

GOVERNMENT LAW CENTER OF ALBANY LAW SCHOOL
GOVERNMENT LAW ONLINE

**TEACHING GOVERNMENT LAW & POLICY
IN LAW SCHOOL: REFLECTIONS ON
TWENTY-FIVE YEARS OF EXPERIENCE**

2003



Government Law Center
Albany Law School | UNION
UNIVERSITY

80 New Scotland Avenue
Albany, NY 12208

www.als.edu

© 2003 Albany Law School

GOVERNMENT LAW ONLINE publications are available at www.governmentlaw.org

Reprinted with permission from the Albany Law Review, Volume 66, at 993 (2003).

TEACHING GOVERNMENT LAW & POLICY IN LAW SCHOOL: REFLECTIONS ON TWENTY-FIVE YEARS OF EXPERIENCE

**Patricia E. Salkin, Esq.
Associate Dean and Director**

2003

© 2003 Albany Law School

These materials are copyright by Albany Law School (ALS) on behalf of its Government Law Center or ALS licensors and may not be reproduced in whole or in part in or on any media or used for any purpose without the express, prior written permission of Albany Law School or the licensor. Neither Albany Law School, the Government Law Center or any licensor is engaged in providing legal advice by making these materials available and the materials should, therefore, not be taken as providing legal advice.

All readers or users of these materials are further advised that the statutes, regulations and case law discussed or referred to in these materials are subject to and can change at any time and that these materials may not, in any event, be applicable to a specific situation under consideration. The information provided in these materials is for informational purposes only and is not intended to be, nor should it be considered to be, a substitute for legal advice rendered by a competent licensed attorney or other qualified professional. If you have any questions regarding the application of any information provided in these materials to a particular situation, you should consult a qualified attorney or seek advice from the government entity or agency responsible for administering the law applicable to the particular situation in question.

TEACHING GOVERNMENT LAW & POLICY IN LAW SCHOOL:
REFLECTIONS ON TWENTY-FIVE YEARS OF EXPERIENCE

*Patricia E. Salkin**

I. INTRODUCTION

In January 2003, the Government Law Center (GLC or Center) of Albany Law School of Union University began a year-long celebration of its silver anniversary as a unique combination of a law school-based academic program and as a public policy institute and training resource for governments in New York and across the country. The GLC, created in 1978, was the product of a federal grant administered by New York State through the Department of State. The grant funds originated in the United States Office of Personnel Management and were allocated to New York State through the Federal Intergovernmental Personnel Act of 1970.¹

* Associate Dean and Director of the Government Law Center (GLC or Center) and Professor of Government Law. The author gratefully acknowledges the incredible work and dedication of the GLC staff—past and present—who have created a world-class, academic-based research center that conducts cutting-edge studies and reports, that provides training for the public-sector workforce, and that works to assist governments at all levels in the resolution of the specific problems and challenges that they face. Former directors, who each left their unique thumbprints on the GLC, are: Albany Law School Professor Sandra M. Stevenson, 1978, 1983–1989; J. Langdon Marsh, 1979–1983, who later became Commissioner of the New York State Department of Environmental Conservation and then Commissioner of the Oregon Department of Environmental Protection; Honorable Joseph Bellacosa, 1983, who later became the Administrative Judge for the New York State Office of Court Administration, a distinguished Judge on the New York Court of Appeals, and who now serves as Dean of St. John's School of Law; and former Albany Law School Professor George F. Carpinello, 1990–1991, who is currently a partner with the Albany office of Boies, Schiller & Flexner LLP. The Center's volunteer Advisory Board has also contributed great wisdom and advice to the GLC over the span of its history. The author is indebted to the *Albany Law Review* for publishing this Anniversary Celebration which highlights a unique program in legal education. Lastly, the author is grateful to the current GLC staff for their contributions of information, insight, and critiques for this Anniversary Celebration.

¹ See Intergovernmental Personnel Act, 5 U.S.C. §§ 3371–76 (2002) (facilitating federal, state, and local government cooperation through the sharing of administrative, technical, and professional expertise); GOVERNMENT LAW CENTER, THE GOVERNMENT LAW CENTER OF ALBANY LAW SCHOOL: LINKING LAW & PUBLIC POLICY FOR TWENTY-FIVE YEARS: A RICH HISTORY 1978–2003 (2003) (chronicling the initial capital development that made the GLC possible) [hereinafter A RICH HISTORY] (on file with author). This article is also available at

The GLC's inception was supported by Albany Law School of Union University not only by its matching funds but also by providing considerable educational and institutional resources. The then acting Dean John Welsh, along with Professors Sandra Stevenson, Robert Tymann, and Bernard Harvith, all contributed extensive amounts of time, effort, and expertise during the GLC's initial stages.² As the oldest law school-based government law center in the United States,³ the GLC has become an integral part of the law school and has effectively served as a bridge between the traditional law school curriculum and government lawyering.⁴ Since its creation, the GLC's mission has been to "promote interdisciplinary study and research in government and the problems facing government; [to] introduce law students to methods of policy analysis and to public service; and [to] serve as a resource to government at all levels...."⁵ This objective was to be achieved by using the contributions of "qualified academic personnel and highly motivated students . . . to provide comprehensive, objective legal research with proposals for handling specific problem areas."⁶

A member of the Capital City Law Schools Consortium since its creation in 1996,⁷ the GLC has been the recognized leader in law school-based government law programs.⁸ Similar to other such

on the Albany Law School website at <http://www.als.edu/centers/editor.cfm?ID=583> (last visited Apr. 13, 2003).

² A RICH HISTORY, *supra* note 1, at 2.

³ See Michele Ann Monforte, *Law and Government Centers: A 'Capital' Resource for Public Lawyers*, THE PUB. LAW., Summer 2001, 9 (extolling the GLC for playing a prominent role in bridging the areas of law and policy and for serving as a prototype for other schools to do the same).

⁴ See *id.* (providing services—such as conferences, symposia, and training programs—to law and policy makers, students, and the community at large).

⁵ See *Reforming New York's Land Development Approval Process: Before Subcommittee on the Land Development Approval Process* 1 (Oct. 17, 1994) (statement of Patricia E. Salkin, Director of the Government Law Center, Albany Law School) (on file with author).

⁶ See A RICH HISTORY, *supra* note 1, at 4 (using student fellowships and internships, combined with staff attorneys and faculty contribution, the GLC has stayed true to its conception of a joint student/professional program).

⁷ See Monforte, *supra* note 3, at 11 (describing the Capital City Law Schools Consortium as a voluntary association of law schools that provides a forum to exchange ideas and concepts about different aspects of the law and government, and discussing what law schools are doing in those areas). The Consortium was formed by Associate Dean David Kenagy of Willamette Law School in Salem, Oregon.

⁸ See Jane M. Hawksley, *Albany's Government Law Center Serves as Model*, THE BUS. REV. (Albany, N.Y.), Oct. 26–Nov. 1, 1998, at 25 (noting that other law schools, including McGeorge School of Law in Sacramento, California, and Indiana University School of Law, have modeled their government law programs after Albany Law School's GLC); see also Tina Lincer First, *The Government Law Center—20 Years as the National Model*, ALB. L. SCH. MAG. OF UNION UNIV., Spring 1998, at 10, 12 (acknowledging the respect and admiration that other law school deans express towards the GLC and mentioning that former Albany Law

programs in capital cities, it builds upon its geographic location with both curricular and co-curricular opportunities that bring the government experience into the classroom.⁹ According to the current Albany Law School Dean Thomas Guernsey, the GLC's "innovative programming focuses on the most pressing issues facing state and local government . . . [and] [i]n doing so, the (Law Center) epitomizes what education at Albany Law School is about—excellent teaching, world-class research and service to the community."¹⁰

In celebrating the rich history of the GLC, this dedication describes the benefits of an innovative law school-based public policy center where government law and policy-makers meet advocates and academics in neutral forums to develop legally defensible, efficient, and appropriate statutory and regulatory solutions to some of our government's most pressing challenges.¹¹

School Dean Thomas Sponsler noted that "[i]t is considered the model for a government law center").

⁹ See First, *supra* note 8, at 10 (noting that the GLC's positioning in the "center of the American legal universe" helps it to bridge the gap between government and academe). Other law schools with government law programs include: American University-Washington College of Law, see WASHINGTON COLLEGE OF LAW, ABOUT THE LL.M PROGRAM ON LAW & GOVERNMENT, at <http://www.wcl.american.edu/lmlawandgov/about.cfm> (last visited Apr. 13, 2003); Capital University School of Law, see CAPITAL UNIVERSITY LAW SCHOOL, CONCENTRATIONS: GOVERNMENTAL AFFAIRS, at <http://www.law.capital.edu/academic/govaffcon.asp> (last visited Apr. 13, 2003); Catholic University of America-Columbus School of Law, see CATHOLIC UNIVERSITY OF AMERICA SCHOOL OF LAW, LAW AND PUBLIC POLICY, at http://law.cua.edu/academic/institutes/institutes_c.cfm (last visited Apr. 13, 2003); Drake University School of Law, see DRAKE UNIVERSITY LAW SCHOOL, CENTER FOR LEGISLATIVE PRACTICE, at <http://www.law.drake.edu/centers/legispractice.aboutcenter.html> (last visited Apr. 13, 2003); Duke Law School, see DUKE LAW, PROGRAM IN PUBLIC LAW, at <http://www.law.duke.edu/publiclaw/index.html> (last visited Apr. 13, 2003); Hamline University School of Law, see HAMLIN UNIVERSITY SCHOOL OF LAW, ACADEMIC CONCENTRATIONS, at <http://web.hamline.edu/law/acadprogs/concentrations.html> (last visited Apr. 13, 2003); Indiana University School of Law, see INDIANA UNIVERSITY SCHOOL OF LAW, PROGRAM ON LAW AND STATE GOVERNMENT, at http://indylaw.indiana.edu/programs/Law_State_Gov/contents.htm (last updated July 25, 2002); University of the Pacific-McGeorge School of Law, see MCGEORGE SCHOOL OF LAW CAPITAL CENTER FOR GOVERNMENT LAW AND POLICY, at http://www.mcgeorge.edu/government_law_and_policy/governmental_affairs_program/index.htm (last visited Apr. 13, 2003); Widener University School of Law, see WIDENER UNIVERSITY SCHOOL OF LAW, LAW AND GOVERNMENT INSTITUTE, at http://www.law.widener.edu/CURRENT/PROGRAMS/GOVT_LAW/index.shtml (last visited Apr. 13, 2003); and Willamette University College of Law, see WILLAMETTE COLLEGE OF LAW PROGRAM IN LAW AND GOVERNMENT, at http://www.willamette.edu/wucl/academic/law_govnt.htm (last visited Apr. 13, 2003).

¹⁰ Carol DeMare, *Government Law Center to Mark 25 Years of Service*, TIMES UNION (Albany, N.Y.), Feb. 20, 2003, at B3.

¹¹ See Cathy Woodruff, *Law Center Carves Out Larger Niche as Resource*, TIMES UNION (Albany, N.Y.), Mar. 11, 2001, at 16, available at 2001 WL 6297917 (positing that the

This dedication also highlights some of the leadership roles that the Center has taken to promote quality government and governance, service learning, and a superior academic component for law students and law school faculty.¹²

II. THE GOVERNMENT LAW CENTER AS A CENTER FOR ACADEMIC STUDY AND EXPERIENCE

A. *Interdisciplinary Service Learning*

In 1994, the GLC was awarded a prestigious grant from the U.S. Department of Education's Fund for the Improvement of Post Secondary Education (FIPSE) for the development and implementation of an intercollegiate, interdisciplinary service learning program to provide mediation training for law students, and for both undergraduate and graduate students at six area colleges and universities.¹³ Upon completion of the New York State Office of Court Administration certified training and an additional mentoring component, students are certified as community mediators in New York and begin mediating disputes for residents

strategic co-location of the prestigious New York State Law Revision Commission with the GLC further strengthens the link between the school's academic resources and state government); see also First, *supra* note 8, at 12, 14 (noting that throughout its history the GLC has maintained its neutrality and quoting former Associate Dean Patrick Borchers describing the GLC as "a model of how academic research centers should work because it has such tremendous credibility, and it has retained that credibility, whether there are Democrats or Republicans in office").

¹² See First, *supra* note 8, at 10–14 (explaining how the involvement of the law school faculty has been critical to the success of the GLC throughout its history). For example, Albany Law School Professor Michael J. Hutter remarked that "[o]ur faculty can provide, from a neutral perspective, knowledge in different areas. There is no political baggage . . ." *Id.* at 12. Additionally, former Albany Law School Associate Dean Patrick Borchers commented that his own involvement with the GLC, upon his arrival to Albany Law School, served as the foundation for his subsequent award-winning treatise on state administrative law, which was co-authored with former Albany Law School Professor David Markell entitled *New York State Administrative Procedure and Practice* (1998). *Id.* at 14. The former Associate Dean noted that "[t]he GLC started us on the road to the project." *Id.*

¹³ See FIPSE GRANT DATABASE, DEPARTMENT OF EDUCATION (displaying the abstract for the Mediation Assistance Program grant), at <http://www.fipse.aed.org/grantshow.cfm?grantnumber=p116f940017> (last visited Apr. 13, 2003); A RICH HISTORY, *supra* note 1, at 16–17 (noting that the program was later expanded to include public policy dispute resolution, including services and training to state government and private entities); Karen Nelis, *Law School Gets Grant to Train Mediators*, TIMES UNION (Albany, N.Y.), Dec. 17, 1994, at B9 (heralding the advent of the new mediation program, the article notes that the inaugural class consists of students from Albany Law School, the University at Albany, Siena College, Sage Junior College, and the College of Saint Rose).

of the Albany Public Housing Authority.¹⁴ The many academic and skill-based successes of this program—documented in a Best Practices Manual prepared for FIPSE¹⁵—led to a second FIPSE grant in 1998.¹⁶ This grant enabled the GLC to attempt to replicate its mediation program at three other law schools by making subgrants to Georgia State School of Law, Indiana School of Law in Indianapolis, and Syracuse University School of Law.¹⁷ Each of these law schools developed innovative-mediation and conflict-resolution programs for law students to gain and to use skills in a service learning atmosphere. Further, the grant enabled the GLC to explore the institutionalization of law school-based service learning mediation programs.¹⁸

A further sign of the original FIPSE grant's success was demonstrated in 2000 when the GLC was awarded a competitive grant from the U.S. Department of Housing and Urban Development to allow not only for the continuation and development of the services that had been provided to the City of Albany Housing Authority under the original FIPSE grant but also to allow for expansion of the program by including other housing authorities in Albany county and housing authorities in Rensselaer and Schenectady counties.¹⁹

In addition, over the years the GLC has been retained to develop and deliver various mediation and conflict-resolution training

¹⁴ See FIPSE GRANT DATABASE, DEPARTMENT OF EDUCATION (remarking that the Best Practice Manual, disseminated to law schools nationwide, will focus on what was learned from the first grant), at <http://www.fipse.aed.org/grantshow.cfm?grantnumber=p116b980419> (last visited Apr. 13, 2003).

¹⁵ PHILIP S. MOSES, GOVERNMENT LAW CENTER, ALBANY LAW SCHOOL, BEST PRACTICES MANUAL: AN INTERDISCIPLINARY APPROACH TO SERVICE-LEARNING AND MEDIATION ASSISTANCE (June 1997) (on file with author) (describing the GLC's Mediation program for the purpose of providing useful information regarding the design, development, implementation, and administration of such a program in an academic institution). Although a revised Best Practice Manual was in production at the time of this publication, more details on this phase of the program are available at <http://www.fipse.aed.org/grantshow.cfm?grantNumber=P116B980419> (last visited Apr. 13, 2003) (summarizing the intent and focus of the joint venture).

¹⁶ See *Federal Grant Funds Replication of Model Community*, THE RECORD (Troy, N.Y.), Sept. 2, 1998 [hereinafter *Replication of Model Community*] (adding that this program would serve over 450 people who were in need of mediation assistance).

¹⁷ See *id.*; see also *Mediation Training Project Update*, GOV'T L. CTR. NEWSL.(Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2000, at 6 (on file with author).

¹⁸ See *Replication of Model Community*, *supra* note 16 (indicating that the new networks created would train a total of ninety-six students and the training program would serve more than 450 people in communities that have a growing need for affordable mediation assistance).

¹⁹ See *HUD Grant Aids Housing Communities in Three Counties.*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2001, at 6 (on file with author).

programs for New York's public sector workforce through the Public Service Workshop Program—a joint labor-management initiative of the Public Employees Federation and the Governor's Office of Employee Relations.²⁰ The GLC stayed active with public policy dispute resolution through membership in the New York State Forum on Conflict and Consensus and the New York State Dispute Resolution Association.²¹ Additionally, as a result of a contract with the New York State Department of Environmental Conservation, GLC staff facilitated a multi-party negotiated rulemaking on cumulative impacts to develop proposed changes to environmental review regulations.²² Most recently, the GLC has been charged by the City of Albany, pursuant to local law, with the development and implementation of a mediation component for the Albany Citizen's Police Review Board.²³

Nine years of service learning and critical academic evaluation of the use of alternative dispute resolution (ADR) by lawyers and ADR skill building by law students has resulted in an increasing acceptance of mediation and the effective use of conflict-resolution programs by the legal community and by the government. This result enhances both the workplace and the living environment and enriches public policy decision making.

B. Government Lawyer in Residence Program

Another unique initiative that was launched in 2002 is the GLC's Government Lawyer in Residence Program.²⁴ Designed to provide a temporary academic environment for a retiring or a transitioning government lawyer,²⁵ the government lawyer in residence spends

²⁰ See, e.g., *News in Brief*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2003, at 15 (reporting that in September 2002, the Public Service Workshop Program provided an all-day workshop in basic conflict resolution for state employees) (on file with author).

²¹ See, e.g., NEW YORK STATE DISPUTE RESOLUTION ASSOC., INC., HISTORY OF ALTERNATIVE DISPUTE RESOLUTION AND NYSDRA (mentioning that the New York State Forum on Conflict and Consensus was created in 1993 and that the GLC hosted the Eighth New York State National Conference on Dispute Resolution in 1996), *at* http://www.nysdra.org/about/about_history.html (last visited Apr. 13, 2003).

²² See *Mediation Assistance Program Offers New Services*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 1997, at 3 (on file with author).

²³ See CODE OF THE CITY OF ALBANY, N.Y. §§ 42-332-40 (2002) (establishing a Citizen's Police Review Board and authorizing the GLC to provide mandatory training for all members).

²⁴ See GOVERNMENT LAW CENTER, GOVERNMENT LAWYER IN RESIDENCE PROGRAM (bringing together former government lawyers with faculty, staff, and students to create research and publication opportunities), *at* <http://www.als.edu/centers/editor.cfm?ID=489> (last visited Apr. 13, 2003).

²⁵ See, e.g., *A Few Words with James P. King*, THE BUS. REV. (Albany, N.Y.), Oct. 25, 2002

one to two years in-house at the GLC conducting research, lecturing in the classroom, and interacting with students on a multitude of issues, including government law and policy and career counseling for the public sector.²⁶ The on-campus presence of a distinguished government lawyer enriches the academic atmosphere and provides a greater diversity of viewpoints both at the GLC and at the law school. The overwhelming success of the program in its inaugural year has led to growth for the 2003–2004 academic year, when there will be two retired government lawyers in residence at the GLC.

C. Government Law Integrated Into the Law School Curriculum

Students often choose to come to Albany Law School because of the opportunities to study government law both in the classroom and in the living laboratory created by the GLC, which compliments and enhances the typical classroom experience. Subsequently, in 2001, in part due to the unique opportunities provided by the GLC, over one-third of the Albany Law School graduating class obtained employment in government.²⁷ Additionally, former Associate Dean Patrick Borchers commented that “[d]irectly or indirectly, the GLC opens up opportunities for students, many of which mature into

(discussing the experience of the GLC’s first government lawyer in residence, and noting his views on how the program provides additional perspectives to students through the process of offering courses taught by a team of a faculty members and the governmental lawyer in residence), *available at* <http://albany.bizjournals.com/albany/stories/2002/10/28/focus7.html?t=printable> (last visited Apr. 13, 2003). The GLC’s first Government Lawyer in Residence, former New York State Assemblyman, agency counsel, and Court of Claims Judge, James P. King, was already a member of the adjunct faculty at Albany Law School. In addition to the trial advocacy course he has taught for more than a decade, his experiences have enriched courses in government ethics and current legal issues in government, which he team taught in the spring 2003 semester. Further, he has guest lectured in the State and Local Government course, the classroom component of the government field placement course, and the Professional Responsibility course.

²⁶ See GOVERNMENT LAW CENTER, GOVERNMENT LAWYER IN RESIDENCE PROGRAM (outlining the structure and function of the program, including the benefits to the law school community), *at* <http://www.als.edu/centers/editor.cfm?ID=489> (last visited Apr. 13, 2003).

²⁷ See Emily Swiatek, *School Program Focuses on Collaboration Between Law School, Government*, THE IND. LAW., June 11, 1997, at 18 (noting that as a result of the GLC, the government job placement rate at Albany Law School was nearly twice the national average in 1997); see also ALBANY LAW SCHOOL, PROSPECTIVE STUDENTS (reporting the employment statistics of the 2001 graduating class at Albany Law School, indicating that government employment, including judicial clerkships, amounted to thirty-five percent of the total hiring), *at* <http://albanylaw.eventurenow.com/departments/editor.cfm?ID=351> (last visited Apr. 13, 2003).

jobs.”²⁸ Moreover, due to the law school’s geographic location in the capital of New York State, Albany Law School and the GLC have developed and tailored a full array of curricular offerings from field placements and semesters in government—both in the state and nation’s capitals—to concentrations in government administration and regulation and an advanced degree in government. Further, a new summer in government program was launched in 2003 to provide full-service, year-round academic offerings in government law.²⁹ Each of these important academic enriching opportunities are discussed more fully below.

*1. Cooperative GLC-Clinical Legal Studies Field Placements
in Government and Semester in Government*

Providing law students with internships in the government sector was one of the original areas of focus of the early grants awarded to the GLC.³⁰ In furtherance of this goal and in cooperation with the Clinical Legal Studies Department, the GLC offers students the unique opportunity to work side-by-side with government lawyers in both the executive and legislative branches of state government and in the executive branch of the federal government.³¹ Great emphasis is placed on the responsibility of the government lawyer-mentors who serve as the on-site supervisors for these programs. An orientation program for the mentors is held, and they are provided with a detailed manual from the Clinic Legal Studies Department discussing the academic goals of the program and their individual responsibilities. Through this program, law students gain practical experience by participating in an impressive array of public lawyering areas including: preparing for legislative and administrative hearings; conducting extensive research; attending and, at times, contributing to administrative hearings before state and federal agencies; drafting legislation and/or rulemaking; and planning for litigation.³² Further, the GLC takes an active role in

²⁸ First, *supra* note 8, at 12.

²⁹ GOVERNMENT LAW CENTER, SPEND A SUMMER IN GOVERNMENT, *at* <http://albanylaw.eventurennow.com/departments/editor.cfmID=546> (last visited Apr. 13, 2003).

³⁰ See A RICH HISTORY, *supra* note 1, at 4–5.

³¹ See ALBANY LAW SCHOOL, ALBANY LAW SCHOOL CLINIC (offering students hands-on experience in approximately fifty government or not-for-profit placements), *at* <http://www.als.edu/centers/editor.cfm?ID=204> (last visited Apr. 13, 2003).

³² See *Spend the Summer Studying Government Law at Albany Law School*, GOV’T L. CTR. NEWSL. (Gov’t L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2003, at 3 (indicating that New York State “provides a rich array of internship opportunities for law students” with its “more than 200,000 executive branch employees and close to 100 state agencies and public

the public service field placements, with the classroom component of such placements being taught by a GLC staff attorney and a seminar on government ethics being presented by former and current GLC directors.

The popularity of the Semester in Government Program³³ has also attracted non-Albany Law School students to Albany Law to participate in the program. For instance, through a cooperative arrangement, Albany Law School has made available the Albany-based Semester in Government Program to law students from CUNY School of Law, whose students have enrolled in this program over the years.³⁴

2. Concentration and LL.M. in Government Administration and Regulation

In 1997, Albany Law School began offering students an opportunity to specialize by electing to concentrate his/her study in courses in the field of government administration and regulation.³⁵ By selecting this option, students agree to take twenty-four credits of courses offered in the concentration, complete a government field placement or participate in a clinical project, and complete a research paper on a relevant aspect of governmental law that qualifies for the law school's upper level writing requirement.³⁶ Upon fulfillment of these requirements, students receive recognition of the concentration at commencement. This is yet another mechanism that enables law students and recent alumni to distinguish themselves from their colleagues in an aggressive and competitive job market.

In 2002, Albany Law School announced the addition of a series of LL.M. programs, including an LL.M. in government administration

authorities") (on file with author).

³³ The Semester in Government Program provides law students with an opportunity to work thirty hours per week throughout a semester in various New York State agencies' Offices of Counsel, as well as in Washington, D.C.

³⁴ *See id.* at 3 (offering "customized field placement internships" to students interested in learning the "art of government lawyering").

³⁵ *See* ALBANY LAW SCHOOL, GOVERNMENTAL ADMINISTRATION AND REGULATION CONCENTRATION (offering a wealth of government administration and regulation courses including but not limited to: administrative law; antitrust; immigration law; government ethics; environmental law; housing law and policy; securities regulation; unfair trade practices; and land-use-planning law), *at* <http://albanylaw.eventurenow.com/departments/editor.cfm?ID=414> (last visited Apr. 13, 2003).

³⁶ *See id.*

and regulation.³⁷ The GLC is an integral part of the government LL.M. program, offering students employment opportunities within the Center, as well as providing research fellowships.³⁸ The unique opportunities and perspectives experienced by the involvement of LL.M. students with the GLC further enriches the academic experience for all GLC participants, especially since LL.M. degrees in government law are offered at few ABA-approved law schools.³⁹

3. *Summer in Government Program*

In February of 2003, Albany Law School announced a new academic offering—the Summer in Government Program.⁴⁰ The program is an extension of the law school's traditional summer school program, which has been enhanced to provide a number of courses focusing specifically on government law combined with government internships.⁴¹ The summer program allows students from across the country to access government field placements and to enroll in government law courses offered early in the morning or in the evening to suit the varying needs of the students and their internship responsibilities.⁴² Developed in consultation with the GLC, the Summer in Government Program is a unique and innovative opportunity for law students.

D. *Contributing Towards Government Law Scholarship*

Work produced by the GLC has been recorded for more than a decade in academic and scholarly journals and in periodicals.

³⁷See Press Release, Albany Law School, Albany Law School Announces New Master of Laws Program (Apr. 17, 2002), at <http://www.als.edu/news/news-details.cfm?ID=10%2E3&newsID=40> (last visited Apr. 13, 2003).

³⁸See ALBANY LAW SCHOOL, GOVERNMENT ADMINISTRATION AND REGULATION, at <http://www.als.edu/admiss/editor.cfm?ID=506> (last visited Apr. 12, 2003) (noting that research tends to focus on law and public policy).

³⁹For instance, American University Washington College of Law in Washington, D.C., George Washington University Law School in Washington, D.C., University of the Pacific McGeorge School of Law in Sacramento, CA, and the United States Army Judge Advocate General School in Charlottesville, Virginia are among the select law schools that have an LL.M in government law.

⁴⁰See DeMare, *supra* note 10 (intending that the program be available to students nationwide).

⁴¹See GOVERNMENT LAW CENTER, SPEND A SUMMER IN GOVERNMENT AT ALBANY LAW SCHOOL (indicating that a broad range of courses are offered to students, in order to supplement their internship experiences), at <http://www.als.edu/centers/editor.cfm?ID=546> (last visited Apr. 12, 2003).

⁴²See GOVERNMENT LAW CENTER, SUMMER IN GOVERNMENT: COURSE OFFERINGS, at <http://albanylaw.eventurennow.com/centers/editor.cfm?ID=548> (last visited Mar. 30, 2003).

Papers and proceedings of GLC conferences have been used as material in various law review articles as well as journal symposia,⁴³ and GLC faculty have also contributed scholarships on a variety of government law and policy topics, as well as other significant legal issues.⁴⁴

In the fall of 1999, the GLC partnered with the New York State Bar Association's Committee on Attorneys in Public Service to launch a unique, statewide publication for government lawyers: the *Government, Law and Policy Journal* ("Journal").⁴⁵ The *Journal*—published semi-annually—is another example of the GLC's interaction with the Albany Law School faculty, since one faculty member serves as editor-in-chief and other members contribute articles for publication.⁴⁶ Additionally, a student editorial team is

⁴³ See, e.g., Vincent Martin Bonventre, *The Duty of Fair Representation Under the Taylor Law: Supreme Court Development, New York State Adoption and a Call for Independence*, 20 FORDHAM URB. L.J. 1 (1993); Helen Hershkoff, *Positive Rights and State Constitutions: The Limits of Federal Rationality Review*, 112 HARV. L. REV. 1131 (1999); Mary Helen Moses, *Scope of Bargaining and the Triborough Law: New York's Collective Bargaining Dilemma*, 56 ALB. L. REV. 53 (1992); Patricia E. Salkin, *Applying the Public Trust Doctrine in New York: A Management Tool for Protecting Public Resources Today and for Future Generations*, 2 ALB. L. ENVTL. OUTLOOK 5, 5 (1996) [hereinafter Salkin, *Protecting Public Resources*]; Patricia E. Salkin, *The Use of the Public Trust Doctrine as a Management Tool over Public and Private Lands*, 4 ALB. L.J. SCI. & TECH. 1, 4–5 (1994) [hereinafter Salkin, *Management Tool*]; Patricia E. Salkin, *Introduction*, 44 SYRACUSE L. REV. 829, 829–30 (1993) (introducing a symposium on municipal liability sponsored by the GLC and noting several problems associated with increasing municipal liability in a litigious society) [hereinafter Salkin, *Introduction*]; Symposium, SEQRA 25th Anniversary Conference and Training Institute, 65 ALB. L. REV. 315 (2001) (discussing and critiquing the application of the State Environmental Quality Review Act in New York State over the past twenty-five years); Symposium, *A Golden Anniversary In Land Use Law: Revisiting Golden v. Ramapo (1972) and its Current Relevance*, URB. LAW. (forthcoming 2003) (on file with author).

⁴⁴ See, e.g., George F. Carpinello, *Public Access to Court Records in Civil Proceedings: The New York Approach*, 54 ALB. L. REV. 93 (1989); George F. Carpinello, *Testing the Limits of Choice of Law Clauses: Franchise Contracts as a Case Study*, 74 MARQ. L. REV. 57, 59 (1990); Salkin, *Protecting Public Resources*, *supra* note 43, at 5–10; Salkin, *Management Tool*, *supra* note 43, at 1–6; Salkin, *Introduction*, *supra* note 43, at 829–31; Sandra M. Stevenson, *Local Government*, 37 SYRACUSE L. REV. 603 (1986).

⁴⁵ Each issue focuses on a specific theme relevant to government law and policy. Themes have included: September 11th and its impact on law and governance, Summer 2002; the conflicts and changes of intergovernmental relations, Spring 2001; the technological revolution of public sector law, Spring 2000; the role of the administrative law judge in interpretation and rulemaking, Fall 2000; and ethics of government lawyers, Fall 1999.

⁴⁶ Albany Law School Professor Vincent Bonventre serves as the Editor-in-Chief for this Journal. For examples of such articles see Patrick J. Borchers, *The Strange Attack on Administrative Rules*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Fall 2000, at 42; Stephen Clark, *Florida vs. the Supremes: The State High Court's Supreme Efforts Thwarted in the 2000 Election*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Spring 2001, at 11; James Thuo Gathii, *Consumer and Pharmaceutical Dimensions of Addressing Bio-Terrorism: An Analysis of In re Ciprofloxacin Hydrochloride Antitrust Litigation*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Summer 2002, at 46; Alicia R. Ouellette, *Discriminatory Treatment on the Roadways: Pretextual Traffic Stops of Middle Easterners After People v. Robinson*, N.Y. ST. B. A. GOV'T, L. & POL'Y

appointed annually to work with the editor-in-chief and the GLC to prepare the articles for publication, resulting in student authored works being published in most issues.⁴⁷

In addition to academic scholarship, the GLC has had a long-standing relationship with the County Attorneys' Association of the State of New York (CAASNY). As a result of this relationship, in 1992 the GLC began producing a substantive quarterly newsletter, entitled *Footnotes*, with articles and digests that included cases, opinions, new statutes, legislation, and local laws of interest to county attorneys.⁴⁸ Traditionally, a student staff member of *Footnotes* has been responsible for developing the original content of the newsletter and for preparing digests and summaries. In 2000, the newsletter yielded to advancing technology, and the GLC currently maintains an electronic version—hosted by Albany Law School—of the newsletter online.⁴⁹

J., Summer 2002, at 41; Frederick A. Provorny, *Introduction: The Technological Revolution in Government*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Spring 2000, at 6; Frederick A. Provorny & Brenda M. Stadel, *Protection of Personal Privacy Information in the European Union and the United States*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Spring 2000, at 7; Patricia E. Salkin, *Introduction: The Front Line of Public Trust*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Fall 1999, at 5.

⁴⁷ See, e.g., Erin Kate Calicchia, *Terrorism: International Definition(s) and the Afghanistan Invasion*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Summer 2002, at 54; Heather Davis, *The Thornburgh Memorandum and State Ethical Rules: Has the Conflict Been Resolved?*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Spring 2001, at 19; Amanda Hiller, *Governing Same-Sex America: A Patchwork of Overlapping Jurisdictions and Responsibilities*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Spring 2001, at 31; Amanda Hiller, *Sims v Apfel: A New Standard for Issue Exhaustion in Public Benefit Cases*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Fall 2000, at 27; Sara Osborne, *Pro Bono Programs in State Government*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Fall 1999, at 39; Todd A. Ritschdorff, *Constitutionally Elevated Punishment: New York State's Anti-Terrorism Act and the Hate Crime Decisions*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Summer 2002, at 50; Sharon Silversmith, Susan Antos & Amanda Hiller, *Utilizing Technology to Improve Fair Hearing Decision-making Process*, N.Y. ST. B. A. GOV'T, L. & POL'Y J., Fall 2000, at 44.

⁴⁸ See GOVERNMENT LAW CENTER, OPPORTUNITIES FOR STUDENTS AT THE GOVERNMENT LAW CENTER (highlighting the opportunity that students have to participate in the production of *Footnotes*), at <http://www.als.edu/centers/editor.cfm?ID=155> (last visited Apr. 12, 2003).

⁴⁹ *Launch of New CAASNY Web Site*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Fall 2000, at 8 (heralding the launch of the new CAASNY website, www.caasny.org and the GLC's involvement therewith) (on file with author). In addition, the GLC also maintains the website for the New York Administrative Law Judges Association available at www.nysalja.org.

III. LEADING THE WAY FOR LEGAL REFORM THROUGH THE LAW SCHOOL-BASED RESEARCH CENTER

A. *Aging Law & Policy Program*

Created in 1994, the Aging Law & Policy Program is the GLC's response to the indisputable needs posed by shifting demographics and the special needs of an aging population.⁵⁰ The program is the first, and perhaps only, law school-based aging law program "to establish a research focus on elder law for the purpose of affecting public policy" in the United States.⁵¹ The program engages in a variety of activities, including: in-depth research and analysis of critical issues affecting the elderly; conferences and other forums providing policymakers and advocates for the elderly with information designed to spark reform on such issues; and legal education training and information on issues of specific concern to older individuals and their families and caregivers.

The GLC's Aging Law and Policy Program is unique and its outstanding track record—both in the preparation of reports that explore possible public policy and legal reforms and in the delivery of educational programs for lawmakers, policy-makers, and the community at large—has allowed the GLC to contribute significantly and often directly to legal reform initiatives.⁵²

The GLC's focus on aging law and policy issues grew out of its Edgar and Margaret Sandman Fellowship Program, an initiative that has permitted the GLC to engage in an extensive study of specific areas of law relating to the elderly.⁵³ Each year two Albany Law School students selected from a competitive field of applicants are awarded the opportunity to devote a full year of study to a particular area of aging law and policy.⁵⁴ Under the guidance of GLC staff attorneys and Albany Law School faculty members, the

⁵⁰ See A RICH HISTORY, *supra* note 1, at 16 (building upon the success of the GLC in the area of aging law and noting that the Aging Law and Policy Program was a welcome addition to the existing GLC programs).

⁵¹ See D. Michael Ross, *Target: The Elderly*, ALB. L. SCH. MAG. OF UNION UNIV., Fall 1994, at 9, 13 (lauding the GLC's efforts in addressing issues of elder law) (on file with author).

⁵² See, e.g., *id.* at 10 (noting that, only a few months after the publication of a GLC report on elderly abuse and the power of attorney, the New York State Legislature amended its power of attorney laws in conformity with the recommendations of the GLC report).

⁵³ See GOVERNMENT LAW CENTER, SANDMAN FELLOWSHIP (allowing two students, annually, to devote a full year of work at the GLC focusing on aging and health care law and affording them unique networking and hands-on educational opportunities), at <http://www.als.edu/centers/editor.cfm?ID=491> (last visited Apr. 12, 2003).

⁵⁴ See *id.*

fellows prepare detailed analyses and reports on policy and legal reform options for a specific narrow issue in need of legislative or regulatory attention. Additionally, the fellows create and organize conferences and symposia on a variety of issues pertaining to aging law and policy. Over the years, the Sandman Fellowship Program has produced extensive reports⁵⁵ that have made their way into the offices of law and policy makers in New York State as well as numerous other jurisdictions. These reports have frequently been influential in the development of legislation and have often formed the lynchpin for more in-depth GLC programming. For example, the first Sandman Fellowship Report on Abuse and the Durable Power of Attorney: Options for Reform (Report) was requested by hundreds of individuals from thirty states and from the District of Columbia, with documented expressions of interest from the U.S. Senate Select Committee on Aging, from the American Bar Association's Commission on Legal Problems of the Elderly, and from the New York State Legislature.⁵⁶

In addition to its publications, the GLC continues to offer specialized conferences attended by policy-makers, attorneys, social service and health care providers, advocates for the elderly, and elderly persons and their caregivers. In 1992, a symposium on the National Health Care Crisis featured the Honorable Geraldine Ferraro,⁵⁷ starting a trend of timely conferences and symposia. The following year, the GLC presented two programs: *Preserving Autonomy: Health Care & Financial Decision Making*,⁵⁸ and *The*

⁵⁵ See, e.g., ELIZABETH ADELMAN & LYDIA MEUNIER, THE HIGH COST OF PRESCRIPTION DRUGS FOR THE ELDERLY (2003); DEVINDER BRAR & BRIDGET E. HOLOHAN, HOUSING ALTERNATIVES FOR AN AGING POPULATION (1999); ELSIE CHUN & ROBYN GINSBERG, THE NEED FOR GUARDIANSHIP SERVICES FOR AGING AND DISABLED ADULTS: ISSUES AND CONCERNS (2003); JONATHAN FEDERMAN & MEG REED, ABUSE AND THE DURABLE POWER OF ATTORNEY: OPTIONS FOR REFORM 1 (1994); GOVERNMENT LAW CENTER, MANAGED CARE FOR MEDICARE BENEFICIARIES 15, 16 (Kelly E. Cunningham & Carla T. Rutigliano eds., 1996); BARBARA S. HANCOCK & M. TRACEY BROOKS, GUARDIANSHIP MEDIATION: ISSUES AND CONCERNS (2000); JENNIFER MONTHIE, GUARDIANSHIP SERVICES WITHIN NEW YORK STATE—ASSESSING THE NOT-FOR-PROFIT CORPORATION (2003); GERARD WALLACE & MEGAN MINER, THE DILEMMA OF KINSHIP CARE: GRANDPARENTS AS GUARDIANS, CUSTODIANS AND CAREGIVERS (1998).

⁵⁶ See Ross, *supra* note 50, at 12–13 (including comments by the Elder Law Section of the New York State Bar Association and the New York State Office for the Aging about the importance of the Report, and explaining how, in response to the Report, the New York State Legislature amended the General Obligations Law concerning the durable power of attorney). In addition, the GLC produced a brochure that was published by the Lawyers Fund for Client Protection that was designed to educate the public on the durable power of attorney.

⁵⁷ See Symposium, *The National Health Care Crisis* (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Jan. 24, 1992 (on file with author).

⁵⁸ See GOVERNMENT LAW CENTER, PRESERVING AUTONOMY: HEALTH CARE & FINANCIAL DECISION MAKING 1 (1993) (on file with author).

Future Financial Well-Being of the Elderly.⁵⁹ The thread of financial security was taken up again with a 1995 roundtable discussion that commemorated the twentieth anniversary of the Employees Retirement Income Security Act (ERISA).⁶⁰ The roundtable examined ERISA as it relates to health benefits, health care access and coverage, economic security in old age, and the adequacy of pension protections.⁶¹

The Clinton Administration officially recognized the GLC's conference on *Grandparents as Caregivers: The Legal, Economic, Social, and Policy Issues of Kinship Care*⁶² at the 1995 White House Conference on Aging (WHCoA), at which legislative recommendations proposed at the GLC conference were considered.⁶³ The GLC's program gained prominence as one of only three conferences across the United States concentrating on the topic of kinship care.⁶⁴

Demonstrating the successful integration of the Government Law Center's work in the field of aging law and policy into the Albany Law School general academic curriculum, several courses in aging law were added subsequent to the establishment of the program including a Family and Elder Law Concentration.⁶⁵ While the introductory Elder Law course provides a broad overview of the legal and policy questions relating to aging individuals and to an

⁵⁹ See GOVERNMENT LAW CENTER, *THE FUTURE FINANCIAL WELL-BEING OF THE ELDERLY* 1 (1993) (on file with author).

⁶⁰ See GOVERNMENT LAW CENTER, *EMPLOYEE BENEFITS: THE NEXT 20 YEARS: A ROUNDTABLE DISCUSSION ON NEEDED REFORMS* 1 (1995) (on file with author).

⁶¹ See *id.*

⁶² See GOVERNMENT LAW CENTER, *GRANDPARENTS AS CAREGIVERS: THE LEGAL, ECONOMIC, SOCIAL, AND POLICY ISSUES OF KINSHIP CARE: A WHITE HOUSE MINI-CONFERENCE ON AGING* 1 (1995) (on file with author).

⁶³ See *Kinship Care Conference Recognized as 1995 White House Conference on Aging Event*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 1995, at 1 (on file with author).

⁶⁴ See GOVERNMENT LAW CENTER, *AGING LAW AND POLICY*, at <http://albanylaw.eventurenow.com/centrs/editor.cfm?ID=495> (last visited Mar. 30, 2003).

⁶⁵ ALBANY LAW SCHOOL, *FAMILY AND ELDER LAW CONCENTRATION*, at <http://albanylaw.eventurenow.com/departments/editor.cfm?ID=413> (last visited Mar. 30, 2003). The GLC's continued interest in Kinship Care is reflected in a number of conferences and symposia that grew out of this particular WHCoA. For example, on April 6, 2001, it hosted *Grandparents Caring for Children: Solving the Financial and Legal Issues*. Additionally, on January 18, 2002, the GLC held a roundtable discussion on Kinship Care in New York that examined—in particular—the current state of legal and financial issues relating to kinship care. Again, on March 13, 2002, the GLC organized an Anderson Legislative Breakfast Series Seminar for law and policy-makers, which discussed emerging issues in kinship care, and on January 10, 2003, the GLC conducted a roundtable discussion on Subsidized Guardianship as an Alternative for New York.

older and aging society,⁶⁶ Financial Planning for the Elderly provides students with an understanding of the major issues concerning the financial needs of our elderly population.⁶⁷ The Guardianship Law course allows students to explore the legal issues posed by the involuntary appointment of a surrogate decision maker for a disabled or incapacitated person.⁶⁸

B. Racing and Wagering Law Program

The GLC's Racing and Wagering Law Program, established in 2001 and formally staffed in 2002, is the only law school-based program of its kind.⁶⁹ Created to explore significant constitutional, jurisdictional, and international issues confronting the racing and gaming industries,⁷⁰ the program has rapidly garnered national attention for law students whose work products appear on the program's website⁷¹ and in program publications.⁷² The program has been recognized by the media, law and policy makers, and advocates across the country as a leading source for legal and public policy aspects in the racing and wagering industry.⁷³

⁶⁶ ALBANY LAW SCHOOL, ELDER LAW COURSE DESCRIPTION, at <http://albanylaw.eventurennow.com/course-details.cfm?ID=54> (last visited Mar. 30, 2003).

⁶⁷ ALBANY LAW SCHOOL, FINANCIAL PLANNING FOR THE ELDERLY COURSE DESCRIPTION, at <http://albanylaw.eventurennow.com/course-details.cfm?ID=71> (last visited Mar. 30, 2003).

⁶⁸ ALBANY LAW SCHOOL, GUARDIANSHIP PRACTICE COURSE DESCRIPTION, at <http://albanylaw.eventurennow.com/course-details.cfm?ID=74> (last visited Mar. 30, 2003).

⁶⁹ See Carol DeMare, *Law Center Jumps Into Gaming*, TIMES UNION (ALBANY, N.Y.), Nov. 8, 2001, at B3 (reporting that "Albany is the only law school to have a permanent racing law program"), available at 2001 WL 24818900.

⁷⁰ See *id.* (stating that New York ranks fourth in the nation—behind California, Texas and Florida—with the horse racing industry contributing \$4.8 billion to the state's economy). See also William J. Larkin, Jr., *2002 Annual Report by the New York State Senate Standing Committee on Racing, Gaming and Wagering* 55 (Nov. 25, 2002) (noting that "[d]ue to the size and diversity of the racing [and] gaming industry and renewed interest in expanding racing and gaming facilities, the Government Law Center of Albany Law School established the Racing & Wagering Law Program in 2001") (on file with author). In his report, Senator Larkin further explained that:

[t]he Government Law Center recognized the need for an authoritative, non-partisan program to stimulate discussion and enhance understanding of the complex legal and public policy aspects of gambling. The Program's scope of inquiry will be broad and should provide quality information on the issues of horse racing, lotteries, charitable wagering, Indian gaming and casino gaming.

Id.

⁷¹ See GOVERNMENT LAW CENTER, PROGRAM ON RACING AND WAGERING LAW, at <http://albanylaw.eventurennow.com/centers/editor.cfm?ID=153> (last visited Mar. 30, 2003).

⁷² See TODAY IN NEW YORK RACING AND WAGERING, at <http://www.geocities.com/nywagering> (last visited Mar. 30, 2003); see also GOVERNMENT LAW CENTER, OUR REPORTS (listing numerous reports on topics including horse racing, bingo, and stewards), at <http://albanylaw.eventurennow.com/centers.editor.cfm?ID=501> (last visited Mar. 30, 2003).

⁷³ See Andrew Beyer, *Public's Perception of Drug Use Is Hurting Racing*, WASH. POST, Feb.

C. Land Use Law Reform

The GLC has made a significant national contribution in the field of land-use law reform. By virtue of the work of the GLC staff at the state level fostering meaningful land-use reform, the GLC quickly became a statewide resource in the movement to modernize state land-use laws.⁷⁴ In 1991, the GLC produced three reports for the Commission on Rural Resources that paved the way for several significant statutory reforms in New York.⁷⁵ Recognition from this type of participation led to opportunities in other states for consulting, lecturing, and research on land use issues.⁷⁶ Additionally, at the national level, the GLC was retained by the American Planning Association to produce a series of studies and reports that were used, in part, as the basis for the Association's *Growing Smart: Legislative Guidebook*.⁷⁷ In addition, the GLC was

21, 2003, at D1, available at 2003 WL 13333813; Bennett Liebman, Editorial, *Muddled Rules Put Stewards on Spot*, BALT. SUN, May 17, 2002, at 15A, available at 2002 WL 6958753; Iver Peterson, *And They're Off, as States Race to Add Gambling Sites*, N.Y. TIMES, Nov. 18, 2002, at B1; Tom Precious, *State Pushes Ahead on Video Slots*, BUFF. NEWS, Feb. 15, 2003, at A1, available at 2003 WL 6437787; Gary West, *Rules Need 'Foul' Language*, DALLAS MORNING NEWS, Dec. 14, 2002, at 2B.

⁷⁴ See generally Patricia E. Salkin, *Sorting Out New York's Smart Growth Initiatives: More Proposals and More Recommendations*, 8 ALB. L. ENVTL. OUTLOOK J. 1 (2003); Patricia E. Salkin, *The Politics of Land Use Reform in New York: Challenges and Opportunities*, 73 ST. JOHN'S L. REV. 1041 (1999); Patricia E. Salkin, *Regional Planning in New York State: A State Rich in National Models, Yet Weak in Overall Statewide Planning Coordination*, 13 PACE L. REV. 505 (1993). In addition to these scholarly contributions, the GLC has been called upon to advise state commissions and testify before the State Legislature on various occasions. See, e.g., STATE COMM'N ON THE CAPITAL REGION, *GROWING TOGETHER WITHIN THE CAPITAL REGION* (1996) (on file with author); *Reforming New York's Land Development Approval Process: Before the Subcomm'n. on the Land Dev. Approval Process* 6 (Oct. 17, 1994) (statement of Patricia E. Salkin, Director, Government Law Center) (on file with author); *The Impact of State Authorization to Local Governments to Assess Impact Fees: Before the N. Y. State Senate Local Gov't Comm.* 8 (Feb. 15, 1994) (statement of Patricia E. Salkin, Director, Government Law Center) (on file with author); *The National Impact Fee Debate and New York: Roundtable on Impact Fees Before N.Y. State Legislative Comm. on State-Local Relations* 13 (May 27, 1992) (statement of Patricia E. Salkin, Acting Director, Government Law Center) (on file with author); *Before the N. Y. State Advisory Comm. on the Preparation of a Land Dev. Guide*, at 2-3 (Sept. 30, 1991) (statement of Patricia E. Salkin, Assistant Director, Government Law Center) (on file with author).

⁷⁵ See, GEORGE F. CARPINELLO, GOVERNMENT LAW CENTER, *SEQRA AND LOCAL LAND USE DECISION MAKING: THE LESSONS FROM OTHER STATES* 1 (1991); PATRICIA E. SALKIN, GOVERNMENT LAW CENTER, *THE COMPREHENSIVE PLAN AND COMPREHENSIVE PLANNING* (1991); PATRICIA E. SALKIN, GOVERNMENT LAW CENTER, *PRESERVATION OF RURAL CHARACTER AND PROTECTION OF NATURAL RESOURCES* 1 (1991) (on file with author).

⁷⁶ For example, the GLC was asked to assist the state of Hawaii in 1994 with an examination of land use reform.

⁷⁷ AM. PLANNING ASS'N., *GROWING SMART: LEGISLATIVE GUIDEBOOK* (2002). The background papers and reports prepared with assistance from the GLC include: *Planning for Smart Growth: 2002 State of the States* (Am. Planning Ass'n 2002); *Reform Proposals by the*

retained by the National Governor's Association to produce a working paper, entitled *Conservation of Private Lands: Opportunities and Challenges for the States*.⁷⁸

The GLC has also worked with the state of New York on the development of sample zoning ordinances designed to promote economic growth at the local level. The Governor's Office of Regulatory Reform and Empire State Development Corporation commissioned the GLC to develop sample zoning ordinances for seven "Build Now—New York" profiles, including: light industrial, office park, manufacturing, retail commercial, warehouse/distribution, research and development, and business/commerce park district zoning ordinances.⁷⁹

Projects, such as the one stated above, provide unique research opportunities for Albany Law School students. Students conduct assessments of many of the states' statutes, proposed legislation, executive orders, and other legislative and executive branch committee and task-force documents. The breadth of the studies and the expansive scope benefit the students and the GLC by providing hands-on experiences and opportunities to share its resources.

D. Government Ethics

A special focus on the subject of government ethics is another distinguishing feature of the GLC's programming. Careful examination of state and local government ethics laws through conferences,⁸⁰ scholarship,⁸¹ and training programs is an ongoing

Thousand, in PLANNING COMMUNITIES FOR THE 21ST CENTURY (Am. Planning Ass'n 1999); *Collaborative Processes for Preparing and Adopting a Local Comprehensive Plan*, in MODERNIZING STATE PLANNING STATUTES: THE GROWING SMART WORKING PAPERS (Am. Planning Ass'n 1998); *Inter-local Approaches to Land Use Decisionmaking*, in MODERNIZING STATE PLANNING STATUTES: THE GROWING SMART WORKING PAPERS (Am. Planning Ass'n 1996).

⁷⁸ Patricia E. Salkin, Justina R. Cintrón & Jacalyn Fleming, *Conservation of Private Lands: Opportunities and Challenges for the States* (2001) (unpublished paper), available at www.nga.org/cda/file/LANDSPRIV.pdf (last visited Apr. 13, 2003).

⁷⁹ See NEW YORK STATE GOVERNOR'S OFFICE OF REGULATORY REFORM, BUILD NOW—N.Y., at <http://gorr.state.ny.us/gorr/buildnow-ny.html> (last visited Mar. 30, 2003); NEW YORK STATE GOVERNOR'S OFFICE OF REGULATORY REFORM, MODEL ZONING ORDINANCES FOR ECONOMIC GROWTH (providing model zoning ordinances intended to promote economic development within various jurisdictions), at <http://www.gorr.state.ny.us/gorr/zoning.html> (last visited Mar. 30, 2003).

⁸⁰ See, e.g., GOVERNMENT LAW CENTER, ETHICS IN GOVERNMENT: TOO MUCH OR TOO LITTLE? (1996).

⁸¹ See, e.g., ETHICS IN GOVERNMENT: THE PUBLIC TRUST: A TWO-WAY STREET (Patricia E. Salkin & Barbara F. Smith eds., 2002); ETHICAL STANDARDS IN THE PUBLIC SECTOR: A GUIDE

focus. The GLC regularly provides continuing education programs focusing on government ethics for the Association of Towns of the State of New York, the New York State Association of Counties, the County Attorneys Association of the State of New York, the New York Planning Federation, state and national bar associations, and individual state agencies upon request.⁸² The GLC has also combined its focus on land use and government ethics to produce a series of articles on ethical considerations in land use,⁸³ which led to the GLC's selection as the consultant for an ethics assessment for the American Institute of Certified Planners.⁸⁴

E. Municipal Law

With approximately 1,600 units of local government in New York,⁸⁵ the demand for information and technical assistance from the GLC is high. From county charter reform⁸⁶ to various aspects of local land-use planning,⁸⁷ the GLC undertakes projects through

FOR GOVERNMENT LAWYERS, CLIENTS, AND PUBLIC OFFICIALS (Patricia E. Salkin ed., 1999); Patricia E. Salkin, *Beware: What You Say to Your [Government] Lawyer May Be Held Against You: The Erosion of Government Attorney-Client Confidentiality*, ___ URB. LAW. ___ (forthcoming 2003); Patricia E. Salkin, *Judging Ethics for Administrative Law Judges: Adoption of a Uniform Code of Judicial Conduct for the Administrative Judiciary*, 11 WIDENER J. PUB. L. 7 (2002); Patricia E. Salkin, *Municipal Ethics Remain a Hot Topic in Litigation: A 1999 Survey of Issues in Ethics for Municipal Lawyers*, 14 BYU J. PUB. L. 209, 225 (2000); Patricia E. Salkin, *Pay to Play Issue Surfaces at the ABA*, PASS IT ON (Gov't and Pub. Sector Lawyers Div., Albany, N.Y.), Dec.-Feb. 1996-97, at 5.

⁸² See ALBANY LAW SCHOOL, TRAINING THE PUBLIC SECTOR WORKFORCE (listing educational programs offered to government employees, officials and judges), at <http://www.als.edu/centers/editor.cfm?ID=497> (last visited Mar. 30, 2003). See, e.g., *The GLC Assists with CLE Training for Public Sector Workforce*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 1999, at 11 (on file with author).

⁸³ See, e.g., Patricia E. Salkin, *Ethics Allegations in Land Use Continue to Fill the Court Dockets*, ZONING AND PLANNING LAW REPORT (2003); Patricia E. Salkin, *Municipal Ethics Remain a Hot Topic in Litigation: A 1999 Survey of Issues in Ethics for Municipal Lawyers*, 14 BYU J. PUB. L. 209 (2000); Patricia E. Salkin, *1998 Survey of Ethics in Land-Use Planning*, 26 FORDHAM URB. L.J. 1393 (1999); Patricia E. Salkin, *Legal Ethics and Land Use Planning*, 30 URB. LAW. 383 (1998).

⁸⁴ See *Ethics Assessment for Professional Planners*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Fall 2002, at 4. A copy of the Salkin Report is available at <http://www.planning.org/ethics/salkin.htm> (last visited Apr. 25, 2003).

⁸⁵ See THE NELSON A. ROCKEFELLER INSTITUTE OF GOVERNMENT, 2002 NEW YORK STATE STATISTICAL YEARBOOK 233 (27th ed. 2002).

⁸⁶ See, e.g., PATRICIA E. SALKIN ET AL., GOVERNMENT LAW CENTER, COUNTY CHARTER REFORM IN NEW YORK: THE IMPORTANCE OF LANGUAGE: A SURVEY OF LEGAL ISSUES 2 (1992) (on file with author). Moreover, the GLC was retained to do charter work by the Albany County Charter Revision Commission, Sullivan County, and the City of Jamestown.

⁸⁷ For example, the GLC has worked with the Town of Pound Ridge on cell tower issues, the Towns of Paris and Oswego on zoning updates, the Cities of Rochester and Rome on zoning updates, and the City of Peekskill on watershed protection issues.

which law students can gain practical experience working on actual challenges currently facing municipalities. In 1996, the GLC held the inaugural Edwin L. Crawford Lecture on Municipal Law, a prestigious lecture designed to provide information on pressing issues facing local government officials.⁸⁸ Municipal officials regularly attend GLC conferences and seminars on a variety of relevant topics including: municipal liability, financing for local governments, siting of power plants, pensions and retirement issues for government employees, public sector collective bargaining laws, real property taxation issues, and conservation easements.

IV. THE ROLE OF THE LAW SCHOOL [GLC] IN COMMUNITY SERVICE AND SERVICE TO THE LEGAL PROFESSION

Just as important as the GLC's mission to promote interdisciplinary study and research in government law and public policy is Albany Law School's mission to serve as a resource to the community. This objective provides models and opportunities for law students to engage in volunteer activities that ideally will continue in their professional careers. The GLC believes that it is serving a critical aspect of law student education in equipping the next generation of lawyers with a commitment to, and interest in, community service and professional development. Thus, the GLC offers unique community service programs aimed at serving the public and government, as discussed below.

A. *Senior Citizens' and Disability Law Days*

The GLC's Aging Law & Policy Program has taken the lead in community involvement with the development and continued success of its Annual Senior Citizens' Law Day.⁸⁹ Each year for the

⁸⁸ See A RICH HISTORY, *supra* note 1, at 17 (noting that the lecture is named for the former Executive Director of the New York State Association of Counties and was endowed by friends and colleagues of Edwin Crawford). Previous Lecture speakers have included: Patricia Woodworth, then Director of the New York State Division of the Budget; Honorable H. Carl McCall, then Comptroller of the State of New York; William A. Johnson, Jr., Mayor of the City of Rochester; Dan R. Bucks, Executive Director, Multistate Tax Commission; Dwight H. Merriam, Esq., FAICP, Partner at Robinson & Cole, LLP; Jerold Kayden, Professor of the Harvard University School of Design; and Robert H. Freilich, Esq., Partner at Freilich, Leitner & Carlisle. *Id.* at 17. See also *The U.S. Supreme Court and State and Local Governments: 2002 Crawford Lecture on Municipal Law*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Fall 2002, at 3 (on file with author).

⁸⁹ See Kristin Booth Glen, *Pro Bono and Public Interest Opportunities in Legal Education*, N.Y. ST. B.A. J., MAY/JUNE 1998, at 20, 22 (noting that "students perform valuable uncompensated service" at the annual Senior Citizens Law Day).

past nine years, hundreds of seniors, family members, and caregivers from the Capital Region have come to Albany Law School to attend this day-long, sales-free event designed to make seniors and their caregivers better educated consumers of legal services. With up to seven concurrent, thirty minute presentations each hour by law professors,⁹⁰ law students, practicing attorneys, and other experts, this program has become a model for others to emulate,⁹¹ and it is the premier educational and community service event for older adults in the Capital Region.

As an off shoot of Senior Citizen's Law Day, in 1995, the GLC was awarded a grant from the ABA Commission on Public Understanding About the Law in support of an interactive satellite teleconference entitled *Reaching New York's Rural Elderly Over the Airwaves*.⁹² This teleconference was designed to provide information on law-related issues to older adults in rural communities.⁹³ It was fashioned after Senior Citizens' Law Day, and it was broadcasted in 1996 to more than twenty-five cooperative extensions and community colleges throughout the state. Additional funding for the program was provided by the Civil Service Employees Association, Inc.

Modeled after the successful Senior Citizens' Law Day, in 2002, the GLC partnered with the Albany Law School Disability Law Clinic to establish an annual Disability Law Day.⁹⁴ Disability Law Day is designed to provide people with a source of reliable information to allow them to live a life of freedom, responsibility, and belonging. The day-long series of seminars at Disability Law Day is free and open to the community.⁹⁵

⁹⁰ Albany Law School professors Ira Bloom, David Pratt, Laurie Shanks, and John Welsh have been long-time presenters at Senior Citizens' Law Day.

⁹¹ See, e.g., NEW YORK STATE UNIFIED COURT SYSTEM AND GOVERNMENT LAW CENTER OF ALBANY LAW SCHOOL, SENIOR CITIZEN LAW DAY: BEST PRACTICES AND HOW-TO GUIDE 4-5 (2000) (noting that the GLC's Senior Citizens' Law Day was chosen by the New York State Unified Court System as a model for the Year 2000 Community Outreach Initiative to inspire others to develop similar programs), at http://www.courts.state.ny.us/community_outreach/pdfs/seniordayBPs.pdf (last visited Mar. 30, 2003).

⁹² See *Albany Law School Receives ABA Award*, BAR NOTES (Broome County Bar Ass'n, N.Y.), Jan. 1996, at 3 (praising the GLC for receiving a mini-grant from the ABA to support the development of an interactive satellite teleconference addressing the legal issues of aging) (on file with author).

⁹³ *Id.*

⁹⁴ See *Disability Law Day: Continuing to Inform the Community*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2003, at 7 (on file with author).

⁹⁵ ALBANY LAW SCHOOL, GOVERNMENT LAW CENTER, at <http://www.als.edu/centers/editor.cfm?ID=149> (last visited Mar. 30, 2003). Employment

B. Citizen Oversight of Law Enforcement

In July of 2000, the GLC was recruited by the City of Albany to provide a number of services and functions to the then–newly constituted Citizens’ Police Review Board (CPRB).⁹⁶ The Albany CPRB was created by the enactment of Part 33 to Chapter 42 of the Albany City Code.⁹⁷ The CPRB is a nine-member citizen body, independent of the city and the police department, charged with reviewing and commenting upon completed investigations of complaints made by citizens against members of the Albany Police Department for misconduct.⁹⁸ The GLC is specifically named in the law and is charged with overseeing the process and providing a number of services, including: training board members; assisting with the coordination of the board’s ongoing program of public education; preparing quarterly reports, annual reports, and an assessment of the board’s first year of operation; assisting with drafting the board’s by-laws and rules of procedures; compiling and retaining a list of independent investigators for assignment to cases alleging civil rights violations or excessive use of force; and coordinating the board’s mediation program.⁹⁹ As the only law school-based program in the country to serve an integral role in the work of a citizen police oversight body,¹⁰⁰ the GLC was chosen for its “undisputed integrity and renown” ability to bring independence and credibility to the process.¹⁰¹ Members of the community and the media who followed the early development of the CPRB commented that the “greatest strength” of the board “lies in its linkage to the law school’s Government Law Center.”¹⁰²

discrimination, transitioning to independence, and special education services are several of the issues covered.

⁹⁶ See Elizabeth Benjamin, *Albany Law at Heart of Police Oversight Plan*, TIMES UNION (ALBANY, N.Y.), Apr. 28, 2000, at A1 (stating that the GLC will oversee every step in the drafting of bylaws, training of board members, and the administration of a mediation program).

⁹⁷ ALBANY, N.Y., CODE §§ 42-332–42-352 (2002).

⁹⁸ See *id.* at §§ 42-332(E), 42-334–42-336, 42-343.

⁹⁹ See *id.* at §§ 42-338–340, 42-346, 42-350.

¹⁰⁰ In 2001, there were more than one hundred documented police oversight entities in the United States. See UNO POLICE ACCOUNTABILITY INITIATIVE, ISSUES/FAQ’S, at <http://www.policeaccountability.org/issuefacts.htm> (last updated Mar. 30, 2002). The CPRB is the only program approaching civilian oversight of law enforcement officers that calls upon an academic institution to participate in the process. See *GLC Takes on Unique Role in Police Oversight*, GOV’T L. CTR. NEWSL. (Gov’t L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2001, at 3, 3–4 (on file with author).

¹⁰¹ See Benjamin, *supra* note 96, at A1 (noting that local politicians view the relationship between the GLC and the police review board as “unique and highly progressive”).

¹⁰² See Editorial, *Albany Law Should Stay*, TIMES UNION (Albany, N.Y.), June 26, 2000, at

In just over two years, the GLC has carved out both a service and academic niche in the field of citizen oversight of law enforcement and has fully integrated this opportunity into the law school by involving the faculty in training, and students in research, meetings, programs, and community education campaigns.¹⁰³

In the summer of 2000, a team of law students working with GLC attorneys created a clearinghouse of information for entities across the United States through which citizens oversee and/or investigate complaints of misconduct made against law-enforcement personnel.¹⁰⁴ In 2001 and 2002, the GLC updated and expanded the clearinghouse to include information about international citizen oversight entities, national and international organizations of citizen oversight bodies, and other stakeholders in the field of citizen oversight of law enforcement. It now serves as a resource for governments, boards, and law enforcement agencies across the country that are interested in learning more about citizen police oversight.

While the clearinghouse has brought attention to the GLC, the GLC's work with the Albany CPRB has also served as a statewide resource for municipalities that are considering establishing a citizen oversight body or that are reinventing an existing model in their communities. For example, in June of 2001, the GLC was hired by the City of Schenectady Police Review Task Force to provide a series of neutral facilitated discussions designed to educate the Task Force "on the structure of citizen oversight of law enforcement around the State and the country."¹⁰⁵ The GLC was selected to facilitate these discussions because of its experience with the Albany CPRB and with police oversight issues. The GLC ultimately assisted the task force in developing recommendations for changing the way civilian complaints against the Schenectady Police Department are investigated and/or reviewed under the city's existing Police Oversight Review Committee Law.¹⁰⁶

A6 (suggesting that the GLC raises the proposed plan from "conventional" status to one that is a "breakthrough").

¹⁰³ For example, Professor Lenese Herbert has conducted training for the Board on racial profiling, and adjunct faculty member Daniel Stewart educated the board on civil rights violations.

¹⁰⁴ See *GLC Takes on Unique Role in Police Oversight*, *supra* note 100, at 4.

¹⁰⁵ See *GLC Aids Schenectady Police Panel*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Fall 2001, at 9 (reporting that the GLC facilitated several Task Force meetings to assist it in identifying areas of emerging consensus and areas where more discussion was warranted) (on file with author).

¹⁰⁶ See *id.*

C. Klepper¹⁰⁷ Non-Profit Research Assistance

Building on the GLC's interest in the intersection between lobbying versus advocacy and the implications on the tax exempt status of the non-profit community,¹⁰⁸ in 1994, the GLC launched a unique employment/educational program whereby law students are placed as interns with local attorneys who agree to mentor the students in the field of non-profit law.¹⁰⁹ Such attorney-mentors provide legal assistance to non-profit organizations on a pro bono or reduced fee basis. Through the Klepper Program, students are able to gain first-hand knowledge and experience with the issues surrounding non-profit law.

D. Service to the Legal Profession

The GLC legal staff has always maintained an active involvement with local, state, and national bar associations, often assuming leadership positions within these organizations. The current GLC Director is the Chair elect of the American Bar Association's State and Local Government Section has recently been elected as Secretary to the New York State Bar Association's Municipal Law Section, and was a founding member of the State Bar's Committee on Attorneys in Public Service. Staff attorney Justina Cintrón currently serves on the executive committees of the Municipal Law Section and the Young Lawyers Section of the New York State Bar Association. She also serves as a Vice Chair of the Government Operations Committee of the American Bar Association's State and Local Government Law Section, on which she chairs the Police Oversight Subcommittee. These relationships have not only bridged academe with the practicing bar but have also provided opportunities for students at the GLC to participate in the development of bar association publications and continuing legal education programs. The Government Law Center has also, in conjunction with the Albany Law School Institute of Legal Studies,

¹⁰⁷ The program is named and funded in memory of Lawrence F. Klepper, Esq., a former Executive Director of Legal Aid of Northeastern New York and an attorney in private practice who was locally known for donating his legal services to assist small grassroots non-profit organizations.

¹⁰⁸ See, e.g., GOVERNMENT LAW CENTER, ADVOCACY & LOBBYING BY N.Y.S. NON PROFITS: AN INVESTIGATION OF THE NEED FOR EDUCATION AND REFORM 4-6 (1998) (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.) (on file with author).

¹⁰⁹ See *Students Learn About Non-Profit Law Through Klepper Program*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Fall 2002, at 14 (on file with author).

developed a series of continuing legal education programs designed specifically for government lawyers and lobbyists.

In 1986, the GLC and Albany Law School entered into a unique contractual arrangement with New York State and the New York Court of Appeals. The Law School—through the administrative efforts of the GLC—became the official repository for videotapes of oral arguments given before the New York State Court of Appeals.¹¹⁰ The videotapes have proven to be an invaluable resource for legal professionals preparing oral arguments, for law school faculty instructing students and for researchers seeking to gain insight into various aspects of judging, advocacy, and case history.¹¹¹ In addition to functioning as the repository for the archived videotapes, the GLC, with support from the State Justice Institute, developed a documentary on the New York State Court of Appeals by following one case throughout the New York State judicial system.¹¹²

E. Training and Technical Assistance for the Public Sector Workforce

The GLC provides an integral service by staying actively involved in continuing education programs for the public sector workforce. The GLC offers a variety of programs designed for lawyers, administrative law judges, and non-lawyers. These programs are offered on the GLC's own initiative, at the request of individual state agencies, and/or under contract with a joint labor-management program charged with providing continuing education for public employees. Recently, the GLC has offered programs with diverse foci such as a multi-year training program sponsored by the New York State Department of Education for impartial hearing officers who preside over special education hearings and for non-legal social services personnel on investigative interviewing and

¹¹⁰ See GOVERNMENT LAW CENTER, COURT OF APPEALS ORAL ARGUMENTS, at <http://albanylaw.eventurenow.com/centers/editor.cfm?ID=147> (last visited Mar. 30, 2003).

¹¹¹ See John Caher, *Cup Case Draws World Interest*, TIMES UNION (Albany, N.Y.), Feb. 9, 1990, at D6 (explaining how an America's cup yacht race attracted a great deal of attention from sports enthusiasts around the world and led to a high demand for videotapes of the oral arguments heard in the case, and the GLC's service of that demand).

¹¹² See *GLC Awarded Grant to Produce Pilot Documentary on the Court of Appeals*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), August 1991, at 1 (explaining that one of the main goals of the documentary is "to improve public understanding of the legal system by authentically portraying the role of the courts") (on file with author); Videotape: Enright v. Eli Lilly: A Look at the New York Court of Appeals (Government Law Center 1992) (on file with author).

writing.¹¹³ The GLC has also been instrumental in providing training for local public health officers on various legal aspects to assist with their jobs, negotiation, and for conflict resolution training for several different state agencies.¹¹⁴

The GLC delivers courses for the public sector across the state, often recruiting Albany Law School faculty to lecture.¹¹⁵ Additionally, the GLC has used satellite technology to simultaneously provide a series of programs throughout the state. The GLC coordinated a statewide videoconference on violence in the workplace and partnered with the New York State Office of Rural Affairs to produce a series of local government videoconferences.¹¹⁶ In addition, the GLC and members of the faculty are currently working with the Professional Development Program at Rockefeller College on developing three on-line courses for the public sector workforce on dealing with difficult people, how to testify in court, and evidence.

A 2003 summer administrative law institute, a pilot project of the GLC and the Institute for Legal Studies, is being developed in cooperation with the New York State Administrative Law Judges' Association to provide cost-effective quality training for New York's administrative law professionals. The summer program, in essence, brings together years of conferences, seminars, reports, and publications on administrative law that have been produced by the GLC.¹¹⁷ In addition, the GLC has created a manual for administrative law judges and hearings officers in New York.¹¹⁸

¹¹³ See, e.g., GOVERNMENT LAW CENTER, TRAINING THE PUBLIC SECTOR WORKFORCE (describing the programs provided by the GLC, including defensive documentation preparation, how to testify in court, and conflict management), at <http://albanylaw.eventurennow.com/centers/editor.cfm?ID=497> (last visited Apr. 14, 2003).

¹¹⁴ See *Negotiations Training Provided to Department of Public Service*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2001, at 8 (on file with author).

¹¹⁵ The breadth and depth of these courses could not be realized without the ongoing participation of Albany Law School faculty, including current professors Pamela J. Armstrong, Robert A. Barker, Vincent M. Bonventre, Bridgit M. Burke, Ann Horowitz, Michael J. Hutter, Joan Leary Matthews, Nancy M. Maurer, Dale L. Moore, Daniel G. Moriarty, Alicia Ouellette, Laurie Shanks, Sandra M. Stevenson, and Jenean Taranto.

¹¹⁶ See, e.g., Tracye Graves, *Technology Delivers Legal Information to Rural Senior Citizens*, LAW MATTERS, A.B.A. J., Fall 1996, at 28–29 (noting that with many elderly people residing in rural areas, the GLC used technology to get timely legal information to them).

¹¹⁷ See, e.g., *Albany Chosen as Site of National ALJ Conference: Kaye, Rosenblatt & Spitzer to Speak*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Fall 2000, at 4 (on file with author); see also *Administrative Law Judge Institute to Begin in June*, GOV'T L. CTR. NEWSL. (Gov't L. Ctr., Alb. L. Sch., Albany, N.Y.), Winter 2003, at 5 (explaining that Administrative Law Judges can attend sessions designed especially for them on various topics, such as evidence, ethics, technology, and complex hearings) (on file with author).

¹¹⁸ NEW YORK STATE DEP'T OF CIVIL SERV., MANUAL FOR ADMINISTRATIVE LAW JUDGES AND HEARING OFFICERS (2002), available at

The GLC's annual Warren M. Anderson Legislative Breakfast Program has, for more than a decade, provided a neutral forum through which law school faculty and others may discuss the results of their research with lawmakers and policymakers every month during the legislative session.¹¹⁹ Further efforts to educate lawmakers and policymakers include a monthly column in the *Empire State Report* magazine. The monthly column entitled *Law & Public Policy Focus* often highlights recently completed research and results of conferences and programs that have been sponsored by the GLC.¹²⁰

V. INTEGRATION OF THE GOVERNMENT LAW CENTER AND LAW SCHOOL OPERATIONS

Over the years, the GLC has weaved its programming into many different aspects of Albany Law School, including recruitment, career planning, and alumni functions. GLC staff participates with

<http://www.cs.state.ny.us/pio/hearingofficermanual/tohearingofficer.htm> (last visited Apr. 14, 2003). Developed in consultation with a New York State joint Labor-Management Committee, individual chapters in the manual were written by members of the Albany Law School faculty including: Professor Michael Hutter; former Professor David Markell; former Associate Dean Patrick Borchers; Director of the GLC, Patricia Salkin; former GLC assistant Director Robert Heverly, Esq. and then staff attorney Rose Mary Bailly, Esq.

¹¹⁹ See GOVERNMENT LAW CENTER, 2003 ANDERSON BREAKFAST SERIES (explaining that the purpose of this program is to provide lawmakers and policymakers with access to current legal information on a particular topic), at <http://albanylaw.eventurenow.com/centers/editor.cfm?ID=145> (last visited Apr. 14, 2003).

¹²⁰ See, e.g., Joan Leary Matthews, *Unlocking New York's Courthouse Doors*, EMPIRE ST. REP., Dec./Jan. 2002–2003, at 42; Patricia E. Salkin, *Task Force on Local Government Reform Holds a Promise for a New Paradigm*, EMPIRE ST. REP., Feb. 2003, at 30; Patricia E. Salkin, *Thirty Years Later the Case Offers Insights and Support for NY's Smart Growth Efforts*, EMPIRE ST. REP., Nov. 2002, at 30; Patricia E. Salkin, *Communities and Police Departments Benefit from Police Oversight of Law Enforcement*, EMPIRE ST. REP., Oct. 2002, at 34; Patricia E. Salkin, *Government Leadership in a Time of Crisis*, EMPIRE ST. REP., Sept. 2002, at 30; Patricia E. Salkin, *Responding to the Invisible Monster: Lead Paint*, EMPIRE ST. REP., Jul./Aug. 2002, at 30; Patricia E. Salkin, *Local Moratoria: A Valid Planning Technique*, EMPIRE ST. REP., June 2002, at 16; Patricia E. Salkin, *Taking the Next Step Towards Environmental Justice*, EMPIRE ST. REP., May 2002, at 13; Patricia E. Salkin, *Opportunities to Enhance SEQRA Through Meaningful Reforms*, EMPIRE ST. REP., Apr. 2002, at 10; Patricia E. Salkin, *Municipalities Must Plan to Meet Needs of Aging Population*, EMPIRE ST. REP., Mar. 2002, at 10; Patricia E. Salkin, *Power Plant Siting Law Awaits Legislative Action*, EMPIRE ST. REP., Feb. 2002, at 10; Patricia E. Salkin, *Administrative Law Judges Deserve Clear Rules*, EMPIRE ST. REP., Jan. 2002, at 10; Patricia E. Salkin, *Laws and Policies Need to Reflect Reality of Grandparent Caregiving*, EMPIRE ST. REP., Nov. 2001, at 12; Patricia E. Salkin, *Advancing New York's Unique Racing and Wagering Industry*, EMPIRE ST. REP., Oct. 2001, at 11; Patricia E. Salkin, *Quality Communities Require Sustained Leadership and Benchmarking*, EMPIRE ST. REP., Sept. 2001, at 8; Patricia E. Salkin, *N.Y. Needs a Blue Ribbon Commission to Prepare for Aging Population*, EMPIRE ST. REP., July/Aug. 2001, at 2; Patricia E. Salkin, *Time is Ripe for Meaningful Ethics Law Reform*, EMPIRE ST. REP., June 2001, at 11.

the Albany Law School Admissions Office in a variety of recruitment efforts, including marketing, open houses, recruiting fairs, and outreach to accepted applicants. The GLC offers those students needing career guidance the benefits of its extensive alumni network as well as insight into the operations and focus of government agencies. Additionally, the GLC and the Albany Law School Career Planning Office co-sponsor annual seminars that provide advice on how to obtain jobs in both the executive and legislative branches of state government.¹²¹ These popular seminars typically feature alumni in government who can offer current law students differing perspectives on the work of government lawyers, as well as strategies for obtaining government jobs and tips for career advancement.¹²² Moreover, the GLC has developed the only available commercial book on legal careers in government in New York State.¹²³

Several years ago, together with the Office of Alumni Affairs, the GLC announced the creation of an Alumni in Government constituent group. This organization, which meets several times during the year, provides input to the GLC and sponsors an annual awards program for distinguished alumni in government.¹²⁴ A directory of alumni in government was also created to assist both alumni and students with networking. Alumni who work in

¹²¹ For instance, during the GLC's 25th Anniversary year, a series of Alumni in Government Network Luncheons are being held to provide unique opportunities to Albany Law School students who desire to pursue a career in government to meet and speak with alumni already employed in the government sector.

¹²² For example, during the GLC's 20th Anniversary year, students gathered for informal lunches with Honorable Warren M. Anderson '40 (former Majority Leader of the New York State Senate); Assistant U.S. Attorney Barbara Cottrell '84; Richard Dollinger '80 (then member of the New York State Senate); June Eustis '91 from the New York State Assembly Program and Counsel Staff; Honorable Gregory Serio '86, Superintendent of Insurance; and the late Thomas A. Whalen '58, former Mayor of the City of Albany. The Alumni in Government Network Series has continued, and to date in the 25th Anniversary year, William Collins, Counsel to the Assembly Majority, Jill Dunn, Deputy Commissioner and General Counsel to the New York State Department of Motor Vehicles, and Paul R. Kietzman, Counsel to the New York State Office of Mental Retardation and Developmental Disabilities, have participated in the series.

¹²³ See GOVERNMENT LAW CENTER, LEGAL CAREERS IN NEW YORK STATE GOVERNMENT (Patricia E. Salkin & Michele A. Monforte eds., 8th ed. 1999). The uniqueness of this publication was recognized by the Wisconsin State Bar Association, who hired the GLC to initially develop, and then later revise, a similar publication for students and lawyers seeking government jobs in Wisconsin.

¹²⁴ Previous honorees include: Honorable James P. King, retired Court of Claims Judge and current Government Lawyer in Residence (Spring 2003); Honorable Michael Hoblock, Chairman of the NYS Racing & Wagering Board (2002); Honorable Anthony Cardona, Presiding Justice, Appellate Division of the New York Supreme Court, Third Judicial Department (2001); and Honorable Warren M. Anderson, former New York State Senate Majority Leader (2000).

2003]

Salkin

129

government are frequently invited to campus for special programs involving law students. The GLC's Advisory Board consists of alumni, as well as non-alumni leaders in the public, private, and non-profit sectors.

VI. CONCLUSION

As it marks its silver anniversary, the GLC has matured into a leading law school-based academic research institute. In addition to substantive research and publications, the GLC maintains a sizable balance of community service, training and technical assistance, and services to the profession. The GLC ensures that, throughout its diverse array of programming, it is fully integrated within the law school community, and that the involvement of students and faculty remains a central focus of its mission. The success that the GLC has enjoyed is due, in large part, to the incredible support and participation of the entire Albany Law School community. As it begins its 25th year in service, the GLC continues to be a forerunner in bridging the gaps between government, practice of law, and academe.