

TABLE OF CONTENTS

ACKNOWLEDGMENTS	V
INTRODUCTION	VII
Chapter 1. The Law Firm Office: A Window onto the Legal Profession	1
A. Activity Suggestion	3
Questions for Reflection and Discussion.....	9
Sources	9
Chapter 2. The Traditional Law Firm Business: Past, Present, and Future	11
A. The “Traditional” Law Firm	12
B. Dollars and Cents of a Law Firm Business	13
C. The People in a Law Firm.....	24
D. Law Firm Voices: An Associate, a Managing Partner, and a Senior Director of Knowledge and Innovation Delivery	32
Questions for Reflection and Discussion.....	55
Sources	57
Chapter 3. Modern Delivery of Legal Services: The Evolving Legal Space and Flourishing Law Companies.....	63
A. Legal Outsourcing: From Labor Arbitrage to Law Company.....	64
1. Interview with Kunoor Chopra, Co-Founder, Elevate	68
B. New Models for Delivering Lawyer Services.....	79
1. Interview with Jessica Markowitz, Managing Director, Paragon Legal.....	81
2. Interview with Augie Rakow, Co-Founder, Atrium	88
C. Finding Legal Help Online	95
Questions for Reflection and Discussion.....	96
Sources	97
Chapter 4. The Corporate Law Department.....	101
A. Understanding Corporate Law Departments.....	101
B. Meet In-House Counsel.....	108
C. Selection of Outside Counsel	142
Questions for Reflections and Discussion	148
Sources	149
Chapter 5. Legal Technology: From Typewritten Letters to Artificial Intelligence	151
A. What Is Legal Tech? From Paper Files to Artificial Intelligence.....	151
1. Everywhere in Law	151

2.	“Old-School” Legal Tech	152
3.	New and Future Legal Tech	156
4.	Cybersecurity Risks.....	162
5.	Lawyers’ Obligation to Maintain Technological Competence	163
6.	Technology and Access to Justice	163
B.	Inside a Legal Tech Start-Up—Circa 2015.....	164
C.	Voices of Legal Tech	167
	Questions for Reflection and Discussion.....	183
	Sources	184
Chapter 6. Employment in the Legal Profession.....		189
A.	Legal Employment Environment: The Legal Profession Does Not Exist in a Bubble; It Can Be Deeply Affected by Developments in Other Areas	190
B.	The Great Money Divide: Not All Lawyers Are Equal When It Comes to Money	191
C.	Diversity and Inclusion: Much More Ground to Cover	193
D.	Impact of Technology on Jobs.....	200
	Questions for Reflection and Discussion.....	201
E.	Roundtable 1.....	203
F.	Roundtable 2.....	204
	Sources	204
G.	Appendix—Job Quest Flashcards	207
Chapter 7. Ethics and the Business of Law.....		213
A.	A Self-Regulated Profession	214
1.	American Bar Association and State Ethical Rules.....	214
2.	Threat of Malpractice Liability.....	214
3.	Recognition of Rising Importance (and Existence) of Technology in the Legal Profession.....	215
4.	Finding a Modern Fit for the Rule on Unauthorized Practice of Law (UPL).....	215
5.	Making Sense of Non-Lawyer Ownership and Multidisciplinary Practice Bans	220
6.	Unbundling Allowed.....	222
7.	Pushing the Envelope on Fee-Sharing.....	223
8.	Avoiding Conflicts of Interest	224
9.	Keeping Client Confidences.....	225
10.	ABA Rules, Harassment, and Discrimination.....	225
B.	Tensions Flowing from the Ethical Ecosystem	226
	Questions for Reflection and Discussion.....	226
	Sources	227
Chapter 8. Access to Law and Lawyering		231
A.	The Need for Increased Access to Justice Is Dire and Undisputed	232
B.	Better Pathways to Access to Justice.....	233
1.	Technology	233

2.	Changing the Rules	236
3.	“Low Bono” Model.....	241
4.	On the Horizon: “Alternative Business Structures” in the U.S.....	242
5.	Buying Legal Services at the Mall and Supermarket.....	242
6.	User-Centered Law, Legal Design, and A2J	243
7.	Legal Self-Help	244
C.	Insights from a Pro Bono Counsel and a Legal Aid Staff Attorney	244
	Questions for Reflection and Discussion.....	256
	Sources	257
Chapter 9. The Law Student and the New Lawyer		263
A.	Law School.....	263
1.	Innovation	268
B.	Perspectives on Legal Education: Reflect and Discuss	274
C.	Insights from Law School Deans and Legal Education Innovators.....	278
	Sources	309
Chapter 10. Life and Lawyering		313
A.	Satisfaction and Happiness Issues.....	314
1.	Stress.....	314
2.	Time (the Billable Hour)	317
3.	Money (Debt).....	318
4.	Is This All? Is This All I Went to Law School for?.....	318
5.	Vicarious Trauma	319
B.	Find out About Resources Before the Need for Help Arises, and, When It Does, Ask for Help	320
1.	Interview with Lisa Smith, Author of <i>Girl Walks Out of a Bar</i>	321
C.	Fortifiers and Strategies for Flourishing.....	327
1.	Mindfulness Practice.....	328
2.	Mentoring.....	330
3.	Money Management.....	333
4.	Volunteer.....	334
	Questions for Reflection and Discussion	335
D.	Roundtable 1.....	337
E.	Roundtable 2.....	337
F.	Roundtable 3.....	337
	Sources	338
G.	Appendix to Chapter 10—Staying and Thriving in the Law.....	340
	INDEX.....	345