.

Teaching the Transactional Class

For a transactional class, assume we are addressing drafting an acquisition agreement.

Start with a video vignette of a transaction gone wrong, with, say, a visit from a client furious that she has no claim for damages because the indemnity was drafted wrong. Now that we have the class's attention, the instructors introduce the problem's first part: an indemnity provision requiring the seller to indemnify the buyer for misrepresentation or breach of warranty.

In their materials, the participants will have the hypothetical and indemnity provisions from three different contracts. The participants break up into groups of three to decide which provision to use, and prepare to defend the choice. Then the instructor leads a class discussion on the different provisions' pros and cons, why the groups chose one over the others, and how each provision advances the disparate interests of the buyer or the seller. Because the indemnity is often negotiated, they discuss on which terms to be firm and on which to be flexible.¹

Address the remaining course content areas by repeating this pattern.

The wrap-up exercise is an in-basket simulation. Make up twenty cards, each reflecting a problem,

a place where the deal can go wrong, drafted in the form of an inquiry from the partner, the client, the other side's lawyer, the SEC, or *60 Minutes*. All are designed to be realistic and difficult, and even ethically challenging or embarrassing. Each reflects a learning point and tests the limits of the participants' knowledge.

¹My thanks to Tina Stark, principal of In-house Legal Education, New York, for her assistance in developing this segment.

Each participant draws four cards, which he or she answers -- whether to the entire class or some group depends upon the class's dynamics.

The in-basket cards not used can be used later as a booster shot. Ask the participants a week or a month later by email or in another session, how they would handle the problems. That way the class content is brought back to conscious thinking rather than lost in the foggy recesses of memory.

Summing Up

Which of the various methods do you use? You are limited only by your imagination.

Whatever you do, the less time spent lecturing, the more time is spent in learning. In whatever way you design the class, the more time the participants are wrestling with problems, the more likely they will retain the knowledge and skills sought. The more relevant the course is to the lawyers' daily practice, the more likely they will use, and thus reinforce, what they've learned. And the more they will appreciate the PD staff's value.

Maybe even the compensation committee will notice.²



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²A number of books address adult training methods. The ones I use most often are Silberman, *Active Training*, San Diego, Pfeiffer & Company, 1990, ISBN 0787939897; Renner, *The Art of Teaching Adults*, Vancouver, Training Associates, 1994, ISBN 0969731906; and Mitchell, *The Trainer's Handbook*, 3d. Ed. New York: American Management Association, 1998, ISBN 0814403417.

Professional Development and Training: The World's a Different Place

Steven P. Daitch

I t's often said that everything you need to know you learned in kindergarten. I believe in a slightly altered version – everything you need to know, you learn from your customers. I have spent the last several months trying to understand what our customers are looking for in professional development by visiting the largest law firms in the United States, corporate law departments, and several large legal offices of the U.S. government.

What did I learn? Professional development has changed drastically since the last time I did the same tour in 2002. During my visits, I heard a lot of new phrases. Concepts such as lifetime learning and commitment to learning excellence repeatedly came up in conversation. Where it used to be considered an administrative issue, managing partners and chief executive officers of the world's largest law firms now see professional development as business critical to compete for the best new lawyers, retain the brightest members of the firm, and win new business.

Professional development is no longer simply about managing MCLE requirements or new associate training. Clients demand up-to-the-minute legal advice based on the latest changes in the law from lawyers who have a high degree of business and professional acumen. Clients want to work with legal professionals who understand their industry and can fully advise them not only on legal matters, but also on the implications of these matters to their business. As a result, firms have realized that their true competitive advantage

is human capital and have worked accordingly to turn professional development into a core strategy.

To help lawyers achieve these goals takes not only a high degree of commitment, but also a radically different approach to professional development. The firm must incorporate professional development into its core culture, finding ways to cost-effectively merge professional development into overall training plans and otherwise manage this development for all of its personnel.

One example of a firm that has taken professional development to the next level is Reed Smith, a leading international law firm with nearly 1,000 lawyers located throughout the United States and United Kingdom. The firm has arranged for all of its attorneys to take part in a jointly developed executive education program, Reed Smith University. The University will include five schools, covering leadership, business development, technology, professional support and continuing legal education.

Search almost any Web site of a top global firm and you will find similar results. Law firms are committed to professional development and training in ways they never were before. What tools are they using? Most are familiar – third party CLE providers or in-house CLE programs – and now more and more firms offer their legal professionals access to programs via the Internet.

Online Continuing Legal Education

Legal professionals can participate in online CLE courses through two methods: on-demand and live webcast. Live webcasts allow legal professionals to attend programs through the Web in real time, saving valuable travel and lost time away from the office. Webcasts are developed and distributed by traditional CLE providers and delivered through streaming audio-video or audio-only formats, letting legal professionals participate as if they were in the room. On-demand programs are pre-recorded, and let legal professionals participate in courses based on their schedule, with the option of pausing, rewinding and stopping the program if they need to speak to a client or tend to a time-



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critical matter. Both formats typically let the user link to program materials.

Why Online?

Convenient access, ease of use, and high-quality programming drive the demand and progress of continuing legal education, but the introduction of the Internet, and subsequently of online CLE programs, has changed the way that legal professionals participate in courses, offering flexible, cost-effective learning opportunities without the travel requirement. Overall demand for easy access, acceptance and technological improvements, as well as the need for instant access to programs related to current and industry-related issues, also have contributed to the growing number of legal professionals who participate in online CLEs.

In addition to added convenience, online learning helps lawyers gain access to more immediate information on issues that are prevalent in the industry and their practice area. At West LegalEdcenter, for example, we've introduced a new category of online programs called *Hot Topics* that address fast-changing issues while helping attorneys relate topics to their own practice. Interestingly, the availability of online programs also can allow legal professionals to virtually attend "classic" CLE events. As a result, programs that were recorded by unrivaled experts in the law past and present, such as the Irving Younger CLE Series™, are now available online to a new generation of lawyers.

Additionally, acceptance of online learning as a genuine form of education has increased overall. The business community now frequently turns to online education as an adequate and necessary way of fulfilling education gaps. The CLE world also is expanding to accommodate new technologies, and Thomson West is leading this

charge. For example, in response to a West LegalEdcenter petition, the Ohio Supreme Court Commission on Continuing Legal Education for the first time approved a West LegalEdcenter live webcast. Our service has received similar approval from New York, Texas, Rhode Island, North Carolina and Vermont this year. In addition, 37 of the 40 MCLE states now allow some or all MCLE hours to be earned online.

Future of Professional Development

As more law firms understand the value and importance of professional development, electronic performance support systems (EPSS) will become a key tool in training management. EPSS can help organizations reduce the cost of training and increase overall productivity and performance by empowering employees to perform tasks with a minimum amount of external intervention or training. By using this type of system, employees, especially new employees, will not only be able to complete their work more quickly and accurately, but also will learn more about their job and their employer's business. This vision of creating profiles for each member of the firm based on a model of set characteristics of high-performing professional and business staff is now achievable.

The legal industry's view of professional development has truly changed in recent years, but the growing number of tools, including online CLE in particular, has made this transition easier. Just-in-time training, coupled with large repositories of CLE programming that provide courses in all practice areas at all levels of legal education, as well as professional and business skills, now offer a clear competitive advantage. As a result, law firms can concentrate on the business and practice of law, while being assured that their commitment to professional development will offer the greatest benefits to their firm and their clients, including to the bottom line of both organizations.

Classic Quote:

The single biggest problem with communication is the illusion that it has taken place.
(George Bernard Shaw)



(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.)

Coordinating Training Logistics

Sometimes the logistics of classroom-style training can be complicated to manage, especially if several people are involved in coordinating different aspects of it. Using a chronological checklist like the following for each course can make sure all the arrangements are on track. In this version, three people are involved – the PD Director (G), the PD Assistant (M), and the MCLE Credit Coordinator (E) – and their

initials appear in parentheses after each task for which they are responsible. (At this firm, the Service Department handles room set-up, audiovisual equipment, and supplies.)

The checklist is also handy for educating someone who doesn't see why the PD function needs staff support.

– Gaye Mara

COURSE COORDINATION CHECKLIST	
Course Title:	
Faculty:	
Date(s)/Start and End Times:	
Room(s):	
Special Notes:	
3 Months Ahead:	
<input type="checkbox"/>	Confirm faculty, course title and content, date, and any fee. (G)
<input type="checkbox"/>	Check for date conflicts with firm master calendar. (M)
<input type="checkbox"/>	Insert program description in Training and Development calendar and firm master calendar. (M)
<input type="checkbox"/>	Confirm space needs and reserve meeting room(s). (M)
<input type="checkbox"/>	For outside faculty, forward signed agreement and deposit check. (G)
1 Month Ahead:	
<input type="checkbox"/>	Draft program notice for review and approval, including instructor biographies and prescribed CLE notifications. (G or M)
<input type="checkbox"/>	Prepare blue folder labeled with course title and date. (M)
<input type="checkbox"/>	Circulate program notice. (M)
<input type="checkbox"/>	Receive and maintain list of sign-ups and desired state CLE approvals. (M)
<input type="checkbox"/>	Distribute follow-up reminders and materials as needed. (M)
<input type="checkbox"/>	Order any course materials to be purchased. (M)

- Obtain notice, agenda, instructor bios, course materials, attendance list, and CLE credit requests and file CLE credit applications as needed. (E)

2 Weeks Ahead:

- Confirm attendance, room setup, A/V and supply needs and advise Service (M):

Expected attendance: ____

Seating: Conference Theater Classroom Speakers' Table

A/V and Supplies:

- | | |
|--|---|
| <input type="checkbox"/> Video conferencing | <input type="checkbox"/> Video or audio recording; |
| <input type="checkbox"/> Telephone conferencing | # of blank tapes needed: ____ |
| <input type="checkbox"/> Web conferencing | <input type="checkbox"/> Video or audio playback |
| <input type="checkbox"/> Laptop | <input type="checkbox"/> Flip chart, easel, and markers |
| <input type="checkbox"/> Projector: <input type="checkbox"/> LCD | <input type="checkbox"/> Podium or half-podium |
| <input type="checkbox"/> O/H for transparencies | <input type="checkbox"/> Name tents or badges (M prepare) |
| <input type="checkbox"/> O/H for documents | <input type="checkbox"/> Legal pads and pens |
| <input type="checkbox"/> Projector screen | <input type="checkbox"/> Other: _____ |

- Confirm catering needs and place catering order (M):
- __ Beverages: Coffee, tea, water Soft drinks Other: _____
- __ Snacks: Brownies and cookies Chips and pretzels
- __ Meal: Cont. bkfst Full bkfst Cold lunch/dinner Hot lunch/dinner
- __ Other: _____

- Develop/obtain and finalize program agenda and handouts (G or M)

1 Week Ahead:

- Distribute program agenda and course materials to participants and faculty (M)
- Request check for balance due for outside faculty fee (M)

1 Day Ahead:

- Reconfirm attendance and catering order. If extra chairs or tray tables are needed, arrange with Service. (M)
- Reconfirm room set-ups, audiovisual arrangements, and supplies with faculty and Service. (M)
- Prepare attendance and evaluation form(s) for CLE certification. (E)

Day of Program:

- E-mail participants' reminder with time, location, any special instructions. (M)
- Check room set-up at least 30 minutes before program, fix any problems. (M)
- Greet faculty, present check if applicable, explain use of equipment and facilities, make any additional arrangements needed. (G or M)
- Get attendee signatures on attendance form(s); distribute CLE forms and course evaluations to participants to complete and return. (G or M)
- Obtain final attendance list and program handouts and submit CLE credit applications. (E)

1-3 Days After Program:

- Compile evaluations. (M)
- Circulate evaluation compilation to Committee with comments. (G)
- Thank you letter or e-mail to faculty with evaluation compilation. (G)

PDQ Classics:

How to Moderate a Panel

Evelyn Gaye Mara

(This article previously appeared in August 2000.)

Substantive presentations by panels of the firm's own lawyers are the backbone of many an in-house training program. The quality of those panels, however, and the quality of individual presentations on the same panel, can vary widely.

For best results, panel participants must do more than just show up at the appointed time. Each must have prepared a talk that is clear, interesting, and informative to the audience and that respects time limits so that other panelists have a fair chance to present their own part of the discussion.

Here are some guidelines for panel moderators to ensure their panels' effectiveness:

1. Consult with your expected audience on what the discussion should cover. This can be done by talking with a representative sample of the people you expect to attend, and/or by circulating a brief written questionnaire. Ask for speaker suggestions, too. In addition to making sure the discussion is on target, this step will arouse interest and help boost attendance.

2. Choose panelists you know will be effective. Make sure they know their subject, can present it interestingly, and can be counted on to prepare and to show up. Select panelists who represent a range of opinions, personalities, and backgrounds, so that everyone in the audience will have a person and a point of view they can relate to. Put one or more VIP's on the panel; the audience will be impressed and appreciative they would take time to speak on the topic, and that, too, will boost attendance.

3. Prep your panelists thoroughly. Assign topics and tell each panelist what the audience does and does not want to hear about the topic. Get outlines, even cursory ones, at least a few days ahead. Review the outlines for gaps and overlaps and suggest appropriate changes; provide the final outlines to all panelists. Communicate the time limit; if a panelist is not an experienced speaker or is known to be long-winded, suggest he or she clock a trial run several days ahead to give time to make changes. Advise panelists you will give them

a 2-minute, 1-minute, and "Time's up" warning and move on to the next panelist; then do it.

4. Maximize learning by providing a written handout to help the audience follow the discussion as it occurs and remember it later. Include the panelists' outlines in the order of their presentations, with a lot of white space for note-taking. Include a reading list and/or authorized reproductions of recommended readings. Include panelist biographies to shorten the time needed for introductions (and, in some states, to meet CLE requirements). Circulate the handout in advance and identify the most useful readings to do ahead of time; a few people will actually read them. Have extra copies at the program for last-minute attendees and those who forget to bring theirs. Offer copies on request to anyone unable to attend.

5. Help the panelists put their best foot forward with the audience:

A. Take care of audiovisual and other needs. Encourage use of visuals on a flip chart, overhead projector, etc. Make sure all needed supplies and equipment are in place and in working order and panelists know how to use them. Agree with panelists beforehand whether they will take questions during their presentations; doing so is usually beneficial, as it promotes informality and makes sure the audience is following the discussion. (If the audience is likely to be very large or somewhat reticent to speak up, such as in an orientation program for new lawyers by very senior ones, plant a few questions ahead of time to get the ball rolling.) Provide plenty of ice water, especially for longer presentations.

B. Make sure panelists can be seen and heard. If the program is in the typical law firm conference room with a single long, narrow table, center the panelists along one side of the table rather than at one end. This puts the panel closer to the audience and creates a more relaxed atmosphere. Place overflow seating behind the side of the table that faces the panel. For maximum panel interaction, seat panelists facing each other across the table. (Caution: Take care

than panelists do not interact so vigorously that the audience feels excluded.) For maximum informality and audience interaction, intersperse panelists among the audience around the table. If the program is at mealtime, serve speakers early; allow them time to finish eating and the audience time to be served and seated before starting the program.

C. Introduce the panel positively and briefly. Identify the subject matter and thank the panelists. In two or three sentences for each panelist, tell the audience what aspect of the subject matter he or she will discuss, why it matters, and why he or she is qualified to speak about it. (Leave the biographical detail for the handout, and refer people to it if appropriate.)

D. Provide a positive transition from each panelist to the next. Keep track of time and, if

necessary, call time pleasantly but firmly. Thank the previous panelist, in one sentence draw a connection between his or her topic and the next topic, and restate the name and topic of the next panelist.

E. Manage the question-and-answer period. Repeat each question to make sure everyone in the audience heard it and to give panelists more time to formulate an answer. If the topic is sensitive or the audience very large, have questions submitted on cards. Shut off long-winded questions or harangues by asking politely what the question is.

6. End on time and on a positive note. Reinforce the most important points that came out of the discussion. Praise each panelist's contribution and thank the audience for attending.

Quote of the Quarter:

“Human capital is an asset that employees decide to share or not share with the organization. Workers are not human capital; they are human capital owners who decide when, how, and where they will contribute. This is a very important distinction that is often ignored by managers and executives.”

David C. Forman, “Changing Perspectives from Individual to Organizational Learning.” *Performance Improvement* 43:7, August 2004, p. 17.

Professional Developments

Events

Upcoming conferences, seminars, and workshops of interest to PD types:

- 11/2-4/04, St. Louis/St. Charles, MO. *Developing Procedures, Policies & Documentation*. \$1385/1495. Information Mapping, (800) 463-6627, www.informap.com. (Repeated 11/16-18 in New York City, 11/30-12/2 in Chicago, 12/7-9 in Addison TX and Washington DC, 12/14-16 in San Francisco and Waltham MA.)
- 11/3-4/04, Chicago, IL. *Designing and Implementing Leadership Development Programs*. \$1295. Linkage Incorporated, (781) 402-5555, www.linkageinc.com. (Repeated 12/13-14 in San Francisco, 3/1-2 in Boston, 4/12-13 in Dallas, 5/16-17 in Washington DC.)
- 11/3-6/04, Washington, DC. *2004 NASAGA Annual Conference*. North American Simulation and Gaming Association, co-sponsored by DC Chapters of American Society for Training & Development and International Society for Performance Improvement, www.nasaga.org.
- 11/4-5/04, Washington, DC. *The National Forum on Lateral Recruitment and Retention*. \$895/995. Glasser LegalWorks, (973) 890-0008, www.glasserlegalworks.com.
- 11/8-9/04, Los Angeles, CA. *ROI Two-Day Skill-Building Certificate Program*. \$850/1050. American Society for Training and Development, www.astd.org.
- 11/8-10/04, Chicago, IL. *Instructional Design for Trainers*. \$1,695/1,895. American Management Association, (800) 262-9699, www.amanet.org. (Repeated 11/8-10 Orlando, 11/29-12/1 New York, 4/4-6 Atlanta, 5/16-18 New York, 6/6-8 San Francisco.)
- 11/8-10/04, San Francisco, CA. *Training the Trainer*. \$1,795/1,995. American Management Association, (800) 262-9699, www.amanet.org. (Repeated 11/15-17 Cambridge, 12/6-8 New York, 12/13-15 Chicago, 2/7-9 New York, 2/16-18 Atlanta, 2/28-3/2 Washington, 3/16-18 Chicago, 3/30-4/1 New York, 4/18-20 San Francisco, 5/9-11 Atlanta, 6/13-15 Chicago, 6/22-24 New York, 8/3-5 Atlanta, 8/17-19 San Francisco)
- 11/11/04, online. **The Guild Online Forum Series: Beyond the First Project: Strategies for Ensuring Success**. eLearning Guild, (707) 566-8990, www.eLearningGuild.com
- 11/9-10/04, Scottsdale, AZ. *Building Expertise: How to Apply Learning Psychology to Instructional Design*. \$1,195. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com. (Repeated 6/1-2 in Denver, CO.)
- 11/11-14/04, Bethesda, MD. *Building Personal and Professional Competence in a Multicultural Society*. \$1185-1500. National Multicultural Institute, (202) 483-0700, www.nmci.org.
- 11/14-17/04, New York, NY. *TechLearn 2004: Exploring Learning and Technology*. \$1195-1495. TechLearn, (800) 829-3400, www.techlearn.com.
- 11/15-17/04, New York, NY. *The 2004 Change Management Conference*. 11/15 pre-conference seminar, \$1250/1450; 11/16-17 conference, \$1895-2095. The Conference Board/Accenture, (212) 339-0345, www.conference-board.org/change.htm.
- 11/15-17/04, Orlando, FL. *Accelerated Learning Training Methods Workshop*. \$1095. Center for Accelerated Learning, (262) 248-7070, www.alcenter.com. (Repeated 12/1-3 in Phoenix, 3/7-9 in Orlando, 4/11-13 in Atlanta, 5/9-11 in Washington DC, 6/6-8 in Lake Geneva NY.)
- 11/15-17/04, Orlando, FL. *The Effective Facilitator: Maximizing Involvement and Results*. \$1,695/1,895. American Management Association, (800) 262-9699, www.amanet.org. (Repeated 12/13-15 Washington, 3/7-9 San Francisco, 4/4-6 New York, 5/2-4 Chicago, 6/6-8 Washington.)
- 11/16-19/04, San Francisco, CA. *Mastering the Art of Instructor-Led Training*. \$2650. Center for Effective Performance, (800) 558-4237, www.cepworldwide.com.

- 11/16, 12/14/04, online. *Graphics for Learning: Fall Webinar Series*. Tuesdays at 1 pm. \$99/session. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.
- 11/17/04, Alexandria, VA. *ROI in Government Conference 2004*. American Society for Training and Development, ROI Network, (800) 628-2783, www.roi.astd.org.
- 11/17-18/04, Boston, MA. *Designing and Implementing Succession Management Systems*. \$1295. Linkage Incorporated, (781) 402-5555, www.linkageinc.com. (Repeated 12/9-10 in Chicago, 2/24-25 in Washington DC, 5/5-6 in Chicago.)
- 11/17-18/04, Washington, DC. *Developing a Sustainable Mentoring System*. \$1295. Linkage Incorporated, (781) 402-5555, www.linkageinc.com. (Repeated 3/3-4 in Boston, 5/24-25 in Chicago.)
- 11/17, 30/04, online, satellite, and videoconference seminars. *2004 Excellence in Management and Leadership Series*. 11 am-12:30 pm ET. Linkage Incorporated, (781) 402-5555, www.linkageinc.com.
- 11/18-19/04, New York, NY. *Fortune Innovation Forum, "Competitive Advantage Through Productive Creativity."* \$1895. Fortune Magazine, www.fortuneinnovation.com.
- 11/18-19/04, Scottsdale, AZ. *Building Expertise: Applying Learning Psychology to Instructional Design*. \$1195. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.
- 12/1-3/04, Orlando, FL. *Instructional Design Institute*. VNU Learning, www.instructionaldesigninstitute.com.
- 12/1-3/04, New York, NY. *Leadership-Level Facilitation*. \$1,995. Linkage Incorporated, (781) 402-5555, www.linkageinc.com.
- 12/2-3/04, Washington, DC. *2004 Professional Development Institute*. \$525. National Association for Law Placement/ALI-ABA, (202) 835-1001, www.nalp.org.
- 12/8-9/04, San Francisco, CA. *Graphics for Learning: How to Plan and Select Visuals That Teach*. \$799. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.
- 12/9/04, online. **The Guild Online Forum Series: New Tools for Developing High-end e-Learning**. eLearning Guild, (707) 566-8990, www.eLearningGuild.com
- 12/13-15/04, Alexandria, VA. *Training Certificate Program*. \$1095/1195. American Society for Training and Development, www.astd.org.
- 12/14-17/04, San Francisco, CA. *How to Plan, Develop and Evaluate Training*. \$1795. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com. (Repeated 4/19-22 in Washington DC. Also available online anytime for \$1200.)
- 1/27-29/05, Santa Monica, CA. *Winter 2005 PDC Meeting*. Professional Development Consortium, www.pdclegal.org. (Members only; membership application available at the web site.)
- 2/1-4/05, Las Vegas, NV. *ASTD TechKnowledge 2005. e-Tensify: Take eLearning to the Next Level*. Pre-conference workshops 2/1, \$175-480; Conference 2/2-4, \$550-1,045. American Society for Training and Development, (800) 628-2783, www.tk05.astd.org.
- 2/8-10/05, New York, NY. *The 2005 Conference on Executive Coaching*. Pre-conference workshop 2/8, \$495/595; conference 2/9-10, \$1,995/2,195. The Conference Board, (212) 339-0345, www.conference-board.org/execcoach.htm.
- 2/22-24/05, Scottsdale, AZ. *Needs Assessment for Performance Technologists: Tools and Techniques*. \$1,350. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.
- 2/23-25/05, Irvine, CA. *ROI Network Conference*. \$795/995. American Society for Training and Development, www.astd.org.
- 2/28-3/2/05, New Orleans, LA. *Training 2005 Conference & Expo*. Pre-conference workshops 2/26-27, \$295-595; conference \$795-1,195. VNU Learning, (888) 578-7371, www.vnulearning.com.

Competitions

The October 2004 issue of *T+D*, monthly magazine of the American Society for Training and Development, announces the 24 organizations that have won ASTD's 2004 BEST Awards for their support and leveraging of organization-wide learning. Among them are three professional service firms: Booz Allen Hamilton (5), Accenture (17), and Deloitte & Touche USA (21). One day we hope to see a law firm so honored.

Resources

Best practices in legal education and in lawyer professional development, respectively, have been compiled in two recent publications by the Clinical Legal Education Association and the ABA Career Resource Center/Professional Development Consortium. The first publication, CLEA's *Best Practices of Law Schools for Preparing Students for Practice*, is a work in progress; a recent draft is available online at <http://professionalism.law.sc.edu>. The second, ABA/PDC's *Best Practices in Attorney Professional Development: Heading Off and Handling Wrong Turns*, is available from the ABA Career Resource Center; contact Jill Eckert at eckertj@staff.abanet.org or (312) 988-6215.

100 Plus Pointers for New Lawyers on Adjusting to Your Job, an electronic pamphlet written by Dr. Sharon Abrahams, Director of Professional Development at McDermott, Will & Emery, is also available from the ABA Career Resource Center (see contact information above).

The Professional Development Consortium has a brand-new web site at www.pdclegal.org. The majority of the content is in the members' private area. But non-members can use the site as well to find out a little about the organization and apply to join.

"How to Speak to the Big Dogs" is a new 100-minute DVD on how to persuade top executives of the value of training that is getting good reviews in training circles. In it 17 CEOs of major corporations explain how to get and hold their attention. Law firm PD professionals might find some useful tips here for making their case to the Executive Committee. Lawyers who make presentations to executives on other subjects might also find it helpful. (Produced and distributed by Frederick Gilbert Associates of Redwood City, CA, www.powerspeaking.com.)

Studies and Survey Results

The NALP and American Bar Foundations have released the first part of an ambitious 10-year longitudinal study of over 4,000 law graduates in the J.D. Class of 2000. The "After the J.D." study will repeatedly sample the study cohort through their first two, five, and ten years after admission and analyze the patterns in and any correlations among the following factors:

- Personal backgrounds and law school performance;
- Job choices, job satisfaction, and career trajectory after law school;
- Age, gender, ethnicity, and sexual orientation;
- Decisions to leave the practice of law; and
- The career paths and satisfaction of those who do not practice law.

Some of the gender and ethnic differences revealed in the early results:

- Women law graduates are more likely than men to take public interest positions, to be single, to have few or no children, and to be planning to leave their current employer;
- Black and Hispanic lawyers are more likely than Asian or Caucasian lawyers to be satisfied with their decision to become lawyers;
- Of all ethnic groups, Black lawyers carry the highest level of median educational debt in relation to median compensation.

After the J.D.: First Results of a National Study of Legal Careers (96 pages) is available for free download from the NALP Foundation's web site, www.nalpfoundation.org.

A study of "The Adoption of e-learning Across Professional Groups" in a Fortune 500 company found that the five employee groups studied – lawyers, engineers, and HR, finance, and marketing professionals – took to e-learning at quite different rates. From the earliest to the latest adopters, the groups ranked as follows:

1. Financial professionals
2. Marketing professionals
3. Engineers

4. Lawyers
5. HR professionals

The authors also found that higher levels of education and of Internet usage correlated to earlier e-learning adoption.

These results suggest that HR professionals, who are usually put in the role of promoting e-learning in the organization, may not be the best folks for the job. And also, as if we didn't already know it, that lawyers will be their toughest sell. (James Gallaher and Tim L. Wentling in *Performance Improvement Quarterly*, Vol. 17, No. 3, 2004, pp. 66-85.)

Training magazine's Annual Industry Report (in the October 2004 issue) analyzes the 2004 training statistics of 1,222 responding organizations in 14 industry categories and 6 size categories. Some of the highlights:

- Overall, training budgets are essentially unchanged from 2003, and still about 10% down from their recent high in 2001.

- "Training/HR" controls 51% of training purchases. The next highest locus of control is the "Individual," at 19%. IT's purchasing control for training has declined from 15% in 2003 to 8% in 2004.

- Instructor-led classroom training continues to dominate as a delivery medium, with 85% of respondents overall reporting that they "Always" or "Often" use it. The largest organizations (10,000+ employees), however, deliver 34% of their training by computer-based or remote instructor-led training.

- Rounding out the top 5 delivery methods are Workbooks/manuals (77% "Always" or "Often" use them), Videotapes (56%), Internet/ intranet/extranet (55%), and Public seminars (52%).

- Instructor-led classroom training is most often used to teach Communication, Supervisory, and Management skills. E-learning methods are most often used for Computer-related skills.

MCLE Watch

Effective November 1, the **Virginia** CLE Board begins to:

- allow credit for distance CLE, so long as the course "affords participants the opportunity for discussion or the exchange of ideas with the instructor or other participants" and "otherwise satisfies the requirements of the Virginia Regulations"; and
- prohibit a member from receiving credit for any course that is "not materially different in substance from a course for which the same member received credit" during the current or immediate previous compliance period.

The new policies are incorporated in MCLE Regulations 101(s), 102(f) and (g), and 103(h). An updated copy of the Regulations is published on the Virginia State Bar web site, www.vsb.org.

Beginning August 1, the **Washington** State Bar grants exemptions, waivers or modifications to members employed by the military "upon proof of undue hardship." www.wsba.org.

The Capital CLE Calendar

Volume 11, No. 3 ■ November 1, 2004

How to Read This Schedule: The following course schedules list, 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 schedules. (If a program has multiple sponsors, the provider listed first is the suggested contact for registration.)

All course listings in the **Distance** schedule indicate the delivery medium, such as telephone conference, online seminar, satellite broadcast, etc. All course listings in the **D.C.-Area** schedule indicate the location; if no location is given, the course will be held in Washington, D.C.

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. Contact information for the sponsoring organizations follows the course schedules.

More detailed information on the courses in this schedule is available from the course providers.

Registration and Fees. Most course providers will fax brochures and registration forms on request 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. Some permit registration at the door for an additional charge. For some courses, however, especially those noted as "limited enrollment," advance registration and payment may be required.

Materials. Most 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 for a listing of current, local CLE courses announced after this issue went to press. To find on-location courses offered outside the local area by major national providers, visit our page of links to their sites, www.profdev.com/links.htm.

Distance Course Schedule

ALTERNATIVE DISPUTE RESOLUTION/ ARBITRATION

11/11/04. *Should My Client Litigate or Mediate?* (ADR)
1-3 pm ET telephone seminar. \$125. TRT. [2.0]
(Repeated 12/8, 12/16)

11/19/04. *Fundamentals of Arbitration (ADR Issues)*.
1-3 pm ET telephone seminar. \$125. TRT. [2.0]
(Repeated 12/3, 1/24)

ANTITRUST/UNFAIR COMPETITION LAW

11/4/04. *The Adlaw® Series. Strategies in Bringing or Resisting a Comparative Advertising Lawsuit*. 12-1 pm

Distance CLE, cont'd

ET live webcast. \$60. WLEC/Celesq (R) AttorneysEd Center.

11/4/04. *The Oracle/PeopleSoft Decision: The Implications for Merger Analysis in High-Tech Industries*. 1-2:30 pm ET teleconference and live audio webcast. \$60-150. ABA/ABA Antitrust Section. [1.5]

1/24-25/05. *44th Annual Advanced Antitrust Seminar: Distribution and Marketing*. Live webcast. \$1295. PLI.

4/7/05. *Application of Anti-Trust Law in the Healthcare Industry*. Teleconference and live audio webcast. ABA/ABA Health Law Section.

ARTS, ENTERTAINMENT AND SPORTS LAW

11/10/04. *Intellectual Property and the Business of Sports: IP Issues Arising in the Day-to-Day Operation of a Sports Team*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

3/30/05. **Counseling Clients in the Entertainment Industry 2005: TV, The Computer and Video Game Industry; Ethics and the Development of an Entertainment Law Practice**. Live webcast. \$750; 3-webcast series \$1395. PLI.

3/31/05. **Counseling Clients in the Entertainment Industry 2005: Film, Theater**. Live webcast. \$725; 3-webcast series \$1395. PLI.

4/1/05. **Counseling Clients in the Entertainment Industry 2005: Music Publishing, Sound Recordings**. Live webcast. \$725; 3-webcast series \$1395. PLI.

BANKING/FINANCIAL SERVICES LAW

11/9/04. *Getting Paid in the 21st Century: Gift Cards, Stored Value Cards, Mobile and Contactless Payments and Other Species of Electronic Money Transmission*. 1-2:30 pm ET teleconference and live audio webcast. \$75/125. ABA/ABA Bus. Law Section.[1.5]

11/16/04. *Federal Money Laundering Laws*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 4-6 pm ET on 12/22, 1/12)

11/22/04. *Bench Trials in Tennessee Bankruptcy Court 2004*. 9-10 am ET live audio webcast. \$80. WLEC/NBI.

2/9/05. *What Lawyers Need to Know About UCC Article 9: Secured Transactions 2005*. Live webcast. \$795. PLI.

5/19/05. *Consumer Financial Services Litigation 2005*. Live webcast. \$1295. PLI.

BANKRUPTCY LAW

11/5/04. *Bankruptcy: Exploration of a Few Recent Fee Decisions*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

11/15/04. *The Impact of the Wisconsin Supreme Court's Decision on a Corporate Board's Duty to Shareholders and Creditors When the Corporation Is Insolvent*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

12/6/04. *Evidentiary Matters in Tennessee Basic Bankruptcy Litigation 2004*. 5-6 pm ET live audio webcast. \$80. WLEC/NBI.

12/9/04. *Liens and Credit Issues in Georgia Bankruptcy*. 1-2 pm ET live audio webcast. \$80. WLEC/NBI.

12/10/04. **Alternatives to Bankruptcy 2004, Part 1**. 8:25 am-12 noon ET live webcast. \$130/195. WLEC/Cleveland Bar Assn.

12/10/04. **Alternatives to Bankruptcy 2004, Part 2**. 1:30-5 pm ET live webcast. \$120/180. WLEC/Cleveland Bar Assn.

12/10/04. *Trying the Bankruptcy Case in Georgia*. 10-11 am ET live audio webcast. \$80. WLEC/NBI.

12/10/04. *When Canon Law and Bankruptcy Law Intersect: The Chapter 11 Filing of a Roman Catholic Archdiocese*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

1/19/05. *Emerging Issues in Workouts and Bankruptcies 2005*. Live webcast. \$795. PLI.

4/7/05. *27th Annual Current Developments in Bankruptcy and Reorganization 2005*. Live webcast. \$1295. PLI.

BUSINESS/CORPORATE LAW AND PRACTICE

11/3/04. **Large Law Firm Signature Series.Pull Up Your SOX: Counseling the Audit Committee Under Sarbanes-Oxley**. 12-1 pm ET live webcast. \$35/45. WLEC/Chicago Bar Assn.

11/8/04. *Fine Points of Drafting LLC Operating Agreements*. 4-7 pm ET live webcast. \$105/135. WLEC/Chicago Bar Assn.

11/8-9/04. *The Outsourcing Revolution 2004: Protecting Critical Business Functions*. Live webcast. \$1395. PLI.

Distance CLE, cont'd

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

11/12/04. *Shareholder Activism -- The Legal Context*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/9)

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

12/1/04. **Drafting Corporate Agreements 2004-05**. *Universal Issues in Drafting Corporate Agreements; Ethical Issues; Letters of Intent, Confidentiality and Standstill Agreements; and Acquisition Agreements*. 9 am-12:30 pm ET live webcast. \$485. WLEC/PLI.

12/1/04. **Drafting Corporate Agreements 2004-05**. *Acquisition Agreements; Stockholder Agreements; When the Deal Goes Wrong: Enforcing Corporate Agreements and the Importance Boilerplate*. 1:30-5 pm ET live webcast. \$485. WLEC/PLI.

1/7/05. *Burden of Representing Financially Challenged Companies*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

1/10-11/05. *A Guide to Mergers and Acquisitions 2005*. Live webcast. \$1395; \$1795 with following *Contests for Corporate Control 2005*. PLI.

1/12-13/05. *Contests for Corporate Control 2005: Current Offensive and Defensive Strategies*. Live webcast. \$1295; \$1795 with preceding *A Guide to Mergers and Acquisitions 2005*. PLI.

1/13/05. *Corporate Governance Reform -- Are We There Yet?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

1/27-28/05. *Preparation of Annual Disclosure Documents 2005*. Live webcast. \$1395. PLI.

2/10/05. *Choice of Business Entity*. 12 noon-4 pm ET American Law Network satellite seminar. \$179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

2/10-11/05. *The Pocket MBA for Lawyers 2005: Everything You Need to Know About Finance*. Live webcast. \$1295. PLI.

3/17/05. *Limited Liability Entities*. 12 noon-4 pm ET American Law Network satellite seminar. \$179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

3/18/05. *Advanced Legal Opinions 2005*. Live webcast. \$1295. PLI.

5/19-20/05. *The Pocket MBA for Lawyers 2005: Understanding the Investment Banker's Role*. 9 am-5 pm (-3:30 pm Day 2) ET live webcast. \$1295. PLI.

6/9-10/05. *The Pocket MBA for Lawyers 2005: Crunching the Numbers Exercises in Present Value, Capital Structure and Valuation*. 9 am-5 pm ET live webcast. \$1295. PLI.

6/16-17/05. *Corporate Compliance Institute 2005*. Live webcast. \$1395. PLI.

CIVIL RIGHTS/CONSTITUTIONAL LAW

12/1/04. *Civil Liberties and the War on Terrorism: Recent Developments*. Live audio webcast. \$149. PLI.

12/2/04. *Privacy Law 2004: New Developments and Compliance Issues in a Security Conscious World*. 11 am-6 pm ET American Law Network satellite seminar. \$299. PLI. [3.0] (90+ satellite viewing sites nationwide)

CLIENT DEVELOPMENT/CLIENT RELATIONS

1/18/05. *Using Time Management Principles to Improve Client Relations*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

COLLECTIONS

11/11/04. *The FDCPA in Colorado*. 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

11/15/04. *Pre-Suit Collection Strategies in Colorado Debt Collection*. 4-5 pm ET live audio webcast. \$80. WLEC/NBI.

11/17/04. *Select Issues in Utah Collection Law: FDCPA and Filing the Lawsuit*. 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

COMMERCIAL LAW

11/1/04. *The FTC Changes the Rules on Franchising*. 1-2:30 pm ET teleconference and live audio webcast. \$60-150. ABA Forum on Franchising. [1.5]

11/10/04. *Extra-Contractual Liability in New Mexico Bad Faith Litigation*. 11 am-12 pm ET live audio webcast. \$80. WLEC/NBI.

12/17/04. *Article 9: New Collateral, Security Agreements, and Perfection in Oregon*. 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

Distance CLE, cont'd

COMMUNICATIONS LAW

11/4/04. *VOIP: Last Call for Regulation?* Live audio webcast. \$149. PLI.

3/7/05. *Cable Television Law 2005: Competition in Video, Internet and Telephony.* Live webcast. \$1295. PLI.

COMPUTER APPLICATIONS AND SKILLS/COMPUTER LAW

11/4/04. *New IP and Cyberspace Frontiers: Know the Law, Leverage the Law, Create the Law.* 3:30-4:30 pm ET live webcast. \$40/60. WLEC/Beverly Hills Bar Assn.

11/12/04. *Information Management and Records Retention: Best Practices 2004.* 10 am-1:30 pm ET live webcast. \$195. WLEC/Clarion Legal.

11/19/04. *Electronic Discovery Guidance for Corporate Counsel.* Live webcast. \$1295. PLI.

11/19/04. **Electronic Discovery Guidance for Corporate Counsel.** *Electronic Documents: Preserve or Destroy? Backup Tapes: Balancing Retention, Liability and Cost; Claiming Privilege.* 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

11/19/04. **Electronic Discovery Guidance for Corporate Counsel.** *Court Rules: Revisions Affecting Electronic Discovery; Computer Forensics: Mining Your Own Business; Selecting an E-Discovery Vendor; Ethical Conflicts in Email.* 4:15-7:30 pm ET live webcast. \$447. WLEC/PLI.

3/21/05. *25th Annual Institute on Computer Law.* Live webcast. \$1295. PLI.

CONSUMER PROTECTION/PRODUCT LIABILITY

11/16/04. *Identity Theft: Legal Solutions to the Consumer's Nightmare.* 12-2 pm ET telephone seminar. \$129. VACLE. [2.0] (Replay 12/15)

12/15/04. *The Changing Face of Consumer Protection Law.* 1-2 pm ET ABA Connection teleconference. \$9.75/110. ABA. [1.0] (Advance reading)

CORPORATE COUNSEL PROGRAMMING

11/19/04. *Electronic Discovery Guidance for Corporate Counsel.* Live webcast. \$1295. PLI.

11/19/04. **Electronic Discovery Guidance for Corporate Counsel.** *Electronic Documents: Preserve or Destroy? Backup Tapes: Balancing Retention,*

Liability and Cost; Claiming Privilege. 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

11/19/04. **Electronic Discovery Guidance for Corporate Counsel.** *Court Rules: Revisions Affecting Electronic Discovery; Computer Forensics: Mining Your Own Business; Selecting an E-Discovery Vendor; Ethical Conflicts in Email.* 4:15-7:30 pm ET live webcast. \$447. WLEC/PLI.

12/14/04. *Corporate Legal Ethics 2004.* 10-11 am ET live audio webcast. \$80. WLEC/NBI.

CRIMINAL LAW

11/3/04. *Asset Forfeiture Proceedings: An Overview.* 6-9 pm ET live webcast. \$110/165. WLEC/Assoc. Bar of City of NY.

11/3/04. *California's "New" Identity Theft Law: A Minefield of Ambiguities.* Live audio webcast. \$149. PLI.

11/22/04. *They Took My Stuff! How Do I Get It Back?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/20, 1/21)

DIVERSITY/ELIMINATION OF BIAS

11/6/04. *Beverly Hills Bar Association MCLE Extravaganza: Substance Abuse, Ethics, and Elimination of Bias.* 12-4:30 pm ET live webcast. \$160/240. WLEC/Beverly Hills Bar Assn.

11/17/04. *Law Firm Diversity: The Growing Business Imperative.* Live audio webcast. \$149. PLI.

ELDER LAW

11/8/04. *Ethical Issues: Assessing Risk in Serving the Elderly Client in Wisconsin.* 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

11/30/04. *Using Annuities in Elder Law in Wisconsin.* 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

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

11/9/04. *One Year Later: Same-Sex Marriage and Its Implications for Employee Benefits.* 4-5 pm ET live audio webcast. \$60. WLEC/Celesq (R) AttorneysEd Center.

11/10/04. *Annual Fall Employee Benefits Law and Practice Update.* 12-4 pm ET American Law Network

Distance CLE, cont'd

satellite seminar and live webcast. ALI-ABA. [4.0] (90+ viewing sites nationwide)

11/12/04. *The Future of Nonqualified Deferred Compensation (and an overview of the American Jobs Creation Act of 2004)*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

2/17/05. *Employee Benefits Update*. 12 noon-4 pm ET American Law Network satellite seminar. \$179. ABA. [4.0] (90+ satellite viewing sites nationwide)

3/10/05. *ERISA and Bad Faith*. 2-4 pm ET teleseminar. \$139/159. ATLA.

4/7/05. *Annual Spring Employee Benefits Law and Practice Update*. 12 noon-4 pm ET American Law Network satellite seminar. \$179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

EMPLOYMENT AND LABOR LAW

11/1-2/04. *33rd Annual Institute on Employment Law*. 9 am-5 pm ET live webcast. \$1295. PLI.

11/1/04. **33rd Annual Institute on Employment Law Series**. *Year in Review; Workplace Privacy; Ethics*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

11/1/04. **33rd Annual Institute on Employment Law Series**. *Litigation Strategy: Taking Plaintiff's Deposition, Retaliation and Whistleblower Claims; Conducting Workplace Investigations*. 4:45-8 pm ET live webcast. \$447. WLEC/PLI.

11/2/04. **33rd Annual Institute on Employment Law Series**. *Litigation Strategy: Summary Judgment, Including Views from the Bench; Diversity/Affirmative Action Compliance; RIFs, Consolidations and Outsourcing*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

11/2/04. **33rd Annual Institute on Employment Law Series**. *Wage and Hour Issues; ERISA Litigation and Compensation Issues; ADA, FMLA and Military Leave*. 4:45-8 pm ET live webcast. \$447. WLEC/PLI.

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

11/8/04. **The Outsourcing Revolution 2004: Protecting Critical Business Functions**. *Business Overview, Keys to Success, IP & Licensing Issues, Domestic & Cross-Border IT & Business Process Outsourcing, and Offshoring to India, China and Elsewhere*. 9 am-12:15 pm ET live webcast. \$447. WLEC/PLI.

11/8/04. **The Outsourcing Revolution 2004: Protecting Critical Business Functions**. *Anatomy of a Statement of Work, Risk Analysis and Allocation in Outsourcing Transactions, and The Art of the Deal*. 1:45-5 pm ET live webcast. \$447. WLEC/PLI.

11/9/04. *Evidentiary Problems in Employment Litigation*. 1-2 pm telephone seminar. \$89. VACLE. [1.0]

11/9/04. **The Outsourcing Revolution 2004: Protecting Critical Business Functions**. *Pricing the Outsourcing Deal, Disaster Recovery and Business Continuity, and Mock Negotiation of a Typical Outsourcing Deal*. 9 am-12:15 pm ET live webcast. \$447. WLEC/PLI.

11/9/04. **The Outsourcing Revolution 2004: Protecting Critical Business Functions**. *Governance and Dispute Resolution in Outsourcing Arrangements, Privacy Data Security and Outsourcing, and Termination and Transition*. 1:15-4:30 pm ET live webcast. \$447. WLEC/PLI.

11/10/04. *Top 10 ADA Mistakes*. 1-2:30 pm ET teleconference and live audio webcast. \$60-150. ABA/ABA L&EL Section. [1.5]

11/12/04. *Dealing with New Mexico Wage and Hour Issues*. 3-4 pm ET live audio webcast. \$80. WLEC/NBI.

11/16/04. *Ethical Issues in Employment Litigation*. 1-2 pm telephone seminar. \$89. VACLE. [1.0]

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

12/8/04. *Legal Issues in New Mexico Employee Privacy*. 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

12/15/04. *Employment Law Update 2004*. 9 am-12 noon ET live webcast. \$169. PBI.

12/15/04. *New White Collar Exemptions in Colorado Wage and Hour Law*. 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

ENVIRONMENTAL LAW

11/17/04. **Environmental Updates and Brownfields Redevelopment 2004, Part 1**. 8:30 am-12 noon ET live webcast. \$130/195. WLEC/Cleveland Bar Assn.

Distance CLE, cont'd

11/17/04. **Environmental Updates and Brownfields Redevelopment 2004, Part 2.** 1-5 pm ET live webcast. \$150-225. WLEC/Cleveland Bar Assn.

ESTATES/TRUSTS/PROBATE LAW

12/6/04. *Oddities & Challenges in Pennsylvania Probate Law: The Rightful Heirs or Beneficiaries.* 11 am-12 pm ET live audio webcast. \$80. WLEC/NBI.

12/6-7/04. *Understanding Estate, Gift and Fiduciary Income Tax Returns 2004: Strategies for Maximum Advantage with the "706," "709" and "1041."* Live webcast. \$1195. PLI.

2/17/05. *Advanced Estate Planning Practice Update -- Winter 2005.* 12 noon-3:15 pm ET American Law Network satellite seminar and live webcast. \$179. ALI-ABA. [3.0] (90+ satellite viewing sites nationwide)

3/21-22/05. *Valuation, Taxation and Planning Techniques for Sophisticated Estates 2005.* Live webcast. \$1395. PLI.

6/2/05. *Advanced Estate Planning Practice Update.* 12 noon-3:15 pm ET American Law Network satellite seminar. \$179. ALI-ABA. [3.0] (90+ satellite viewing sites nationwide)

ETHICS AND PROFESSIONALISM/SUBSTANCE ABUSE

11/1-30/04. *Avoiding Malpractice Claims: Things to Do (and NOT Do) on the First Day Your Represent a Client.* Online seminar. \$29. CLEO. [1.5]

11/6/04. *Beverly Hills Bar Association MCLE Extravaganza: Substance Abuse, Ethics, and Elimination of Bias.* 12-4:30 pm ET live webcast. \$160/240. WLEC/Beverly Hills Bar Assn.

11/8/04. *Personal and Professional Liability Issues.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 12/13, 12/30)

11/9/04. *Protecting Your Fee and Yourself: Recent Ethical Developments in California.* 3:30-4:30 pm ET live webcast. \$40/60. WLEC/Beverly Hills Bar Assn.

11/15/04. *Just WHO Is the Client?* 1-3 pm telephone seminar. \$125. TRT. [2.0] (Repeated 12/21, 12/31)

11/16/04. *Reporting Misconduct - Who, When and Where.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 12/22)

11/19/04. *Common Sense Ethics -- Histories and Mysteries.* 4-6 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/17, 1/14)

11/19/04. *Managing Attorney-Client Privilege in Nevada.* 11 am-12 pm ET live audio webcast. \$80. WLEC/NBI.

11/23/04. *When Lawyers Cross the Line.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 12/23)

11/24/04. *Is a New Rule Needed re Class Action Litigation?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 12/27)

11/29/04. *When Counsel's Duties Conflict.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0 ethics] (Repeated 12/28)

12/3/04. *Work Product Privilege in Nevada.* 5-6 pm ET live audio webcast. \$80. WLEC/NBI.

12/8/04. *The Attorney-Client Privilege & Internal Investigations.* Live audio webcast. \$149. PLI.

12/8/04. *Staying Out of Trouble: What Every Attorney Must Know About Ethics 2004.* Live webcast. \$595. PLI.

12/9/04. *Ethics for Healthcare Attorneys.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

12/9/04. *Key Aspects of Professionalism in Georgia.* 10-11 am ET live audio webcast. \$80. WLEC/NBI.

12/14/04. *Corporate Legal Ethics 2004.* 10-11 am ET live audio webcast. \$80. WLEC/NBI.

12/14/04. *Ethical Issues in Nevada Probate Practice.* 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

12/14/04. *Ethics Update for Virginia Lawyers.* 12-2 pm telephone seminar. \$129. VACLE. [2.0]

12/15/04. *California MCLE Marathon 2004-05: Legal Ethics, Current Developments; Substance Abuse; Elimination of Bias in the Profession.* Live webcast. \$495. PLI.

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

1/13/05. *Coping with Sexual Predators Within the Profession.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

Distance CLE, cont'd

1/20/05. *Warranties and Limitations of Liability -- Their Use and Abuse*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

1/25/05. *The Tangled Webs of Impaired Lawyers*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

6/16/05. *Ethics for Healthcare Attorneys*. Teleconference and live audio webcast. ABA/ABA Health Law Section.

FAMILY LAW

11/9/04. *Parental Alienation Syndrome (PAS) -- the Lawyer's Role*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/20)

11/17/04. *Adoption Law Institute 2004*. Live webcast. \$499. PLI.

11/17/04. **Adoption Law Institute 2004**. *Private-Placement Adoptions, and Ethical Considerations in Representing Birthparents*. 9 am-1 pm ET live webcast. \$560. WLEC/PLI.

11/17/04. **Adoption Law Institute 2004**. *Emerging Issues & New Trends in Adoption, and Intercountry Adoptions*. 2-5 pm ET live webcast. \$410. WLEC/PLI.

11/18/04. **Child Support Tele-Talk: Arrearage Collection: Understanding Child Support Debt**. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

11/19/04. *Discovery Tools and Tactics in Utah Divorce*. 2-3 pm ET live audio webcast. \$80. WLEC/NBI.

12/9/04. **Child Support Tele-Talk: Ethics for Attorneys**. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

12/9/04. *What Every Virginia Lawyer Needs to Know About Family Law*. 12-3 pm telephone seminar. \$179. VACLE. [2.0]

12/20/04. *Custody and Support Issues in Georgia Divorces*. 10-11 am ET live audio webcast. \$80. WLEC/NBI.

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

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

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

4/7/05. **Child Support Tele-Talk: International - TBD**. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

4/21/05. **Child Support Tele-Talk: Using Self Assessment to Enhance Performance and Increase Collections**. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

5/5/05. **Child Support Tele-Talk: Criminal Practice**. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

5/19/05. **Child Support Tele-Talk: OCSE Strategic Plan Implementation**. 2-4 pm ET telephone seminar. \$295 per site. NCSEA.

FOOD AND DRUG/MEDICAL DEVICE/BIOLOGICS LAW

11/15/04. *Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies*. Live webcast. \$1395. PLI.

11/15/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies**. *Written Description Requirement for Patent Applications; Update on USPTO Practice for Biotech and Pharma Practitioners; Ethics for Biotech and Pharma Lawyers*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

11/15/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies**. *Hatch Waxman Update: Overview, Strategies, Generic Biologics & Regulation of Generics & Innovators in Europe; A Review of European Laws & Regulations; Patent Litigation Update; Recent CAFC Cases Impacting Biotech & Pharma*. 4:30-8 pm ET live webcast. \$447. WLEC/PLI.

11/16/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies**. *Preparing for Patent Litigation; Obtaining, Listing and Enforcing Polymorph Patents; Structuring Agreements Between Big Pharma and Biotech Startups*. 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

11/16/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies**. *Basic U.S. and International Tax Issues for Biotech and Pharma Lawyers; Securities Reporting and Disclosure Issues; Merger and Acquisition Agreements; Valuing Biotech and Pharma Inventions*. 4:30-8 pm ET live webcast. \$447. WLEC/PLI.

GENERAL LAW/MULTIPLE TOPICS

12/15/04. *California MCLE Marathon 2004-05: Legal Ethics, Current Developments; Substance Abuse;*

Distance CLE, cont'd

Elimination of Bias in the Profession. Live webcast. \$495. PLI.

12/15/04. **California MCLE Marathon 2004-05.** *Recent Developments in Securing Payment of Attorneys Fees; Contacting Represented Parties; Interstate Practice and Conflicts of Interest; The Latest Developments in Privilege and Confidentiality.* 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

12/15/04. **California MCLE Marathon 2004-05.** *Coping and Dealing with Substance Abuse; Stereotypes and Subconscious Bias -- Not Just for Racists.* 5:30-7:45 pm ET live webcast. \$375. WLEC/PLI.

12/15-16/04. *New York MCLE Marathon 2004.* Live webcast. \$995. PLI.

GOVERNMENT LAWYER PROGRAMMING

1/27/05. *What Puts Government Lawyers in a Class by Themselves?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

HEALTH CARE/MEDICAL LAW/PROVIDER REPRESENTATION

11/4/04. *Health Plan External Review: Effective Mediation or Liability Landmine?* 1-2:30 pm ET telephone seminar. \$130-225. AHLA.

11/9/04. *Challenges of Hiring and Employing Impaired Nurses and Other Practitioners.* 1-2:30 pm ET telephone seminar. \$130-225. AHLA.

11/12/04. [MMA:] *Lessons Learned and What You Need to Know Going Forward.* 9 am-12 noon ET live webcast. \$120/150. WLEC/Boston Bar Assn.

11/17/04. *Union Organizing in Hospitals and Health Systems: Trends, Procedures, and Strategies.* 1-2:30 pm ET telephone seminar. \$130-225. AHLA.

11/18/04. *Regulation of IRBs: Present and Future.* 11 am-1 pm ET teleconference and live audio webcast. \$60-150. ABA/ABA Health Law Section. [1.5]

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

12/7/04. *Physician/Hospital Joint Ventures: An Advanced Teleconference.* 1-2:30 pm ET telephone seminar. \$130-225. AHLA.

12/9/04. *Ethics for Healthcare Attorneys.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

12/14/04. *Hot Topics in Healthcare Ethics* 1-2:30 pm ET telephone seminar. \$130-225. AHLA.

12/16/04. *Nursing Home Regulations.* 2-4 pm ET teleseminar. Free-\$159. ATLA.

12/21/04. *The Delicate Balance: Lessons in Hospital/Medical Staff Self-Governance from the Community Memorial Hospital Case.* 1-2:30 pm ET telephone seminar. \$130-225. AHLA.

1/25/05. *Legal Impediments to Physician Practice Revenue Diversification Efforts: Office Based Outpatient Surgical Services, Ambulatory Surgical Centers, Concierge Medicine, and Others.* 1-2:30 pm ET telephone seminar. AHLA.

1/27/05. *Medical Negligence.* 2-4 pm ET teleseminar. \$139/159. ATLA.

2/3/05. *Nuts & Bolts of the HIPAA Privacy Rule and the Practice of Law.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

2/8/05. *Juror Bias in Nursing Home Litigation.* 2-4 pm ET teleseminar. \$139/159. ATLA.

3/10/05. *Stark Law Basics and Federal Anti-Kickback Statute.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

4/7/05. *Application of Anti-Trust Law in the Healthcare Industry.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

4/7/05. *Nursing Home Cases: Proving Your Case Through Effective Persuasion.* 2-4 pm ET teleseminar. \$139/159. ATLA.

4/27/05. *Health Plans, HIPAA, and COBRA Update.* 12 noon-4 pm ET American Law Network satellite seminar. \$179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

5/3/05. *Legal Issues with Physician Relationships.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

6/9/05. *Punitive Damages in Nursing Home Cases.* 2-4 pm ET teleseminar. \$139/159. ATLA.

6/14/05. *Hospital Liability.* 2-4 pm ET teleseminar. \$139/159. ATLA.

6/16/05. *Ethics for Healthcare Attorneys.* Teleconference and live audio webcast. ABA/ABA Health Law Section.

Distance CLE, cont'd

IMMIGRATION LAW

11/9/04. *Consular Update with Senior State Department Officials*. 2-3:30 pm ET teleconference. \$75/100. AILA.

11/16/04. *How to Practice Out of the "Grey Area" -- Ethical Issues Unique to the Practice of Immigration Law for Newer Practitioners*. 2-3:30 pm ET teleconference. \$75/100. AILA.

11/23/04. *USA PATRIOT Act and the Use of Terrorist Sections of the INA in Asylum and Other Cases*. 2-3:30 pm ET teleconference. \$75/100. AILA.

11/30/04. *Critical Information You Need -- Effective Use of FOIA*. 2-3:30 pm ET teleconference. \$75/100. AILA.

12/7/04. *Practice Alert: Backlog of EB3 Category -- How to Prepare for It*. 2-3:30 pm ET teleconference. \$75/100. AILA.

12/14/04. *Adoption*. 2-3:30 pm ET teleconference. AILA.

Winter/05. *The New World of PERM*. Teleconference. AILA.

Winter/05. *Understanding PERM for Newer Practitioners*. AILA.

1/11/05. *Avoiding the Double Whammy of Criminal Convictions and Immigration Penalties*. 2-3:30 pm ET teleconference. AILA.

1/18/05. *Understanding Equivalency Issues for Business Related Immigration Filings for Newer Practitioners*. 2-3:30 pm ET teleconference. AILA.

1/25/05. *Visa Screening and Waiver Issues for Physicians and Other Health Care Workers*. 2-3:30 pm ET teleconference. AILA.

INSURANCE LAW

11/1/04. **Reinsurance Law and Practice 2004 Seminar**. *Reinsurance Contract Wording, Future of Federal Regulation of Insurance, and Life Reinsurance*. 9 am-12:45 pm ET live webcast. \$522. WLEC/PLI.

11/1/04. **Reinsurance Law and Practice 2004 Seminar**. *Reinsurance and the Regulator; Arbitration -- The Current Debate over Neutral Panels; and Asbestos, Terrorism and the Next Big Thing*. 2-4:45 pm ET live webcast. \$375. WLEC/PLI.

11/1-2/04. *Reinsurance Law and Practice 2004: New Legal and Business Developments in a Changing Global Environment*. Live webcast. \$1395. PLI.

11/2/04. **Reinsurance Law and Practice 2004 Seminar**. *Consolidation and Growth in the Reinsurance Industry, Insurer Insolvencies, and State (or Court) Approved Commutation Plans to Wind Up the Professional Reinsurer*. 9 am-12:30 pm ET live webcast. \$485. WLEC/PLI.

11/2/04. **Reinsurance Law and Practice 2004 Seminar**. *The World of Facultative Reinsurance, Reinsurance Collateral Requirements, and Captives and the Reinsurer*. 1:45-4:30 pm ET live webcast. \$375. WLEC/PLI.

1/24-25/05. *Understanding the Securities Products of Insurance Companies*. Live webcast. \$1195. PLI.

2/22-23/05. *Insurance Coverage 2005: Claim Trends and Litigation*. Live webcast. \$1295. PLI.

INTELLECTUAL PROPERTY/PATENT/COPYRIGHT/TRADEMARK LAW

11/4/04. *New IP and Cyberspace Frontiers: Know the Law, Leverage the Law, Create the Law*. 3:30-4:30 pm ET live webcast. \$40/60. WLEC/Beverly Hills Bar Assn.

11/8-9/04. *The Outsourcing Revolution 2004: Protecting Critical Business Functions*. Live webcast. \$1395. PLI.

11/9/04. *Analyzing Commonplace IP Scenarios*. 12-3 pm telephone seminar. \$179. VACLE. [3.0]

11/10/04. *Intellectual Property and the Business of Sports: IP Issues Arising in the Day-to-Day Operation of a Sports Team*. 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

11/10/04. **Legal and Practical Approaches for the IP Practitioner, the Series: A Perspective on Trademark Dilution**. 12-1 pm ET live audio webcast. \$80. WLEC/Celesq (R) AttorneysEd Center. [1.0]

11/15/04. *Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies*. Live webcast. \$1395. PLI.

11/15/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies**. *Written Description Requirement for Patent Applications; Update on USPTO Practice for Biotech and Pharma Practitioners; Ethics for Biotech and Pharma Lawyers*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

Distance CLE, cont'd

11/15/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies.** Hatch Waxman Update; Overview, Strategies, Generic Biologics & Regulation of Generics & Innovators in Europe; A Review of European Laws & Regulations; Patent Litigation Update; Recent CAFC Cases Impacting Biotech & Pharma. 4:30-8 pm ET live webcast. \$447. WLEC/PLI.

11/16/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies.** Preparing for Patent Litigation; Obtaining, Listing and Enforcing Polymorph Patents; Structuring Agreements Between Big Pharma and Biotech Startups. 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

11/16/04. **Biotechnology and Pharmaceutical Law 2004: Patents and Business Strategies.** Basic U.S. and International Tax Issues for Biotech and Pharma Lawyers; Securities Reporting and Disclosure Issues; Merger and Acquisition Agreements; Valuing Biotech and Pharma Inventions. 4:30-8 pm ET live webcast. \$447. WLEC/PLI.

12/8/04. **Legal and Practical Approaches for the IP Practitioner, the Series:** Protection for Unconventional Trademarks. 12-1 pm ET live audio webcast. \$80. WLEC/Celesq (R) AttorneysEd Center. [1.0]

12/13-14/04. *Understanding the Intellectual Property License 2004.* Live webcast. \$1395. PLI.

12/13/04. **Understanding the Intellectual Property License 2004.** Introduction to Intellectual Property; Software Licensing -- The Developer's Perspective; Copyright and Trademark Licensing; Patent and Technology Licensing. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

12/13/04. **Understanding the Intellectual Property License 2004.** Open Source Software; Drafting to Avoid the Pitfalls; The Importance of Boilerplate in Enforcing Licensing Agreements; Ethical Issues in Licensing. 4:30-8 pm ET live webcast. \$447. WLEC/PLI.

12/14/04. **Understanding the Intellectual Property License 2004.** International Considerations in Licensing; The License Agreement -- An Analysis of a Sample License Agreement. 12-4 pm ET live webcast. \$447. WLEC/PLI.

3/1-2/05. *Advanced Licensing Agreements 2005.* Live webcast. \$1395. PLI.

5/2-3/05. *Handling Intellectual Property Issues in Business Transactions 2005.* Live webcast. \$1295. PLI.

INTERNATIONAL LAW AND TRADE

11/18/04. *International Branding.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

LAW OFFICE/LAW PRACTICE MANAGEMENT

11/17/04. *Law Firm Diversity: The Growing Business Imperative.* Live audio webcast. \$149. PLI.

11/22/04. *The Year-End Practice Management Guide: How to Buy Right the Right Tech and Spend Smart.* 1:30-2:30 pm ET live webcast. \$40/60. WLEC/Milwaukee Bar Assn.

1/28/05. *The High Price of High Billables.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

3/2/05. *The Law Library 2005.* Live webcast. \$99. PLI.

LITIGATION/TRIAL AND APPELLATE ADVOCACY

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

11/5/04. *Challenging the Expert's Opinion.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/2)

11/9/04. **Litigation Series.** *Getting Your Opponent's Attention Before Trial: Seizures, TRO's, Preliminary Injunctions, Customs Enforcements, and Other Creative Ways to Seize the Moment for Your Client.* 1-2 pm ET teleconference and live audio webcast. \$30-140. ABA/ABA Lit. Section. [1.0]

11/11/04. *Should My Client Litigate or Mediate?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/8, 12/16)

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

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

11/18/04. *Simply Scientific -- A Primer on Expert Testimony.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0] (Repeated 12/10)

11/18/04. *The Art of the Settlement in Tennessee: Potential Settlement Problems and How to Solve Them 2004.* 4-5 pm ET live audio webcast. \$80. WLEC/NBI.

11/19/04. *Electronic Discovery Guidance for Corporate Counsel.* Live webcast. \$1295. PLI.

Distance CLE, cont'd

11/19/04. **Electronic Discovery Guidance for Corporate Counsel.** *Electronic Documents: Preserve or Destroy? Backup Tapes: Balancing Retention, Liability and Cost; Claiming Privilege.* 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

11/19/04. **Electronic Discovery Guidance for Corporate Counsel.** *Court Rules: Revisions Affecting Electronic Discovery; Computer Forensics: Mining Your Own Business; Selecting an E-Discovery Vendor; Ethical Conflicts in Email.* 4:15-7:30 pm ET live webcast. \$447. WLEC/PLI.

11/22/04. **The Litigation Institute: Practical Litigation - Judges, Juries, Lawyers & Witnesses 2004, Part 1.** 8:25 am-12 noon ET live webcast. \$130/195. WLEC/Cleveland Bar Assn.

11/22/04. **The Litigation Institute: Practical Litigation - Judges, Juries, Lawyers & Witnesses 2004, Part 2.** 1:30-5 pm ET live webcast. \$130/195. WLEC/Cleveland Bar Assn.

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

11/23/04. **Mauet's Evidence Series.** *Relevance: Character Traits, Other Acts & Habit.* 12-1 pm ET live audio webcast. \$75. WLEC/Profl. Edu. Group, Inc..

11/30/04. *Is Attorney-Client Privilege on the Ropes?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]
(Repeated 12/29)

11/30/04. *Planning and Preparing for Your First Civil Trial in Idaho.* 11 am-12 pm ET live audio webcast. \$80. WLEC/NBI.

12/14/04. **Litigation Series.** *Joint and Several Issues at Trial: Examples from the Water Intrusion Case.* Teleconference and live audio webcast. ABA/ABA Lit. Section.

12/16/04. *Automatic Stay Litigation in Ohio.* 9-10 am ET live audio webcast. \$80. WLEC/NBI.

12/17/04. **2004 Business Litigation Seminar: The Cutting Edge, Part 1.** 8:30 am-12 noon ET live webcast. \$130/195. WLEC/Cleveland Bar Assn.

12/17/04. **2004 Business Litigation Seminar: The Cutting Edge, Part 2.** 1:30-4:30 pm ET live webcast. \$110/165. WLEC/Cleveland Bar Assn.

1/3/05. *Justice in the Jury Room.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

1/4/05. *Sanctions and the Goldilocks Test -- Too Soft, Too Hard, or Just Right?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

1/5/05. *Electronic Document Discovery: Recent Developments.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

1/11/05. **Litigation Series.** *Why Our Clients' Insurance Policies May No Longer Meet Their Greatest Needs -- And What They Can Do About It.* Teleconference and live audio webcast. ABA/ABA Lit. Section.

1/11/05. *Products Liability.* 2-4 pm ET teleseminar. \$139/159. ATLA.

1/19/05. *Junk Science or Scientific Evidence?* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

2/9/05. **Litigation Series.** *Protecting the Board and Your Fees: Current Trends in Director and Officer Liability.* Teleconference and live audio webcast. ABA/ABA Lit. Section.

2/10/05. *Black Boxes.* 2-4 pm ET teleseminar. \$139/159. ATLA.

2/24/05. *Wal-Mart.* 2-4 pm ET teleseminar. \$139/159. ATLA.

3/22/05. *Neurontin.* 2-4 pm ET teleseminar. \$139/159. ATLA.

4/6/05. *Civil Litigation Update 2005.* 9 am-12 noon or 1:30-4:30 pm ET live webcast. \$139. PBI.

4/26/05. *How to Get a Doctor's Testimony Without Taking His or Her Deposition.* 2-4 pm ET teleseminar. \$139/159. ATLA.

5/10/05. *Fibromyalgia Cases.* 2-4 pm ET teleseminar. \$139/159. ATLA.

5/24/05. *Experts.* 2-4 pm ET teleseminar. \$139/159. ATLA.

6/28/05. *Persuasion.* 2-4 pm ET teleseminar. \$139/159. ATLA.

MEDIATION/NEGOTIATION

11/3/04. *Barrister Workshop for New Attorneys: Jr. vs. Sr. -- Tips for Newer Lawyers to Successfully Negotiate with the Pros.* 9:30-11 am ET live webcast. \$60/90. WLEC/Beverly Hills Bar Assn.

Distance CLE, cont'd

12/6-7/04. *Negotiating Commercial Leases: How Owners and Corporate Occupants Can Avoid Costly Errors, Fall 2004*. Live webcast. \$1295. PLI.

12/6/04. **Negotiating Commercial Leases Fall 2004.** *Leasing 101--Fine Tuning the Basics; Operating Expenses; Long Range Planning-Unanticipated Limitations*. 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

12/6/04. **Negotiating Commercial Leases Fall 2004.** *Insurance -- A Case Study; Retail Leasing: Special Concerns; Ethics*. 4:15-8:30 pm ET live webcast. \$447. WLEC/PLI.

12/7/04. **Negotiating Commercial Leases Fall 2004.** *Institutional Property Manager's View/Letters of Intent; Brokerage Clauses and Issues; Beware of Accounting and Financial Terminology; The Sublease Transaction*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

12/7/04. **Negotiating Commercial Leases Fall 2004.** *Title & Insurance; Lender's View of the Lease; Letters of Credit & Guarantees as Security; Negotiation Workshop; Office Lease/Retail Lease - Negotiation Demonstrations - Clauses under Consideration*. 4:30-8:15 pm ET live webcast. \$447. WLEC/PLI.

12/16/04. *Negotiation Ethics: The Power of Ethical Negotiation Strategies*. 12-1 pm ET live audio webcast. \$80. WLEC/Celesq (R) AttorneysEd Center. [1.0]

1/6/05. *Major Issues in Mediation*. 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

4/12/05. *Effective Legal Negotiation and Settlement*. 2-4 pm ET teleseminar. \$139/159. ATLA.

NEW LAWYER PROGRAMMING [See also various substantive law topics for specialized introductory courses.]

11/3/04. *Barrister Workshop for New Attorneys: Jr. vs. Sr. -- Tips for Newer Lawyers to Successfully Negotiate with the Pros*. 9:30-11 am ET live webcast. \$60/90. WLEC/Beverly Hills Bar Assn.

REAL ESTATE/LAND USE/HOUSING/REAL PROPERTY LAW

11/1/04. *How to Successfully Navigate, Litigate and Resolve Mold Issues*. 6-9 pm ET live webcast. \$110/165. WLEC/Assoc. Bar of City of NY.

11/8/04. *Understanding the Sophisticated Real Estate Practice 2004*. Live webcast. \$1395. PLI.

11/8/04. **Understanding the Sophisticated Real Estate Practice 2004.** *Purchases, Sales and Closing; Title and Survey; Lending: Mortgages and Beyond*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

11/8/04. **Understanding the Sophisticated Real Estate Practice 2004.** *Demonstration: Sample Negotiation of Mortgage Commitment and Loan Documents; Construction Loans, Commercial Leases*. 4:45-8:15 pm ET live webcast. \$447. WLEC/PLI.

11/9/04. **Understanding the Sophisticated Real Estate Practice 2004.** *Bankruptcy-Related Issues in Real Estate Transactions; Land Use/Zoning; Evolving Environmental Issues; Ethics nad Malpractice Prevention*. 12-4 pm ET live webcast. \$447. WLEC/PLI.

11/18/04. *Nuts & Bolts of Title Insurance*. 6-9 pm ET live webcast. \$110/165. WLEC/Assoc. Bar of City of NY.

11/19/04. *Land-Use Appeals in Idaho*. 2-3 pm ET live audio webcast. \$80. WLEC/NBI.

11/19/04. *Practical Tips for the North Carolina Zoning Advocate*. 10-11 am ET live audio webcast. \$80. WLEC/NBI.

11/30/04. *Section 1031 Exchange Formats and Variations in Colorado*. 12-1 pm ET live audio webcast. \$80. WLEC/NBI.

12/6-7/04. *Negotiating Commercial Leases: How Owners and Corporate Occupants Can Avoid Costly Errors, Fall 2004*. Live webcast. \$1295. PLI.

12/6/04. **Negotiating Commercial Leases Fall 2004.** *Leasing 101--Fine Tuning the Basics; Operating Expenses; Long Range Planning-Unanticipated Limitations*. 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

12/6/04. **Negotiating Commercial Leases Fall 2004.** *Insurance -- A Case Study; Retail Leasing: Special Concerns; Ethics*. 4:15-8:30 pm ET live webcast. \$447. WLEC/PLI.

12/7/04. **Negotiating Commercial Leases Fall 2004.** *Institutional Property Manager's View/Letters of Intent; Brokerage Clauses and Issues; Beware of Accounting and Financial Terminology; The Sublease Transaction*. 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

12/7/04. **Negotiating Commercial Leases Fall 2004.** *Title & Insurance; Lender's View of the Lease; Letters of Credit & Guarantees as Security; Negotiation Workshop; Office Lease/Retail Lease - Negotiation*

Distance CLE, cont'd

Demonstrations - Clauses under Consideration. 4:30-8:15 pm ET live webcast. \$447. WLEC/PLI.

12/15/04. *Colorado Title Insurance.* 4-5 pm ET live audio webcast. \$80. WLEC/NBI.

12/16/04. *Residential and Commercial Title Examination in Ohio 2004.* 10-11 am ET live audio webcast. \$80. WLEC/NBI.

2/3-4/05. *Seventh Annual Real Estate Tax Forum.* 9 am-5 pm (-1 pm Day 2) ET live webcast. \$1395. PLI.

SECURITIES LAW

11/10/04. *Pre-Conference Briefing to the 36th Annual Institute on Securities Regulation Webcast.* Live webcast. \$795 (\$2390 with following Institute). PLI.

11/10-12/04. *36th Annual Institute on Securities Regulation.* Live webcast, 12-5 ET pm Day 1, 9 am-5 pm ET Days 2 and 3. \$2390. PLI.

11/11/04. *Securities Class Actions Today: Report from the Front.* 6-9 pm ET live webcast. \$110/165. WLEC/Assoc. Bar of City of NY.

11/11-13/04. *36th Annual Institute on Securities Regulation.* Live webcast. \$1795 (\$2390 with the preceding Pre-Conference Briefing). PLI.

11/18-19/04. *SWAPS and Other Derivatives in 2004.* Live webcast. \$2095. PLI.

11/18/04. **SWAPS and Other Derivatives in 2004.** *Economics of SWAPS and Other Derivatives, Derivatives Math, and Derivatives Documentation.* 9 am-1 pm ET live webcast. \$560. WLEC/PLI.

11/18/04. **SWAPS and Other Derivatives in 2004.** *Derivatives Documentation, and Common Derivatives and Their Uses.* 2-5:15 pm ET live webcast. \$447. WLEC/PLI.

11/19/04. **SWAPS and Other Derivatives in 2004.** *Equity Derivatives, and Credit Derivatives.* 9 am-1 pm ET live webcast. \$560. WLEC/PLI.

11/19/04. **SWAPS and Other Derivatives in 2004.** *Energy, Electricity, Commodity Derivatives; Derivatives and Sound Practices for the Management; Derivatives and Professional Responsibility; Recent Developments: Regulatory, Legislative and Litigation.* 2-5:45 pm ET live webcast. \$525. WLEC/PLI.

11/22-23/04. *Understanding the New Hedge Fund Rule.* 9:15 am-5 pm ET live webcast. \$1295. PLI.

12/9/04. *Securities Filings 2004.* 12 noon-7:30 pm ET live webcast. \$1395. PLI.

12/9/04. **Securities Filings 2004.** *1934 Act Registration Forms; Regulation S-K; Annual Report to Shareholders and Financial Disclosure in Annual Report and Form 10-K; Form 10-K Disclosure Requirements; Proxy Statements.* 12-3:15 pm ET live webcast. \$447. WLEC/PLI.

12/9/04. **Securities Filings 2004.** *Reports; Schedules 13D and 13G; Current Issues in 1934 Act Practice; Section 16; Rule 144; Form S-8.* 4:15-7:30 pm ET live webcast. \$447. WLEC/PLI.

12/10/04. **Securities Filings 2004.** *The Review Procedures in the Division of Corporation Finance; Public Offering Terms; 1933 Act Overview; Issuance of Securities in Acquisitions.* 12-3:30 pm ET live webcast. \$447. WLEC/PLI.

12/10/04. **Securities Filings 2004.** *Ethics in SEC Practice; Risk Disclosure in 1933 and 1934 Act Filings; Disclosure Problems in Public Offerings; Full Scale 1933 Act Registration on Form S-1.* 4:30-8 pm ET live webcast. \$447. WLEC/PLI.

2/2-3/05. *Living with the New Corporate Governance and Disclosure Regime 2005.* Live webcast. \$1395. PLI.

2/7-8/05. *Nuts and Bolts of Financial Products 2005.* Live webcast. \$1495. PLI.

3/4/05. *The SEC Speaks 2005.* Live webcast. \$895. PLI.

SECURITY AND TERRORISM ISSUES

11/3/04. *The 9/11 Report: Required Reading for Every American Lawyer.* 1-2 pm ET live webcast. \$40/60. WLEC/Hennepin Co. Bar Assn.

12/1/04. *Civil Liberties and the War on Terrorism: Recent Developments.* Live audio webcast. \$149. PLI.

TAX LAW

11/17/04. *Current Developments in Tax Law.* 1-2 pm ET ABA Connection teleconference. \$9.75/110. ABA. [1.0] (Advance reading)

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*

Distance CLE, cont'd

Advantage with the "706," "709" and "1041." Live webcast. \$1195. PLI.

12/9/04. *The Anatomy of the New Federal Gift Tax Return and Other Gift Tax Reporting Issues.* 11 am-12:15 pm ET live webcast. \$85. WLEC/NBI.

12/14/04. *Engel on Asset Protection, Part II: Compliance -- Federal and State Tax Issues Every Planner Should Know, Due Diligence and Know Your Customer Requirements, and Anti-Money Laundering Considerations.* 12-1 pm ET live audio webcast. \$80. WLEC/Celesq (R) AttorneysEd Center. [1.0]

TIME/STRESS MANAGEMENT

11/4/04. *Effective Time Management for Lawyers.* 1-3 pm telephone seminar. \$125. TRT. [2.00] (Repeated 12/1)

1/18/05. *Using Time Management Principles to Improve Client Relations.* 1-3 pm ET telephone seminar. \$125. TRT. [2.0]

WORKERS COMPENSATION LAW

11/19/04. *Select Litigation Techniques for the Difficult Workers' Compensation Case in Indiana 2004.* 10-11 am ET live audio webcast. \$80. WLEC/NBI.

12/3/04. **Advanced Workers' Compensation Medical-Legal Seminar 2004, Part 1.** 8:30 am-12 noon ET live webcast. \$130/195. WLEC/Cleveland Bar Assn.

12/3/04. **Advanced Workers' Compensation Medical-Legal Seminar 2004, Part 2.** 1:15-4:30 pm ET live webcast. \$120/180. WLEC/Cleveland Bar Assn.

WRITING/DRAFTING SKILLS

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

12/1/04. **Drafting Corporate Agreements 2004-05.** *Universal Issues in Drafting Corporate Agreements; Ethical Issues; Letters of Intent, Confidentiality and Standstill Agreements; and Acquisition Agreements.* 9 am-12:30 pm ET live webcast. \$485. WLEC/PLI.

12/1/04. **Drafting Corporate Agreements 2004-05.** *Acquisition Agreements; Stockholder Agreements; When the Deal Goes Wrong: Enforcing Corporate Agreements and the Importance Boilerplate.* 1:30-5 pm ET live webcast. \$485. WLEC/PLI.

Distance Course Providers

(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, Web <http://www.atla.org>.

CLEO.** CLE Online, P.O. Box 80947, Austin, TX 78708, (512) 778-5665, Fax (512) 223-0562, E-mail 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, Web <http://www.fdli.org>.

Distance CLE, cont'd

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, Web 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@ssso.org, Web <http://www.ncsea.org>.

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, 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, 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, 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>.

