

TABLE OF CONTENTS

| | |
|-----------------------|------|
| ACKNOWLEDGMENTS | V |
| TABLE OF CASES | XXXV |

PART I. AN INTRODUCTION TO THE AMERICAN LEGAL PROFESSION

| | |
|--|-----------|
| Chapter 1. The Role of the Lawyer | 5 |
| A. Introduction to the Role of the Lawyer | 5 |
| B. Are Legal Ethics Different from Other Ethics? | 5 |
| Problem 1-1: The Case of <i>Spaulding v. Zimmerman</i> , 263 Minn. 346 (Minnesota Supreme Court 1962) | 6 |
| Notes on <i>Spaulding v. Zimmerman</i> | 8 |
| C. Justifications for a Distinct Form of Legal Ethics | 11 |
| Lawyers as Professionals: Some Moral Issues | 11 |
| Notes on Wasserstrom | 20 |
| D. Summary | 20 |
| Chapter 2. The American Legal Profession: An Overview | 23 |
| A. Introduction | 23 |
| B. What Is a Profession? | 23 |
| C. Historical Perspectives on the American Legal Profession | 25 |
| A History of American Law | 25 |
| The American Legal Profession, 1870–2000 | 26 |
| Notes on the Profession’s History | 31 |
| D. Empirical Research on the Contemporary Bar | 31 |
| Chicago Lawyers: The Social Structure of the Bar | 32 |
| Notes on Heinz & Laumann’s <i>Chicago Lawyers I</i> | 33 |
| The Changing Character of Lawyers’ Work: Chicago in 1975 and 1995 | 34 |
| Notes on <i>Chicago Lawyers II</i> | 35 |
| Notes on the After the JD Study | 39 |
| E. The Rules of Professional Responsibility and Other Sources of Lawyer Regulation | 41 |
| Notes on Sources of Lawyer Regulation | 43 |
| F. Globalization and the Legal Profession | 44 |
| G. What Is Professionalism? | 45 |
| Notes on Professionalism | 49 |
| H. Summary | 50 |

| | |
|--|-----------|
| Chapter 3. The Lawyer’s Role: The Amoral Conception and Its Critics | 51 |
| A. Introduction | 51 |
| B. Law on the Lawyer’s Role | 51 |
| C. The Amoral Conception | 53 |
| In the Shadow of the Law | 53 |
| Notes on Roosevelt | 54 |
| The Lawyer’s Amoral Ethical Role: A Defense, a Problem, and Some Possibilities | 54 |
| Notes on Pepper | 59 |
| Problem 3-1 | 60 |
| Problem 3-2 | 60 |
| Problem 3-3 | 61 |
| Problem 3-4 | 61 |
| Problem 3-5 | 61 |
| Problem 3-6 | 61 |
| D. Critiques of the Amoral Conception | 62 |
| The Lysistratian Prerogative: A Response to Stephen Pepper | 62 |
| Notes on Luban’s Critique of Pepper | 66 |
| E. Alternatives to the Amoral Conception | 66 |
| The Citizen Lawyer—A Brief Informal History of a Myth with Some Basis in Reality | 68 |
| Lawyers and Fidelity to Law | 70 |
| Notes on Alternatives to Amoral Advocacy | 72 |
| F. Is Criminal Defense Different? | 73 |
| Notes on Criminal Defense as a Special Case | 74 |
| G. The Choice of Clients and Causes | 74 |
| Notes on the Choice of Clients and Causes | 79 |
| H. Summary | 79 |
| Chapter 4. Diversity of the Legal Profession | 81 |
| A. The Diversity of the Legal Profession | 81 |
| 1. Race and Ethnicity | 81 |
| Notes on Racial and Ethnic Demographics of the Profession | 83 |
| 2. Gender | 83 |
| Women in the Legal Profession | 85 |
| Notes on Gender and the Profession | 87 |
| 3. Sexual Identity | 88 |
| Notes on the Demographics of LGBT Lawyers | 89 |
| 4. Lawyers with Disabilities | 89 |
| Notes on the Demographics of Lawyers with Disabilities | 90 |
| B. Understanding the Reasons for the Demographics | 90 |
| Experiencing Discrimination: Race and Retention in America’s Largest Law Firms | 91 |
| Notes on Payne-Picus, Hagan & Nelson | 93 |
| The Part-Time Paradox: Time Norms, Professional Lives, Family, and Gender | 94 |

Notes on the Part-Time Paradox..... 96

Notes on Understanding the Underrepresentation of Lawyers with
Disabilities 98

C. Evaluating the Arguments for Diversity 98

 Good Business: A Market-Based Argument for Law Firm Diversity 99

 Notes on the Arguments for Diversity 101

D. Law and Policies Prohibiting Discrimination and Promoting
Diversity..... 102

 Notes on Law and Policies Prohibiting Discrimination..... 103

E. Summary..... 104

Chapter 5. Expressions of Self in Lawyering 105

A. Introduction 105

B. Should Personal Identity Influence Professional Identity?..... 105

 Beyond “Bleached Out” Professionalism: Defining Professional
 Responsibility for Real Professionals 105

 Notes on Wilkins 109

C. How Does Personal Identity Influence Professional Role? 110

 Feminist Legal Methods 111

 Notes on Bartlett..... 112

D. Personal Identity as a Source of Inspiration in Professional Life..... 113

 Religious Lawyering in a Liberal Democracy: A Challenge and an
 Invitation 113

 Notes on Pearce and Uelmen..... 116

 Be Professional! 117

 From the Closet to the Courtroom 118

 Notes on Spade and Rubenstein..... 119

E. Summary..... 121

PART II. THE ATTORNEY-CLIENT RELATIONSHIP

**Chapter 6. Starting, Negotiating, and Ending the Attorney-Client
Relationship 125**

A. Introduction 125

B. Starting the Attorney-Client Relationship 126

C. Who Calls the Shots? 126

 What Do Clients Want? What Do Lawyers Do? 127

 Do Clients Have Ethical Obligations to Lawyers? Some Lessons from
 the Diversity Wars 129

 Lawyer-Client Decision-Making in Civil Rights and Poverty Practice:
 An Empirical Study of Lawyers’ Norms..... 130

 Notes on Mather, Wilkins and Southworth..... 132

D. How Should Decision-Making Be Allocated?..... 132

 Lawyers as Professionals: Some Moral Issues 133

 Notes on Normative Debates About Lawyer-Client Decision-
 Making 135

 Problem 6-1..... 136

| | | |
|----|--|------------|
| E. | Law Governing the Allocation of Authority..... | 137 |
| | <i>Jones v. Barnes</i> | 138 |
| | <i>McCoy v. Louisiana</i> | 142 |
| | <i>United States v. Kaczynski</i> | 145 |
| | Notes on <i>Jones, McCoy, and Kaczynski</i> | 148 |
| | Problem 6-2..... | 149 |
| F. | Ending the Attorney-Client Relationship..... | 150 |
| | Problem 6-3..... | 151 |
| G. | Summary..... | 152 |
| | Chapter 7. Protections Against Lawyer Overreaching..... | 155 |
| A. | Introduction..... | 155 |
| B. | Fees..... | 155 |
| C. | Lawyer-Client Transactions..... | 159 |
| | Problem 7-1..... | 160 |
| | <i>Camm v. State</i> | 161 |
| | Notes on <i>Camm v. State</i> | 165 |
| D. | Sexual Relationships with Clients..... | 167 |
| E. | Prospective Clients..... | 167 |
| | Problem 7-2..... | 168 |
| F. | Communicating with Represented Parties..... | 168 |
| | <i>Hobart Corporation v. Waste Management of Ohio, Inc.</i> | 170 |
| | Notes on <i>Hobart Corporation v. Waste Management of Ohio, Inc.</i> | 175 |
| G. | Summary..... | 176 |

PART III. CONFIDENTIALITY

| | | |
|----|--|------------|
| | Chapter 8. Introduction to the Duty of Confidentiality and the Attorney-Client Privilege..... | 179 |
| A. | Introduction..... | 179 |
| B. | Elements of the Duty of Confidentiality..... | 180 |
| C. | General Considerations Behind Confidentiality and Attorney-Client Privilege..... | 181 |
| | Problem 8-1: The 26-Year-Old Secret and the Issue of Wrongful Conviction..... | 183 |
| | Notes on Problem 8-1..... | 184 |
| | Problem 8-2..... | 185 |
| | Problem 8-3: The Buried Bodies Case..... | 186 |
| | Notes on Problems 8-2 and 8-3..... | 186 |
| | Problem 8-4: Lawyers as Whistleblowers..... | 187 |
| D. | The Attorney-Client Privilege..... | 188 |
| | 1. Communications..... | 190 |
| | Problem 8-5..... | 191 |
| | 2. Confidential Communications by and to Whom?..... | 192 |
| | Problem 8-6..... | 193 |
| | 3. For the Purpose of Obtaining Legal Advice..... | 193 |
| | Problem 8-7..... | 193 |

| | | |
|---|--|------------|
| 4. | Compelled Disclosure by a Tribunal | 193 |
| | Problem 8-8..... | 193 |
| 5. | Privilege Is the Client’s..... | 194 |
| 6. | Privilege After the Death of the Client | 194 |
| | Problem 8-9..... | 195 |
| | Problem 8-10..... | 195 |
| | Problem 8-11..... | 196 |
| | Notes on the Elements of the Attorney-Client Privilege | 197 |
| E. | Confidentiality and Privilege in the Age of Cyberthreats and Surveillance | 198 |
| | Problem 8-12..... | 199 |
| F. | Summary..... | 200 |
| | | |
| Chapter 9. Exceptions to Confidentiality and to the Attorney- Client Privilege | | 201 |
| A. | Exceptions to the Duty of Confidentiality | 201 |
| 1. | Prevention of Death or Substantial Bodily Harm | 201 |
| | Notes on <i>Spaulding v. Zimmerman</i> | 202 |
| 2. | Client Crimes and Frauds..... | 203 |
| | Problem 9-1: The Buried Bodies Case (Again) | 206 |
| | Problem 9-2: O.P.M. | 206 |
| 3. | Disputes Between Lawyer and Client..... | 208 |
| 4. | Securing Legal Ethics Advice and Conflicts Checks..... | 209 |
| 5. | Compliance with Other Law or Court Order..... | 210 |
| 6. | Other Exceptions to Confidentiality..... | 210 |
| B. | Exceptions to the Attorney-Client Privilege..... | 211 |
| 1. | Crime/Fraud Exception..... | 211 |
| | Problem 9-3..... | 214 |
| | Problem 9-4 | 215 |
| | Problem 9-5..... | 215 |
| 2. | Disputes Between Lawyer and Client..... | 216 |
| 3. | Other Exceptions | 216 |
| C. | Waiver of Attorney-Client Privilege..... | 219 |
| | Note on Waiver of Confidentiality..... | 222 |
| | Problem 9-6..... | 222 |
| D. | Confidentiality and Lawyer-Client Disagreements over Strategy..... | 223 |
| | Notes on Lawyer-Client Disagreements over Confidentiality..... | 224 |
| E. | Summary..... | 224 |
| | | |
| Chapter 10. Confidentiality and Privilege and the Organizational Client..... | | 227 |
| A. | Introduction | 227 |
| B. | The Attorney-Client Privilege of Organizations..... | 228 |
| | Upjohn Co. v. United States | 228 |
| | Notes on <i>Upjohn</i> | 231 |

| | | |
|----|--|-----|
| C. | Privilege, Confidentiality, and the Problem of Dual Representation ... | 232 |
| | United States v. Ruehle | 234 |
| | Notes on <i>Ruehle</i> | 238 |
| | Problem 10-1 | 240 |
| D. | Summary | 240 |

PART IV. CONFLICTS OF INTEREST

| | | |
|---|--|-----|
| Chapter 11. Concurrent Conflicts | 245 | |
| A. | Introduction | 245 |
| B. | The Basic Standard | 245 |
| | In re Petition for Disciplinary Action Against Christopher Thomas Kalla | 247 |
| | Notes on <i>In re Kalla</i> | 249 |
| | Problem 11-1 | 249 |
| C. | Related Entities | 249 |
| | GSI Commerce Solutions, Inc. v. BabyCenter, L.L.C. | 249 |
| | Notes on <i>GSI Commerce Solutions, Inc. v. BabyCenter, L.L.C.</i> | 253 |
| | Problem 11-2 | 253 |
| D. | Advance Waivers | 254 |
| | Problem 11-3 | 255 |
| E. | Criminal Defense | 256 |
| | Problem 11-4 | 257 |
| | Notes on the John Edwards Case | 258 |
| F. | Parties to a Transaction | 258 |
| | Problem 11-5 | 259 |
| G. | Joint Representation of an Organization and Its Employees | 260 |
| | Problem 11-6 | 260 |
| H. | Estate and Business Planning for Families | 260 |
| | Problem 11-7 | 261 |
| | In the Matter of the Disciplinary Proceeding Against Larry A. Botimer | 262 |
| | Notes on <i>In re Botimer</i> | 264 |
| I. | Insurance Companies and Insureds | 265 |
| J. | Class Actions | 266 |
| K. | Positional Conflicts | 267 |
| | Problem 11-8 | 270 |
| L. | Summary | 271 |
| Chapter 12. Conflicts Involving Former Clients | 273 | |
| A. | Introduction | 273 |
| B. | The Basic Standard | 274 |
| | In the Matter of Disciplinary Proceedings Against Nikola P. Kostich | 274 |
| | Notes on <i>Kostich</i> | 277 |

| | | |
|--|---|------------|
| C. | The Substantial Relationship Test | 278 |
| | R & D Muller, Ltd. v. Fontaine’s Auction Gallery, LLC | 278 |
| | Notes on <i>R & D Muller, Ltd. v. Fontaine’s Auction Gallery, LLC</i> | 280 |
| | Problem 12-1..... | 281 |
| | Problem 12-2..... | 281 |
| | Problem 12-3..... | 282 |
| D. | When Does a Current Client Become a Former Client? | 282 |
| | Banning Ranch Conservancy v. The Superior Court of Orange County | 282 |
| | Notes on <i>Banning Ranch Conservancy v. Superior Court</i> | 286 |
| | Problem 12-4..... | 287 |
| E. | Summary..... | 287 |
| Chapter 13. Imputed Conflicts | | 289 |
| A. | Introduction | 289 |
| B. | The Basic Rule..... | 290 |
| C. | When Imputation Does Not Apply | 290 |
| | Beltran v. Avon Products, Inc..... | 293 |
| | Notes on <i>Beltran v. Avon Products, Inc.</i> | 298 |
| | Problem 13-1..... | 299 |
| | Problem 13-2..... | 299 |
| | Problem 13-3..... | 300 |
| | Problem 13-4..... | 300 |
| D. | Summary..... | 300 |

**PART V. PROFESSIONALISM IN CONTEXT: A
SURVEY OF PRACTICE SETTINGS/TYPES**

SUBPART A. CRIMINAL PRACTICE

| | | |
|--|--|------------|
| Chapter 14. Criminal Defense Practice | | 305 |
| A. | Introduction | 305 |
| B. | Understanding Indigent Criminal Defense | 309 |
| | Reinterpreting the Zealous Advocate: Multiple Intermediary Roles of the Criminal Defense Attorney | 310 |
| | The Public Defender: The Practice of Law in the Shadows of Repute | 312 |
| | Notes on the Role of the Public Defender | 316 |
| C. | The Right to Effective Assistance of Counsel | 316 |
| | 1. The Constitutional Law Governing Appointed Criminal Defense Lawyers | 317 |
| | 2. The Challenges of Implementing <i>Gideon</i> | 317 |
| | The Right to Counsel in Criminal Cases, a National Crisis | 320 |
| | Poor People Lose: <i>Gideon</i> and the Critique of Rights | 325 |
| | Notes on the Constitutional Right to Counsel..... | 326 |
| | 3. Ineffective Assistance of Counsel | 327 |

| | | |
|----|---|------------|
| D. | The Rewards and Challenges of Criminal Defense Practice | 329 |
| | Beyond Justifications: Seeking Motivations to Sustain Public | |
| | Defenders | 329 |
| | Notes on the Rewards and Challenges of Indigent Criminal | |
| | Defense | 334 |
| E. | Ethical Issues in Trial Advocacy: Lying Clients and Honest and | |
| | Coached Witnesses | 334 |
| | 1. The Lying Client | 337 |
| | People v. Johnson | 339 |
| | Notes on the Lying Client | 343 |
| | 2. The Coached Witness | 344 |
| | Problem 14-1: Anatomy of a Murder | 345 |
| | Problem 14-2: Improving a Witness's Delivery | 345 |
| | Problem 14-3: Preparing a Witness to Confront Adverse | |
| | Evidence | 345 |
| | Problem 14-4: Coaching a Witness Not to Volunteer or | |
| | Speculate | 346 |
| | Problem 14-5: Advising a Witness About the Law Before Asking | |
| | About the Facts | 346 |
| | Problem 14-6: Advising a Witness About What Other Witnesses | |
| | Say | 346 |
| | 3. The Honest Witness | 347 |
| | Notes on Cross-Examining a Truthful Witness | 348 |
| F. | Ethical Issues in Counseling and Litigation: Retention and | |
| | Destruction of Documents | 349 |
| | Notes on Document Retention Policies | 353 |
| | Problem 14-7: Advising a Corporation on a Document Retention | |
| | Policy | 353 |
| G. | Summary | 354 |
| | Chapter 15. Criminal Prosecution | 357 |
| A. | Introduction | 357 |
| B. | The Law Governing the Prosecutorial Role | 359 |
| C. | Wrongful Convictions | 362 |
| | Note on Institutional Reforms | 366 |
| | Notes on Wrongful Convictions | 368 |
| D. | Prosecutorial Discretion in Charging | 371 |
| | Prosecutorial Discretion in the Post- <i>Booker</i> World | 371 |
| | 1. The Tension Between Uniformity and Discretion | 373 |
| | 2. Prosecutorial Discretion and the Sufficiency of Evidence | 375 |
| | Problem 15-1 | 376 |
| | 3. Prosecutorial Discretion in Charging Decisions Based on Social | |
| | Policy | 377 |
| | Problem 15-2 | 378 |
| E. | Prosecutors and Plea Bargaining | 378 |
| | Problem 15-3 | 380 |
| | Notes on Problem 15-3 | 380 |

| | | |
|----|--|-----|
| F. | Disclosure Obligations | 380 |
| 1. | Brady Violations in Street Crime Cases: <i>Connick v. Thompson</i> ... | 386 |
| | Notes on <i>Connick v. Thompson</i> | 387 |
| 2. | Brady Violations in High-Profile White Collar Cases: <i>United States v. Stevens</i> | 388 |
| | Notes on the <i>Stevens</i> Case | 390 |
| 3. | The Duty to Do Justice..... | 391 |
| | Prosecutorial Discretion at the Core: The Good Prosecutor Meets Brady | 391 |
| | Problem 15-4..... | 393 |
| | Notes on the Duty to Do Justice | 394 |
| G. | Press Coverage of Legal Proceedings..... | 395 |
| | Notes on the Prosecutor's Responsibilities in Dealing with the Press | 397 |
| | Problem 15-5..... | 398 |
| | Problem 15-6..... | 398 |
| | Problem 15-7..... | 399 |
| | Problem 15-8..... | 400 |
| H. | Summary..... | 400 |

SUBPART B. LARGE ORGANIZATIONAL CLIENTS

| | | |
|--|---|-----|
| Chapter 16. Large Law Firms | 409 | |
| A. | Introduction | 409 |
| B. | The Large Law Firm: Origins, Structure, and Change | 409 |
| | The Transformation of the Big Law Firm | 410 |
| | Notes on Galanter & Palay | 412 |
| | The Change Agenda: Tournament Without End..... | 415 |
| | Notes on Changes in Large Law Firms Since the Golden Age..... | 416 |
| | Notes on Changed Structure and Personnel Practices | 417 |
| C. | The Experience of Large Firm Associates | 418 |
| | Exploring Inequality in the Corporate Law Firm Apprenticeship: Doing the Time, Finding the Love..... | 418 |
| | Notes on Garth & Sterling..... | 425 |
| D. | Who Is the Client of a Corporate Lawyer?..... | 426 |
| | Who Is the Client? The Corporate Lawyer's Dilemma | 426 |
| | Notes on Jonas..... | 427 |
| E. | Large Firm Lawyers' Values and Relationships with Clients | 428 |
| | Ideology, Practice, and Professional Autonomy: Social Values and Client Relationships in the Large Law Firm..... | 428 |
| | The Elastic Tournament: A Second Transformation of the Big Law Firm..... | 430 |
| | Notes on Nelson and Galanter & Henderson | 433 |
| F. | Large Firms and Corporate Misconduct..... | 434 |
| | Notes on the Case Studies | 439 |
| | Problem 16-1..... | 441 |

| | | |
|---|---|------------|
| G. | The Future of the Large Firm | 441 |
| | Big But Brittle: Economic Perspectives on the Future of the Law | |
| | Firm in the New Economy | 442 |
| | Notes on Burk & McGowan | 444 |
| H. | Summary..... | 444 |
| Chapter 17. Supervisory/Subordinate Relationships..... | | 447 |
| A. | Introduction | 447 |
| B. | The Berkey Photo v. Kodak Incident | 448 |
| C. | Social Science Research on Obedience and Conformity..... | 449 |
| | The Ethics of Wrongful Obedience | 449 |
| | Unethical Obedience by Subordinate Attorneys: Lessons from Social | |
| | Psychology..... | 456 |
| | Notes on Research on Obedience and Conformity | 459 |
| | Problem 17-1..... | 460 |
| D. | Discipline for Law Firms?..... | 460 |
| | Notes on <i>Qualcomm v. Broadcom</i> | 463 |
| | Professional Discipline for Law Firms? | 464 |
| | Notes on Law Firm Discipline | 466 |
| E. | Summary..... | 468 |
| Chapter 18. A Large Firm Lawyer's Downfall..... | | 469 |
| A. | Introduction | 469 |
| B. | The Story of John Gellene..... | 469 |
| | United States v. Gellene | 469 |
| C. | Background on the Case | 476 |
| | Notes on <i>Gellene</i> | 476 |
| D. | Summary..... | 477 |
| Chapter 19. Counseling..... | | 479 |
| A. | Introduction | 479 |
| B. | Model Rules on Counseling..... | 480 |
| C. | Counseling Versus Advocacy | 481 |
| | Professional Responsibility: Report of the Joint Conference..... | 481 |
| | Notes on Fuller & Randall..... | 482 |
| D. | What Types of Advice Should Counseling Include? | 482 |
| | Counseling at the Limits of the Law: An Exercise in the | |
| | Jurisprudence and Ethics of Lawyering | 483 |
| | Notes on Pepper..... | 485 |
| | Problem 19-1..... | 486 |
| E. | Corporate Counseling..... | 486 |
| | A New Role for Lawyers? The Corporate Counselor After Enron..... | 487 |
| | Notes on Gordon | 496 |
| | Problem 19-2..... | 496 |
| | Corporate Governance and a Business Lawyer's Duty of | |
| | Independence | 497 |
| | Notes on Allen | 499 |

| | |
|--|------------|
| Team of Rivals? Toward a New Model of the Corporate Attorney-Client Relationship..... | 500 |
| Notes on Wilkins | 502 |
| F. Counseling Government Clients | 503 |
| Government Lawyers in the Trump Administration | 503 |
| Notes on Advising Government Clients..... | 504 |
| Problem 19-3..... | 506 |
| G. Summary..... | 507 |
| Chapter 20. In-House Counsel..... | 509 |
| A. Introduction | 509 |
| B. What Do In-House Counsel Do? | 510 |
| Cops, Counsel, and Entrepreneurs: Constructing the Role of Inside Counsel in Large Corporations..... | 510 |
| Notes on Nelson & Nielsen | 512 |
| C. In-House Counsel and Professional Independence | 514 |
| Moral Mazes: The World of Corporate Managers | 514 |
| Notes on Jackall | 515 |
| Cops, Counsel, and Entrepreneurs: Constructing the Role of Inside Counsel in Large Corporations..... | 516 |
| Notes on Nelson & Nielsen | 519 |
| Problem 20-1..... | 520 |
| D. Corporate Scandals and the Role of In-House Counsel | 520 |
| Saw No Evil | 521 |
| Notes on HP Pretexting Scandal..... | 526 |
| Notes on Backdating at Apple | 529 |
| Wal-Mart Bribery Case Raises Fundamental Governance Issues..... | 532 |
| Note on Walmart Bribery | 533 |
| Notes on the Scandals | 538 |
| E. The Role of In-House Counsel Post-Enron | 539 |
| Notes on the Role of In-House Counsel Post-Enron..... | 542 |
| F. Summary..... | 545 |
| Chapter 21. Government Lawyers..... | 547 |
| A. Introduction | 547 |
| B. Who Is the Client of the Government Lawyer? | 548 |
| Notes on the Client of the Government Lawyer..... | 551 |
| Problem 21-1..... | 551 |
| C. The Government Lawyer as Counselor..... | 552 |
| 1. A Case Study: The Torture Memos | 552 |
| Memorandum from Jay S. Bybee to Alberto Gonzalez | 553 |
| Notes on the Torture Memos | 557 |
| A “Torture” Memo and its Tortuous Critics..... | 558 |
| Legal Ethics and the Separation of Law and Morals..... | 560 |
| Notes on the Debate over the Torture Memos..... | 564 |

| | | |
|----|--|-----|
| 2. | A Case Study: The “Muslim Ban” Order and the Firing of Sally Yates..... | 568 |
| | Quick Thoughts on Sally Yates’ Unpersuasive Statement..... | 569 |
| | Government Lawyers in the Trump Administration..... | 572 |
| | Notes on the Muslim Ban and Yates Firing..... | 573 |
| D. | Conflicts of Interest in Government Practice..... | 574 |
| | No Conflict Because There’s Only One Client..... | 577 |
| | Notes on the Representation of Multiple Local or State Agencies or Entities..... | 578 |
| | Civil Service Commission v. Superior Court..... | 580 |
| | Problem 21-2..... | 582 |
| | Notes on the Revolving Door..... | 584 |
| E. | Summary..... | 584 |

SUBPART C. INDIVIDUAL AND SMALL BUSINESS CLIENTS

| | | |
|--|--|-----|
| Chapter 22. Solo and Small Firm Practice..... | 589 | |
| A. Introduction..... | 589 | |
| B. Portraits of Solo and Small Firm Practice..... | 589 | |
| | The Business of Practicing Law: The Work Lives of Solo and Small-Firm Attorneys..... | 590 |
| | Notes on Seron..... | 592 |
| | Specialty Bars as a Site of Professionalism: The Immigration Bar Example..... | 593 |
| | Notes on Paths to Solo or Small Firm Practice..... | 601 |
| C. Ethical Issues in Solo and Small Firm Practice..... | 601 | |
| | The Ethical World of Solo and Small Law Firm Practitioners..... | 602 |
| | Notes on Levin..... | 609 |
| | Problem 22-1..... | 610 |
| D. Summary..... | 610 | |
| Chapter 23. Advertising and Solicitation..... | 611 | |
| A. Introduction..... | 611 | |
| B. Advertising..... | 612 | |
| | Alexander, Alexander & Catalano LLC v. Cahill..... | 618 |
| | Notes on <i>Alexander, Alexander & Catalano LLC v. Cahill</i> | 622 |
| | Problem 23-1..... | 622 |
| C. Solicitation..... | 623 | |
| 1. In-Person Solicitation..... | 625 | |
| | Ohralik v. Ohio State Bar Association..... | 625 |
| | Notes on <i>Ohralik</i> | 631 |
| | In re Primus..... | 631 |
| | Notes on <i>In re Primus</i> | 637 |
| | Problem 23-2..... | 639 |
| 2. Targeted Communications..... | 640 | |

| | | |
|---|---|------------|
| D. | The Internet and Social Media | 641 |
| | Problem 23-3..... | 645 |
| E. | Summary..... | 645 |
| Chapter 24. Plaintiffs' Practice | | 647 |
| A. | Introduction | 647 |
| B. | The Structure of the Plaintiffs' Bar and Stratification Within It | 647 |
| | Philip Corboy and the Construction of the Plaintiffs' Personal Injury Bar | 648 |
| | Notes on Parikh and Garth | 654 |
| | Notes on the Communities of Plaintiffs' Practice | 660 |
| C. | Contingency Fees and Fee-Shifting Statutes | 660 |
| | Notes on Contingency Fees..... | 661 |
| | In re Bluetooth Headset Products Liability Litigation..... | 663 |
| | Notes on the Regulation of Fees..... | 665 |
| | Problem 24-1..... | 668 |
| | Problem 24-2..... | 668 |
| | Problem 24-3..... | 668 |
| D. | Summary..... | 669 |
| Chapter 25. Boutiques | | 671 |
| A. | Introduction | 671 |
| B. | What Is a Boutique?..... | 671 |
| C. | The Formation and Survival of Boutiques | 673 |
| | The Law of Interest Versus the Interest of Law, Or On Lending to Law Firms | 678 |
| | Notes on Boutiques | 682 |
| D. | Summary..... | 682 |

SUBPART D. LAWYERS AND THE PRACTICE OF DISPUTE RESOLUTION

| | | |
|--------------------------------------|---|------------|
| Chapter 26. Negotiation | | 685 |
| A. | Introduction | 685 |
| B. | The Legal Profession and the Practice of Negotiation | 686 |
| | Shattering Negotiation Myths: Empirical Evidence on the Effectiveness of Negotiation Style | 690 |
| | Notes on Negotiation Styles | 692 |
| C. | The Law Governing Lawyers' Conduct in Negotiation..... | 692 |
| | Problem 26-1..... | 694 |
| D. | Unequal Bargaining Power | 694 |
| | Problem 26-2..... | 697 |
| E. | Candor and Truthfulness in Negotiation..... | 698 |
| | Doing the Right Thing: An Empirical Study of Attorney Negotiation Ethics..... | 699 |
| | The Ethics of Lying in Negotiations..... | 700 |
| | Notes on Lying in Negotiation..... | 703 |
| F. | Summary..... | 709 |

| | |
|---|------------|
| Chapter 27. Lawyers as Third-Party Neutrals: Mediation and Arbitration..... | 711 |
| A. Introduction | 711 |
| B. What Roles Do Lawyers Play in ADR? | 713 |
| C. How Is the Legal Practice of ADR Regulated? | 715 |
| D. Mediation | 717 |
| 1. A Typical Mediation | 718 |
| 2. The Mediator’s Role..... | 720 |
| Notes on Mediation..... | 721 |
| E. Legal and Ethical Issues for Mediators | 721 |
| 1. Confidentiality | 721 |
| Rinaker v. Superior Court..... | 722 |
| Notes on <i>Rinaker</i> | 726 |
| 2. Candor of Parties and Mediator | 727 |
| 3. Disparities of Bargaining Power | 728 |
| F. Arbitration | 728 |
| 1. A Typical Arbitration | 728 |
| G. Legal and Ethical Issues for Arbitrators | 731 |
| Engalla v. Permanente Medical Group, Inc. | 734 |
| Notes on <i>Engalla</i> | 737 |
| Problem 27-1..... | 738 |
| H. Summary..... | 738 |
| Chapter 28. Judges..... | 741 |
| A. Introduction | 741 |
| B. The Judiciary as a Practice Sector | 741 |
| C. An Overview of the Regulation of Judicial Conduct | 743 |
| D. Recusal and Disqualification | 746 |
| Cheney v. U.S. District Court for District of Columbia | 746 |
| Notes on <i>Cheney</i> | 751 |
| E. Judicial Electoral Campaigns..... | 755 |
| Williams-Yulee v. Florida Bar | 756 |
| Notes on Judicial Election Campaign Fundraising | 760 |
| Republican Party of Minnesota v. White | 762 |
| Notes on <i>Republican Party of Minnesota v. White</i> | 766 |
| Problem 28-1..... | 767 |
| F. Summary..... | 768 |
| SUBPART E. PUBLIC INTEREST PRACTICE | |
| Chapter 29. Legal Services..... | 771 |
| A. Introduction | 771 |
| B. Funding of Legal Services..... | 773 |
| Taking Out the Adversary: The Assault on Progressive Public- Interest Lawyers..... | 774 |
| Notes on Restrictions on Legal Services Work..... | 779 |

| | |
|--|------------|
| Legal Services Corp. v. Velazquez..... | 781 |
| Notes on <i>Velazquez</i> | 783 |
| C. The Work of Legal Services Lawyers | 784 |
| Notes on the Work of Legal Services Lawyers | 787 |
| Law and Organizing from the Perspective of Organizers: Finding a Shared Theory of Social Change..... | 788 |
| Notes on Wexler and Hung..... | 790 |
| D. The Impact of Legal Services Programs | 791 |
| Do Lawyers Matter? The Effect of Legal Representation in Civil Disputes | 792 |
| Notes on the Impact of Legal Assistance..... | 796 |
| E. Summary..... | 797 |
| Chapter 30. Public Interest Law | 799 |
| A. Introduction | 799 |
| B. What Is Public Interest Law?..... | 799 |
| Defining Public Interest Lawyering..... | 800 |
| Notes on Chen and Cummings | 802 |
| Conservative Lawyers and the Contest Over the Meaning of “Public Interest Law” | 804 |
| Notes on Southworth..... | 805 |
| C. What Is a Cause Lawyer? | 807 |
| Professional and Political Perspectives | 807 |
| Notes on Scheingold & Sarat..... | 812 |
| D. Issues of Accountability in Public Interest Practice | 813 |
| Serving Two Masters: Integration Ideals and Client Interests in School Desegregation Litigation | 815 |
| Notes on Bell..... | 818 |
| Of Causes and Clients: Two Tales of <i>Roe v. Wade</i> | 819 |
| Notes on McMunigal | 824 |
| Collective Representation for the Disadvantaged: Variations in Problems of Accountability | 825 |
| Notes on Southworth..... | 829 |
| Problem 30-1..... | 830 |
| E. Summary..... | 831 |

**PART VI. CHALLENGES AND OPPORTUNITIES FOR
THE PROFESSION IN THE 21ST CENTURY**

| | |
|--|------------|
| Chapter 31. The Market for Legal Services | 835 |
| A. Introduction | 835 |
| B. The Cost of Legal Services..... | 836 |
| The Price of Law: How the Market for Lawyers Distorts the Justice System..... | 836 |
| Notes on the Price of Law | 839 |

| | | |
|---|---|------------|
| C. | Other Influences on Ordinary Americans' Use of Legal Services | 841 |
| | Money Isn't Everything: Understanding Moderate Income | |
| | Households' Use of Lawyers' Services..... | 841 |
| | Notes on Sandefur | 846 |
| D. | Ex Ante Legal Services | 847 |
| | Higher Demand, Lower Supply? A Comparative Assessment of the | |
| | Legal Resource Landscape for Ordinary Americans..... | 847 |
| | Notes on Ex Ante Legal Services..... | 852 |
| E. | Summary..... | 853 |
| | | |
| Chapter 32. Unauthorized Practice and Non-Lawyer Involvement | | |
| in the Provision of Legal Services..... | | 855 |
| A. | Introduction | 855 |
| B. | What Is the Unauthorized Practice of Law?..... | 855 |
| C. | Do Unauthorized Practice Restrictions Protect the Public?..... | 861 |
| | The Monopoly Myth and Other Tales About the Superiority of | |
| | Lawyers | 863 |
| | How to Regulate Legal Services to Promote Access, Innovation, and | |
| | the Quality of Lawyering | 864 |
| | Notes on the Consumer Protection Rationale for Unauthorized | |
| | Practice Restrictions..... | 865 |
| | First Thing We Do, Let's Deregulate All the Lawyers..... | 867 |
| | Notes on Deregulation | 868 |
| D. | Innovations in the Provision of Legal Services to Individual Clients... | 869 |
| | Legal Services for All: Is the Profession Ready? | 869 |
| | Notes on Charn..... | 871 |
| | Problem 32-1 | 872 |
| E. | Outside Ownership of Legal Services Providers | 872 |
| | Notes on Outside Ownership of Legal Services Providers | 875 |
| F. | Summary..... | 876 |
| | | |
| Chapter 33. Pro Bono..... | | 877 |
| A. | Introduction | 877 |
| B. | Pro Bono's Role in Providing Access to Legal Services..... | 878 |
| | The Politics of Pro Bono | 878 |
| | Notes on Cummings | 883 |
| | Lawyers' Pro Bono Service and American- Style Civil Legal | |
| | Assistance | 883 |
| | Notes on Sandefur..... | 885 |
| | Problem 33-1 | 887 |
| C. | Who Does Pro Bono, How Much, and Why? | 887 |
| | Pro Bono as an Elite Strategy in Early Lawyer Careers..... | 888 |
| | Notes on Dinovitzer & Garth..... | 893 |
| | Pro Bono and Low Bono in the Solo and Small Firm Context | 893 |
| | Notes on Levin..... | 897 |
| | Problem 33-2..... | 897 |

| | |
|---|------------|
| D. Mandatory Pro Bono | 898 |
| Notes on Mandatory Pro Bono..... | 898 |
| E. Summary..... | 899 |
| Chapter 34. Practicing Across Borders and Boundaries..... | 901 |
| A. Introduction | 901 |
| B. Multijurisdictional Practice..... | 902 |
| Problem 34-1..... | 906 |
| Problem 34-2..... | 906 |
| Problem 34-3..... | 908 |
| Notes on Multijurisdictional Practice | 909 |
| C. Unbundling and Outsourcing..... | 910 |
| Outsourcing and the Globalizing Legal Profession..... | 910 |
| Supply Chains and Porous Boundaries: The Disaggregation of Legal Services | 911 |
| Notes on Unbundling and Outsourcing | 914 |
| Problem 34-4..... | 916 |
| D. Multidisciplinary Practice | 916 |
| The Rise, Transformation, and Potential Future of the Big 4: Accountancy Networks in the Global Legal Services Market | 917 |
| Notes on Multidisciplinary Practice..... | 921 |
| E. Transnational Practice..... | 922 |
| Notes on Transnational Practice..... | 926 |
| Problem 34-5..... | 926 |
| F. Summary..... | 926 |
| Chapter 35. Legal Education | 929 |
| A. Introduction | 929 |
| B. The History of Legal Education..... | 929 |
| 1. Foundations of Contemporary Legal Education..... | 930 |
| Law School: Legal Education in America from the 1850s to the 1980s..... | 930 |
| Notes on Legal Education Before 1940 | 933 |
| 2. The History of Critiques of Legal Education | 934 |
| C. Content and Pedagogy | 938 |
| Notes on the Law School Curriculum | 941 |
| D. The Globalization of Legal Education..... | 942 |
| Sticky Floors, Springboards, Stairways & Slow Escalators: Mobility Pathways and Preferences of International Students in U.S. Law Schools | 942 |
| Notes on the Globalization of Legal Education | 944 |
| E. Contemporary Debates over Legal Education..... | 944 |
| 1. Rankings and Stratification..... | 944 |
| 2. Cost..... | 945 |
| Failing Law Schools | 947 |
| Notes on the Cost of Legal Education | 949 |
| Problem 35-1 | 951 |

| | | |
|---|---|------------|
| 3. | Should Law School Be Two Years or Three? | 951 |
| | Notes on Two Years v. Three Years | 953 |
| 4. | Too Many Lawyers? Too Many Law Schools?..... | 955 |
| | Doing Good Instead of Doing Well? What Lawyers Could Be Doing in a World of “Too Many” Lawyers | 956 |
| | Notes on the “Too Many Lawyers” Question | 958 |
| 5. | Law School Admissions..... | 958 |
| | Notes on Law School Admissions | 960 |
| F. | Proposals for Reform..... | 960 |
| | Notes on Proposals for Reform | 962 |
| | Problem 35-2..... | 963 |
| G. | Summary..... | 963 |
| | | |
| Chapter 36. Bar Admission and Discipline and the Law of Malpractice..... | | 965 |
| A. | Introduction | 965 |
| B. | Admission to the Bar..... | 966 |
| 1. | Bar Examination | 966 |
| a. | Does the Bar Exam Measure Competence? | 967 |
| b. | Is the Bar Exam Sufficiently Job-Related to Justify Its Disparate Impact? | 968 |
| | Notes on Bar Examinations | 970 |
| 2. | Moral Character and Fitness to Practice | 971 |
| a. | Criminal Record..... | 973 |
| | Problem 36-1 | 973 |
| | Problem 36-2 | 973 |
| | Problem 36-3 | 973 |
| b. | Academic Misconduct | 974 |
| | Problem 36-4 | 974 |
| | Problem 36-5 | 974 |
| | Problem 36-6 | 974 |
| c. | Employment or Financial Record | 974 |
| | Problem 36-7 | 974 |
| | Problem 36-8 | 975 |
| d. | Membership in Organizations or Adherence to Ideas | 975 |
| | Problem 36-9 | 976 |
| e. | Mental or Physical Health or Substance Abuse | 976 |
| | Problem 36-10 | 976 |
| | Problem 36-11 | 977 |
| 3. | Rethinking Requirements for Bar Admission | 977 |
| C. | Discipline | 978 |
| 1. | Competence..... | 981 |
| 2. | Character | 981 |
| 3. | Enforcement..... | 983 |
| 4. | Discipline of Law Firms | 984 |
| | Notes on Bar Discipline..... | 985 |
| | Problem 36-12..... | 986 |

| | |
|--|-------------|
| D. Malpractice | 986 |
| Notes on Malpractice..... | 991 |
| E. Summary..... | 992 |
| Chapter 37. Lawyer Satisfaction and Well-Being..... | 993 |
| A. Introduction | 993 |
| B. Are Lawyers Unhappy?..... | 993 |
| On Being a Happy, Healthy, and Ethical Member of an Unhappy, Unhealthy, and Unethical Profession | 993 |
| Notes on Schiltz..... | 998 |
| C. What Is Career Satisfaction; How Should We Measure It?; Comparative Perspectives | 999 |
| Cross-Examining the Myth of Lawyers' Misery..... | 999 |
| Notes on Hull..... | 1002 |
| Thinking About the Business of Practicing Law..... | 1002 |
| Notes on Kelly..... | 1004 |
| Notes on Recent Research..... | 1007 |
| D. Lawyer Well-Being..... | 1009 |
| Notes on Lawyer Well-Being | 1011 |
| E. Summary..... | 1013 |
| Chapter 38. Reflections on the Future of the Legal Profession (and Your Place Within It)..... | 1015 |
| A. Introduction | 1015 |
| B. The Future of Legal Services..... | 1016 |
| Notes on New Law Jobs and Employers..... | 1020 |
| Notes on Artificial Intelligence..... | 1026 |
| C. The Influence of Millennial Lawyers | 1027 |
| The Elastic Tournament: A Second Transformation of the Big Law Firm..... | 1027 |
| Notes on Galanter and Henderson..... | 1029 |
| Deciphering the Millennial Lawyer | 1031 |
| Notes on Furlong..... | 1032 |
| D. Charting a Career | 1033 |
| Tomorrow's Lawyers: An Introduction to Your Future | 1034 |
| Notes on Susskind..... | 1034 |
| Life on the Mississippi | 1035 |
| Notes on Twain..... | 1038 |
| E. Summary..... | 1039 |
| INDEX..... | 1041 |