

# 2017 Update

## Center Sponsors First Major Law Review Symposium on Lawyers and Leadership

Lawyers are leaders. Yet legal education does shamefully little to prepare them for that role. Although many law schools claim to be producing leaders, only a small minority even offer courses in the subject. That omission is particularly ironic because no occupation produces a greater share of national leaders. The legal profession accounts for less than one percent of the population, but has it has supplied a majority of American presidents, and in recent decades, almost half the members of Congress. Lawyers are also well represented at all levels of leadership as governors; state legislators; judges; prosecutors; general counsel; law firm managing partners; and heads of corporate, government, and nonprofit organizations. Even when they do not

occupy top positions in their workplaces, lawyers lead teams, committees, task forces, and charitable initiatives. Yet few of those individuals had any courses or programs explicitly devoted to training them for those roles. Leadership development is a \$50 billion industry, but legal education has lagged behind.

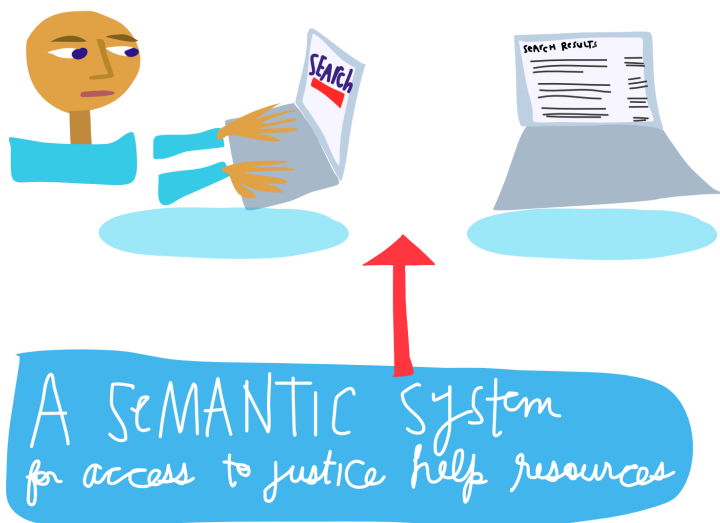
Attention is long overdue. Over two-thirds of Americans think that the nation has a leadership crisis. And just 11 percent of Americans have a great deal of confidence in leaders in charge of running law firms.

The Center has played a prominent national role in focusing on this challenge. It has launched a Leadership Initiative featuring programs with celebrated speakers and has helped



Former Attorney General Eric H. Holder, Jr. giving the evening keynote at the "Lawyers and Leadership: Raising the Bar" Symposium

develop a section on leadership in the Association of American Law Schools. Center Director Deborah L. Rhode has published a number of books on the subject, including the first casebook for law school leadership courses. This February, we were extremely proud to co-sponsor with *(continued, page 6)*



Types of  
INFORMATION  
to be  
Accessed

What IS  
MY  
LEGAL  
ISSUE?

- Taxonomy of Key Lay People's Legal Help Problems + Needs
- Phrases, words, data points that indicate what the person's "SYMPTOMS"
- "GOALS - AIMS"
- "CASE DETAILS"
- "JURISDICTION"

What OPTIONS  
do I have to  
deal with it?

- JURISDICTION
- LINKING TAXONOMY of issues with TAXONOMY of OPTIONS to take
- Taxonomy of Eligibility Factors for each Option

What STEPS,  
TASKS & FORMS  
DO I NEED TO  
DO?

- structured process steps, sequencing actions for each legal action
- forms & documents attached to those steps

Who CAN  
HELP ME DEAL  
WITH IT?

- In-person providers in your geography
- Free services & clinics
- Legal guides
- Tech tools

Lab Director Margaret Hagan's sketch identifying the legal information needs of the public.

## Legal Design Lab Initiates Ambitious Project to Re-design Internet Search

A mother in San Jose facing eviction with her two young children logs onto the internet to search for help, using terms such as "eviction," "landlord," and "tenant." An older man behind in his bills looks for online help in coping with harassing calls from debt collectors. A woman seeks assistance in getting a divorce from an abusive husband. These people likely start their search for help on the internet using one of the major search engines, such as Google or Bing. Most fail. Their search results will often be impeded by advertisements or pay-wall blocked sites containing information that is unclear if not incorrect, unreliable, and not jurisdictionally specific. Those in need of help often end up down internet rabbit

holes of inapplicable advice, and perhaps may even pay for that useless information. They may become frustrated and angry, and give up on a legal system that, it seems, was never meant to help them.

Why is the internet failing these people? If algorithms can predict what you might need or want to buy before you can, why can they not seem to help people in crisis with basic legal needs? How might we redesign search processes to be better tools for legal assistance? These are the questions driving the Stanford Legal Design Lab's new project "Building a Better Internet for Legal Help." This ambitious endeavor seeks to change how the internet can support people seeking to address fundamental

legal problems. With our unique strengths in law, computer science and informatics, and our ability to convene partners in Silicon Valley who can contribute to the project's implementation, Stanford is the ideal home for this project. The Lab's partners currently include Microsoft and the National Center for State Courts, whose generous contributions are the main sources of funding for the project, as well as Google, [Schema.org](http://Schema.org), and the California Judicial Council.

### How does such a broad-reaching project take shape?

Lab Director Margaret Hagan explains:

"Our vision is to redesign how legal help information is encoded on public, governmental websites so that it can be displayed in smart, user-friendly ways. To do this, we must first establish a backend infrastructure of legal guidance and services, with an open, data-standardized, coordinated system of help-providers. Working with Schema.org and our court partners, we are developing a markup schema for court and other legal help websites to use to code their sites for better identification by the search engines. We are also creating new search engine designs with which to display the marked-up legal help information, directly to the users after they've searched for help."

Re-designing the backend system is only part of the solution, however. The project is also developing an ecosystem of more usable, useful, and engaging tools for people to use, built on top of this infrastructure. These include standardized icons and other markers of reliability and information types.

The project draws on Hagan's research into the different ways people use the internet to search for help for legal challenges. Hagan's paper, "[The User Experience of the Internet as a Legal Help Service: Defining Standards for the Next Generation of User-Friendly Online Legal Services](#)," was published in

the Virginia Journal of Law and Technology. Hagan also developed a [website](#) documenting this work and provides a design audit review tool for court and legal help webmasters.

Center on the Legal Profession Director Deborah Rhode notes, “The Better Legal Internet project is a superb example of the kind of research-driven applied innovation that the Legal Design Lab is known for. Access to justice has always been a pillar of our mission at the Center and we are proud to support Margaret’s work.”

### Highlight: Legal Design and the Potential of ODR

Legal Design Fellow Jose Torres’s work used legal design as a new method of legal research to explore the assumptions, limits, and potential of online dispute resolution as a transformative alternative to traditional legal resolution. His study examines the process of exploring and developing potential solutions for new types of courts that use ODR to solve low-value employment claims in Colombia, specifically the employment relationship between a cleaning lady and her employer. Through his design approach to research, Jose learned that the two main needs to be addressed in this relationship were the users’ (employer and employee) legal needs and accessibility needs (e.g. making a technological solution useable and engaging for the user). Jose developed a prototype of a chatbot (via text message) that explains domestic employees their employment rights and helps them create a text-based contract that could serve as evidence in court. The chatbot also guides employers by explaining them their legal obligations vis-à-vis domestic workers. Text message was the solution to both the legal and accessibility needs of this legal relationship. Jose also wrote a comprehensive article documenting his research and development. We will miss Jose and thank him for his intelligence and enthusiasm as our first Legal Design Fellow. Thank you also to Thomson Reuters for their generous support of this fellowship.

## From the Director



This has been a particularly satisfying year for those of us connected with the Center on the Legal Profession, because we have had opportunities to do major work in all areas of Center focus. In terms of access to justice, the Center supported the Legal Design Lab initiative described above. I also published two law review [articles](#) on access to justice and coordinated a [letter](#) writing campaign of law professors to oppose the Trump Administration’s proposed elimination of funding for the Legal Services Corporation. This budget would eliminate the major source of support for civil legal assistance to Americans who need it most. Over 1000 legal academics from all political persuasions from institutions signed that letter to Congressional members of appropriation committees.

In terms of leadership, the Center co-sponsored the *Stanford Law Review* symposium described above, and I published two books on the subject. *Women and Leadership* (Oxford University Press, 2017) details challenges and strategies for aspiring women in areas including law. *Leadership for Lawyers* (Wolters Kluwer, 2d edition, 2017) is a new edition of the nation’s first casebook for teaching leadership in law schools. In addition, the Center’s Leadership Initiative supported a number of programs with preeminent lawyers described in the events below, including a panel discussion with Ben Heinemann, Jr., former General Counsel of General Electric, and Bruce Sewell, General Counsel of Apple.

The Center also supported other programming in areas of Center concern involving ethics, diversity, and professional development described below. None of this would be possible without the Center’s Executive Director Lucy Ricca, who walks on water, or the functional equivalent. Nor would it be possible without the generous financial support of our Advisory Board members and their firms or organizations. We are deeply grateful for that essential assistance.

If you have comments or ideas for future Center work, please don’t hesitate to contact us.

The question of judicial selection prompts a surprising amount of controversy among academics and policy makers. The arguments tend to swing between those advocating systems that maximize democratic accountability and those seeking to ensure judicial independence. Other important values include public confidence, judicial quality, and diversity.

In recent years, the rise of partisanship and dark money have posed increasing challenges for judicial appointment processes. Particularly in states with judicial elections or re-elections, observers have noted increasingly partisan campaigns, often driven by funding from unclear or unknown sources. The Brennan Center for Justice at New York University has long sought to draw attention to the ways in which partisanship and dark money threaten the integrity of judicial systems and to develop policy suggestions to combat these forces.

Over the past year, CLP and the Brennan Center partnered to run a policy lab to research and develop a [case study](#) of the California judicial selection system. The Brennan Center asked the Stanford students to look at the following questions: How does California's unique system for the selection of appellate court judges influence the nature of the state's judiciary? Does the structure of our judicial selection system affect the five values Americans deem essential to our judiciary: judicial quality, judicial independence, public confidence, judicial accountability, and judicial diversity? Does the California system as a whole, or any piece thereof, offer a model for other states considering reform of their judicial selection system?

The California selection system for appellate judges vests an extraordinary amount of discretion and power in the hands of the governor, with little external oversight. The governor alone identifies individuals for nomination to the bench

## Center runs policy lab on the California judicial selection system with NYU's Brennan Center

### Does the California system as a whole, or any piece thereof, offer a model for other states considering reform of their judicial selection system?

with no public involvement or transparency. The governor sends his selected names to the Judicial Nominee Evaluation Commission ("JNE") which then conducts a non-public vetting process and provides non-binding recommendations. The governor then responds to those recommendations by sending his selected names on to the

Commission on Judicial Appointments ("CJA"). The Commission generally approves the governor's submissions.

To evaluate this system, Stanford students engaged in media and archival research and conducted structured interviews with various stakeholders in the judiciary, including current and former judges, political operatives, members of the bar, and academics.

The picture that emerged was of a judicial selection system of remarkable strength, in both practice and perception. On each of the five values identified by the Brennan Center, the California system ranks well, even the seemingly contradictory ones of judicial independence and judicial accountability. Our current state supreme court, for example, has a remarkably high quality and diverse group of justices. That strength, however, cannot be attributed to structural characteristics of the system. In fact, there are several prior instances of when political and financial forces aligned to undermine the structural function (i.e. the 1986 removal of three Supreme Court justices in a highly politicized re-election).

The success of the California system seems to rest more on somewhat intangible and uniquely Californian characteristics, such as the generally progressive culture of our state, its vast size, and its diversity. Further, the current state of the judiciary owes much to Governor Jerry Brown, a Yale Law School graduate, who has placed high priority on judicial quality, independence, and diversity.

The students' report concluded that because of the lack of real structural checks (or transparency) in the California system, and the extraordinary amount of power vested in the governor, it is of limited use as a model for other states with different political and geographic makeups.





Better Call Saul Panel (left to right): Deborah Rhode, Michael Asimow, Peter Gould, Rhea Seehorn, John Steele, David Ginsburg

## Law and Pop Culture: Better Call Saul

The Center was pleased to host Peter Gould, Co-creator and Executive Producer, and Rhea Seehorn, Actor, of the hit show *Better Call Saul* for our annual Law and Pop Culture event. *Better Call Saul* is the critically acclaimed prequel and backstory of Saul Goodman, the lawyer from AMC's previous hit show *Breaking Bad*. Set between 2002 and 2003, the show features the small-time lawyer Jimmy McGill (played by Bob Odenkirk), six years before the events portrayed in *Breaking Bad*. Seehorn plays Kim Wexler, a lawyer and Jimmy's love interest.

The Law and Pop Culture event uses the representation of lawyers and legal practice in film and television to explore various issues of legal ethics. *Better Call Saul* presents a striking number of dilemmas, which provide not just riveting entertainment but also important substantive questions concerning lawyers' roles and responsibilities.

The day started with a screening of the episode in Season 3 titled "Chicanery," in which Jimmy undergoes a disbarment hearing related to his alteration of documents belonging to a client of his

brother. Kim Wexler, his girlfriend, represents him in the bar hearing. The hearing involves multiple examples of misconduct that Jimmy uses against his main antagonist, his brother Chuck. The episode raises complicated questions of ethically problematic tactics, including lies before a tribunal and intimate relationships between lawyers and clients.

Following the episode, David Ginsburg, UCLA Law School Professor Emeritus and our co-producer of the Law and Pop Culture program, interviewed Gould and Seehorn. It was clear from the discussion that both Gould and Seehorn have become fascinated by the complexity and drama that can often emerge in legal ethics dilemmas. Seehorn reported researching the legal ethics rules of both New Mexico, where the show takes place, and California, both for the show and for her own curiosity.

The program ended with a panel discussion featuring CLP Director Deborah Rhode, Stanford Law Professor Michael Asimow, and practitioner and legal ethics expert John Steele. The panel focused in on the specific professional responsibility questions raised by "Chicanery" and *Better Call Saul* generally. The Center owes a special debt to Michael Asimow and David Ginsburg for all their work on this program.

The Law and Pop Culture event uses the representation of lawyers and legal practice in film and television to explore various issues of legal ethics. *Better Call Saul* presents a striking number of dilemmas, which provide not just riveting entertainment but also important substantive questions concerning lawyers' roles and responsibilities.

the *Stanford Law Review* the first Symposium on lawyers and leadership held by a major law review.

The Symposium, titled [“Lawyers and Leadership: Raising the Bar”](#) featured an exceptional lineup of speakers, including keynotes by former United States Attorney General Eric H. Holder, Jr. and current Chief Justice of the California Supreme Court Tani G. Cantil-Sakauye. Other speakers included former Solicitor General Donald B. Verrilli, Clorox General Counsel Laura Stein, former Judge Advocate General of the U.S. Army

“The one mistake that can’t be overridden is one involving integrity and ethics.”

Lt. General Dana T. Chipman, Williams & Connolly partner Kannon Shanmugam, Yale Law School Dean Robert Post, Berkeley Law School Dean Erwin Chemerinsky, and Stanford’s Dean M. Elizabeth Magill. The panels covered diversity in leadership, leadership in the public and private sector, leadership in government, leadership in public interest law, and leadership in legal education.

Over the course of the two days, certain common themes emerged in the panel discussions. One of the most important noted was the need for a leader to supply vision and values. According to California Supreme Court Justice and former Stanford Law Professor Tino Cuéllar observed “leaders trusted by their audiences can coax those audiences to reimagine the very nature of their interests.”

Virtually all the speakers stressed the need for a more intentional and informed approach to leadership



Top: General Counsel of the New York Public Library Michelle Coleman Mayes speaking at the panel on diversity and leadership with (left to right) Deborah Rhode, Kirtee Kapoor, and Justice Mariano-Florentino Cuéllar.

Bottom: Law Review leaders Sophie Hart (far left) and Shannon Gramm (far right) with the panelists on leadership in government, Janet Napolitano, Pamela Karlan, Donald Verrilli, Gregory Garre, and Lt. Gen. Dana Chipman (from left to right)

development within legal education. Key skills involve self-awareness, emotional intelligence, learning or growth mindset and the ability to engage across disciplines. These capabilities are especially critical given the growth in scale, complexity, and competitiveness in legal organizations, as well as the challenges posed by technology

and globalization.

Many speakers noted the importance of acknowledging and learning from mistakes. The point is to crash and learn not crash and burn. However, as Lt. Gen. Dana Chipman noted, “The one mistake that can’t be overridden is one involving integrity and ethics.”

*The Center would like to honor the memory of Davis Polk partner Kirtee Kapoor. His leadership and support of our programs will be sorely missed.*

# Recent Events

---

**October 3, 2016**

## How to Make Rain: Building a Successful Legal Practice

The rainmakers. Those exalted members of the law firm who are known for bringing in the biggest clients, the most lucrative matters, the best work. What kind of people are they? How did they get where they are? Could you be a future rainmaker? These were the questions under discussion by panelists were Pat Gillette, former partner at Orrick, Gordy Davidson (SLS '74), partner and former Chair of Fenwick, and Michelle Banks, former Global General Counsel at the Gap.

---

**October 13, 2016**

## Litigating the Glass Ceiling: Gender Discrimination Actions Against Big Law

In August 2016, Kerrie Campbell, equity partner in the Washington office of Chadbourne Parke LLP, filed a class action lawsuit alleging that the firm engaged in gender discrimination. The suit claims that the firm systematically excluded female partners from leadership positions and compensated them less than similarly deserving male partners. The plaintiff class seeks \$100 million in damages. The Campbell case was one in a series of recent gender bias lawsuits targeting prominent firms. The Center, together with the Rock Center for Corporate Governance, hosted a panel with Professor Deborah Rhode, Kerrie Campbell, her attorney David Sanford, and Paul Hastings employment partner Nancy Abell. Panelists addressed the factors driving this litigation trend and the impact it may have on leveling the playing field for women in large law firms.

---

**October 17, 2016**

## Supreme Court Roundup: The Year Past and the Year Ahead

The Stanford Constitutional Law Center and the Center on the Legal Profession presented the Supreme Court Roundup, in which Professors Pam Karlan and Jeff Fisher, along with seasoned Supreme Court practitioner Mark Haddad of Sidley Austin, discussed the landmark events of 2015-2016 court year and assessed what is coming in the upcoming term.

---

**October 24, 2016**

## Introducing the Legal Design Lab

The Legal Design Lab sponsored this lunch event for the students to introduce them to the work of the legal design lab and enlist them in future Lab projects.

---

**November 9, 2016**

## The General Counsel, the Information Age, and the Rule of Law

The information economy puts strains on the global legal system at every level of development. The question of how the world's legal and regulatory regimes regulate information and associated technology directly implicates the companies responsible for the technology. In recent years, these companies have been increasingly willing to resist local laws or orders, both in the United States and abroad. As governments continue to develop policy on the regulation of information and technology, instances like this can only be expected to multiply.

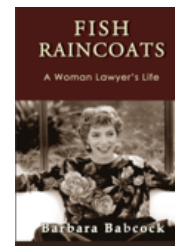
Such cases present particularly difficult questions for general counsel, who have traditionally focused on promoting compliance with the rule of law. At issue in these circumstances is what considerations should in house lawyers take into account in advising organizations about when, if ever, to defy or challenge the law. How do general counsel balance their organizations' mission and economic interests with their own duties to the rule of law? The Center and the Thomson Reuters Legal Executive Institute presented this panel with Doug Melamed, Professor of the Practice at the law school, Kent Walker (SLS '87), General Counsel of Google, Kathy Hibbs, General Counsel of 23andme, Kristin Svercheck, General Counsel of Lyft, and BJ Watrous, lead intellectual property counsel at Apple.

---

**November 15, 2016**

## Lawyers as Leaders: Barbara Babcock

With the release of her memoir, *Fish Raincoats: A Woman Lawyer's Life*, Barbara Babcock looks back on an extraordinary life and career punctuated by "firsts." She was the first woman appointed to the faculty at Stanford Law School, the first woman to hold an endowed chair, and the first emerita. She pioneered the study of women in the legal profession with her book, *Woman Lawyer: The Trials of Clara Foltz*, a biography of the first woman lawyer in the west and a founder of the public defender movement. The Stanford Center on the Legal Profession, the Stanford Faculty Women's Forum, the Clayman Institute for Gender Research, the Levin Center for Public Service and Public Interest Law, and the Women of Stanford Law [celebrated](#) Professor Babcock's new book and remarkable career.





---

**December 15, 2016**

## Legal Design Lab: Law School Buildathon

The Legal Design Lab hosted a hands-on session to help individuals or teams at the Law School to start designing, mapping, and building new applications for legal help. They took the students through the basics of what kinds of web or mobile apps could be built, what steps are involved, and got them started on building. The goal was to get the students equipped with a plan of action, some initial designs and development plans, and a strategy next steps.

---

**Throughout Winter Quarter**

## The Evolution of Legal Practice Short Course (co-sponsored with CodeX)

CLP Advisory Forum member and former Chair of Seyfarth Shaw LLP Steve Poor presented a three session informal short course on how legal operations and technology are impacting the practice of law. Guest speakers included: Connie Brenton, CLO of NetApp, Christine Coats, Legal Operations Lead for Intuit, and Lisa Konie, CLO of Adobe. Thanks to Steve Poor for his time and commitment to our Center.

---

**February 10-11, 2017**

## Raising the Bar: Lawyers and Leadership Symposium

(co-sponsored with *Stanford Law Review*)

*Description above.*

---

**February 16, 2017**

## Deborah Rhode on Women and Leadership

(co-sponsored with the Stanford Faculty Women's Forum, the Clayman Institute for Gender Research, and the Women of Stanford Law)

CLP Director Deborah Rhode gave a talk on her most recent book: *Women and Leadership*. The book focuses on women's underrepresentation in leadership positions in law, management, politics, academia, and corporate boards. Rhode explores the reasons for this persistent and pervasive exclusion, including unconscious bias, work/family conflicts, and in group favoritism in support networks and professional development opportunities. Although Rhode discusses strategies for individual women who aspire to leadership positions, she also stresses the need for structural, cultural, and policy changes.

---

**March 8, 2017**

## Justice for All: Protecting Access to Civil Legal Services (co-sponsored with the Levin Center for Public Service and Public Interest Law)

The Legal Services Corporation provides funding to hundreds of civil legal aid offices throughout the nation that help poor people face fundamental legal problems, such as eviction, foreclosure, disaster relief, domestic violence, veterans' benefits, divorce, child custody and consumer debt. President Trump's draft budget proposes eliminating all funding for the LSC. A panel of experts discussed the devastating impact of any such cutback in financial support, strategies for resistance, and ideas for increasing public awareness of the importance of civil legal aid. Panelists were: Diane Chin, SLS Assoc. Dean for Public Service and Public Interest Law, Alex Gulotta, Ex. Dir. of Bay Area Legal Aid, and Deborah Collins, Managing Attorney, The Public Interest Law Project.

---

**April 8, 2017**

## Legal Design Lab: Startup Bootcamp for Lawyers (co-sponsored with CodeX)

The Center sponsored a wo-day crash course for law students on building a startup. The students participated in a design sprint, developed a product, built a business case and pitch deck, and pitched to a panel of VCs. Led by Jay Mandal, VP of Product Strategy and CodeX Fellow, and Jose Torres, Legal Design Lab Fellow and Director of the Innovation Law Center at the University Sergio Arboleda in Colombia.

---

**April 12, 2017**

## Legal Design Lab: Drawing for Lawyers

Legal Design Lab Director Margaret Hagan presented this hands-on workshop for law students and lawyers to learn essential visualization skills.

---

**April 13, 2017**

## Women in the Plaintiffs' Bar (co-sponsored with Stanford Plaintiffs' Lawyers Association and Women of Stanford Law).

The panel, moderated by Stanford Professor Nora Engstrom, included Elizabeth Cabraser (Lief, Cabraser, Heiman, & Bernstein), Elizabeth Faiella (Faiella & Gulden), and Shana Scarlett (Hagen Berman). The panelists discussed career opportunities for women in the plaintiffs' bar.



---

**April 18, 2017**

## Legal Design Lab: Business Model Design for Lawyers

Legal Design Lab Fellow Jose Torres led this workshop on different ways to model business, revenue, and value for legal orgs. The workshop was not just for business lawyers, but for all interested in building sustainable, functional legal organizations.

---

**May 4, 2017**

## Lawyers as Leaders: Russ Feingold on the Lawyer's Role in an Era of Threat to Our Most Basic Democratic Institutions



Russ Feingold

In a recent article in *The Nation*, Russ Feingold, former U.S. Senator from Wisconsin, outlined several potential threats to American democracy.

In talks for students and Center Advisory Forum members, Feingold expanded on his article's themes, with particular emphasis on lawyers' leadership role. In his view, the legal profession has a special responsibility to preserve the rule of law, protect the right to vote, work for campaign finance reform, and reassess the the electoral college system and the recent selection process for the Supreme Court vacancies.

---

**May 11, 2017**

## Lawyers as Leaders: A Conversation between Ben Heineman and Bruce Sewell

In his recent acclaimed book, *The Inside Counsel Revolution*, former General Electric General Counsel Ben Heineman, Jr. argued that General Counsel served as "lawyer statesmen," whose role is to "lead the client to 'do the right thing' from a moral ... and sensible business perspective." In a panel discussion, Heineman together with Apple GC Bruce Sewell, discussed what this role might require in circumstances of ethical, legal, and policy complexity.

---

**May 17, 2017**

## What is implicit bias and how can it impact my legal career?

SLS alum and Cooley attorney Michelle Galloway gave this presentation on recognizing and understanding implicit bias, how it plays out in legal careers, and strategies for proactively interrupting its effects.



Michelle Galloway

---

**May 20, 2017**

## Law and Pop Culture: Better Call Saul

*Description above.*

### Selected 2016-2017 Outreach

November 4, 2016: Rhode presentation on women and leadership at the International Leadership Association, Atlanta, Georgia

Dec 8, 2016: Rhode presentation on diversity in the legal profession to the California Bar Foundation, San Francisco, CA

January 12-13, 2017: Ricca panel presentation on women in M&A at PLI's Mergers & Acquisitions 2017: Trends and Developments, New York, NY

February 6, 2017: Rhode appeared as a guest on KQED Forum speaking on women and leadership, San Francisco, CA

March 3-4, 2017: Rhode gave keynote for the discussion on Legal Triage: Moving toward a cohesive access to justice model in Puerto Rico at the Access to Justice in Times of Crisis conference at the University of Puerto Rico School of Law, San Juan, Puerto Rico

March 10, 2017: Ricca presented on The Forces Transforming the Practice of Law at a session of the Bay Area Legal Recruiting Association, Palo Alto, CA

April 19, 2017: Ricca participated as a panelist speaking on Shaping the Lawyer of Tomorrow at NALP's annual conference, San Francisco, CA

April 20, 2017 Rhode presentation on diversity at Stanford Leadership Academy, Stanford, CA

July, 22, 2017 Rhode presentation on ambition and leadership at Legal Ethics Schmooze at UCLA Law School, Los Angeles, CA

## The Center's Faculty and Staff



### Deborah L. Rhode, Director (E.W. McFarland Professor of Law)

Deborah L. Rhode is a graduate of Yale College and Yale Law School, and served as a law clerk to Justice Thurgood Marshall. She is a former president of the International Association of Legal Ethics and the Association of American Law Schools, a former chair of the American Bar Association's Commission on Women in the Profession, and the former founding director of Stanford's Center on Ethics. She also served as senior counsel to the Minority members of the Judiciary Committee, the United States House of Representatives, on presidential impeachment issues during the Clinton administration. She is the most frequently cited scholar on legal ethics. She has received the American Bar Association's Michael Franck award for contributions to the field of professional responsibility, the American Bar Foundation's W. M. Keck Foundation Award for distinguished scholarship on legal ethics, the American Bar Association's Pro Bono Publico Award for her work on expanding public service opportunities in law schools, and has been recognized by the White House as a Champion of Change for a lifetime's work on increasing access to justice.



### Lucy Buford Ricca, Executive Director

As Executive Director, Ricca coordinates all aspects of the Center's activities, including developing the direction and goals for the Center and overseeing operations, publications, programs, research, and other interdisciplinary projects. Ricca joined Stanford Law School in June 2013, after clerking for Judge James P. Jones of the United States District Court for the Western District of Virginia. Before clerking, Ricca practiced white collar criminal defense, securities, antitrust, and complex commercial litigation as an associate at Orrick, Herrington & Sutcliffe. Ricca received her B.A. in History from Dartmouth College and her J.D. from the University of Virginia School of Law.



### Margaret Hagan, Director, Legal Design Lab

Margaret Hagan is the Director of the Legal Design Lab, a project of the Center on the Legal Profession. Hagan is also a lecturer at the law school and the Stanford Institute of Design (the d.school). She was a fellow at the d.school from 2013-2014, where she launched the Program for Legal Tech & Design, experimenting in how design can make legal services more usable and useful. She taught a series of project-based classes, with interdisciplinary student groups tackling legal challenges through user-focused research and design of new legal products and services. She also leads workshops to train legal professionals in the design process in order to produce client-focused innovation.

Margaret graduated from Stanford Law School in June 2013. She served as a student fellow at the Center for Internet & Society and president of the Stanford Law and Technology Association. While a student, she built the game app Law Dojo to make studying for law school classes more interactive and engaging. She also started the blog Open Law Lab to document legal innovation and design work. Margaret holds an AB from the University of Chicago, an MA from Central European University in Budapest, and a PhD from Queen's University Belfast in International Politics.

## Contact the Center

Lucy Ricca

Center on the Legal Profession

Stanford Law School

559 Nathan Abbott Way

Stanford, CA 94305

(650)723-9505

[legalprofession@law.stanford.edu](mailto:legalprofession@law.stanford.edu)

## The Center's Faculty and Staff



### Jose Torres, Fellow, Legal Design Lab

Jose Fernando Torres, a lawyer from the Universidad de Los Andes in Colombia. He has an LLM in International Economic Law and Policy from the

University of Barcelona and has worked at the Legal Affairs Division of the World Trade Organization, the international arbitration group of the law firm Skadden Arps in London, created a Center for Innovation in Law at the Sergio Arboleda University in Colombia, and was a fellow at Stanford Law School's Legal Design Lab.

### Ralph Baxter, Senior Advisor

Ralph Baxter served as Chairman and Chief Executive Officer of Orrick from 1990 through March 2013. In 2013, The American Lawyer named Mr. Baxter one of the "Top 50 Big Law Innovators of the Last 50 Years." In naming Mr. Baxter among the "Most Innovative Managing Partners" for the second year in a row in 2012, Law360's editors noted that Mr. Baxter "has left an indelible mark not only on [Orrick]... but also the larger practice by upending traditional career models, rejiggering payment structures and transforming the business of law in many other innovative ways." Recognized as one of America's "100 Most Influential Lawyers" by *The National Law Journal*, Mr. Baxter is a frequent speaker on business leadership and the evolution of the legal profession.

---

### Center on the Legal Profession Advisory Forum Members:

Bruce Sewell, Apple

Mark Chandler, Cisco

Tom DeFilippis, Covington & Burling

David Gross, Faegre Baker Daniels

Steven R. Lowenthal, Farella Braun & Martel

Gordon K. Davidson, Fenwick & West

Michael Headley, Fish & Richardson

John Schultz, Hewlett-Packard

Ora Fisher, Latham & Watkins

Steven E. Fineman, Lieff Cabraser Heimann & Bernstein

Mitch Zuklie, Orrick

Thomas S. Wisialowski, Paul Hastings

R. Bradford Malt, Ropes & Gray

Stephen Poor, Seyfarth Shaw

Sharon Flanagan and Karen Cottle, Sidley

### Center on the Legal Profession Faculty Steering Committee:

Nora Freeman Engstrom, Professor of Law and Deane F. Johnson Faculty Scholar

Ronald J. Gilson, Charles J. Meyers Professor of Law and Business, Emeritus

Robert W. Gordon, Professor of Law

Deborah R. Hensler, Judge John W. Ford Professor of Dispute Resolution and Associate Dean for Graduate Studies

Lawrence C. Marshall, Professor of Law, Associate Dean for Clinical Education, and David and Stephanie Mills Director of the Mills Legal Clinic

George Triantis, James and Patricia Kowal Professor of Law



Stanford Law School  

---

Stanford Center on  
the Legal Profession