

REMOTE COURSES AND PROGRAMS

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Distance Learning Opportunities

ATTORNEY ADVERTISING

**Ballard
Spahr**
LLP

When clients turn to us, Ballard goes beyond—providing legal and business services of the highest quality, delivered with uncommon efficiency, creative thinking, and an unwavering focus on our clients' goals.

This course catalog is part of our commitment to supporting clients as they make the most of today's opportunities and tackle tomorrow's challenges.

Across industries, our attorneys have their fingers on the pulse of important developments, notable trends, and emerging issues. They have designed these programs to support your in-house team as it moves your business forward. These offerings—many of which are eligible for CLE credit—can be delivered remotely or in-person, depending on your needs.

To book a presentation, please reach out to your Ballard Spahr attorney. We welcome the opportunity to collaborate with you. If you are interested in a topic not listed here, please let us know.

With gratitude,

A handwritten signature in black ink that reads "Peter Michaud". The signature is written in a cursive, flowing style.

PETER MICHAUD

Chair

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DISTRESSED ASSETS AND OPPORTUNITIES

REAL ESTATE/DISTRESSED REAL ESTATE

COMMERCIAL LEASING ISSUES AND STRATEGIES

Real estate attorneys review leasing concepts and practical approaches to navigating landlord and tenant concerns that arise in connection with distressed real estate. The program addresses rent abatements, rent deferrals, lease amendments, and lease enforcement strategies.

NAVIGATING DISTRESSED CONSTRUCTION PROJECTS

An in-depth analysis of preparing for and navigating troubled construction projects from the owner/lender perspective. The course includes a detailed discussion of drafting contracts with appropriate rights, protections, and remedies, and how to leverage them effectively. We also examine issues such as mechanics' liens, insurance, exercise of rights under bonds and subguard insurance, warranty issues and defective work, self-help rights, alternative dispute resolution, preparing for litigation, and transitioning the project to a replacement contractor.

CONDOMINIUM LIABILITY

This program addresses liability issues unique to the condominium context. We discuss declarant liability, warranty obligations, fractured condominiums, and how these may be affected by distressed market conditions.

HOTEL WORKOUTS – AN OVERVIEW

This primer addresses practical approaches to navigating investor, hotel owner, brand franchise, and third-party manager concerns that arise in connection with distressed hotel properties. The program addresses critical provisions in hotel management and franchise agreements, management fee subordination and deferrals, termination rights and non-disturbance agreements, cash management and account control security interests, receivership, and pre-bankruptcy strategies.

REAL ESTATE TAX ASSESSMENT APPEALS: OPPORTUNITIES IN A POSTCOVID-19 MARKET

The opportunity is favorable for reducing your real estate tax burden in the current environment, through property tax appeals occasioned by market-driven shifts in property values. Following a brief review of valuation law, standards, and practices, Ballard Spahr real estate and tax lawyers examine the effect of COVID-19 on real estate property values, and present a practical roadmap for successful tax assessment appeal.

LOAN DEFAULT/ENFORCEMENT REMEDIES

Refresher course for experienced asset managers and primer for new asset managers with limited loan default experience. Presenters include a mix of transactional and litigation attorneys who provide a comprehensive review of default and remedies issues.

TAX ISSUES IN DEBT RESTRUCTURINGS AND LOAN WORKOUTS

Learn about the tax consequences of debt restructurings, foreclosures and deeds in lieu and better understand what tax issues motivate distressed property owners.

LOAN WORKOUTS AND ENFORCEMENT WITHOUT JUDICIAL ACCESS

This program addresses pre-litigation considerations for defaults, including forbearance agreements and pre-negotiation agreements. Discussion includes how to handle limited and restricted access to courts, such as during a health crisis, court closures and extended deadlines. Also includes overview of nonjudicial foreclosures, contractual/consensual receiverships, deeds in lieu of foreclosure, note sales, and discounted payoffs without becoming a mortgagee-in-possession.

LENDER LIABILITY PREVENTION STRATEGIES

Lawyers discuss how to respond to borrower requests for relief, such as forbearance, modification, and partial payment. The program addresses failure-to-finance claims, including dealing with requests for advances and the application and enforcement of MAC clauses.

FORCE MAJEURE AND IMPOSSIBILITY/ IMPRACTICABILITY OF PERFORMANCE

An examination of what types of business disruptions can trigger *force majeure clauses* in contracts, as well as other defenses to non-performance. We address common issues that arise regarding contract language, as well as applicable case law and general principles that apply to interpreting *force majeure* clauses. Topics include common-law defenses for non-performance and issues to watch for in specific types of contracts-as well as pointers for handling them.

WORKOUT AND ENFORCEMENT STRATEGIES FOR SPECIFIC ASSET CLASSES

Our Distressed Real Estate attorneys present strategies for loan workouts and enforcement for assets in specific spaces, including hotel/hospitality, student housing, seniors housing, and retail. The discussion addresses issues affecting under-construction projects, including supply chain disruption and labor shortages. Mortgagee-in-possession issues are also examined, including assignment of leases and rents and third-party management.

CREDITOR RIGHTS LITIGATION OVERVIEW

Our attorneys present an overview of loan and collateral rights enforcement. Experienced bankruptcy attorneys review topics such as collateral protection actions, guaranty enforcement, intercreditor and capital stack disputes, and put-back claim disputes.

REAL ESTATE AND CONSTRUCTION LITIGATION OVERVIEW

General overview and primer on real estate and construction litigation topics. Includes discussion of landlord/tenant litigation, development and construction litigation, and issues surrounding partnership and limited liability company member disputes.

HIDING IN PLAIN SIGHT: AVOIDING TRAPS BURIED IN THE BOILERPLATE

This presentation covers the impact of the frequently overlooked contractual “boilerplate” provisions on dispute resolution and litigation. Our attorneys dissect the components of a typical contract and provide recommendations to reduce risk.

SECURITIZATION/SECONDARY MARKET TRANSACTIONAL DISPUTES

This program addresses disputes that arise in the secondary market. We review warehouse and repurchase agreements and loan participations and potential disputes that may arise out of those arrangements. Issues with respect to disagreements between master and special servicers are also covered.

CORPORATE TRUST LITIGATION

This session deals with disputes involving corporate fiduciaries and trustees. Topics include an examination of issues arising from alleged breaches of PSAs and/or related credit default swap agreements, waterfall payment disputes, trustee and trustee agent declaratory judgment actions, and trust estate court supervised liquidation cases.

TAX ISSUES FOR DISTRESSED REAL ESTATE

Tax lawyers review tax issues that may arise in connection with distressed real estate assets. Includes a discussion of cancellation of indebtedness income, loan modifications, foreclosures, and deeds in lieu.

MANAGING THE CAPITAL STACK

This program covers key issues surrounding mezzanine lenders, preferred equity investors, and joint venture partners that may arise during workouts and enforcement proceedings. Includes a discussion of intercreditor arrangements and an overview of relevant structures and document provisions.

CORONAVIRUS-RELATED INSURANCE DEVELOPMENTS IN THE REAL ESTATE CONTEXT

Ballard Spahr insurance and real estate lawyers examine coronavirus-related insurance developments in the real estate industry. Topics include an unbiased discussion of insurance coverage issues in the real estate context; an update of litigation, regulatory, and legislative approaches and initiatives; and advice for preserving and presenting a claim.

THE CHANGING LANDSCAPE: COMMERCIAL LANDLORD LITIGATION & BANKRUPTCY

In these uncertain times, landlords and management companies that operate shopping centers, offices, and other commercial facilities face a multitude of issues from distressed tenants. This remote program provides guidance on:

- handling tenants that are unable or unwilling to pay rent or continue leases;
- implications of lease workouts and amendments;
- litigation and bankruptcy in the post-COVID-19 era;
- applicability of force majeure, impossibility, or frustration of purpose; and
- the future economic outlook for landlords.

BANKRUPTCY AND BUSINESS REORGANIZATION

NUTS AND BOLTS OF CONSUMER BANKRUPTCY

The ravages of COVID-19 on health, welfare, and personal finance worldwide spurred more consumers in debt to seek relief from the courts. Ballard's Spahr Bankruptcy, Reorganization, and Capital Recovery Group attorneys provide an overview of consumer bankruptcy, including distinctions between Chapter 7 and Chapter 13 cases, understanding the timeline for both types, and insights to help creditors in consumer bankruptcy cases.

NAVIGATING CHAPTER 11'S ROUGH WATERS: WHAT EVERY CREDITOR NEEDS TO KNOW ABOUT INSOLVENCY, OUT-OF-COURT WORKOUTS, AND BANKRUPTCY

The ravages of COVID-19—on health, welfare, and personal finance worldwide—spurred more consumers in debt to seek relief from the courts. Ballard Spahr's Bankruptcy, Creditors' Rights, and Restructuring Group attorneys provide an overview of consumer bankruptcy, including distinctions between Chapter 7 and Chapter 13 cases, understanding the timeline for both types, and insights to help creditors in consumer bankruptcy cases.

BANKRUPTCY 101: AN OVERVIEW OF THE BANKRUPTCY PROCESS FOR CREDITORS

This orientation program for loan officers and asset managers at banks, credit unions, and other originating lending institutions examines the rights of creditors and debtors under the various chapters of the Bankruptcy Code. This entry-level training class is for those not familiar with the bankruptcy laws and process.

FRANCHISOR RIGHTS IN BANKRUPTCY – AN OVERVIEW OF PROTECTING FRANCHISOR RIGHTS AND IP RIGHTS IN A FRANCHISEE CHAPTER 11 CASE

Franchises are the most prevalent forms of small business ownership in this country. When a franchisee is in financial distress or files for bankruptcy protection, the rights and interests of the franchisor, the secured lender, unsecured trade creditors, and commercial landlords intersect. This presentation discusses the rights and responsibilities of each player.

PREPARING FOR THE COMING WAVE OF SMALL BUSINESS BANKRUPTCY CASES

In this webinar, Ballard Spahr attorneys explain the Small Business Reorganization Act and the legal rules and standards that will govern the wave of small business bankruptcy cases expected to continue in the wake of COVID-19 and the increase of the debt limit for eligibility to file as a small business debtor to \$7.5 million under the CARES Act. The discussion can be tailored to

emphasize material helpful to debtors and/or creditors.

LOSS PREVENTION IN BANKRUPTCY CASES FOR CONSUMER CREDIT COMPANIES – HOW TO PREVENT LOSS AND SANCTIONS WHEN DEALING WITH CONSUMER DEBTOR COLLECTIONS

Courts have begun awarding compensatory and punitive far exceeding the amount of the actual debt against consumer lenders who violate the automatic stay protections that shield a debtor from creditor actions in an individual bankruptcy case. We discuss the basis for these awards and some basic risk prevention practices that can be used to protect against them.

DISTRESSED M&A PRIMER: OPPORTUNITIES IN A POST-PANDEMIC ECONOMY

Attorneys from Ballard Spahr's restructuring, white collar, and private equity practices analyze likely post-pandemic opportunities for private equity firms. In particular, they examine opportunities to acquire businesses that are in distress as a result of COVID-19, with a substantial need for deleveraging, at favorable prices. We discuss the economic and transactional structure considerations for a distressed-asset acquisition; assessment of exposure risk for possible prior bad acts; and procedural considerations, including out-of-court transactions versus sales under section 363 of the Bankruptcy Code.

LOSS RECOVERY IN TIMES OF ECONOMIC STRESS

Ballard Spahr attorneys provide an overview on the basics of loss recovery/affirmative litigation, and discuss emerging loss recovery opportunities due to crisis in the areas of insurance, distressed real estate, commercial litigation, environmental law, and bankruptcy.

ARTIFICIAL INTELLIGENCE (AI)

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LEGAL ETHICS IN ARTIFICIAL INTELLIGENCE USE

This program offers a practical and engaging look at the intersection of legal ethics and artificial intelligence. Using examples ranging from AI generated “hallucinations” to real bar complaints, the session examines how the rules of professional responsibility apply when lawyers rely on tools that can be both powerful and imperfect. The presentation addresses competence, confidentiality, candor, and supervision in the age of AI, providing grounded insight into navigating emerging risks while maintaining sound professional judgment.

ACCESSIBILITY

ACCESSIBILITY

FAIR HOUSING REQUIREMENTS FOR OWNERS/MANAGERS/DEVELOPERS

This course provides an overview of the fair housing requirements applicable to multifamily housing, including accessible design, reasonable accommodation requests, and nondiscrimination against protected classes.

ACCESSIBLE WEBSITES AND EFFECTIVE COMMUNICATIONS: A GUIDE TO UNDERSTANDING AND RESPONDING TO OBLIGATIONS UNDER THE AMERICANS WITH DISABILITIES ACT

The federal government has issued guidance to ensure that interactions with the public are accessible to people with disabilities. This includes websites and mobile applications, written communications with the public, and call center and customer service communications. Plaintiffs' firms have begun issuing demand letters and filing civil actions. We will discuss the legal issues and practical considerations for managing risk.

DIGITAL ACCESSIBILITY: LESSONS LEARNED FROM RECENT LITIGATION AND EMERGING BEST PRACTICES

The federal government has articulated expectations for digital accessibility. Businesses offering goods and services to the public should begin making online and mobile activities more accessible to people with disabilities. We explore the legal issues involved in online and mobile accessibility, enforcement activity, and best practices for developing digital accessibility policies and procedures.

BALANCING PROCESSES AND PROTECTIONS: STUDENT CONDUCT PROCESSES AND DISABILITIES ACCOMMODATIONS

In this session, the firm's authorities on education accessibility discuss timely issues in this high-profile area of law and regulation. We address the interplay of Section 504 of the Rehabilitation Act and Title IX and how to respond to requests for accommodations in the disciplinary process while ensuring fairness and equity. The course also covers handling requests for accommodation for conditions and disabilities caused by alleged misconduct, common issues that arise when students with disabilities interface with conduct processes, and distinctions between interim measures and accommodations.

ANTITRUST AND COMPETITION

NEW FEDERAL BAN ON NONCOMPETE AGREEMENTS: HOW DOES THIS IMPACT YOUR BUSINESS?

The FTC's recent ruling deems noncompete agreements unlawful, with limited exceptions for senior executives and business sales. This program will explore the ruling, its compliance obligations, and strategies for businesses to mitigate risks and unfair competition. Key highlights include the implications of the ruling, navigating exceptions, and addressing potential legal challenges and strategies.

THE TRUTH ABOUT FALSE ADVERTISING

False advertising litigation should be explored from both the competitor and consumer perspectives. This program explores the nuances of Lanham Act claims, consumer class actions, FTC warning letters, and class action trends, offering practical considerations for navigating these legal challenges. Topics include false and misleading statements, competitor claims, and recent FTC activity.

COMMON SALES PRACTICES THAT PRESENT ANTITRUST PROBLEMS

Certain sales practices can land your company in hot water. We discuss how to tell if your company is a victim of anti-competitive behavior and how to determine if you have an antitrust claim. We also examine the civil and criminal implications of allocating customers, bundling, and exclusionary conduct.

PRICING ISSUES AND DEALING WITH COMPETITORS

In this program we examine the laws on price gouging and considerations when pricing products and services. Topics include guidance on avoiding price-fixing charges while navigating the new normal, and deciding how to reprice offerings. We also explore the evolving guidance on trade association compliance issues and competitor collaborations.

CRIMINAL ANTITRUST PROSECUTIONS: WHO BRINGS THEM, HOW TO AVOID THEM, AND HOW TO DEAL WITH THEM

Ballard Spahr lawyers examine the DOJ's Antitrust Division and its focus on investigating and prosecuting alleged anticompetitive conduct. We discuss the types of cases and industries the Division has traditionally zeroed in on and review significant recent Division matters and policy changes. Topics include criminal antitrust prosecutions and recent matters that highlight the distinction between *per se* violations of antitrust law and violations based on the Rule of Reason.

ANTITRUST ISSUES IN HIRING AND COMPENSATION DECISIONS

Employee-related antitrust enforcement is on the rise. We review current antitrust hiring and compensation issues, such as no-poaching agreements, wage-fixing, non-solicitation agreements, and the exchange of salary and compensation information.

COMMON ETHICAL ISSUES FOR IN-HOUSE ANTITRUST COUNSEL

In-house counsel can face ethical challenges during antitrust investigations and litigation. This program examines privilege issues and disclosure obligations when communicating with employees, addressing conflicts and concerns involving governmental subpoenas and interviews, and managing ethical dilemmas during discovery.

BACK TO THE FUTURE: ANTITRUST BASICS, THE EVOLUTION OF ANTITRUST LAW, AND ETHICAL PITFALLS

Refresh your knowledge of antitrust basics, analyze developments, and take a look into the future of antitrust law and enforcement. This program provides information that every in-house lawyer should know about antitrust law—from litigation to corporate transactions and general business. Topics include: the intersection of patent law and antitrust, compliance programs, privilege and ethical issues, initiating or defending against litigation, responding to government inquiries, and the antitrust implications of mergers and acquisitions.

EXCLUSIONARY PRACTICES CASES: LESSONS LEARNED FOR PLAINTIFFS AND DEFENDANTS

Companies with large market share can face antitrust litigation based on claims of exclusionary practices—and companies harmed by these practices can bring their own cases. We examine the issue from both sides, using insight gained from experience handling these suits for clients as both plaintiff and defendant, including the victorious jury trial that resulted in a \$500 million settlement for plaintiffs in *ZF Meritor v. Eaton*.

KEEPING A WATCHFUL EYE: UNIQUE ASPECTS OF THE DOJ'S ANTITRUST DIVISION

The DOJ's Antitrust Division has become more active in bringing criminal prosecutions across a range of industries—resulting in prison sentences and fines far exceeding those historically associated with antitrust prosecutions. We examine the unique aspects of investigations and prosecutions by the Division as well as advocacy before it. Topics include: how the Division decides whether to investigate; how the “rule of reason” factors in; avoiding claims of misconduct and responding to inquiries; self-reporting; and volume of commerce.

WHERE ARE WE ON CLASS CERTIFICATION? EXAMPLES FROM HEALTH CARE AND PHARMACEUTICAL CASES

Drawing on our experience working for plaintiffs and defendants in class certification issues in the health care and pharmaceutical markets, we discuss current class certification law, related policies issues, current standards, and strategic considerations.

DEALMAKING IN AN ERA OF INCREASED ANTITRUST ENFORCEMENT

It is important to consider antitrust implications during a merger or acquisition. We discuss merger enforcement, premerger filings, recent enforcement activities, and ways you can avoid problems through post-closure planning.

BASE: BALLARD ACADEMY FOR STUDENT ENTREPRENEURS

FORMATION: LAYING A GOOD FOUNDATION FOR YOUR VENTURE

In this session, participants learn about the pertinent issues associated with forming a new entity. Topics include: choice of entity, state of incorporation, and tax considerations.

HIRING, FIRING, AND BEING A BOSS

For entrepreneurs thinking about hiring employees, consultants, or interns, it's never too early to start engaging in sound HR practices. Led by professionals with specific startup legal and business experience, this course addresses labor and employment issues that plague young businesses and how to avoid the pitfalls of being a boss.

SELLING YOUR STORY: HOW TO BRAND AND MARKET YOUR VENTURE

Authorities on branding discuss pertinent issues associated with identifying, developing, and protecting your company's brand and intellectual property. This session focuses on best practices gleaned from experience across industries, including fashion, life sciences, and technology.

BUILDING A BOARD

This session examines the purpose and functions of a board of directors or advisory board. In addition, participants learn the attributes of an effective board member and how to get the right people on the board.

ACCOUNTING

Ballard Spahr finance attorneys team with professional accountants who bring their startup and venture capital expertise to this primer course on accounting issues for the prospective and emerging company. Together, the presenters address issues from the standpoint of both legal compliance and effective business operation.

PITCH WORKSHOP

Participants in this workshop will learn to hone their pitches with the help of entrepreneurs who have accomplished successful exit transactions and attorneys who advise startups on mergers and acquisitions. Presenters' pitch experience spans industry sectors from medical research to industrial manufacturing.

NEED CAPITAL? GET THE SKINNY FROM ANGELS AND VENTURE CAPITALISTS

In this workshop, emerging entrepreneurs learn about valuing their businesses, seeking and obtaining investments from local angel investors and venture capitalists, and using the capital to grow their venture. Topics include effective approaches to negotiating, structuring, and documenting investment transactions.

BUSINESS AND TRANSACTIONS

INFLUENCE AND INFLUENCERS: NAVIGATING THE POWER AND LEGAL PITFALLS OF SOCIAL MEDIA

Companies are increasingly utilizing influencers for brand promotion. Our program will address crucial considerations for businesses engaging influencers and advertising on social media. We cover topics such as the power of influencer marketing, regulatory developments, false advertising, the use of influencers in capital raising and securities, and strategies to negotiate agreements to mitigate risks.

ELECTRONIC CONTRACTING: THE NEW RESTATEMENT OF CONSUMER CONTRACTS AND OTHER EMERGING REGULATORY AND LITIGATION ISSUES

E-commerce and electronic contracting are critical in today's business world. Our panelists conduct an in-depth discussion of legal and regulatory issues related to electronic contracts and disclosures.

ADA DIGITAL ACCESSIBILITY UPDATE FOR FINANCIAL INSTITUTIONS

Regulators and plaintiffs' attorneys are scrutinizing digital platforms to ensure they are accessible to individuals with disabilities. Since 2016, the continued lack of accessibility standards from the U.S. Department of Justice under the Americans with Disabilities Act has resulted in plaintiffs' attorneys issuing demand letters and filing lawsuits against financial services companies alleging inaccessible websites and mobile applications. With no end to such litigation in sight, financial institutions need to ensure their digital platforms are accessible to individuals with disabilities. Ballard Spahr attorneys discuss website accessibility challenges, the current legal landscape, and best practices to mitigate litigation risk while making digital platforms accessible to all users.

REPRESENTATIONS AND WARRANTIES INSURANCE IN M&A

Representations and warranties (R&W) insurance for mergers and acquisitions allows a seller to close a deal with limited or no indemnity and can make a buyer's bid more attractive. A buyer-side R&W insurance policy may enhance a buyer's potential for recovery rather than simply replacing the typical seller indemnity. In this course, we examine important considerations for making decisions about R&W insurance, discuss considerations for buyers and sellers in deals involving R&W insurance, and analyze how the purchase agreement changes as a result.

WELLNESS INCENTIVES AND THE EEOC RULES

This session examines how federal nondiscrimination rules under HIPAA, the Affordable Care Act, the Americans with Disabilities Act, and the Genetic Information Nondiscrimination Act apply to different types of employer-sponsored wellness programs and the incentives that might be given to encourage participation.

EMPLOYERS AT RISK: AVOIDING FIDUCIARY LIABILITY WHILE MANAGING 401(K) AND OTHER RETIREMENT PLANS

Fiduciary liability related to retirement benefit plans can put a company at risk if not managed properly. In this course, our authorities on employee benefits provide an overview of the roles and responsibilities of the employer, trustee, plan administrator, and other internal and third-party professionals in 401(k), 403(b), ESOP, and other retirement plans. Topics include the duties of the fiduciary, the types of fiduciaries typically targeted in lawsuits, common challenges and problems, the consequences of a breach of fiduciary duties, and highlights of recent cases and the impact they may have.

NONPROFIT CONSIDERATIONS FOR PPP LOAN FORGIVENESS, FLEXIBILITY ACT GUIDANCE, AND EMPLOYMENT CREDITS

The federal Paycheck Protection Program assisted many nonprofits with bridging the period of uncertainty caused by the COVID-19 pandemic, but not without significant challenges for nonprofits caused by ever-changing guidance. This session addresses guidance on forgiveness under the PPP and the PPP Flexibility Act. We also cover payroll tax credit and deferral opportunities for employers and how those opportunities interact with the PPP loan program.

CORPORATE GOVERNANCE MEETS SUSTAINABILITY

Boards of directors often are called upon to address the issue of sustainability. This program provides an overview of today's sustainability landscape and its convergence with corporate governance. We discuss key corporate sustainability drivers and the role the board of directors has in governance and oversight of sustainability.

CROWDFUNDING 101 – THE ROLE OF INTERMEDIARIES AND REGULATORS

The SEC permits companies to raise up to \$1 million using a crowdfunding portal in securities offerings to accredited and non-accredited investors. We will discuss the role of the intermediaries—such as funding portals or broker-dealers—as well as regulators, particularly FINRA, in this capital-raising arena.

NEW OPPORTUNITIES AND CHALLENGES FOR RAISING CAPITAL

This program explores planning the capital raise for the long term, private financing alternatives, avoiding general solicitation, the particular problems for smaller issuers, the changing role of private placement brokers, and the current state of IPOs.

INTELLECTUAL PROPERTY ISSUES IN M&A TRANSACTIONS

A company's most valuable assets are often its intellectual property. This program outlines how to handle transactions involving patents, copyrights, trademarks, and trade secrets.

Topics include: structuring transactions involving IP, IP due diligence, IP issues in M&A agreements, secured lending transactions and bankruptcy issues, and valuation.

POLITICAL AND ELECTION LAW: A MEETING AT THE CORNER OF LAW AND POLITICS

Given the increasingly complex web of federal, state, and local government rules governing political activity, it is imperative that those engaging in the political process be attentive to the laws governing their behavior. We will discuss the issues corporations, labor organizations, trade associations, and political committees should consider.

CONSUMER FINANCIAL SERVICES

DEEP DIVE INTO THE CFPB'S FINAL SECTION 1071 RULE ON SMALL BUSINESS DATA COLLECTION

The Consumer Financial Protection Bureau's final rule implementing Section 1071 of the Dodd-Frank Act mandates financial institutions to collect and report data regarding credit applications from small businesses, including those owned by women, minorities, and LGBTQI+ individuals. This course will cover when institutions must start collecting and reporting data, how to distinguish business and consumer transactions, lease exclusions, rules for indirect auto lenders, compliance with the "firewall" requirement, the application of the "grace period," and public disclosure of data.

SHINING A BRIGHT LIGHT ON DIGITAL DARK PATTERNS

The FTC and the CFPB have filed lawsuits against Amazon and Publishers Clearing House, alleging the use of "dark patterns" to deceive consumers into making purchases or enrolling in services. This course explores how companies under the jurisdiction of the CFPB and FTC should review their digital interfaces to ensure compliance with laws.

ABUSIVE ACTS AND PRACTICES UNDER THE CFPA: THE CFPB'S NEW POLICY STATEMENT

The CFPB recently issued a policy statement outlining what constitutes abusive conduct under the Consumer Financial Protection Act of 2010 (CFPA). This program discusses the policy's implications, past enforcement actions, distinctions between abusive and unfair or deceptive practices, and the relationship between "dark patterns" and abusive conduct.

RECENT ENFORCEMENT ACTIVITIES OF STATE ATTORNEYS GENERAL

This program discusses State AG initiatives and priorities and the ways and circumstances in which State AGs collaborate with other federal and state agencies (including the CFPB) to enhance resources, create efficiencies, and drive outcomes as well as general approaches to enforcement.

THE CFPB'S REPORT ON BUY-NOW-PAY-LATER: WHAT ARE THE TAKEAWAYS AND THE CFPB'S EXPECTED NEXT STEPS?

The CFPB has issued its long-awaited report on buy-now-pay-later BNPL products. As the report indicates, the CFPB's growing interest in and scrutiny of BNPL comes at a time when the BNPL industry is experiencing rapid growth. It is imperative for companies currently offering BNPL products and companies considering whether to enter into the BNPL market, to be aware of the practices that are likely to receive increased CFPB scrutiny and how future CFPB initiatives involving BNPL could impact the industry.

Topics will include, key report findings, consumer risks identified by the CFPB, use of CFPB supervisory, regulatory, and enforcement authority in BNPL market, including application of credit card protections, state law issues, and best practices for reducing consumer protection risks.

THE CFPB'S POSITION REGARDING USE OF ARTIFICIAL INTELLIGENCE IN UNDERWRITING CONSUMER LOANS

With increasing frequency, creditors are using credit scores created by artificial intelligence (AI) instead of legacy score providers. Attorneys from our CFS Group explore potential issues.

STUDENT LOAN SERVICING DEVELOPMENTS AND REGULATORY/ LEGISLATIVE UPDATE

Join us as we identify the key legal challenges facing student loan originators, servicers, and collectors. This session addresses what to expect in the way of supervision and enforcement from the Department of Education, the CFPB, and the FTC, as well as from state regulators and state attorneys general. We also discuss what to expect in the way of private litigation against originators, servicers, and collectors.

NAVIGATING COMPLIANCE AUDIT PITFALLS: HOW TO PREPARE COMPLIANCE AND AUDIT REPORTS WITHOUT PROVIDING A ROAD MAP TO ADVERSARIES

The DOJ's Antitrust Division has become more active in bringing criminal prosecutions across a range of industries—resulting in prison sentences and fines far exceeding those historically associated with antitrust prosecutions. We examine the unique aspects of investigations and prosecutions by the Division as well as advocacy before it. Topics include: how the Division decides whether to investigate; how the “rule of reason” factors in; avoiding claims of misconduct and responding to inquiries; self-reporting; and volume of commerce.

PLAINTIFF AND DEFENSE PERSPECTIVES ON THE TCPA

We discuss different perspectives on Telephone Consumer Protection Act (TCPA) issues and developments, including the law's statutory purposes, requirements, and civil damages provisions; the definition of “automatic telephone dialing system,” including the current efforts by the FCC to interpret the phrase, and the latest case law interpretations; the definition of “prior express consent,” and the latest judicial and regulatory guidance on how such consent may be revoked; treatment of calls to reassigned wireless numbers; potential vicarious liability for TCPA violations by third parties; and amenability of TCPA claims to class litigation.

WHAT'S NEXT IN MARKETPLACE LENDING – OUR PREDICTIONS FOR REGULATION, ENFORCEMENT, AND LITIGATION

We discuss the likelihood of new legislation and regulation, possible licensing enforcement actions, bank partnership development issues, which regulators might bring enforcement actions, and class action risks.

PERSPECTIVES ON CONSUMER FINANCIAL SERVICES LITIGATION – TODAY AND TOMORROW

The consumer finance litigation environment is constantly evolving. This course addresses shifts in TCPA litigation trends and what to expect in the future, as well as Fair Credit Reporting Act (FCRA) cases and current and emerging theories of liability in this rapidly growing area. We also address Fair Debt Collection Practices Act (FDCPA) litigation, including emerging areas of liability and risks; the potential impact of CFPB rulemaking; privacy as an emerging litigation area; the impact of arbitration on class action litigation; and what the litigation environment may look like during the next economic downturn.

PLAINTIFF AND DEFENSE PERSPECTIVES ON THE FCRA

This course examines FCRA issues and developments from a variety of viewpoints. Instructors lay a foundation by reviewing the FCRA's statutory purposes, requirements, and civil damages provisions. They then address evolving definitions of what constitutes a “consumer reporting agency,” the Supreme Court's *Spokeo* decision and how it has affected arguments and decisions about standing, and new jurisdictional considerations for nationwide class actions. Discussion topics also include the evolution of Safeco's “objectively unreasonable” defense to claims for a willful FCRA violation and plaintiffs' attempts to use the FCRA as a vehicle for data breach claims.

THE USE OF DATA AGGREGATION AND ARTIFICIAL INTELLIGENCE IN THE CONSUMER FINANCIAL SERVICES INDUSTRY

Starting with basic descriptions of how data aggregation, artificial intelligence, and machine learning work, we explore various uses for these technologies and related potential regulatory issues. Use of aggregation and AI is expanding throughout the consumer finance industry to provide insights on consumer behaviors and preferences to drive improvements in everything from marketing to underwriting to collections performance. But the technologies implicate a host of legal uncertainties and risks, including compliance with the FCRA, liability for unauthorized transactions under Regulation E, and avoiding unfair, deceptive, or abusive acts or practices. This course addresses managing fair lending and discrimination risks, delivering adverse action notices, handling of data sharing and data security risks, and more.

ONLINE ADVERTISING FOR CONSUMER FINANCIAL PRODUCTS: FAIR LENDING ISSUES AND RISKS

Financial services companies often face complicated and nuanced fair lending issues when launching online advertising campaigns. They must decide how to review and test their data and models for fair lending risk and how to proceed when using proprietary products from third-party vendors—against a backdrop where technology has evolved much more quickly than the regulatory guidance. In this session, we unpack the issues facing Fintechs, banks, and nonbanks as they navigate an uncertain legal environment, including issues specific to mortgage and small business lenders. Topics include fair lending laws for online marketing, risks that arise from using alternative data and algorithms in targeted marketing campaigns, and strategies for developing marketing models to control for disparate impact risks and minimize regulatory, litigation, and public enforcement exposure.

HOT AND EMERGING ISSUES IN AUTO FINANCE AND LEASING

This session covers the latest issues affecting the auto finance industry, focusing on areas of regulatory interest at the federal and state levels. We identify and discuss the practices that appear to be of greatest interest to regulators and recommend action steps for mitigating risk. Topics include collections and repossessions, fair lending issues involving dealer pricing and underwriting, attention focused on collateral protection insurance, potential emerging issues in auto leasing, and focus areas related to ancillary products, including sales practices and cancellation.

DEBT COLLECTION: HOT TOPICS FOR FEDERAL AND STATE REGULATION AND PRIVATE LITIGATION

Debt collection continues to present constantly changing legal and regulatory challenges for both first-party and third-party collectors. We discuss recent trends and how they can be expected to affect the legal and regulatory environment, particularly in light of states' regulatory focus. This session addresses topics including recent cases and decisions, enhanced enforcement of state licensing and registration requirements, 1099C issuance and disclosure, collecting charged-off and time-barred debt, and TCPA consent and revocation issues.

HOW TO ACE YOUR CFPB EXAM

Required compliance and audit reviews can reveal litigation opportunities to adversaries. We discuss best practices for meeting compliance obligations and mitigating the risk of exposure.

INCLUSION COUNSELING

INCLUSION IN THE MUNICIPAL SECURITIES INDUSTRY

This program takes an in-depth look at recent developments in diversity, equity, and inclusion in the municipal securities industry. This webinar focuses on the impact to the investment banking, financial services, and municipal securities industry, and provide valuable takeaways for in-house counsel and other key legal personnel.

INCLUSION (DEI) IN A CHANGING CORPORATE ENVIRONMENT

We take a look at what you need to understand about the design and implementation of diversity, equity, and inclusion programs. We explore the business and ethics case for having a DEI program; the legal framework for implementing DEI initiatives; and litigation stemming from challenges to corporate decisions about DEI programs.

FAIR HOUSING REQUIREMENTS FOR OWNERS/MANAGERS/DEVELOPERS

This course provides an overview of the fair housing requirements applicable to multifamily housing, including accessible design, reasonable accommodation requests, and nondiscrimination against protected classes.

WORK AND WORSHIP: RELIGION IN THE WORKPLACE

What happens when religious beliefs and practices affect employee behavior at work, or conflict with employer policies? We review the regulations governing religious expression in the workplace and discuss recent cases that address issues such as reasonable religious accommodations, dress codes, and the ACA's contraceptive mandate.

BEST PRACTICES FOR ADDRESSING SEXUAL HARASSMENT AND SEXUAL MISCONDUCT

This session explores common issues in addressing sexual harassment and misconduct, including federal and state law requirements; confidentiality; consent; the role of those responsible for receiving, investigating, and adjudicating reports; interacting with law enforcement; and the role of social media. We also explore critical issues in investigating and making determinations.

EMPLOYMENT LAW TRAPS IN DIVERSITY PROGRAMS

Legal administrative professionals who work to promote diversity often encounter scenarios that implicate employment laws because of their work with and on behalf of protected classes. Diversity initiatives can raise legal questions surrounding the use of demographic data in employment decisions. In this session, we discuss the legal principles that should guide diversity and inclusion programs, what type of conduct qualifies as discrimination or harassment, how self-identification data should be used, and best practices for mitigating risk when discussing diversity in the workplace.

EDUCATION

■ HOT TOPICS IN EDUCATION: PRIVACY AND CYBERSECURITY

Privacy and cybersecurity issues abound in higher education—from complying with federal, state, and international data security laws to responding to incidents of hacking, data theft, digital fraud, and disruptive cyberattacks. Ballard Spahr attorneys presenting this course discuss the hot digital topics on campus and how best to address them.

■ GENERAL COUNSEL ISSUES IN HIGHER EDUCATION

In this session, a multidisciplinary group of attorneys addresses important issues facing general counsel of higher education institutions. We assess the threat of litigation and government investigations facing educational institutions over the accessibility of their websites, course materials, and learning management systems. We also outline steps colleges and universities can take to address all-important cybersecurity and privacy issues. This course additionally covers ERISA fiduciary rules and their application to the retirement plans of higher education institutions, as well as best practices to minimize breach of fiduciary duty exposures.

■ LEVERAGING ENERGY AND INFRASTRUCTURE AS A STRATEGIC ASSET IN EDUCATION

Ballard Spahr lawyers lead a discussion of performance-driven energy solutions for education institutions, including the underlying financial and infrastructure options available and tips for undertaking and managing the process. Topics also include alternative financing solutions addressing deferred maintenance, the value of supply- and demand-side energy options, and the challenges of a budget-neutral approach to achieving campus sustainability goals.

■ HIGHER EDUCATION FINANCE: INCOME SHARE AGREEMENTS

Income share agreements (ISAs) are a cutting-edge product in higher education finance that provide for students to make payments based on a fixed percentage of their post-education salaries (and sometimes other income as well) over a set number of years, typically subject to a minimum salary level and a maximum repayment cap. In this course, we compare ISAs to other education finance offerings, explore the legal and regulatory landscape for ISAs, and provide insights on the latest ISA program innovations.

■ DIVERSITY ISSUES IN EDUCATION

Topics of diversity, equity, and inclusion in higher education have become a top priority for schools across the country. This course looks at the underlying legal framework that drives diversity and inclusion on campus and what to anticipate in the future. We review ways the education community is tackling opportunities and challenges such as recruiting and retaining a diverse faculty, programming to support and celebrate diversity within the student body, and responding to campus incidents directed at diverse students. Course leaders also discuss the role of diversity in the admissions process and examine federal regulations and guidance on the issue.

BALANCING PROCESS AND PROTECTIONS: STUDENT CONDUCT PROCESSES AND DISABILITIES ACCOMMODATIONS

In this session, the firm's authorities on education accessibility discuss issues in this high-profile area of law and regulation. We address the interplay of Section 504 of the Rehabilitation Act and Title IX and how to respond to requests for accommodations in the disciplinary process while ensuring fairness and equity. The course also covers handling requests for accommodation for conditions and disabilities caused by alleged misconduct, common issues that arise when students with disabilities interface with conduct processes, and distinctions between interim measures and accommodations.

FISCAL HEADWINDS AND WORKOUTS IN HIGHER EDUCATION

Delving into the fiscal challenges facing higher education institutions, our lawyers in this session discuss the sustainability of the traditional business model, as well as challenges and complexities involved with workout situations—including strategic alliances, closures, and bankruptcies. Topics include demographic factors, net tuition discounting, governmental support, curriculum reform, student loan delinquencies, workouts, and dissolutions.

HEALTH CARE

■ HOT TOPICS IN HEALTH CARE: POTENTIAL LEGAL IMPLICATIONS OF THE OPIOID CRISIS

There is reason to believe that the government may turn to holding officers, managing employees, and even general counsel of health systems accountable for illegal diversion of opioids under the Responsible Corporate Officer Doctrine (RCO). Our panel reviews the RCO as a potential weapon in the DOJ's arsenal to fight the opioid crisis and offers potential solutions to the dilemma a health care institution's executive staff may face.

■ HEALTH CARE REFORM – DECISIONS FOR EMPLOYERS

It is important to consider how the Affordable Care Act affects your housing authority, business, or nonprofit agency. We discuss health care reform, upcoming compliance changes, and strategic decisions that can help employers mitigate penalties.

■ REGULATION FD UPDATE

It is important to consider how the Affordable Care Act affects your housing authority, business, or nonprofit agency. We discuss health care reform, upcoming compliance changes, and strategic decisions that can help employers mitigate penalties.

■ HEALTH CARE SECTOR DISTRESS – CAUSES, CURES, AND OPPORTUNITIES

Attorneys from Ballard Spahr's health care, public finance, M&A, and restructuring practices discuss the myriad challenges facing the health care industry, as well as potential solutions and opportunities that may arise. This session addresses the drivers of distress in the health care sector, their impact, strategies for managing distress, including bankruptcy, and strategies for identifying and realizing opportunities.

INTELLECTUAL PROPERTY

WHAT'S SHAKIN' IN IP: THE COMPLEX COCKTAIL OF INTELLECTUAL PROPERTY DEVELOPMENTS

With several years of changed work environments, tech company upheavals, and the advent of generative AI, the legal industry faces new challenges and shifts that deserve our attention. IP is no exception. We'll combine overviews of the changes, challenges, and forecasts of the business and litigation of patents, trademarks, copyrights, and trade secrets—all into a cocktail of news you can use.

NAVIGATING THE NEW ERA OF BAYH-DOLE MARCH-IN RIGHTS: PRACTICAL APPLICATION STRATEGIES AND INSIGHTS

Explore the latest developments surrounding march-in rights under the Bayh-Dole Act. This course discusses the regulatory landscape and its direct implications for various sectors, especially life sciences and education. We will dissect the recent news from Capitol Hill and delve into the potential policy changes, as well as uncover the driving forces behind these developments and analyze their potential effects.

ETHICS IN IP INVESTIGATIONS

This program explores the ethical issues affecting attorneys' use of private investigators in intellectual property matters. We address the laws and professional responsibility rules governing private investigations and offer tips for mitigating the risk of ethical violations due to investigator conduct.

LICENSING EXECUTIVES SOCIETY'S ROYALTY RATE SURVEY FINDINGS: HOW TO LEVERAGE THE DATA AND RESULTS FOR YOUR BENEFIT

Join partners from our Life Sciences group as they share how the data and results of the Licensing Executives Society Royalty Rates and Deal Terms survey can be best utilized to your benefit. The panel discusses approaches and terms that you can utilize in your life sciences deals and agreements.

ALMOST EVERYTHING YOU NEED TO KNOW ABOUT PATENT AND TRADE SECRET LAW

This presentation has been used to introduce incoming attorneys to IP practice and also to teach international law students to spot IP issues. It contains case studies of the various ways that retail products, written material, and even sounds can be infringing.

POST-GRANT REVIEW PROCEDURES BEFORE THE PATENT TRIAL AND APPEAL BOARD

The validity of an issued patent can be challenged before the PTAB. Many litigants are choosing to stay their cases and challenge patent validity with the PTAB, as the burden of proof is lower, and the judges are technical experts. Experienced practitioners discuss these proceedings and what they have learned.

A PLACE FOR MY STUFF: TAKING CARE OF IP IN CONTRACTS

A well-crafted contract must contemplate intellectual property issues. We talk about how to dot all the i's and cross all the t's with this discussion on the finer points of licensing, confidentiality agreements, indemnification and limits in liability, consultant agreements, and social media contracts.

ENFORCING YOUR MARKS: TRADEMARK WATCHES AND HOW TO USE THEM

Trademark watches are a critical way to enforce your marks. We will outline the four steps: determining which marks to watch, knowing your mark, screening marks and engaging in the watch, and developing a strategy.

SEVEN TRICKY MARKETING IDEAS AND WHAT TO DO ABOUT THEM

This presentation provides guidance on common IP-related marketing challenges, including social media contests and ads, mark clearance and registration at home and abroad, data privacy considerations, and ad claim substantiation.

LABOR AND EMPLOYMENT

■ ANNUAL ARIZONA EMPLOYMENT PROGRAM

This course spotlights core issues and developments in labor and employment law and health and welfare with the greatest impact on Arizona employers.

This program is of interest to business owners, in-house counsel, and compliance, finance, and human resources professionals.

■ ANNUAL UTAH FALL EMPLOYMENT SEMINAR

This half-day program focuses on core issues and developments in labor and employment law and health and welfare with the greatest impact on Utah employers. This program is of interest to in-house counsel, compliance, finance, and human resources professionals.

■ BACK TO SCHOOL – REMEMBERING THE 4 R'S: RIFS, RESTRUCTURING, REQUESTS FOR ACCOMMODATIONS, AND FURLOUGHS, LAYOFFS, AND RELATED EMPLOYMENT AND BENEFITS ISSUES

This discussion addresses the differences between layoffs and furloughs, as well as considerations for structuring a program. We will address issues to consider, such as WARN and other notice obligations, wage-and-hour questions, duty to bargain with unions, paid leave, and qualification for unemployment compensation. We also address implications for employee benefits, including regulatory compliance, health and retirement plan options, and how employees can pay for benefits.

■ THE MOST PRESSING NLRB ISSUES FOR EMPLOYERS AFTER COVID-19

Developments at the National Labor Relations Board were brought into sharp focus by the spread of COVID-19. This program addresses the legal issues—in both union and non-union workplaces—that employers face in responding to the pandemic and other emergencies, including bargaining obligations, workplace policies, and employee complaints and protests. We also address how COVID-19 continues to affect the NLRB's administrative processes, including new rulemaking on elections and union recognitions.

■ TRAINING PROGRAMS FOR EMPLOYERS AND THEIR EMPLOYEES (REMOTE AND IN PERSON)

With many employees still working from home, this remains an excellent time for employers to conduct online training programs for managers/supervisors, HR teams, and/or any other workers with remote capabilities. Via an interactive online platform, we can conduct group trainings on a wide variety of topics-and trainings can be recorded for future use.

- FFCRA Leave Issues
- Harassment Prevention and Response Programs
- Discrimination and EEO Policies
- ADA and FMLA
- Best Practices: Discipline and Discharge
- Affirmative Action Plans and Implementation
- Workplace Investigations
- OSHA and Health and Safety Compliance
- Pre-Employment Practices: Interviewing, Background Checks, Hiring
- Union Avoidance
- Wage-and-Hour Compliance

BACK TO SCHOOL – REMEMBERING THE 4 R’S: RIFS, RESTRUCTURING, REQUESTS FOR ACCOMMODATIONS, AND RECRUITMENT

This two part webinar series revisits the basics, as well as novel issues, related to aligning your workforce to your business needs. Many businesses do not have enough workers and are focused on attracting and retaining necessary talent, while others, due to rising costs and stubborn supply chain problems, must consider layoffs and reductions in force.

This discussion covers a variety of employment and labor issues including:

- Hiring (and sign on & retention bonuses);
- Work from home expectations;
- ADA accommodations for those who cannot return to the office;
- Out of state/remote employees;
- Layoffs;
- States’ efforts to increase the minimum wage; and
- Renewed and re-invigorated union organizing efforts.

END OF ROE – WHAT IT MEANS FOR EMPLOYERS AND EMPLOYEE BENEFIT PLANS

The Supreme Court decision overturning *Roe v. Wade* and state laws banning abortion in the wake of the decision have raised significant employee benefit and other issues for employers. This webinar addresses measures that employers are considering and implementing in response to these developments and the legal and practical issues they present.

IMPROVING INSTITUTIONAL RESPONSES TO SEXUAL ABUSE ALLEGATIONS: LESSONS LEARNED FROM RECENT EVENTS

Required compliance and audit reviews can reveal litigation opportunities to adversaries. We discuss best practices for meeting compliance obligations and mitigating the risk of exposure.

HR’S ROLE IN MANAGING INFORMATION AND CYBERSECURITY RISKS

Employees are the top cause of reported data incidents. Human resources professionals and in-house lawyers are often the first responders when cyber incidents occur and a key first line of defense in prevention. We will review what HR professionals and their counsel should do if they receive that call, and what they can do to help prevent incidents from occurring.

LEAVES OF ABSENCE: NAVIGATING THE FMLA, ADA, AND STATE/LOCAL LAWS

Using interactive case studies, commiserate with your HR colleagues as we find the most effective way to work through difficult leave-of-absence scenarios.

FLSA RISKS: AUDITS AND FIXES

Workplace rules are constantly evolving. Court decisions and guidance from government agencies have changed how labor and employment laws are interpreted and enforced. This program keeps you up-to-date on the latest developments, helps you anticipate potential problems, and shows you how to react if issues arise.

PAYING IT RIGHT THE FIRST TIME: TIPTOEING YOUR WAY THROUGH THE WAGE AND HOUR MINEFIELD

Few things are more difficult than ensuring that employees are being paid correctly. This session covers the hottest topics in wage and hour law, including: independent contractors, exempt versus non-exempt employees, tracking time, work off-the-clock, bonuses and commissions, self-audit best practices, correcting errors, and more.

HIRING LAND MINES: HOW EMPLOYERS CAN PROTECT THEMSELVES DURING THE HIRING PROCESS

Employers must manage the dual imperative of vetting candidates thoroughly while navigating restrictions on screening practices and avoiding unlawful conduct and questioning. We discuss the legal land mines for employers and how to avoid them. Topics include credit and criminal background checks, drug and medical screenings, and the use of social media.

DISCIPLINE AND DISCHARGE: BEST PRACTICES FOR HR

Dreading that meeting with an employee who has been habitually late for the past few months? Can't remember the last time you drafted a performance improvement plan? Facing another performance review cycle? If so, this is the session for you. Best practices for discipline and discharge start long before discipline is dispensed or the discharge decision is made. We discuss the importance of proper documentation, how to have difficult conversations with employees, how to educate managers on these issues, and why these issues are important from a legal perspective.

THE GIRL WITH THE DOGGONE TATTOO: REGULATING EMPLOYEE CONDUCT IN THE WORKPLACE

Regulating employee conduct—from tattoos and texting to social media and office romance—has become more challenging. This session addresses what you can (and cannot) do when faced with issues ranging from political speech to Girl Scout cookies.

MANAGING DIVISIVE POLITICS IN THE WORKPLACE

National politics are a topic of daily workplace conversation. Employers are faced with maintaining productivity and a workplace free from interpersonal conflicts that can sometimes lead to harassment and discrimination complaints. They also must seek to foster cooperation among employees and an environment that respects workers who choose to be active citizens. This program covers how employers can balance their interests in achieving these organizational goals with the employees' desire to engage in political activism, either individually or together. Areas addressed include mitigating conflicts, avoiding potential liability, and how to handle organized events that take place during the workday or involve absence from work.

THE FUTURE OF HUMAN RESOURCES: CUTTING-EDGE ISSUES FOR EVERY EMPLOYER

This series may be delivered in a day-long full program or divided into singular training sessions based on client interest. Each program discusses prominent and trending concerns faced by in-house employment counsel and HR professionals. Topics include:

- AI, Automation, and the Workforce of Tomorrow – Today!
- Impact of Pharmaceuticals in the Workplace: From Cannabis to Cognition Enhancement
- Rise of the Gig Economy: Legal Issues all Companies Should Know About Flexible and Contingent Staffing
- The Aging Workforce
- Workplace Equity
- Employee-Experience Focused Workplace

COLLABORATIVE PARTNERSHIPS: HR, THE BUSINESS, AND THE LAW

HR professionals should be aware of significant changes over the past year across the spectrum of labor and employment law. In light of major developments from the courts, the National Labor Relations Board, the EEOC, and other federal and state agencies, HR professionals must remain vigilant in this complex legal and regulatory environment. This session reviews the most significant changes in labor and employment law from the past year and, more importantly, how HR professionals can be prepared to educate and interact with their business partners across the organization to develop strategies to address these developments. The session also discusses the outlook for future changes in labor and employment law, so that HR professionals can interface proactively with the business.

MIND YOUR (PAY) GAP: WHAT EMPLOYERS NEED TO KNOW ABOUT PAY EQUITY

Recent legislation, regulatory changes, and increased social pressure have made pay equity an even bigger issue for employers. In this session, we will discuss data-reporting requirements, recent case law and legislation aimed at addressing the pay gap, and best practices for employers in executing a pay-equity audit.

LITIGATION

■ WE WISH WE HADN'T POSTED THAT! LEGAL RISKS ASSOCIATED WITH YOUR PUBLIC-FACING COMMUNICATIONS

In this presentation we provide an introduction to the most common legal issues that arise from companies' social media, marketing, and other published content: defamation, invasion of privacy, intellectual property infringement, and unfair competition. As lawyers for the media—an industry with an entire business model based on publishing content—we share our hands-on perspective. We will examine the special considerations that apply to social media and website content, best practices for reducing the risks inherent in publishing content, and other related issues.

■ WHAT EVERY CORPORATE COUNSEL NEEDS TO KNOW ABOUT ATTORNEY-CLIENT PRIVILEGE, WORK PRODUCT, AND INVESTIGATIONS

This presentation examines current standards and provides practical guidance on privilege issues faced by in-house counsel—from day-to-day activity and protecting privilege during internal investigations and communications with federal agencies and company executives to issues that can arise during litigation or regulatory action. Topics include the scope of attorney-client privilege and work product doctrine, jurisdiction, avoiding waivers, and the privilege issues unique to in-house counsel.

■ WHAT IS IT WORTH? AN INSIDE LOOK AT BUSINESS VALUATION LITIGATION

This program provides executives and their advisers with a better understanding of the legal and practical issues and choices faced in litigation proceedings that turn on business valuation. Topics include stockholder challenges to board approval of mergers; acquisitions and other major transactions; statutory proceedings to value the interests of stockholders who dissent to the merger price; and dissolutions.

■ STATUTORY DAMAGES CLAIMS: POTENTIAL CONSEQUENCES OF A SUPREME COURT RULING IN *SPOKEO V. ROBINS*

In *Spokeo, Inc. v. Robins*, the U.S. Supreme Court ruled that the plaintiff—who alleged violations of the Fair Credit Reporting Act (FCRA)—did not have Article III standing unless he could show that he suffered real harm. But the ruling's impact extends far beyond FCRA litigation to other statutes used by the plaintiffs' class action bar to obtain recoveries in class actions based on alleged technical violations that did not cause harm. This program examines the decision, which federal statutes allow recovery of statutory damages, and the potential impact for damages claims.

THE MERITS OF SELECTING A DELAWARE FORUM FOR MATERIAL CONTRACT DISPUTES

This program focuses on the benefits of litigating major disputes in Delaware's Chancery Court, particularly in terms of efficiency and predictability. We also discuss the advantages and disadvantages of contractual provisions requiring that disputes be submitted to mediation or arbitration through the Chancery Court.

TOPICS IN DELAWARE BUSINESS ENTITY GOVERNANCE LAW

Delaware business entity law governs not only the internal affairs of Delaware-chartered entities, but also is frequently used as persuasive authority by courts in other states. This program focuses on key issues in entity governance including: identifying potential conflicts of interest of key decision-makers; the use of special committees and stockholder ratification to expunge conflicts; curing technical flaws in corporate actions; and best practices for the review and authorization of fundamental entity transactions.

PRIVACY AND DATA SECURITY

THE INTERSECTION OF GENERATIVE AI, DATA PRIVACY & SECURITY

The integration of artificial intelligence (AI) is transforming the landscape of data privacy and security, raising pivotal questions about AI's role in regulatory compliance. This session will address how AI-driven data classification can aid regulatory adherence, the potential privacy risks associated with AI, and the importance of responsible AI governance frameworks.

CYBERSECURITY ACROSS THE BOARD (OF DIRECTORS): KEY CONSIDERATIONS AND PRACTICAL STEPS

With the increase in high-profile data security breaches, cybersecurity has become a focus of corporate governance. Senior business executives are expected to play a fundamental role in ensuring that a company has appropriate procedures in place to address risks associated with information security and respond to cyberattacks. This program explores the practical steps advisers and company executives can take to satisfy heightened regulatory expectations and help reduce the likelihood and scope of security incidents.

THE FTC AS THE DE FACTO PRIVACY REGULATOR: 10 THINGS YOU NEED TO KNOW

The FTC has not yet promulgated formal regulations governing data security and privacy. It regulates by consent decree. So it is critical for companies with a significant online presence to understand the agency's current views on this issue. We will discuss the FTC's role in regulating data privacy and security, review relevant enforcement decisions, and provide a legal assessment of the current risk environment.

THE EUROPEAN UNION DATA PROTECTION FRAMEWORK: ISSUES FACING MULTINATIONAL COMPANIES

The General Data Protection Regulation (GDPR) imposes significant data protection obligations on financial institutions that provide products or services to EU residents and process related personal information—from requirements for transferring personal data to the U.S. to data breach notifications. There are significant fines and penalties for failing to comply. We discuss what financial institutions need to do in light of the GDPR.

BEST PRACTICES FOR PREPARING AND RESPONDING TO DATA BREACHES

The response to a data breach can be make or break for a company. In this program, we examine a series of data breach incidents taken from real-world events and discuss the proper steps for preparing for and responding to those incidents.

KEEPING FINTECH SECURE – DATA PRIVACY AND SECURITY IN THE DIGITAL WORLD

Drawing on our prior in-house and government experience, we will provide a comprehensive view of data privacy and security in the Fintech industry. Topics include: developing and executing a data breach response plan, building a data security-sensitive compliance culture, and notification and coordination with law enforcement.

HIPAA-VENTILATE – NEW HEALTH CARE-RELATED PRIVACY AND INFORMATION SECURITY CONCERNS IN THE U.S. AND BEYOND

This program explores privacy and information security concerns in the health care industry. We look at the cyber threats posed by nation-states, malicious outsiders, partners, and employees and what to do before and after an information security incident.

CYBERSECURITY – FROM ADVANCED THREAT AWARENESS TO PREPAREDNESS: CREATING A SECURITY-AWARE CORPORATE CULTURE

The federal Cybersecurity Executive Order encourages all companies to develop a comprehensive approach to protecting against risks to critical business systems, personally identifiable data, intellectual property, and other proprietary information. We will examine the latest intelligence, the NIST Standards Development process, and current legislation. We also will discuss developing a cyber -incident response plan and data security risk management strategies, working with law enforcement in the event of an incident, and maintaining security in the face of data storage limitations and increased employee mobility.

REAL ESTATE

■ PREPARING FOR THE WAVE OF CONDEMNATIONS

Recent highway and transit projects have increasingly required eminent domain since the passage of the Bipartisan Infrastructure Law. This course focuses on strategies for managing condemnation notices and how to work with condemning authorities to minimize interruption while protecting owner's rights.

■ REAL ESTATE TAX ASSESSMENT APPEALS

This program discusses the possibility of reducing your real estate tax burden through property tax appeals occasioned by market-driven property values. We'll cover topics, such as the effect of COVID-19 on real estate property values, factors likely to reduce current valuations, practical roadmaps for successful tax assessment appeal, and the explanation of valuation law, standards, and practices.

■ DC TOPA 101 – HEAR FROM THE PROS

Tenant Opportunity to Purchase Act (TOPA) is a law in the District of Columbia that requires owners of real property to provide tenants first right of refusal. In this program, our panelists share their experiences and insights based on their respective roles with title companies, multifamily developers, DC regulatory authorities, and private firms.

■ OVERVIEW OF SELECTED REAL ESTATE LENDING LOAN DOCUMENTATION MATTERS

In this course we will explore the sometimes subtle distinctions between a loan proposal and a commitment, driven by lender conditions and borrower requirements. The session will provide a deep dive into the essential elements of a comprehensive loan agreement, including title commitment schedules, survey matters, lease approvals, estoppel certificates, and intercreditor agreements.

■ LEASHING 101: SOME KEY ISSUES IN DRAFTING AND NEGOTIATING LEASES

Our real estate attorneys discuss essential topics in drafting and negotiating leases in this program. Gain insights into the roles of involved parties, property types, and key documents, as well as a detailed breakdown of rent components, including fixed rent, operating expenses, and percentage rent. Additionally, we will cover vital lease provisions, work letters, and project closing procedures, providing a comprehensive guide.

■ RISING WATERS: A FIRST LOOK AT PHILADELPHIA'S NEW FLOOD CONTROL PROVISIONS

In the aftermath of Hurricane Ida in Philadelphia, we discuss the importance of floodplain planning and the practical effects of it for the real estate industry. The process from start to finish, including zoning and building permits, construction inspections, FEMA, waterway mapping, and more is covered.

NEW PROJECT DEVELOPMENT – NEGOTIATING DESIGN AND CONSTRUCTION CONTRACTS AND RISK MITIGATION AFTER DELIVERY

This course explores the top issues to consider when negotiating design and construction contracts and strategies that owners and developers may adopt to ensure risk mitigation upon delivery of new projects. Topics will include: professional liability insurance, intellectual property rights, applicable state laws, and limitations on liability.

MARYLAND ROFR 101 & RENT CONTROL UPDATE

This course examines the current Maryland and DC renting trends with an emphasis on rent control update in both Prince George and Montgomery Counties. We take a closer look at the housing shortage, costs for buying and renting, the benefits of an active multifamily investment market, and utilizing ROFR.

FINANCING MIDDLE-INCOME HOUSING: COMING TO A STATE NEAR YOU?

Our real estate finance attorneys discuss the growing need in communities to create middle-income housing, Colorado's passed legislation creating the "Middle Income Housing Authority," and what this means for issuers, developers, and other interested parties across the country.

FAIR HOUSING REQUIREMENTS FOR OWNERS/MANAGERS/DEVELOPERS

This course provides an overview of the fair housing requirements applicable to multifamily housing, including accessible design, reasonable accommodation requests, and nondiscrimination against protected classes.

LOAN CLOSING PROCESS AND TITLE AND SURVEY REVIEW

This program was designed to help our lender clients understand the legal work necessary to close a real estate loan and the issues that can arise at different stages of the process. It walks you through the loan closing process from start to finish to post-closing delivery and covers both loans intended to be retained on the balance sheet and those that are originated for purchase or insurance by Fannie Mae, Freddie Mac, and HUD. We also will examine the review of title and survey, including common issues that arise during review.

CHAPTER 11 SINGLE ASSET REAL ESTATE CASES – AN OVERVIEW OF PROTECTING SECURED CREDITOR RIGHTS IN A REAL ESTATE CASE

Chapter 11 debtors whose business consists of the ownership of a single income-producing real estate asset—such as a hotel, office building, shopping center, or apartment complex—are subject to specialized treatment under the Bankruptcy Code. Lenders dealing with these assets in a distressed situation, before and after loan default, must understand those rights and obligations to properly navigate the Chapter 11 process. This program is a tutorial in that process.

SMARTCONDO 2.0: CURRENT ISSUES, TRENDS, AND OPPORTUNITIES FOR CONDOMINIUM AND MIXED-USE DEVELOPMENTS

This program addresses important developments in the condo and mixed-use industry, including recent legislation, court decisions, and consumer preferences. Topics include: the Interstate Land Sales Full Disclosure Act, land use considerations, EB-5 and other financing options, accommodating retail tenants, and right of first refusal strategies. We also will show you how to minimize risk and maximize value during development.

EXPLORING THE IMPLICATIONS OF THE TENANT OPPORTUNITY TO PURCHASE ACT (TOPA)

This program is particularly useful to real estate companies with properties in the District of Columbia. TOPA requires that residential tenants in the District be given the opportunity to purchase their rental property before it is sold to a third party. This program discusses the requirements and complexities of the TOPA process and explores strategies for title insurers, developers, and tenant representatives in navigating the law.

TAX ASPECTS OF WORKOUTS

This is a discussion of the tax aspects of real estate workouts from both the debt holder's and the borrower's perspectives—including potential gain or loss recognized by the holder, cancellation of indebtedness issues for the borrower, and issues related to debt modifications.

LEVERAGING PUBLIC-PRIVATE PARTNERSHIPS FOR REAL ESTATE DEVELOPMENT: BEYOND BRIDGES AND ROADS

Public-private partnerships are an increasingly common way to finance significant real estate projects. In this presentation, we show you how to identify new project opportunities, structure deals, and navigate the procurement and financing processes.

LOAN DOCUMENTATION AND CREDIT AGREEMENTS

This discussion includes key topics to consider in commercial real estate loan documentation (for a mortgage loan) and negotiation of key terms of a credit agreement.

■ QUALIFIED OPPORTUNITY ZONES

This federal program was created to encourage capital investment in more than 8,700 areas, known as Qualified Opportunity Zones, selected by each of the states, the District of Columbia, and U.S. possessions. The QOZ program has the potential to provide investors with deferral of tax on gains rolled over into a Qualified Opportunity Fund and potential elimination of tax on the appreciation on an investment. This session covers establishing and qualifying a fund, structuring investments, positioning a business or property to be eligible, and combining the benefits of a QOF with other federal tax programs, such as Low Income Housing Tax Credits (LIHTC), Historic Tax Credits, and New Markets Tax Credits.

■ TAX ASPECTS OF WORKOUTS

This is a discussion of the tax aspects of real estate workouts from both the debt holder's and the borrower's perspective, including potential gain or loss recognized by the holder, cancellation of indebtedness issues for the borrower, and issues related to debt modifications.

■ GRANTING PROFITS INTERESTS, PHANTOM EQUITY, AND OTHER INTERESTS IN LLCs AND PARTNERSHIPS – KEY TAX CONSIDERATIONS

Topics covered include the use of W-2 and K-1 forms, what constitutes a profits interest and how to draft the LLC/partnership agreement, the impact of new partnership audit rules on recipients, and the use of phantom equity rather than equity in LLCs and partnership.

■ TOP TAX ISSUES EVERYONE WORKING WITH STARTUPS SHOULD KNOW

This program examines key tax issues relevant to most startup companies. We will look at which entity best serves your business goals and when a Qualified Small Business is the right option, minimizing employment taxes for owners, granting equity interests to employees in a tax-efficient way, and the benefits of using an offshore vehicle.

WHITE COLLAR DEFENSE/INTERNAL INVESTIGATIONS

■ CONGRESSIONAL INVESTIGATIONS: WHAT YOU NEED TO KNOW IF CONGRESS COMES KNOCKING

This program provides an introduction to congressional investigations and a look ahead to the next Congress. We discuss the different types of congressional investigations, how they arise, the applicable rules and defenses, how to respond, and best practices for managing the legal and public relations consequences of such inquiries.

■ INSIDER TRADING: A SIMPLE CONCEPT – IN THEORY

Insider trading is a term we hear all the time, but what does it really mean? It's a simple idea—but insider trading law is anything but easy to understand. What advantages are really illegal? Who do the laws apply to? When is insider trading a federal crime, and when is it solely an SEC issue? This program explores the complexities of insider trading law, the theories of insider trading liability, tipping liability, implications of recent cases, methods of detection, and compliance programs that companies can implement to minimize the risk of employee insider trading.

■ INTERNAL INVESTIGATIONS – LESSONS LEARNED FROM THE RUTGERS BASKETBALL CASE

Remember the fallout from events involving the men's basketball program at Rutgers University? The case underscores the importance of effective workplace investigations in helping employers preserve their reputation and protect the organization in times of crisis. We use the case to explore the investigation process and outline best practices for handling sensitive investigations, from responding to reported incidents and conducting an effective inquiry to determining an appropriate response.

■ UNDERSTANDING THE IMPACT OF INDIVIDUAL ACCOUNTABILITY IN A POST-YATES MEMO WORLD

The Yates Memo outlined the DOJ's increasing focus on individual accountability in alleged corporate wrongdoing. It has had a major impact on the way companies conduct internal investigations and approach cooperation. This presentation explores some of the consequences of the memo, including: how to protect attorney-client and work product privilege and still receive cooperation credit with the government, the impact on D&O liability insurance, and the effect on employment issues.

