Colleagues,

The guiding principle of intergenerational excellence is integral to all of our endeavors at Kirkpatrick & Lockhart Nicholson Graham. Our partners have been faithful to this precept in a myriad of ways. Historically, they have shared their wisdom and knowledge with other lawyers through important institutional efforts, including the mentoring program, the associate review process, pro bono work, and participation in practice groups.

My vision when I established the Professional Development Department was to formalize our tradition of intergenerational excellence and create developmentally appropriate programming for every lawyer at K&LNG, from our newest associate to our most seasoned partner. My vision has become a reality, as evidenced by this publication—the first ever Legal Practice Institute Course Catalog.

The Legal Practice Institute embodies the enormous investment that K&LNG makes in you—our intellectual capital, our lawyers. The firm invests in you for your benefit and for the benefit of our clients. Our brand is “Challenge Us” and we provide you with every tool possible through a range of programmatic and institutional opportunities to meet that challenge and maintain the standard of excellence that our clients expect. The Legal Practice Institute currently offers approximately 140 courses annually, including both substantive and skills training. The Institute’s curricula encompass the following areas: Corporate, Litigation, Regulatory, Legal Writing and Research, Practice Management, Client Development and Relationship Management Skills, Lawyering Skills (i.e., negotiation, presentation, financial analysis), and Professionalism and Ethics. Each curriculum offers a range of developmentally appropriate programs for all lawyers, from summer associates to partners.

This Catalog represents a substantial investment on the part of many key people in this great firm to whom I would like to express my gratitude. First and foremost, I thank our outstanding partners in every U.S. office for their contributions to the development of the substantive curricula. Our partners share my personal commitment to our lawyers’ professional development, serving as faculty members for the majority of our programs throughout the year. Their generosity in this regard is unparalleled. I also wish to acknowledge the contributions of Susan Fried, Chief Officer for Recruitment and Development, and Magda Hageman-Apol, Director of Professional Development, whose stewardship has been essential to the realization of my vision.

As K&LNG embarks on its exciting first months as an international law firm, the possibilities seem limitless. I look forward to future collaborations with our London office, especially in the area of Professional Development. As we develop additional programming in conjunction with our London office, we will publish updated editions of this Catalog. My hope is that every lawyer in this firm will use this Catalog as a resource and planning tool and avail themselves of the amazing opportunities K&LNG provides all of its lawyers to achieve their highest potential and become the best counselors and advocates in the legal profession.

Sincerely,

Peter J. Kalis
Chair
Management Committee
The Legal Practice Institute offers courses designed specifically for our first year associates within each substantive and skills curriculum listed below. First year associates are required to attend all of the programs. Please note that programs in the Corporate, Litigation, and Regulatory Curricula are required only for those first year associates who practice in those specific areas, except where otherwise noted. First year associates are welcome to attend additional programs that are of interest to them.

CORPORATE
Anatomy of a Deal (all first year associates)
Audit and Opinion Letters (all first year associates)
Basic Elements of Acquisition/Sale Agreements
Due Diligence Workshop for Business Transactions
How to Run an Effective Closing
Introduction to Capital Structures
Introduction to Securities Laws
Letters of Intent
Practice Area Overview (all first year associates)

LITIGATION
Anatomy of a Lawsuit (all first year associates)
Attorney-Client Privilege and Work Product Doctrine (all first year associates)
Basics of the Discovery Process
Fundamentals of Pleadings
Managing a Document Review & Production
Practice Area Overview (all first year associates)
Taking and Defending Depositions

REGULATORY
How Regulations are Structured and Initiated (all first year associates)
Introduction to Regulatory Practice
Practice Area Overview (all first year associates)
Appropriate Foundational Corporate and/or Litigation Workshops

LEGAL WRITING & RESEARCH
Effective Legal Writing Skills Workshops
One-on-One Writing Skills Coaching
Fundamentals of Litigation Research
Research for the Corporate Lawyer
Research for the Regulatory Lawyer

PRACTICE MANAGEMENT
Forging Your Team: Working with Paralegals
Forging Your Team: Working with Secretaries
Managing Your Practice at K&LNG: Nuts and Bolts

CLIENT DEVELOPMENT & RELATIONSHIP MANAGEMENT
Marketing and Business Development: A Contact Sport
The K&LNG Brand
Elective Program
Voice of the Customer: A Client Panel

LAWYERING SKILLS
One-on-One Communication Skills Coaching
Oral Communication Skills Workshop: Managing Your Message
Understanding Financial Statements

PROFESSIONALISM & ETHICS
An Examination of Ethical Issues
JUNIOR ASSOCIATES (Years 2 and 3)

CORPORATE
Core Programs (repeated annually)
Choice of Entity
Financing the Transaction
Securities Laws: Intermediate
Transactional Drafting Workshops
(see Legal Writing and Research Curriculum)
Elective Programs (scheduled on a rotational basis)
Comprehensive Review of Third Party Legal Opinions
Employment and Labor Law Matters for Corporate Lawyers
Introduction to Bankruptcy Issues
Introduction to Environmental Law Issues
Introduction to Secured Lending
IP Basics I
Real Estate for Corporate Lawyers

LITIGATION
Core Programs (repeated annually)
Best Practices for Dispositive Motions
Best Practices in Pleadings
E-Discovery: Tips, Tactics, and Techniques
How to Conduct Written Discovery
Preparing for the Case Before the Pleadings
Taking and Defending Depositions
Elective Programs (repeated annually)
Pro Bono Litigation
Those Lawyers on the Other Floors: Understanding the Corporate Practice to be a More Effective Litigator

REGULATORY
Core Programs (repeated annually)
Administrative Law & the Regulatory Process—Practical Tips for Helping Your Client
How Political Considerations Impact Regulations
Introduction to the Basics of APA Rulemaking & Regulatory Law
State v. Federal Issues
Elective Programs (scheduled on a rotational basis)
ABCs of Health Care Law and Regulation
Comprehensive Overview of Hedge and Other Private Funds
Introduction to Bankruptcy
Introduction to Environmental Law
Introduction to Practice Before the SEC, NASD, NYSE and Other Securities Regulators
Introduction to SEC Filings via EDGAR
Introduction to the ‘40 Act
Investment Advisers Act Training
Investment Management Training
Primer on Commercial Bank Regulation and Compliance

LEGAL WRITING & RESEARCH
Core Programs (scheduled on a rotational basis)
Transactional Drafting Workshops:
Translating the Business Deal Into Contract Concepts or Introduction to Drafting
Elective Programs (rotating by office)
Advanced Legal Writing and Editing (all lawyers)
What the Great Brief Writers Do—And the Rest of Us Should: Persuasive Writing Workshop (litigators)
Elective Programs (scheduled on a rotational basis)
Advanced Research for Individual Practice Groups
Drafting Disclosure Documents (transactional lawyers)
One-on-One Writing Skills Coaching Session

CLIENT DEVELOPMENT & RELATIONSHIP MANAGEMENT
Core Programs (repeated annually)
Introduction to Communicating with the Media
Marketing and Business Development: A Contact Sport
Elective Program
Voice of the Customer: A Client Panel
Elective Activity
Client Visit (Partner-escorted visit)

LAWYERING SKILLS
Core Programs (repeated annually)
Effective Legal Negotiation and Settlement Workshop
Understanding Financial Statements
Elective Programs (rotating by office)
Effective Presentation Skills Workshop
One-on-One Presentation Skills Coaching

PROFESSIONALISM & ETHICS
Elective Programs (repeated annually)
An Examination of the Ethical Rules Regarding Payment for Legal Services
Compliance and Codes of Ethics for Regulators
Ethics in Business Practice
Ethics in Litigation Practice
COURSE LIST FOR MID-LEVEL ASSOCIATES

MID-LEVEL ASSOCIATES (Years 4 and 5)

CORPORATE
Core Programs (repeated annually)
Fiduciary Duties of Directors, Officers and Majority Shareholders
Overview of Employee Benefits Issues
Overview of Executive Compensation
Transactional Drafting Workshops
(see Legal Writing and Research Curriculum)
Venture Capital Transactions/Raising Private Capital

Elective Programs (scheduled on a rotational basis)
Advanced Topics in Private Equity Financing
Antitrust Issues
Insurance Coverage Issues for Corporate Lawyers
International Tax Matters
IP Basics II: Business Implications of Intellectual Property
Negotiating Deals Workshop
Preventive Medicine: What Corporate Lawyers Need to Know About What Litigators Need to Defend
Tax Issues for Corporate Transactions

LITIGATION
Core Programs (repeated annually)
Deposing Expert Witnesses
E-Discovery: Tips, Tactics, and Techniques
Hold All My Calls: Trial Preparation

Elective Programs (repeated annually)
Advanced Pre-Pleadings Issues
Best Practices in Pleadings
Pro Bono Litigation
Those Lawyers on the Other Floors: Understanding the Corporate Practice to be a More Effective Litigator

REGULATORY
Core Program (repeated annually)
Standards for Review
Speaker Series (scheduled on a monthly basis)
Hear the Latest Developments from Representatives of Various Regulatory Agencies (under development)

Elective Programs (scheduled on a rotational basis)
Challenging Regulatory Actions in Court
The Nuts and Bolts of Practicing Before an Administrative Agency

LEGAL WRITING & RESEARCH
Core Programs (scheduled on a rotational basis)
Transactional Drafting Workshops:
Adding Value to the Deal
or Advanced Drafting

Elective Programs (scheduled on a rotational basis)
Advanced Persuasive Writing for Litigators
Advanced Research for Individual Practice Groups
One-on-One Writing Skills Coaching Session

PRACTICE MANAGEMENT
Elective Program (repeated annually)
Client Extranet Capabilities

CLIENT DEVELOPMENT & RELATIONSHIP MANAGEMENT
Core Programs (scheduled on a rotational basis)
Building Your Referral Network and Deepening Business Relationships Inside K&LNG
Business Development through Media Relations
Introduction to Communicating with the Media
Marketing at K&LNG: Branding to Business Development
Teamwork Level 1: Effective Team Participation
Working with People Not Like Me: Level 1

Elective Program (scheduled on a rotational basis)
Voice of the Customer: A Client Panel

Elective Activity
Client Visit (Partner-escorted visit)

LAWYERING SKILLS
Core Program (repeated annually)
Corporate Finance Concepts for Lawyers

Elective Program (rotating by office)
Gain the Edge: Effective Negotiation Skills

Elective Programs (rotating by office)
Effective Presentation Skills Workshop
One-on-One Presentation Skills Coaching

PROFESSIONALISM & ETHICS
Elective Programs (scheduled annually)
An Examination of the Ethical Rules Regarding Payment for Legal Services
Compliance and Codes of Ethics for Regulators
Ethics for the Intermediate Practitioner
COURSE LIST FOR SENIOR ASSOCIATES

SENIOR ASSOCIATES (Years 6 and up)

CORPORATE
Core Programs (repeated annually)
Fiduciary Duties of Directors, Officers and Majority Shareholders
Overview of Employee Benefits Issues
Overview of Executive Compensation
Transaction Drafting Workshops
(see Legal Writing and Research Curriculum)
Venture Capital Transactions/Raising Private Capital
Elective Programs (scheduled on a rotational basis)
Advanced Topics in Private Equity Financing
Antitrust Issues
Insurance Coverage for Corporate Lawyers
International Tax Matters
Negotiating Deals Workshop

LITIGATION
Core Programs (repeated annually)
Can’t We All Just Get Along?: Advanced Issues in Mediation and ADR
E-Discovery: Tips, Tactics, and Techniques
Examining Expert Witnesses at Trial
Trials and Tribulations (Part I): Opening and Closing Statements at Trial and Use of Trial Graphics
Trials and Tribulations (Part II): Jury Selection
Elective Programs (repeated annually)
Pro Bono Litigation
Those Lawyers on the Other Floors: Understanding the Corporate Practice to be a More Effective Litigator

REGULATORY
Elective Program (scheduled on a rotational basis)
Health Care—Licensing and Regulation
Speaker Series (scheduled on a monthly basis)
Hear the Latest Developments from Representatives of Various Regulatory Agencies (under development)

LEGAL WRITING & RESEARCH
Core Program (rotating by office)
Effective Editing and Feedback Skills
Core Programs (scheduled on a rotational basis)
Transaction Drafting Workshops:
Adding Value to the Deal
or
Advanced Drafting

PRACTICE MANAGEMENT
Core Programs (rotating by office)
Best Practices for Supervising & Delegating
Best Practices for Billing
Feedback & Coaching Skills
Sharpening Your Mentoring Skills Panels
Elective Program (repeated annually)
Client Extranet Capabilities

CLIENT DEVELOPMENT & RELATIONSHIP MANAGEMENT
Core Programs (scheduled on a rotational basis)
Marketing at K&LNG: Branding to Business Development
Prospecting: Uncovering Needs
Strategic Business Development Planning
Teamwork Level 2: Effective Team Leadership
Working with People Not Like Me: Level 2
Elective Programs (scheduled on a rotational basis)
Business Development through Media Relations
Voice of the Customer: A Client Panel
Introduction to Communicating with the Media
Elective Activity
Client Visit (Partner-escorted visit)

LAWYERING SKILLS
Core Programs (repeated annually)
Reading Between the Lines of Financial Statements
Elective Program (rotating by office)
One-on-One Presentation Skills Coaching

PROFESSIONALISM & ETHICS
Elective Programs (repeated annually)
An Examination of the Ethical Rules Regarding Payment for Legal Services
Ethics for the Advanced Business Practitioner
Ethics for the Advanced Litigator
Ethics for the Advanced Practitioner I
Ethics for the Advanced Practitioner II

Excerpted from the full 77-page Legal Practice Institute Course Catalog 2005©.
PARTNERS AND OF COUNSEL

CORPORATE
(scheduled annually)
Under development

LITIGATION
(scheduled annually)
E-Discovery: Tips, Tactics, and Techniques
Litigation Risk Analysis

REGULATORY
(scheduled annually)
Health Care - Regulatory Challenges
Health Care Fraud, Qui Tam Lawsuits, and
  Regulation of Health Care Insurance Companies
Speaker Series (scheduled on a monthly basis)
Hear the Latest Developments from Representatives
  of Various Regulatory Agencies (under development)

LEGAL WRITING & RESEARCH
(rotating by office)
Effective Editing and Feedback Skills

PRACTICE MANAGEMENT
(rotating by office)
Best Practices for Supervising & Delegating
Best Practices for Billing
Feedback & Coaching Skills
Sharpening Your Mentoring Skills Panels

CLIENT DEVELOPMENT & RELATIONSHIP MANAGEMENT
(rotating by office)
Expanding Client Relationships
Strategic Business Development Planning
Teamwork Level 2: Effective Team Leadership

LAWYERING SKILLS
(repeated annually)
Reading Between the Lines of Financial Statements
(rotating by office)
One-on-One Presentation Skills Coaching

PROFESSIONALISM & ETHICS
(scheduled annually)
Ethics for the Advanced Business Practitioner
Ethics for the Advanced Litigator
Ethics for the Advanced Practitioner I
Ethics for the Advanced Practitioner II

READING BETWEEN THE LINES OF FINANCIAL STATEMENTS
(rotating by office)
One-on-One Presentation Skills Coaching

ETHICS FOR THE ADVANCED BUSINESS PRACTITIONER
ETHICS FOR THE ADVANCED LITIGATOR
ETHICS FOR THE ADVANCED PRACTITIONER I
ETHICS FOR THE ADVANCED PRACTITIONER II

EXPANDING CLIENT RELATIONSHIPS

CRISIS MANAGEMENT AND MEDIA COMMUNICATIONS

UNDERSTANDING THE MARKET FOR YOUR SERVICES

WORKING WITH PEOPLE NOT LIKE ME: LEVEL 2
RECRUITMENT AND DEVELOPMENT
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