On February 15th, over two hundred people gathered at the City Bar to participate in a panel discussion that focused on a significant and emotionally charged subject: restoring fairness to the parole system in New York. While parolees have little or no constituency in the political process and evoke even less sympathy from the public, that is the very reason why it falls upon our bar association to speak out against the inequities and abuses that plague the current parole system.

By law, parole is a possibility, not a guarantee or reward for good behavior in prison, and an inmate has no legal expectation of obtaining his or her release through parole. The New York State Board of Parole, comprised of up to 19 members, has the discretion to grant or deny parole. In making their decision, parole commissioners must take into consideration a number of factors, including the seriousness of the crime and the inmate’s institutional record and rehabilitative efforts. Many judges impose sentences with the expectations that defendants will obtain parole release at or reasonably close to the minimum term through the appropriate application of discretion by the parole board. Therein lies the problem.

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COMMITTEE REPORTS–APRIL, 2007

Bankruptcy and Corporate Reorganization
Detailed comments submitted to the United States Bankruptcy Court, Eastern District of New York, on the proposed revisions to the Eastern District of New York Local Bankruptcy Rules.

Energy
Report: Electric Regulation in the State of New York, looks at a number of issues pertinent to the regulation of the electric industry in New York. The report concludes that the State’s most significant energy issue is the encouragement of construction of new generating capacity in New York State where it is needed and that new generating capacity is needed to address reliability issues and the market conditions in southeast New York over the next few years. In addition the report recommends that the State re-instate some form of energy planning. For more information, please see page 1.

Estate and Gift Taxation
Follow-up letter to the U.S. Senate Committee on Finance regarding the Committee’s December 2006 report which offered technical corrections to certain provisions of the Pension Protection Act of 2006 relating to charitable gifts of fractional interest in tangible personal property.

Lesbian, Gay, Bisexual and Transgender Rights
Report supporting S.1571/A.3496, which would amend the New York Education Law to prohibit harassment and discrimination against students in school based on actual or perceived race, color, national origin, ethnic group, religious practice, disability, sexual orientation, gender (including gender identity and expression) and sex.

Professional and Judicial Ethics
Formal Opinion 2007-01 considers whether under DR 7-104(A)(1) (the No Contact Rule) counsel representing another party in a matter may communicate directly with an organization’s in-house counsel, without the consent, knowledge, or participation of the organization’s outside counsel. The opinion finds that DR 7-104(A)(1) does not prohibit a lawyer from communicating with an in-house counsel of a party known to be represented in that matter, so long as the lawyer seeking to make that communication has a reasonable, good-faith belief based on objective indicia that such an individual is serving as a lawyer for the entity.

Formal Opinion 2007-02 considers under what circumstances a law firm may “second” a lawyer to a host organization without subjecting the law firm to the imputation of conflicts under DR 5-105(D). The opinion finds that a law firm may second a lawyer to a host organization without subjecting the law firm to the imputation of conflicts under DR 5-105(D) if, during the secondment, the lawyer does not remain “associated” with the firm.

State Courts of Superior Jurisdiction
Proposed model confidentiality agreement form and commentary. The model confidentiality agreement is meant to reduce the substantial expenditure of time and resources of both the court and of attorneys with regard to negotiating and drafting confidentiality agreements and to promote efficiency in these cases.

Reports are available on the Association’s website, www.nycbar.org, or by calling 212-382-6624.

RESTORING FAIRNESS TO THE PAROLE SYSTEM... CONTINUED FROM PAGE 1

of organizations and individuals who are speaking out on the issue of parole. We participated in a discussion at John Jay College at which judges, legislators and academics shared perspectives and sought a consensus on a productive strategy for moving toward parole reform. We discussed a number of approaches including litigation, legislation, procedural and policy changes, parole board qualifications, public education, etc. Many of these proposals were shared with Governor Spitzer’s transition team.

Our Council on Criminal Justice has reviewed many of the proposals and reached a consensus on a number of them. Initially, parole board guidelines should be modified to require the board to give appropriate weight to the extent of an individual’s rehabilitation and the lack of risk to public safety should the individual be released. Second, the Council was concerned that parole commissioners are often selected for political or ideological reasons. We believe there should be merit-based criteria for parole board membership and a screening panel should be established to achieve this result.

In addition, board members should be provided with access to professional development programs in which current research, penological theory and parole practices are presented and discussed. We also support uniform guidelines for parole revocation to help reduce the number of individuals who are being sent back to prison for minor or technical violations that do not involve any criminal conduct. We also believe that certificates of earned eligibility should be expanded to include all persons, regardless of the length of their minimum sentence. At present, the certificate is limited to individuals whose minimum sentence is eight years or less.

Parole reform will not be easy. All current members of the parole board were appointed by Governor Pataki and many members have a number of years to serve until the expiration of their terms. However, with a new administration that is certainly willing to listen to recommendations for change there is optimism that, with time, fairness can, indeed, be restored to the parole system.
The City Bar Library—
EXPANDING INFORMATION SERVICES FOR OUR MEMBERS

We recently sat down with Richard Tuske, the director of the Association’s library, who is entrusted with keeping up with the current needs of our over 22,000 members and preserving the library’s historic collection of one-of-a-kind rare materials. Luckily for us, he is successful at both.

In his over 25 years in the library, Richard has witnessed a sea change in the profession. Legal research has become less cumbersome with the advent of technology. Most research is now done online. On the other hand, today’s attorneys are burdened with the added demands of keeping up with the needs of ever more sophisticated clients as well as meeting growing pressure to develop new ones.

One of the library’s greatest impacts is in leveling the playing field between large firms and small firms and solo practitioners by offering daily access to a first class library that smaller firms would otherwise be unlikely to afford. The Library continues to house one of the largest collections of any private law library in the United States. It maintains an outstanding collection of treatises, reporters, reference works, journals and other materials to serve all areas of the professions. Many of these materials can be lent out as part of our extensive circulated collection.

Technology in the Library

In recent years, the Library has made enormous efforts to use modern technology to provide information and services to our members. According to Tuske, “In this day of digital technology, we have set our goal to be on the cutting edge and to provide our members with the resources they need to meet today’s demands.” The City Bar has the distinction of being the first bar association to hold internet classes and to provide PCs for its members.

The cost savings to our members can be significant, well in excess of their dues.

Access to Data Bases Offsite

The Library has also arranged for City Bar members to have access through their own PC’s to useful databases. Through our participation in the Law Library Microform Consortium (LLMC), City Bar members gain access to full text primary and secondary United States Government documents relating to the executive, legislative, and judicial branches of government, and foreign legal documents, most of which are not available through other online resources. The Consortium is also in the process of scanning and mounting high-quality searchable page images for all of the official state court reports and the entire National Reporter System (state and federal appellate court cases) prior to 1924.

In addition to the LLMC database, which can be accessed by all members, the library has recently added two powerful digital databases that can be accessed offsite by members who are solo practitioners or at law firms with 25 or fewer attorneys: Westlaw Forms and Hein Online. The Westlaw Forms database includes access to West’s Legal Forms, New York Business and Legal Forms, American Jurisprudence Legal Forms, New York Transactional Forms, National Transactional Forms and Nichols Cyclopedia of Legal Forms.

Hein Online is an award-winning database that allows you to browse or search libraries containing over 1,200 law reviews and journals and other historic legal materials in PDF image-based format. See the side bar for additional resources available through Hein Online.

Richard is on the lookout for new ways to provide our members with the resources they need for 21st century law practice. “Libraries are powerful tools for organizing the imagination and must continue to be permeable, living organisms,” says Richard, “and the City Bar will continue to offer new and exciting initiatives in a time of rapidly changing technology to meet the information needs of its members.”

HEIN ONLINE DATABASE:

Law Journal Library
Provides access to over 1,200 law reviews. Most of these periodicals are available from their inception to within the last one or two years.

Federal Register Library
Provides access to the Federal Register (including indexes) from 1936-forward and the Code of Federal Regulations (CFR) from 1938-1983.

Treaties and Agreements Library
Contains both official treaty publications such as the United States Treaties and Other International Agreements (UST) and unofficial treaty publications such as the KAV Agreements.

U.S. Attorney General Opinions Library

U.S. Federal Legislative Histories Library
Contains a Legislative History Title Collection, which provides access to the complete federal legislative histories of such acts as the Americans with Disabilities Act of 1990 and the Employee Retirement Income Security Act of 1974.

U.S. Presidential Library

U.S. Statutes at Large Library
Contains the public and private laws enacted by the Congress in order of the date of passage.
NEW YORK CITY BAR

APRIL 2007 CALENDAR

Unless otherwise noted, programs are free of charge; open to all members, their guests and the general public; and held at the House of the Association. Program information subject to change. Please check our website at www.nycbar.org for the latest program information.

10 Tuesday, 8:15 - 10:00 a.m.  
SMART MARKETING SERIES - I  
USING THE WEB TO ATTRACT CLIENTS

This first program of a three-part series will cover client-oriented web sites, and the use of other Internet features like ad-words, RSS feeds, social networking on-line and other ways to promote your firm. The remaining programs in the series will be held May 1 and 8.

Speaker:  
CAROL SCHIRO GREENWALD  
Consultant, MarketingPartners

There will be no charge for this program. Please register for this program, and the entire series, online at www.nycbar.org.

11 Wednesday, 8:30 am  
PROFESSIONAL DEVELOPMENT BREAKFAST WORKSHOPS  
NEXT STEPS: SUCCESS STRATEGIES FOR MID-LEVEL ATTORNEYS

Workshop IV - Becoming Your Client’s Trusted Advisor: Communication Strategies for Client Development

Being a successful attorney depends not just on superior knowledge, but on the ability to utilize that knowledge and help clients achieve their goals. The trusted advisor anticipates clients’ needs and communicates solutions effectively. Participants will learn how to:

■ Ask the “right” questions.
■ Listen effectively.
■ Become attuned to clients’ wants and needs.
■ Develop client trust.
■ Enhance counseling communications.

Speaker:  
TIMOTHY G. LEISHMAN  
Leishman Performance Strategy, Inc.

1½ non-transitional NY CLE credits will be granted. Fee and registration information is available at www.nycbar.org

12 Thursday, 6-9 pm  
ART INSURANCE: WHAT EVERYONE IN THE ART MARKET NEEDS TO KNOW

A program designed to address the under-explored subject of fine art insurance as it relates to anyone who owns, borrows, transports or has any other involvement with art and antiquities. Both lawyers and non-lawyers will benefit from this accessible yet sophisticated discussion about how to best protect oneself in the event of simple accidents (e.g., putting an elbow through a Picasso), theft, large-scale casualty like the Momart warehouse fire, and unprecedented disasters like 9/11 and Hurricane Katrina. There will also be a focus on types of coverage and policies available, on negotiating policy terms, and on lending, exhibiting and storing artwork. Hear from speakers including underwriters, brokers, claims adjusters, attorneys, fine art shippers and collectors. A question-and-answer period will follow, and written informative materials will be distributed.

Program Chairs/Moderators:  
AMY J. GOLDRICH  
Law Offices of Amy J. Goldrich

DR. SHARON FLESCHER  
Executive Director, International Foundation for Art Research (IFAR)

Co-sponsored by:  
International Foundation for Art Research (IFAR)

Registration is recommended. Space is limited. Please register online at www.nycbar.org.

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www.nycbar.org
13 Friday, 6pm
FRIDAY EVENING CHAMBER MUSIC AT THE ASSOCIATION
SONGS OF THE SEA
The program includes works by Schubert, Rossini, Berlioz, Turina, Britten & Weill, Amy Forburger, Soprano; Frank Martinez, Tenor; and Kian Freitas, Baritone
Admission is $10 at the door. For more information, please call 212-788-1093.

18 Wednesday, 6 pm Cocktails; 7:30 pm Dinner
CITY BAR JUSTICE CENTER ANNUAL GALA
The City Bar Justice Center’s Annual Gala will honor Skadden, Arps, Slate, Meagher & Flom LLP and Time Warner Inc. for their leadership and dedication to public service. Rosemary Berkery of Merrill Lynch & Co., Inc. and Robert Joffe of Cravath, Swaine & Moore LLP are co-chairs of the event.
For more information please contact the benefit office at (212) 249-6188 or jennifer.kunin@verizon.net.

19 Thursday, 6:30 pm
CAREER DECISIONS 2007
Recognizing career opportunities and having a clear career goal is pivotal to your long-term professional success. Many attorneys have a wide range of options. Hence, the decision to make a career move can feel like a daunting and confusing task. Making a career move can raise a lot of questions: What is my real career goal? What are my options? Can I achieve what I want at my current firm or do I need to make a move? When is the best time to explore making a move? What about all the goodwill I have already established at my current firm? Which opportunities are worth exploring and which aren’t? If I decide that I want to explore a lateral move, what should I do to prepare? These are some of the questions that this program will tackle and help to clarify.
This program will explore the various ways to approach, consider, and decide upon, a career move — either within your current firm or laterally to a new firm. Our panelists will tackle these pivotal career questions from different angles and offer attorneys guidance based upon their own varied experiences as attorneys, recruiters, firm representatives, and career coaches. Your career is too important to miss this program.
Moderator: DANICE KOWALCZYK
Managing Director, BCG Attorney Search, New York and International Markets
Speakers:
NICOLE DONNELLY
Managing Director, SJL Attorney Search
KAREN EISEN
Director, Professional Development, Sills Cummis Epstein & Gross P.C.
MEELA GILL
Lateral Recruiting Specialist, Kirkland & Ellis LLP
ELENA KASPI, JD, MSW, ACC
President, Lawscope Coaching
Registration by April 16 is recommended. The fee is $10. Please register online at www.nycbar.org.

24 Tuesday, 8:30 am
PRACTICING IN NEW YORK STATE SUPREME COURT
The final breakfast in the series will address the nitty gritty of
Supreme Court practice such as

■ When is it appropriate for me to contact the administrative judge?
■ What are referees and how to I get to appear before them?
■ How do they differ from JHOs?
■ What are JHOs?
■ What are the support offices and how can they help me?
■ What is the process for selecting a jury?
■ How do I enter a judgment?
■ What computer support is available?
■ How do I get the file certified for appeal?

Moderator:

ANDREA MASLEY
Principal Court Attorney to Justice Charles Edward Ramos

Speakers:

HON.
JACQUELINE SILBERMANN
Administrative Judge of the Supreme Court, New York County, Civil Term

HON. NORMAN GOODMAN
New York County Clerk

Registration is necessary. The fee is $10. Please register at www.nycbar.org.

26 Thursday, 12:30 – 2 pm

SMALL LAW FIRM LUNCHEON

FAMILY MEDIATION — COUNSELING YOUR CLIENT

Learn how solos and small firm practitioners can complement their practice by acting as counsel to clients during a Family Mediation process. Topics will include a brief overview of the mediation process, latest developments in mediation, hot tips for lawyers whose clients are involved in mediation, and information on where and how to find qualified mediators.

Moderator:

MARK A. JOSEPHSON, CPA, CFP, CFE
Murray & Josephson, CPAs, LLC

Speakers:

ADAM BERNER, J.D.
The Law and Mediation Offices of Adam J. Berner; Immediate Past President of the Family & Divorce Mediation Council of Greater New York

CHRIS SORENSEN, J.D., LCSW
Attorney/Mediator; President of the Family & Divorce Mediation Council of Greater New York

ALLA ROYTBERG
Law Offices and Mediation Center of Alla Roytberg

GLENN E. DORNFELD
Attorney/Mediator

26 Thursday, 6:30 pm

CONTRACT AND LIABILITY ISSUES FOR SHELTERS AND RESCUE GROUPS

The speakers will discuss contract and liability issues for shelters and rescue groups, including organizations concerned with wildlife rehabilitation.

www.nycbar.org
Moderators:
MARIE MAR  
Friedberg Greener Cohen, LLP

DEAN HOLBROOK  
Patton, Eakins, Lipsett, Holbrook & Savage

Speakers:
ELINOR MOLBEGOTT  
Legal Counsel for the Humane Society of New York

ANDREA SAMMARCO  
Sammarco, Mattacola, & Sammarco, LLP

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26 Thursday, 6:30 pm

TALENT NIGHT ON THE CITY BAR STAGE

All interested participants in the program are invited.

For more information, please contact Entertainment Committee Chair Peter Dizozza at (917) 915-7635 dizozza600@cs.com

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April 2007 Registration Form

☐ Small Law Firm Luncheon: Family Mediation — Counseling Your Client — 26 Thursday

The fee for the luncheon is ☐ $25 for members and ☐ $35 for non-members.

Name __________________________

Company __________________________

Number of Reservations __________

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Please return this form to: Meeting Services, New York City Bar, 42 West 44th Street, New York, NY 10036-6689.
Please make checks payable to the Association of the Bar. If registering for additional persons, duplicate this form.
CITY BAR JUSTICE CENTER ANNOUNCES
FRAGOMEN FELLOWSHIP

Last year at this time, the Forty-Fourth Street Notes featured an article on attorneys embarking on sabbaticals and externships. The focus for that article was on the benefits to individual attorneys when given the opportunity to take some time off from their usual job. But little did we know then that the entire City Bar Justice Center would benefit from a Fellowship program. Now that the law firm of Fragomen, Del Rey, Bernsen and Loewy, LLP has established a Fellowship program for one of its attorneys to work full time at the City Bar Justice Center for six month periods, we will witness first hand the enormous good that a rotating Fellowship can do for both the attorney and the receiving agency. The first Fragomen Fellow, Myriam Jaidi, began her rotation February 28, 2007.

Jaidi gained experience on the collateral immigration consequences of criminal convictions as a staff attorney in The Legal Aid Society Criminal Defense Division and as a court attorney for judges in the New York City Criminal Court system. Throughout her career, Jaidi has ensured herself a nexus to immigration law by taking on pro bono asylum and domestic violence-related immigration cases, including a CBJC case she volunteered for after attending a CBJC training in 2005. "I have always been drawn to the human rights aspect of immigration law and of international development issues more generally. I am thrilled to now focus more particularly on immigration issues at the Justice Center."

Fragomen, the largest immigration law firm in the United States, has had a long-standing commitment to pro bono service, with attorneys from the firm regularly taking cases and providing advice on immigration issues to domestic violence victims through Sanctuary for Families, and to teens at The Door (a youth organization serving the needs of youths ages 12 to 21), among numerous other projects. Recently, the firm teamed up with the CBJC and the South Queens Boys and Girls Club to provide pro bono assistance through a series of naturalization clinics to lawful permanent residents seeking to apply for citizenship.

Lisa Koenig, a partner at Fragomen and a leading member of the firm’s Pro Bono Committee, indicated that "the firm has been looking for a way to take our pro bono participation to the next level. We determined that a rotating fellowship would be one of the best ways to make a meaningful contribution to New York’s immigrant community." According to Austin T. Fragomen, Jr., Chairman of the firm’s Executive Committee and a member of the CBJC Board of Directors, "this Fellowship is a win-win situation. It broadens Fragomen’s pro bono commitment, gives our lawyers the opportunity to develop a range of skills in the demanding arena of human rights advocacy, and provides critical legal assistance to people in need.” The expectation is that after a rotation, a lawyer will be uniquely positioned to mentor and encourage other attorneys in pro bono projects.

Lisa Koenig went on to explain, "this Fellowship provides terrific experience for our lawyers. The CBJC cases involve very high stakes with a client’s basic human rights hanging in the balance. These cases require lawyers to apply all of their knowledge, creativity, and flexibility at all stages of a client’s case."

As a New York City organization, the CBJC serves a population with diverse needs. Asylum and domestic violence-related claims are the principal issues addressed, but those are not always the beginning and the end of the needs of New York’s immigrant community. By establishing this

JUSTICE CENTER’S BANKRUPTCY PRO BONO PANEL WINS AWARD OF MERIT

On January 26th, 2007 the New York City Bar Justice Center was presented with the New York State Bar Association 2006 Award of Merit in recognition of the creation of the Bankruptcy Pro Bono Panel. The City Bar Justice Center established the Panel as part of a collaborative effort with the Bankruptcy Courts of the Southern and Eastern Districts of New York to meet the increasing need for the provision of pro bono counsel to assist indigent pro se debtors involved in litigation arising out of their bankruptcy cases. The Panel is administered by John McManus, the Director of the Pro Bono Consumer Bankruptcy Project. Since its inception the Panel has recruited over 85 volunteer attorneys and the Panel members have assisted more than 20 pro se litigants who were referred by the Bankruptcy Court. This unique collaborative effort has provided a substantial benefit to the public by creating better access to justice; to the courts by enhancing their ability to administer justice; and to the Bar by creating new pro bono opportunities. Congratulations to the Pro Bono Consumer Bankruptcy Project on this wonderful recognition.
Fellowship, the Fragomen firm hopes to service needs that come up in addition to or concurrently with an asylum or domestic violence-related claim. Koenig outlined the firm’s central mission: "We want to provide an institutional and structural framework necessary for the expansion of services to the immigrant community. We sponsor the Fragomen Fellow as a means of allowing the CBJC to draw on the broad expertise of the firm, not only on legal issues but also on logistical and case processing issues as well.”

Jaidi began her rotation aware that as the first person in this position she must place a heavy emphasis on building a strong platform for the future. "It’s important that subsequent Fellows have the infrastructure they need to jump right in and continue to strengthen and expand the program." Fragomen partners agree. According to Michael Patrick, who helped to arrange the Fellowship, "the Fragomen firm is proud to be the first Fellowship partner with the City Bar Justice Center. We have high hopes that it will be a model that can be enhanced and replicated for years to come, and will serve as a model for other firms to follow.”

According to the Executive Director of the City Bar Justice Center, Maria Imperial, "working day in and day out for an extended period of time is a full immersion and crash course into direct immigrant services. We are looking forward to working with Jaidi, not only on her daily immigration cases, but in creating a firm foundation for future fellows.”

Myriam Jaidi

**VANCE CENTER VISITING LAWYERS PROGRAM— FIRMS NEEDED**

The Cyrus R. Vance Center for International Justice Initiatives of The New York City Bar is seeking law firms and corporate law departments to participate in the South African Visiting Lawyer Program for 2007-08. The Visiting Lawyer Program brings black lawyers from South Africa to New York City for an intensive one-year work and training program to enhance their corporate law and international commercial practice skills.

Although the South African political system has largely moved toward a more equitable distribution of opportunity along racial lines, the financial and legal leadership of the country continues to reflect the effects of apartheid. It is important to a successful transformation in South Africa that black lawyers and law firms build a stronger capacity to represent institutional clients and thus participate meaningfully in major commercial work. Nineteen lawyers have participated in the program and are taking on leadership roles in their firms as well as in business and government.

 Participating law firms and corporate law departments are expected to provide fellows with an appropriate level of transactional work and mentoring by one or more senior-level associates. Firms are also responsible for providing a stipend of $110,000 and benefits as well as airfare and two weeks of temporary housing upon arrival in New York.

For more information on the program please contact Joan Vermeulen at jvermeulen@nycbar.org.

**MOOT COURT**

After the final round of the 57th Annual National Moot Court Competition on Thursday, New York City Bar Association President Barry Kamins awarded the winning trophy to law students from the University of Washington School of Law (top). Seen here at the winner’s table (left to right) are: Henry Diaz, Secretary of the Association’s Young Lawyers Committee, student winner Candice Tewell, City Bar President Barry Kamins, student winners Aaron Thomson and Dustin Buehler, David Beck, President of the American College of Trial Lawyers, and Harry Valeik, Chair of the Young Lawyers Committee.

The Texas Wesleyan School of Law took second-place honors. Best Brief honors went to the George Mason University School of Law team, and Best Runner-Up Brief went to Texas Wesleyan School of Law. Best Speaker was Natalie Roetzel from Texas Wesleyan.

Twenty-eight winning and runner-up teams from 14 regions across the United States competed in the final rounds of the National Moot Court Competition. The American College of Trial Lawyers is a co-sponsor of the competition with the Association’s Young Lawyers Committee.

This year’s competition also marked the 40th anniversary at the City Bar for Marianne Owens, who has coordinated the event since arriving at the Association in 1966. Surrounded by chairs of the Young Lawyers’ Committee dating back to 1977 (bottom), Ms. Owens was presented with a Movado watch by Harry Valeik, as a token of gratitude for her years of devoted service. Ms. Owens was honored at the dinner and cocktail reception on the last night of this year’s Moot Court competition. Pictured from left to right are James Herschlein, William Geller, Paul Dillon, Daniel Thomsach, Hon. Sharon Grubin, Marianne Owens, Joseph Pash, Pamela Phillips, Kathryn Ann McDonald, Deborah Lans, Matthew Healey, and Chia Kang. Kneeling in front is Harry Valeik.
DIVERSITY IN LATERAL HIRING — REPLACING MINORITY TALENT LOST THROUGH ATTRITION

While firms have made significant progress in diversifying first-year associate classes, many are still struggling with the challenge of retaining the diverse talent they bring in. Firms increasingly rely on lateral hiring to replace associate talent lost due to high turnover rates. Unfortunately, attorneys brought in through lateral hiring appear to be much less diverse than the attorneys who are leaving.

Furthermore, lateral partner hiring has increased exponentially in recent years. Yet, this trend is not reflected in the hiring of racial/ethnic minority partners at signatory law firms. The 2006 Diversity Benchmarking Report revealed that between 2004 and 2006 the percentage of minority lateral partner hires at signatory firms declined from 3.5 percent to 3.2 percent. This is particularly troubling given that nearly half of all new partners in signatory firms were hired laterally rather than promoted internally.

In December 2006, the Enhance Diversity in the Profession Committee’s Subcommittee on Lateral Hiring held separate focus groups with hiring partners at signatory law firms and search firm professionals to discuss diversity in lateral hiring. As a follow-up to these discussions, the Subcommittee created a list of preliminary proposals for law firms seeking to increase the diversity of their lateral hires. The proposals were presented at the Diversity Working Group Session held on January 24, 2007.

General Recommendations

- Examine and set goals for diversity in lateral hiring.
- Track and analyze the diversity of lateral hires over the past three to five years and compare by demographic group to attrition patterns and entry level hiring.
- Assess lateral hiring practices overall and by practice group and implement any successful methods firm-wide.
- Determine whether and to what extent the problem is (a) not having a diverse slate of candidates, (b) the lack of qualifications of the diverse candidates you receive, or (c) the diverse candidates receive offers but do not accept positions. Implement remedial measures specific to the problem(s) identified.
- Restructure the evaluation process for diverse candidates.
  - Involve the firm’s Diversity Professional and/or Diversity Committee in the sourcing, evaluation, interviewing and hiring of minority attorneys.
  - Reexamine any assumptions about credentials, particularly to the extent minority candidates have similar educational and professional qualifications to other attorneys currently at the firm.

Recommendations for Lateral Partner Hiring

- Review the hiring standards and practices relevant to prospective lateral minority partners.
- Encourage attorneys of color to participate in alumni groups, bar associations and professional organizations.
- Ask practice groups to determine their hiring needs in advance to allow sufficient time to fully evaluate candidates, and avoid making time-pressed decisions.
- Formally request that each recruiting firm you use commit to seeking a diverse slate of qualified candidates for all searches for the firm. Give preference to recruiting firms that commit to cultivating more diverse candidates and that actually do present a diverse group of candidates for each position.
- Streamline the on-boarding process for lateral associates.
  - Host quarterly or semi-annual orientation sessions for lateral associates.
  - Assign or encourage laterals to have peer and senior mentors where appropriate.
  - Introduce laterals to any pertinent affinity groups within the firm.

Recommendations for Lateral Associate Hiring

- Create new ways to source lateral associates of color.
  - Encourage current employees (particularly racial/ethnic minorities) and firm alumni to tap their networks for potential lateral hires.

Encourage attorneys of color to participate in alumni groups, bar associations and professional organizations. Ask practice groups to determine their hiring needs in advance to allow sufficient time to fully evaluate candidates, and avoid making time-pressed decisions. Formally request that each recruiting firm you use commit to seeking a diverse slate of qualified candidates for all searches for the firm. Give preference to recruiting firms that commit to cultivating more diverse candidates and that actually do present a diverse group of candidates for each position. Streamline the on-boarding process for lateral associates. Host quarterly or semi-annual orientation sessions for lateral associates. Assign or encourage laterals to have peer and senior mentors where appropriate. Introduce laterals to any pertinent affinity groups within the firm.

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Relevant Investment Strategies in Today’s Market

Topics to be discussed:
• Why some investors underperform the market
• Why it’s important to have an investment plan
• Potentially enhancing portfolio returns and managing risk through diversification*

Guest Speakers:
Andy Christos, Vice President
Columbia Management
Topic: NY529—Prepare Today For Tomorrow’s Future

Joe Yasinski, Vice President
Eaton Vance
Topic: Investing for the Long Term

Andrew Pizza, Vice President
Ivy Funds
Topic: Great Demand Client Seminar

Date and time
Thursday, May 3, 7:00 p.m.

Location
New York City Bar Headquarters,
Stimson Room
42 West 44th Street, New York City
(between 5th and 6th Avenues)

Hosted by
Jason M. Katz
Senior Vice President–Investments
Private Wealth Advisor
Advisory & Brokerage Services
UBS Financial Services Inc.

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16th Floor
New York, NY 10019
212-713-7846
800-516-5624, ext. 7846
mark.lewis@ubs.com
www.ubs.com/financialservicesinc

Mutual fund prospectuses may be distributed at the seminar. For more complete information about a fund, including the investment objectives, charges, expenses and risk factors, contact us for a prospectus. The prospectus contains this and other important information that you should read and consider carefully before investing. The value of funds will fluctuate.

*Diversification does not assure a profit or protect against a loss in declining markets.

This seminar is funded in whole or in part by Columbia Management, Eaton Vance and Ivy Funds.
## CITY BAR CENTER FOR CLE
### APRIL 2007 CLE COURSE CALENDAR

<table>
<thead>
<tr>
<th>Monday</th>
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<td>30</td>
<td>A PRACTICAL GUIDE TO LLCs &amp; LLPs 4½ credits* 6-9 p.m. LEGAL ETHICS FOR THE COMING CENTURY 3 credits* 4:30-8:00 p.m. UCLA M&amp;A FIRST MONDAY FORUM 3½ credits*</td>
<td>9-12 p.m. VIDEO REPLAY: ESTATE PLANNING FOR SAME SEX &amp; UNMARRIED (HETEROSEXUAL) COUPLES 3 credits</td>
<td>9-12 p.m. VIDEO REPLAY: ETHICS, DISCIPLINE &amp; REAL WORLD OBLIGATIONS IN LAW FIRM PRACTICE 3 credits</td>
<td>9-5 p.m. FORMING &amp; ADVISING CHARITABLE ORGANIZATIONS: THE BASICS &amp; BEYOND 3½ credits* 9-5:15 p.m. TALK YOUR WAY TO THE TOP OF THE PROFESSION! PUBLIC SPEAKING FOR LAWYERS 8 credits*</td>
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<td>9-12:45 p.m.; 12:45-1:45 p.m. (luncheon) HEALTHCARE LAW ENFORCEMENT: 2007 UPDATE 4 credits*</td>
<td>6-9 p.m. ETHICS IN MEDIATION &amp; SETTLEMENT NEGOTIATIONS 3 credits*</td>
<td>8:30-11 a.m. NEXT GENERATION MANAGEMENT TRAINING: INTERPERSONAL MANAGEMENT &amp; MOTIVATION 2½ credits*</td>
<td>8-5 p.m. CURRENT ISSUES IN INSURANCE REGULATION 2007 3½ credits</td>
<td>8:30-11:30 a.m. NEXT GENERATION MANAGEMENT TRAINING PART TWO OF THREE 3½ credits* 1-3:30 p.m. NEXT GENERATION MANAGEMENT TRAINING PART THREE OF THREE 3½ credits*</td>
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<td>9-12 p.m. AN IMPARTIAL JURY*: EVERYTHING THE TRIAL ATTORNEY NEEDS TO KNOW ABOUT JURY SELECTION &amp; JURY SERVICE 3 credits*</td>
<td>6-9 p.m. EVERYTHING YOU WANT TO KNOW ABOUT FIDUCIARY ACCOUNTING BUT WERE AFRAID TO ASK! 3½ credits* 5-7 p.m. UCLA LAW 4TH ANNUAL INSTITUTE ON TAX ASPECTS OF Mergers &amp; Acquisitions 17½ credits* Part Two of Three</td>
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APRIL 2007
CLE CALENDAR

CORPORATE & SECURITIES

8TH ANNUAL CORPORATE & SECURITIES LAW UPDATE: KEEPING CURRENT WITH THE EXTENSIVE LEGAL & BUSINESS DEVELOPMENTS

23 Monday, 9-5 p.m.

This annual updates program, designed for experienced attorneys, will examine recent extensive regulatory and marketplace developments. A renowned faculty of corporate and securities lawyers from outside firms, in-house counsel and financial services companies will discuss practical ways to comply with the extensive new regulations in the securities, corporate and mergers and acquisitions areas. The program will include helpful SEC and other regulatory interpretive guidance. Other topics will include the latest developments in:

- SEC and M&A activities, including the new best price tender offer rules
- Ethics in everyday corporate life (1 1/2 hours)
- New proxy statement developments and employee compensation disclosure rules
- Issues surrounding option grants and restatements
- Increasing non-US regulations on US companies
- Private equity developments, club deal issues and the growing impact of hedge funds on companies
- Internal controls and SOX 404 developments
- Comfort letter and accounting due diligence issues
- Enforcement initiatives against lawyers, corporate clients and officers
- Corporate tax law update
- How to protect and advise clients in the changed regulatory environment
- And much more

Program Chair:
N. ADELE HOGAN
Linklaters

Faculty:
DENNIS J. BLOCK
Cadwalader, Wickersham & Taft LLP

ROBERT E. BUCKHOLZ, JR.
Sullivan & Cromwell LLP

LYNNE A. BURGESS
Vice President and General Counsel
Asbury Automotive Group, Inc.

MICHAEL L. CROWL
Managing Director and General Counsel-Investment Banking Division
Goldman, Sachs & Co.

JILL E. DARROW
Katten Muchin Rosenman LLP

KIRK A. DAVENPORT
Latham & Watkins LLP

JOHN MARZULLI, JR.
Shearman & Sterling LLP

ADAM R. MESHEL
Head of Legal for Capital Markets
Citigroup Corporate and Investment Banking

PETER G. MESTER
Corporate Counsel and Assistant Corporate Secretary
DuPont

ANNA T. PINEDO
Morrison & Foerster LLP

GLEN A. RAE
Head of Equity Legal
Bank of America Securities LLC

CHARLES E. RAEBURN
Assistant General Counsel
Pfizer Inc.

NEIL A. RADIN
Vice President & Associate General Counsel
JP Morgan Chase & Co.

RICHARD D. SMITH
Director, Head of IBD Legal
Barclays Capital

LEW STEINBERG
Managing Director
Global Head—Strategic Solutions Group
Investment Banking Department
UBS Securities LLC

JOY A. WEBER
Vice President
New York Stock Exchange Regulation, Inc.
Division of Enforcement

SUSAN WEBSTER
Cravath Swaine & Moore LLP

CLE credit:
7 1/2 credits total: 6 1/2 credits in professional practice, 1 in ethics. This program does not provide transitional credit for newly admitted attorneys.

Live Program:
Member $315  Nonmember $455

A PRACTICAL GUIDE TO LLCs & LLPs

30 Monday, 9-1 p.m.

This program will provide a practical, comprehensive and contextually useful guide to the use of LLCs and LLPs. The panel will provide concrete advice on critical formation and early-stage issues, such as the advantages and disadvantages of the LLC/LLP form, a comparison of LLCs and LLPs to corporations, the tax benefits of the LLC/LLP form and the choice of state law. As part of the choice-of-entity discussion, the panel will discuss specific businesses, fact patterns and exit strategies that may dictate the choice-of-entity decision. The panel will describe the mechanics of forming an LLC/LLP and the content of the principal agreements incidental to such formation, including the basic operating agreement. Various management structures and control arrangements of LLCs and LLPs will be examined and considered from different perspectives and in different strategic and investment scenarios. The use of LLCs for law and other professional practices will be discussed, including current issues and events potentially testing their effectiveness with respect to liability. Securities issues will be considered in the context of the formation and growth of an LLC or an LLP. The panel also will examine various executive and other compensation structures in the context of an LLC, including in particular the use of equity-based incentive compensation arrangements and a comparison to traditional corporate stock option plans. The program is intended to provide to practitioners a comprehensive introduction to LLCs and LLPs in a practical and useful context.

Program Chair:
GARY J. SIMON
Hughes Hubbard & Reed LLP

Faculty:
CHRISTOPHER S. AUGUSTE
Kramer Levin Naftalis & Frankel LLP

ELLEN S. FRIEDENBERG
Hughes Hubbard & Reed LLP

MARK A. LIMARDO
Katten Muchin Rosenman LLP

CLE credit:
4 1/2 credits in professional practice/practice management. This program provides transitional credit for newly admitted attorneys. Portions of this program may qualify for CPE credit.

Live Program:
Member $345  Nonmember $485

UCLA M&A FIRST MONDAY FORUM

30 Monday, 4:30-8 p.m.

Co-sponsored by The UCLA Law Center for the Study of Mergers & Acquisitions and the City Bar Center for CLE

The UCLA M&A First Monday Forum is a monthly discussion of current issues in mergers and acquisitions. Although the forums are generally held in Los Angeles, this forum will be held at the New York City Bar Center for CLE. Attendees will receive 1.5 CLE credits from the State of New York. Due to the generous support from the international investment bank
of Houlihan Lokey, there will be no cost for the program. Those interested in attending should contact the UCLA Law Center for the Study of Mergers & Acquisitions at centerma@law.ucla.edu with their full name, organization and email address. For questions, please call 310-206-5736.

CLE Credit: 3½ credits total; credit breakdown to be determined. This program provides transitional credit for newly admitted attorneys.

**ESTATE PLANNING**

**VIDEO REPLAY: ESTATE PLANNING FOR SAME SEX & UNMARRIED HETEROSEXUAL COUPLES**

4 Wednesday, 9-12 p.m.

In New York State same sex couples are unable to enter into a civil marriage; and although out-of-state marriages may be recognized, couples still cannot take advantage of numerous federal benefits and protections enjoyed by married couples. There are a number of issues because of this that both same sex and unmarried heterosexual couples need to consider when drafting estate documents and doing estate planning. This program will address the nuts and bolts of estate planning for same sex and unmarried heterosexual couples, including inheritance issues, and the practical applications of drafting wills and collateral documents, trusts, charitable contributions as well as tax issues.

Program Chair: **YEJTA G. KURLAND**
Kurland & Associates, P.C.

Faculty: **NANCY ADAMS, CPA**
Adams & Salter, LLP

**ERICA BELL**
Weiss, Buell & Bell

**GORDON STONE III**
Kramer Levin Naiptals & Frankel LLP

Co-sponsored with the Lesbian, Gay, Bisexual, & Transgender Law Association of Greater New York (LeGaL)

**CLE credit:**
3 credits total: 2½ professional practice/practice management and ½ ethics. This video replay does not provide transitional credit for newly admitted attorneys. In accordance with the CLE Board’s Regulations & Guidelines, if you attended this program in the past you may not be permitted to apply the CLE credit for this video replay to fulfill your current CLE requirements.

Video Replay:
Member $195 Non-member $305

**ETHICS**

**VIDEO REPLAY: ETHICS, DISCIPLINE & REAL WORLD OBLIGATIONS IN LAW FIRM PRACTICE**

5 Wednesday, 9-12 p.m.

This timely program will focus on the ethical and disciplinary issues confronting attorneys practicing in law firms as well as the law firm entities themselves, including:

- conflicts of interest
- fee issues
- system controls
- the “rogue” partner
- law firm reporting obligations for attorney misconduct
- ethical responsibilities of partners and associates

A premier faculty drawn from the judiciary, the disciplinary bar, law firms and academia will also discuss the law firm discipline rule, DR 1-104, and consider its real world application. Finally, the panel will address whether disciplinary authorities adequately focus on law firm misconduct and whether rule amendments or policy changes are in order.

Program Chair: **EDWARD M. SPIRO**
Morvillo Abramowitz Grand Jaseon & Silberberg PC

Faculty:

**SHERRY K. COHEN**
First Deputy Chief Counsel, Departmental Disciplinary Committee
Supreme Court, Appellate Division
First Judicial Department

**MARY C. DALY**
Dean and John V. Brennan Professor of Law and Ethics
St. John’s University School of Law

**JONATHAN J. LERNER**
Skadden Arps Slate Meagher & Flom LLP

**HAL R. LIEBERMAN**
Hinshaw & Calbertson LLP

**HON. JOSEPH P. SULLIVAN**
Associate Justice, Appellate Division of the Supreme Court of the State of New York

**CLE credit:**
3 credits in ethics. This video replay does not provide transitional credit for newly admitted attorneys. In accordance with the CLE Board’s Regulations & Guidelines, if you attended this program in the past you may not be permitted to apply the CLE credit for this video replay to fulfill your current CLE requirements.

Video Replay:
Member $195 Non member $305

**ETHICS IN MEDIATION & SETTLEMENT NEGOTIATIONS**

11 Wednesday, 6-9 p.m.

What are an attorney’s ethical obligations in representing a client in settlement negotiations? How does the ethical landscape change in the mediation context? What specific strategies are both effective and ethical? How do the mediator’s own ethical obligations affect strategy? A panel of experienced mediators and attorneys will review attorneys’ obligations under the Code of Professional Responsibility, the Model Rules and the Uniform Mediation Act. The panel will also examine negotiation and mediation tactics, and discuss the interplay of good strategy and good ethics. All attendees are encouraged to participate in the program.

Program Co-Chairs:

**LISA M. COURTNEY**
Special Counsel for Dispute Resolution and Volunteer Programs
Civil Court of the City of New York

**PAMELA R. ESTERMAN**
Sive Paget & Riesel, PC.

Moderator:

**JEREMY FEINBERG**
Statewide Special Counsel for Ethics
New York State Unified Court System
Office of Court Administration

Faculty:

**HON. JAMES C. FRANCIS IV**
United States Magistrate Judge
Southern District of New York

**DINA JANSENSON**
Mediator/Arbitrator, JAMS
Fleming Zulack Williamson Zauderer LLP

**PROFESSOR JACQUELINE NOLAN-HALEY**
Director of Conflict Resolution Program
Fordham Law School

**JEREMY ZELIGER**
Assistant Deputy Counsel
New York State Unified Court System
Office of ADR Programs

**CLE credit:**
3 credits in ethics. This program provides transitional credit for newly admitted attorneys.

Live Program:
Member $235 Non-member $345

**LEGAL ETHICS FOR THE COMING CENTURY**

30 Monday, 6-9 p.m.

This legal ethics program, with an emphasis on pertinent New York rules, will select from these issues, possibly among others: The State Bar’s proposals to amend the New York Code and change its format; lessons from the Arthur Andersen, Martha Stewart, and Frank Quattrone prosecutions and the investigation of the Valerie Plame leak; in-house lawyers wearing two (or more) hats: risks to privilege; professional relationships; metadata; the rules on paying expert and lay witnesses; introducing “the virtual client” or “client you didn’t know you had;” the New York twist on confidentiality; how to write a consent to future conflicts that will stand up if challenged; what does the “Hot Potato” rule say and not say; understanding positional conflicts; settlements conditioned on a lawyer’s agreement not to sue the defendant again: not allowed but
why not?; the hidden risks when lawyers do business with clients or have conflicting financial or other interests; informational conflicts; seven important conflict of interest rules; the no-contact rule in New York; multijurisdictional practice; the misdirected fax; what should you do with it? what if you send one?; offers from whistleblowers: trick or treat; law firm alliances with other service providers: the New York Rule; “can’t we just be nice to each other?” - the perils of incivility; two can be trouble: useful protocols when representing joint clients; “just the facts please”—a checklist for internal corporate investigations; common interest arrangements explained, their benefits, and risks; candor to the court: what you don’t say can hurt you or “Ellipsis at Your Own Risk” malpractice, fiduciary duty, and conflicts: a misunderstood relationship and the New York rule in civil cases against lawyers; battle of the forms: when firms and clients contend for different conflict default rules; common interest arrangements aka joint defense agreements: what should they say?

Program Instructor:
PROFESSOR STEPHEN GILLERS
Emily Kempin Professor of Law
New York University School of Law

CLE credit:
3 credits in ethics. This program provides transitional credit for newly admitted attorneys.

Live Program:
Member $265  Non-member $375

HEALTHCARE

HEALTHCARE LAW ENFORCEMENT: 2007 UPDATE

10 Tuesday 9-12:45 p.m.; 12:45-1:45 p.m. (luncheon)

This program will address initiatives for the coming year in the area of federal and state health care enforcement. There will be presentations by the Assistant U.S. Attorneys in charge of civil and criminal fraud prosecution in both the Southern and Eastern Districts of New York. The program will also feature a representative from the New York State Medicaid Fraud Control Unit, a unit of the Attorney General’s Office, and a panel discussion including members of the industry and private practitioners. The program will conclude with a luncheon presentation by the United States Attorney for the Southern District, Michael Garcia.

Program Co-Chairs:
ROBERT P. BORSODY
Phillips Nizer LLP

WILLIAM E. CRACO
Senior Attorney
Johnson & Johnson

Keynote Speaker:
MICHAEL J. GARCIA
United States Attorney
Southern District of New York

Faculty:
GEOFFREY KAISER
Assistant United States Attorney
Chief of Health Care Fraud Prosecution
United States Attorney’s Office
Criminal Division, Eastern District of New York

PAUL KAUFMAN
Assistant United States Attorney
Chief Civil Healthcare Fraud
United States Attorney’s Office
Civil Division, Eastern District of New York

PATRICK LUPINETTI
Director, Special Projects Unit
Medicaid Fraud Control Unit
Office of the New York State Attorney General

PAUL RADAVY
Assistant United States Attorney
Healthcare Fraud Coordinator
United States Attorney’s Office
Criminal Division, Southern District of New York

JOSEPH SAVAGE
Goodwin Proctor
Boston, MA

HEIDI WENDELL
Assistant United States Attorney
Healthcare Fraud Coordinator
United States Attorney’s Office
Civil Division, Southern District of New York

GREGORY WELLINS
Senior Counsel/Team Leader
Chicago, Kansas City and New York Regions
Office of the Inspector General
United States Attorney’s Office

Co-sponsored with the Health Law Section of the New York State Bar Association

CLE credit:
4 credits total: credit breakdown to be determined. This program provides transitional credit for newly admitted attorneys.

Live program:
Member $345  Non-member $475

INSURANCE

CURRENT ISSUES IN INSURANCE REGULATION 2007

20 Friday 9-1 p.m.

This interactive program features a renowned regional and national faculty, including state insurance commissioners and industry officials, who will explore topical issues of importance. The hot topics to be explored in this year’s edition of what has been an annual program for many years, are likely to include: TRIA—the next phase; the Non-Admitted and Reinsurance Reform Act of 2006 (H.R.5637) and other pending federal regulation proposals; state regulation initiatives; financial alternatives to reinsurance; and the NAIC’s collateralization proposal. A Regulators’ Roundtable will address key issues facing insurers, regulators and consumers.

Program Co-Chairs:
ROGER M. MOAK
Certified Arbitrator and IFNY Chairman
FRANCINE L. SEMAYA
Cozen & O’Connor

Co-sponsored by the American Bar Association Tort and Insurance Practice Section’s Insurance Regulation Committee and The Insurance Federation of New York, Inc. (Additional faculty to be announced).

CLE credit:
Credit breakdown to be determined. This program does not provide transitional credit for newly admitted attorneys.

Live Program:
Member $205  Non-member $315

LAW FIRM PRACTICE MANAGEMENT

NEXT GENERATION MANAGEMENT TRAINING: INTERPERSONAL MANAGEMENT & MOTIVATION

12 Thursday 8:30 am-11 am.

This program will present the latest developments in employee motivation and cooperation techniques, with emphasis on internal firm generational differences. Partner to partner management issues and associate controls and motivation will be highlighted. We will also discuss workplace management issues and diversity.

Program Chair:
HARVEY S. FEUERSTEIN
Chair, Executive Committee
Herrick, Feinstein LLP

Faculty:
PHILIP B. ROSEN
Managing Partner, New York City
Jackson Lewis LLP

NADIA WAGNER
Office Manager
Beveridge & Diamond, P.C.

George Wolf Jr.
Managing Director
Herrick, Feinstein LLP

CLE credit:
2 credits in law practice management. This program provides transitional credit for newly admitted attorneys.

Live Program:
Member (NYCA/ALA) $195
Non-member $305

LITIGATION

“AN IMPARTIAL JURY”: EVERYTHING THE TRIAL ATTORNEY NEEDS TO KNOW ABOUT JURY SELECTION & JURY SERVICE

24 Tuesday, 6-9 p.m.

Trial attorneys know that cases can be won or lost in jury selection. But how can attorneys best approach the jury selection process to create their optimal jury?
This program presents an experienced panel including leading trial attorneys, judges, jury consultants, and other jury experts to provide practical information and the most current legal developments on all aspects of the jury selection process. The program is designed for all attorneys who must ever face a panel of prospective jurors, whether it is in state or federal court or in a civil or criminal trial. The program will include a survey of the latest legal principles of jury selection, and will feature leading members of the legal community discussing their jury-selection methodology, including pre-trial investigation and practice tips on the “art” of voir dire. The panel will also discuss the use of juror questionnaires, time limitations of counsel’s ability to conduct voir dire, and current trends in jury selection and jury service.

Program Chair:
KENNETH LEVINE
Carter Leddy & Milburn LLP

Moderator:
HON. DORA L. IRIZARRY
United States District Judge
Eastern District of New York

Faculty:
JULIE A. BLACKMAN
Julie Blackman & Associates, LLC

LAWRENCE S. CARNEVALE
Carter Leddy & Milburn LLP

ROBERT CONASON
Gair, Gair, Conason, Steigman & Mackauf

ELISSA KRAUSS
Research Coordinator
Office of Court Research
New York State Unified Court System

CANDACE R. MCLAREN
Assistant District Attorney
New York County District Attorney’s Office

JOSEPH TACOPINA
Law Offices of Tacopina & Seigel, P.C.

CLE credit:
3 credits total; credit breakdown to be determined. This program provides transitional credit for newly admitted attorneys.

Live Program:
Member $195  Nonmember $305

NONPROFIT ORGANIZATIONS

FORMING & ADVISING CHARITABLE ORGANIZATIONS: THE BASICS & BEYOND

13 Friday, 9-5 p.m.

This basic course, which will be useful to both experienced and newly admitted attorneys, provides an overview of New York State and federal law governing the formation and operation of nonprofit, charitable organizations and the administration of charitable assets. The faculty will address the general rules governing tax-exempt status for 501(c)(3) organizations, the mechanics of forming a New York nonprofit and obtaining tax-exempt status, the obligations and duties of nonprofit officers, directors, and trustees, the rules governing solicitation of charitable contributions (and the deductibility of such contributions), and the New York Attorney General’s role in overseeing charitable organizations. They will also examine the special rules which apply to private foundations and the support test for determining whether an organization is or is not a private foundation. In addition, there will be thorough analysis of the numerous provisions in the federal Pension Protection Act of 2006 applicable to charitable organizations.

Program Co-Chairs:
PATRICIA J. DIAZ
Loeb & Loeb LLP

DAVID G. SAMUELS
Duval & Stachenfeld LLP

PIETRINA SCARAGLINO
Associate General Counsel
New York University School of Law

HYMAN ABRAMOWITZ
Group Manager
TE/GE Group EO: 7906
Internal Revenue Service
TAX & ACCOUNTING

EVERYTHING YOU WANT TO KNOW ABOUT FIDUCIARY ACCOUNTING BUT WERE AFRAID TO ASK!

25 Wednesday, 9-12:30 p.m.

The panel will consist of trust and estate practitioners and a fiduciary accountant who will discuss the when, where and how of representing fiduciaries in accounting proceedings, including judicial and informal accountings. Topics to be discussed include:

- the preparation of accountings
- the determination of form of accounting and appropriate proceedings
- the forms for judicial and informal accounting proceedings

Program Chair:
DAVID MCCABE
Willkie Farr & Gallagher LLP

Faculty:
JOSEPH V. FALANGA CPA AEP
Managing Director
R S M McGladrey

HOWARD J. NEUTHALER
Kramer Levin Naftalis & Frankel LLP

JOHN C. NOVOGROD
Kramer Levin Naftalis & Frankel LLP

DILIP B. PATEL
Willkie Farr & Gallagher LLP

CLE credit:
3½ credits total; credit breakdown to be determined. This program provides transitional credit for newly admitted attorneys.

Live Program:
Member $205 Non-member $315

REAL ESTATE

CONSTRUCTION LAW FOR LEASING LAWYERS: THE NUTS & BOLTS!

19 Thursday, 6-9pm

Real estate lawyers need a general review of construction law – both because they are often asked to review construction contracts and because construction issues arise in virtually all leases. The panel will discuss the basics of construction contracts as well as the issues that arise when leasing space in a building under construction, in landlord buildouts, and in tenant buildouts.

Program Chair:
NANCY ANN CONNERY
Schoeman, Updike & Kaufman, LLP

Faculty:
JACOB BART
Stroock & Stroock & Lavan LLP

ANDREW L. HERZ
Patterson, Belknap, Webb & Tyler LLP

CAROL PATTERSON
Zetlin & De Chiara LLP

RAY QUARTARARO
Managing Director, New York Region
Jones Lang LaSalle Americas Inc.

CLE credit:
3 credits total: 1 credit skills & 2 professional practice/practice management. This program provides transitional credit for newly admitted attorneys.

Live Program:
Member $215 Non-member $335

PUBLIC SPEAKING

TALK YOUR WAY TO THE TOP OF THE PROFESSION! PUBLIC SPEAKING FOR LAWYERS

13 Friday, 9-5:15 p.m.

This intensive and entertaining program will use lectures and demonstrations to improve your speaking skills. Learn the essentials of knowing your audience, selecting a topic, gathering information, developing your speaking style, using humor, conquering fear, creating an image, handling questions and much more. As a special feature, the afternoon will include volunteer speaking demonstrations from four attendees, each of whom will present a three-minute talk and be critiqued by fellow attendees as well as the instructors. These volunteer talks, which will be interspersed with the afternoon lectures, will illustrate the techniques and nuances of delivery, speaking voice, and style. The afternoon session will be a learning experience for the volunteers, who will receive skill-sharpening suggestions in a non-threatening environment, and for the other attendees who will learn by participating in the critiques. Take advantage of this risk-free setting to polish your speaking skills, become a better orator and deliver more effective networking and marketing presentations.

Program Co-Instructors:
CONRAD TEITELL
Cummins & Lockwood

WHITNEY NORTH SEYMOUR, JR.
Solo Practitioner

Co-Sponsored with: ALI-ABA

CLE Credit:
8 credits in skills. This program provides transitional credit for newly admitted attorneys. This program is approved for MCLE credit in other MCLE jurisdictions. Credit breakdown for other jurisdictions will be available at the program.

Live Program:
Member $350 Non-member $450
Institute Co-Chairs:

**MICHAEL L. SCHLER**
Cravath, Swaine & Moore LLP

**SAMUEL C. THOMPSON, JR.**
Professor and Director
UCLA Law Center for the Study of Mergers and Acquisitions

Institute Faculty:

**WILLIAM D. ALEXANDER**
Associate Chief Counsel (Corporate)
Internal Revenue Service

**PETER H. BLESSING**
Shearman & Sterling LLP

**PETER C. CANELLOS**
Wachtell, Lipton, Rosen & Katz

**GLENN R. CARRINGTON**
Ernst & Young LLP

**JOHN J. CLAIR, JR.**
Latham & Watkins LLP

**EDWARD S. COHEN**
Deputy Associate Chief Counsel (Income Tax and Accounting)
Internal Revenue Service

**JOHN J. CREED**
Simpson Thacher & Bartlett LLP

**JULIE A. DIVOLA**
Pillsbury Winthrop LLP

**DAVID P. DUBNER**
Goldman, Sachs & Co.

**PETER L. FABER**
McDermott, Will & Emery LLP

**JAMES P. FULLER**
Fenwick & West LLP

**ERIC W. HILFERS**
Cravath, Swaine & Moore LLP

**STEVEN A. MUSHER**
Associate Chief Counsel (International)
Internal Revenue Service

**JOSEPH M. PARI**
Dewey Ballantine LLP

**DEBORAH L. PAUL**
Wachtell, Lipton, Rosen & Katz

**SUSAN COOPER PHILPOT**
Cooley Godward Kronish LLP

**BOB RIZZI**
O’Melveny & Myers LLP

**DONALD E. ROCAP**
Kirkland & Ellis LLP

**MATTHEW A. ROSEN**
Skadden, Arps, Slate, Meagher & Flom LLP

**JEFFREY B. SAMUELS**
Paul Weiss Rifkind Wharton & Garrison LLP

**DOUGLAS B. SCHREIER**
Deloitte Tax LLP

**MARK J. SILVERMAN**
Steptoe & Johnson LLP

**BRYAN C. SKARLATOS**
Kostelanetz & Fink LLP

**ERIC SOLOMON**
Assistant Secretary (Tax Policy)
U.S. Department of the Treasury

**MARK STONE**
Holland & Knight LLP

**WILLARD B. TAYLOR**
Sullivan & Cromwell LLP

**JEFFREY C. TROSSMAN**
Blake, Cassels & Graydon LLP

**WILLIAM P. WASSERMAN**
Ernst & Young LLP

**ROBERT H. WELLEN**
Ivins, Phillips & Barker

**THOMAS E. WESSEL**
KPMG LLP

**ROSE L. WILLIAMS**
Ernst & Young LLP

**DIANA L. WOLLMAN**
Sullivan & Cromwell LLP

**CLE Credit:**
17½ credits total: 15½ professional practice/practice management; 1 skills & 1 ethics. This program provides transitional credit for newly admitted attorneys.

**Live Program:**
Member/UCLA Alum $695
Early bird special: $595
Non-member $895
Early bird special: $795
(Expanded bird special valid until March 23, 2007)

**This program is exempt from Individual Passport & Passport Series.

Registration

Advance registration is advised for live programs & video replays. An additional fee of $25 will be charged for registrations received later than 3:00 p.m. one business day prior to the program. For more information or to register for a program visit our website at www.nycbar.org, call (212) 382-6663, fax (212) 869-4451 or mail your registration to: City Bar Center for CLE, New York City Bar, 42 West 44th Street, New York, NY 10036.

Tapes are sold with the accompanying written materials from the program. Program materials can be purchased separately from the program. (CLE credit may not be given for materials only.) Mandatory NYS sales tax is included in the purchase price for tapes and materials. All sales of tapes, CDs, DVDs and materials are final. Please allow 3-5 weeks after the program date for your order to be processed.

Cancellations & Refunds

For live programs and video replays, refunds and program credits are available provided cancellation is made in writing and received by the City Bar Center prior to the program.

A $35 administrative fee will be charged for all refunds. The cancellation fee will be deducted directly from the refund. For program credits no administrative fee will be charged. Program credits must be used within one year of the original program date. Cancellations must be in writing and faxed to the City Bar Center at (212) 869-4451.

Refunds and program credits are not available for the purchase of tapes, CDs, DVDs, course materials or online programs.

Certificates for attending a program are given out and signed by a CLE staff member at the end of the program. You are responsible for keeping a copy of the CLE certificate for your own records. An administrative fee of $10 will be charged for replacement CLE certificates.

These programs are presented under the auspices of the CLE Committee, Valerie L. Fitch, Chair, and the City Bar Center for Continuing Legal Education.

Scholarships are available. Please call (212) 382-6663 for an application.

Is there a program you would like to attend or a speaker you would like to hear? Please contact the City Bar Center with your suggestions.
APRIL 2007 CLE REGISTRATION FORM

☐ VIDEO REPLAY: ESTATE PLANNING FOR SAME SEX & UNMARRIED (HETEROSEXUAL) COUPLES
April 4

Member Non-member
Live Program: $195 $305
Audiotapes: $315 $385
CDs: $335 $405
Videotapes: $405 $475
DVDs: $445 $535
Materials: $105 $135

☐ WORLD OBLIGATIONS IN LAW FIRM PRACTICE
April 5

Video Replay: April 5

Materials:
DVDs:
Videotapes:
CDs:
Audiotapes:

☐ VIDEO REPLAY: ETHICS, DISCIPLINE & REAL WORLD OBLIGATIONS IN LAW FIRM PRACTICE
April 6

Member Non-member
Video Replay: $195 $305
Audiotapes: $315 $385
CDs: $335 $405
Videotapes: $405 $475
DVDs: $445 $535
Materials: $105 $135

☐ HEALTHCARE LAW ENFORCEMENT : 2007 UPDATE
April 10

Member (NYS/NYSBA) Non-member
Live program: $345 $475
Audiotapes: $425 $595
CDs: $445 $615
Videotapes: $495 $685
DVDs: $605 $765
Materials: $105 $135

☐ ETHICS IN MEDIATION & SETTLEMENT NEGOTIATIONS
April 11

Live Program: $235 $345
Audiotapes: $355 $415
CDs: $375 $435
Videotapes: $425 $475
DVDs: $565 $655
Materials: $105 $135

☐ INTERPERSONAL MANAGEMENT & MOTIVATION
April 12

Live program (NYS/LA): $195 $305
Audiotapes: $315 $385
CDs: $335 $405
Videotapes: $405 $475
DVDs: $445 $535
Materials Only (3 days): $235 $355

☐ FORMING & ADVISING CHARITABLE ORGANIZATIONS: THE BASICS & BEYOND
April 13

Live Program (NYCB/NYCLA):
Audiotapes: $365 $495
CDs: $465 $635
Videotapes: $595 $725
DVDs: $645 $785
Materials: $155 $235

☐ TALK YOUR WAY TO THE TOP OF THE PROFESSION! PUBLIC SPEAKING FOR LAWYERS
April 13

Member Non-member
Live Program: $350 $450

☐ CONSTRUCTION LAW FOR LEASING LAWYERS: THE NUTS & BOLTS!
April 19

Member Non-member
Live Program: $215 $335
Audiotapes: $315 $385
Videotapes: $405 $475
CDs: $335 $405
DVDs: $445 $535
Materials: $105 $135

☐ CURRENT ISSUES IN INSURANCE REGULATION 2007
April 20

Live Program (NYCBA/ TIPS/ENY):
Member Non-member
$205 $315

☐ 8TH ANNUAL CORPORATE & SECURITIES LAW UPDATE: KEEPING CURRENT WITH THE EXTENSIVE LEGAL & BUSINESS DEVELOPMENTS
April 23

Member Non-member
Live Program:
Audiotapes: $315 $455
CDs: $425 $585
Videotapes: $525 $655
DVDs: $575 $725
Materials: $145 $225

☐ "AN IMPARTIAL JURY": EVERYTHING THE TRIAL ATTORNEY NEEDS TO KNOW ABOUT JURY SELECTION & JURY SERVICE
April 24

Live Program:
Audiotapes: $405 $565
CDs: $455 $585
Videotapes: $525 $655
DVDs: $575 $725
Materials: $145 $225

☐ LEGAL ETHICS FOR THE COMING CENTURY
April 30

Live Program:
Audiotapes: $335 $385
CDs: $335 $405
Videotapes: $405 $475
DVDs: $445 $535
Materials: $105 $135

☐ EVERYTHING YOU WANT TO KNOW ABOUT FIDUCIARY ACCOUNTING BUT WERE AFRAID TO ASK!
April 25

Live Program:
Audiotapes: $315 $335
CDs: $335 $405
Videotapes: $405 $475
DVDs: $445 $535
Materials: $105 $135

☐ **UCLA LAW FOURTH ANNUAL INSTITUTE ON TAX ASPECTS OF Mergers AND Acquisitions
April 25-27

Live Program:
Audiotapes: $815 $975
CDs: $835 $995
Videotapes: $905 $1065
DVDs: $945 $1125
Materials Only: $175 $225

☐ A PRACTICAL GUIDE TO LLCs & LLPs
April 30

Live Program:
Audiotapes: $175 $225
CDs: $185 $235
Videotapes: $225 $275
Materials: $105 $135

☐ UCLA M&A FIRST MONDAY FORUM
April 30

This program is free of charge. Anyone interested in attending should contact the UCLA Law Center for the Study of Mergers & Acquisitions at centerma@law.ucla.edu with their full name, organization and e-mail address. For questions, please call 310-206-5736.

ALL REGISTRATIONS MUST BE PREPAID BY EITHER CREDIT CARD OR A CHECK MADE PAYABLE TO: CITY BAR CENTER FOR CLE OR NEW YORK CITY BAR

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City State Zip
Phone Total Enclosed $  

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Member Benefits

LONG TERM CARE PROGRAMS HELP MEMBERS SAVE

There is no doubt that as we age, the need for long term care services only increases. Advanced planning to meet these needs is critically important not only to preserve your assets, but to help control today’s expenses. One strategy to meet these needs is to purchase Long Term Care insurance. Many members and their families will find that long term care insurance will be an important aspect of their financial planning.

Long Term Care is the care you receive when you can no longer care for yourself. Many people think of long term care as something that happens only to old people. In reality, it can happen at any age. In fact, according to the General Accounting Office, 40% of the people who receive long term care services are under the age of 65.

HIPAA legislation in 1996 created generous incentives for business owners to purchase Long Term Care insurance for themselves, spouses and employees. Here are some of the highlights:

- Business owners can deduct 100% of premium paid for employees
- Business owners can deduct up to 100% of their own premium (varies with type of business)
- Spouses can be added to policies at significantly discounted rates, and the premium can be deducted
- Policy benefits are income tax-free
- Benefits do not inflate employees’ income
- Executive "carve-outs" are allowed in offering coverage
- Long Term Care insurance is fully portable

A LTC policy can pay for many types of services if you become disabled. A good policy can help you find services in your area, help modify your home, provide housekeeping services, or even help you pay for care in an Assisted Living Facility. The important thing to remember is that owning a long-term care insurance policy can give you more choices and flexibility when deciding on the type of care you want to receive.

Important points to consider now in the evaluation process:

- The City Bar sponsors two Long Term Care programs that provide members with a 5% premium discount – Met Life and John Hancock.
- Premiums are based on your age at the time of purchase. A 54-year-old member who is thinking about coverage today but doesn’t purchase it until he turns 58, will spend an additional $400 per year for a $5,000/month policy with a 3-year benefit. Instead of purchasing at age 58, waiting until 65 will cost an additional $1,600 per year.

If you want further information on the LTC program the Association provides, to see if it is right for you, call a Marsh representative at (888) 882-2269 or email NYCBar.Insurance@marsh.com to have information sent to you right away or to schedule a personal visit.

(Note: Marsh and the City Bar do not provide tax advice. Please consult with your personal advisors.)

SAVE THE DATE!!

THE ROLE OF AN ATTORNEY ON A NONPROFIT BOARD

The program "The Role of an Attorney on a Nonprofit Board" will be held Thursday, May 10, 2007, 4:00 p.m. to 7:00 p.m., at the New York City Bar (42 West 44th Street).

This program will be a 2 hour CLE on the particular role and responsibilities of attorneys as nonprofit board members, followed by a cocktail reception at which attendees will meet representatives from various organizations that offer nonprofit board placement programs.

There is no fee for this program. To register, please contact Sara Chang at 212-382-6648 or schang@nycbar.org.

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life-cycle analysis” as a component of the development of solid waste management plans in order to help support more sustainable management of solid waste throughout the state; the plan should include consideration of greenhouse gas emissions.

In January, the Committee submitted comments to the New York State Department of Environmental Conservation regarding the proposal draft rule to implement the Regional Greenhouse Gas Initiative in New York, expressing strong support for the Initiative. Since at this time there is no federal program addressing climate change, the initiative will create a program to limit carbon emissions and allow the trading of emissions capacity in a market framework.

The Committee recently held programs on "green" building standards for City-funded projects, and on Managing Solid Waste Sustainably, which discussed the City’s Solid Waste Management Plan in the context of how other jurisdictions handle their waste. This March, the Committee will hold a public debate on whether the thermal treatment of solid wastes is an option that New York City should consider.

The Environmental Law Committee has also initiated podcast programming, the first Association Committee to do so. These podcasts, accessible on the City Bar website (www.nycbar.org) are designed for the bar and the general public. The first two podcasts address the City’s drinking water and the State’s Small Business Environmental Assistance Program.

Ms. Fazio says, “We strongly believe our role as a committee is to educate ourselves and the public and not to be narrowly minded about one view over another. The Committee uses its role to address controversial issues that need to be explored publicly in order to better protect our City’s environment.”

Energy Committee
The Energy Committee also submitted thorough comments to the Governor Spitzer, which aimed at providing “a cleaner, reliable, cost-efficient and intelligent energy future for the State”. Following up on prior reports submitted by the committee in 2002 and 2004, the Committee urged the reauthorization of Article X in Public Service Law, the power plant siting provision, to provide for reasonable and fair process, community involvement, and protection of public health and the environment. As the on-site replacement of older, less efficient and dirtier power plants is an effective way to both reduce pollution and increase energy capacity, the Committee urged the development of incentives to promote repowering.

The Committee’s letter included a series of recommendations that would lead to greater utilization of renewable energy and increased energy efficiency. These recommendations included an expansion of New York’s 25% Renewable Portfolio Standard (RPS), a revamping and expansion of New York’s net metering statutes, promotion of solar hot water installations and of real time electricity pricing (e.g., higher prices at peak demand times), an investigation of the need for legislation to prevent local zoning ordinances and decisions from unnecessarily restricting the installation of solar technologies, and an exploration of legislation imposing requirements to perform an energy audit and undertake various straightforward cost-effective energy conservation measures upon the sale and transfer of real estate.

With respect to state government operations, the Committee recommended that an executive order be issued setting sustainability as a broad goal and that the previously issued Executive Order 111 be expanded and strengthened.

Last year the Committee successfully urged the veto of legislation that would have jeopardized the funding of energy efficiency and renewable energy programs. The Committee also submitted detailed comments on proposed and subsequently enacted legislation dealing with energy efficiency and green building.

With the election of a new governor, the Committee felt it was an appropriate time to revisit the general subject of electric regulation in the State of New York, a subject on which the committee had issued reports previously. In its most recent comprehensive report on the subject issued in February, the Committee focused on the need for adding new generating capacity to meet reliability needs, to support the development of a robust wholesale market and to add more efficient and environmentally-friendly generation to the State’s cohort of plants. In addition to action on Article X, the Committee suggested that the NYISO (the nonprofit organization which administers the competitive wholesale market for electricity in New York) can act promptly to implement a forward capacity market. However, the Committee stated that relying solely on an untested forward capacity market at this juncture would be ill advised and proposed exploration of two additional alternative approaches to foster long-term power supply agreements so as to facilitate the development of new generation.

The Committee also recommended that the State re-instate some form of energy planning. New York faces critically important energy planning challenges in the coming years in order to ensure the provision of affordable, reliable and clean energy. State-administered energy planning would provide the needed opportunity for State agencies to work collaboratively to analyze and respond to emerging trends and problems, with ample opportunity for public input, and to make appropriate recommendations for administrative, executive and legislative action.

In April, the Committee will be co-sponsoring a program with the Project Finance Committee (chaired by Robert Vitale) on mergers and acquisitions in the energy field. Also, in the near future, the Committee plans to sponsor a program which will address the ways in which apartment buildings in New York City can reduce energy demand and shift them to non-peak hours.

Ms. Sussman says, "The energy committee responds to the current urgency of the environmental, national security and reliability concerns raised by the energy sector by utilizing the broad expertise on the committee to educate and advise as to steps that can be taken through law, regulation or individual action."

THIS MONTH IN CITY BAR HISTORY

Sixteen Years Ago . . . On April 15, 1991, with feelings about the controversial nomination of Robert Bork still raw, the administration of the first President Bush sought to end the Association’s role in evaluating nominees to the federal judiciary. In a letter to the Association, Murray Dickman, an aide to Attorney General Dick Thornburg, wrote, “Your interference in the constitutional process of selecting and appointing federal judges must end.” The purported reason was that the administration wanted only one bar association to evaluate nominees and that one would be the American Bar Association, which reached an agreement with the administration not to consider a nominee’s ideology. Local bar associations would not be allowed to evaluate nominees, and any nominee who interviewed with a local association would be withdrawn. Association President Conrad Harper and several New York federal judges vigorously protested. Ultimately, the controversy faded away. One year later, President Harper informed the membership that the dispute with the administration was over and that the Association had evaluated the six then current nominees to federal judgeships in New York.
How to Delegate a Task

An associate’s role at a firm is a gradual evolution. Little by little associates find themselves spending more time delegating and assigning work to others and less time working on their own product. On February 8, Jay Sullivan of Exec/Comm advised the attendees of the City Bar’s Professional Development Breakfast Workshop, “The Successful Attorney Manager: Motivating and Delegating Effectively,” that as midlevel associates you are expected to delegate and that it is essential to learn how to delegate effectively in order to enable junior associates to do the best possible job.

Choosing the assignment

First, says Sullivan, before you delegate an assignment, stop and think what will motivate the junior associate. You can do that by remembering what motivated you as a junior associate. What keeps them motivated, notes Sullivan, is recognition, challenging and interesting work, and the opportunity for personal growth and achievement. As a mid-level manager these are under your control.

So try to give assignments that would provide the junior associate with a great opportunity or give them something you know they have an interest in doing. When you have to give a routine assignment, explain that you know this isn’t new or challenging to them but you know they have done this before and have always done a good job. Then, advises Sullivan, let them know that next time you will try to give them something they are more interested in.

Choosing the assignee

Once you have the assignment in hand the next step is to sit down with the junior associate face to face and have a conversation about the new assignment. It is best to avoid giving the assignment via email, advises Sullivan.

First, probe the junior associate for experience. You want to make sure the person you are about to delegate to has the necessary skills to take on the task. To do this, says Sullivan, ask revealing questions about past assignments such as, how did you accomplish that or tell me what you did on job X? Become a focused listener, says Sullivan, look open, involved and responsive. Send non-verbal cues such as nodding your head and showing interest in what they are saying. This type of discussion will allow you to assess whether this person is the right person for the assignment.

Delegating the assignment

Having found the right person, you are ready to delegate the assignment. Begin the conversation by stating the big picture. Explain the firm’s and/or client’s objectives and why this task is important to the firm. Explain what the specific project is, clearly defining the tasks involved.

Next, says Sullivan, explain the roles of others. Let the associate know who is on the team, what is each person’s role and what is the chain of command. Let the associate know who she can go to for additional information on the project. State the reasons for selecting the associate for this assignment, and describe the benefits to that individual for taking it on. Remember not to leave time deadlines vague, urges Sullivan, and be sure to say if the project is urgent.

Before you end the conversation remember to summarize what you have just said and review the specifics of the assignment. Ask questions to find out what the associate thinks he is supposed to do. This gives you the opportunity to further explain, correct any misunderstandings or tweak what it is you want.

By the time you leave the assignment with the associate, she should know which way to turn when she walks out of the office, says Sullivan. This will get you what you want and help the associate gain the skills and recognition he needs.

Though it is important to give associates space to get the job done, giving space does not mean ignoring them until the deadline is near. Check in a few days before the project is due, ask specific questions to see how they are doing and make sure they are on the right track. If you don’t do this, warns Sullivan, don’t be surprised if the work product is not on time or is not what you needed.

Delegating, says Sullivan, is about learning to give up control. But if you learn how to give junior associates enough information that will allow them to deliver the best possible work product to you, letting go will not be so hard.

For more information on the Professional Development Breakfast Workshops and a complete schedule of upcoming sessions, please visit www.nycbar.org.