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In This Issue:

Nurturing Feedback Cultures

Elaine M. Ohlson

A frequent refrain among developing attorneys is lack of adequate feedback. It echoes in NALP studies on attorney retention and *American Lawyer* surveys on associate satisfaction. Attorneys care deeply about feedback because it is invaluable to their career success in an increasingly competitive profession. Law firms (and other legal employers) care about it for the same developmental benefits, as well as its strategic role in creating learning environments that attract and retain top legal talent to keep their organizations competitive.

At minimum, firms must deliver fair, developmentally useful formal evaluation feedback. However, firms must also push on to build cultures that focus as much on improving performance as measuring it, and use "real time" feedback opportunities to expedite competency development. Overcoming barriers to timely feedback is an ongoing challenging, but law firms now have some powerful strategies for nurturing the feedback support their attorneys crave.

Strategy No. 1: Providing Independent Professional Development Leadership

If feedback is to become a mainstay of attorney development, it needs the oversight of one or more individuals who focus on attorney development full time and can promote feedback best practices as a key development resource.

Fortunately, the number of law firms strategically hiring full time professional development directors or managers is still on the rise, as corroborated by a recent 2005 Hildebrandt International Client

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Advisory. These individuals provide critical leadership in developing training workshops and coaching to teach feedback skills, in designing effective feedback instruments and systems, and in ensuring feedback is used to develop as well as measure performance. They also leverage their collective expertise by sharing their insights with colleagues in a wide variety of professional publications and forums. Firms without a dedicated, full-time professional to manage attorney development, should at least designate one or more attorneys or staff professionals to focus on feedback capacity at their firms.

Strategy No. 2: Offering Clear Models for Producing Relevant Feedback

For feedback to be effective, it must clearly articulate competency expectations and how to conform attorney performance to those standards.

In 1997, the ABA published *Fair Measure: Toward Effective Attorney Evaluation.* What began as an effort by the ABA's Commission on Women in the Profession to eliminate "gender bias from the attorney evaluation process" resulted in a useful guide that encouraged law firms to look beyond attorney evaluations as a tool for fixing compensation awards or eliminating nonperforming attorneys. It offered guidelines, checklists and samples to align formal evaluations with strategic, developmental goals.

About the same time, the emphasis on competency models was migrating to law firms from the corporate workplace through such guides as *The Art and Science of Competency Models* (Jossey-Bass/Pfeiffer, 1999). What a novel concept! Instead of evaluations ringing with such clear direction as "great associate" or "needs to step up to the next level," attorneys could actually focus on concrete knowledge, skills and personal traits they needed to develop if evaluations were designed to coordinate with well-defined professional competencies.

By demonstrating in *from Classes to Competencies, Lockstep to Levels* in 2002, that a law firm could successfully base advancement on a competency model instead of an arbitrary lockstep system, Blackwell Sanders Peper Martin LLP effectively motivated many firms to consider articulating their competency expectations more clearly and using them to anchor training and feedback activities.

Strategy No. 3: Creating Efficient Systems to Capitalize on Attorney and Staff Time

To boost levels of feedback, law firms must make it easy and efficient for attorneys to provide good feedback.

Law firms now have access to powerful software applications that allow attorneys and administrators to spend less time on the mechanics and more time on the content of the feedback. A constant customer service dialogue has produced expanded functionality as upgrades address such law firm needs as project-based feedback and anonymity for upward feedback. "Real time" capability features begin to engage attorneys in capturing the performance-modification benefits of feedback in daily exchanges, enabling those receiving the feedback to achieve improved competency levels and higher productivity faster.

These applications also allow firms to design custom evaluation forms that articulate clear competency standards for evaluators to address when providing feedback.

Strategy No. 4: Leveraging Formal Feedback Data

Once a firm has established a solid system for generating feedback, it is important to have developmental responses in place to assist attorneys with accomplishing performance enhancement or modification goals.

The best way to dispel the perception that formal evaluation feedback is merely a management tool for measuring, compensating and eliminating attorneys is to build a corps of attorneys who experience performance improvement at minimum and career advancement at best after connecting with effective developmental resources. In addition to offering the attorney appropriate training, coaching or mentoring support, firms should also effectively monitor interim performance to ensure it is headed in the right direction.

Another way to leverage the power of evaluation feedback is to let the receiving attorneys view the detailed ratings and comments, whether provided anonymously or under an evaluator's name. Having this degree of access helps eliminate some of the challenges to constructive criticism and can encourage evaluators to deliver their feedback sooner, face-to-face, when it is more productive, if they recognize that ultimately they will be responsible for it.

Strategy No. 5: Training and Coaching Attorneys in Feedback Skills

Firms need to provide training and coaching in feedback skills to reach those attorneys who are not intuitive feedback-givers or may even find giving feedback very difficult.

As with other training endeavors, offering these opportunities also sends a clear message about the priority the firm places on feedback. At minimum, evaluators should receive training in the developmental, managerial and legal considerations inherent in formal reviews. Interactive workshops on delivering and receiving feedback can provide a quick, fun way to introduce attorneys to best practices as well as strategies for dealing with potential issues, such as a combative recipient. Individual or small group coaching often is necessary to help attorneys deal with issues that are unique to their feedback style or become more complex with more responsible supervisory roles.

Strategy No. 6: Using Multiple Resources to Reinforce the Cultural Commitment to Feedback

If a law firm puts into place all of the above strategies, it will find they reinforce each other, creating multiple opportunities to ensure the feedback message penetrates.

There are many other strategies firms can employ to boost this reinforcement: contests or awards for feedback excellence, combined associate and partner committees to develop competency evaluation criteria, surveys on how well the firm is doing in providing feedback, a specific feedback role for mentors. The inventory of options is directly proportional to the firm's creativity. What is important is the realization that behavioral change takes time and repeated exposure, and feedback cultures require a rich repertoire of support mechanisms to develop and thrive.

Interestingly, in his most recent book *The One Thing You Need to Know* (Simon & Schuster, 2005), management consultant Marcus Buckingham distinguishes between the self-awareness that results from access to feedback data and the self-assurance that results from how that feedback data is used to stimulate higher performance. His research found that accurate self-awareness rarely drives performance and actually can undermine it. Rather, it is the combination of challenge and self-assurance that produces the best performance.

Given this finding, it seems firms need to take care in building their feedback cultures that they avoid becoming overly intoxicated with the power and accuracy of their evaluation systems, or with their ability to measure and quantify. They must retain the developmental focus of feedback and nurture its role in producing attorneys who are confident in their talents and eager to take on new challenges in becoming highly performing members of their firms and the legal profession.

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The Personal Strategic Plan

Charles J. Fogelman, Ph.D.

"Time management"

"Prioritizing"

"Knowing when to say 'No' "

These are things many of my coaching clients cite as major issues in their professional and personal lives. To help them meet these and other challenges, I encourage each to complete a *Personal Strategic Plan*.

Most clients are already familiar with the notion of strategic planning in organizations, but few have ever thought of it as a valuable tool in their own lives. Fact is, creating a personal plan is much more venerable than drafting an organizational one, and a very American idea–Ben Franklin created one fifty years before the Declaration of Independence.

What follows is a brief guide, with some commentary, to creating your own Personal Strategic Plan. My experience is that it's best to develop these, if at all possible, in a give-and-take with another person. In the law firm context, that's usually a leadership development coach or a mentor.

Why am I doing this?

A Personal Strategic Plan (PSP) is designed to help you make decisions, from the grand to the small. The PSP, by virtue of setting out before you what's truly important to you and in what direction you really want to go, will help you order your time, make career choices, and create more balance in your life. In consultant-speak, it will help you align your daily decisions with your broadest and longest view of yourself.

Exactly what is a PSP?

A PSP is a written document which puts forth, in a hierarchical fashion, what matters most to you, why it matters, and how these translate into goals and actions. A PSP is a forward-looking document; it asks you what can be, and helps lead you there. A PSP informs a stream of decisions across time.

What are the parts of a PSP?

You can re-label these as you go along if there are ways that make more sense to you, but these are the section headings I use most frequently:

Aspiration – A statement of your most deeply, and transcendentally, held hope(s) in life. Examples are: "I want to improve the lives of sick people while at the same time being the best husband and father I can be;" "I want to work just enough to be able to support my family and spend as much time with them as possible;" "I want to behave in a way that elevates others and inspires them to lead more decent lives." Mind you, there might be several things which impel you, but here you state the fundamental one.

Purpose, or Values – A statement of *why* you hold this aspiration. For example: "I think people should make use of their gifts and opportunities to make the world a better place than they found it;" "My religion teaches me to think of others first;" "I believe that personal example is the best way to teach and inspire."

Theme, or Personal Mission – A translation of what went before into an *action statement* about your life. "I will use my skills and training as a Biomedical Engineer to create devices which will cure diseases;" "I will use my career to make the law more humane;" "I will serve my country by helping as many people as possible find joy in their lives and satisfaction in their work." Some people prefer, at this point in the document, to divide it in two, creating one portion for their professional lives and one for their family lives.

Goals – This section declares the major kinds of accomplishments which you believe will lead you toward fulfilling your aspiration. "To devote more and more of my professional energy to basic research;" "To change the way law firms operate in this country;" "To design the most effective and profitable manufactured goods distribution system possible;" "To spend forty percent of my time every year with my family."

Targets – This is where you begin to get more concrete and specific. "To Chair a major Department;" "To gain a seat on the Management Committee of my firm;" "To become CEO of a manufacturing company;" "To attend my children's weddings, after they've graduated from college." This where you talk about *what* you will accomplish, and, broadly, *when.*

Objectives – Here you limit your time horizon and talk about what you'll be doing in the next period of time in order to reach your targets and thus be in a better position to accomplish your goals and meet your aspiration. "Over the next five years I will learn as much as I can about University administration, all the time looking for positions which will make me a more likely choice for a Chairmanship;" "Even if it means I'll make partner later, I'll stay home one day a week;" "To head at least two different divisions in the company in the next six years."

Please be aware that PSPs are living documents, to be reviewed, and quite likely revised, regularly. It's least likely that you'll change your aspiration and values, next least likely that you'll reset your goals, possible you'll change your targets, and nearly certain you'll change your objectives as time goes on. Life is uncertain, and even though a PSP is designed to help you be actively in charge of your life, it would be wise to remember a Yiddish proverb: “Man plans; G-d laughs.” Nonetheless, if you use your PSP to guide your choices, you will find that your plans are more likely to have a way of coming true.

Okay, how do I construct a PSP?

First, think about your life and what matters to you. *Write it down.* Discuss your thinking with people who care about and respect you and whom you care about and respect; show them what you’ve written. You have to make choices here–you can’t just stick everything into one sentence. In order to make these choices, you can use the following technique, which will also be useful under all the other headings:

1. Reduce all the important things you’ve thought about to brief phrases, or, better, to one word each.

2. Count them.

3. Construct a square matrix of that size (if you have eight phrases, construct an 8x8 matrix, for example).

4. Roughly rank-order the words or phrases from most- to least-most-important.

5. Copy them over in order from top to bottom and left to right across the matrix, thus:

	Time at Home	Time at the Office	Exercise	Solitude
Time at Home				
Time at Office				
Exercise				
Solitude				

6. Compare each word with the other, force yourself to decide which matters more–you must make choices here–and enter the preferred word in the box where each pair meets. For instance, in the example below, Time at Home is judged to be more valuable than Time at the Office, so “Home” is entered in the box where the Home row and the Office column intersect.

	Time at Home	Time at the Office	Exercise	Solitude
Time at Home	----------------------	Home	Home	Home
Time at Office		----------------------	Office	Solitude
Exercise			----------------------	Solitude
Solitude				----------------------

Only the top half of the chart is filled out, since completing the bottom half would be redundant. The points at which phrases intersect themselves are marked with dashes.

7. Count the number of times a word is preferred. The one with the most choices wins, that is, becomes what's most important to you. In our example, Home trumps solitude, Solitude trumps Office, and Exercise loses out.

8. Use only the winning choice in your aspirational statement. If you simply must, and can create an unlabored compound sentence which includes the second place descriptor, do so.

Then, put it into one sentence. No semicolons. *Read it out loud.* Yes, I mean this. How does it sound? Does it feel congruent with what you think is important? Edit it if necessary, then turn it into a declarative, future-oriented, sentence, beginning "I aspire…" Sometimes it's helpful to think of it this way: What do you want your survivors to say was the transcendent motivating hope of your life?

Aspiration. Now put it into words which are comfortable for you. You should be willing to write it down and place it on your desk, perhaps as a permanent post-it note, so that you can always refer to it and so that others can know, or ask about, what's central in your life. This is the statement of your *Aspiration.*

Values, or Purpose. Next, think about the forces and threads in your life that have led you to construct your aspiration in that way. Are you a religious person? Does right-and-wrong motivate you more than seeking truth? Where does patriotism fit? If something terrible happened, where would you turn first? Put it into words, no more than five sentences' worth. Reading this statement of your *Values*, or *Purpose* in life, someone else should know where your feet are planted and where lies that imaginary line in the sand you will not cross.

Mission Statement, or Theme. What overriding course of action do your aspiration and purposes, taken together, lead you to pursue? This is something else you can put on your desk, or on your wall, or on your computer screen wallpaper.

Goals. Now it's time to make some statements which separate your mission into parts. Come up with a list of 2-6 one-line descriptions of specific, but broadly stated, things you wish to accomplish that are congruent with your *aspiration, values,* and *mission.* These should follow quite logically from what went before, and should be able to be accomplished from your current point in life; this is true even if you intend to change professions, as you'll need to start your steps someplace.

Next, and this is very important, perform the rank-ordering exercise outlined above on these *goal* statements. As you'll see later on, knowing which comes first will be a big aid in decision-making.

Targets. In order to start accomplishing your *goals*, you'll need to figure out what steps you'll need to make to get there. Think of getting to the top floor of a non-elevator building (where a particular goal resides). You can't, as a rule, get from the ground floor to the top in a single bound, but rather have to take one or two steps at a time. Along the way there are landings, where you can stop and take a breath, and other floors, onto which you can go to get what else you might need to continue your ascent.

These stopping points are the *Targets*, intermediate places you must reach on your way to the top. Some people start from a goal and work backwards to define their targets, others do it from the bottom up.

Through here your document should be no more than two pages long; if it is, edit it down. In fact, one page is preferable.

Objectives. Finally, you have to think about how long it will take you to reach each target and what work you'll have to do to get there. These are your *Objectives*. Or, to keep the metaphor going, these are the steps you'll have to tread, or bound several at a time, in order to get to your target-landings. Here is where you say: What will I do first?

Once you've done all this, and put it into a single document, put it aside for a week. If when you pick it up again it looks and feels right, make some copies and put them where you'll refer to them. Try putting one or two in places, like the tax-material drawer, that you don't access very often.

What do I do next?

Three things. First, start making your objectives happen. Unlike a Corporate Strategic Plan, there are no statements here about your competition, about reporting–except to yourself, or about resources. My experience is that by the time someone has worked through a PSP (usually it takes about a month of back-and-forth), these things have at least implicitly been taken into account. It is in this use that the PSP can begin to help you get a hold of time management, by pointing you toward those things which move you forward.

The second use, in my view, is more important. You'll have lots of choices to make in the course of your life, ranging from the small (how many appointments shall I have today?) to the large (should I take that job in another city?). As time goes on you'll get an intuitive feel for this, but at the beginning you should ask about each decision before you: Does it get me closer to my aspiration, or not? Which option makes it more likely, and which less? Sometimes you have to move to the level of goals to make a particular decision, which is why I emphasized rank-ordering them earlier. This is how you take hold of prioritizing what matters, and what doesn't, in your life.

Third, and this is in many ways the hardest, is to take stock of everything you're doing in your life and see what fits and what doesn't. The hardest thing to do in consequence of this is to jettison those things that hold you back. Often, these don't present themselves as either-or, unless you create the other side for yourself. For instance, there isn't always an option to "serving on that stupid committee," but you could frame it as "using my energy for that stupid committee" vs. "using my energy for everything else. This is, incidentally, where lies the answer to the question of how to streamline your life and figure out when, and to what or whom, to say no.

I have found that creating a Personal Strategic Plan is energizing. The process, focusing on what you want, what you like, and what is in your view good, always creates a positive flow of emotion, which then builds on itself. Enjoy!

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Model PSP

Aspiration I want to make my country an even better place, closer to its ideal every day.

Values I love my country. I believe it is every citizen's responsibility to use his or her gifts and opportunities to make it a better place. I think that courtesy, essentially meaning treating people fairly and politely, is a cornerstone of family and public life.

Mission I want, through the practice of law, to elevate the level of civility in American life.

Goals

1. To ascend the ranks in a prominent law firm by being both honorable and an excellent lawyer.
2. To use my position to search out ways to effect change away from incivility, first in my immediate sphere, then in ever-widening ones.
3. To provide for my family, both materially and spiritually. This will include behaving as decently at home as in public.
4. To act at all times as a model for others.

Targets

Under Goal 1:

A. Identify the law firm which best combines excellence, prominence, and influence.

B. On joining that firm, practice in a way which enables me to advance rapidly as well as to be in contact with a large number of people.

C. Continue to improve my lawyering and interpersonal skills.

Under Goal 2:

(Etcetera)

Objectives

Under Goal 1, A (Time line: One Year):

- Do research on the firms
- Identify the three most congruent with my aspiration
- Pursue a position at these three firms

Under Goal 1, B (open time line):

- Learn how others have advanced

(Etcetera)

[Note that even the Objectives can be broken down into smaller units.]

Attention Associates: Seize Control of Your Career Development

Kathleen Brady

Many things appear to be beyond the control of a junior attorney. They are assigned a secretary, given assignments, and operate on someone else's timetable. Such external realities create a detrimental mindset, and junior associates simply resign themselves to accept that they have no control over their time, experience, or professional development. Such passive resignation is a sure-fire way to sabotage a career.

Professional development administrators play a critical role in helping junior associates recognize that they have the power to create the career—and ultimately, the life—they want as long as they are willing to accept responsibility for their own career development. They must learn to control the things they can and develop strategies to cope with those they cannot.

Career success hinges on individual actions. Share the following five Career Development Action Steps with your associates to help them understand exactly what it is they need to do.

Associate Career Development Action Steps

1. Recognize that technical competence is critical. Continually learn the law. Deliver complete, high quality work on time every time, and always give 110% in your day to day responsibilities. When you do that, you develop a reputation for being reliable and dependable. Benchmark your progress against your colleagues. If others appear to be getting more sophisticated work, ask yourself why. Is it because you have not proven yourself to be reliable? Is your substantive work not up to par? Answers to these questions can help you see yourself through the eyes of your superiors and enable you to address issues before they become insurmountable. And, before you assume there is some great conspiracy by the power structure to sabotage your career, determine how your behavior may be contributing to the situation and try to correct that first.

Continually seek opportunities to learn through professional reading, training programs and seminars and conferences. Take advantage of everything provided to you.

2. Align your goals with the organization's goals and your boss's goals in order to expedite your career. Think about what keeps your boss up at night and attach yourself to the projects, people and areas that will able you to contribute in a way that makes that person's life easier. The trick is to create and understand your value to the boss and the organization while remaining true to yourself.

3. Pay attention to economic forces and world events. Today's business world is changing constantly. As a consequence, attorneys need to be up-to-date not only in their practice area and but also in the world around them. Use databases containing information about industry trends, specific company profiles, etc. Visit trade or professional associations as well as alumni sites. Sign up for industry news alerts through professional associations or papers like *Law.com.* Ten minutes a day is all the time you need to invest in such activities.

As useful as the Internet is, you cannot hide behind your computer screen. You need to talk to people. People are the single most valuable resource in your career development. They have more current, detailed and accurate information about what is happening in the world of work than any website, book or article ever can. It is extremely important to use these relationships to broaden your field of vision in order to make informed, smart decisions. You can learn about upcoming assignments and projects, pro bono opportunities, career paths you never thought about, market rates, shifts in business practices and industry trends, etc.

4. Establish mentor relationships. Don't rely solely on formalized mentor programs to blossom into full- fledged relationships, or hope people will notice you and offer to take you under their wings. It isn't enough. Solid mentor relationships evolve naturally, not through administration. Certainly participate in formal programs, but do more. Create a support system or Board of Advisors. Establishing a network of mentors will allow you to learn from different styles, develop a range of skills and consider various perspectives of an issue.

The key to successful mentor relationships is your willingness to work hard and make the relationships worthwhile for the mentors because of your enthusiasm and commitment. A mentor is not someone who solves all your problems; you should not burden anyone with such a responsibility. Think of mentors as resources to help you plan and execute your career goals and help you navigate difficult situations.

Mentor relationships are the primary stepping stone to building professional networks. They can introduce you to people *within* the Firm that you need to know. You rely on your skills and experience to impact *what* work gets done. But knowing *how* work gets done within an organization depends upon the network of relationships that exist. Network internally to increase the chances of making an impression on decision-makers; monitor the rumor mill and learn about departments beyond your own. Volunteer for committee assignments; attend firm events; eat lunch in the cafeteria. Be sure to establish a presence within the organization.

Develop, use and nurture relationships continuously. Keep in touch with people you meet throughout your career; don't wait until you "need" something from them. Establish a reputation for being helpful. Pass along useful information; introduce contacts to people in your network who might be helpful to them. Always look for ways to build bridges. People will remember your thoughtfulness and will be likely to return the favor.

You are completely responsible for what you bring into every relationship and for what you project onto other people. Perception IS reality. Think about how other people see you. If you look and act like a loser, or someone who does not belong, that is exactly how people will respond to you. Your facial expression, posture and willingness to launch conversations matter. Dress and behave like a professional; be positive and upbeat; project a proud, confident image. Radiate confidence and people will be naturally drawn to you in every situation throughout your career. That will help to ensure that you have limitless resources in place when you need them.

5. Shamelessly self-promote your contributions. Doing good work is essential. Equally important is ensuring that people know you do good work. It is your responsibility to bring that information to light. Who you know is always important, but who knows you is even more important. That does not mean you need to turn into an arrogant, boastful creep. It simply means you need to be comfortable talking about what your contributions are. In order to do that, catalogue your experiences and successes as they happen. On an on-going basis, maintain a file that includes the following information:

- The substantive nature of the work performed and the percentage of time spent on each category.
- Significant accomplishments.
- Clients for whom you did a substantial amount of work or the major projects you worked on.

- Professional and community activities. Include internal activities (recruiting, CLEs, etc) and external activities (speaking engagements, articles written, conventions and seminars which you attended, bar activities, community activities, etc.)

This information should be used in preparation for your annual performance review. Your performance review is not something that happens *to* you; you must be an active participant. Prepare an Annual Report, to be included in your personal file containing the information you've gathered throughout the year. As you prepare this report, also ask yourself the following questions:

- Is my work load insufficient, satisfactory, or too much?
- Am I receiving a sufficient variety of assignments to enable me to grow as a lawyer? If not, what can I do to address the issue?
- Have I had regular opportunities to discuss my work with supervisors? If not, what could I have done differently to get needed feedback?
- Have I received and acted on supervisors' suggestions for improving my work?
- Am I satisfied with my development as a lawyer within the organization? If not, in what areas would I like to improve?
- What are my goals for the next year? In what areas would I like to improve and what is my action plan to accomplish this?

Encourage your associates to seize control of their career development. They have the power; they just need some guidance as to how to use it effectively within your organization.

***Kathleen Brady** is the founder of Brady & Associates Career Planners, LLC and the author of* Navigating Detours on the Road to Success: A Lawyer's Guide to Career Management *(Inkwater Press, 2005). She previously served as Assistant Dean of Career Services at Fordham University School of Law, National Director of Staff Recruitment and Development at Jackson Lewis, Manager of Associate Professional Development at Milbank Tweed Hadley & McCloy, LLP, and president of the National Association for Law Placement. She can be reached at (212) 918-4626 or kbrady @careerplanners.net.*

Classic Quote:

"Never be afraid to try something new. Remember: Amateurs built the Ark; professionals built the Titanic."

– Author Unknown

Adult Learning for Lawyers, Part 6:

Training for Trainers

Randall B. Christison

In our adult learning series, we've suggested using adult learning instructional methods in planning courses and setting objectives. All of our development work assumes the subject matter experts you use as instructors will carry out the plan. In this edition on adult learning, we address training the trainers.

Let's assume you are the Professional Development Director for Blackstone, Holmes & Cicero, and you're reading the evaluations of your last class. They are again almost all very good. But one participant drops by your office, closes the door, and tells you the session ended up being almost all lecture and war stories, and, frankly, she didn't learn much of anything.

You did everything right: You identified what training is needed, drafted training objectives, designed your lesson plan, and used Jim Jones and Julie Smith, well regarded, witty subject-matter experts to give the class. You gave them the lesson plan, speaker's notes, the date, time and location, and ensured they understood the content, the interactive exercises, and the goals. It seemed nothing was left but to sit back and wait for the evaluations to come in.

What happened? Burns Law: The best laid plans of mice and men often go wrong.[1]

Experience teaches that well laid programs go wrong if the instructor isn't willing and able to conduct the class as planned. Instructors are human. If they don't understand and believe in adult learning principles, or if they don't know how to use the methods, they will use these techniques unenthusiastically if at all. Instead, they fall back on what they know.

What they know is lecture. All too often, your potential teachers are focused on the subject matter–they were selected for being subject matter experts after all–to the exclusion of teaching. Indeed it is common for some experts to denigrate anything other than information delivery as mere "fun and games."

Underlying any effort at developing instructors is to persuade them to come at all: How do you persuade full-time practicing lawyers to give up a full day of billables? Never an easy issue, but one way is to emphasize the crossover effect: being trained as a trainer is being trained as a presenter. Client presentations, client training, other CLE programs, and–dare I say it?–even litigation presentations are improved, sometimes greatly, by going through trainer training.

Not only are your presenters better presenters, the tea-bag effect applies here as well: The skills learned by some seep into the firm as a whole. The more presenters your firm has, and the more influential they are, the more likely those who have never been in your program will be affected, positively.

Once you have a certain critical mass, then it becomes an expectation that the firm's presenters are trained trainers. This obviously helps in getting more value from your investment in developing a training the trainers program.

So, how do we have an instructor who is both a trainer and a subject matter expert? This article suggests what should be covered in a training for trainers (T4T) program. As

[1] For you purists: "The best laid schemes o' mice and men Gang aft agley; An' lea'e us nought but grief an' pain." — Robert Burns, "To a Mouse."

in all of our training programs, one of your first steps is to identify your instructional goals.

Instructional Goals

1. **Understanding Adult Learning Theory**

Understanding and being able to apply adult learning as an instructor is the first and *sine qua non* goal. Most people usually want to understand the underlying rationale of whatever they are doing. Lawyers' analytical minds especially demand it. Using adult learning to teach adult learning, and thereby modeling what you want your instructors-to-be to learn, pays double dividends. When they find the T4T program a useful learning experience, including the fun-and-games parts, they are usually sold on the underlying rationale.

2. **Appreciating Adult Learning Styles**

As most of us have observed before, most people assume other people see the world, and process information, in the same way as they themselves do. Even more so, lawyers assume other lawyers all learn in the same way. Using Myers-Briggs or some other instrument is usually most enlightening. Demonstrating other learning concepts, such as affective, behavioral and cognitive learning domains, and Kolb's learning styles (concrete experience or feeling v. abstract conceptualization or thinking and active experimentation or doing v. reflective observation or watching), usually sets off more light bulbs.

3. **Learning the Techniques**

In this series' third article (November 2004), we described twelve different teaching methods. Trying to teach all twelve in a single T4T program is asking too much, but at least those you wish them to use must both be taught and be used in the teaching. And nothing ensures learning better than doing. Once our trainers-to-be have actually used a technique, they are much more likely to use it and use it competently. Learning to develop and use visual aids can be built into this instructional goal, or can be addressed as a separate goal or even as a separate training program.

4. **Handling the Logistics**

Yes, your instructors usually expect to do nothing other than show up at the stated time and place and have some limited responsibility for handouts or visual aids. Otherwise they prefer to remain blissfully ignorant of the logistics necessary. But an effective program depends upon all of its elements coming together at the right time and place. Instructors need at least to be aware of the logistics and of their responsibilities in developing learning materials. Sometimes also they will want some participation in developing marketing materials. No busy lawyer likes showing up to an empty room or to a room full of dragooned associates.

5. **Handling the Classroom**

As all of us in professional development know, it's a lot harder than it looks. Learning the tricks of the trade, from knowing how the set up of the room can affect interaction, to knowing how to use slide shows and flip charts, is vital. Being able to handle the audience separates the good instructor from the rest. This instructional goal must encompass not only skill in conducting interactive techniques, but also how to handle classroom challenges and problems.

Methods

If there is ever a time we want to use adult learning methods, it's when we're teaching adult learning. A T4T must necessarily demonstrate adult learning's methods and principles. First, it must be interactive. The room must be set up to promote interactivity, as must the supporting materials, instructional goals, and curriculum.

Second, for every method you wish your new instructors to use, you must have that method built into your program. If you want them to learn discussion groups and role playing, it's essential they have seen and tried these methods. On the other hand, because of time and cost restrictions, you likely will only mention project and case-study methods, and save these more complex methods for long-term instructor development.

Course Format and Length

Most T4T programs I know are two or three days long. A one-day program necessarily cuts out something vital. When pressed for time, non-Professional Development people usually first target interactivity for elimination. Retreating to lecturing in a program intended to teach how to replace lecturing seems self-defeating.

Balancing inclusion of all the elements you need against the demands on busy lawyers' time is always the challenge, and it's no different here. With that in mind, I would suggest your course outline include at least the following modules:

1. What is adult learning, and why should I care?

2. Introduction to learning styles – your own and your audiences' – using, e.g., Myers-Briggs.

3. Training methods: the when and why of each method.

4. Designing class content and training activities: including instructional goals, lesson plans, learning activities, and back-on-the-job applications.

5. Developing teaching techniques (a video camera is helpful here).

6. Handling the classroom, including both (1) using questions and discussions and (2) dealing with problems and challenges.

7. Exercise: participants presenting a mini-program using as many techniques as possible–typically as the program's final significant exercise.

If you have the time, then you may want to include one or more of these modules:

1. Visual aids: Flip charts, slide shows, videos and the rest

2. Needs assessment: how to tell what the participants *really* need (not what they *want*).

3. Evaluation and introduction to Kirkpatrick four levels (students' reaction, learning results, behavior in the workplace, business results).

4. Curriculum design and development.

Appended to this article are greatly truncated sample course outlines from a pair of two-day programs. The first was developed by my first andragogy teacher, Mel Turner of Sacramento, and the second is from my colleague, Susan Spale of Chicago.

References

A number of books address adult training methods, but the one that seems closest to serving as a T4T textbook is:

Powers, *Instructional Excellence: Mastering the Delivery of Training*, San Francisco: Jossey-Boss, Inc., 1992, ISBN 1555424295.

The others I use most often are:

Silberman, *Active Training*, San Diego, Pfeiffer & Company, 1990, ISBN 0787939897;

Renner, *The Art of Teaching Adults*, Vancouver, Training Associates, 1994, ISBN 0969731906; and

Bligh, *What's the Use of Lectures*, San Francisco, Jossey-Boss, Inc., 2000, ISBN 0787951625.

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Appendix A: Training for Trainers, Mel Turner, M.A.

I. Welcome, Introduction and Ground Rules (30 minutes)

II. Theory of Adult Learning Styles and Myers-Briggs (60 minutes)

III. Needs Assessments and Training Objectives (45 minutes)

IV. Training Techniques (150 minutes)

V. Training Evaluation (35 minutes)

VI. Course Preparation (90 minutes)

VII. Curriculum Development (45 minutes)

VIII. Handling the Classroom (45 minutes)

IX. Participants' Mini-Program Presentations (120 minutes)

Appendix B: Training for Trainers, Susan Spale, M.B.A.

Module 1: *So, You Want to Be a Trainer?* (approx 60 minutes)

Module 2: *Behind the Scenes: You Can't Get On Stage Without Being Here First* (approx 45 minutes)

> Practice Session A: *"Teach the Group How to …."* (approx 90 minutes)

Module 3: *Making It to the Hot Seat: You Gotta Know the Basics!* (approx 60 minutes)

> Practice Session B: *"Demonstrating the Basics"* (approx 75 minutes)

Module 4: *Are You Ready to Play? Starting the Game* (approx 30 minutes)

> Practice Session C: *"Opening a Workshop"* (approx 75 minutes)

Module 5: *Hosting the Game With Style: Group Process and Management* (approx 90 minutes)

> Practice Session D: *"Setting Up/ Debriefing an Exercise"* (approx 75 minutes)

Module 6: *The Magic of 'Asking the Audience' – Interactive Techniques* (approx 60 minutes)

Practice Session E: *"Using Interactive Techniques"* (approx 75 minutes)

Module 7: *Life Lines – Getting Help from Audio-Visual Support* (approx 45 minutes)

Practice Session F: *"Using Audio-Visual Support"* (approx 75 minutes)

Module 8: *You Have a Co-Host! Effective Co-Teaching Techniques* (approx 90 minutes)

Practice Session G: *"Working with a 'Co-Host'"* (approx 75 minutes)

Module 9: *The Wrong Answer! Instructor Traps* (approx 45 minutes)

Module 10: *Is That Your Final Answer? Workshop Close* (approx 90 minutes)

Quotes of the Quarter:

"We feel that with their knowledge, our people are able to serve our customers in a way they won't be served anywhere else, and that grows our business.... [F]ortunately, many of our competitors don't take the same approach."

– Danny Wegman, CEO of Wegmans Food Markets, on the company's award-winning training program in September *T+D*

"Our research reveals that, on average, 95% of a company's employees are unaware of, or do not understand, its strategy. If the employees who are closest to customers and who operate processes that create value are unaware of the strategy, they surely cannot help the organization implement it effectively."

– Robert Kaplan and David Norton, creators of the Balanced Scorecard, in October *Harvard Business Review*

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

Using Competencies for Professional Development

What Is a Competency?

A competency is the knowledge, skill, personal attribute, or behavior that is necessary to perform a task or function effectively. Some examples of competencies, from the three books on the subject referenced below, are:

1. For a 5th year associate, in the category of Client Relations and Client Development Skills:

   "Be able to use active listening and skillful questioning techniques to elicit the client's factual information, interests, needs, and constraints that are relevant to the work being performed by the associate." (Chitwood, p. 57)

2. For a Level A1 associate (the most junior level), in the category of Professional Competencies:

   "*Research and Analytical Ability*. Able to identify relevant facts, locate relevant authority, and apply that authority properly to the facts presented." (Sloan, p. 79)

3. For a business-to-business sales person, in the category of Personality:

   "*Reflectiveness*. Is self-aware and understands how other people perceive him or her, thinks about the impact of words and behavior on others before acting, is not impulsive." (Lucia, p. 118)

Ideally, as shown in the above examples, competencies are described behaviorally – what the successful performer *does* – and also indicate the level of quality at which the actions are performed.

As you might imagine, there are potentially hundreds of competencies associated with a given level of experience in any particular professional position. To keep the list manageable, then, it is typically narrowed down to perhaps a few dozen "critical" or "core" competencies that are agreed to be essential to the success of both individuals and the organization, and those are then clustered into perhaps a half-dozen broad categories of related competencies.

How Can We Identify Our Firm's Critical Competencies?

The only reliable way to identify an organization's critical competencies is by internal research in the organization itself, studying actual incumbents in the positions for which you are developing the competency inventory. This is done by some combination of observation, interviews, focus groups, and surveys. It is especially valuable to distinguish the abilities and behaviors of your star performers and thereby use competencies to define the target toward which others should be striving.

This can be done either from scratch, or by customizing a competency framework developed for other, similar organizations. The Chitwood and Sloan books both include competency frameworks for law firm associates, the first developed through research with 69 U.S. law firms of varying sizes and practice specialties, and the second through internal research at the author's 300-lawyer corporate-oriented firm.

In either case, it is important not to neglect or short-circuit the internal research process or, as some organizations have learned the hard way, the resulting inventory will be incomplete and/or irrelevant and therefore lacking in credibility.

What Is the Benefit of a Competency-Based System?

A solid, research-based inventory of critical competencies hugely benefits both workers and management.

For the workers in a competency-based system, the "secrets of success" are no longer secret. They have a clearly defined target for their own career planning and advancement.

The benefits are even greater for the firm. A competency framework clarifies organizational priorities and provides a consistent, shared focus for all the firm's programs to optimize its human assets. Once we know what are the truly important things our workers need to be able to do to achieve success for themselves and the firm, we can readily determine:

- What our hiring criteria should be, and what to look for on resumes and ask about in interviews;
- What the objectives of our professional development program should be, including the goals of orientation, training, mentoring, and assignments;
- What our criteria for performance appraisals and advancement should be, and what should be rated on the appraisal form.

References for Further Study

If you are interested in pursuing the idea of creating a competency model for your law office, I recommend the following further reading:

Stephen R. Chitwood, Anita F. Gottlieb, and Evelyn Gaye Mara, *A Business Skills Curriculum for Law Firm Associates* (Association of Legal Administrators, 2001)

Anntoinette D. Lucia and Richard Lepsinger, *The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations.* (Jossey-Bass/Pfeiffer, 1999)

Peter B. Sloan, *From Classes to Competencies, Lockstep to Levels: How One Firm Discarded Lockstep Associate Advancement and Replaced It with an Associate Level System.* (Blackwell Sanders Peper Martin LLP, 2002)

– Gaye Mara

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Professional Developments

Events

Upcoming fall/winter conferences, seminars, and workshops:

November

- 11/2-3/05, New York, NY. *The Law Firm Partner Compensation Forum.* $1295/1395. American Lawyer Media/Harvard Business School Publishing, (800) 888-8300 ext. 9191 or www.almevents.com.
- 11/2-4/05, San Francisco, CA. *Instructional Design for Trainers.* $1695/1895. American Management Association, (800) 262-9699, www.amanet.org. (Repeated in New York 12/12-14.)
- 11/2-4/05, Alexandria, VA. *ASTD's Designing Learning Certificate Program.* $1195/1395. American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org. (Repeated 12/5-7 Chicago)
- 11/2-4/05, Alexandria, VA. ***HPI Certificate Program Seminars:*** *Evaluating Performance Improvement Interventions.* $1,349/1,549. American Society for Training and Development, (800) 628-2783, www.astd.org/HPIworkshops.
- 11/6-9/05, Toronto, ON. *The Knowledge Exchange Conference 2005.* Pre-conference

workshops 11/6-7, conference 11/8-9. CSTD, (866) 257-4275, www.cstd.ca/conference.

- 11/7/05, Dallas, TX. *ASTD's Bottomline on ROI Certificate Program.* American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org.

- 11/7-9/05, Alexandria, VA. *Training Certificate Program.* American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org.

- 11/7-9/05, New York, NY. *AMA's Myers-Briggs Type Indicator (MBTI) Qualification Program.* $1395/1595. American Management Association, (800) 262-9699, www.amanet.org.

- 11/7-9/05, Chicago, IL. *Instructional Design for Trainers.* $1695/1895. American Management Association, (800) 262-9699, www.amanet.org. (Repeated in San Francisco 11/9-11; New York 12/12-14)

- 11/7-9/05, Seattle, WA. *Accelerated Learning Training Methods Workshop.* $1095. The Center for Accelerated Learning, (262) 248-7070, www.alcenter.com. (Repeated in Phoenix 12/5-7)

- 11/7-9/05, San Francisco, CA. *Training the Trainer.* $1495/1695. American Management Association, (800) 262-9699, www.amanet.org. (Repeated in New York 12/5-7; Chicago 12/12-14)

- 11/8-9/05, Dallas, TX. *ASTD's ROI Skill-Building Certificate Program.* $895/1095. American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org. (Repeated 12/8-9 Chicago.)

- 11/9-11/05, Alexandria, VA. *Analyzing Human Performance.* American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org.

- 11/9-14/05, Alexandria, VA. ***HPI Certificate Program Seminars:*** *Analyzing Human Performance.* American Society for Training and Development, (800) 628-2783, www.astd.org/HPIworkshops.

- 11/14/05, 2-3:30 pm ET Audio Conference. *Partner Compensation: Moving Beyond Formula-Based Systems.* $225/275. IOMA, (800) 401-5937 or www.ioma.com.

- 11/14-15/05, Chicago, IL. ***ASTD Business Academy:*** *Making an Impact.* $895/1095. American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org.

- 11/14-15/05, Washington, DC. *Retaining the Best and the Brightest.* $1495/1695. American Management Association, (800) 262-9699, www.amanet.org.

- 11/14-16/05, Atlanta, GA. ***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/HPIworkshops. (Repeated 12/5-7 Chicago, 12/12-14 Alexandria)

- 11/14-16/05, New York, NY. *How to Build, Communicate and Execute a Total Rewards Program.* $1695/1895. American Management Association, (800) 262-9699, www.amanet.org.

- 11/15-16/05, Birmingham, England. *World of Learning Conference and Exhibition.* £475 1 day, £865 both days. Venture Marketing Group, +44 (0)20 8394 5100 or www.learnevents.com.

- 11/15-18/05, San Francisco, CA. *E-Learning Developers Conference and Expo.* Pre-conference workshops 11/15, $395; Conference 11/16-18, $1095/1369. The eLearning Guild, (707) 566-8990 or www.elearningguild.com.

- 11/16-17/05, San Francisco, CA. *Building Expertise: How to Apply Learning Psychology to Instructional Design.* $1195. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.

- 11/30-12/2/05, Orlando, FL. *Instructional Design Institute.* $1195/1295. VNULearning.com, (888) 252-2122 or www.instructionaldesigninstitute.com.

- 11/30-12/2/05, Alexandria, VA. ***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/HPIworkshops. (Repeated 12/5-7 Chicago IL.)

December

- 12/1-2/05, Washington, DC. *Professional Development Institute.* $345-545. National Association for Law Placement, www.nalp.org.

- 12/5-7/05, Chicago, IL. *ASTD's Measuring and Evaluating Learning Certificate Program.* $1295/1495. American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org.

- 12/12-14/05, New York, NY. *ASTD's Training Certificate Program.* $1195/1375. American Society for Training and Development, (800) 628-2783 or (703) 683-8100, or www.astd.org.

- 12/13-14/05, Washington, DC. *Graphics for Learning: How to Plan and Select Visuals That Teach.* $1195. Clark Training & Consulting, (602) 230-9190, www.clarktraining.com.

January

- 1/21-24/06, Tucson, AZ. *42nd Mid-Year Meeting.* Association for Continuing Legal Education, www.aclea.org.

- 1/26-28/06, Fort Lauderdale, Florida. *PDC Winter Conference 2006.* Professional Development Consortium, www.pdclegal.net.

- 1/28-2/2/06, Denver, CO. *ASTD TechKnowledge 2006 Conference and Exposition.* Certificate programs 1/28-30, $895-1395; Pre-conference workshops 1/30, $200-505; Conference 2/1-2, $599-1070.

February

- 2/2-3/06, New York, NY. *The 2006 Executive Coaching Conference: Transforming Today's and Tomorrow's Leaders.* Pre-conference workshop 2/1, $495/595; Conference 2/2, $1995/2295. The Conference Board, (212) 339-0345 or www.conference-board.org/coaching.htm.

- 2/7-10/06, Phoenix, AZ. ***ISPI Professional Series Workshops:*** *Geary Rummler's Introduction to Serious Performance Consulting,* 2/7-8; *Robert Brinkerhoff's Evaluation of Training: Making Sense of the Morass and Building Sensible, Practical, and Useful Approaches*, 2/9-10. $995/1095 each workshop, $1595/1695 both. International Society for Performance Improvement, (301) 587-8570 or www.ispi.org/peerworkshops/. (Enrollment limited to 25.)

- 2/14-15/06, St. Paul, MN. *The 18th Annual Multicultural Forum: The Diversity Advantage.* ITS, (651) 962-4018 or www.stthomas.edu/cob/multiculaturalforum.

News

The 2005 **ASTD BEST Award Winners**, 29 "outstanding learning organizations," are listed and profiled in the October issue of *T+D*, ASTD's monthly magazine. Two professional service firms were among the winners: Booz Allen Hamilton (No. 16) and Deloitte & Touche USA LLP (No. 25). (We dream of seeing a law firm on this list in our lifetime.)

Work-Life Balance. Another ASTD publication reports on an innovative retention program at Deloitte & Touche for employees who might otherwise leave the firm to raise children or attend to other personal issues. Called "Personal Pursuits," the program:

- Permits an employee to leave the firm for up to 5 years for personal reasons and then return,
- Pays to maintain the employee's professional certifications during the hiatus, and
- Provides a mentor who keeps the employee abreast of developments at the firm.

The employee may not work for any other employer during the hiatus. The firm finds that their investment in the program is less than it would cost to hire replacements for the participating employees. ("The Buzz," ASTD e-mail newsletter, 9/12/05)

Resources

Kathleen Brady offers a five-step career planning process for beginning and experienced practitioners in her new book, **Navigating Detours on the Road to Success: A Lawyer's Guide to Career Management**, Inkwater Press, 2005 ($18 from the National Association for Law Placement, www.nalp.org). (See Ms. Brady's related article at pp. 10-12 of this issue.)

The **International Legal Technology Association** publishes white papers and surveys on law office technology. One you may find of interest: "The World of Intranet, Extranet and Portal Technologies," January 2005 (free download at www.iltanet.org/files/tbl_s6Publications/PDF33/87/Portal%20Technologies.pdf).

Just out from **IOMA Research Reports,** its 2005 law firm survey results: the *Law Firm Practice Management Reference Guide 2006*, $329. IOMA, (800) 401-5937 ext.2, or www.ioma.com.

On writing clearly. Some time ago the "FOG Index" was created to rate turgid, obfuscatory writing by calculating the average number of syllables per word and words per sentence in a document. Now the Translation Service of the European Commission has started a "Fight the FOG" campaign to promote clear writing. The campaign has produced, among other things:

- "How to Write Clearly," a short booklet with simple principles to "make sure your message ends up in your readers' brains, not in their bins." It's available free online at http://europa.eu.int/comm/translation/en/ftfog/booklet/fog.pdf.
- The Clear Writing Awards, which are "designed to reward Eurocrats who refuse to call a spade a 'hand-held excavation implement.'"

Web Cite

Here's a short, basic, and free introduction to how to organize the files on your computer: http://www.georgefox.edu/offices/inst_technology/training/161-file_management.pdf.

MCLE Watch

We thank our colleagues at Reqwired, who alerted us last month that the **Illinois** Supreme Court has instituted mandatory CLE effective January 1, 2006.

The bad news for law office PD programs is that in-house providers are not eligible for Approved Provider status and must apply for separate approval for each individual course.

Other features of the new program include:

- ➢ Credit for online and other distance courses that provide for learner interactivity.
- ➢ A two-year staggered reporting cycle. Lawyers whose last names begin with A through M will report in even-numbered years, and N through Z in odd-numbered years. The first cycle, for A through M, begins July 1, 2006 and ends June 30, 2008.
- ➢ A rising total hours requirement, beginning with 20 hours in the first two-year cycles ending in 2008 and 2009 and topping out at 30 hours in the 2012/13 and subsequent cycles.
- ➢ A requirement that at least four of the hours in each two-year cycle relate to ethics, professionalism, civility, diversity, or mental illness and addiction.
- ➢ A new admittee requirement for a 15-hour Basic Skills Course to be completed within one year of admission. (Attorneys who practiced for more than a year in another state before admission in Illinois are exempt from this requirement.)

There is a detailed summary of the new rule on Reqwired's web site (www.reqwired.com; click on "Resources"). The full rule is published on the Supreme Court's web site at www.state.il.us/court/SupremeCourt/Rules/Amend/2005/MRAmend092905.htm.

The **Capital CLe-Calendar**

Volume 12, No. 3 ▪ November 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 **distance** course listings indicate the delivery medium, such as telephone conference, online seminar, satellite broadcast, etc. All **D.C.-area** listings include the course location; if no location is given, the course will be held in Washington, D.C.

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

Course Providers. 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.

Distance Course Schedule

ADMINISTRATIVE/GOVERNMENT/REGULATORY LAW, GENERAL

11/8/05. *Kelo v. New London: What It Means for Massachusetts.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [2.75]

11/29/05. *Western Water Rights Law: Ancient History, Present Mystery.* 12-1 pm ET live audio-only webcast. $60. WLEC/Celesq® AttorneysEd Center. [1.0]

12/7/05. *Changes to North Carolina's Notary Public Act.* 12:30-1:30 pm ET teleseminar. $80. NCBA. [1.0]

ALTERNATIVE DISPUTE RESOLUTION/ ARBITRATION

11/16/05. *Fundamentals of Arbitration.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 12/20)

12/13/05. *ADR in Credentialing and Peer Review: Whether, When, and How ADR Might Be Helpful.* 1-2:30 pm ET teleconference. AHLA.

1/26/06. *Major Issues in Arbitration.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/16, 3/23, 4/19, 5/25, 6/22, 7/19, 8/16, 9/21, 10/26, 11/9, 12/7)

6/8/06. *Mandatory Arbitration.* Teleseminar. ATLA.

ANTITRUST/UNFAIR COMPETITION LAW

12/14/05. *How to Avoid Antitrust Pitfalls in Cross-Border Mergers and Acquisitions.* 11:30-1 pm ET teleconference and live audio webcast. $60-150. ABA CLE. [1.5]

1/23-24/06. *45th Annual Advanced Antitrust Seminar: Distribution and Marketing.* Live webcast. $1295. PLI.

BANKING/FINANCIAL SERVICES LAW

11/8/05. *Complying with Federal Mortgage Lending Laws.* 1-2:30 pm ET teleconference. $219. LES. [1.5]

1/30/06. *What Lawyers Need to Know About UCC Article 9 2006: Secured Transactions.* Live webcast. $995. PLI.

3/20/06. *11th Annual Consumer Financial Services Litigation Institute.* Live webcast. $1295. PLI.

4/17/06. *Asset Based Financing 2006.* Live webcast. $1395. PLI.

BANKRUPTCY LAW

11/2/05. ***2005 Bankruptcy Abuse Prevention & Consumer Protection Act TeleSeminar Series.*** *Final Overview: What Has Changed Since October 17? (8 of 8)* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

11/2/05. *The Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 (BAPCPA) and Business Bankruptcy II.* 1-2:30 pm ET teleconference. $199. LES. [1.5 CPE]

11/3/05. *The Bankruptcy Abuse Prevention and Consumer Protection Act of 2005 -- the "Means" Test.* 1-2 pm ET live audio-only webcast. $99. WLEC/NBI.

11/8/05. *Key Cases CLE: Bankruptcy: Practicing Bankruptcy Law After October 17 -- Three Bankruptcy Judges Discuss the Impact of the New Rules.* 3-4 pm ET live webcast. $55. WLEC/Legalworks. [1.0]

11/11/05. *Ethical Duties of Lawyers Following the Amendments to the Bankruptcy Code.* 1:10-2:10 pm ET live webcast. $40/60. WLEC/Hennepin Co. Bar Assn. [1.0 ethics]

12/7/05. *The New Bankruptcy Law's Impact on Asset Protection Planning.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

12/13/05. *Bankruptcy-Proofing Contracts Under the New Act: Rights and Obligations Under a Variety of Agreements.* 8:30 am-12:30 pm ET live webcast. $150/190. WLEC/Massachusetts CLE. [3.75]

1/17/06. *The New Bankruptcy Act for Family Lawyers: Arm Yourself for the Challenges and Effects on Your Practice.* 8:30-10:30 am ET live webcast. $80/100. WLEC/Massachusetts CLE.

BUSINESS/CORPORATE LAW AND PRACTICE

11/1/05. *What Women (In House Counsel) Want.* 1-2 pm ET teleconference and live audio webcast. $75-110. ABA CLE. [1.0]

11/2/05. *The UCC and Revenue Recognition: How to Avoid Having Your Terms & Conditions Mess Up Your Client's Financials.* 1-2:30 pm ET teleconference and live audio webcast. $75-175. ABA CLE. [1.5]

11/3/05. *Splitting Up a Family Business.* 1-2:30 pm ET teleconference and live audio webcast. $60-150. ABA CLE. [1.5]

11/3/05. *What Every Corporate Lawyer Needs to Know About Basic Tax Issues in M&A.* 6-9 pm ET live webcast. $120/180. WLEC/NY City Bar. [2.75]

11/4/05. *Addressing Corporate Governance Reforms: Corporate Governance, Internal Control and Accounting Issues.* 1-2:30 pm ET teleconference. $239. LES. [1.5 CPE]

11/9/05. ***Best of the Midwinter Meetings and More Series:*** *Best Practices in Corporate Compliance Programs*. 1-2:30 pm ET teleconference and live audio webcast. $85-150 each session; $230-400 any three; $815-1400 entire series. ABA. [1.5]

11/8/05. *Operating Expenses: Surviving an Audit.* 9 am-12 pm ET live webcast. $120/150. WLEC/Boston Bar Assn.

11/16/05. *Board Investigations -- How Far Is Far Enough?* 2-3:30 pm ET videoconference, teleconference, and live webcast. $75-175. ABA CLE. [1.5]

11/16/05. *The Complexities of Buy-Sell Planning.* 10 am-1 pm ET live webcast. $120/180. WLEC/Milwaukee Bar Assn. [2.75]

11/17/05. *Counseling the Board in Critical Situations.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [2.75]

12/6/05. *Negotiating and Structuring the Sale of Private Businesses: Non-Tax Considerations.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

12/8/05. *Tax Planning Aspects for Mergers, Sales and Spinoffs.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

12/14/05. *How to Avoid Antitrust Pitfalls in Cross-Border Mergers and Acquisitions.* 11:30-1 pm ET teleconference and live audio webcast. $60-150. ABA CLE. [1.5]

12/28/05. *Electronic Discovery and Document Storage: Management and Litigation Issues.* 1-2:30 pm ET teleconference. $199. LES. [1.5]

1/5-6/06. *Preparation of Annual Disclosure Documents 2006.* Live webcast. $1395. PLI.

1/23-24/06. *A Guide to Mergers and Acquisitions 2006.* Live webcast. $1395 ($1795 with 1/25 *Contests for Corporate Control*). PLI.

1/25/06. *Contests for Corporate Control 2006 -- Current Offensive & Defensive Strategies in M&A Transactions.* Live webcast. $1295 ($1795 with 1/23-24 *Guide to Mergers and Acquisitions)*. PLI.

1/25/06. *Drafting Corporate Agreements 2006.* Live webcast. $1395. PLI.

1/26-27/06. *Basics of Accounting and Finance, Winter 2006.* Live webcast. $1195. PLI.

2/2/06. *Choice of Entity -- 2006.* 12 noon-4 pm ET American Law Network telecast. $189. ALI-ABA.

3/9-10/06. *The Pocket MBA for Lawyers I: Everything You Need to Know About Finance 2006.* Live webcast. $1295. PLI.

3/16/06. *Limited Liability Entities -- 2006.* 12 noon-4 pm ET American Law Network telecast. $189. ALI-ABA.

6/15-16/06. *Corporate Compliance Institute 2006.* Live webcast. $1395. PLI.

COMPUTER APPLICATIONS AND SKILLS/ COMPUTER AND INTERNET LAW

11/17/05. *Electronic Discovery Needn't Be Shocking.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 12/22)

11/17/05. *Really Interesting Lawyer Stuff: Ethics and Technology.* 3-4:30 pm ET live webcast. $60/90. WLEC/Bev. Hills Bar Assn. [1.5]

1/23/06. *Internet Sources and Resources.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/20, 3/8, 4/3, 5/5, 6/9, 7/10, 8/14, 9/11, 9/27, 10/5, 10/27, 11/6, 11/28, 12/15)

2/14/06. *How to Get What You Need from the Internet.* Teleseminar. ATLA.

3/9-10/06. *26th Annual Institute on Computer & Internet Law: Information Security, Corporate Governance & In-House Counsel Perspective.* Live webcast. $1295. PLI.

4/27/06. *Electronic Discovery.* Teleseminar. ATLA.

CONSUMER PROTECTION/PRIVACY/PRODUCT LIABILITY LAW

11/1/05. *Top Ten Privacy Priorities for Business Lawyers and In-House Counsel: The Stuff That Keeps Us Awake at Night.* 12:30-1:30 pm ET live webcast. $40/50. WLEC/Boston Bar Assn. [1.0]

11/4/05. *What You Need to Know About Privacy, Security and Emerging Technologies for Managing Customer Information.* 9 am-12:30 pm ET live webcast. $140/210. WLEC/NY City Bar. [3.25]

11/16/05. ***Privacy Law: What Every Lawyer Needs to Know**, Part 1.* 12-3:15 pm ET live webcast. $180. WLEC/California CEB. [3.0]

11/16/05. ***Privacy Law: What Every Lawyer Needs to Know**, Part 2.* 4:15-7:30 pm ET live webcast. $180. WLEC/California CEB. [3.0]

11/30/05. *Perspectives on the Illinois Consumer Fraud Act.* Live webcast. WLEC/Chicago Bar Assn.

CORPORATE COUNSEL PROGRAMMING

11/8/05. *Webcast: Litigation Trends.* 1-2 pm ET live audio-only webcast. ACC.

11/9/05. *Webcast: Records Retention and E-Discovery Issues for Nonprofit Organizations.* 12-1 pm ET live audio-only webcast. ACC.

11/10/05. *Webcast: Effective Training Under the Revised Corporate Sentencing Guidelines.* 1-2 pm ET live audio-only webcast. ACC.

CRIMINAL LAW

11/15/05. *RICO's Statute of Limitations.* 1-2:30 pm ET teleconference. $219/239. LES. [1.5]

DISABILITY LAW

12/2/05. *Americans with Disabilities Act Update.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

DIVERSITY/ELIMINATION OF BIAS

11/15/05. *MCLE Extravaganza 2005: Ethics, Elimination of Bias, and Substance Abuse.* 12-4:30 pm ET live webcast. $160/240. WLEC/Bev. Hills Bar Assn. [4.0, 2.0 ethics]

12/14/05. *PLI's California MCLE Marathon 2005: Latest Issues in Legal Ethics -- Substance Abuse -- Elimination of Bias in the Profession.* Live webcast. $495. PLI.

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

11/7/05. *409A: Overview of New Proposed Regulations and Immediate Employer Response.* 12-1 pm ET live audio-only webcast. $60. WLEC/Celesq® AttorneysEd Center. [1.0]

11/9/05. *"For CPA's Only" Webcast: Medicare Modernization Act: Employer and Union Options and Obligations.* 9:55 am-12 noon ET live webcast. $120. NCBA/NC Assn. of CPA's. [2.0]

11/17/05. *Annual Fall Employee Benefits Law and Practice Update.* 12 noon-4 pm ET American Law Network telecast. $189. ALI-ABA.

1/4/06. *Ethical Forms of Compensation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/3, 3/13, 4/21, 5/19, 6/7, 7/6, 8/8, 9/1, 10/3, 10/25, 11/1, 12/5)

EMPLOYMENT AND LABOR LAW

11/2/05. ***Best of the Midwinter Meetings and More Series:*** *Employer and Employee Rights in the Absence of Non-Compete or Confidentiality Agreements*. 1-2:30 pm ET teleconference and live audio webcast. $85-150 each session; $230-400 any three; $815-1400 entire series. ABA. [1.5]

11/7/05. ***Best of the Midwinter Meetings and More Series:*** *The DOL's New "Assertive" Enforcement of LM-30 and LM-10 Reporting Obligations*. 1-2:30 pm ET teleconference and live audio webcast. $85-150 each session; $230-400 any three; $815-1400 entire series. ABA. [1.5]

11/9/05. *Labor Law Basics.* 4-7 pm ET live webcast. $110/140. WLEC/Boston Bar Assn. [2.75]

11/15/05. *Military Leave Update: The USERRA Regulations Go Final.* 12-1 pm ET live audio-only webcast. $60. WLEC/Celesq AttorneysEd. [1.0]

11/15/05. *Settlement Strategies in Employment Litigation.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

11/16/05. *Termination of an Employee: Avoiding Litigation.* 6-8 pm ET live webcast. $80/120. WLEC/NY City Bar. [2.0]

1/19/06. *Understanding Developments in Whistleblower Law 3 Years after Sarbanes-Oxley.* Live webcast. $995. PLI.

11/22/05. *Managing Absent Employees So It Doesn't Make You Absent-Minded.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 12/19)

1/12/06. *Employment Law for Business Lawyers and In-House Counsel: Practical Information for Common Situations.* 8:30 am-12:30 pm ET live webcast. $150/190. WLEC/Massachusetts CLE. [3.75]

ESTATES/TRUSTS/PROBATE LAW

11/9/05. *Estate Planning for Qualified Plan and IRA Proceeds.* 1-2 pm ET telephone seminar. $89. VACLE. [1.0]

11/9/05. *Estate Planning for Qualified Plans & IRA Proceeds.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

11/9/05. ***Probate Practice:*** *Part 1.* 4-7 pm ET live webcast. $110/165. WLEC/Chicago Bar Assn. [3.0]

11/16/05. ***Probate Practice:*** *Part 2.* 4-7 pm ET live webcast. $120/180. WLEC/Chicago Bar Assn. [3.0]

12/13/05. *Fiduciary Litigation Update.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

12/14/05. *Ethical Issues in Your Ohio Probate Practice.* 12-1 pm ET live audio-only webcast. $80. WLEC/NBI. [1.0 ethics]

12/15/05. ***Engel on Asset Protection,*** *Part VI: Civil, Criminal and Ethical Considerations for the Asset Protection Attorney.* 12-1 pm ET live audio-only webcast. $60. WLEC/Celesq AttorneysEd.

2/9/06. *Advanced Estate Planning Practice Update -- Winter 2006.* 12 noon-3:15 pm ET American Law Network telecast. $189. ALI-ABA.

6/1/06. *Advanced Estate Planning Practice Update -- Spring 2006.* 12 noon-3:15 pm ET American Law Network telecast. $189. ALI-ABA.

ETHICS AND PROFESSIONALISM/SUBSTANCE ABUSE

11/1/05. *Justice in the Jury Room.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/1, 12/23, 12/31)

11/2/05. *The High Price of High Billables.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/30)

11/8/05. *Ethical Issues for the Immigration Practitioner.* 2-3:30 pm ET teleconference. $Free/125. AILA.

11/11/05. *Ethical Duties of Lawyers Following the Amendments to the Bankruptcy Code.* 1:10-2:10 pm ET live webcast. $40/60. WLEC/Hennepin Co. Bar Assn. [1.0 ethics]

11/14/05. *Sanctions and the Goldilocks Test -- Too Soft, Too Hard, or Just Right?* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/2)

11/15/05. *Ethics and the Litigator.* 2-3:30 pm ET teleconference. $95/125. AILA.

11/15/05. *Following the Rules: Master the Trickiest Rules of the Trade - Board of Bar Overseers.* 8-10 am ET live webcast. $80/100. WLEC/Boston Bar Assn.

11/15/05. *MCLE Extravaganza 2005: Ethics, Elimination of Bias, and Substance Abuse.* 12-4:30 pm ET live webcast. $160/240. WLEC/Bev. Hills Bar Assn. [4.0, 2.0 ethics]

11/16/05. ***Best of the Midwinter Meetings and More Series:*** *Interpreting the Rules of the Ethics Game on an Uncertain Playing Field*. 1-2:30 pm ET teleconference and live audio webcast. $85-150 each session; $230-400 any three; $815-1400 entire series. ABA. [1.5]

11/16/05. *Legal Malpractice in Transactions -- The Evolving Rules in Proving Causation of Damages.* 1-2 pm ET live audio-only webcast. $50. WLEC/Lawyers for the Profession. [1.0 ethics]

11/17/05. *Ethical Conflicts in Your Immigration Practice (Newer Practitioner).* 2-3:30 pm ET teleconference. $95/125. AILA.

11/17/05. *Really Interesting Lawyer Stuff: Ethics and Technology.* 3-4:30 pm ET live webcast. $60/90. WLEC/Bev. Hills Bar Assn. [1.5]

11/17/05. *How to Obtain and Document Valid Client Conflicts Waivers.* 1-2 pm ET live audio-only webcast. $50. WLEC/Lawyers for the Profession. [1.0]

11/17/05. *Really Interesting Lawyer Stuff: Ethics and Technology.* 3-4:30 pm ET live webcast. $60/90. WLEC/Beverly Hills Bar Assn. [1.5]

11/18/05. *Avoiding Malpractice, and Legal Ethics and Evidence.* 12-2 pm ET telephone seminar. $129. VACLE. [2.0 ethics] (Replay 12/2)

11/18/05. *Coping with Sexual Predators Within the Profession.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics/proflsm] (Repeated 12/6)

11/20/05. *Risk Management for Lawyers and Law Firms 101: Solo and Small Firm.* 1-2 pm ET live audio-only webcast. $50. WLEC/Lawyers for the Profession. [1.0 ethics]

11/21/05. *What Puts Government Lawyers in a Class by Themselves?* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/5)

11/22/05. *Solutions to the Most Common Ethical Challenges.* 1-2 pm ET live audio-only webcast. $80. WLEC/NBI. [1.0 ethics]

11/28/05. *Risk Management for Lawyers and Law Firms 101: Large Firm Issues.* 1-2 pm ET live audio-only webcast. $50. WLEC/Lawyers for the Profession. [1.0 ethics]

11/29/05. *Common Sense Ethics -- Histories & Mysteries.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/13, 12/26)

11/29/05. *The Ethics of Negotiation and Legal Duties of Disclosure -- How to Be an Effective and Ethical Advocate.* 4-5 pm ET live webcast. $60/75. WLEC/Massachusetts CLE. [1.0 ethics]

11/30/05. *Hot Topics in Healthcare Ethics.* 1-2:30 pm ET teleconference. AHLA.

11/30/05. *The Tangled Webs of Impaired Lawyers.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/27)

12/1/05. *Ethics: Avoiding Legal Malpractice.* Teleseminar. ATLA.

12/6/05. *Practical Legal Ethics in Washington: Issues and Answers.* 2-3 pm ET live audio-only webcast. $80. WLEC/NBI. [1.0 ethics]

12/9/05. *The Golden Rule on How to Stay Ethical -- Don't Lie, Cheat or Steal!* 1-2 pm ET live audio-only webcast. $45. WLEC/NBI. [1.0 ethics]

12/13/05. *Ethical Issues and Substance Abuse in Ohio.* 1-2 pm ET live audio-only webcast. $80. WLEC/NBI. [1.0, 0.5 ethics, 0.5 substance abuse]

12/14/05. *PLI's California MCLE Marathon 2005: Latest Issues in Legal Ethics -- Substance Abuse -- Elimination of Bias in the Profession.* Live webcast. $495. PLI.

12/15/05. *Managing Ethical Issues in Your Day-to-Day Practice in Wisconsin.* 11 am-12 noon ET live audio-only webcast. $80. WLEC/NBI. [1.0 ethics]

12/15/05. ***Ethical Issues in Civil Litigation,*** *Part 1.* 1-2 pm ET teleseminar. $80. NCBA. [1.0 ethics]

12/15/05. *Professional Liability Issues.* 2 pm ET teleconference. MPI.

12/16/05. ***Ethical Issues in Civil Litigation,*** *Part 2.* 1-2 pm ET teleseminar. $80. NCBA. [1.0 ethics]

12/19/05. *Ethics and Professionalism in Ohio.* 9-10 am ET live audio-only webcast. $80. WLEC/NBI. [1.0, 0.5 ethics, 0.5 professionalism]

12/19/05. *Ethics Update: Corporate Counsel and the SEC.* Live webcast. $299. PLI.

12/19/05. *Negotiation Ethics: The Power of Ethical Negotiation Strategies.* 12-1 pm ET live audio-only webcast. $80. WLEC/Celesq® AttorneysEd Center. [1.0 ethics]

12/19/05. *Staying Out of Trouble: What Every Attorney Must Know About Ethics 2005.* Live webcast. $595. PLI.

12/20/05. *Legal Ethics.* 1-2:30 pm ET teleconference. $199. LES. [1.5]

12/21/05. ***ABA Connection:*** *Checking the Pulse of the Attorney-Client Privilege.* 1-2 pm ET teleconference. $9.75/$110. ABA. [1.0] (Advance reading)

12/21/05. *The Attorney-Client Privilege and Internal Investigations.* Live webcast. $299. PLI.

12/21/05. *Ethics for Litigators: Real Problems of Everyday Practice.* Live webcast. $299. PLI.

12/21/05. *Legal Ethics: Properly Handling Conflicts of Interest.* 3-4 pm ET live audio-only webcast. $99. WLEC/NBI. [1.0 ethics]

12/21/05. *Modern Attorney-Client Privilege Questions.* 1-2 pm ET live audio-only webcast. $50. WLEC/Lawyers for the Profession. [1.0 ethics]

1/4/06. *Ethical Forms of Compensation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/3, 3/13, 4/21, 5/19, 6/7, 7/6, 8/8, 9/1, 10/3, 10/25, 11/1, 12/5)

1/5/06. *Sarbanes-Oxley -- Does Privilege Still Exist?* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/6, 3/15, 4/24, 5/18, 6/13, 7/7, 8/9, 9/5, 10/4, 11/2, 12/6)

1/6/06. *Moral Character Test -- Its Effect on Admissions/Retention.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/7, 3/17, 4/25, 5/16, 6/14, 7/24, 8/21, 9/6, 10/10, 11/3, 12/18)

1/16/06. *Turning the Tables -- Bias Directed at Attorneys.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/10, 3/20, 4/26, 5/17, 6/19, 7/25, 8/22, 9/7, 10/11, 11/20, 12/26)

1/27/06. *Ethical Dilemmas -- How to Solve Them.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/28, 3/31, 4/10, 5/16, 6/19, 7/31, 8/31, 9/13, 9/29, 10/19, 10/31, 11/7, 11/30, 12/22)

1/31/06. *Professionalism and Ethics Issues Regarding Addictive Behaviors.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/27, 3/27, 4/27, 5/31, 6/30, 7/27, 8/28, 9/25, 10/16, 11/22, 12/28)

6/20/06. *Bad Faith.* Teleseminar. ATLA.

FAMILY LAW

11/9/05. *9th Annual Family Law Update.* 8:30 am-12:55 pm ET live webcast. $179. PBI. [4.0]

11/15/05. *Assisted Reproduction and Alternative Families.* 1-2:30 pm ET teleconference and live audio webcast. $60-150. ABA CLE. [1.5]

11/17/05. ***Child Support Tele-Talk:*** *Best Practices: Hospital-Based Paternity.* 2-4 pm ET telephone seminar. $295. NCSEA.

12/8/05. ***Child Support Tele-Talk:*** *Ethics for Attorneys* . 2-4 pm ET telephone seminar. NCSEA.

12/16/05. *Adoption Law Institute 2005.* Live webcast. $499. PLI.

1/17/06. *The New Bankruptcy Act for Family Lawyers: Arm Yourself for the Challenges and Effects on Your Practice.* 8:30-10:30 am ET live webcast. $80/100. WLEC/Massachusetts CLE.

FOOD AND DRUG/MEDICAL DEVICE/BIOLOGICS LAW

11/22/05. *Integrating Quality into Device Clinical Trials.* 12-3 pm ET E-conference. $550. FDLI/Clinical Device Group, Inc.

2/28/06. *FDA Preemption of Medical Devices.* Teleseminar. 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

11/21/05. *What Puts Government Lawyers in a Class by Themselves?* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/5)

HEALTH CARE/MEDICAL LAW/PROVIDER REPRESENTATION

11/2/05. *Proposed Stark Exceptions and Anti-Kickback Safe Harbors for E-Prescribing and Electronic Medical Records.* 12:30-1:30 pm ET live webcast. $40/50. WLEC/Boston Bar Assn. [1.0]

11/9/05. *Nursing Home Cases: Mandatory Arbitration.* 2-3:30 pm ET teleseminar. Free-$159. ATLA.

11/15/05. *Get Off My Grass: Physician Turf Battles.* 1-2:30 pm ET teleconference. AHLA.

11/16/05. *Square Peg, Round Hole: A Critical Assessment of the CMS and OIG Proposed Startk and Anti-Kickback E-Prescribing and EHR Regulations.* 1-2:30 pm ET teleconference. AHLA.

11/17/05. *Shoulder Dystocia.* 2-3:30 pm ET teleseminar. $139/159. ATLA.

11/30/05. *Hot Topics in Healthcare Ethics.* 1-2:30 pm ET teleconference. AHLA.

12/7/05. *Disclosure of Agent & Broker Compensation: New Legal Paradigm for Health Plans and Insurers.* 1-2:30 pm ET teleconference. AHLA.

12/8/05. ***Health Law Fundamentals Series:*** *Ethics for Healthcare Attorneys*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

12/13/05. *ADR in Credentialing and Peer Review: Whether, When, and How ADR Might Be Helpful.* 1-2:30 pm ET teleconference. AHLA.

12/15/05. *Gastric Bypass Surgery.* Teleseminar. ATLA.

1/12/06. *Nursing Home Cases: Jury Selection.* Teleseminar. ATLA.

2/9/06. ***Health Law Fundamentals Series:*** *Stark Law Basics*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

3/9/06. ***Health Law Fundamentals Series:*** *Anti-Kickback Law Basics*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

3/28/06. *Nursing Home Cases: Assisted Living Facilities.* Teleseminar. ATLA.

4/13/06. ***Health Law Fundamentals Series:*** *Primer on Issues Faced by Tax-Exempt Healthcare Organizations*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

5/18/06. ***Health Law Fundamentals Series:*** *Ethics for Healthcare Attorneys*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

6/15/06. ***Health Law Fundamentals Series:*** *Understanding the Role of Public Health Law in Your Practice*. 12-1:30 pm ET teleconference and live audio webcast. $60-150 each session; $480-960 series. ABA. [1.5]

IMMIGRATION LAW

11/1/05. *PERM Update: Best Practices -- from Document Gathering to Final Decision.* 2-3:30 pm ET teleconference. $95/125. AILA.

11/8/05. *Ethical Issues for the Immigration Practitioner.* 2-3:30 pm ET teleconference. $Free/125. AILA.

11/15/05. *Ethics and the Litigator.* 2-3:30 pm ET teleconference. $95/125. AILA.

11/17/05. *Ethical Conflicts in Your Immigration Practice (Newer Practitioner).* 2-3:30 pm ET teleconference. $95/125. AILA.

11/17-18/05. *38th Annual Immigration and Naturalization Institute.* Live webcast. $795. PLI.

11/17/05. ***38th Annual Immigration and Naturalization Institute*** *(Part 1).* 12-3:30 pm ET live webcast. $210. WLEC/PLI. [3.25]

11/17/05. ***38th Annual Immigration and Naturalization Institute*** *(Part 2).* 4:30-8 pm ET live webcast. $210. WLEC/PLI. [3.25]

11/18/05. ***38th Annual Immigration and Naturalization Institute*** *(Part 3).* 12-3:30 pm ET live webcast. $210. WLEC/PLI. [3.25]

11/18/05. ***38th Annual Immigration and Naturalization Institute*** *(Part 4).* 4:45-7:30 pm ET live webcast. $175. WLEC/PLI. [2.75, 1.25 ethics]

12/6/05. *J-1 Trainees vs. H-3 Trainees -- Options & Strategies for Employers.* 2-3:30 pm ET teleconference. $95/125. AILA.

12/13/05. *Adoption: Strategies & Factors to Consider in Filing Your Case.* 2-3:30 pm ET teleconference. $95/125. AILA.

12/20/05. *Advanced Topics and Trends in Consular Processing.* 2-3:30 pm ET teleconference. $95/125. AILA.

3/23/06. *Basic Immigration Law 2006.* Live webcast. $299. PLI.

INDIAN/NATIVE AMERICAN/INDIGENOUS PEOPLES LAW

12/14/05. *Lending in Indian Country: Model Tribal Secured Transaction Code.* 1-2 pm ET teleconference and live audio webcast. Free-$125. ABA CLE.

INJURY AND TORT LAW/CLASS ACTIONS

11/1/05. *Real World Application of Additional Insured Claims.* 2-3:30 pm ET teleconference. $199. MPI. [1.5]

11/2/05. *VIOXX Teleconference: The Ernst Jurors Speak.* 2-3:30 pm ET teleconference. $199. MPI. [1.5]

11/3/05. *Demonstrative Evidence in Your Personal Injury Trial -- When, What, Why, and How Much?* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 12/7)

11/15/05. *Personal Injury Case Evaluation and Intake -- Make Your Accountant and Malpractice Insurer Happy.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 12/14)

11/17/05. *Foodborne Illness Liability Teleconference.* 2-3:30 pm ET teleconference. $199. MPI. [1.5]

11/30/05. *Pesticides.* 2-3:30 pm ET teleconference. $199. MPI. [1.5]

11/30/05. *Mass Medical Screenings Teleconference: Investigations into Fraudulent Asbestos & Silica Claims.* 2-3:30 pm ET teleconference. $199. MPI. [1.5]

12/6/05. *Welding Rods.* 2 pm ET teleconference. MPI.

12/7/05. *Perchlorate Teleconference: The Debate over a National Standard.* 2 pm ET teleconference. MPI.

12/8/05. *SSRI's.* 2 pm ET teleconference. MPI.

12/14/05. *Class Certification -- How to Get a Class Certified or Defeat Certification.* 2 pm ET teleconference. MPI.

12/15/05. *D&O.* 2 pm ET teleconference. MPI.

3/14/06. *Premises Liability.* Teleseminar. ATLA.

4/11/06. *Connective Tissue Injuries.* Teleseminar. ATLA.

INSURANCE LAW

11/2/05. *A Nuts and Bolts Introduction to Insurance.* 4-7 pm ET live webcast. $110/165. WLEC/Chicago Bar Assn. [2.75]

12/6/05. *Representing Hurricane Victims: Obtaining Justice from Insurance Companies.* 2-3:30 pm ET teleseminar. Free/$139. ATLA.

12/14/05. *Finite Risk Reinsurance.* 2 pm ET teleconference. MPI.

1/9/06. *Understanding the Securities Products of Insurance Companies 2006.* Live webcast. $1195. PLI.

INTELLECTUAL PROPERTY/PATENT/COPYRIGHT/ TRADEMARK LAW

11/10/05. *Patent Reform.* 4-5 pm ET live audio-only webcast. $60. WLEC/Celesq AttorneysEd.

11/16/05. *The U.S. Patent System: Working or Broken and Who Decides?* 4-6 pm ET live webcast. $80/100. WLEC/Boston Bar Assn. [2.0]

12/12-13/05. *Understanding the Intellectual Property License 2005.* Live webcast. $1395. PLI.

12/12/05. ***Understanding the Intellectual Property License 2005,*** *Part 1.* 12-3:30 pm ET live webcast. $395. WLEC/PLI. [3.25]

12/12/05. ***Understanding the Intellectual Property License 2005,*** *Part 2.* 4:45-8 pm ET live webcast. $365. WLEC/PLI. [3.0]

12/13/05. ***Understanding the Intellectual Property License 2005,*** *Part 3.* 12-3:30 pm ET live webcast. $395. WLEC/PLI. [3.25]

12/13/05. ***Understanding the Intellectual Property License 2005,*** *Part 4.* 4:30-6:30 pm ET live webcast. $245. WLEC/PLI. [2.0]

12/21/05. *Intellectual Property Law.* 1-2:30 pm ET teleconference. $199. LES. [1.5]

1/18/06. *MCLE BasicsPlus!™ Copyright Law: Identify Issues and Answer Basic Questions.* 9 am-1 pm ET live webcast. $150/190. WLEC/Massachusetts CLE.

3/16-17/06. *Advanced Licensing Agreements 2006.* Live webcast. $1395. PLI.

INTERNATIONAL LAW AND TRADE

11/7/05. *Advising Emerging International Clients.* 4-7 pm ET live webcast. $110/165. WLEC/Chicago Bar Assn. [2.75]

11/15/05. *Compliance Regime When Doing Business in China.* 1:30-2:30 pm ET live webcast. $40/60. WLEC/Milwaukee Bar Assn. [1.0]

12/14/05. *How to Avoid Antitrust Pitfalls in Cross-Border Mergers and Acquisitions.* 11:30-1 pm ET teleconference and live audio webcast. $60-150. ABA CLE. [1.5]

1/30/06. *International Treaties -- A Threat to All Practice Areas?* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/9, 3/24, 5/24, 6/21, 7/26, 8/24, 9/8, 10/13, 11/21, 12/27)

LAW OFFICE/LAW PRACTICE MANAGEMENT

11/2/05. *The High Price of High Billables.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/30)

11/15/05. *Starting Your Own Practice: Where Do You Begin?* 1:10-2:10 pm ET live webcast. $40/60. WLEC/Hennepin Co. Bar Assn. [1.0]

3/1/06. *The Law Library 2006.* Live webcast. $99. PLI.

5/23/06. *Law Practice Management: The Business of Practicing Law.* Teleseminar. ATLA.

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

11/1/05. *Justice in the Jury Room.* 1-3 pm ET telephone seminar. $125. TRT. [2.0 ethics] (Repeated 12/1, 12/23, 12/31)

11/1/05. *Following the Rules: Master the Trickiest Rules of the Trade - Those Hard to Follow Rules of Evidence.* 8:30-9:30 am ET live webcast. $40/50. WLEC/Boston Bar Assn. [1.0]

11/1/05. *Selected Topics for Trial Lawyers: Opening Statements and Hearsay.* 1-2:30 pm ET teleconference. $199. LES. [1.5]

11/3/05. *Civil Discovery in Massachusetts: Developments 2005.* 4:30-7 pm ET live webcast. $100/125. WLEC/Boston Bar Assn.

11/4/05. *Junk Science or Scientific Evidence?* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 12/29)

11/4/05. *Preserving and Presenting Your Appeal.* 3-6 pm ET live webcast. $110/165. WLEC/Chicago Bar Assn. [2.75]

11/8/05. *Trumpeting Your Case to Victory.* 1-2 pm ET teleconference and live audio webcast. $15-140. ABA CLE. [1.0]

11/8/05. *Understanding the Rule 5 Amendment (Traps for the Unwary).* 12-1 pm ET teleseminar. $80. NCBA. [1.0]

11/10/05. *Eastern District of North Carolina -- A View from the Court.* 1:10-3:25 PM ET live webcast. $95-115. NCBA. [3.25]

11/11/05. *DaVinci Code of Scientific Evidence.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 12/9)

11/16/05. *Following the Rules: Master the Trickiest Rules of the Trade - How to Follow Those Rules of Appellate Procedure.* 8:30-9:30 am ET live webcast. $40/60. WLEC/Boston Bar Assn.

11/17/05. *Electronic Discovery Needn't Be Shocking.* 1-3 pm ET telephone seminar. $125. TRT. [2.0] (Repeated 12/22)

12/15/05. ***Ethical Issues in Civil Litigation,*** *Part 1.* 1-2 pm ET teleseminar. $80. NCBA. [1.0 ethics]

12/16/05. ***Ethical Issues in Civil Litigation,*** *Part 2.* 1-2 pm ET teleseminar. $80. NCBA. [1.0 ethics]

12/21/05. ***ABA Connection:*** *Checking the Pulse of the Attorney-Client Privilege.* 1-2 pm ET teleconference. $9.75/$110. ABA. [1.0] (Advance reading)

12/21/05. *Ethics for Litigators: Real Problems of Everyday Practice.* Live webcast. $595. PLI.

12/28/05. *Electronic Discovery and Document Storage: Management and Litigation Issues.* 1-2:30 pm ET teleconference. $199. LES. [1.5]

1/11/06. *Scientific Evidence -- Constitutional Issues.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/13, 3/10, 4/5, 5/15, 6/16, 7/21, 8/15, 9/22, 10/20, 11/15, 12/8)

1/13/06. *ED -- Prescriptions for Electronic Discovery.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/17, 3/30, 4/10, 5/12, 6/12, 7/14, 8/18, 9/18, 10/9, 11/10, 12/11)

1/15/06. *Effective Jury Persuasion.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/15, 3/28, 4/12, 5/30, 6/23, 7/17, 8/17, 9/26, 10/12, 11/17, 12/13)

1/17/06. *Experts -- Work Product and Discovery.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/21, 3/29, 4/11, 5/8, 6/28, 7/13, 8/10, 9/15, 10/30, 11/8, 12/19)

1/18/06. *Do You Really Want This Case?* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/22, 3/22, 4/18, 5/9, 6/27, 7/11, 8/25, 9/20, 10/6, 11/13, 12/20)

1/24/06. *Expert Witnesses in the Daubert Era.* Teleseminar. ATLA.

1/25/06. *Domesticating Subpoenas in North Carolina.* 12:30--1:30 pm ET teleseminar. $80. NCBA. [1.0]

3/24/06. *Current Developments in Federal Civil Practice 2006.* Live webcast. $995. PLI.

4/27/06. *Electronic Discovery.* Teleseminar. ATLA.

5/16/06. *Litigating Trucking Cases.* Teleseminar. ATLA.

MEDIATION SKILLS AND PRACTICE

11/8/05. *Major Issues in Mediation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 12/8)

1/19/06. *Current Issues in Mediation.* 1-3 pm ET telephone seminar. $135. TRT. [2.0] (Repeated 2/14, 3/9, 4/6, 5/11, 6/15, 7/12, 8/30, 9/14, 10/18, 11/16, 12/14)

NEGOTIATION SKILLS

11/29/05. *The Ethics of Negotiation and Legal Duties of Disclosure -- How to Be an Effective and Ethical Advocate.* 4-5 pm ET live webcast. $60/75. WLEC/Massachusetts CLE. [1.0 ethics]

12/19/05. *Negotiation Ethics: The Power of Ethical Negotiation Strategies.* 12-1 pm ET live audio-only webcast. $80. WLEC/Celesq® AttorneysEd Center. [1.0 ethics]

NOT-FOR-PROFIT ORGANIZATIONS

11/9/05. *Webcast: Records Retention and E-Discovery Issues for Nonprofit Organizations.* 12-1 pm ET live audio-only webcast. ACC.

11/15/05. *Update on Advising Non-Profit Organizations.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

11/29/05. *Update on Advising Non-Profit Organizations.* 1-2 pm ET telephone seminar. $89. VACLE. [1.0]

PRO BONO TRAINING/POVERTY AND PUBLIC INTEREST LAW

11/10/05. *Lawyers' Pro Bono Response to Emergency Situations: Training to Meet the Legal Needs of*

Disaster Victims. 4-5 pm ET telephone seminar. Free. VACLE. [1.0]

REAL ESTATE/LAND USE/HOUSING/REAL PROPERTY LAW

11/2/05. ***Financing Real Estate Transactions: What Transactional Attorneys Should Know,*** *Part 1.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

11/3/05. ***Financing Real Estate Transactions: What Transactional Attorneys Should Know,*** *Part 2.* 1-2 pm ET teleseminar. $80. NCBA. [1.0]

11/8/05. *Building Your Practice Around the AIA's New Design/Build Family of Documents*. Teleconference. ABA. [1.5]

11/10/05. *Assignment of Rents Update.* 1-2:30 pm ET teleconference and live audio webcast. $60-150. ABA CLE. [1.5]

1/26-27/06. *Commercial Real Estate Financing 2006: What Borrowers and Lenders Need to Know Now*. Live webcast. $1395. PLI.

1/31/06. *8th Annual Real Estate Tax Forum.* Live webcast. $1395. PLI.

SECURITIES LAW

11/2/05. *Gatekeepers Under Scrutiny: What General Counsel Need to Know Now About Lawyers & Director Liability (Pre-Conference Briefing to 37th Annual Institute on Securities Regulation).* 12-5 pm live webcast. $795 ($2390 with 11/3-5 Institute). PLI/WLEC. [4.5]

11/3-5/05. *37th Annual Institute on Securities Regulation.* Live webcast. $1795 ($2390 with 11/2 *Gatekeepers Under Scrutiny*). PLI.

11/3/05. ***37th Annual Institute on Securities Regulation***, *Part 1.* 9 am-12:30 pm ET live webcast. $495. WLEC/PLI. [3.25]

11/3/05. ***37th Annual Institute on Securities Regulation***, *Part 2.* 1:45-4:45 pm ET live webcast. $420. WLEC/PLI. [2.75]

11/4/05. ***37th Annual Institute on Securities Regulation***, *Part 3.* 9 am-12:15 pm ET live webcast. $460. WLEC/PLI. [3.0]

11/4/05. ***37th Annual Institute on Securities Regulation***, *Part 4.* 1:45-5 pm ET live webcast. $460. WLEC/PLI. [3.0]

11/5/05. ***37th Annual Institute on Securities Regulation***, *Part 5.* 9 am-12:30 pm ET live webcast. $495. WLEC/PLI. [3.25]

11/9/05. *How to Prepare an Initial Public Offering.* Live webcast. $1295. PLI.

11/9/05. ***How to Prepare an Initial Public Offering***, *Part 1.* 9 am-12:30 pm ET live webcast. $705. WLEC/PLI. [3.25]

11/9/05. ***How to Prepare an Initial Public Offering***, *Part 2.* 2-5 pm ET live webcast. $595. WLEC/PLI. [2.75]

12/1-2/05. *New Developments in Securitization 2005.* Live webcast. $1495. PLI.

12/1/05. ***New Developments in Securitization 2005***, *Part 1.* 9 am-12:30 pm ET live webcast. $380. WLEC/PLI. [3.25]

12/1/05. ***New Developments in Securitization 2005***, *Part 2.* 2-5:45 pm ET live webcast. $410. WLEC/PLI. [3.5]

12/2/05. ***New Developments in Securitization 2005***, *Part 3.* 9 am-12:15 pm ET live webcast. $355. WLEC/PLI. [3.0]

12/2/05. ***New Developments in Securitization 2005***, *Part 4.* 1:30-4:45 pm ET live webcast. $320. WLEC/PLI. [3.0]

12/5-6/05. *Understanding the Securities Laws 2005.* Live webcast. $1295. PLI.

12/5/05. ***Understanding the Securities Laws 2005***, *Part 1.* 9 am-12:15 pm ET live webcast. $320. WLEC/PLI. [3.0]

12/5/05. ***Understanding the Securities Laws 2005***, *Part 2.* 1:15-4:30 pm ET live webcast. $320. WLEC/PLI. [3.0]

12/6/05. ***Understanding the Securities Laws 2005***, *Part 3.* 9 am-12:30 pm ET live webcast. $345. WLEC/PLI. [3.25]

12/6/05. ***Understanding the Securities Laws 2005***, *Part 4.* 1:30-4:45 pm ET live webcast. $320. WLEC/PLI. [3.0]

12/19/05. *Ethics Update: Corporate Counsel and the SEC.* Live webcast. $299. PLI.

1/9/06. *Understanding the Securities Products of Insurance Companies 2006.* Live webcast. $1195. PLI.

2/8/06. *Corporate Governance 2006: Dealing with the Governance and Disclosure Challenges Ahead.* Live webcast. $1395. PLI.

3/3-4/06. *The SEC Speaks in 2006.* Live webcast. $895. PLI.

3/22/06. *Doing Deals 2006.* Live webcast. $1395. PLI.

4/6/06. *Securities Offerings 2006: What Issuers' & Underwriters' Counsel Need to Know Now.* Live webcast. $1395. PLI.

TAX LAW

11/3/05. *The Art of Legal Writing.* 1-2:30 pm ET teleconference. $199. LES. [1.5]

11/7/05. *409A: Overview of New Proposed Regulations and Immediate Employer Response.* 12-1 pm ET live audio-only webcast. $60. WLEC/Celesq® AttorneysEd Center. [1.0]

11/16/05. ***ABA Connection:*** *Current Developments in Tax Law 2005.* 1-2 pm ET teleconference. $9.75/$110. ABA. [1.0] (Advance reading)

12/8/05. ***Understanding Estate, Gift, and Fiduciary Income Tax Returns 2005: Strategies for Maximum Advantage with the "706," "709," and "1041,"*** *Part 1.* 9 am-12:45 pm ET live webcast. $370. WLEC/PLI. [3.5]

12/8/05. ***Understanding Estate, Gift, and Fiduciary Income Tax Returns 2005: Strategies for Maximum Advantage with the "706," "709," and "1041,"*** *Part 2.* 1:45-5 pm ET live webcast. $315. WLEC/PLI. [3.0]

12/9/05. ***Understanding Estate, Gift, and Fiduciary Income Tax Returns 2005: Strategies for Maximum Advantage with the "706," "709," and "1041,"*** *Part 3.* 9 am-12:45 pm ET live webcast. $370. WLEC/PLI. [3.5]

1/31/06. *8th Annual Real Estate Tax Forum.* Live webcast. $1395. PLI.

WRITING/DRAFTING SKILLS

11/10/05. *Advanced Writing and Editing for Lawyers: Beyond "Tips" to Fundamental Principles.* 12 noon-3:15 pm ET American Law Network telecast. $189. ALI-ABA.

11/29/05. *4th Annual ABCs of Drafting Corporate Agreements.* 9 am-12 noon ET live webcast. $120/180. WLEC/NY City Bar. [2.75]

1/25/06. *Drafting Corporate Agreements 2006.* Live webcast. $1395. 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.

ACC.** Association of Corporate Counsel, 1025 Connecticut Avenue, N.W., Suite 200, Washington, DC 20036-5425, (202) 293-4103,Web http://www.acca.com.

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.

CITE. Council for International Tax Education, One Barker Avenue, P.O. Box 1012, White Plains, NY 10602, (914) 328-5656, Fax (914) 328-5757, E-mail info@fdta-cite.org, Web http://www.fdta-cite.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.

IOMA. Institute of Management & Administration, Inc., 3 Park Avenue, 30th Floor, New York, NY 10016-5902, (800) 401-5937, Web http://www.ioma.com.

LES. Lorman Education Services, 2510 Alpine Road, Eau Claire, WI 54703, (888) 678-5565 or (715) 833-3940, Fax (715) 833-3953, E-mail ceinfo@lorman.com, Web http://www.lorman.com.

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.** Lexis Nexis® Mealey Publications and Conference Group, 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.

NCBA.** North Carolina Bar Association, Continuing Legal Education, 8000 Weston Parkway, Cary, NC 27513, (919) 677-8745 or (800) 228-3402, E-mail askCeLE@ncbar.org, Web http://www.ncbar.org.

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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