Going At It Alone: A Misnomer
Why Running a Practice Takes a Village

By Jessica H. Hoffman, Esq.

When I first entered law school, I never imagined myself hanging out a shingle. I am a very sociable person and I love working in a team environment, so I figured working for myself would be very isolating. Plus, the idea of being thrown out in to the legal workforce without the safety net of other attorneys and a steady paycheck seemed like a terrifying proposition. However, while working full time as an associate at a law firm, the opportunity came to me to join forces with another young lawyer and go out on our own. I decided to take it—and ever since, I have realized how incredibly wrong I was back in law school. Since the day we created our partnership, I have spent significantly more time meeting new people than in any other job, and every meeting has been an important part of the development of my firm. Without the help and support of many people, my firm would not be able to survive.

My Partner
As a partner in a two-attorney law firm,

I am never truly alone. As a relatively young and green lawyer, having a partner has been invaluable. Starting a business in any industry is a risk, and I knew that opening a practice was, in some ways, even riskier. Since law firms cannot take on non-attorney investors, we have only ourselves to rely on for generating income. With my partner, I have additional “rainmaker,” as well as a built-in sounding board, a second set of eyes, and a second legal brain. Moreover, having the support of a partnership where we can discuss our ideas, research together, and review each other’s work relieves a lot of the stress that comes with running a business.

Other Lawyers
Once my partner and I had decided on agreement between ourselves as to how we would operate, we needed to get clients and set up the firm. But where would the clients come from? What would we charge? How would we get insurance? To find out, we did what all lawyers are trained to do first—research. After exhausting the Internet for clues, I took a more grass roots approach. I rephrased “networking” in my mind as “making friends” in order to make it less daunting and began reaching out to every lawyer I knew. I made phone calls or met with anyone who would take the time to talk to me. I spoke with my professors, who would at times provide guidance and, even better, connections. Anyone who could provide even one nugget of wisdom or advice was worth the time, and generally I came away with much more than that. I even met another more experienced lawyer with a similar practice to mine at a movie screening because he overheard me talking about

Hanging Out a Shingle: What to Consider Before Going Solo

By Billie Watkins, Esq.

Many lawyers, at one point in their career, begin to consider solo practice or even starting their own firm. Maybe it’s the notion of freedom that comes with being their own boss and choosing their own cases and clients that’s most appealing. Or perhaps, flexible hours, a home office, and unlimited earnings potential trigger the attraction. Other times, it comes from economic necessity, when an attorney just can’t seem to land that associate position. Yet, running a law firm is much more than taking in clients and helping with legal needs. Unless they had previous experience, most lawyers aren’t trained in running their own business.

Being a successful lawyer is completely exclusive of being a proficient business owner and while some of the necessary skills can be learned—like understanding basic business or accounting concepts—others are inherent—like being a self-starter, being able to adapt to change, and being willing to accept risk.

To run a successful firm, you may want to assess your skill level and interest in the following:

Leadership: Heading up a firm requires strong executive and management skills. Be prepared to make daily decisions that will have a large and lasting impact on business. You will have to take on a leadership role among internal staff, as well as external business contacts. It is the onus of yourself as a business-owner to cultivate a culture and environment that will help create an effective and productive team.

Office administration: The key to being efficient and successful is having a system in place which will help your business run efficiently. Office organization means keeping an up-to-date calendar, creating an effective filing system, and networking the office’s computers.

Financial challenges: Before going at it alone, consider how many of your current clients might make the move with you and how you’ll handle bill collection. Most importantly, identify ways to minimize start-up costs. For example, it may be less expensive to occupy space in a serviced business center than to lease and furnish commercial office space in a comparable location.

Marketing: Building a client base and marketing your services require staying active in the community and networking with other lawyers who might serve as mentors and provide referrals. In addition, brand awareness and recognition is crucial to the long-term viability of a firm. Nowadays, the most cost-effective way to project and maintain a firm’s identity in the market is through a company website and social media. Technological skills and additional energy will be required, so it may be wise for you to hire outside help or acquire the knowledge and skills for these tasks on your own.

Staffing: One important, but challenging task is determining the appropriate blend of full-time and part-time staff. Perhaps consider contracting temporary staff for part-time work before adding lawyers.
The Art of Saying "I Don’t Know"

By Dwayne Allen Thomas, Esq.

Would you like to try and think of an answer to these questions? Don't worry, you're not alone; nearly one out of four adults will attempt to answer an unanswerable question, when the best possible answer is “I don’t know.”

It is unclear why we do this, but one possible reason is that we are conditioned throughout our lives to believe that admitting a lack of knowledge is bad. In class, at job interviews, and at work, we are expected to know the answers to questions authority figures ask us. Conversely, in at least one survey, 93% of people admitted seeking out legal assistance from various attorneys in an effort to prove an unwinnable (and sometimes irrelevant) point.

But while we may want to know the answers to questions, we really only want to know that client doesn’t consider clients lacking legal consequences to be serious to them, and until you reach expert status, there is no best answer. The best possible resolution is for you to thoroughly research the issues as if you were the defendant and present them for the judge and jury. Therefore, the issue remains: How can one go from perceiving “I don’t know” in a negative light to seeing a lack of knowledge as something useful? The ideal, of course, is to have someone (or multiple someone) who know and respect drill this idea into you while you’re still in the process of learning. On a personal note, I do not fancy I know what, whereas I, as a manifestation of status quo bias renders arguments logically unsound.

Those tendencies can lead to serious real-world consequences. In the criminal context, a prosecutor can be “so focused on the belief that a defendant is guilty, they don’t see that [a] document points away from the defendant’s guilt.”10 In the civil context, an individual or company seeking legal assistance from various attorneys may end up paying an unnecessary legal bill. Reward for a correct answer and penalty for an incorrect answer can lead to individuals or companies playing “yes or no” games with their lawyer after the fact, when faced with an unanswerable question, our default reaction is to attempt to answer the question rather than admit there is no best answer.

Law school professors use the Socratic method to attempt to break future lawyers out of this habit, but it often backfires. While Socrates himself is noted for making us think that admitting to a lack of knowledge is the beginning of wisdom, the foremost thought in a law student’s mind is that he must already fully know something in that class or the event that the professor calls on him or her. Professors are, indeed, concerned how prepared their students are for the next class, and the series of questions a professor asks using the Socratic method typically starts with fact-based questions the student easily knows the answer to to get the student to end with opinion-based questions based off these facts that many students find hard to answer. Those difficult questions are the ones that will cause us to raise our hands more often when the student doesn’t want to give an incorrect (including politically incorrect) answer or where the only correct answer would violate the student’s pre-existing beliefs.

Here, the professor is attempting to encourage students to take the facts they learn and use those facts to take a position and defend that position. Students, on the other hand, often misunderstand the reasoning behind the professor believing the student is trying to make them look stupid. Unless professors can clearly communicate to students what is expected of them, or can find a way to incentivize an answer of “I don’t know” followed by the student at coming up with creative solutions, students will lose opportunities to increase their creative problem-solving skills.

This is not to say that we aren’t creative. Wikipedia lists more than 100 fallacies—types of “erroneous reasoning that render arguments logically unsound.”13 The existence of so many fallacies may be a manifestation of status quo bias. Status quo bias arises when individuals prefer to maintain the current state of affairs rather than change, when the change is actually the better option for the individual. Studies have shown that “individuals dispro- portionately seek simplicity” and that “many decision makers who are experts in one hand find it difficult to think differently.”

One of the reasons this can lead to seri...
Message from Lew Tesser, President of NYCLA

Dear Readers:

In recent years, attacks on state and Federal judges, attorneys, and judges often focus on police actions, investigations, or procedure in order to Communist judges are sometimes unjustly and suitably question the integrity of judges. Instead of focusing on the intricacies of the judicial process while respecting the

GOING ALONE

Continued from page 1

my new practice to the woman next to me. Out of that diligence and openness, I have found that I have gained many friends, clients, and judges often focus on police actions, investigations, or procedure in order to

Dear Member:

In my last mes-

Message from the NYCLA Foundation

Hanging Out

Continued from page 1

and paragaphs on a permanent basis. Once the firm has developed a strong client base and has operated for a year, expanding staff becomes less risky.

Starting and successfully maintaining an independent law firm can be one of the most exciting and rewarding journeys for an entrepreneurial-minded attorney. With careful and thoughtful planning, the benefits can far outweigh the risks of becoming your own boss.

Billie Watkins, Esq, is the Northeast District Director for Robert Half Legal. Robert Half Legal, a division of Robert Half International, places highly skilled professionals, including attorneys, paralegals and legal support personnel, on a project and full-time basis. Robert Half Legal offers online search services at www.roberthalflegal.com.
JAMS congratulates

HON. ARIEL E. BELEN (RET.)

for being named Chair of the NYCLA ADR Committee.

Justice Belen was an Associate Justice of the Appellate Division, Second Department, from 2008-2012 and served as a Justice of the New York Supreme Court trial and appellate terms from 1995-2012. He helped create the Commercial Division in Kings County and then presided as a Justice, handling complex commercial cases from 2002-2005. Over the course of nearly 18 years of distinguished judicial service, he developed a reputation as a calm, intelligent, fair and hardworking jurist.

Since joining JAMS, Judge Belen has built upon his expertise to efficiently mediate and arbitrate numerous complex disputes covering a wide range of practice areas including business commercial, employment, insurance, personal injury/torts and estates/probate/trusts.
The Telemachus Principle

By Maria Guida

I have been fortunate to have had the honored opportunity to give various presenta-
tions in New York for more than a decade in both “BigLaw” (seven years) and small firm (four-and-a-half years) environments. Now, as a solo practitioner who hung out his shingle at the beginning of this year, I have embarked upon a new chapter in my legal career. During the past couple of months, I have been guided by a concept which I call the “Telemachus Principle,” a personal shorthand for “flexibility, mobility, and versatility achieved through powerful and cost-effective technology.” The Telemachus Principle takes its name from Telemachus, a character from Homer’s Odyssey, whose name in Greek means “far fighter” or “one who strikes from afar.” Its use has the potential to enable the solo or small-firm lawyer to operate in large law firms—even the 1,000+ attorney BigLaw behemoths.

The Telemachus Principle is based upon one key proposition: The modern lawyer who takes advantage of technology is not limited to the confines of physical space. Rather, he or she can effectively use technology to provide legal services on demand, in any location, at any time, and thus attain the capability of “striking from afar” like Telemachus. In this regard, the Association of the Bar of the City of New York, in Formal Opinion 2014-2: Use of a Virtual Law Office by New York Attorneys (June 2014) (www.nybar.org/ethics/ethics-
opinions-locall/2014opinions/2023-formal-
opinion-2014-02) recently observed that “given the prevalent advancement in telecommunication, teleworking, office sharing, online networking, etc., members of the public no longer assume that a physical street address is equivalent to a traditional…brick-and-mortar office.” In other words, today’s clients have come to accept and even expect the practice of law from near or far—in line with the Telemachus Principle—as just another part of the attorney-client relationship.

The Path of the Remote Warrior or the Remote Counselor

While there are many paths to becoming the Telemachian “Remote Warrior” (or “Remote Counselor”) for those who do not practice litigation, there are also many potential pitfalls (particularly in the realm of professional responsibility). Furthermore, some have been authored on the technologies—even specific programs—that are necessary for traveling upon such paths. It is beyond the scope of this article to discuss either the risks that one may encounter in adopting the Telemachus Principle or specific technologies related to it in detail. However, it is possible to relate some advice based upon personal experience concerning the particular path that I have followed.

Remote Control

“Power is nothing without control” is not only the well-known slogan of the Pirelli Tire Company but a personal credo. Without instant access to necessary infor-
mation—it be discovery, notes, research, due diligence materials, etc.—the Remote Warrior or Remote Counselor has only a remote (at best) chance of success.

While a laptop computer, tablet, or similar device is the first choice for accessing such information, occasions arise when carrying same is virtually impossible. In addition, any such device is only as good as the electronics powering it. The price of one cup of inadvertently spilled water can be tens of thousands of dollars.

Avoid such vulnerability by maintaining at least two (2) methods of access to all necessary information (which should be electronically stored and preserved in its entirety) that do not depend upon an indi-

vidual electronic device. For example, rela-
tively inexpensive remote-access software, such as LogMeIn Pro or GoToMyPC, can serve as one method, and the other can be an online backup service, like Carbonite or Mozy, that permits individual file retrieval. In the spilled water situation mentioned ear-
lier, one would first ensure that the damaged device has been safely removed, dried down and secured. Next, one would immediately use the first available computer, tablet, or similar device to access firm information via one of the auxiliary methods described above. Yes, the broken device will have its repair or replacement cost, but relative to the cost of losing a client, even double or triple the cost, it is insignificant in the long run. If your client happens to witness your adaptability, you may even be able to profit from the situation. I remem-
ber when I once attended a meeting with a rabbi in Brooklyn at his residence regarding a Jewish law arbitration that involved the provisions of CPLR Article 75. My client, boss, and another attorney working with us happened to be in attendance as well. The rabbi asked to see a copy of a particular document that had been left in the office inadvertently. My boss asked if the rabbi had a fax machine, and while he did have one, it was not functional at that time. I then asked if he would give me permission to use these resources, within 15 minutes, I would be able to provide everyone at the meeting with copies of the document. And so it was. Quick use of the LogMeIn account that had been linked to my office computer enabled me to securely access the needed document and interface with the rabbi’s printer. I proceeded to print copies, without ever picking up a telephone or otherwise sending out an SOS e-mail or text to office personnel. Needless to say, everyone was impressed at my hav-
ing demonstrated, paraphrasing Pirelli, that “power is everything with (remote) control.”

Protect and Serve

Telemachus would not have been much of a warrior if his mother’s suitors had disarmed him, took his weapons, and then used them against him. It thus behooves the Remote Warrior—whose weapons consti-
tute information—to take steps to secure such information and protect against it being turned against him or her. Moreover, by adopting the Telemachian attorney’s principle simultaneously serves client interests. Exclusivity is the touchscreen of informa-
tion security, and data encryption, much like a lock on a door, is the means by which one obtains such exclusivity (in addition to strong passwords composed of uppercase and lowercase letters, numbers, and symbols, firewalls, antiviruses/antimalware solu-
tions, and personnel training concerning deceptive e-mails and malicious websites). In my practice, I have made Microsoft’s BitLocker (which comes along with certain versions of Windows 7 and Windows 8) to be useful for drive encryption and 7-Zip (which is free) to be useful for the encryp-
tion of individual files (especially when these have to be sent via e-mail to a hired accountant, investigator, other expert, or otherwise uploaded to a publicly-accessible location). Other encryption utilities—all priced at the extremely attractive price of $0.00 for their breathing—can be found at lifetlocker.com/5677255/five-best-file-

encryption-tools. Somewhat ironically, it is in the realm of information security and data encryption that the solo and small firm practitioner has an advantage over larger firms, notwithstanding their massive resources. Generally speaking, compared to the giant computer networks of larger firms, solo and small firm networks are sig-

ificantly smaller, employ fewer individu-
als, and have less access points. As such, they are usually easier to protect than large firm networks and less susceptible to attack from undesirable people or organizations. In short, the small guy or gal is less of a target. However, this does not mean that solo and small firm practitioners should let down their guard, just as even a small pocketknife in hostile hands can cause lethal damage, too can the compromise of even a simple file cause great harm.

The Incredible Lightness of Being

By Maria Guida

Jurors and business listeners respond to a lightness of being and positive energy in attorneys, no matter how serious the topic.

When you acknowledge your current feeling-state; happy, the courtroom, do the following: Taking a quick emotional preparation before conversation, presentation, or moment in time make you speak for business, you are less likely to bring any uncomfortable emotions into the courtroom speaking.

For joy, scream, bring on a few tears if possible, laugh out loud, etc. for joy, scream, bring on a few tears if possible, laugh out loud, etc.

Find a private area to release these emo-
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4 Evening Bridge the Gap: A Program for Newly Admitted Attorneys

16 NY Credits: 3 Ethics; 7 PP/LPM; 6 Skills
16 NJ Credits: 3 Ethics; 13 General Transitional and Non-transitional

By attending the 4 sessions held on Wednesday evenings beginning September 10, and continuing on September 17, October 1 and October 8, newly admitted attorneys can complete their first or second year New York MCLE requirements.

If you can’t attend all 4 sessions, mix and match the sessions that fit your needs and your schedule. These sessions also serve as great refreshers for more experienced attorneys looking to learn about new practice areas, brush up on their skills or learn about recent developments in the law.

Topics include:

° BYOD: Using Personal Devices in the Workplace
° Ethics
° Privilege and e-discovery
° What You Need to Know About Privacy Law
° 12 Cases from the Past Year Every Real Estate Attorney Should Know

Check our website for updates and September course schedule!

www.NYCLA.org
Recent Events

On Friday, June 20, NYCLA hosted a night of baseball and networking at Yankee Stadium. Members and Non-Members gathered for the Yankees vs Baltimore game in a private suite with an escorted tour of Monument Park and Yankee Museum, and unlimited fan-food and soft drinks.

NYCLA Hosts Reception Honoring Glenn Lau-Kee

On Wednesday, July 16, NYCLA’s Asian Practice, Federal Courts and Solo/Small Firm Committees, along with AABANY, hosted a joint reception honoring the newest NYSBA President, Glenn Lau-Kee. Mr. Lau-Kee is the 117th President of the State Bar Association and the first Asian-American to assume the presidency.

NYCLA’s Summer 2014 Social Event Outing at Yankee Stadium

On Friday, June 20, NYCLA hosted a night of baseball and networking at Yankee Stadium. Members and Non-Members gathered for the Yankees vs Baltimore game in a private suite with an escorted tour of Monument Park and Yankee Museum, and unlimited fan-food and soft drinks.

Portability Through Replication

To strike from afar, one must be able to access and use information from any location. While the Cloud-based, remote control resources discussed earlier are certainly an option for attaining this capability, it is not always the case that the required Internet connection for using them is continuously available. As such, to be optimally effective, the Telemachian attorney must have available the option of quickly transferring necessary information to a laptop, tablet, or similar device on demand. Various replication (a/k/a synchronization) programs exist to achieve such portability. Some come packaged along with backup suites, like Acronis True Image 2014 Premium (which also will allow one to completely resurrect an entire hard drive in the event of hardware failure as it stood prior to its demise). Others are standalone replication programs, such as FreeFileSync. As its name implies, the latter is free and serves to replicate system folders/directories on demand over intranets.

In conclusion, there are many paths to becoming the Remote Warrior. The suggestions and advice that have been provided here are by no means exhaustive, nor should the mention of any particular program or technology here be considered as an endorsement. But no matter which path one ultimately chooses, the benefits for the solo or small firm practitioner of adopting the Telemachus Principle are the same: the ability to even the odds and compete with mid-size and large firms, attract new business, impress current clients, enhance productivity, and ultimately achieve greater satisfaction and contentment in the practice of law.

Elan E. Weinreb, Esq., a Member of NYCLA’s Solo and Small Firm Practice Committee, is the Managing Member of The Weinreb Law Firm, PLLC (www.weinreblaw.com), a civil litigation firm located in Garden City, New York. He is a creative and insightful civil litigator who is in his 12th year of practicing law.
The NYCLA Library offers free CLE certified training in Lexis and WestlawNext every month. Check the schedule and register on the CLE Calendar on the NYCLA website at www.nycla.org. The NYCLA Library is becoming more of a digital library all the time. NYCLA Library patrons are urged to continuously hone your research skills.

The NYCLA Library staff, with years of experience in law libraries, is very interested in assisting Members with your projects. Always feel free to ask questions. The NYCLA Library offers a full array of services for our members both free and fee based. The NYCLA Lexis and Westlaw/WestlawNext subscriptions are available at no cost, on site, to Library patrons, and there is free printing! Fee-based services include sending our patrons PDFs of cases, articles, forms, NYCRR provisions and statutes (current and historical), and records and briefs as requested. Fee-based services offer good value.

Westlaw Resources on Workers’ Compensation

NYWC-ADMIN

Database Name: New York Workers’ Compensation Administrative Decisions
Database Identifier: NYWC-ADMIN
Coverage: Begins with 1985


Another database has a combination of Workers’ Compensation cases and administrative decisions. It is:

NYWC

Database Name: New York Workers’ Compensation Cases and Administrative Decisions
Database Identifier: NYWC

Coverage: Begins with 1799 cases

Content Highlights: Workers’ compensation related cases from the New York state courts and decisions from the New York Workers’ Compensation Board. Coverage begins with 1799 for court cases and with 1985 for administrative decisions.

The NYCLA Westlaw/WestlawNext subscription also contains the treatise:

NYPRAC-WC

Database Name: New York Practice Series - New York Workers’ Compensation
Database Identifier: NYPRAC-WC
Coverage: Database updated May 2014.

Content Highlights: New York Workers’ Compensation is a database that provides legal analysis and advice concerning the workers’ compensation law and practice in New York State. This database provides information on topics including:

• Coverage
• Benefits
• Discrimination
• Disability benefits
• Occupational disease
• Hearings and appeals
• Relationship to federal laws and benefits

Author(s): Martin Minkowitz
Andrea Kishner, one of the NYCLA Law Librarians, also identified the Workers Compensation Board site where selected Workers’ Comp decisions can be found, www.wcb.ny.gov. Click the radio button <Law Regulations and Decisions> on the right side. About a third of the way down this next page, you will see the radio button for <Decisions>. This site only seems to have selected decisions of the last 12 months arranged by month.

For free home access to legal research materials, most NYCLA members qualify for the New York State Library-Attorney Borrower’s Card, which is available to New York state residents who are admitted to practice law in New York. For information about this free internet-based access to substantial legal and non-legal databases, contact Dan Jordan at djordan@nycla.org for an application for the NYS-ABC.

To make suggestions about book, ebook, or database purchases for the NYCLA Library, please contact Dan Jordan, Director of Library Service, at djordan@nycla.org or at 212-267-6646, x201.

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October

51st Charles Evans Hughes Memorial Lecture
Monday, October 6 – 6 p.m.

November

Construction Committee Annual Dinner
Thursday, November 6 – 6 p.m.
BEE Prime, 111 East 22nd Street
Don’t miss this opportunity to network with several of the prior chairs of the Construction Committee while eating some of the best steak in NYC. Price includes everything. Cost of tickets: $155 per person

December

2014 Annual Dinner
Wednesday, December 17 – Reception 6:30 p.m.; Dinner 7:30 p.m.
Waldorf Astoria Hotel
NYCLA 100th Annual Dinner Honoring the United States District Court for the Southern District of New York on its 225th Anniversary

Remarks by The Honorable Ruth Bader Ginsburg, Associate Justice, Supreme Court of the United States, and The Honorable Sonia Sotomayor, Associate Justice, Supreme Court of the United States

All events, unless otherwise noted, will be held at NYCLA Home of Law, 14 Vaux Street. Visit the Association’s website, nycla.org for more details, schedule changes and additions, and to RSVP for events, which are subject to change.

Electronic Research Center CLE Programs

September

Lexis: Beginning Legal Research
September 23 – 10:30 - 11:30 a.m.
1 MCLE Credit: 1 Skills; Transitional

Lexis: Advanced Legal Research
September 23 – 12:00 - 1:00 p.m.
1 MCLE Credit: 1 Skills; Transitional

Lexis: Expert Witness Research
September 23 – 1:30 - 2:30 p.m.
1 MCLE Credit: 1 Skills; Transitional

Westlaw: Advanced Research on Westlaw Next
September 25 – 10:00 - 11:00 a.m.
1 MCLE Credit: 1 Skills; Transitional

Westlaw: Employment Law Research on Westlaw Next
September 25 – 11:30 a.m. - 12:30 p.m.
1 MCLE Credit: 1 Skills; Transitional

October

Westlaw: Introduction to Westlaw Next
Lexis: Beginning Legal Research
October 6 – 10:30 - 11:30 a.m.
1 MCLE Credit: 1 Skills; Transitional

Lexis: Advanced Legal Research
October 8 – 12:00 - 1:00 p.m.
1 MCLE Credit: 1 Skills; Transitional

Lexis: Legal Practice Series
October 8 – 1:30 - 2:30 p.m.
1 MCLE Credit: 1 Skills; Transitional

Lexis: Litigation Solutions and Strategies
October 8 – 2:30 - 3:30 p.m.
1 MCLE Credit: 1 Skills; Transitional

Westlaw: What’s New on Westlaw Next
October 9 – 10:00 - 11:00 a.m.
1 MCLE Credit: 1 Skills; Transitional

U.S. Bankruptcy Court Electronic Case Filing System
October 10 – 10 a.m. - 12:30 p.m.
2.5 MCLE Credits: 2.5 Skills; Transitional Member: $65; Non-member: $85; Non-legal Staff: $35

Westlaw: Advanced Research on Westlaw Next
October 18 – 10 a.m. - 12:30 p.m.
1 MCLE Credit: 1 Skills; Transitional

Westlaw: Securities Law Research on Westlaw Next
October 26 – 11 a.m. - 12 p.m.
1 MCLE Credit: 1 Skills; Transitional

Unless otherwise noted, courses are free and open to the public.

Register at nycla.org

Questions? Contact Irina Chopinova at ichopinova@nycla.org or 212-267-6646 Ext. 203.
The Committee on Professional Ethics accepts both written and telephone inquiries on ethics matters and provides advisory opinions. For additional information, call the members listed below.

Questions to the Hotline are limited to an inquiring attorney’s prospective conduct. The Hotline does not answer questions regarding past conduct, the conduct of other attorneys, questions that are being litigated or before a disciplinary committee or ethics committee, or questions of law. This notation shall not be construed to contain all Hotline guidelines. For a full discussion of Ethics Hotline guidelines, please see the article “Guidelines on NYCLA’s Ethics Hotline,” published in the September 2006 issue of New York County Lawyer.

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<tr>
<td>Glen Schlever</td>
<td>Malvina Nathanson</td>
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<td>212-558-7284</td>
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<td>October 1-15</td>
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<tr>
<td>212-790-0386</td>
<td>203-769-8812</td>
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<td>October 16-31</td>
<td>December 16-31</td>
</tr>
<tr>
<td>Sarah Jo Hamilton</td>
<td>David Willenberg</td>
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<tr>
<td>914-725-2801</td>
<td>212-837-6880</td>
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<tr>
<td>November 1-15</td>
<td>Phil Schaeffer</td>
</tr>
<tr>
<td>212-819-8740</td>
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Please Note: Assignments are subject to change.
THE DISPUTE OVER BEST ADR PROVIDER HAS JUST BEEN SETTLED.