

## Legal Symposium Sessions 1993-2011

TOPIC	AUTHORS	YEAR
<b>1993</b>		
Litigation and Other Dispute Resolution Techniques for the Non-Litigator	Ralph Jonas Mitchell S. Shapiro	1993
The Bankrupt Franchisor/The Bankrupt Franchisee: Effects on the Franchise Agreement and Continuing Operations	Michael R. Davis Samuel Frankel	1993
Franchise Transfers	Stuart B. Blake Mary McMonagle	1993
Advanced Disclosure Compliance	James R. Conohan David J. Kaufmann Kim A. Lambert	1993
Master Franchising/Subfranchising	David Beyer David E. Holmes	1993
Dealing with Franchisees in Difficult Times	Warren Hummer Joyce G. Mazer	1993
Legislative & Regulatory Update	Gil Thurm	1993
The New U.F.O.C.	Delia A. Burke H. Bret Lowell Dennis E. Wiczorek	1993
Franchising and Intellectual Property	Jerome Gilson Louis T. Pirkey	1993
Selling Goods and Services to Franchisees	Robert T. Joseph Douglas E. Rosenthal	1993
Covenants Not-To-Compete	Steven LaCroix Charles G. Miller	1993
In Search of the Deep Pocket: Vicarious Liability of Franchisors	Christine E. Lanzon John W. McConomy	1993
Judicial Update	Richard M. Asbill Jeffrey J. Keyes	1993
Improving Relations with Franchisees	Rupert M. Barkoff J. Clifford Hudson Clay Small	1993
Encroachment: When Does Expansion Become Impermissible Competition with Franchisees?	Mark Giresi Robert Smith	1993

New Franchising Mediation Initiative: Overview of the National Franchise Mediation Program	Philip F. Zeidman Michael R. Davis Mark Giresi	1993
Horizon Issues	Lee Abrams Michael Dady Lewis G. Rudnick	1993
<b>1994</b>		
Resolving System Expansion Conflicts	Lewis G. Rudnick Regina Gardner James J. McPhee Arthur Pressman Andrew C. Selden	1994
Judicial Update: Antitrust	Michael J. Lockerby Arthur I. Cantor Alan H. Silberman	1994
Judicial Update: Termination for Failure to Meet System Standards	Ann Hurwitz Steve M. Goldman Randall P. Spackman	1994
Judicial Update: Expiration and Renewal Issues	Douglas Berry Richard Asbill David J. Kaufmann	1994
Judicial Update: Disclosure Regulation	Rochelle Spandorf Nadine Mandel Todd Watson	1994
House Counsel Forum (A)	Patrick Dandino Richard T. Harle John W. McConomy Douglas Verner	1994
House Counsel Forum (B)	Stephen A. West David J. Gordon Grover C. Outland, III Les Wharton	1994
Drafting Agreements (With an Eye on Future Disputes)	Joyce G. Mazero Robert L. Kahan John Regnery	1994
What the Franchising Executive and Lawyer Expect From Each Other	Mark A. Giresi Michael Adler Richard M. (Erik) Gordon	1994
What You Need to Know About Franchise Litigation (A) – Strategies and Techniques to Economize Complex Litigation	Charles G. Miller Sally Lee Foley George W. Herz, II	1994

Encroachment	Stanley J. Adelman Joel R. Buckberg Patrick Giblin	1994
Non-Traditional Distribution; Channel Management and Conflict	David W. Koch Brian H. Cole William P. Creasman	1994
Methods of Resolving Disputes Within a Franchise System	Michael R. Davis Lawrence W. Hantman Edward F. Honesty, Jr.	1994
Earnings Claims	Joseph W. Sheyka Martin Fern Neil A. Simon	1994
What You Need to Know About Franchise Litigation (B)	James V. Jordan W. Michael Garner Joyce D. Slocum	1994
The New UFOC	Anita K. Blair Stephen W. Maxey Peggy Narodick Leonard N. Swartz	1994
Roundup Panel	Philip F. Zeidman	1994

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Exploring Operational Issues in Franchising	Lewis G. Rudnick Rupert M. Barkoff Barry M. Heller Alan H. Silberman John Sivertsen	1995
Applied Antitrust Law	Jeffrey J. Keyes Jonathan Solish	1995
Report from NASAA	Artin Cordell Delia Anne Burke Patrick J. Carter Mark B. Forseth	1995
Bankruptcy	Phil Bohl Craig Tractenburg	1995
Choice of Law and Forum	Joyce G. Mazero Don McCormack	1995
In-Term and Post-Term Covenants Not To Compete	Michael Garner Charles S. Modell	1995
Franchisor Liability for Statutory Violations by a Franchisee	John F. Verhey Bill Zucco	1995

Regulatory Update	Mathew R. Shay	1995
State Taxation	Neal D. Borden James J. Matousek	1995
Financing Franchisees	Kenneth Freed Nancy McCoy Ray Miola	1995
Emerging Technology Issues	Kenneth Costello Donald Goldman Janet Martin	1995
Fraud	John Baer Richard M. May John M. Vernon	1995
Resolving Disputes	Andrew A. Caffey Michael R. Davis Sheri Young	1995
Disclosure Regulation Compliance Programs	H. Bret Lowell Dennis E. Wieczorek	1995
Franchisor-Franchisee Dialogue	Michael Folks Erik B. Wulff	1995
Enforcement Issues	Jonathan Hubbell Ralph Jonas Paul A. Pavlis John J. Murphy	1995
Multi-Unit Franchisees	Stephen R. Buchenroth Toby Vickery	1995
Operating Multiple Systems	Kenneth Kaplan Andrew Selden Robert Sawyer	1995
Mediation	John F. Dienelt John J. Upchurch	1995
Plenary Session/Luncheon	Jere W. Glover	1995
Round Up Panel	Philip F. Zeidman	1995
Advertising Funds	Gary R. Duvall	1995

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Enforcing System Standards	Lee Abrams Joel Buckberg Larry Hantman Steve Rovak	1996
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Earnings Claims	Debra M. Bollinger James Conohan Susan Grueneberg John Regnery	1996
Internal Dispute Resolution	Michael R. Davis Ann Hurwitz Kate Stillman	1996
Class Actions	Rupert Barkoff Michael Lindsey Arthur Pressman	1996
Transfer Restrictions	Martin Fern Stephen Guy	1996
Advertising Issues	Roy Hibberd Thomas MacIntosh	1996
Liability For Franchise Sales	Patrick Dandino Jack Dunham	1996
Encroachment	Michael Dady Steven Goldman Charles Modell	1996
Bankruptcy Issues	Kenneth Freed David Gurnick Edward Honesty	1996
Negotiations With Franchisees	Andrew Selden Rochelle Spandorf	1996
Disclosure Compliance	Gerard Davey Richard Greenstein Kim Lambert	1996
Franchisor Assumption Liability	Judith Bailey Brian Schnell Jonathan Solish	1996
What Constitutes A Franchise?	William Bowen Warren Lewis	1996
Relationship Law Compliance	Michael Lockerby Sandra Wall Les Wharton	1996
Protecting the System from Competition	Stephen Buchenroth Janet McDavid	1996
Antitrust Issues	Robert Joseph Thomas Queen	1996

Trade and Copyright Issues	Van Elmore W. Andrew Scott	1996
Dual Branding	Arthur Cantor Charles Leanness Jerry Lovejoy Lewis Rudnick	1996
<b>1997</b>		
Judicial Update	Lewis Rudnick Philip Zeidman	1997
When and How is Market Power Defined	Michael Lindsey Richard Steuer	1997
Vicarious Liability Based on Apparent Authority	Larry Commers William Killion Peter Klarfeld	1997
System Standards Enforcement	Steve Horn Christine Lanzon Leslie Sharman	1997
Advertising Issues in Franchise Relationships	John Baer David Holmes Wayne Mack	1997
Management of an In-House Legal Department	Joel Buckberg Roberta Coates Gaylen Knack Charles Leanness Grover Outland	1997
Choice of Law and Forum in Litigation and Arbitration Proceedings	William Darrin Edward (Jack) Dunham Benjamin Levin	1997
Structuring Franchising Relationships After Pip v. Sealy	Douglas Carden Kenneth Freed Judith Gitterman Charles Miller	1997
Implementing System Changes	Rupert Barkoff Stuart Hershman Kenneth Kaplan	1997
Franchise Bankruptcy and Workout Issues	Joyce Mazero George Rummel Craig Tractenburg	1997
Transfer Issues	Gary Duvall Steven Goldman Kim McCullough	1997

Nontraditional Private Rights of Action in Franchise Relationships	Susan Cahoon Michael Dady Seth Stadfeld	1997
Disclosure Law Issues	Dale Cantone David Kaufmann Peggy Narodick Carl Zwisler	1997
Recent Developments in Intellectual Property Law	Victoria Cundiff Craig Madson	1997
Potential Liabilities of Franchisor and Franchisee Associations for Concerted Actions	Frederick Cohen Michael Garner Erik Wulff	1997
Network Expansion Conflicts-A Spirited Debate	John Dienelt Jeffrey Keyes Andrew Selden Mitchell Shapiro	1997
Network Expansion Conflicts: Does the Doctrine of Good Faith and Fair Dealing Apply?	John Dienelt Steve Emmons Jeffrey Keyes Jerry Lovejoy Andrew Selden Mitchell Shapiro	1997
SBA Guaranteed Financing	Stephen Brown Keith Hoyt	1997

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Judicial Update	Lewis Rudnick Philip Zeidman	1998
Tying Arrangements: Is Kodak Still A Threat To Franchising	Robert Joseph Robert Noblin	1998
Mandatory Earnings Claims-What, When and How?	Dale Cantone Susan Grueneberg Joyce Mazero Steven Toporoff	1998
Litigating to Enforce System Standards and Collect Royalty Fees-Using a Tactical Weapon Instead of a Strategic One	Stephen Horn Joseph Thomson Richard Wolf	1998
Prenuptial Agreements and Marital Relationships-Current Issues in Combination Franchising	Christine Marshall John Sivertsen	1998
The Use of State Little FTC Acts in Franchise Relationship Litigation	Eric Karp Ellen Lokker Arthur Pressman	1998

The "MEGA" Franchisee-Bigger, More Powerful, In Control	Brian Cole Kenneth Freed Neil Simon	1998
What Are the Implications of the Supreme Court's Decision in State Oil v. Khan?	Steve Feirman Pamela Jones Harbour Paula Morency	1998
Protecting Intellectual Property on and From the Internet	Alex Joel Craig Madson Lee Plave	1998
Current Developments in Covenants Not to Compete	Martin Fern Charles Miller	1998
A Critical Look at the Mediation of Franchise Relationship Disputes	Morton Aronson Lowell Dixon Jonathan Solish Howard Wolfson	1998
Franchisee Bankruptcy and Workout Issues	Michael Garner Rochelle Spandorf	1998
The Doctrine of Good Faith and Fair Dealing-How Does it Apply to Franchise Relationships?	Richard Asbill Michael Dady David Kaufmann	1998
Trouble Spots in the UFOC	Warren Lewis Steve Maxey Carl Zwisler	1998
Vicarious Liability Arising From Franchisor Control of the Operation of the Franchised Business	Jeffrey Brams Paul Fransway W. Andrew Scott	1998
The 800 Pound Gorilla Is Back-The Return of Class Action Litigation	William Killion Shawn Perry Laurence Shiekman	1998
Buybacks of Franchises-No Fault Divorce	Steven Emmons Kenneth Kaplan Leonard Vines	1998
House Counsel Forum	Morton Aronson Joel Buckberg Steven Emmons Lawrence Hantman Christine Marshall	1998

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Judicial Update	John Dienelt Rochelle Buchsbaum Spandorf	1999
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The Internet: Franchisor Policy and Enforcement	Scott Caulkins Van Elmore Barbara McAninch	1999
Disclosure Compliance Programs	Gary Duvall Herbert Hedden Gail Schubot	1999
Class Actions: A Funny Thing Happened on the Way to the Forum – The Impact of Current Cases	Michael Garner Craig Tractenberg Erik Wulff	1999
Antitrust Developments	Troy Bader Michael Lindsey Thomas Queen	1999
Integration and “No Reliance” Clauses vs. Fraud and Other Claims	W. Barry Blum Lane Fisher Marc Seidler	1999
What Are The Legal Standards That Govern the Franchise Relationship?	Barry Heller Ann Hurwitz Brian Schnell William Zucco	1999
Vicarious Liability Developments: Techniques for Minimizing Risk	Kim McCullough Jeffrey Selman Karen Brown Willcutts	1999
Proclaiming the Positives: How to Present An Effective Case for Franchisors’ “Rights” Without Being Labeled As A Franchisor-Oppressor	Fredric Cohen Ron Coleman Alan Silberman	1999
Effectively Structuring Earnings Disclosures: What To Disclose, and How To Disclose It Without Creating Additional Liability For The Franchisor	Gary Davidson Jeffrey Kolton Charles Modell	1999
Y2K Issues and Liability-Are You Ready for the Millennium?	Markus Cohen Thomas Pitegoff Les Wharton	1999
Mergers and Acquisitions Involving Franchise Networks	Kenneth Kaplan Mark Kirsch James Rubinger	1999
Using Federal Forum Transfer Rules and Arbitration As A Method of Controlling the Forum and Avoiding Joinder and Class Actions	Lawrence Commers Dennis LaFiura Richard Wolf	1999
Tort vs. Contract Claims and the Economic Loss Rule: The Practical Impact of Meineke and Other Cases	Brian Cole Jack Laudermilk Robert Zisk	1999

Franchise Tax Issues: Beyond <u>Geoffrey</u>	James Matousek D. Michael Murray Bruce Schaeffer	1999
Advertising Issues	Jeffrey Brimer Gayle Cannon Pamela Mills	1999
Negotiations and Agreements Between A Franchisor and Its Franchisees	Jan Gilbert L. Seth Stadfeld	1999
<b>2000</b>		
Judicial Update	Arthur Pressman Alan Silberman	2000
Tying Arrangements: Where is the Law Headed	William Monts Mitchell Shapiro Richard Steuer	2000
Acquisitions of and Mergers Involving Franchise Networks	David Kaufmann Steve Peden Les Wharton	2000
Emerging Privacy Issues in Franchising	Jeffrey Brimer David Koch Ronald Plesser	2000
Preparing a Witness for Trial: Special Considerations that Apply to Franchise Executives and Expert Witnesses	Debra Kaufman Abate Dean Fournaris Peter Klarfeld	2000
A Critical Look at Alternate Dispute Resolution	Ronald Gardner Ted Pearce Robert Zisk	2000
Negotiation in the Franchise Relationship	Lawrence Fox Richard Kolman Sandy Tucker	2000
Advertising Issues	John Baer Charles Cannon Wayne Mack	2000
The Internet: Franchisor Policy and Enforcement	Kenneth Costello Alex Joel Michael Lindsey Lee Plave	2000
In What Ways Does the Good Faith and Fair Dealing Doctrine Apply to Franchise Relationships	Douglas Carden Michael Lockerby	2000

Sponsorships, Licenses and Promotional Tie-Ins: Using "BART" To Sell "BUTTERFINGERS"	Barry Blum Lane Fisher Elizabeth "Libby" Johnson	2000
Current Developments in Covenants to Compete	Richard Greenstein Kenneth Kaplan Robert Vinson	2000
Disclosure Compliance Programs	Jeffrey Brams Gaylen Knack Thomas MacIntosh	2000
The Impact of Recent Decisions on Franchise Relationship Class Action Litigation	Barry Heller Howard Wolfson	2000
Franchise Agreement Enforcement and State Relationship Laws	Eric Karp Kathryn Rookes Joel Siegel	2000
Controlling the Forum and Avoiding Multiparty Litigation: Using Federal Rules and Arbitration	William Darrin John Parker Stephen Rovak	2000
Developments in Canadian Franchise Law	Alex Konigsberg Ned Levitt John Rogers Frank Zaid	2000
FTC Rule and State Disclosure Law in the 21 <sup>st</sup> Century	Dale Cantone Steven Toporoff Dennis Wiczorek	2000
Franchise Finance Programs	Steve Emmons Kenneth Freed Richard Zakin	2000
<b>2001</b>		
Judicial Update, Part 1	William Killion Philip Zeidman	2001
Antitrust Update	Bob Joseph Janet McDavid	2001
Legal Developments in E-Commerce	Gary Duvall David Mathus Kim McCullough	2001
Good Faith & Fair Dealing in the Franchise Relationship	J. Michael Dady Charles Miller Marc Seidler	2001

Franchise Transfer, Succession and Renewal Issues	Robert Calihan Steve Emmons Shelly Spandorf Craig Tractenberg	2001
Insuring Against Vicarious Liability Claims & Other Claims	G. Thomas MacIntosh Susan Vincent	2001
Franchise Law Basics	Stephen Buchenroth Andy Scott	2001
Enforcing Restrictive Covenants & Protecting Trade Secrets	Theodore Becker Rick Simmons Howard Wolfson	2001
The Internet-Franchise System Policies & Practical Considerations	Victoria Cundiff Michael Seid Robert A. Smith Mary Beth Trice	2001
Effective Relationships with Franchisee Associations – Legal and Practical Aspects	Lawrence “Doc” Cohen Bill Darrin Joseph Schumacher	2001
Enforcing System Standards	Jack Dunham Michael Folks Harold Kestenbaum	2001
Drafting Responses to Judicial Decisions	Lawrence Commers Dennis LaFiura Michael Lockerby	2001
Mergers & Acquisitions	Patrick Meyers Andrew Perrin Les Wharton	2001
Current Developments in Resolving Franchise Disputes	Mort Aronson Ric Cohen Quentin Wittrock	2001
Intellectual Property Issues	Pamela Deese Matthew T. Bailey James Rubinger	2001
Judicial Update, Part II	Nancy Smith Pearson Jon Solish	2001
Registration and Disclosure Law Update	Dale Cantone Bret Lowell Charles Modell Steven Toporoff	2001

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Judicial Update I – Compliance and Relationship Issues	G. Thomas MacIntosh Mitchell Shapiro	2002
Franchise Law Basics	Edward De Marco Van Elmore Kevin Hein	2002
The Internet as a Primary Source of Franchise Sales	Joel R. Buckberg Kenneth R. Costello Susan Grueneberg	2002
Relatively Painless Disclosure Regulation Compliance	Mary Beth Brody Stuart Hershman Brian Schnell	2002
Show Me the Money	Laura Faibish Herb Hedden Andrew P. Loewinger	2002
Regulatory Update	Dale Cantone Warren Lewis Steven Toporoff	2002
Does Antitrust Remain Relevant to Franchising?	John F. Dienelt Thomas Queen	2002
Good Faith & Fair Dealing – Drafting to Clarify Obligations & Minimize Exposure	Jeffrey B. Brams Ann Hurwitz Andrew Zappia	2002
Legal Developments on the World Wide Web	Michael Lindsey Frank Zaid	2002
International Trademark Protection	William A. Finkelstein Charles Hosch	2002
Network Expansion Conflict: Developing Additional Channels to the Consumer	W. Michael Garner Brian McMahon Kathryn A. Rookes	2002
Bankruptcy Law and Secured Creditor Law in Franchising	James Goniea Samuel Isaacson Richard Kolman	2002
Current Trends in Franchise ADR Programs – A Report from the IFA Ombudsman and the National Franchise Mediation Program	Julie Becker Peter Phillips Lawrence E. Schauf	2002
When and How Does the Uniform Commercial Code Apply to the Franchise Relationship?	Donna Christopherson Peter Lagarias	2002

Ending a Franchise Relationship/Issues and Alternatives to Termination of a Franchise	Joyce G. Mazero Charles S. Modell Craig S. Prusher	2002
Negotiation in the Franchise Relationship	Harris J. Chernow Lane Fisher John W. Fitzgerald	2002
Legal Ramifications of Franchisor Policies	John Baer Susan H. Morton	2002
Judicial Update II – Dispute Resolution and Procedural Issues	David Kaufmann Peter Klarfeld	2002
Improving Arbitration	Kevin Kennedy Richard L. Rosen John Verhey	2002

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Judicial Update I – Compliance and Relationship Issues	Deborah Coldwell Joe Schumacher	2003
Franchise Law Basics	Joseph Fittante Jeffrey Kolton Neil Simon	2003
The Intersection of e-Commerce and Franchise System Trade Secrets: Avoiding Collisions on the Information Super Highway	Michael Lockerby Regina Amolsch Rena Miller	2003
Anti-Terrorism Regulation and Franchising	David Holmes Darwin Klockers David Koch	2003
Assuring a Binding Arbitration Agreement and Choice of Arbitration Venue	Charles Miller Lawrence Commers David Cousins	2003
Vicarious Liability for Criminal Acts and Statutory Claims	W. Andrew Scott Elisa Garcia Jeffrey Rosenfeld	2003
The Financially Distressed Franchisee	Barry Blum Paul Battista Stephen Buchenroth	2003
Regulatory Update – Federal Enforcement, State Regulatory Agendas	Gary Duvall Dale Cantone Steven Toporoff Les Wharton	2003
Covenants Against Competition in Franchise Agreements	Peter Klarfeld Ron Coleman Constantine Fournaris	2003

System Standards Enforcement	Erik Wulff Steve Horn David Worthen	2003
What is Left of Good Faith & Fair Dealing in the Franchise Relationship?	Craig Tractenberg Richard Rosen Quentin Wittrock	2003
Mediation	Mort Aronson Julie Becker Peter Phillips John Shingler	2003
The Operations Manual	Pamela Mills John Koski Bill Zucco	2003
Judicial update II – Dispute Resolution and Procedural Issues	Marc Seidler Robert Zisk	2003
State Taxation of Franchisor Income	Bruce Schaeffer Neal Borden Gary Weil	2003
Errors and Omissions Insurance for Franchisors: What is Available? What Does It Cost? How Effective is It?	Michael T. Folks Janice Dwyer Jeffrey Wolf	2003
Cyberpiracy	Edward DeMarco Anthony Marks Thomas J. Oppold	2003
Statutory and Contract Limitations on Claims	William Killion Scott McLester Sandy Tucker	2003
<b>2004</b>		
Judicial Update	Ann Hurwitz Andrew Loewinger	2004
When Are Distribution or Licensing Agreements Franchise Agreements?	Michael J. Lockerby Michael Lindsey Rochelle B. Spandorf	2004
Representing Franchisees and Franchisors in Multi-Franchisee Disputes	Jonathan Goldblatt Michael Einbinder Barry Heller	2004
Alternative Growth Strategies: The Advantages and Risks	Christine E. Connelly Michael L. Annis Karen J. Wickliffe	2004

Exclusive Territories, Rights of First Refusal and Areas of Protection	Patrick Walls Joel Buckberg Michael Joblove	2004
Financing a Franchise	Charles Rosolio Benjamin A. Levin Scott Lindquist	2004
Effective Measures to Limit Vicarious Liability Risks for Franchisors	Kelli Thompson Scott G. McLester Arthur Pressman	2004
Electronic Discovery	James M. (Duke) Johnson, Jr. Robert B. Calihan Philip Whistler	2004
Ethical and Professional Responsibility Issues	Stephen E. Story Robert E. Eicher Jon S. Swierzewski	2004
Franchisor Web Sites	Kirk W. Reilly Harvey Kellman Peter J. Klarfeld	2004
Defending Civil Enforcement Action by the FTC or the State	Sandy T. Tucker Debra Bollinger John M. Tifford	2004
Legislative and Regulatory Update	John Gay	2004
Protecting Real Estate Interests	Mark Shapiro Mike Gallagher Larry Lane	2004
Supply and Distribution Issues	Eric L. Yaffe Steven B. Feirman Ted P. Pearce	2004
Lottery and Give-Away Restrictions	Joan Painter, CFE Mary Lynn Bedell Charles B. Miller	2004
E-mail Spam and Related Issues	John Gay Thad Bingel Kennedy A. Brooks Michael Goodman	2004
State-of-the-Art Franchise Agreements	Andrew F. Perrin Harold L. Kestenbaum Richard L. Rosen	2004
State-of-the-Art Franchise Agreements – Litigation Issues	James L. Petersen Barry Blum Thomas Queen	2004

Basics Track – Registration Basics	Karen B. Satterlee Cynthia Gartman, CFE Shelly Harris-Horn	2004
Basics Track– Disclosure Basics	Rupert Barkoff Mary Beth Brody Lane Fisher	2004
Basics Track– International Franchising	Joyce G. Mazero Mort Aronson Stephen Giles	2004
Basics Track – Managing the Sales Process	Jeffrey B. Brams Max Schott Michael H. Seid, CFE	2004
Basics Track – Franchise Litigation Basics	Brian N. McMahon David Byers Ronald T. Coleman	2004

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Judicial Update	Joyce Mazero Michael J. Lockerby	2005
Earnings Claims	Jan Gilbert Stuart Hershman Marc P. Seidler	2005
System Expansion Issues/Handling Impact	G. Thomas MacIntosh Eric M. Newman Steve W. Smith	2005
Acquisitions and Sales of Franchise Companies	Charles S. Modell, CFE Donna Christopherson Mark Siebert	2005
Master Franchise Agreements as a Domestic Growth Vehicle	Carl E. Zwisler Peter D. Holt Melissa Rothring	2005
Counseling the New Franchisor	Michael H. Seid, CFE Gerald A. Cook JoyAnn Kenny	2005
IFA Government Relations Update	John Gay	2005
Advanced Disclosure Issues (An In-Depth Look at the Proposed Changes to the FTC Franchise Rule)	David J. Kaufmann Dale Cantone Steven Toporoff	2005
Hiring and Managing Outside Counsel: The Inside-Outside Counsel Relationship	Scott O’Connell Nancy Gourley Amy Reynolds	2005

Designated Supplier Programs	Joseph W. Sheyka Diane Green Kelly Paul Reeve	2005
Franchise Lawyering: Workshop on Ethics and Liability Concerns	Gary R. Duvall Harris J. Chernow William Killion L. Seth Stadfeld	2005
Mediating Franchise Disputes	Craig S. Prusher Scott G. McLester William G. Hall	2005
Advanced System-Wide Compliance: How Franchisors Manage Compliance on a System-Wide Basis	Kay Marie Ainsley, CFE Constantine T. Fournaris Kathryn M. Kotel	2005
Intellectual Property: Protecting the Brand	Stephen E. Noona Christopher P. Bussert Marlene M. Gordon	2005
Evidentiary Issues in Franchise Litigation	Martin G. Gilbert Bradley S. Block Daniel Gildin	2005
Anti-Trust Issues	Alan H. Silberman Helene Jaffe Christopher J. MacAvoy	2005
Tortious Interference Claims	Kathryn Rookes Jonathan E. Perlman Paula Morency	2005
Financing Growth of Multi-Unit Franchisees	Too Anders Randy Evans Colvin Leonard J.H. Snow	2005
Exercise of Discretion	Daniel Kaplan Randall C. Mathieson Joe Schumacher	2005
Representing the Multi-Concept Franchisee	Edward J. DeMarco, Jr. Mark Kirsch Allan Hillman	2005
Bankruptcy – Current Issues	Andrew C. Selden Craig R. Tractenberg Dean Waldt	2005
Underreporting	Robert L. Zisk Richard McIlveen Leonard D. Vines	2005

Basics Track - Disclosure	David E. Holmes Joseph Fittante Mark Forseth	2005
Basics Track - Complying with System-Wide Standards	Brian B. Schnell David Hood Bill Zucco	2005
Basics Track - Franchise Agreement Drafting	Patrick J. Maslyn Cheryl L. Mullin Daniel Waddell	2005
Basics Track - Registration and Franchise Law	Marisa D. Faunce Debra A. Harrison Leslie J. Pujo	2005
Basics Track - Frequently Arising Issues in Litigation	Michael Gray R. Scott Caulkins James G. Healy	2005
Basics Track - International Franchising	Frank Zaid Shelly O'Callaghan Kendal Tyre	2005

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Judicial Update	Lane Fisher Charles G. Miller	2006
FTC Rule Revisions and Guideline Changes	David Oppenheim Dale Cantone Steve Toporoff	2006
Counseling the New Franchisee (and Why It is Important to Franchisor Lawyers)	Rupert Barkoff Mary Beth Brody Richard Rosen	2006
Due Diligence in Buying and Selling Franchise Companies	Scott Pressly Neil Aaronson Doug Berry	2006
Bankruptcy Issues in Franchising	Barry Blum William S. O'Hare Richard C. Pedone	2006
Drafting and Enforcing Non-Competition and Confidentiality Agreements	Doug Garrou Carl Jacobsom Aimee Minnick	2006
State Taxation of Franchise Royalties	Bruce Schaeffer Denise V. Corsaro Kay Hobart	2006
IFA Government Relations Update	David French	2006

Area Development Agreements: Law & Practice	Charles B. Cannon Keith Klein Jeffrey Brimer	2006
Practical Aspects of Electronic Disclosure	Joseph J. Zepf Robert Lauer Frederick F. Simmons	2006
The Proactive Business Lawyer – an Ethics Program	Jeffrey B. Brams Robert Eicher Chip Preston	2006
The Impact of Encroachment	Michael Joblove Scott D'Angelo Robert H. King, Jr.	2006
Best Practices in International Franchising	Larry Weinberg Lee Plave Ned Lyerly	2006
Protected Territories – Effective Development Tool or Legal Liability?	Morton H. Aronson Randall S. Hammer Roy Flora	2006
Disclosure Risks in Complying With Non-U.S. Franchise Regulations	Gaylen Knack W. Andrew Scott Jane LaFranchi	2006
Between Two Rocks and a Hard Place – Negotiating With Landlords and Lenders	Phil Korb Susan Miller Todd V. Jones	2006
After the Acquisition: Legal Issues Affecting the Integration/Conversion of Acquired Units	James Rubinger Brian Schmidt Charles Bengochea	2006
Hot Topics in Mediation and ADR	Hilary Buttrick Robert Calihan Lynette Carhart-Gladdis	2006
Working with Franchisee Associations	Lee Abrams Scott Toop Bill Darrin	2006
The New June 2006 Federal Rules on Electronic Discovery: What You Don't Know <i>Could</i> Hurt You	Jonathan Solish Paul Reeve Mark Inzetta	2006
Meeting the Challenges of the New Mexican Franchise Law	Agustin Portal Jorge Amigo Jorge Mondragon Michael Santa Maria	2006

Basics Track - Disclosure and Registration	Kim McCullough Michael S. Levitz Mary B. Stanley Susan Hamilton	2006
Basics Track - Franchise Agreement Drafting	Peggy Narodick James M. Mulcahy Mary Beth Trice Kerry Olson	2006
Basics Track - Intellectual Property	Paul Fransway Jennifer Debrow Andrew Bratzel	2006
Basics Track - Complying With System-Wide Standards	David Worthen Melanie Hansen Heather Smedstad	2006
Basics Track - Frequently Arising Issues in Litigation	Norman Leon Carmen Caruso C. Griffith Towle	2006

### 2007

Getting the Deal Done: A Private Equity Case Study	Dina Dwyer-Owens, CFE Duke Johnston, CFE Sean McAvoy Stuart Baxter	2007
The Devil is in the Details: Critical Issues in Establishing and Operating Franchisor-Assisted Resale Programs	Kevin Hein Jeff Kolton Victoria Blackwell	2007
Preventing Supply Chain Disputes: Best Disclosure and Contract Practices	Max Schott Stephane Teasdale Rena Miller	2007
Consumer Actions Against Franchise Systems: Defenses and Consequences	Frederick McClure Hal Merck Roger Schmidt	2007
Defending Against Guerilla Cyber-Assaults: Protecting Your Brand on the Internet	Jennifer Elgin Victor Buonocore Stephen Selznick	2007
Executing Enforceable International Franchise Agreements: Problems and Pitfalls, and How to Avoid Them	Mark Forseth Penny Ward Pablo Hooper John Pratt	2007
Turning Defiant Franchisees Into Compliant Franchisees	John Koski John Kujawa Richard Krubeck	2007

Broker Liability: Minimizing the Business and Legal Risks Associated With Brokers and Other Third Parties	Joel Siegel Donna Christopherson Marc Kiekenapp	2007
IFA Government Relations Update	David French	2007
Ask the Regulators: The Newly Amended FTC Franchise Rule	Joyce Mazero Steve Toporoff Dale Cantone Bob Tingler David Kaufmann	2007
Privacy and Data Security – How What You Don't Know Can Hurt You (A Lot)	Karin Simonson Catharine Boschee Tom Epstein	2007
Alternatives to Single Unit Franchising	Marisa Faunce Ryan Whitfill Craig Prusher	2007
Benchmarking Performance and Sharing Best Practices Within and Across Multiple Brands	Todd Leff Scott Toop Charlie Chase	2007
Current Ethical Issues in Arbitration and Mediation	Arthur Pressman Bradley Block Cathy Cronin Harris	2007
Developing and Using Franchise Associations and FACs	Will Jameson Rich Kolman Harris Chernow	2007
Fixing Things Manually: Updating and Modernizing Franchise Systems Through the Operations Manual	Brian Cole Kenneth E. Treat Dara Solan	2007
Beyond Gross Sales: Creative Approaches to Financial Performance Representations	Darrell Johnson Kay Ainsley, CFE F. Joseph Dunn	2007
Turning the Ship Around: Managing Franchise Relationships to Address Franchisee Unrest	Rochelle B. Spandorf Steve Nelson David Holmes Steve Siegel	2007
Exit Strategies for Franchisors	Ted Pearce Claudia Levitas Kevin Stichter	2007
Playing the Games By the Rules: Contests, Sweepstakes, Gift Cards and Customer Loyalty Programs	David Mayberry Cathy Tang Franklin Moore	2007

Managing Conflicts of Interest in Dual Company/Franchise Systems	Robert K. Sawyer Kenneth S. Kaplan Shelley Weatherbie	2007
Protecting the Franchise System with Restrictive Covenants Against Competition	Arthur Anastos Eric Yaffe William Killion	2007
Franchise Growth Models	Stan Berenbaum Edith Wiseman Neal Hollingsworth Patrick Meglio	2007
Judicial Update	Brian Schnell Fredric Cohen	2007
Structuring Franchises in China, An Overview: What to Know Before You Go	Debra Abate Richard Wageman Eric Newman	2007
Employment and Immigration Law: The Essentials for Franchisors and Their Legal Counsel	Steve Brigandi Bo Cooper Bhavana Boggs Michael Seid	2007
Basics Track - Disclosure and Registration Issues	Stuart Hershman Vivian Opelt Kim Lambert	2007
Basics Track - Franchise Agreement Drafting	Andrew Friedman Jenni Wisniewski Robyn Fuller	2007
Basics Track - Intellectual Property and the Franchise System	Jason Kravitz Frank Duffin	2007
Basics Track - Complying With System-Wide Standards	Kathryn Rookes Leslie Pujo Joe Schumacher	2007
Basics Track - Frequently Arising Issues in Litigation	Thomas Archer Nina Greene Kersh Dennis Leon	2007

## 2008

Opening General Session: <i>Seeing Green</i>	David Mandelbaum Todd Leff Mari Snyder Steve Caldeira	2008
Advanced Issues in M&A	Jeffrey Brimer Joel Buckberg Jack Santaniello	2008

Getting From Sold to Open: Issues Faced by Franchise Companies in “Onboarding” Franchisees	Brian Schnell, CFE Troy Bader Steve Greenbaum, CFE	2008
The 5 Most Frequently Filed Lawsuits Against Franchisors and How to Avoid Them	Michael Joblove Heather Carson Perkins W. Barry Blum	2008
Strategies in International Expansion	Leonard Polsky Carl Zwisler Ned Lyerly	2008
Helping Franchise Systems Succeed: Avoiding the Pitfalls Encountered in the Early Stages of Franchising	Rocco Fiorentino, CFE Marisa Faunce Michael Seid, CFE	2008
At Your Service: Legal and Business Challenges Unique to the Service Industry	Steve LaCroix Kim Lambert Ann Hurwitz	2008
Protecting the Chain from Farm to Fork: Preventing and Defending Food Liability Claims	Dean Fournaris Brian Balconi David Bartlett	2008
Luncheon & General Session: <i>IFA Legislative Update</i>	David French	2008
Three-Level Franchise Systems: Area Reps and Development Agents: Do They Make Sense for the Systems You Represent?	Will Woods Jacqueline Vlaming John Dring, CFE	2008
Identifying, Managing and Resolving Troubled Franchise Relationships: Practical and Legal Approaches/Strategies	Jim Goniea Michael Einbinder Jeff Fillerup	2008
Pricing Restrictions—Relaxation of Antitrust Rules Creates New Opportunities	Tom Queen Bob Joseph Dave Hood	2008
Advanced Issues in Arbitration	Andra Terrell Charles Miller Jonathan Perlman	2008
The New Generation of IP Challenges: Controlling Your Brand on You Tube, eBay, Wikopedia and Other Frontiers	Paul Reeve John Pickerell Lora Friedemann	2008
Crisis Management in Franchise Systems: How Franchisors Manage System-Threatening Events	Scott Toop Don Becker Bruce Tucker	2008
Outsourcing Franchisors’ Services—A Beneficial Growth Tool or Risky Proposition?	Ryan Cunningham Patrick Sanders Milton Whitfield	2008

Enforcing International Agreements	Karen Boring Satterlee Paul Jones Frank Zaid Chris Nowak	2008
Enforcing the Duty to Comply with Immigration Laws and Regulations: The Franchisor's Perspective	Andrew Bratzel Bruce Davis Paul Fransway	2008
Gift Cards, Credit Cards and Promotions: Making a Consumer's Life Easier and a Franchisor's Job More Difficult	Sonny Cohen Scott Pink Diane Green-Kelly	2008
Satisfy Your Hunger for System-Wide Food Safety Standards: Best Business Practices for Enforcing Compliance Through Employee Training	Troy Brethauer Joe Devereaux Guy Rallo	2008
Business and Legal Issues in Franchise Sales, Transfers and Changes of Control	Andraya Frith Gaylen Knack Jennifer Magyar	2008
Ethics: Compliance Pitfalls – The Biggest Traps for Lawyers Representing Franchisors Today	Joel Siegel Jon Amberg Tom Kissinger	2008
General Session: <i>Judicial Update</i>	Kirk Reilly Robert Calihan	2008
Expansion, Encroachment, Impact and Cannibalization – Growing the System While Keeping Karma in the Franchise Community	Jim Rubinger Lynette McKee, CFE	2008
Sleep Tight: Managing Risk in the Lodging Industry	Morton Aronson Mark Carrier Marcus Banks	2008
Basics Track - Registration: Understanding the State Franchise Registration Framework and How the Amended FTC Franchise Rule Will Impact It	Jan Gilbert Sandra Trenda John Fitzgerald	2008
Basics Track - Disclosure (Under the Revised FTC Franchise Rule and State Franchise Disclosure Laws)	David Oppenheim John Murphy	2008
Basics Track - Franchise Agreement Drafting	G. Thomas MacIntosh George Herz Michael Lockerby	2008
Basics Track - Complying With System-Wide Standards	Kathie Lee Tom Archer Jennifer Bippus	2008

Frequently Arising Issues in Litigation	Gregg Rubenstein Brian McElpatrick Kathryn Thomas	2008
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**2009**

General Session: <i>Franchising in Changing Economic Times</i>	Edward Levitt Steve Aronson Ken Walker, CFE Kathryn Kotel	2009
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A Seller's Guide to Preparing for the Sale of Franchise System	Mark Kirsh Scott Pressely, CFE Patrick Walls, CFE	2009
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Franchisee Defaults: Pulling the Trigger for "Material" Defaults and Strategies for Strengthening the Franchisor's Case	William Killion, CFE Nina Greene Kerry Olson, CFE	2009
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Franchise Financing in Tight Credit Markets: Franchisor Assistance and Best Practices for Dealing with Lenders	Paul Battista Bill Vaughan Ronald Feldman	2009
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When Does a Competitor Cross the Line? And Other Trademark and Advertising Issues for the Franchise Lawyer	Valerie Pochron Jennifer Moore David R. Haarz	2009
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Advanced Financial Performance Representations: Preparing & Using FPR's	Joyce Mazero Rebekah Prince Peggy Shanks	2009
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Advanced Bet-the-System Litigation	Pat Meyers Quentin Wittrock Robert Zarco	2009
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Change is in the Air: How to Successfully Lead the System Through Change	Mark Siebert Dean Waldt Barry Miller	2009
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Luncheon & General Session: <i>IFA Update</i>	David French	2009
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Luncheon & General Session: <i>Franchise Dispute Resolution</i>	Edward Wood Dunham	2009
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Full Steam Ahead: Tips and Traps in Drafting and Enforcing Boilerplate Clauses	Jennifer Dolman Barry Heller Leonard Vines Julianne Lusthaus	2009
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The Top 10 Things Every Franchise Company Needs to Know about Antitrust and Competition Law: Everything from Pricing to the Supply Chain	Erika Amarante Marc McLaughlin Elsie Romero	2009
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Keeping Your Distance: How to Avoid or Survive Vicarious Liability Claims While Enforcing System Standards	Fredric Cohen Cynthia Gartman, CFE Art Rubinett	2009
Saving the Franchise Relationship Before Financial Failure: Workouts and Restructuring the Franchise Relationship	William Jameson Craig Tractenberg John Berg	2009
Strategies for Growing Your System Internationally in Today's Economic Climate	Alison McElroy Jane LaFranchi Lee Vala Williams Edwards, CFE	2009
Protecting Personal Data – Strategies for Dealing with a Data Breach	Donna Christopherson Kirk Nahra Michaele Weatherbie Steven Toporoff	2009
Avoiding the Smoking Gun: Transforming Email from a Dangerous Weapon into a Useful Tool	Louis Chronowski Mark Diamond Christina Conlin	2009
Controlling Your Brand on Web 2.0 – Legal Updates and Strategies Regarding Online Trademark Issues	Roger Schmidt Michael Fleming James Trigg	2009
Ask the Regulators: Ongoing Interpretations under the New Franchise Rule	Joseph Fittante Dale Cantone Anne Connelly Craig Tregillus	2009
The Lawyer's Role in Advising Franchisors: When Is Too Much, Too Much?	John Koski Ted Pearce David Austin	2009
Driving Compliance without Termination During an Economic Downturn	Jonathan Solish Lisa Storey Korin Neff	2009
Enforcement Challenges in Emerging Markets (BRIC)	John Vernon Babette Marzheuser-Wood	2009
General Session: <i>Judicial Update</i>	Joel Siegel Norman Leon	2009
Refranchising: Strategies for Managing the Sale of Company-Owned Units	Robert Lauer Manny Armesto Peter Snell	2009
Optimizing Your Multi-Unit Expansion Strategy: To Sell or Not to Sell	Joseph Dunn Marc Kiekenapp Carl Khalil	2009

Facing the Music Before the Band Plays: Protecting the Franchise System Entrance with Franchisee Qualification Criteria	Stephen Vaughan Nikki Sells, CFE Mark Robertson	2009
Basics Track - Registration: How to Swiftly Secure Initial, Amendment and Renewal Disclosure Document Registrations	David Kaufmann Timothy O'Brien Theresa Leets	2009
Basics Track - Disclosure (Under the Revised FTC Franchise Rule and State Franchise Disclosure Laws)	Robert Sawyer, Jr. Joseph Nugent Maureen O'Brien	2009
Basics Track - Franchise Agreement Drafting	Kevin Ayers Michael Laidhold David Allsman	2009
Basics Track - Complying with System-Wide Standards: The Franchisor and Franchisee Perspective	Les Wharton Rajiv Trivedi Mukesh Mowji	2009
Basics Track - Frequently Arising Issues in Litigation	Mark Forseth Kevin Shelley James Wahl	2009

## 2010

Practical Application of Consumer Privacy Laws to Franchised Businesses	Bob Langer Tony Rodriguez C. Joseph Yast	2010
Purchasing Cooperatives – Opportunity for Immediate and Long Term Savings	Suzanne Loonam Peggy Cobb	2010
Franchisee Receiverships & Bankruptcies: How to Balance the Rights of the Franchisor with the Rights of the Secured Lenders	Kathie Lee Valerie Morrison Steve Rafferty	2010
The Importance of Enforcing Post-Termination Rights in a Down Economy	Jim Susag Mike White	2010
Planning for International Expansion – Things to Consider Before Expanding	Tao Xu Bruce Harsh Timothy Hardy	2010
Dealing with Thorny Transfer Issues	Frank Zaid Mark Dely Amy Cheng	2010
Incurable Defaults and Good Cause Requirements – Can Sound Drafting Reconcile the Two?	Frederick F. Simmons, Jr. David C. Gurnick C. Griffith Towle	2010
Luncheon & General Session: <i>IFA Government Relations Update</i>	David French	2010

The Evolving Franchise System: How to Guide an Emerging System from “Baby Steps” to a “Grown-Up” System	Kay Ainsley, CFE David Koch Debra Harrison	2010
Franchisor as Finance Coach: Finding Options and Solutions for Franchisee Funding in Today’s Market	Charlene York Scott Pressley, CFE Tim Miller	2010
E-Discovery – Rules and Best Practices	Robyn Fuller Leanna Anderson Jeff Cowman	2010
Ask the Regulators: Current Franchise Disclosure and Registration Issues	Karen Satterlee, CFE Dale Cantone Theresa Leets Timothy O’Brien	2010
Top 5 Changes to Consider Making to Your Franchise Agreement ( <i>Advanced Session</i> )	John Fitzgerald, CFE Kim Toomey Melissa Rothring Doug Kordel	2010
Termination Alternatives in Tough Economic Times ( <i>or Any Time?</i> )	Harris Chernow Sandra Gibbs Bethany Appleby	2010
The New Shifting Sales Paradigm: Private Equity, Multi-Unit Developers, Joint Ventures	Jan Gilbert Jack Wixted Mark Friedman	2010
Have Your Franchisees and Their Employees Become Your Employees Without your Knowledge?	Gregg Rubenstein Donald Burleson K. Kristann Carey	2010
Providing and Collecting Damages in Franchise Litigation	Johnathan Perlman Heather Carson Perkins Andra Terrell	2010
Search Engine Optimization, Paid Search, and Micro Sites – Controlling Your Brand	Kim Lambert Ben Reed Doreen Costa	2010
Unit Level Economics: The Legal and Business Case for Understanding How to Analyze Your Franchisee’s Financial Position	Louis Chronowski Robert Gerstenfeld Ryan Palmer	2010
How to Say “Yes” to Sales Without Saying “No” to Best Practices	Kevin Hein Troy Bader Tim Bryant	2010
Social Networking: Best Practices for Franchise Systems	Beata Krakus Mark Chloupek Darin Kraetsch	2010

Raising the Bar of Your Franchise System Through Standards Enforcements ( <i>Advanced Session</i> )	Patrick McGovern Peter Sheldon Brian Schmidt	2010
General Session: <i>Judicial Update</i>	Brian Schnell, CFE Rupert Barkoff Constantine T. Fournais	2010
How to Identify and Avoid Problems in International Master Franchising	Geoffrey Shaw Heather Bias Susan A. Grueneberg	2010
What is a Franchise? What are the Various Types of Franchise Relationships?	Robert Smith Mary Ann O'Connell, CFE Scott Weber	2010
Basics Track - Disclosure	Leslie Pujo Alexander Tuneski Nicole Harrell	2010
Basics Track - Registration	David Oppenheim Anne Spooner Connelly Christopher J. Wallace	2010
Basics Track - Financial and Financing Issues in Franchising	Will Woods Nate Greenberg Ken Switzer	2010
Basics Track - Franchise Agreement Drafting	Kathy Kotel Tony Marks Kendal Tyre	2010
Basics Track - Frequent Arising Issues in Litigation	Barry Blum Michael Gray Robert Salkowski	2010
<b>2011</b>		
IFA Government Relations & Public Policy Update	Charles Melancon	2011
Ask the Regulators: Current Franchise Disclosure and Registration Issues	Lacey Cordero Dale Cantone Cassandra Karimi Theresa Leets Craig Tregillus,	2011
Look Before You Leap: Top Ten Pitfalls for Start-Up Franchisors	Leonard D. Vines Melanie Bergeron Jim Ullman	2011
Big Love: Relationship Issues When Franchisees Operate Multiple Brands	Barry Blum Joseph Zirkman Melissa Bernheim	2011

The Mass Franchise Dispute: Is It Revolution or Simply the Cost of Doing Business?	Fredric Cohen Michael Garner Stephen Hagedorn Len MacPhee	2011
Keeping Pace with Changing Technology in Franchising: Tips, Traps and Best Practices	Dominic Mochrie Lorinda Church Lee Plave, CFE Nancy Ghanem	2011
Money Doesn't Grow on Trees: Effective Strategies for Collecting Amounts Due, Both Domestically & Internationally	Craig Miller Ann Hurwitz Mike Carlet	2011
The Franchise System Post-Private Equity Investment	Joel R. Buckberg Peter D. Holt, COO Stephen Aronson	2011
Key Ethics Issues in Franchising (current state of multijurisdictional practice issues, ethics considerations in litigation, in-house ethics issues)	Kevin Kennedy Peter R. Silverman Phil Rudolph	2011
Enforcing Your International Agreements: What Can You Really Do?	Jorge Mondragon Rob Lauer Babette Marzheuser-Wood	2011
Encrypt This: An Overview of Data Security and Privacy Laws in Franchise Systems	Joseph Nugent R. Bruce Daise Paul Jones	2011
Don't Expose Yourself: Risk Management in Your Franchise System	Micah Skidmore Doug Livingston David Langefels Corrine Carr	2011
Oh No, Is that Really a Material Change? Disclosure, Exemption and Registration Issues in Challenging Economic Times	Regina B. Amolsch Christina M. Noyes Peter Dosik	2011
To Err is Human: Remedying Mistakes in the Pre-Sale Disclosure Process	Elizabeth S. Dillon Andraya Frith, Partner Joseph J. Craciun	2011
Arbitration in 2011	Karen Marchiano Joseph S. Goode Mary C. McMonagle	2011
Practical Approaches to Pricing Programs After Leegin	Ken Starling Craig S. Prusher Pete Levitas	2011
What Happened to My Settlement Agreement? Drafting, Enforcing and Litigating Settlement Agreements	Ted P. Pearce Sandy T. Tucker Corby Anderson	2011

Staging Your Franchise House for Sale	Dan Hassett William Werner Reeves McGee	2011
Enforcing Your Social Media Policy Around the World	Heather Bias Laurie Jessome Tiffany Brosnan Penny Ward David Evans	2011
Dealing with Defaults in Your International Franchise Agreements	Andrew P. Loewinger Luiz Henrique O. do Amaral Jayne Edmonds	2011
Game Changers: Catching Up and Looking into the Crystal Ball to See What New Laws Mean to Franchising	Jason Murray Kathie Lee Jan Gilbert	2011
Judicial Update	David Beyer Nina Greene	2011
Implementing System Upgrades and Enhancements: Business and Legal Considerations	David Kaufmann Ken Cutshaw Robert Zarco	2011
Basics Track - Best Practices in Franchise Administration	Sarah Yatchak Sandra Tenda Meredith Flynn	2011
Basics Track - Real Estate: Basic Leasing in Franchising	Andrew L. Pidcock Christopher J. Egan Robert K. Sawyer	2011
Basics Track - What is a Franchise?	Emily Decker Maral Kilejian Danell Olson Caron	2011
Basics Track - Disclosure Basics – Don't Stick Your Head in the Sand	Kathryn Rookes Tim Goodman Brenda Beerman Trickey	2011
Basics Track - Registration	Donna Christopherson Meredith A. Bauer Peggy Shanks Matthew J. Kreutzer	2011
Basics Track - Frequently Arising Issues in Litigation (from Pre-Sale to Post-Term and Beyond)	John Verhey Michael L. Sturm Robyn Fuller	2011