

corporate leaders act responsibly. Her paper, "Law, Norms, and the Breakdown of the Board," published in the *Iowa Law Review*, focused on building and maintaining proper mechanisms for corporate officers and directors.

Jones' work dovetails well with Greenfield's, providing students with the necessary tools and frameworks for thinking about questions of business ethics when they enter the business world themselves.

Jones and Greenfield are serving together on the Business Advisory Council and also on the faculty hiring committee. With the departure last summer of Professor Lawrence A. Cunningham, who taught business law, the committee is aiming to balance out the faculty/adjunct ratio by hiring several new, full-time business law faculty members in the coming years. "Adjuncts are an important and valuable resource; they teach in a different style, emphasizing more prac-

tical, hands-on skills because they are practitioners," says Jones. In contrast, full-time faculty members bring a broader perspective on issues, and, by virtue of their constant presence on campus, can help students develop their research, writing, and analytical skills, and form strong mentoring relationships. "The perfect candidate would be someone who brings real world experience and also has a deep intellectual commitment to scholarly endeavor, is a good colleague, and adds to our faculty in terms of diversity," says Greenfield.

As would be expected of any good law school, the curriculum exposes students to the basics and beyond: an understanding of entity forms, such as corporations, partnerships, and limited partnerships; balance sheets and income statements; accounting and corporate finance; securities markets;



READ ALL ABOUT IT

Beatty '78 makes leap to publisher

Robert G. Beatty '78 has a mission: to elevate the reputation of Florida's black media from mediocrity to excellence. The fifty-five-year-old corporate lawyer turned newspaper publisher acquired the weekly, the *Broward Times*, in April of 2007, and financed the purchase with a combination of his own personal savings and loans. He won't say how much he paid, but the *Miami Herald* has reported a price of more than \$1 million. The *Broward Times* has a circulation of 30,000 and covers issues of interest to the region's African-American community. To achieve his goals, Beatty has been hiring proven talent: editors, reporters, and graphic designers with distinguished careers in major newspapers.

The *Broward Times* gives broader coverage to the local black community than is typical in mainstream media, and examines state, national, and international issues from a diversity of black viewpoints. "We're creating a blend of major newspaper perspective and niche perspective that makes our paper unique and required reading for people not only in the niche, but also others of every race, ethnicity, and political disposition so they can learn

and be educated in ways other papers just cannot do," Beatty says. In January the newspaper will be renamed the *South Florida Times*, to reflect its clientele not only of Broward County, but also Miami-Dade and Palm Beach.

Beatty's ringing rhetoric about his piece of the Fourth Estate belies the fact that he has been a newsman for less than a year. He has been a partner in the large Miami firm of Holland & Knight, general counsel for Bell South Telecommunications, and partner in his own small firm, Beatty & Shy. He has extensive experience in corporate and commercial litigation. And he has just joined Adorno & Yoss as Partner in Charge of Florida operations. But it was his six years as general counsel and vice president of public affairs at the *Miami Herald* that propelled him into the world of newspaper publishing.

At the *Herald*, Beatty delved deep into the worlds of circulation, news reporting, the First Amendment, advertising, finance, and management. Yet, despite his strong knowledge of the newspaper publishing business, Beatty says, "there is nothing that can prepare you for running your own business other than running your own business."

Conventional wisdom counseled a slower pace, but, when he bought the paper, Beatty decided to risk the upfront expense and immediately hired two advertising managers and an executive editor. "Of course, there were enormous moments of concern," Beatty chuckles. But he's convinced he did the right thing. "We reached profitability in six months," he says. "And every single publication we have produced has been at a level of professionalism and quality that is unique in this niche publication marketplace."

Beatty credits his law background with making him an effective judge of good writing, an articulate public advocate for his newspaper, and a builder of good working relationships with people, which he considers fundamental to succeeding in business. Beatty sees the lawyer's mission as very similar to the journalist's: "The reason I became a lawyer was to do good," he says. "Going into the newspaper business is a natural outgrowth of trying to have a positive impact on the community."

—JZ