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In This Issue:

Winter 2005 Survey Report:

Law Office Diversity Programs, Part 1: Goals and Methods

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This is our first survey of diversity programs, which seem to be a growing trend in law offices. We e-mailed the survey questionnaire in January to some 200 colleagues. Ultimately 31 law offices responded; they are profiled below under "Respondent Profile."

We hoped to learn from the survey respondents:

1. The status, goals, and objectives of their diversity programs,
2. What methods they are using to accomplish their objectives,
3. What major forces are driving their efforts, and
4. What results they have so far achieved.

The first two topics are addressed in this Part 1 of the survey report. The last two will be addressed in Part 2 in the May 2005 issue.

We also invited the respondents to share their success stories, lessons learned, and other comments. Those are included in the relevant sections of the report.

The survey respondents represent, we believe, a good cross-section of the law offices that are tackling diversity issues in the workplace. We admire their intelligence, energy, and commitment to this complicated and sensitive task. And we thank them for their generosity in sharing their experience with the rest of us. We would particularly like to thank our colleagues in the Professional Development Consortium, who provided or instigated the great majority of the survey responses.

Executive Summary: The "Average" Respondent

There was a wide range of variation on every aspect of the survey topics – as to both the responding organizations themselves and the programs they have implemented or are in the course of developing. Those differences are explored in some detail in the following sections. In those

sections we also look at three different subsets of respondents based on size, location, and target personnel.

Here, however, is a profile of the "average" or typical survey respondent, compiled from numerical averages of the quantitative items and the most common responses (50% or more of respondents) on the qualitative ones:

1. The organization is a US-based law firm with 581 lawyers practicing in 10 offices in 4 countries.

2. It has had a diversity program in place for 3 years or less, and the program is directed by one or more practicing lawyers with support from a volunteer committee and/or administrative staff whose primary responsibilities also lie elsewhere.

3. The major objectives of the program are:

- To *improve the recruitment and retention* of
- *Legal personnel* (partners/senior lawyers, associates/junior lawyers, and other legal staff) who will diversify the organization's human resources on the basis of
- *Race, gender, national origin, cultural background, and sexual orientation*.

4. Program strategies include,

- With respect to the nontraditional personnel being sought:
  - Targeted recruitment,
  - Support for affinity groups, and
  - Targeted training and development.

- With respect to other personnel in the organization:
  - Diversity education/training for the lawyers
  - Diversity education/training for firm leaders and managers

- On an organization-wide basis:
  - Leadership involvement and example
  - Developing an inclusive culture
  - Community service activities
  - Improving internal communications
  - Strengthening management and supervision skills
  - Serving diverse clients

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5. The major factors driving the program are:

- A strong commitment from firm leadership
- Client expectations
- A strong diversity chair, committee, or task force
- A strong recruitment program
- A firm culture of inclusion and open communication
- A strong professional development program
- Collection and publication of firm demographics by NALP and others

6. The program has been:

- Most successful at integrating nontraditional personnel into the social life of the firm.
- Moderately successful at recruiting nontraditional personnel and integrating them into the firm's practice and client relationships.
- Least successful at retaining nontraditional personnel and diversifying the leadership of the firm.

Profile of All Respondents

Number and type of responding organizations: 31 law offices responded to our survey: 2 state government agencies and 29 private law firms (27 US, 1 Canada, 1 UK).

Organization size ranges from a little over 100 lawyers to over 3,000. In all, the respondents represent over 18,000 practicing lawyers.

Geographic scope: The responding organizations have anywhere from 2 offices to more than 50. The 2 state agencies and 10 of the US law firms practice only in this country; the remaining 19

firms have offices in anywhere from two countries to more than 30.

Persons completing the survey questionnaire: People in the following types of positions submitted the survey questionnaires on behalf of their organizations:

- Human resources, legal personnel, professional development, recruitment, and/or training officers; in several cases two of those functions are combined in one position (19)
- Diversity managers/directors/officers (5)
- Law firm partners who gave no other title (3)
- Diversity committee chairs (2)
- Development/marketing officers (2)

Respondent Subsets

In analyzing the survey data, we looked at three subsets of respondents to see what noteworthy differences emerged:

1. We grouped all respondents into three subsets by organization size:

   # over 700 lawyers (9 respondents);
   # 300-700 lawyers (11 respondents); and
   # under 300 lawyers (11 respondents).

2. The second grouping is geographic, based on various reports that in the U.S., nontraditional lawyers seem to prefer major coastal cities over other locations. So we compared the programs of:

   # 12 "Central" law offices in which at least 2/3rds of the lawyers practice in the U.S. interior (based on NALP Employer Directory statistics by office) – that is, in the states arcing west and south from Ohio to Arizona, and
   # 16 "Coastal" law offices in which at least 2/3rds of the lawyers practice in the states along the U.S. east and west coasts.[1]

   Law offices that did not fit either category were not included in the comparisons.

3. We also grouped selected respondents into two subsets by target personnel – that is, by significant differences in the categories of personnel the respondents are seeking to diversify:

   # 12 offices whose diversity efforts target *only the lawyers* (11 of these are targeting both partners/senior lawyers and associates/junior lawyers, and 1 is targeting – "for now," they noted -- only associates/junior lawyers), and
   # 7 offices whose programs are targeting *all categories of personnel* for diversity – that is, all lawyers, other legal staff, managers/administrators, and support staff.

   Our expectation here was that narrow vs. broad target objectives might play out in differences in both the strategies adopted and the results achieved.

Status of Program

Three respondents do not yet have an organized diversity program, although two of those are actively exploring the possibility. Six others have programs in development. Twenty-two have had organized programs in place for varying lengths of time. Program longevity for all respondents is charted in the second column of Table 1a on page 4.

Only one respondent, a firm in the 700+ size category, neither has a diversity program nor plans to develop one. They commented about the reason for that:

> "[O]ur turnover for minorities is higher than non-minorities, as reflects the turnover in the industry.... I think the Firm hesitates to put together an extensive, costly program on a firmwide basis because they haven't heard enough long-term success stories. Those would be helpful to hear."

Another firm of under 300 lawyers that is exploring the possibility of a program said:

> "We had a recent attorney retreat that focused on diversity. We had an excellent client panel featuring diverse attorneys. These attorneys made a very strong impression on the firm's attorneys."

[1] We included Pennsylvania in the "Coastal" states, although it lacks direct access to the Atlantic coast.

Overall, and by organization size, program status sorts out as follows:

Table 1a. Status of Diversity Programs (All Respondents and Respondents by Organization Size)

	All Respondents (31)	>700 lawyers (9 respondents)	300-700 lawyers (11 respondents)	<300 lawyers (11 respondents)
No Program	10%	11%	0%	18%
Developing Program	19%	22%	18%	18%
Program in Place	71%	67%	81%	64%
Program in Place:	(22 respondents)	(6 respondents)	(9 respondents)	(7 respondents)
<1 year	14%	17%	0%	29%
1-3 years	41%	50%	33%	43%
3-5 years	23%	17%	33%	14%
5-10 years	4%	0%	11%	0%
>10 years	18%	17%	22%	14%

Note that a slight majority of the existing programs for All Respondents (52%) are of recent vintage – 3 years old or less. (Two respondents, however, indicated that their current programs are revamped versions of older ones.) Adding those young programs to the programs that are in development or not yet started suggests that law office diversity is very much a work in progress.

We should also note that the U.S. respondents are at the front of the trend. Both the British and Canadian firms that responded are just beginning to develop their programs.

Differences by size. In Table 1a, the law offices in the middle size range (300-700 lawyers) show, in the third row of the chart, the highest proportion of programs actually in place (81%) and, in the last three rows, the longest-standing programs (a combined 66% in place for 3 years or more, compared with 34% for the >700 offices and 28% for the <300 ones). Other differences are slight.

Differences by location (U.S. respondents only). As Table 1b below shows, there are significant differences in program longevity between the "Central" and "Coastal" U.S. law offices. The Coastal respondents have been at this longer, perhaps because population diversity became a fact of life earlier in coastal communities. These respondents report no programs less than a year old, and almost two-thirds of their programs are 3 or more years old. A third of the Central respondents, on the other hand, have programs younger than one year, and none have had programs in place longer than 5 years.

Note, too, that despite the differences, both the Central and Coastal respondents have a higher percentage of programs in place than the respondent pool as a whole. In fact, these two subgroups account for all the respondents that now have programs in place.

Table 1b. Longevity of Diversity Programs (US Central vs. Coastal Respondents)[2]

	All Respondents (31)	US Central (12 respondents)	US Coastal (16 respondents)
No program	10%	8%	6%
Developing program	19%	17%	13%
Program in place	71%	75%	81%
Program in place:	(22 respondents)	(9 respondents)	(13 respondents)
<1 year	13%	33%	0%
1-3 years	39%	44%	38%
3-5 years	22%	22%	23%
5-10 years	4%	0%	8%
>10 years	17%	0%	31%

Differences by Personnel Targets (Table 1c, page 6). We had expected that the respondents who are limiting their target personnel categories to attorneys only would be respondents with newer programs who are choosing to kick things off with a limited focus. While Table 1c below shows shorter average longevity for the programs in this group, almost half these programs are 3 years old or more. So it would appear that in at least some cases the choice to focus exclusively on the lawyers is not a short-term decision.

Note, however, that half the programs that are targeting all personnel categories for increased diversity are over 10 years old.

Staffing of the Program

The survey questionnaire did not directly inquire into program staffing, but several respondents raised the subject and others did so indirectly by providing their titles or making other comments about the organization of the program.

Five questionnaires were completed by individuals titled as diversity officers, managers, or directors. Three of those are at 700+ lawyer firms, and two are at firms in the 300-700 lawyer group. Two of these diversity managers commented about their roles:

> "If a firm or corporation wants to commission a diversity officer, that person must be exclusively dedicated to the mission and must have authority from the top. The responsibility for the diversity agenda cannot be placed on a partner or associate who toils in the diversity field while also attempting to meeting other enterprising goals, and the individual must have a voice at the leadership table."

[2] See page 2 for definitions of these two selected subsets.

Table 1c. Longevity of Diversity Programs (Respondents Seeking to Diversify Lawyer Personnel Only vs. Those Seeking to Diversify All Personnel)

	All Respondents (31)	Lawyers Only (12 respondents)	All Personnel (7 respondents)
No program	10%	0%	0%
Developing program	19%	8%	14%
Program in place	71%	92%	86%
Program in place:	(22 respondents)	(11 respondents)	(6 respondents)
<1 year	13%	18%	0%
1-3 years	39%	36%	50%
3-5 years	22%	36%	0%
5-10 years	4%	9%	0%
>10 years	17%	0%	50%

> "Support (and understanding) of the firm's leadership is key to success, as is buy in from the rest of the partnership. Clearly communicating actions and progress to the firm's personnel also is key so that people understand that actions are being taken and progress is being made so that you keep the momentum going and enthusiasm for the diversity program high."

Another respondent discussed its volunteer committee:

> "The formation of our Diversity & Community Relations Committee, and its accomplishments over the course of its 1-year existence, is our success story. By bringing a diverse group of attorneys and staff together, with representation from 5 out of our 7 offices, including individuals that understand the importance of establishing a diversity program for [the] Firm and involving individuals at all levels (partners, associates and staff), we have accomplished a great deal in a very short amount of time."

Program Objectives

We asked the respondents to identify the objectives of their diversity program in three areas:

1. The *personnel categories* the program seeks to diversify, including both lawyer and non-lawyer personnel.

1. The *attributes* it seeks to diversify – including attributes such as race and gender that are protected under the civil rights laws, and other attributes such as language skills and sexual orientation.

2. The *top three overall objectives* of the program.

In this and the remaining sections of the survey, respondents with programs in varying stages of development answered many of our questions, and their responses are included along with those of respondents with programs in place.

1. Target Personnel Categories

On average, the respondents' diversity programs primarily target the legal staff – partners/senior lawyers, associates/junior lawyers, and other legal staff such as summer associates and legal assistants – for increased diversity. All of the respondents are targeting their associates/junior lawyers for diversity, and nearly all their partners/senior lawyers. Almost half (12 of the 27 respondents who answered this part of the questionnaire, or 44%) are targeting the attorneys exclusively. One quarter (7 out of 27, or 26%) seek to diversify all personnel, legal and nonlegal.

Every respondent that targeted its management staff for diversity also targeted the support staff. Perhaps that combination translates into advancement opportunities for the support staff.

A breakdown of the target personnel for all respondents and by organization size appears in Table 2a below.

Table 2a. Target Personnel (All Respondents and Respondents by Organization Size)

	All Respondents (27)	>700 lawyers (8 respondents)	300-700 lawyers (10 respondents)	<300 lawyers (9 respondents)
Partners/Senior Lawyers	96%	88%	100%	100%
Associates and Counsel/Junior Lawyers	100%	100%	100%	100%
Other Legal Staff	52%	38%	50%	67%
Managers/ Administrators	30%	38%	20%	33%
Support Staff	30%	38%	20%	33%
Average number of target staffs	3.1	3.0	2.9	3.3

Differences by Size. Three notable differences emerge from the data by law office size:

1. The likelihood of *other legal staff* being targeted for diversity appears to rise as the size of the organization falls, from 38% in the largest law offices in the survey to 67% at the smallest.

2. By contrast, the *management* and *support staff* pattern is mixed, showing the least emphasis in the middle size range.

3. The smallest law offices on average are targeting the highest number of staff categories.

Differences by Location. More of the Coastal respondents are targeting their nonlawyer staffs for diversity than are the Central ones, and the Coastal respondents are targeting a greater number of personnel categories overall. This may be a result of the former having a higher proportion of mature programs (see Table 1b) and having expanded their targets over time. Indeed, two firms whose programs are in development say that they are initially targeting only attorneys, but expect ultimately to expand the program to other staffs as well.

The differences by location, and in comparison to all respondents, are shown below in Table 2b.

Table 2b. Target Personnel
(US Central vs. Coastal Respondents)

	All Respondents (27)	US Central (11 respondents)	US Coastal (15 respondents)
Partners/Senior Lawyers	96%	100%	100%
Associates and Counsel/Junior Lawyers	100%	100%	100%
Other Legal Staff	52%	36%	67%
Managers/ Administrators	30%	18%	40%
Support Staff	30%	18%	40%
Average number of target staffs	3.1	2.7	3.4

2. Target Attributes

We asked the respondents what attributes their diversity programs seek to increase in the target personnel.

Overall, *Race and/or color* is the leading target attribute, the single basis on which every respondent in every category says it is actively seeking to diversify its human resource base. *Gender* and *National origin* are close behind. *Race* and *National origin* are the only two attributes that are receiving a consistent level of emphasis by organizations in all three size categories.

Age and *diverse career backgrounds* cluster together toward the lower end of the range. Indeed, these categories overlap (consider the older law graduate who is embarking on a second career).

Economic disadvantage and *language proficiency* are ranked at the very bottom. The second one surprised me; given the number of international firms participating in the survey, one might think language skills would be a higher priority. Maybe this is a "silo" phenomenon, and language skills are the province of the recruiting program rather than the diversity program.

The low ranking for the *Economically disadvantaged* is less surprising. As knowledge organizations with words as their primary operating medium, law firms require high levels of education and literacy for both lawyers and staff. In these times those are not readily accessible to the economically disadvantaged. If college and law school tuitions keep escalating, the accessibility of higher education to those of limited means will further decline. That unfortunate reality is increasingly shrinking the pool of available minority candidates, and it appears that law firms may be starting to put some financial resources into reversing the trend (see the discussion of targeted recruiting approaches on page 14).

Eleven target attributes array themselves as shown below in Table 3a, in descending order based on the number of respondents who say their diversity effort is targeting each attribute. The three right-hand columns break out the results by organization size.

Table 3a. Targeted Diversity Attributes (All Respondents and Respondents by Organization Size)

	All Respondents (27)	>700 lawyers (8 respondents)	300-700 lawyers (10 respondents)	<300 lawyers (9 respondents)
Race and/or color	100%	100%	100%	100%
Gender	89%	100%	90%	78%
National origin	89%	88%	90%	89%
Diverse cultural backgrounds	78%	50%	90%	89%
Diverse sexual orientations	67%	75%	80%	44%
Disability	44%	50%	40%	44%
Religion	44%	50%	50%	33%
Age (over 40)	26%	38%	20%	22%
Diverse career backgrounds	19%	25%	10%	22%
Economically disadvantaged	7%	13%	0%	11%
Language proficiency	7%	13%	0%	11%
Average number of target attributes	5.7	6.0	5.7	5.4

Differences by size. Looking at the respondents in Table 3a by size, we see many small differences and a few striking ones:

- *>700 lawyers*. The largest respondents are casting the widest net: Overall they are targeting more attributes than the smaller organizations. In particular, they are more actively targeting women and older workers, and are somewhat more inclined as well to seek out people with disabilities, the economically disadvantaged, and people with diverse language skills.
- *300-700 lawyers*. The respondents in the middle size range are less focused than others on diverse career backgrounds, economic disadvantage, and language skills.
- *<300 lawyers*. The smaller law offices are somewhat less focused on gender diversity, and markedly less so with regard to sexual orientation.

Differences by location. In Table 3b below, we again look at Central vs. Coastal respondents. There are small differences in emphasis across the board, and two sizeable ones: a majority of the Coastal respondents are actively targeting diverse sexual orientations and people with disabilities, compared to a minority of the Central ones.

Table 3b. Targeted Diversity Attributes (US Central vs. Coastal Respondents)

	All Respondents (27)	US Central (11 respondents)	US Coastal (15 respondents)
Race and/or color	100%	100%	100%
Gender	89%	82%	93%
National origin	89%	91%	87%
Diverse cultural backgrounds	78%	82%	80%
Diverse sexual orientations	67%	36%	87%
Disability	44%	27%	53%
Religion	44%	36%	47%
Age (over 40)	26%	18%	27%
Diverse career backgrounds	19%	27%	13%
Economically disadvantaged	7%	9%	7%
Language proficiency	7%	9%	7%
Average number of target attributes	5.7	5.2	6.0

Differences by targeted staff categories. The respondents whose diversity programs are targeting the lawyer personnel exclusively ("Lawyers Only") are also targeting a narrower range of attributes on average than the respondents who seek to diversify all categories of personnel ("All Staff"). The breakouts are shown in Table 3c on the next page.

3. Top Objectives of the Program

We asked the respondents to identify the Top Three objectives of their diversity programs. As shown in Table 4a on page 12, *Increasing recruitment and retention of nontraditional personnel*[3] tops the list by a wide margin, with 96% of the respondents identifying this objective as one of their Top Three.

Occupying a broad middle band between 37% and 48% are:

- *Integrating nontraditional personnel into the firm's leadership,*
- *Strengthening employee's diversity awareness and skills,*
- *Competing more effectively for clients,* and
- *Increasing the abilities, connections, and perspectives available to the firm.*

Emphasized by less than a quarter of the respondents are:

- *Improving employees' satisfaction and working relationships* and
- *Raising firm productivity.*

[3]These and the following rather lengthy terms that were used in the questionnaire have been abbreviated for purposes of inclusion in Tables 4a through 4c.

Table 3c. Targeted Diversity Attributes (Respondents Seeking to Diversify Lawyer Personnel Only vs. Those Seeking to Diversify All Personnel)

	All Respondents (27)	Lawyers Only (12 respondents)	All Personnel (7 respondents)
Race and/or color	100%	100%	100%
Gender	89%	73%	100%
National origin	89%	82%	86%
Diverse cultural backgrounds	78%	75%	71%
Diverse sexual orientations	67%	58%	57%
Disability	44%	9%	57%
Religion	44%	25%	43%
Age (over 40)	26%	9%	29%
Diverse career backgrounds	19%	8%	29%
Economically disadvantaged	7%	0%	14%
Language proficiency	7%	0%	29%
Average number of target attributes	5.7	4.6	6.1

At the bottom of the list and not a top priority for anyone, it seems, is *Enhancing the firm's public image*.[4]

Differences by size. A few differences among size categories in Table 4a are quite striking, especially the very high emphasis by the largest respondents on *Integration into firm leadership* and the very low emphasis on the same objective by respondents in the middle size category. Also noteworthy is the low priority placed by the largest firms on *Competing for clients* as a diversity program objective; perhaps this is an area where they already feel relatively secure. Finally, we note that respondents in the middle size category put a somewhat higher priority than others on *Improving satisfaction and working relationships* through the diversity program.

[4]Clearly, however, law offices care about their image on diversity with certain segments of the public. Our initial Internet search on the term "diversity + lawyers" produced over 1.5 million hits. The links we skimmed through were dominated by law firm web pages extolling the firm's diversity, with many of those pages explicitly targeted to potential recruits.

Table 4a. Top Program Objectives
(All Respondents and Respondents by Organization Size)

	All Respondents (27)	>700 lawyers (8 respondents)	300-700 lawyers (10 respondents)	<300 lawyers (9 respondents)
Recruitment and retention	96%	88%	100%	100%
Integration into firm leadership	48%	88%	20%	44%
Strengthening awareness and skills	44%	38%	50%	44%
Competing for clients	44%	25%	50%	56%
Increasing available abilities, connections, and perspectives	37%	38%	30%	44%
Improving satisfaction and relationships	19%	13%	30%	11%
Raising productivity	7%	13%	10%	0%
Enhancing public image	0%	0%	0%	0%

Differences by location (Table 4b on page 13). The US Central and Coastal respondents share many of the same top objectives. Two fairly substantial differences, however, are the Central respondents' greater emphasis on *Competing for clients* and the Coastal respondents' higher priority for *Strengthening awareness and skills*.

Differences by targeted staff categories (Table 4c on page 13). Comparisons on this basis show many differences -- large, small, and in between. The largest differences, of more than 20 percentage points, are in the three objectives highlighted in Table 4c. For the respondents who are targeting only the lawyer personnel for diversity, *Competing for clients* is a much higher priority for the program, and *Integration into firm leadership* and *Strengthening awareness and skills* are much lower priorities, than the same three objectives are for the respondents who are seeking to diversify all categories of personnel.

Table 4b. Top Program Objectives (US Central vs. Coastal Respondents)

	All Respondents (27)	US Central (11 respondents)	US Coastal (15 respondents)
Recruitment and retention	96%	100%	100%
Integration into firm leadership	48%	50%	53%
Strengthening awareness and skills	44%	30%	60%
Competing for clients	44%	60%	27%
Increasing available abilities, connections, and perspectives	37%		
Improving satisfaction and relationships	19%	30%	13%
Raising productivity	7%	0%	7%
Enhancing public image	0%	0%	0%

Table 4c. Top Program Objectives (Respondents Seeking to Diversify Lawyer Personnel Only vs. Those Seeking to Diversify All Personnel)

	All Respondents (27)	Lawyers Only (12 respondents)	All Personnel (7 respondents)
Recruitment and retention	96%	92%	100%
Integration into firm leadership	48%	33%	71%
Strengthening awareness and skills	44%	42%	71%
Competing for clients	44%	67%	29%
Increasing available abilities, connections, and perspectives	37%	33%	14%
Improving satisfaction and relationships	19%	17%	14%
Raising productivity	7%	17%	0%
Enhancing public image	0%	0%	0%

Approaches Used to Achieve Program Objectives

We asked the respondents to identify the methods they have adopted to further the goals of the program, in three areas:

1. *Nontraditional personnel* – that is, the methods employed with and for recruits and employees who possess the target attributes the program seeks to increase.

2. *Other personnel* – methods employed with and for other personnel in the organization to gain their understanding and support.

3. *The organization as a whole* – organization-wide initiatives intended to involve, influence, and benefit all personnel.

1. Nontraditional personnel

The respondents identified five strategies they are using with and for their nontraditional personnel. These are shown in rank order in Table 5a.

Overall, the top two methods in this category, adopted by all or nearly all the respondents, are:

1. *Targeted recruitment efforts* and
2. *Support for affinity groups (e.g., a women lawyers group).*

Concerning targeted recruitment, respondents had the following comments:

> "Since we have become 'intentional' about our recruiting efforts we have seen improvement in our ability to attract minority attorneys. However, it is too soon to tell whether we will be successful retaining them. Likewise, it is too soon to tell whether our Action Plan has resulted in increased retention of our women attorneys. We view retention as the real hallmark of success."

> "Lesson learned: Maintaining hiring standards across the board."

Another respondent augments its recruitment efforts with a scholarship program:

> "The Firm has also established two $2500 scholarships at an in-state law school that are to be awarded to members of three minority student associations."[5]

Employed by half to two-thirds of respondents overall are:

3. *Targeted training and development* and
4. *Targeted assignments and/or supervision*.

Another respondent appears to have bundled all four of the above objectives – targeted recruitment, affinity group support, training and development, and assignments – along with client development as well into the mission of its

> "... 'Minority Attorney Group' that is dedicated to recruiting and retaining minority talent. We assign mentors within this group to ensure smooth integration into the Firm and to assist these individuals in obtaining meaningful work assignments. This committee also focuses on marketing our capabilities to a more diverse clientele...."

Only about one-third of the respondents use

5. *Targeted advancement*

for their nontraditional personnel. And one of those found it counterproductive:

> "Our biggest problem ... is ... the negative side of promotion for diversity reasons. ('She only got the job because she's a [fill in the blank]'; and with objective evidence supporting that conclusion.)"

Along with the previous respondent's "lesson learned" about the importance of "maintaining hiring standards," it appears that either hiring or advancement on the basis of diversity alone is more likely to hurt than help the goals of the program.

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[5] See also Eric Kraeutler's article beginning on p. 29 of this issue about Morgan Lewis's scholarship programs for minority students.

Table 5a. Diversity Approaches with Nontraditional Personnel (All Respondents and Respondents by Organization Size)

	All Respondents (27)	>700 lawyers (8 respondents)	300-700 lawyers (10 respondents)	<300 lawyers (9 respondents)
Targeted recruitment	100%	100%	100%	100%
Support for affinity groups	89%	88%	90%	89%
Targeted training and development	67%	63%	80%	56%
Targeted assignments and/or supervision	48%	63%	50%	33%
Targeted advancement	37%	63%	20%	33%
Average number of strategies used	3.4	3.8	3.4	3.1

Differences by size. As indicated in Table 5a above, respondents in all size categories are in sync in their emphasis on the top two methods, *Targeted recruitment* and *Support for affinity groups*. But those in different size categories put differing levels of emphasis on the three lower-ranked methods:

- *>700 lawyers*. The largest law offices make greater use than other respondents of *Targeted assignments* and *advancement* for the benefit of their nontraditional personnel. These respondents also use more of the five strategies, on average, than the smaller law offices.
- *300-700 lawyers*. Those in the middle size range more often emphasize special *training and development*, whereas they are significantly less inclined than the largest law offices to use *Targeted advancement*.
- *<300 lawyers*. The respondents with fewer than 300 attorneys put the least emphasis of the three on *Targeted training* and *Targeted assignments*, and use the fewest strategies overall.

Differences by location (Table 5b, page 16). The US Coastal respondents are employing more strategies on average with their nontraditional personnel, and in particular are putting significantly more emphasis on *Targeted assignments and supervision*, than the US Central group.

Differences by targeted personnel categories (Table 5c, page 16). All the respondents in both groups are committed to *Targeted recruitment*. The law offices that are seeking to diversify all categories of personnel, however, are emphasizing the 4 remaining strategies to a much greater degree than those that are focused exclusively on attorney personnel.

2. Other personnel

The respondents identified four approaches they are using with the other personnel in the organization to strengthen their diversity awareness and skills and their support for the diversity program. In rank order by the number of respondents who report using them, they are:

1. *Diversity education/training for lawyers*
2. *Diversity education/training for firm leaders and managers*
3. *Diversity education/training for staff*
4. *Incentives and/or accountability for meeting diversity goals*

Table 5b. Diversity Approaches with Nontraditional Personnel (US Central vs. Coastal Respondents)

	All Respondents (27)	US Central (11 respondents)	US Coastal (15 respondents)
Targeted recruitment	100%	100%	100%
Support for affinity groups	89%	91%	93%
Targeted training and development	67%	64%	73%
Targeted assignments and/or supervision	48%	27%	67%
Targeted advancement	37%	36%	40%
Average number of approaches used	3.4	3.2	3.7

Table 5c. Diversity Approaches with Nontraditional Personnel (Respondents Seeking to Diversify Lawyer Personnel Only vs. Those Seeking to Diversify All Personnel)

	All Respondents (27)	Lawyers Only (12 respondents)	All Personnel (7 respondents)
Targeted recruitment	100%	100%	100%
Support for affinity groups	89%	75%	100%
Targeted training and development	67%	50%	71%
Targeted assignments and/or supervision	48%	25%	71%
Targeted advancement	37%	25%	71%
Average number of approaches used	3.4	2.8	4.1

Overall, the first two strategies are employed by a large majority of the respondents and the next two by a significant minority. Table 6a shows the numbers.

One respondent whose program is still in the development phase characterizes its lawyer training as follows:

> "We have done training on diversity issues for all of our legal professionals upon joining the firm. We also train our interviewers to be aware of the issues when recruiting."

Table 6a. Diversity Approaches with Other Personnel (All Respondents and Respondents by Organization Size)

	All Respondents (27)	>700 lawyers (8 respondents)	300-700 lawyers (10 respondents)	<300 lawyers (9 respondents)
Education/training for lawyers	85%	88%	80%	89%
Education/training for firm leaders	74%	75%	80%	67%
Education/training for staff	44%	63%	40%	33%
Incentives and/or accountability	37%	38%	30%	44%
Average number of approaches used	2.4	2.6	2.3	2.3

Differences by size. The differences by size shown in Table 6a above are slight except on the issue of *Diversity education and training for staff*. The largest respondents (>700 lawyers) are significantly more likely to provide staff training than the others. On average these respondents also use more of the approaches than the smaller groups.

Differences by location (Table 6b on page 18). On average the Coastal organizations are using more approaches overall and using each of the four approaches more consistently than the Central respondents.

Differences by targeted personnel categories (Table 6c, page 18). The respondents that are targeting all personnel categories for diversity use more of the approaches overall, and more consistently use each individual approach, than those that are targeting lawyer personnel exclusively. The greatest difference, a full 60 percentage points, is on staff training. This makes sense; a firm that is seeking to diversify its nonlawyer staff would want the colleagues of the new nontraditional personnel to understand and support the goals of the program.

Table 6b. Diversity Approaches with Other Personnel (US Central vs. Coastal Respondents)

	All Respondents (27)	US Central (11 respondents)	US Coastal (15 respondents)
Education/training for lawyers	85%	73%	93%
Education/training for firm leaders	74%	64%	80%
Education/training for staff	44%	27%	53%
Incentives and/or accountability	37%	27%	47%
Average number of approaches used	2.4	1.9	2.7

Table 6c. Diversity Approaches with Other Personnel (Respondents Seeking to Diversify Lawyer Personnel Only vs. Those Seeking to Diversify All Personnel)

	All Respondents (27)	Lawyers Only (12 respondents)	All Personnel (7 respondents)
Education/training for lawyers	85%	75%	86%
Education/training for firm leaders	74%	58%	86%
Education/training for staff	44%	25%	86%
Incentives and/or accountability	37%	17%	57%
Average number of approaches used	2.4	1.8	3.1

3. Organization-wide

When asked what diversity strategies they are using with all personnel across the law office as a whole, the respondents ranked eight organization-wide strategies in the order shown in Table 7a on the next page.

Note that a large majority of the respondents are using six of the eight strategies, and nearly half are using one of the remaining two. The only diversity strategy the great majority of respondents do *not* use is *Purchasing from diverse suppliers*.

Table 7a. Organization-Wide Diversity Approaches (All Respondents and Respondents by Organization Size)

	All Respondents (27)	>700 lawyers (8 respondents)	300-700 lawyers (10 respondents)	<300 lawyers (9 respondents)
Leadership involvement and example	93%	88%	100%	89%
Developing an inclusive culture	89%	75%	100%	89%
Community service activities	81%	63%	90%	89%
Improving internal communications	78%	75%	70%	89%
Strengthening management and supervision skills	67%	63%	70%	67%
Serving diverse clients	67%	50%	70%	78%
Strengthening human resource programs	48%	38%	60%	44%
Purchasing from diverse suppliers	19%	13%	30%	11%
Average number of approaches used	5.4	4.6	5.9	5.6

Concerning *strengthening human resource programs*, one respondent said its major "Success story" is "Instituting and maintaining a strong mentoring program."[6]

Another respondent found both the services of a diversity consultant and broad participation helpful:

> "There is no question that augmenting internal expertise with guidance from an expert consultant in the field of diversity can assist in making a program successful. In addition, we have found it extremely helpful to solicit feedback and ideas from legal staff at all levels, corporate management, practice group leaders, senior, mid-level and junior associates and even summer associates. Creating an environment of open dialogue has further enabled us to identify our current strengths and weaknesses, an essential preliminary step in building new tools to succeed in making our firm truly inclusive."

Differences by size (Table 7a above). In general, the respondents in the mid-range (300-700 lawyers) are using more of the eight strategies, and using individual strategies more consistently, than the rest. They are the group in which the majority (60%) are emphasizing the strengthening of organization-wide *human resource programs*, including professional development, to support the diversity effort. One other marked difference is the much lower emphasis on firm-wide participation in *community service activities* by the largest respondents (>700 lawyers) compared to the others. Note, too, that the <300 firms are putting the greatest emphasis on *Serving diverse clients*.

[6] See also Carl Cooper's article on K&LNG's mentoring program at page 26.

Differences by location (Table 7b below). The Coastal respondents are using more strategies overall, and using more of the individual strategies more consistently, than the Central respondents. Most of the differences are small, but two substantial ones are the former's much greater attention (by 51 percentage points) to *Strengthening management and supervision skills* and, by 33 percentage points, to *Strengthening human resource programs*. The Central respondents, on the other hand, are putting somewhat more effort into *Serving diverse clients*.

Table 7b. Organization-Wide Diversity Approaches (US Central vs. Coastal Respondents)

	All Respondents (27)	US Central (11 respondents)	US Coastal (15 respondents)
Leadership involvement and example	93%	82%	100%
Developing an inclusive culture	89%	82%	93%
Community service activities	81%	82%	80%
Improving internal communications	78%	73%	80%
Strengthening management and supervision skills	67%	36%	87%
Serving diverse clients	67%	73%	60%
Strengthening human resource programs	48%	27%	60%
Purchasing from diverse suppliers	19%	9%	27%
Average number of approaches used	5.4	4.6	5.9

A Community Service Activity

In Washington, DC, the Washington Lawyers' Committee for Civil Rights and Urban Affairs runs the Public Education Legal Services Project, an "adopt a school" program in which each of 32 law firms and bar groups commits to a continuing partnership with an individual D.C. public school. Lawyers, managers, and support staff at the participating firms work together to tutor and mentor the students at their adopted public school and may provide other services as well – for example, organizing field trips, providing summer internships, guest lecturing at classes, donating books and equipment, and sprucing up the building and grounds. More information is available on the Committee's web site, www.washlaw.org (click on the "Public Education" tab).

Differences by targeted personnel categories (Table 7c below). There's equal emphasis on *Serving diverse clients* by the respondents who are targeting only lawyers and those who are targeting all staffs. Other than that, the "All Personnel" group is using more strategies overall and using all but one of the individual strategies more consistently. In particular, this group is focused much more strongly on *Strengthening human resource programs* (by 46 percentage points) and *Strengthening management and supervision skills* (a 21-point spread). The one exception to the pattern is *Developing an inclusive culture*, which 92% of the "Lawyers Only" group is emphasizing vs. 71% of the "All Personnel" group.

Table 7c. Organization-Wide Diversity Approaches (Respondents Seeking to Diversify Lawyer Personnel Only vs. Those Seeking to Diversify All Personnel)

	All Respondents (27)	Lawyers Only (12 respondents)	All Personnel (7 respondents)
Leadership involvement and example	93%	83%	100%
Developing an inclusive culture	89%	92%	71%
Community service activities	81%	67%	86%
Improving internal communications	78%	67%	71%
Strengthening management and supervision skills	67%	50%	71%
Serving diverse clients	67%	58%	57%
Strengthening human resource programs	48%	25%	71%
Purchasing from diverse suppliers	19%	17%	29%
Average number of approaches used	5.4	4.6	5.6

To Be Continued

Part 2 of this report will appear in the May 2005 issue. It will discuss:

- the factors that respondents cited as promoting the diversity effort within their organizations, and
- their assessments of program success.

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Two Law Firms' Approaches to Diversity

Two respondents to our survey commented in considerable detail about the approaches used in their diversity programs. With their permission, their comments are published below.

Day, Berry & Howard LLP employs 236 lawyers in 7 offices in Connecticut, Massachusetts, and New York.

Each member of the Firm's Executive Committee mentors at least one minority attorney. This informal pairing helps to ensure that issues important to minority attorneys are communicated directly to the Firm's leadership. It also affords the Executive Committee a direct avenue of information from our minority attorneys. The Executive Committee also holds regular, quarterly dinner meetings with the minority attorneys as a group.

Women Working Together (WWT)® – as part of our commitment to the success of women, Day, Berry & Howard has organized a program called Women Working Together®. WWT is charged with promoting women's issues inside and outside the Firm. Its mission includes:

1. Enhancing opportunities for Day, Berry & Howard women to succeed and become leaders in the legal community

2. Establishing a forum between women lawyers at Day, Berry & Howard and women in the legal and business community as a whole to meet and develop professional opportunities

3. Maintaining a supportive environment for women at Day, Berry & Howard; and

4. Supporting women's initiatives in the community at large

The Firm also sponsors and participates in a wide range of activities dedicated to the concerns of minority communities. For example, each year the Firm celebrates Black History Month with a firm-wide trivia contest, during each day of February. We also publicize book, movie and recipe recommendations from our attorneys and staff that reflect African-American history and culture and each office has a celebration featuring African-American fare, art, and music. This year, we also celebrated Hispanic Heritage month by sharing Hispanic recipes, stories and cultural information.

We have invited speakers from cultural institutions, such as the Amistad Foundation, to speak at the Firm. We also sponsor many events, such as the ASPIRA of New York, Inc. Annual Circle of Latino Achievers luncheon, and the Juneteenth celebration in Hartford. Finally, the Firm pioneered a mentoring program with the University of Connecticut School of Law that pairs firm attorneys with minority law students.

Paul, Weiss, Rifkind, Wharton & Garrison LLP, based in New York City, employs 582 lawyers in 6 offices in 4 countries.

Paul, Weiss diversity initiatives are led by the firm's Diversity Committee and Women's Initiatives Committee. For its part, the firm's Diversity Committee is entrusted with maintaining and expanding diversity among the lawyers at the firm. Our goal has been, and continues to be, to incorporate an actively pro-diversity agenda into the fabric of firm life. To this end, we have worked to motivate the firm's diverse community to collaborate with our committee in order to design and implement programs and initiatives aimed at increasing diversity through more effective recruitment and retention. Similarly, the firm's Women's Initiatives Committee is dedicated to the career development and retention of our women attorneys.

Recruitment

On the recruitment front, we send outreach letters to all minority groups at all of the schools at which we interview inviting their members to sign up with us for an on-campus interview. When minority applicants interview at the firm, we make sure that they meet with at least one minority attorney. Paul, Weiss also supports and participates in numerous minority recruitment activities, such as:

- Harvard Asian Law Society's (HALS) Asia Pacific and Business Conference
- Association of the Bar of the City of New York Fellowship Program
- Sponsors for Educational Opportunity (SEO) Career Program
- Northeast Black law Students' Association (BLSA) Annual Roundtable in honor of Summer Associates
- Harvard Black Law Students' Association (BLSA) Career/Alumni Spring Conference
- Columbia Black Law Students' Association's Paul Robeson Conference and Annual Spring Alumni Dinner
- Hispanic National Association Job Fair
- Lavender Law Career Fair

Similarly, Paul, Weiss has implemented a number of initiatives relating to the recruitment of women. First, under the auspices of our Women's Initiatives Committee and Recruitment Committee, we send an outreach letter to law school student organizations. Second, when we visit campuses to interview, we make every effort to ensure women and minority attorneys are well represented. Third, during the in-house interview process, women candidates are scheduled to interview with at least one women attorney, if not more. Fourth, during the follow-up process, our recruitment staff facilitates further interactions between women candidates and lawyers (e.g., arranging telephone conversations, meetings, or additional visits to the office) when the candidate wants to address gender specific concerns. Finally, our summer associate program, one of our major recruiting tools, includes events sponsored by our Women's Initiatives Committee (e.g., a dinner party for all our women partners and women summer associates). In addition, the firm's Summer Committee sponsors events at outside organizations aimed toward women's concerns.

Retention:

The firm's Diversity Committee, which consists of partners, counsel, and associates, has designed a formal mentoring program for our minority associates, which seeks to foster productive mentoring relationships and to enhance the professional lives of the participating partners and associates. The Diversity Committee also hosts Diversity Networking Events, which gives Paul,Weiss minority associates the opportunity to meet other professionals in the legal and business worlds. These annual networking events attract about 400 guests and guest speakers, such as John Payton, lead counsel in the University of Michigan affirmative action cases, and Cory Booker, lawyer and former Newark mayoral candidate. On June 22, 2004, we hosted our most recent event featuring a guest speaker Harvard Professor Charles Ogletree, Jr. who addressed a crowd of well over 450 guests and signed copies of his new book, "*All Deliberate Speed: Reflections on the First Half Century of Brown v. Board of Education*."

Similarly, the firm's Women's Initiatives Committee, which consists of partners, counsel and associates, develops and supports programs aimed at promoting women attorneys and providing them with a forum to discuss their goals and experiences. The Women's Initiatives Committee holds an annual Women's Networking Event to allow for our women attorneys and women from various industries to allow them to develop professional relationships. Prior speakers have included Hillary Clinton, author Anna Quindlen, and Emily's List President, Ellen Malcolm. Throughout the year, the Women's Initiatives Committee sponsors a lecture series for our women attorneys, which includes topics such as public speaking and effective networking. The Women's Initiatives Committee also oversees the firm's Flex-Time/Part-Time program, which was developed to support those attorneys who choose to work a reduced schedule. The Women's Initiatives Committee continually monitors the program to address the needs of its participants (e.g., technology requirements for home offices). Currently, the firm is in the process of closely examining issues confronting our women attorneys and creating programs that focus on those issues.

Sponsorships

Paul, Weiss has a tradition of sponsoring and participating in various minority forums and programs both inside and outside the firm including, *but not limited to*:

- NAACP Legal Defense and Education Fund's National Equal Justice Awards Dinner
- Asian American Legal Defense and Education Fund's (AALDEF) Annual Lunar New Year Celebration
- Asian American Bar Association of New York's (AABANY) Annual Meeting and Dinner
- American Bar Association Commission on Racial and Ethnic Diversity in the Profession's Annual National Conference for the Minority Lawyer
- Metropolitan Black Bar Association Annual Awards and Dinner Dance
- American Bar Association Conference of Minority Partners in Majority Law Firms

Paul, Weiss also serves as a signatory of The Association of the Bar of the City of New York's (ABCNY) "Statement of Goals of New York Law Firms and Corporate Legal Departments for Increasing Minority Representation and Retention" and the "Restatement and Reaffirmation of Goals" adopted by the ABCNY for the hiring, retention and promotion of female attorneys and attorneys of color.

Awards and Honors

Paul, Weiss was featured in the April 2004 issue of *Minority Law Journal* in a cover story entitled, "Practicing what they Preach." The article details the firm's efforts toward diversity recruitment and retention and applauds the firm's accomplishments. In an accompanying article detailing law firm rankings across the country for diversity, Paul, Weiss is ranked 2nd.

Quotes of the Quarter:

"It's interesting what happens: About 10 years after you get out of business school, a lot of your guy friends get married, and suddenly calling them at 11 at night doesn't work for their wives. You find your network shrinking. Here's another fact: A lot of you will leave the workforce perhaps several times to have children, and your identity will be severely challenged. You are no longer the big hitter, you've got post-partum depression and you long for smart conversation. You need to have that network of smart women in place long before you take your first Lamaze class."

– Janet Hanson, founder of the "85 Broads" networking group, at the November 2004 Wharton Women in Business Conference

"Leadership commitment has to be real, not ceremonial. It's not about face time or programs. It's about seeing people as individuals and providing active sponsorship of people who have demonstrated ability. It means being an advocate, interceding where appropriate, and ensuring that the company's processes work for and are inclusive of all people. Most important, we as leaders must do this work ourselves. Diversity can't be delegated."

– Company executive quoted in the 2004 National Urban League study, *Diversity Practices That Work*

K&LNG Mentoring Program

Carl G. Cooper

Editor's Note: Our past surveys have highlighted mentor programs, with their emphasis on individually tailored guidance and support, as a top tool for professional development. Unfortunately, mentoring has also been highlighted as the professional development program that "most needs improvement" ("2002 Survey of Professional Development Spending," November 2002, p. 15). When the program works as it should, effective mentoring benefits all new attorneys. Carl Cooper here suggests some ways to make sure that happens.

Webster's Dictionary defines a mentor as: "A wise and trusted person." Ida O. Abbott, Esq., gives us a historical note on this subject in her book, *The Lawyer's Guide to Mentoring*[7], which states that the word "mentor" comes from Greek mythology. In the Odyssey, "the goddess Athena came to earth in the form of a Mentor, a trusted friend of Odysseus, to protect Odysseus' son during the Trojan Wars while his father was off fighting the wars."

Even today, in the legal community, mentoring is grounded in the thought that a mentor must be an individual who is both wise and trustworthy. However, despite the fact that most law firms have a commitment to mentoring, most are far from achieving a satisfactory result.

At Kirkpatrick & Lockhart Nicholson Graham LLP ("K&LNG"), we believe that mentoring is the key to promotion and retention, and therefore is a core value of our law firm. Our commitment to "intergenerational excellence" is not mere rhetoric; accordingly, we have undertaken an effort to revitalize, revamp and, in some cases, revolutionize our mentoring programs, policies and practices.

Program Structure and Staffing

As Chief Diversity Officer, I work in conjunction with our Chief Officer for Recruitment and Development, Susan V. Fried, Esq., in our Mentoring Initiative, as well as with our two Professional Development and Mentoring Program Administrators, Maureen A. Shannon, Esq., and Richard M. Weinerman, Esq.

In addition to the Mentoring Program Administrators, each local office has a partner who serves as the Mentoring Coordinator. It is the responsibility of the Mentoring Coordinator to make sure that an associate is paired with an attorney who will serve as an excellent mentor, and that the relationship is "a good fit" for both the mentor and the protégé.

Expectations and Roles

Mentors are expected to be accessible and honest, and open to discuss issues concerning race, culture, gender, professional goals, professional development, decisions with respect to the specialized practice area, client-specific topics, work flow, personal difficulties and other intangibles that may come up during mentoring sessions.

At the outset, we defined a mentor as a person who is both wise and trusted. To ensure trust, all mentors are volunteers and must be accepted by the protégé in order for the mentoring process to begin. If either party is unsatisfied with the relationship at any time, he or she may withdraw "at will." The ability to develop a trusting relationship is left solely up to the parties engaged in the relationship.

In addition to the partner mentor, the protégé has a "buddy" mentor, usually a senior associate or younger partner, who will service supplementary needs of the protégé; typically this is less formal than the senior partner mentoring.

[7] Abbott, Ida O., Esq., *The Lawyer's Guide to Mentoring*, The National Association for Law Placement, Washington, D.C. (2000).

The volunteer mentors meet with the protégé on a regularly scheduled day and, importantly, the mentor may or may not be in the protégé's practice field, as the process is customized for each individual associate, within the firmwide mentoring framework established by our Management Committee. Mentoring programs need both structure and flexibility.

Mentoring is a continuous process that nurtures the protégé through the professional development stages of his or her practice and continues through the client development period of his or her tenure with the law firm. It ultimately is a two-way street, which provides benefits to the mentor as well as inspiration and support to the protégé.

Effective mentoring requires that the mentor play a dual role: that of a coach and of a counselor. The coach role affords the mentor the opportunity to give technical advice, to provide feedback on the protégé's skill sets and to evaluate how he or she is progressing. At the same time, an effective mentor serves in the role of counselor, which presents the mentor with an opportunity to talk with the protégé about his or her particular work and offer emotional support, which in turn helps to build confidence, competence and credibility in the protégé[8].

The Associate Development Plan

A key component of the relationship in our program revolves around the creation and fulfillment of what we call "The Associate Development Plan" ("ADP").

Simply put, K&LNG's mentoring program can help build a career at the firm only if the mentor and protégé know the objectives for progress and how to accomplish them. Each mentor is to work with his or her protégé to develop and monitor progress through the use of such a plan.

The protégé's self-evaluation, together with the developmental priorities addressed through the Associate Review Process, serves as the basis for the selection of targeted goals and deadlines. A fundamental role of the mentor is to assist the protégé in finding ways to achieve his or her stated goals. Progress on the stated goals is to be addressed at each of the regular meetings of mentor and protégé.

The Associate Development Plan is a key tool to be used in exploring these important questions and developing answers that work for both the firm and the protégé. It is designed to help the protégé grow professionally and to improve performance. A new ADP is developed every six months.

Mentor Incentives

Finally, in an attempt to further the mentoring goals, the Management Committee has approved the addition of a column entitled "Mentoring" to the Partners' Compensation Spreadsheet. Partners receive credit and recognition for mentoring activities as they do for other productive firm activities.

Benefits of Mentoring to the Firm

It should also be noted that while mentoring is very beneficial to the protégé, it is equally advantageous to the law firm that is firmly committed to a mentoring program. Some of the objectives and advantages of law firms that mentor are as follows:

1. The professional development of each associate individually
2. Translating legal knowledge into effective legal practice
3. Making the best use of all of the firm's professional development opportunities
4. Transmitting firm culture, work ethic and goals from one generation to the next
5. A chance for partners to motivate and encourage associates
6. Improvement in delivery of client service
7. Acceleration of associate learning
8. Decrease in write-offs
9. Facilitation in recruiting and retaining associates

[8] David A. Thomas, "The Truth About Mentoring Minorities: Race Matters," Harvard Business Review, April 2001.

Keys to Effectiveness

Effective mentoring is the result of mentors being selected from volunteers who have been trained and who are concerned and committed to the protégé's success, regardless of race or gender.

The type of individuals needed for this to be successful are mentors who invest in the total concept of the mentoring program and who are available to respond to and offer support for the myriad of problems and issues that confront protégés. Mentoring involves assisting the protégé in eliciting and receiving timely, specific and concrete feedback on his or her performance so that critical deficiencies are noted and attended to, and so that no one is left in the dark about the protégé's strengths and weaknesses.

Mentoring is a commitment a firm makes to its associates, which, in turn, assures the associates that the firm is committed to their success. At K&LNG, we are committed to mentoring and look forward to the success of our revamped mentoring program.

Carl G. Cooper is a fully chartered agent of change at Kirkpatrick &Lockhart Nicholson Graham LLP ("K&LNG") in his function as Chief Diversity Officer. He is a graduate of Howard Law School, a former teaching Fellow of Harvard Law School, a practitioner with both public and private sector experience, and an erstwhile law professor. Carl can be reached by e-mail: ccooper@kl.com.

The product of one of the largest Anglo-American legal combinations in history on January 1, 2005, K&LNG comprises approximately 950 lawyers who practice in offices located in Boston, Dallas, Harrisburg, London, Los Angeles, Miami, Newark, New York, Pittsburgh, San Francisco and Washington.

Classic Quote:

"[The] management perspective [is] how best to manage the company's human resources, given the fact that those resources are now far more diverse than in earlier times. It is not about leveling the playing field to give minorities and women an extra advantage; it's about maximizing the contributions of all employees. It is something that is done for the benefit of the corporation in the interests of remaining competitive in an increasingly unfriendly environment."

– R. Roosevelt Thomas, *Beyond Race and Gender* (1991)

Recruiting Relationships at Morgan Lewis: How an international law firm recruits diverse talent

Eric Kraeutler

Like other large law firms, Morgan, Lewis & Bockius LLP is focused on becoming more diverse in terms of race and ethnicity. Not only do we wish to recruit top candidates of color, but we also relentlessly seek out opportunities to expose our firm to a more diverse candidate pool. We know that it is important to develop relationships at law schools with organizations and programs that are important to students of color, and to develop key referral sources for minority candidates, such as judges and government agencies. What sets Morgan Lewis apart from other law firms is our development of several specific programs geared to raise our diversity profile in the communities where we practice.

Our efforts have paid off. Last year, nearly 30 percent of our summer associates (law student interns) were students of color.

Morgan Lewis Book Scholarship Program

Recently, the firm announced the Morgan Lewis Book Scholarship program at the University of Pennsylvania School of Law. Under the program, 20 book scholarships were awarded to students selected by student organizations such as the Black Law Students Association (BLSA), the Asian Pacific American Law Students Association (APALSA), the Latin American Law Students Association (LALSA), and the South Asian Law Students Association (SALSA), under the umbrella of the United Law Students of Color Council (ULSCC). The book scholarships are intended to address a major expense that often is not covered in the financial aid process. Working through the ULSCC, Morgan Lewis has established relationships with important student organizations in a way that also helps to students requiring assistance.

With the success of the Penn Law program, the firm is launching similar initiatives in New York at the NYU School of Law, and on the West Coast at the Boalt Hall School of Law (University of California at Berkeley) and the UCLA School of Law. It is our hope that Morgan Lewis' national Book Scholarship Program will help meet the needs of students struggling to pay their bills, while demonstrating in a very visible way our firm's commitment to diversity.

Partnership with Howard Law School

A second Morgan Lewis program also focuses on building relationships, but in a much more comprehensive way. We have a unique partnership with Howard University School of Law, a historically black institution, under which we support the law school in many different ways. Each fall, we hold a reception for all of Howard's first year law students—150 attendees last year—in our offices on Pennsylvania Avenue in Washington. The firm also has sponsored panel discussions and provided brief writing instruction in connection with Howard's moot court program. This fall, the firm presented a panel to about 80 students on "Careers in Law Firms" and, for the second year, we have committed to hiring a first-year student from Howard to join us for our summer associate program—an unusual program, as most law firms do not hire first-years.

Morgan Scholar Program at Georgetown

The firm also has established the Morgan Scholar Program at Georgetown. Under this program, Georgetown identifies college students whom it is seeking to recruit and allows Morgan Lewis to offer them employment during the school year as

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part of the offer package. The firm also hosted a luncheon for Georgetown's minority student population, and will sponsor a BLSA alumni dinner during a weekend retreat.

Law firm recruiting will never part with the wine and dine. But attracting a more diverse group of lawyers also depends on longer term efforts to develop relationships and to create programs that improve opportunities for students of color.

Note: Randy Christison's series on "Adult Learning for Lawyers" and the *Learning Lab* column will resume in the May issue.

PDQ Classics:

Diversity Elevator Needs to Travel to Top Floor

Evelyn Gaye Mara

Note: This article first appeared in the October 1993 issue of Lawyer Hiring & Training Report, then published by Prentice Hall Law & Business (now Aspen Law & Business), Englewood Cliffs, NJ. The publication has since been discontinued.

Research published by NALP in November 2004 shows that the forces cited in the article are still operating, although some progress has occurred: "[A]ttorneys of color account for 4.32% of the partners in the nation's major law firms and ... women account for17.06% of the partners in these firms.... [T]he total change since 1993 has only been marginal. At that time attorneys of color accounted for 2.55% of partners and women accounted for 12.27% of partners." (Press release at nalp.org/nalpresearch/mw_indx.htm)

Recently I stepped on an elevator in our office building at noontime and found it packed with fifty-ish white men in business suits from a law firm on the floors above ours, going to lunch together. Startled, I felt as though I had stepped into a time machine instead of an elevator. It made me realize how much the business environment has changed and my own assumptions along with it.

The experience reminded me of another a few months before, in which a would-be supplier had sent a marketing team composed entirely of white men to sell us on their product. In just the past couple of years, I've grown accustomed to seeing women and minorities on such teams. Their absence sounds a dissonant note and makes me question the employer's attitudes, as clients tell us they do when law firms send homogeneous teams to bid for their work.

The world is changing, and law firms are not exactly at the forefront. What else is new?

But change is inevitable. As Roosevelt Thomas observed in a thought-provoking article,

> In business terms, a diverse work force is not something your company ought to have; it's something your company does have, or soon will have. Learning to manage that diversity will make you more competitive. ("From Affirmative Action to Affirming Diversity," *Harvard Business Review*, March-April 1990, at 113.)

As in many other sensitive areas relating to management, there are forces driving change and forces resisting it. An analysis of those forces provides a convenient starting point for considering what we need to do to move forward.

Forces driving change

1. Workforce demographics. As the Hudson Institute reported in its much-discussed 1987 study, *Workforce 2000*, the U.S. labor pool is undergoing massive change. The workforce is shifting from a majority of native-born white males, who by the year 2000 are expected to constitute only one-third of the total labor pool and 15 percent of new entrants to the labor pool, to a majority of women, immigrants, and people of color. At the same time, the growth rate of the workforce is slowing. The result is that the market for labor, especially certain types of labor, is becoming a seller's market. But the seller has

a different face than many employers are used to seeing.

To what extent are these new sellers moving into the legal profession? The wave of women and minorities is flowing up through the ranks. As in the general population, it is broad at the bottom and narrow at the top – a sort of "trickle-up" effect.

At the bottom, the makeup of the law school population has changed significantly. The ABA's latest Review of Legal Education reports that total J.D. enrollment in the 1992-93 academic year was 128,212, including 54,644 (42.6 percent) women and 21,266 (16.6 percent) minority students. Both percentages have been steadily rising, although the rate for women, who have accounted for over 40 percent of J.D. enrollment since 1985-86, seems to be topping out. Representation of minorities is increasing at a faster rate; their 1985-86 enrollment was only 10.4 percent of total J.D. enrollment, less than two-thirds what it is now. If women account for the same percentage of minority students as of the overall student population, over half the law school population is now made up of women and minorities.

The "trickle-up" continues into law firm employment. The large law firms responding to this year's *Of Counsel 500* survey said that women accounted for 41 percent of their entry-level hires, 37.2 percent of their lateral hires, and 23.7 percent of their promotions to partnership. Corresponding percentages for minorities were 10.2 percent entry level, 6.9 percent lateral, and 4.3 percent new partner promotions.

As the above statistics and a number of other studies indicate, attrition among women and minority lawyers is higher than among majority males. Firms are bringing them in, but still need to learn how to engage and develop their talents.

2. Competition and client pressure. Our corporate clients are confronting demography on two fronts, the labor pool and the consumer base, and finding the two complementary. A more diverse customer base is better understood by, and prefers doing business with, a more diverse sales and management staff.

As they diversify internally, corporations are looking to their law firms to do the same. The ABA's Minority Counsel Demonstration Program, organized in 1988 by Leroy Richie, general counsel of Chrysler Corp., has channeled these expectations into direct business referrals to women and minority lawyers and the firms that employ them, and into pressures for change on the firms that don't. At this year's ABA and NALP Annual Conferences, Richie and other corporate counsel made pointed presentations about their intention to keep outside counsel's feet to the fire on diversity. Government agencies as well, notably RTC and FDIC with their billions of dollars' worth of legal work, have set affirmative action requirements for their outside counsel.

One basis for the client pressure is that the decision-makers before whom lawyers represent their clients – judges, juries, public agencies and boards, legislators and other elected officials – increasingly reflect the diversity of the population. Just as the presence of a woman or minority advocate was once an oddity to be noticed if not remarked upon, now it is their absence that is the oddity. That absence can threaten the effectiveness of the representation.

3. Need to control costs. As noted above, attrition rates for women and minority lawyers tend to be higher than for majority males. Recruiting is expensive: Various firms' internal estimates of the per capita cost of hiring range from $50,000 to over $100,000. Turnover is even more expensive because it adds the costs of separation and of impaired morale and productivity to the costs of repeat recruiting. To the extent a firm can better recruit and retain "nontraditional" lawyers – that is, minority and women attorneys, now half the pool coming out of law school – it can better contain its recruitment and turnover costs.

4. Improved institutional effectiveness. Organizations that have reviewed and revamped their systems – recruitment, training and development, performance appraisal, partnership admissions, incentives and rewards – to make them work better for nontraditional employees discover that the systems work better for everyone. Research has also shown that working teams composed of people with different backgrounds and perspectives have creative and problem-solving capacities superior to those of homogeneous teams.

5. Simple fairness. Law is about justice, which at bottom is about fairness. Surely lawyers should lead in promoting fairness. As Vernon Jordan said in a June 1992 address to the D.C. Bar Convention:

> None of our society's institutions reflect the diversity of our population, but the legal profession is among the worst offenders. Women and minorities form the majority of the work force. They rightly expect to have equal access to all job categories, to function in a work place as hospitable to them as it is to white males, and to be free from all forms of discriminatory practices. A diverse society will view a firm's diversity as a barometer of its character. It will quite correctly assume that a firm which does not have reasonable female and minority participation at all levels is a firm whose integrity is questionable.

Forces resisting change

1. Prejudice. Bias is still with us, although usually in the more subtle form of unspoken negative perceptions and lowered expectations. In employment it tends to manifest itself in a success model that is more style than substance.

2. Defensiveness and backlash. No one who has achieved hard-won success wants to be told it's at least partly because the system was rigged in his favor. That disinclination is reinforced when internal militants, or external consultants brought in to diagnose and remedy the situation, indulge in an extreme "blaming" approach. And if the proposed remedies include special advantages for nontraditional workers, backlash may intensify.

3. Risk of making matters worse. In order to be solved, problems first have to be identified. Sensitivities about terminology (for example, must we say "Blacks" or "African-Americans"?) can make it difficult even to open the discussion. And the results of the discussion can make minority and women workers keenly aware of negative attitudes and institutional barriers they may not previously have recognized. Moreover, if the organization documents its findings, the documentation can subsequently be used against it in discrimination suits.

4. Infighting. When the organization starts considering how to advance the welfare of various under-represented groups, these groups may start jockeying for position among themselves – especially if resources are limited (when are they not?) and each group feels its unique issues are getting inadequate attention. Infighting can consume the good will and resources needed to effect change.

5. The cost of change. Organizations which have achieved some degree of workforce inclusiveness report that it has demanded a substantial, long-term investment – a continuing commitment of time, prestige, and funding by upper management and broad-based participation by the rest of the organization. Even in times of plenty, such an investment can be daunting.

6. Lack of incentives or accountability. Carrots and sticks are necessary weapons in the war against "business as usual." If there are no rewards for doing things differently, and no penalties for continuing to do things the way one has always done them, inertia will prevail.

The law firm of the future

What does the law firm look like that employs a fully representative work force with high morale, high competence, and high productivity? Nobody knows. It's just a hazy – some say overly rosy – vision of the future. Even the organizations that have made significant strides concede they are still a long way from their goal. A crucial key to getting there is the education and involvement of the "traditional" – that is, white male – leaders of the organization. As Thomas notes,

> Learning to manage diversity is a change process, and the managers involved are change agents. There is no single tried and tested 'solution' to diversity and no fixed right way to manage it....
>
> [M]anagers – most or all of them still white males, remember – are placed in the tough position of having to cope with a forest of problems and simultaneously develop the minorities and women who represent their own competition.... These managers need help, they need a certain amount of sympathy, and, most of all, perhaps, they need to be told that they are pioneers and judged accordingly. (*Id*. at 116)

Perhaps those men on the elevator were pioneers, too, or soon will be. They have farther to travel than the floor they punch in when they get on the elevator every morning.

Index to PDQ Articles and Survey Reports, 2003-2004

Adult Learning

Assignments/On-the-Job Training

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Christison, Randall B., "Succession Planning and Knowledge Transfer." November 2003, 1-6.

_____, "Book Review: Knowledge Management for Lawyers." February 2004, 23-25.

Mara, Evelyn Gaye, "Followup to Our Winter 2004 Knowledge Management Survey." May 2004, 9.

_____, "Winter 2004 Survey Report: Law Office Knowledge Management Programs." February 2004, 1-23.

Platt, Nina, "Change Strategies Are the Key to KM." February 2004, 25–28

Managing Associates/Management Skills

Edes, Heather V., "The 'Whys' and 'Hows' of Work Brokering." May 2003, 1-5.

Mara, Evelyn Gaye, "New Associates and Unauthorized Practice in D.C." November 2003, 7.

Mentor Programs

"Idea Exchange on Group Mentoring." August 2003, 6-8.

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Mara, Evelyn Gaye, "The Learning Lab: A New Model for Administrative Orientation." May 2003, 7.

_____, "The Learning Lab: An Orientation Icebreaker." August 2004, 8.

_____, "The Learning Lab: Using Technology for New Lawyer Orientation." May 2004, 8-9.

_____, "New Associates and Unauthorized Practice in D.C." November 2003, 7.

Partners/Senior Lawyers

Christison, Randall B., "Succession Planning and Knowledge Transfer." November 2003, 1-6.

Daunt, Jacqueline, "Teaching People Leadership Through Natural Horsemanship." May 2004, 5-7

Sloan, Peter, "Summer 2003 Survey Report: Law Partner Career Development: The Final Frontier." August 2003, 1-5.

Performance Appraisal

Mara, Evelyn Gaye, "The Learning Lab: Associate Self-Appraisal." August 2003, 8-10.

Presentation Skills

Trigg, Sue, "Make It Come Alive! Training Via Videoconferencing." February 2003, 13-14.

Survey Reports

Mara, Evelyn Gaye, "2003 Survey Report: CLE Support and Tracking." February 2003, 1-13.

_____, "Followup to Our Winter 2004 Knowledge Management Survey." May 2004, 9.

_____, "Results of Subscriber Survey." August 2003, 10-12.

_____, "Winter 2004 Survey Report: Law Office Knowledge Management Programs." February 2004, 1-23.

Sloan, Peter, "Summer 2003 Survey Report: Law Partner Career Development: The Final Frontier." August 2003, 1-5.

Technology

Trigg, Sue, "Make It Come Alive! Training Via Videoconferencing." February 2003, 13-14.

Professional Developments

Diversity-Related Events and Resources

Upcoming events in 2005:

- 2/9-12/05, Salt Lake City, UT. *ABA Commission on Racial and Ethnic Diversity Midyear Meeting*. (312) 988-5643, www.abanet.org/minorities/.

- 2/10-12/05, Miami, FL. *Indian Country Law Conference*. Co-sponsored by Syracuse University's Center for Indigenous Law, Governance & Citizenship and the Miccosukee Tribe of Florida, (305) 223 8380, Ext. 2226, www.law.syr.edu/academics/centers/ilgc/Indian%20Country%20Law%20Conference.asp.

- 3/1/05, Washington, DC. *8th Annual Hispanic Law Conference: The Importance of Doing Business in the Americas: A Legal Perspective on Economic, Political and Social Issues*. Washington College of Law, American University, http://www.wcl.american.edu/wcl_events.

- 3/10-11/05, Washington, DC. *IMI Annual Conference on Intercultural Business, Education, and Training*. Intercultural Management Institute, American University, (202) 885-6439, www.imi.american.edu.

- 3/14-16/05, New York, NY. *The 2005 Women's Leadership Conference*. Pre-conference workshop 3/14, $495/595; Conference 3/15-16, $1,995/2,195; Post-conference workshop 3/16, $495/595. The Conference Board, (212) 339-0345, www.conference-board.org/women.htm. (Repeated 4/12-14, San Diego, CA.)

- 4/13-15/05, Washington, DC. *National Native American Bar Association Annual Conference*. www.nativeamericanbar.org.

- 4/13-15/05, Philadelphia, PA. *Spring Meeting of the ABA Minority Counsel Program*. www.abanet.org/minorities/mcp/home.html, (312) 988-5643.

- 6/2-3/05, New York, NY. *The 2005 Emerging Workforce Conference: Managing Mature and Diverse Talent*. The Conference Board, www.conference-board.org/workforce.htm, (212) 339-0345.

- 6/23-24/05, Seattle, WA. *National Conference for the Minority Lawyer*. ABA Commission on Racial & Ethnic Diversity, (312) 988-5643, www.abanet.org/minorities/natconf/home.html.

- 7/30-8/6/05, Orlando, FL. *NBA Annual Meeting*. National Bar Association, (202) 842-3900, www.nationalbar.org.

- 10/20-23/05, Chicago, IL. *National Convention of the National Asian Pacific American Bar Association*. www.napaba.org/napaba/.

- 10/?/05, Washington, DC. *Annual Convention of the Hispanic National Bar Association*. (202) 223-4777, www.hnba.com.

Publications:

- Abbott, Ida O., and Rita S. Boags, *Creating Pathways to Diversity: Mentoring Across Differences*. (Minority Corporate Counsel Association, 2004. Available for free download at www.mcca.com/site/data/researchprograms/GoldPathways/index.shtml)

- *After the J.D.: First Results of a National Study of Legal Careers*. (NALP and ABA Foundations, 2004. Available for free download from the NALP Foundation's web site, www.nalpfoundation.org.)

- Bannai and Enquist, "(Un)Examined Assumptions and (Un)Intended Messages: Teaching Students to Recognize Bias in Legal Analysis and Language," 27 *Seattle Univ. L.R.* 1 (Summer 2003).

- Calvert, Cynthia Thomas and Joan C. Williams, *Solving the Part-Time Puzzle: The Law Firm's Guide to Balanced Hours*. (NALP, 2004)

- Collins, Judith N., "Women and Attorneys of Color at Law Firms." *NALP Bulletin*, February 2005, 17-19.

- *Creating Pathways to Diversity: A Set of Recommended Practices for Law Firms*. (Minority Corporate Counsel Association, 2003)

- Hankin, Harriet, *The New Workforce*. (AMACOM, 2004) (*Note:* Highly recommended in the January 2005 issue of *Training Magazine* for the innovative personnel strategies recommended in the second half of the book.)

- *Implicit Association Test*, https://implicit.harvard.edu. (*Note:* This is a web-based self-test of unconscious race bias. It is more fully explained at https://implicit.harvard.edu/implicit/demo/faqs.html)

- *International Business Etiquette, Europe: What You Need to Know to Conduct Business Abroad with Charm and Savvy*. (Career Press, 1999)

- *International Business Etiquette, Latin America: What You Need to Know to Conduct Business Abroad with Charm and Savvy*. (Career Press, 2000)

- Lollis, Kent D., et al., *Minority Databook*. (Law School Admissions Council, 2002)

- Morrison et al., *Dun and Bradstreet Guide to Doing Business Around the World*, Rev. (Prentice Hall Press, 2000).

- Peoples, John C., *Diversity Practices That Work: The American Worker Speaks*. (National Urban League, 2004. Available for free download from the League's website, www.nul.org/pdf/ERAC-NUL.pdf.

- Sabath, *International Business Etiquette: Asia and the Pacific Rim*. (Authors Choice Press, 2002)

- Serenka, Robert L., and Pj Iraca, "Employee Resource Groups for LGBT Employees: A Growing Trend." *NALP Bulletin*, February 2005, 1, 23-24.

- *Statistics about Minorities in the Profession from the Census*. (ABA Commission on Racial & Ethnic Diversity in the Profession. Online at www.abanet.org/minorities/links/2000census.html)

- Thiederman, Sondra, *Making Diversity Work*. (Dearborn Trade Publishers, 2004)

- Wilder, Gita Z., et al, *Databook on Women in Law School and in the Legal Profession*. (Law School Admissions Council, 2003)

Other Events

Other winter/spring conferences, seminars, and workshops that may be of interest:

February

- 2/1-4/05, Las Vegas, NV. *ASTD TechKnolwedge 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.

- 2/2-3/05, Albuquerque, NM. *NALP Newer Professionals' Forum*. $495 members. National Association for Law Placement, www.nalp.org, (202) 835-1001.

- 2/8-9/05, New York, NY. *The 2005 Enterprise Learning Strategies Conference*. $1,995/2,195. The Conference Board, (212) 339-0345, www.conference-board.org/els.htm.

- 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.

- 2/16-18/05, Chicago, IL. *HPI Certificate Program Seminars: Analyzing Human Performance*. $1,349/1,549. American Society for Training and Development, (800) 628-2783, www.astd.org/HPI2005. (Repeated 3/30-4/1 Alexandria, VA; 4/25-27 Irvine, CA; 5/2-4 Atlanta, GA; 6/2-4 Orlando, FL; 7/11-13 Chicago, IL; 9/12-14 Atlanta, GA; 10/5-7 Alexandria, VA; 10/17-19 Chicago, IL; 11/9-11 Alexandria, VA.)

- 2/16-18/05, Chicago, IL. *HPI Certificate Program Seminars: Human Performance Improvement in the Workplace*. $1,349/1,549. American Society for Training and Development, (800) 628-2783, www.astd.org/HPI2005. (Repeated 2/28-3/2 Irvine, CA; 3/6-9 Atlanta, GA; 4/11-13 Chicago, IL; 6/2-4 Orlando, FL; 6/22-24 Alexandria, VA; 7/25-27 Atlanta, GA; 8/22-

24 Chicago, IL; 10/26-28 Alexandria, VA; 11/30-12/2 Alexandria, VA; 12/5-7 Chicago IL.)

➢ 2/16-18/05, Dallas, TX. *The 2005 Active Training Institute*. $1,495/1,595. Mel Silberman, (800) 924-8157, www.activetraining.com.

➢ 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, Miami, FL. *Best Practices in Succession Planning and Talent Management*. Pre-Conference Workshops 2/28, $529 each; Conference 3/1-2, $1,899; Conference plus 1-4 workshops, $2,428-3,815. International Quality and Productivity Center, (800) 882-8684, www.humanresourcesiq.com.

➢ 2/28-3/2/05, New Orleans, LA. *Training 2005 Conference & Expo*. Pre-conference workshops 2/26-27, $295-595; conference $995-1,195. VNU Learning, (888) 578-7371, www.vnulearning.com.

March

➢ 3/4-6/05, Kansas City. "*Contacts Count*" *Certification Institute*. $3500. Lynne Waymon and Anne Baber, (301) 589-8633, www.contactscount.com. (Repeated 4/8-10 in Washington, DC.)

➢ 3/14-17/05, San Francisco, CA. *The eLearning Producer Conference and Expo 2005*. Pre-conference workshops 3/14, $395; Conference 3/15-17, $1,095/1,369. The eLearning Guild, (707) 566-8990, www.elearningguild.net.

April

➢ 4/6-8/05, Alexandria, VA. *HPI Certificate Program Seminars: Transitioning to Human Performance Improvement*. $1,349/1,549. American Society for Training and Development, (800) 628-2783, www.astd.org/HPI2005. (Repeated 9/26-28 Irvine, CA; 12/5-7 Chicago IL; 12/12-14 Alexandria, VA.)

➢ 4/10-13/05, Washington, DC. *The Quest for Excellence XVII: Malcolm Baldrige National Quality Award*. Pre-conference workshop 4/10, $100/150; Conference 4/11-13, $950-1200. Natl Institute of Standards and Technology/American Society for Quality/American Society for Training and Development, (800) 248-1946 (ASQ), www.baldrige.nist.gov.

➢ 4/10-15/05, Vancouver, BC. *43rd Annual ISPI International Performance Improvement Conference*. HPT Institutes 4/10-12, $1,299/1,499; Pre-conference workshops 4/11-12, $200-650; Conference 4/12-15 $799-1,099 (one day $450/575). International Society for Performance Improvement, (301) 587-8570, www.ispi.org/ac2005.

➢ 4/11-13/05, Chicago, IL. *HPI Certificate Program Seminars: Evaluating Performance Improvement Interventions*. $1,349/1,549. American Society for Training and Development, (800) 628-2783, www.astd.org/HPI2005. (Repeated 6/2-4 Orlando, FL; 8/15-17 Irvine, CA; 9/12-14 Atlanta, GA; 10/17-19 Chicago, IL; 11/14-16 Atlanta, GA.)

➢ 4/20-22/05, Chicago, IL. *The 2005 Performance Enhancement & Management Conference*. Pre-Conference Seminar 4/20, $1,350/1,550; Conference 4/21-22, $1,995/2,195. The Conference Board, (212) 339-0345, www.conference-board.org/performance.htm. (Repeated 5/10-12, New York, NY.)

➢ 4/20-23/05, Chicago, IL. *NALP Annual Education Conference*. National Association for Law Placement, (202) 835-1001, www.nalp.org.

➢ 4/25-29/05, Washington, DC. *How to Plan, Design and Evaluate e-Learning*. $1950. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.

May

➢ 5/11-13/05, Alexandria, VA. *HPI Certificate Program Seminars: Selecting and Managing Interventions*. $1,349/1,549. American Society for Training and Development, (800) 628-2783, www.astd.org/HPI2005. (Repeated 6/27-29 Irvine, CA; 7/25-27 Atlanta, GA; 8/22-24 Chicago, IL; 9/7-9 Alexandria, VA.)

- 5/12-13/05, Chicago, IL. *Advanced [Internal] Consulting Skills*. $1,295. Linkage Incorporated, (781) 402-5555, www.linkageinc.com.

- 5/22-25/05, Phoenix, AZ. *Training Directors' Forum 2005*. Pre-conference workshops 5/21-22, $595; Conference 5/23-25, $1245-1395; Learning Executive Summit (conference plus special events for "pre-qualified senior learning executives") 5/23-25, $1495; Post-conference workshops 5/25, $295. VNU Learning, www.trainingdirectorsforum.com.

- 5/22-25/05, New Orleans, LA. *WorldatWork 50th Annual Conference and Exhibition*. WorldatWork, (877) 951-9191, www.worldatwork.org/neworleans2005.

MCLE Watch

Effective January 1, 2005, Colorado now permits up to 9 hours of CLE credit for pro bono work over the three-year compliance period. Pro bono credits may not, however, be applied to meet the Ethics requirement. (http://www.coloradosupremecourt.com./cle/cle_home.htm)

Four states have new rules giving credit for distance learning:

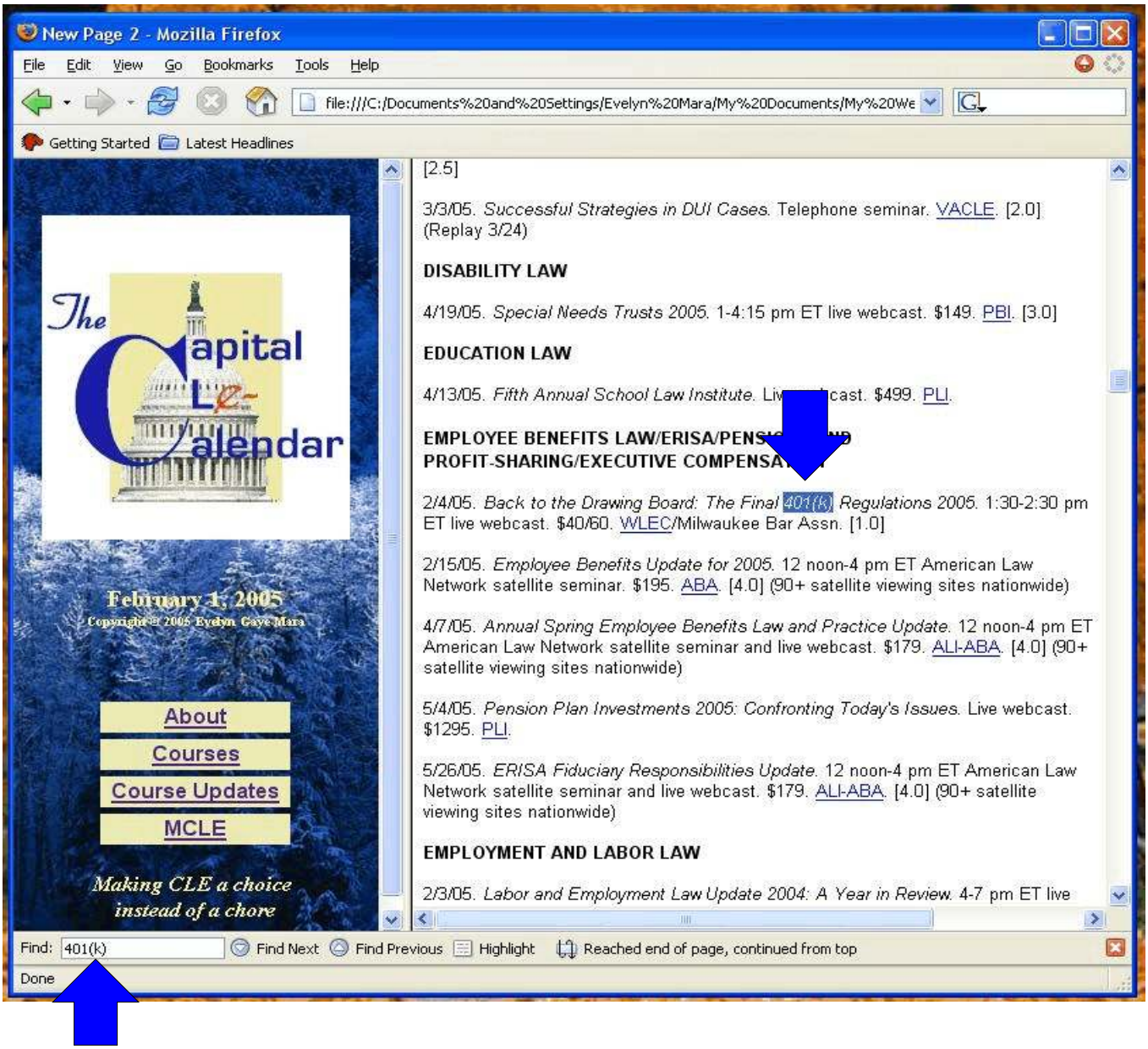
Effective 1/1/05, Indiana bar members "may receive a maximum of six hours per three year educational period" for "distance education" courses. Credit applications must be submitted at least 30 days in advance of the course. When last we looked, this information had not yet been announced on the CLE Commission's web site, but it is reflected in the updated CLE credit application form on the site. (http://www.in.gov/judiciary/cle/)

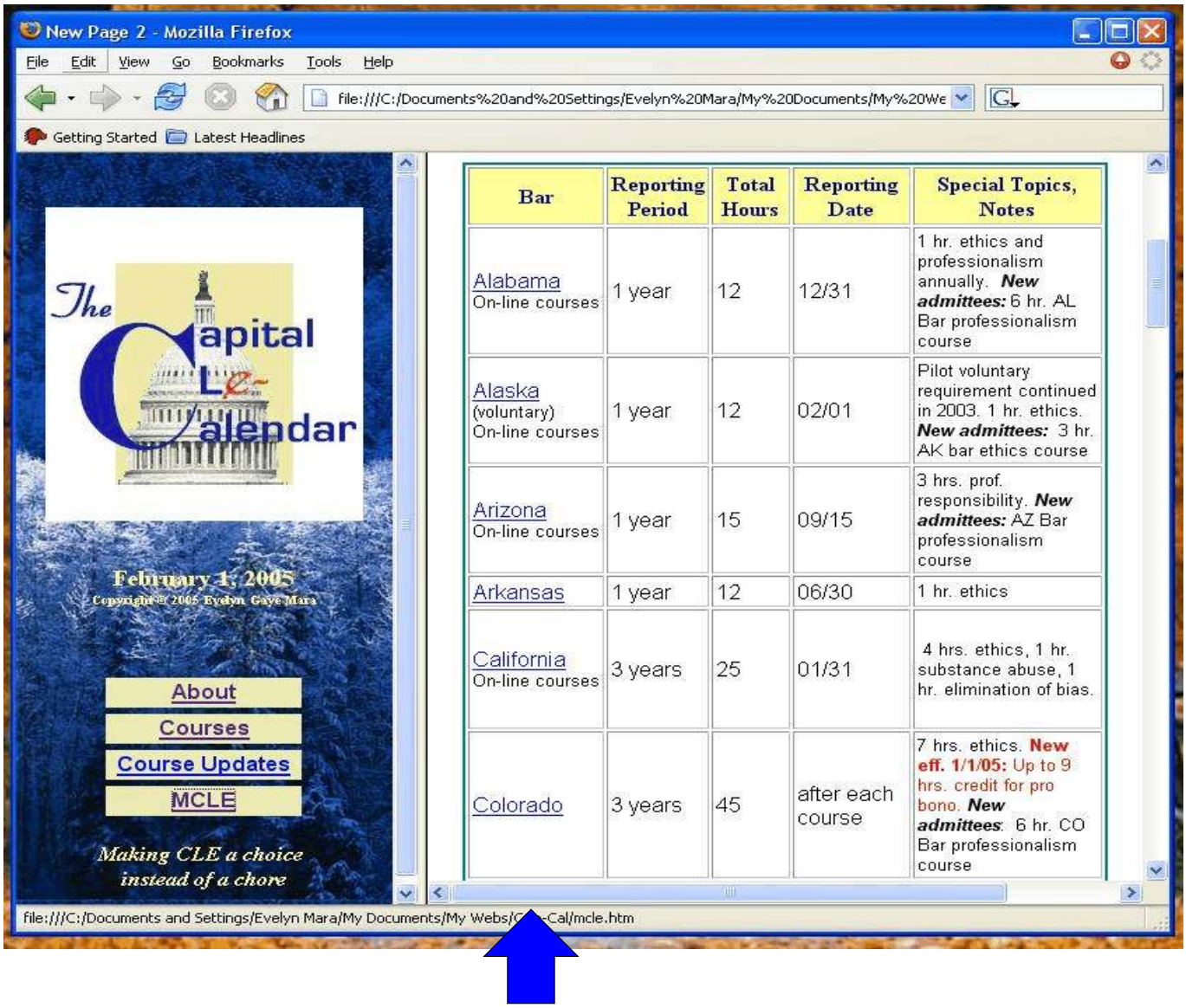
Mississippi has amended its CLE Regulations 4.7, 4.9 and 4.10 effective December 9, 2004, to permit up to three hours credit for online courses and/or live telephone seminars. (http://www.mssc.state.ms.us/CLE/default.asp)

The Pennsylvania Supreme Court has declared its pilot distance-learning program, which concluded on December 31, 2004, a success. Effective January 1, the State CLE Board will award up to 4 hours credit per compliance year to attorneys who participate in "pre-approved, interactive, Internet or computer-based CLE programs." (http://www.pacle.org/)

Virginia: Effective November 1, 2004, Virginia will approve for credit distance learning courses (including pre-recorded media as well as live sessions) that allow the participants to interact with the instructor or other participants and that otherwise meet Virginia's standards for instructional quality. (http://www.vsb.org)

Available for free 60-day trial: The Intranet Edition of The Capital CLe-Calendar. Your lawyers can find distance CLE courses on their own intranet, using their web browser or the topic headings. Contact Gaye Mara, maraeg@profdev.com, (703) 719-7030, for an online demo and trial issue.





Bar	Reporting Period	Total Hours	Reporting Date	Special Topics, Notes
Alabama On-line courses	1 year	12	12/31	1 hr. ethics and professionalism annually. ***New admittees:*** 6 hr. AL Bar professionalism course
Alaska (voluntary) On-line courses	1 year	12	02/01	Pilot voluntary requirement continued in 2003. 1 hr. ethics. ***New admittees:*** 3 hr. AK bar ethics course
Arizona On-line courses	1 year	15	09/15	3 hrs. prof. responsibility. ***New admittees:*** AZ Bar professionalism course
Arkansas	1 year	12	06/30	1 hr. ethics
California On-line courses	3 years	25	01/31	4 hrs. ethics, 1 hr. substance abuse, 1 hr. elimination of bias.
Colorado	3 years	45	after each course	7 hrs. ethics. **New eff. 1/1/05:** Up to 9 hrs. credit for pro bono. ***New admittees***: 6 hr. CO Bar professionalism course

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The Capital CLE Calendar

Volume 11, No. 5 P February 1, 2005

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

Course Providers. A directory of 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, http://www.profdev.com/links.htm.

Distance Course Schedule

ALTERNATIVE DISPUTE RESOLUTION/ ARBITRATION

2/24/05. *Fundamentals of Arbitration.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/23, 4/28, 5/18, 6/21, 7/14, 8/25, 9/28, 10/26, 11/16, 12/20)

ANTITRUST/UNFAIR COMPETITION LAW

2/8/05. *New Transatlantic Perspectives on Antitrust Compliance.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

2/23/05. *Antitrust Law and Complex Litigation.* 5-7 pm ET live webcast. $70/90. WLEC/Chicago Bar Association. [2.0]

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

5/23/05. *46th Annual Antitrust Law Institute.* Live webcast. $1295. PLI.

6/13/05. *Intellectual Property Antitrust 2005.* Live webcast. $1395. PLI.

ARTS, ENTERTAINMENT AND SPORTS LAW

2/9/05. *Get Your Money! Entertainment Deals and the Fight to Get Paid.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

3/30/05. ***Counseling Clients in the Entertainment Industry 2005:*** *Television; The Computer and Video Game Industry; Hot Topics in Entertainment Law and Ethics.* 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

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

2/9/05. ***What Lawyers Need to Know About UCC Article 9: Secured Transactions 2005*** *(Part 1).* 9 am-12:15 pm ET live webcast. $447. WLEC/PLI. [3.0]

2/9/05. ***What Lawyers Need to Know About UCC Article 9: Secured Transactions 2005*** *(Part 2).* 1:45-5 pm ET live webcast. $447. WLEC/PLI. [3.0]

5/19/05. *10th Annual Consumer Financial Services Litigation Institute.* Live webcast. $1295. PLI.

BANKRUPTCY LAW

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

BUSINESS/CORPORATE LAW AND PRACTICE

2/2-3/05. *Corporate Governance 2005: Dealing with the Governance and Disclosure Challenges Ahead.* Live webcast. $1395. PLI.

2/2/05. ***Corporate Governance 2005: Dealing with the Governance & Disclosure Challenges Ahead*** *(Part 1).* 9 am-12 noon ET live webcast. $410. WLEC/PLI. [2.75]

2/2/05. ***Corporate Governance 2005: Dealing with the Governance & Disclosure Challenges Ahead*** *(Part 2).* 1:15-5 pm ET live webcast. $522. WLEC/PLI. [3.5]

2/8/05. *Burden of Representing Financially-Challenged Companies.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/3, 3/28, 4/11, 5/12, 6/8, 7/29, 8/24, 9/6, 10/5, 11/28, 12/28)

2/8/05. *Earnouts in Business Acquisitions: A Practical Solution or a Trap for the Unwary?* 1-2:30 pm ET teleconference and live audio webcast. $75-175. ABA/ABA Bus. Law Section. [1.5]

2/8/05. *Protecting the Board and Your Fees: Current Trends in Director and Officer Liability.* Teleconference and live audio webcast. ABA/ABA Lit. Section.

2/9/05. *Minimizing Client Risk: Avoiding the Pitfalls of Multi-Borrower Loan Arrangements.* 1-2 pm ET BLT Live Series teleconference and live audio webcast. $55-125. ABA/ABA Bus. Law Section. [1.0]

2/10/05. *Choice of Entity 2005: Selecting Legal Form and Structure for Closely-Held Businesses and Ventures.* 12 noon-4 pm ET American Law Network satellite seminar and live webcast. $179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

2/10/05. *Family Limited Partnerships: Is There Still Life After Turner?* Telephone seminar. VACLE. [2.0] (Replay 3/15)

2/10/05. *Fine Points of Asset Purchase Acquisition.* 4-7 pm ET live webcast. $100/125. WLEC/Chicago Bar Association. [2.75]

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

2/10/05. ***The Pocket MBA for Lawyers 2005: Everything You Need to Know About Finance*** *(Part 1).* 9 am-12:30 pm ET live webcast. $485. WLEC/PLI. [3.25]

2/10/05. ***The Pocket MBA for Lawyers 2005: Everything You Need to Know About Finance*** *(Part 2).* 2-5 pm ET live webcast. $410. WLEC/PLI. [2.75]

2/11/05. ***The Pocket MBA for Lawyers 2005: Everything You Need to Know About Finance*** *(Part 3).* 9 am-12:30 pm ET live webcast. $485. WLEC/PLI. [3.25]

2/11/05. ***The Pocket MBA for Lawyers 2005: Everything You Need to Know About Finance*** *(Part 4).* 2-5 pm ET live webcast. $410. WLEC/PLI. [2.75]

2/23/05. *What Every Officer and Director Should Know About D&O Liability 2005.* 1-2 pm ET live audio-only webcast. $149. WLEC/PLI. [1.0]

2/25/05. *Accounting for Lawyers: Beyond the Basics.* 12-3:15 pm ET live webcast. $199. WLEC/CEB. [3.0]

2/25/05. *Protecting Business Assets Through Effective Lawyering.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/18, 4/21, 5/23, 6/27, 7/11, 8/18, 9/7, 10/18, 11/7, 12/12)

3/17/05. *Limited Liability Entities 2005.* 12 noon-4 pm ET American Law Network satellite seminar and live webcast. $179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

3/30/05. *Evaluating and Managing Your Company's Risk 2005.* 1-2 pm ET live audio-only webcast. $149. WLEC/PLI. [1.0]

4/7/05. *Private Placements 2005.* Live webcast. $1395. PLI.

4/18/05. *Asset Based Financing 2005.* Live webcast. $1395. PLI.

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

5/6/05. *The PCAOB Speaks in 2005.* Live webcast. $895. PLI.

5/11/05. *What Every Corporate Lawyer Needs to Know About Delaware Law.* 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.

5/31/05. *Corporate Counsel Forum 2005: What You Need to Know About Corporate Liability and Government Enforcement Post Sarbanes-Oxley.* Live webcast. $1295. PLI.

6/6/05. *Advanced Doing Deals 2005: Dealmaking in the New Transactional Marketplace.* Live webcast. $1495. 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.

6/15/05. *Audit Committee Workshop 2005: What Audit Committee Members and Lawyers Who Advise Them Need to Know Now.* Live webcast. $1495. PLI.

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

6/21/05. *Internal Investigations and Disclosure Issues in the Wake of Sarbanes-Oxley.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

9/15/05. *Third Annual Directors' Institute on Corporate Governance.* Live webcast. PLI.

CIVIL RIGHTS/CONSTITUTIONAL/HUMAN RIGHTS LAW

2/2/05. *The Law of War in an Age of Terrorism.* 5-7 pm ET live webcast. $80/100. WLEC/Boston Bar Assn. [2.0]

6/6/05. *Sixth Annual Institute on Privacy Law: New Developments and Compliance Issues in a Security-Conscious World.* Live webcast. $1295. PLI.

10/27/05. *22nd Annual Section 1983 Civil Rights Litigation.* Live webcast. PLI.

COMMERCIAL LAW

2/8/05. *The Adlaw(R) Series: Sweepstakes & Contests -- Promotions On and Off the Net: An Update.* 4-5 pm ET live audio-only webcast. $60. WLEC/Celesq (R) AttorneysEd Center. [1.0]

2/15/05. *Proposed Update on Sales Contracts Under UCC Article 2.* Telephone seminar. VACLE. [1.0]

COMMUNICATIONS LAW

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

COMPUTER APPLICATIONS AND SKILLS/COMPUTER AND INTERNET LAW

2/9/05. ***Privacy, Security & Cybercrime: A Lawyer's Guide to an Enterprise Security Program Series.*** *Part 2 of 4: How to Effectively Address Privacy Considerations in an ESP.* 12-1:30 pm ET teleconference and live audio webcast. $135-200 per session; $484-744 series. ABA. [1.5 per session]

2/16/05. *New Developments in EU Data Protection and US Privacy Laws.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

2/16/05. *Tanenbaum on Technology Law: The Open Source Paradox 2005.* 12-2 pm ET live audio-only webcast. $60. WLEC/Celesq (R) AttorneysEd Center. [1.0]

2/22/05. *Electronic Discovery Needn't Be Shocking.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/17, 4/12, 5/20, 6/28, 7/13, 8/9, 9/26, 10/13, 11/17, 12/22)

3/9/05. ***Privacy, Security & Cybercrime: A Lawyer's Guide to an Enterprise Security Program Series.*** *Part 3 of 4: How to Effectively Address Security Requirements in an ESP.* 12-1:30 pm ET teleconference and live audio webcast. $135-200 per session; $484-744 series. ABA. [1.5 per session]

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

4/13/05. ***Privacy, Security & Cybercrime: A Lawyer's Guide to an Enterprise Security Program Series.*** *Part 4 of 4: Cybercrime and Its Role in an ESP.* 12-1:30 pm ET teleconference and live audio webcast. $135-200 per session; $484-744 series. ABA. [1.5 per session]

CONSTRUCTION LAW

2/1/05. *Building a Construction Lawyer: Understanding the Issues from Both Sides of the Bench.* 4-7 pm ET live webcast. $100/125. WLEC/Chicago Bar Association. [2.75]

CRIMINAL LAW

2/3/05. *How to Successfully Represent Individuals and Business Entities in White Collar Negotiations and Trials.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [2.75]

2/9/05. *Blakely and the Federal Sentencing Guidelines: You Can Almost Go Home Again. The Importance of the Supreme Court's Landmark Decision in the Booker and Fanfan Cases.* 12-1:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Health Law Section. [1.5]

2/11/05. *Federal Money Laundering Laws.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/16, 4/20, 5/19, 6/7, 7/15, 8/17, 9/14, 10/20, 11/9, 12/15)

2/11/05. *The Impact of the Supreme Court's Decision in United States v. Booker and United States v. Fanfan.* 1-2:30 pm ET live audio-only webcast. $224. WLEC/PLI [1.5]

2/16/05. *New Challenges in Handling DUI Cases.* 1-2 pm ET ABA Connection teleconference. $9.75/110. ABA. [1.0] (Advance reading)

2/25/05. *Federal Sentencing in Light of United States v. Booker: Where Do We Go from Here?* 3:30-6 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.5]

3/3/05. *Successful Strategies in DUI Cases.* Telephone seminar. VACLE. [2.0] (Replay 3/24)

DISABILITY LAW

4/19/05. *Special Needs Trusts 2005.* 1-4:15 pm ET live webcast. $149. PBI. [3.0]

EDUCATION LAW

4/13/05. *Fifth Annual School Law Institute.* Live webcast. $499. PLI.

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

2/4/05. *Back to the Drawing Board: The Final 401(k) Regulations 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

2/15/05. *Employee Benefits Update for 2005.* 12 noon-4 pm ET American Law Network satellite seminar. $195. ABA. [4.0] (90+ satellite viewing sites nationwide)

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

5/4/05. *Pension Plan Investments 2005: Confronting Today's Issues.* Live webcast. $1295. PLI.

5/26/05. *ERISA Fiduciary Responsibilities Update.* 12 noon-4 pm ET American Law Network satellite seminar and live webcast. $179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

EMPLOYMENT AND LABOR LAW

2/3/05. *Labor and Employment Law Update 2004: A Year in Review.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

2/9/05. *Hot Topics in Employment Law: Wage and Hour Litigation in New York.* 6-9 pm ET live webcast. $120/180. WLEC/Assoc. Bar of City of NY. [3.0]

2/15/05. *What Every Employment Law Practitioner and Mediator Should Know About Valuing an Employment Law Case.* 9:30-10:30 pm ET live webcast. $40/60. WLEC/Bev. Hills Bar Association. [1.0]

2/21/05. *Managing Absent Employees So It Doesn't Make You Absent-Minded.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/9, 4/7, 5/16, 6/16, 7/7, 8/8, 9/12, 10/10, 11/22, 12/19)

6/27/05. *Litigating Employment Discrimination and Sexual Harassment Claims 2005.* Live webcast. $995. PLI.

ENERGY LAW

9/20/05. *EBA/CTN Joint Satellite Broadcast.* Energy Bar Association, http://www.eba-net.org.

ENVIRONMENTAL LAW

2/16/05. *Environmental Litigation: Lessons Learned from 30 Years of Working the Technical/Legal Interface 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

3/3/05. *The New Wetlands Regulations: The New Buffer Zone General Permit and Adjudicatory Rule Changes.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [2.75]

ESTATES/TRUSTS/PROBATE LAW

2/1/05. *Estate Planning for Retirement Benefits (Taxes, Taxes, and More Taxes) 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Association. [1.0]

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)

2/21/05. *Valuation, Taxation and Planning Techniques for Sophisticated Estates 2005.* Live webcast. $995. PLI.

2/22/05. *Update on Supplemental Needs Trusts 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

4/19/05. *Special Needs Trusts 05.* 1-4 pm ET live webcast. $169. PBI. [3.0]

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

ETHICS AND PROFESSIONALISM/SUBSTANCE ABUSE

2/2/05. *Sanctions and the Goldilocks Test -- Too Soft, Too Hard, or Just Right?* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/7, 4/6, 5/31, 6/15, 7/5, 8/5, 9/21, 10/4, 11/14, 12/2)

2/3/05. *The Tangled Webs of Impaired Lawyers.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/15, 4/26, 5/11, 6/29, 7/28, 8/26, 9/30, 10/28, 11/30, 12/27)

2/4/05. *The High Price of High Billables.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/4, 4/25, 5/10, 6/20, 7/6, 8/31, 9/22, 10/12, 11/2, 12/30)

2/7/05. *What Puts Government Lawyers in a Class by Themselves?* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/14, 4/8, 5/13, 6/9, 7/25, 8/10, 9/8, 10/24, 11/21, 12/5)

2/11/05. *Developments in Legal Ethics: Status of Proposed New Rules and Current Issues.* 1-3 pm ET live webcast. $70/90. WLEC/Chicago Bar Association. [2.0]

2/23/05. *Common Sense Ethics -- Histories & Mysteries.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/29, 4/29, 5/5, 6/23, 7/22, 8/30, 9/29, 10/31, 11/29, 12/13, 12/26)

2/23/05. *An Update on Significant Decisions and Statutes in 2004 and Prevailing Rules in Assigning the Legal Practice Claim*. 10-11:30 am ET live audio-only webcast. $95. WLEC/Lawyers for the Profession (SM). [1.0 ethics]

2/23/05. *Questions That Arise in Professional Liability Insurance Policies -- the Who, What, How Many, and How Much.* 11:45 am-12:45 pm ET live audio-only webcast. $65. WLEC/Lawyers for the Profession (SM). [1.0 ethics]

2/23/05. *Potential Pitfalls for the Family Law Practitioner and Developing Liability Laws for Class Action Counsel.* 2-4 pm ET live audio-only webcast. $130. WLEC/Lawyers for the Profession (SM). [2.0 ethics]

2/23/05. *Litigation of the Legal Malpractice Action, Lawyers' Statutory Liabilities in Collection Matters and Exposures under ERISA, and Stump the Panel -- Submit Your Most Difficult Questions.* 4:15-7 pm ET live audio-only webcast. $175. WLEC/Lawyers for the Profession (SM). [2.75 ethics]

2/24/05. *State of the Insurance Market Update 2005 and Duty at the Fringes.* 10 am-12:15 pm ET live audio-only webcast. $130. WLEC/Lawyers for the Profession (SM). [2.25 ethics]

2/24/05. *LLP, LLCs, and PCs: Vicarious Liability Protection and Limitations.* 12:30-1:30 pm ET live audio-only webcast. $65. WLEC/Lawyers for the Profession (SM). [1.0 ethics]

2/24/05. *Crossing State Boundaries -- Multi-Jurisdictional Practice Issues and Screening in Public and Private Law Firms -- Avoiding Conflicts and Adverse Representation.* 3-5:15 pm ET live audio-only webcast. $145. WLEC/Lawyers for the Profession (SM). [2.25 ethics]

2/24/05. *Handling Inadvertently Produced or Obtained Privileged Documents.* 5:30-6:30 pm ET live audio-only webcast. $65. WLEC/Lawyers for the Profession (SM). [1.0 ethics]

2/25/05. *Law Firm Discipline: Vicarious and Supervisory Liability for Disciplinary Violations and White Collar Crime, Measuring the Effectiveness of a Risk Management Program, and Advanced Technology for Risk Management.* 10 am-1 pm ET live audio-only webcast. $175. WLEC/Lawyers for the Profession (SM). [2.75 ethics]

2/28/05. *Coping with Sexual Predators Within the Profession.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics/proflsm] (Repeated 3/10, 4/27, 5/25, 6/10, 7/26, 8/11, 9/23, 10/14, 11/18, 12/6)

4/28/05. *Legal Opinions Basic.* 12 noon-4 pm ET American Law Network satellite seminar. $179. ABA. [4.0] (90+ satellite viewing sites nationwide)

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

FAMILY LAW

2/2/05. *A New Look at the Law of Family Building: Gestational Surrogacy, Adoption, and Parentage.* 4-7 pm ET live webcast. $100/125. WLEC/Chicago Bar Association. [2.75]

2/16/05. *Family Law Appeals in Massachusetts.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [3.0]

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

2/17/05. *Financial Issues in Matrimonial Cases: Mastering the Numbers.* 6-8:30 pm ET live webcast. $100/150. WLEC/Assoc. Bar of City of NY. [2.25]

2/28/05. *The Interplay Between Child Support and Maintenance in Wisconsin 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

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

3/10/05. *Painkillers and the FDA.* 2-4 pm ET teleseminar. $139/159. ATLA.

GENERAL LAW/MULTIPLE TOPICS

Monthly. See dozens of online seminars on various topics announced at the beginning of each month by CLEO.

GOVERNMENT LAWYER PROGRAMMING

2/7/05. *What Puts Government Lawyers in a Class by Themselves?* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/14, 4/8, 5/13, 6/9, 7/25, 8/10, 9/8, 10/24, 11/21, 12/5)

HEALTH CARE/MEDICAL LAW/PROVIDER REPRESENTATION

2/1/05. ***Interoperable Electronic Health Records 5-Part Teleconference Series:*** *Part II: Privacy and Security Concerns.* 1-3 pm ET teleconference. $130-225. AHLA.

2/1/05. *Managing Consultant and Vendor Relationships in the Era of Electronic Health Information.* 12-1:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Health Law Section. [1.5]

2/2/05. *Federal Regulation of IRBs: Present and Future.* 12-1:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Health Law Section. [1.5]

2/3/05. *Nuts & Bolts of the HIPAA Privacy Rule and the Practice of Law.* 12-1:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Health Law Section. [1.5]

2/7/05. *Implementation of the Part D Drug Benefit.* 1-2:30 pm ET teleconference. $130-225. AHLA.

2/8/05. *Implementation of the Medicare Advantage Program.* 1-2:30 pm ET teleconference. $130-225. AHLA.

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

2/9/05. *Blakely and the Federal Sentencing Guidelines: You Can Almost Go Home Again. The Importance of*

the Supreme Court's Landmark Decision in the Booker and Fanfan Cases. 12-1:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Health Law Section. [1.5]

2/24/05. *Determining and Regulating Quality Post-Davila.* "Live from the meeting" teleconference and audio webcast. ABA/ABA Health Law Section.

3/1/05. ***Interoperable Electronic Health Records 5-Part Teleconference Series:*** *Part III: Anti-kickback, Start, and Non-profit Tax Issues.* 1-2:30 pm ET teleconference. $130-225. AHLA.

3/10/05. *Stark Law Basics and Federal Anti-Kickback Statute.* 12-1:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Health Law Section.

3/16/05. *Changing Prognosis for Medical Malpractice.* 1-2 pm ET ABA Connection teleconference. $9.75/110. ABA. [1.0] (Advance reading)

4/5/05. ***Interoperable Electronic Health Records 5-Part Teleconference Series:*** *Part IV: Malpractice, Antitrust, and Other Concerns.* 1-2:30 pm ET teleconference. $130-225. AHLA.

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 and live webcast. $179. ALI-ABA. [4.0] (90+ satellite viewing sites nationwide)

5/3/05. ***Interoperable Electronic Health Records 5-Part Teleconference Series:*** *Part V: Contracting.* 1-2:30 pm ET teleconference. $130-225. AHLA.

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.

IMMIGRATION LAW

2/1/05. *Strategies for Responding to RFEs (Request for Evidence).* 2-3:30 pm ET teleconference. $95/125. AILA.

2/2/05. *The New 9/11 Intelligence Reform Bill and You.* 2-3:30 pm ET teleconference. $95/125. AILA.

2/8/05. *Basic Federal Court Procedure for New Practitioners -- Step by Step Instructions for Federal Court Remedies for Immigration Clients.* 2-3:30 pm ET teleconference. $75/95. AILA.

2/15/05. *Overcoming Non-Criminal Charges of Inadmissibility and Removal.* 2-3:30 pm ET teleconference. $95/125. AILA.

3/1/05. *Immigration Options for the World's Movers and Shakers: Extraordinary Ability, Outstanding Researchers and National Interest Waivers.* 2-3:30 pm ET teleconference. $95/125. AILA.

3/8/05. *Good Remedies for New Practitioners: What to Do When Your Petition Is Denied.* 2-3:30 pm ET teleconference. $75/95. AILA.

3/15/05. *Federal Court Update.* 2-3:30 pm ET teleconference. $95/125. AILA.

4/5/05. *How to Effectively Use and Interpret Financial Documentation to Support Your Petition.* Teleconference. AILA.

4/12/05. *When the Family Relationship Is Altered: How Death, Divorce or Marital Separation Can Affect a Pending Case.* Teleconference. AILA.

4/19/05. *Strategies for Seeking an E Visa or EB-5 Visa under Today's Guidelines.* Teleconference. AILA.

5/3/05. *Exchange Visitors and the Return Requirement: Myths and Realities.* 2-3:30 pm ET teleconference. $95/125. AILA.

5/10/05. *The L-1 Visa for Newer Practitioners: Privileges, Advantages and Limitations.* 2-3:30 pm ET teleconference. $95/125. AILA.

5/17/05. *What Do Golf Pros, Olympic Skaters, and Professional Karaoke Singers Coming to America Have in Common? O and P Visas.* 2-3:30 pm ET teleconference. $95/125. AILA.

INJURY AND TORT LAW

2/8/05. *A Judicial Perspective of the Economic Loss Doctrine in Wisconsin 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

2/9/05. *Demonstrative Evidence in Your Personal Injury Trial -- When, What, Why, and How Much?* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/30, 4/14, 5/17, 6/3, 7/8, 8/12, 9/9, 10/11, 11/3, 12/7)

2/18/05. *Personal Injury Case Evaluation and Intake -- Make Your Accountant and Malpractice Insurer Happy.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/24, 4/22, 5/3, 6/14, 7/21, 8/23, 9/20, 10/25, 11/15, 12/14)

INSURANCE LAW

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

2/22/05. ***Insurance Coverage 2005: Claim Trends & Litigation*** *(Part 1).* 9 am-12:30 pm ET live webcast. $485. WLEC/PLI. [3.25]

2/22/05. ***Insurance Coverage 2005: Claim Trends & Litigation*** *(Part 2).* 1:45-5 pm ET live webcast. $447. WLEC/PLI. [3.0]

2/23/05. ***Insurance Coverage 2005: Claim Trends & Litigation*** *(Part 3).* 9 am-12:30 pm ET live webcast. $485. WLEC/PLI. [3.25]

2/23/05. ***Insurance Coverage 2005: Claim Trends & Litigation*** *(Part 4).* 1:45-5 pm ET live webcast. $447. WLEC/PLI. [3.0]

4/4/05. *Insurance Law 2005: Understanding the ABCs.* Live webcast. $995. PLI.

INTELLECTUAL PROPERTY/PATENT/COPYRIGHT/ TRADEMARK LAW

2/8/05. *That's Mine and I Can Prove It: The Evidential Aspects of Intellectual Property Litigation.* 4-6:30 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.25]

2/17/05. *Intellectual Property Law for Transactional Attorneys.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

2/24/05. *Patent Litigation at the ITC: Fast Track Enforcement 2005.* 1-2 pm ET live audio-only webcast. $149. WLEC/PLI. [1.0]

2/24/05. *The Pit and the Pendulum: The Derivatives Markets Meet Intellectual Property Law.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

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

4/14/05. *The Patent System in Transition--Lots of Moving Parts.* "Live from the meeting" teleconference and audio webcast. ABA/ABA IP Law Section.

4/14/05. *Fair Use and Initial Interest Confusion: Key Issues for the Future.* "Live from the meeting" teleconference and audio webcast. ABA/ABA IP Law Section.

4/15/05. *Liabilities on the Internet: Congress Grapples with P2P Technology.* "Live from the meeting" teleconference and audio webcast. ABA/ABA IP Law Section.

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

6/13/05. *Intellectual Property Antitrust 2005.* Live webcast. $1395. PLI.

6/29/05. *Patent and High Technology Licensing 2005.* Live webcast. $1295. PLI.

INTERNATIONAL LAW AND TRADE

2/8/05. *New Transatlantic Perspectives on Antitrust Compliance.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

5/12/05. *International Securities Markets 2005: Best Practices and Changing Requirements in Global Markets.* Live webcast. $1495. PLI.

5/24/05. *Recent Developments in FCPA Enforcement: The Enforcement Agencies Speak.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

6/7/05. *Compliance Trends.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

6/14/05. *Dealing with Corruption Issues in Commercial Transactions.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

6/21/05. *Internal Investigations and Disclosure Issues in the Wake of Sarbanes-Oxley.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

6/28/05. *FCPA: Year in Review.* Teleconference and live audio webcast. ABA/ABA Intl. Law Section.

LAW OFFICE/LAW PRACTICE MANAGEMENT

2/4/05. *The High Price of High Billables.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 3/4, 4/25, 5/10, 6/20, 7/6, 8/31, 9/22, 10/12, 11/2, 12/30)

2/16/05. *Purchasing the Right Malpractice Insurance: What Every Lawyer and Law Firm Needs to Know*

2005. 1-2 pm ET live audio-only webcast. $149. WLEC/PLI. [1.0]

3/2/05. *The Law Library 2005.* Live webcast. $99. PLI. [No CLE credit]

LITIGATION/TRIAL AND APPELLATE ADVOCACY
[See also various substantive law topics for specialized litigation courses.]

2/1/05. *Justice in the Jury Room.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/4, 4/5, 5/9, 6/30, 8/4, 9/1, 10/3, 10/17, 11/1, 12/1, 12/23, 12/31)

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: The Keys to Automobile Crash Data.* 2-4 pm ET teleseminar. $139/159. ATLA.

2/14/05. *DaVinci Code of Scientific Evidence.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/31, 4/4, 5/27, 6/6, 7/12, 8/15, 9/16, 10/6, 11/11, 12/9)

2/15/05. *Junk Science or Scientific Evidence?* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/22, 4/18, 5/24, 6/13, 7/27, 8/19, 9/19, 10/7, 11/4, 12/29)

2/15/05. *Mauet's Evidence Series: The Hearsay/Non-Hearsay Dichotomy.* 1-2 pm ET live webcast. $75. WLEC/Profl. Ed. Group. [1.0]

2/23/05. *Presenting Complex Litigation to Courts and to Juries 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

2/24/05. *Update on 2005 Changes in California Civil Procedure.* 3:30-4:30 pm ET live webcast. $40/60. WLEC/Bev. Hills Bar Association. [1.0]

2/24/05. *Wal-Mart: Premises Liability for Falling Merchandise.* 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. [3.0]

4/20/05. *The Verdict on Juries.* 1-2 pm ET ABA Connection teleconference. $9.75/110. ABA. [1.0] (Advance reading)

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.

5/18/05. *McElhaney on Litigation: Strategy and the Language of Persuasion.* 1-2 pm ET ABA Connection teleconference. $9.75/110. ABA. [1.0] (Advance reading)

5/24/05. *Selecting and Working with Your Expert Team.* 2-4 pm ET teleseminar. $139/159. ATLA.

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

MEDIATION/NEGOTIATION SKILLS AND PRACTICE

2/10/05. *Major Issues in Mediation.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 3/11, 4/13, 5/4, 6/2, 7/19, 8/16, 9/13, 10/19, 11/8, 12/8)

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

NEW LAWYER PROGRAMMING

2/1/05. ***Lawyering 101: BHBA Barristers New Lawyer Workshop*** *Part I.* 9-11 pm ET live webcast. $80/120. WLEC/Bev. Hills Bar Association. [2.0]

2/2/05. ***Lawyering 101: BHBA Barristers New Lawyer Workshop*** *Part II.* 9-11 pm ET live webcast. $80/120. WLEC/Bev. Hills Bar Association. [2.0]

NOT-FOR-PROFIT ORGANIZATIONS

2/10/05. *Basics of Tax-Free Reorganizations.* 3-7 pm ET live webcast. $140/175. WLEC/Boston Bar Assn. [3.5]

REAL ESTATE/LAND USE/HOUSING/REAL PROPERTY LAW

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

2/3/05. ***Seventh Annual Real Estate Tax Forum 2005*** *(Part 1).* 9 am-12:30 pm ET live webcast. $485. WLEC/PLI. [3.25]

2/3/05. ***Seventh Annual Real Estate Tax Forum 2005*** *(Part 2).* 2-5 pm ET live webcast. $410. WLEC/PLI. [2.75]

2/4/05. ***Seventh Annual Real Estate Tax Forum 2005*** *(Part 3).* 9 am-1 pm ET live webcast. $559. WLEC/PLI. [3.75]

2/15/05. *Real Estate Taxation: An Overview for the Non-Specialist.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

2/22/05. *Beginner's Guide to Surviving Residential Real Estate Closings.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

3/3/05. *The New Wetlands Regulations: The New Buffer Zone General Permit and Adjudicatory Rule Changes.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [2.75]

4/14/05. *Handling Construction Risks 2005: Allocate Now or Litigate Later.* Live webcast. $1295. PLI.

6/15/05. *Real Estate Financing Strategies.* 1-2 pm ET ABA Connection teleconference. $9.75/110. ABA. [1.0] (Advance reading)

SECURITIES LAW

2/7-8/05. *Nuts and Bolts of Financial Products 2005: Understanding the Evolving World of Capital Market and Investment Management Products.* Live webcast. $1495. PLI.

2/7/05. ***Nuts & Bolts of Financial Products 2005: Understanding the Evolving World of Capital Market & Investment Management Products*** *(Part 1).* 9 am-12:45 pm ET live webcast. $522. WLEC/PLI. [3.5]

2/7/05. ***Nuts & Bolts of Financial Products 2005: Understanding the Evolving World of Capital Market & Investment Management Products*** *(Part 2).* 1:45-5 pm ET live webcast. $447. WLEC/PLI. [3.0]

2/8/05. ***Nuts & Bolts of Financial Products 2005: Understanding the Evolving World of Capital Market & Investment Management Products*** *(Part 3).* 9 am-12:45 pm ET live webcast. $522. WLEC/PLI. [3.5]

2/8/05. ***Nuts & Bolts of Financial Products 2005: Understanding the Evolving World of Capital Market & Investment Management Products*** *(Part 4).* 1:45-5 pm ET live webcast. $447. WLEC/PLI. [3.0]

2/10/05. *Private Equity Funds: Structures, Terms & Conditions.* 6-9 pm ET live webcast. $120/180. WLEC/Assoc. Bar of City of NY. [2.75]

2/17/05. *NASD Arbitration from the Perspectives of the Regulator, Plaintiff's Counsel and Defense Counsel.* 3:30-4:30 pm ET live webcast. $40/60. WLEC/Bev. Hills Bar Association. [1.0]

2/24/05. *The Pit and the Pendulum: The Derivatives Markets Meet Intellectual Property Law.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

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

5/12/05. *Foreign Issuers and the U.S. Securities Laws 2005: Strategies for the Changing Regulatory Environment.* Live webcast. $1495. PLI.

9/8/05. *Securities Litigation and Enforcement Institute 2005.* Live webcast. PLI.

9/14/05. *Coping with Broker/Dealer Regulation and Enforcement 2005.* Live webcast. PLI.

11/3/05. *37th Annual Institute on Securities Regulation.* Live webcast. PLI.

12/5/05. *Understanding the Securities Laws 2005.* Live webcast. PLI.

TAX LAW

2/1/05ff. ***CITE and Deloitte Webcast Series: U.S. Transfer Pricing Documentation Puzzle -- Making the Pieces Fit, cont'd:*** *2. Top 10 Issues in Preparing a Transfer Pricing Report SOLVED! (2/1), 3. Truing-Up Results at Year End (2/15), 4. Sarbanes 404 and Internal Controls for Transfer Pricing (3/1), 5. Issues & Challenges: Advanced Documentation Case Studies (3/22), 6. Defending Your Transfer Pricing Report on Audit (4/5).* Live webcasts, 11 am-1 pm ET Tuesdays. $275/300 per module, $1150/1250 series (remaining modules). Council for International Tax Education, Inc., White Plains, NY, (914) 328-5656, http://www.citeUSA.org.

2/9/05. ***Section of Taxation "Last Wednesday" Series:*** *The New Circular 230 Regulations: What You Need to Know.* 1-2:30 pm ET teleconference and live audio webcast. $60-150. ABA/ABA Tax Section. [1.5]

2/9/05. *State Taxation of IP Holding Companies: Potential Benefits and Challenges 2005.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

2/14/05. *Current Issues Regarding IRC 1031 Tax Exchanges 2005.* 1-2 pm ET live webcast. $40/60. WLEC/Hennepin Co. Bar Assn. [1.0]

2/15/05. *Real Estate Taxation: An Overview for the Non-Specialist.* 4-7 pm ET live webcast. $90/115. WLEC/Chicago Bar Association. [2.75]

2/23/05. *Are Your Tax Accrual Workpapers Exposed?* Teleconference and live audio webcast. ABA/ABA Tax Section.

6/8/05. *International Tax and Personal Planning 2005: Issues and Strategies for the Wealthy Multinational Individual.* Live webcast. $1295. 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, 321 N. Clark Street, Chicago, IL 60610, (312) 988-6210, 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.

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@sso.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.

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