

# 2018 Update

## Lawyer Mental Health and Substance Abuse a Top Priority for CLP

The story seems all too common these days. A once promising person derailed by depression and anxiety, then addiction, and finally, tragic death. The story Eilene Zimmerman told in the *New York Times* in summer 2017 was remarkably shocking, however, because it featured her husband, Peter, a brilliant and highly successful partner with Wilson Sonsini, at the top of his career.

Chairs and managing partners of top firms sent the profile to all their partners, and many reached out to consultants and planned events around the issue. The ABA, which has already been working on raising awareness in the profession, released a [toolkit](#) directed at lawyers, students, and law schools.

The *Times* article also went viral among legal educators, who have particular reason to be concerned about their own role in compounding the problems. Although entering students rank better

than students in other fields with respect to mental health and substance abuse, graduates leave law school with higher rates of problems. Reasons include the competition for jobs and grades, the pressure of overwork, the stress of crushing debt loads, and the lack of education and resources concerning psychological health. For students of color, racial bias, and feelings of isolation and exclusion create further challenges. Even students who recognize that they have problems are often unwilling to



Journalist Eilene Zimmerman discusses mental health and substance abuse in the legal profession.

seek help. Concerns about privacy, social stigma, financial implications, and potential threats to bar admission or employment keep about half of the students who think they need help for mental health issues from actually getting it.

In February this year, the Center sponsored a *(continued, page 5)*



The Spring 2018 Intro to Legal Design Class at their final presentations.

## Legal Design Lab Courses Inspire Students and Partners

The Legal Design Lab, a project under the umbrella of CLP that focuses on applying human-centered design thinking to law and legal services, ran two courses over the spring quarter. Under the leadership of Margaret Hagan, the director of the Lab, both courses were a resounding success with students and outside partners alike.

In Introduction to Legal Design, the students work on teams with partner legal organizations, ranging from legal aid groups to corporate legal departments, to law firms, to foundations, and to courts. The teams use the human-centered design process (combined with training in legal tech, project management, and leadership skills) to generate a novel, feasible prototype to be piloted for the organization. The students are coached by Margaret Hagan, the Director of the Legal Design Lab, alongside a team of outside designers and technologists. The course is a hands-on, project-based course, intended to develop new

problem-solving skills for the students and open their minds to new opportunities and careers both within and without the law. The spring course had 29 students, approximately 35 percent of whom were from outside the law school, including Computer Science, Political Science, Symbolic Systems, and Product Design.

The partners for the course were Cisco, Faegre, Baker, Daniels, Housing and Economic Rights Advocates, Law Foundation of Silicon Valley, Legal Services of North Florida, Microsoft/American Bar Foundation, Orrick, and Project Legal Link. At the beginning of the course, each of these project partners pitched their challenge to the students. Following the challenge pitches, the students separated themselves into teams, each associated with a particular challenge. The challenges were as varied as the project partners: how to better prepare younger associates for trial work, how to scale successful innovation projects in legal

aid, how to centralize mindfulness in a law firm's culture, how to help hospital patients deal with medical debt, and how to help a legal department deploy blockchain in useful ways.

Over the next nine weeks, the students worked through a complete design process to understand the true nature and scope of the challenge, identify key stakeholders and their concerns through interviews and surveys, brainstorm ideas, prototype solutions, and test and re-test those prototypes. The students and Center are deeply grateful to the project partners who shared so generously of their time and resources.

At the end of the quarter, the student teams presented out their work to the rest of the class, the project partners, and guests. As often occurs in the design process, the final projects reflected a somewhat different challenge from what the project partners had initially proposed. Legal Services of North Florida had asked the students to think about how to replicate a promising legal aid project. After speaking with many stakeholders and mapping out those people's needs, wants, concerns, and dreams, the team reframed the challenge. Instead of trying to replicate one good project, the question became how to make replication easier many different projects. That reframing made sense for a legal assistance community in which lawyers are generally strapped for money, time, and attention. The students' final presentation, available [here](#), sketched out an initial concept for an interactive directory and map ("FireMatch") and proposed next steps to move the directory into an active community around replication and scaling of legal aid innovation projects.

The second course was a policy lab titled Community Led Systems Design in partnership with the California Judicial Council and several local courts. The course worked on the question: How do

*(continued, page 6)*

## From the Director



As the content of this Newsletter reflects, the Center had an exceptionally active and productive year. One of the most moving programs that we have ever sponsored occurred last February, highlighting

the problems of stress and substance abuse in the profession. The event, described more fully in the article above, featured the wife of a Wilson Sonsini partner who died of a drug overdose. Her *New York Times* article chronicling his death went viral immediately and attracted some much needed national attention to the issue. It is, of course, no secret that many highly successful lawyers suffer from such problems. But what the article brought home is just how serious and tragic their difficulties may be when others look away or fail to look at all. Lawyers report almost three times the rate of depression and almost twice the rate of substance abuse as other Americans. Law ranks among the top five careers for suicide, and the problems begin in law school. The Center is committed to doing more work in this area and welcomes suggestions from all of you.

Another, more uplifting highlight of the year involved a policy lab and conference co-sponsored with the Criminal Justice Center concerning bar admission for applicants with criminal records. The need to revisit moral character screening is long overdue, not only in the legal profession, but in many other workplace contexts. Denial of licenses or other gainful employment is a major barrier to rehabilitation of those with disadvantaged backgrounds. And overbroad exclusions by law

schools and state bar character boards denies the legal profession of individuals whose personal experience gives them a unique perspective and commitment to criminal justice reform. The Center will continue to partner with other stakeholders in this area on both research and policy initiatives.

Other initiatives are detailed in the accompanying pages. The Design Lab continues to thrive under the incomparable leadership of Margaret Hagan. The Center's leadership efforts are also attracting greater national attention, in part because I have been selected as the first chair of the newly formed leadership section of the Association of American Law Schools. We have also added two new members to our Advisory Forum, Marie Huber, the General Counsel at ebay, and David Sanford, managing partner of Sanford Heisler, the nation's preeminent firm in gender equity litigation. And Eun Sze, my extraordinarily talented and committed administrative assistant, is going to be providing additional support to the Center in programming, research, and publications.

I am, however sorry to conclude with some dispiriting news. We are losing our revered Executive Director, Lucy Ricca, through no fault of our own. Her husband received a job offer in Los Angeles that is simply too good to pass up. We wish her all the best. While we are all grieving, for both personal and institutional reasons, we are forging ahead and searching for someone with her extraordinary skill set. Fingers crossed.

Once again, thanks to all connected with the Center for your support and insights, and please don't hesitate to contact me with any ideas for future initiatives.

– Deborah L. Rhode, Director

# Center on the Legal Profession partners with the Stanford Criminal Justice Center to increase access to the profession for people with criminal records

During their first and second year of law school, Matt Ball and Carly Hite (both SLS Class of 2018) wondered why their courses on criminal law and procedure had so few students who had criminal convictions and first hand experience with the system. They convinced Debbie Mukamal, Executive Director of the Stanford Criminal Justice Center, and Lucy Ricca, Executive Director of CLP to run a policy lab on the challenges faced by law school applicants and graduates with criminal records. After conducting an unofficial study of approximately 100 formerly incarcerated individuals, students found that the main barrier is the belief that such a record will prevent them from passing the bar's moral character requirement. This belief, and practices underlying it, deprive the bar of practitioners with valuable experiences, perspectives, and commitments to criminal justice reforms. Current restrictions also disproportionately exclude applicants of color and those from socioeconomically disadvantaged backgrounds.

Such findings drove the policy lab to focus on questions concerning the bar's administration of character and fitness standards. Among the questions considered were: how to assess character; how significant is a criminal conviction in predicting future behavior; how can the current system be made more inclusive without jeopardizing client and societal well-being.

As CLP Faculty Director Deborah Rhode wrote in her 1989 Yale Law Journal article on bar character mandates, "Throughout its history, the moral fitness requirement has functioned primarily as a cultural showpiece. In that role, it has excommunicated a diverse and changing community, variously defined to include not only former felons, but women, minorities, adulterers, radicals, and bankrupts. Although the number of applicants formally denied admission has always been quite small, the number deterred, delayed, or harassed has always been more substantial." Our research supports the continued applicability of Rhode's decades old thesis.

Over the course of the year, students, including Ball and Hite, researched how the moral character review process operates in all fifty states. They synthesized publicly available case law and standards, and interviewed deans of law school admission student services. They also reviewed research concerning rehabilitation. This work provided the foundations for a day-long roundtable discussion bringing together stakeholders from across California including present and former staff members of the state bar, former members of the bar examiners committee, attorneys who specialize in advocacy for admission, deans of admission, deans of student services, and formerly incarcerated lawyers, law

students, and undergraduates interested in law school. We are particularly grateful to the law firms of Clarence, Dyer & Cohen LLP, Orrick, Herrington, & Sutcliffe LLP, and Swanson & McNamara LLP which sponsored and financially supported the roundtable.

Both the research and the roundtable highlighted specific ways to increase access to the bar for applicants with criminal histories. These included more accessible and inviting bar websites;

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readily accessible programming featuring formerly incarcerated people who gained admission; and more coherent policies on applicant disclosure requirements and the likelihood of admission. We hope the project will continue and influence policy in California and other states open to reform.



## Mental Health *(continued from page 1)*

probing discussion of the problem and potential solutions with leading experts. Panelists included Eilene Zimmerman, the author of “[The Lawyer, The Addict](#),” Dr. Andrew Benjamin, a clinical professor of psychology and affiliate professor of law at the University of Washington, and Patrick Krill, the principal and founder of Krill Strategies and one of the leading consultants in the area of attorney mental health and well-being. The panel was moderated by Professor Joe Bankman, a clinical psychologist as well as a prominent expert on tax law at Stanford Law School. We live streamed the event to other law schools that had expressed interest, made a recording available through our website and include a link to the recording [here](#).

In opening the panel, Zimmerman noted that the article “struck a chord because ...there’s a lot more suffering than we think in law, but not only in law, in a lot of high power, high prestige professions. [T]here’s this reticence to admit you have a problem.... My question in my mind is something I can’t ask Peter: why?” For Zimmerman, Peter’s death seemed particularly senseless because he had all the resources to get help for his mental stress and addiction but he did not. She concluded, “The addiction became much more powerful than he probably figured it would be.” That may have reflected a level of arrogance common among successful lawyers; “he probably figured...I’m not going to be an addict like other people.”

After publication of the article, Zimmerman has learned how widespread the problem is in elite professions. She participates in forums on Reddit and Hackernews in which young (“mostly”) men talk about how they are feeling such significant pressure to compete and are taking Adderall, Xanax, cocaine, and other drugs to cope with it. She raised concern that we are not talking about the extent of the problem or what is behind

it, including the “chronic punishing stress” that her ex-husband suffered. Her current book project is exploring this question and ways that the workplace can change to make it possible for someone to say “I need help,” or for colleagues to raise it themselves. She noted that no one at Peter’s firm asked him what was going on, even as he looked increasingly thin and sick, and opened packages of tourniquets at his office. As one partner told her when she asked why he had not intervened, “We don’t get into each other’s sh\*t.”

Andrew Benjamin and Patrick Krill then provided a larger context for Peter’s story. Benjamin noted that we should care about this issue because lawyers affect more public and private decision-making than any other professional group. Impaired lawyers can pose significant risks, not just to themselves. Benjamin also stressed that the mental health and substance abuse problems start occurring in the first year of law school and increase over time. He cited studies suggesting that the law school culture can promote unhealthy values such as an undue focus on external rewards and status.

Krill also addressed how behaviors developed during law school can play out in practice and contribute to substance abuse. While running a treatment program for lawyers and judges, Krill learned that “peoples’ addiction tended to flourish when they were isolated and they tended to be isolated as a result of their professional obligations and also... as a result of the personality traits and the behaviors that began to take root in law school.” Krill then discussed the results of the [study](#) he led with the ABA and the Hazelden Betty Ford Center which found that a fifth of lawyers reported problematic drinking patterns, with the most problematic behaviors centered among young attorneys working in private firms.

As this discussion made abundantly clear, addressing the problem of mental

health and substance abuse in the profession is the responsibility of all its members, particularly those in a position to influence law school and workplace practices. At Stanford, Professor Bankman is leading the [Stanford Law School Wellness Project](#), which includes a successful podcast, teaching materials, and other resources and the Center is planning more programs to address this urgent issue.

## What can you do to better balance your mental health and legal practice?

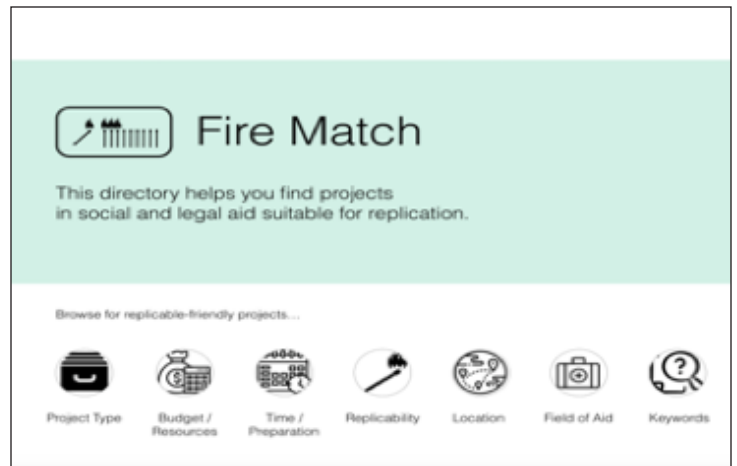
### 5 steps from Dr. Andy Benjamin.

1. **Know and retain who you are**  
– What are the values that drew you to law and legal practice? Write them out and think about how you can draw them out in your life and practice? How can you practice law along the lines of those values?
2. **Contribute to a collegial environment** – Minimize unnecessary stress, abandon zero-sum competitive “need to win” mentality, elevate skills in collaboration and interpersonal interaction
3. **Don’t compare yourself with others**  
– Work to build strong reciprocal support in personal and professional life, rekindle lifelong interests and engage with others on those interests, engage your creativity
4. **Respect your body** – sleep, eat, exercise and learn to recognize when your emotional state is elevated and how to activate mindful wellness response
5. **Know when to seek help** – develop trusting and validating relationships that you can rely on when you are in need

## Courses *(continued from page 2)*

we re-make court processes and technology so that they better support people trying to use the legal system? Focused on the guardianship process, in which people, mostly without lawyers, seek to gain custody of children whose parents are not able to care for them, the students worked on-site at local state courts to lead user-testing and design workshops to map the guardianship process, understand stakeholder challenges, and develop proposed interventions. The class delivered a presentation of its findings to the Judicial Council's Probate and Mental Health Advisory Committee. In addition, it will submit a white paper this summer to the court on guardianship innovation strategies, as well as more general innovation structures and methods for the court to consider. In Autumn quarter of the coming school year, the class will continue to hold a School of Data and Innovation course for the courts, to help them build their internal innovation capacity.

One policy lab led a pop-up class: Designing for Justice: Eviction. Hagan co-taught the course with 2L Daniel Bernal. The course grew out of Bernal's concurrent doctoral work at the University of Arizona. He is running a randomized controlled study in Pima County, Arizona seeking to understand the impact of mailed self-help materials and platform technology on tenant participation in cases of eviction. Over 99% of all tenants in Pima County were unrepresented at their eviction hearings in 2017. Bernal is studying whether tenants who receive self-help materials will be: 1) less likely to default at their hearing; 2) more likely to file Answers or Counterclaims; 3) more likely to settle pre-trial; 4) more likely to get their case dismissed; and 5) less likely to be re-evicted within a year. Students in the pop-up designed, developed, and testing multiple self-help communications meant to encourage tenants to come to court and meaningfully participate in their hearing. Bernal has since built off that work to complete the mailings that will be sent out in Pima County and tested for effectiveness in his research.



Top: Stakeholder development work during Intro to Legal Design.

Second: FireMatch website prototype

Third: Working through problem identification.

Bottom: 2L Daniel Bernal leading the Designing for Justice: Eviction pop-up course.

## Highlight: Legal Design and Access to Justice

The Legal Design Lab Fellowship has served as a tremendous opportunity for recent Stanford Law graduate Jane Wong (JD '17) to apply her classroom knowledge of legal design to a yearlong project in the real world. She came alongside a coalition of legal aid nonprofit leaders in the Bay Area that desired to improve the user experience of their low-income clients in crisis by unifying their intake systems into one streamlined process. Her study examined the fragmented ecosystem of legal aid resources in the Bay Area and the experience that low-income people go through when they attempt to access those resources. She began by conducting interviews with legal aid nonprofit attorneys to understand their challenges and needs, which she summarized in the Legal Design Lab's Medium blog. Recently, she and her colleagues (Project Legal Link Director Sacha Steinberger and Harvard Berkman Klein Center Fellow Keith Porcaro) implemented a pilot of the unified intake concept among housing legal nonprofits in Alameda County. Jane conducted site visits and interviews with staff at these nonprofits to understand their diverse intake, triage, and referral procedures, which she summarized in the Legal Design Lab's Medium blog. With that data, Wong and her colleagues are designing a unified intake system in Alameda County that will improve the referral process among participating nonprofits. If successful, this pilot system has the potential to radically redesign the intake systems of all major legal aid nonprofits throughout the Bay Area and in other regions, with the ultimate goal of creating a more user-friendly experience for legal aid clients in crisis. We will miss Jane and thank her for her creativity and dedication as our second Legal Design Lab Fellow.

## Special Events



Dean Liz Magill introduces Marshall panel: Harry Elam, Reginald Hudlin, and Deborah Rhode.

### Center Sponsors Screening of “Marshall” and “RBG” for Stanford community

The Center proudly sponsored screenings of the movies *Marshall* and *RBG* for the law school and larger Stanford community. In a year full of dispiriting stories on politics, equality, and civil rights, these two movies reminded us of the power of the law in the hands of individuals committed to social justice.

In October, we screened *Marshall* before a large audience in Cubberley auditorium on Stanford's campus. The film focuses on Marshall's involvement as a lawyer with the N.A.A.C.P. in the case of a black man accused of raping a white woman in Connecticut in 1940. Before the movie screening, we welcomed the director of the film, Reginald Hudlin, for a discussion of the film with CLP Faculty Director Deborah Rhode, who clerked for Marshall on the Supreme Court, and with Harry Elam, Senior Vice Provost for Education at Stanford. The panel can be viewed [here](#).

In May, we screened the movie *RBG*, a documentary on Supreme Court Justice Ruth Bader Ginsburg, at the Palo Alto Square movie theater. Dean Liz Magill, a former clerk to Justice Ginsburg, introduced the film and spoke about the Justice. Over 200 Stanford Law students, undergrads, and members of the community attended.

### Center Sponsors Discussion of Ethical Lawyering with Richard Painter

The current political climate has generated a constant stream of ethical challenges for lawyers working within or in opposition to the Trump administration. The issue of Michael Cohen's payments to Stormy Daniels is only one of the most prominent examples. In May, the Center featured a panel discussion of ethical lawyering in complex and fraught political times with Professor Richard Painter, former chief ethics lawyer for President George W. Bush, and Stanford Professors Deborah Rhode and David Sklansky. The discussion focused on what we can learn from ethical issues raised in this political climate and what can be done to create a stronger ethical infrastructure going forward.



Richard Painter



# Recent Events

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**September 22, 2017**

## Law + Design =

The Legal Design Lab held its first large scale convocation of people engaged in legal design across the country. The summit explored the various ways in which design can help transform the legal system. The event turned around three questions central to our legal design work at Stanford: How can we improve the 'user experience' of the legal system? How can we build a culture of experimentation inside legal organizations that will reimagine how to best deliver services? And how can we be more creative and flexible as we develop new rules and policies?

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**September 28, 2017**

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

The Stanford Constitutional Law Center, the Center on the Legal Profession, the American Constitution Society, and the Federalist Society presented the Supreme Court Roundup, in which Professors Pam Karlan and Jeff Fisher, along with Supreme Court practitioner Aaron Streett of Baker Botts LLP, discussed the landmark events of 2016-2017 court year and assessed what is coming in the upcoming term.

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**October 10, 2017**

## Marshall: Movie Screening and Panel Discussion

*See description, page 7.*

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**October 24, 2017**

## Designing Better Eviction Support

2L Daniel Bernal presented on his work on eviction in Pima County, Arizona as discussed on page 6.



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**October 26, 2017**

## Repairing Prosecution: Avoiding and Correcting Wrongful Convictions (co-sponsored with the Stanford Criminal Justice Center)

Prosecutors yield tremendous power in the criminal justice system. How can abuses of that power be prevented or remedied? This event centered around a piece that Emily Bazelon wrote for The New York Times Magazine in August 2017. It profiled Noura Jackson, a teenager in Memphis who was convicted of killing her mother, and who spent 11 years in prison because the prosecutor withheld evidence that could have exonerated her. The Center joined with the Stanford Criminal Justice Center to welcome Bazelon, along with Cynthia Garza, Special Fields Bureau Chief of the Dallas Conviction Integrity Unit, and Brendon Woods, Public Defender for Alameda County. The discussion was moderated by Professor David Sklansky.

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**November 15, 2017**

## Building a Fulfilling Legal Career: NetApp General Counsel Matt Fawcett on Life, Success, and the Management of Each



Matt Fawcett, NetApp general counsel, spoke to the students about the roundabout path to his current career, which included many fits and starts along the way. He discussed the importance of paying attention to what you like to do, not just doing what you feel you should do.



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**December 5, 2017**



## Speak your Mind, Lose your Job: The of Viewpoint Diversity at the Modern Corporation (co-sponsored with the Rock Center for Corporate Governance)

The issue of viewpoint diversity at corporations and academic institutions has taken center stage in recent months, driven in part by a Google employee's memo on the company's "ideological echo chamber," the termination of high level executives for conduct or expression outside of the workplace, and debates over conservative speakers on college campuses. The increasing politicization of corporate America within a highly polarized society means that companies and universities are frequently identified as "left-leaning" or "right-leaning." What does this mean for employees, students, and faculty who hold different views? Erby Foster, Chief Diversity Officer at Clorox, Lynne Hermle, Employment Partner at Orrick, and Stanford Law Professor and Robert MacCoun discussed the pros and cons of viewpoint diversity at corporations and suggest policies and practices that can encourage candid exchanges of views without compromising the corporate message.

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**Throughout Winter Quarter**

## Lawyers and Leadership Lunch Series

The Center sponsored this informal lunch speaker series on leadership in the legal profession over the winter quarter. The speakers included CLP Advisory Forum members Gordy Davidson, Mark Chandler, Steve Fineman, and Marie Huber, as well as SLS alumna Kimberly Rapp. Each speaker discussed their own path and approach to leading legal organizations.

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**January 22, 2018**

## Feminist Public Defense (co-sponsored with the Stanford Criminal Justice Center, Criminal Law Society, and the Criminal Defense Clinic)

What does it mean to identify as a feminist and defend indigent people accused of domestic violence and sex crimes? What do feminism and public defense have in common? This panel featured Santa Clara Public Defender Molly O'Neal and Assistant Federal Public Defender Jodi Linker (NDCA) and was moderated by Suzanne Luban, Clinical Supervising Attorney of the Criminal Defense Clinic.

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**February 8, 2018**

## The Elephant in the Room: Mental Health, Substance Abuse, and the Legal Profession (co-sponsored with the Office of Student Affairs)

*See description, page 1.*

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**March 12, 2018**

## Diversity and Inclusion Summit (co-sponsored with the Rock Center for Corporate Governance and Fenwick & West LLP)

The Summit featured a panel of leading advocates for diversity and inclusion including Danny Allen, Vice President of Tech Diversity & Inclusion at SAP Labs, David King, Director of Diversity and Belonging at Airbnb, and Dr. Anita Sands, board member at Symantec, Service Now and Pure Storage and moderated by Gordy Davidson. The day also included a keynote address by California Supreme Court Justice Mariano Florentino-Cuellar and a fireside chat between Mary Spio, founder and CEO of CEEK, a virtual reality startup, and Kwame Anku, Co-Founder and Principal of the Black Angel Technology Investment Fund.

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**April 4, 2018**

## Can AI be an Agent?: A Fireside Chat about Legal and Ethical Responsibility with Jerry Kaplan and Dan Siciliano (co-sponsored with the Stanford Artificial Intelligence)

In this discussion, Jerry Kaplan and Dan Siciliano discussed some of the many potential legal and ethical questions raised by the increasing capacity of artificial intelligence (AI). To what extent can AI systems act as a legal agent, what are the parameters of that agency relationship and what are the legal implications and responsibilities? When do AI systems have a duty to prevent or report illegal activity? Can they be held partially or fully responsible, and if so, how can they be punished?

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**April 5, 2018**

## FutureLaw 2018 (co-sponsored with Stanford CodeX)

The Center co-sponsored the sixth annual CodeX FutureLaw conference at Stanford, bringing together lawyers, entrepreneurs, technologists, educators, and policy makers to consider how technology is changing the legal profession. CLP Faculty Director Deborah Rhode gave the afternoon keynote for the conference.

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**April 6, 2018**

## Innovation Sprint

The Legal Design Lab welcomed lawyers from Wilson Sonsini and Visa for a day-long innovation sprint at the Stanford d.school.



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**April 7-8, 2018**

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

The Center sponsored a two-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.

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**April 17, 2018**

## Lawyers as Leaders: Malissia Clinton

The Center welcomed Malissia Clinton, SLS '93 and the Senior Vice-President, Secretary, and General Counsel of The Aerospace Corporation, an independent, non-profit organization dedicated to the use of science and technology in advancing the nation's space program. Clinton discussed her own career trajectory and the lessons it held for lawyers seeking leadership positions.



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**April 23, 2018**



## Seeing Law: Using Visual Design in Legal Practice

The law's traditional text based nature is often a barrier to communication with important stakeholders outside the profession, people like clients, juries, and the public. How might visual design approaches help overcome this barrier? The Legal Design Lab welcomed Jay Mitchell, Stanford Law Professor and Director of the Organizations and Transactions Clinic, and David Gross and Kate Razavi, both partners at FaegreBakerDaniels LLP, for an exploration of how visual design is being used to change how legal standards and issues are communicated in both corporate and litigation practice contexts.

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**May 8, 2018**

## Ethical Lawyering in the Age of Trump

*See discussion, page 7.*

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**May 14, 2018**

## Screening of RBG

*See discussion, page 7.*

**May 22, 2018**



## Panel on Women Navigating the Legal Academic Market (co-sponsored with the Women of Stanford Law)

Professors Irene Joe of U.C. Davis Law (SLS '06), and Stanford Professors Rabia Belt, Jayashri Srikantiah, and Colleen Honigsberg discussing the legal academic market with the Women of Stanford Law.

The Center co-sponsored this discussion of the intricacies of the legal academic market and the particular challenges of navigating it as a woman and person of color.

## Selected 2017-2018 Outreach

**September 6, 2017:** Rhode presentation to Legal Ethics Workshop on ambition and leadership, New York, NY.

**September 9, 2017:** Rhode Keynote on women and politics, Conference on Women governors, Hauenstein Center, Grand Rapids, MI.

**October 19, 2017:** Rhode presentation at conference on Policies to Promote Women's Economic Opportunity, event co-sponsored by the Hamilton Project, LeanIn.org, and Stanford Law School, Stanford CA.

**November 15, 2017:** Legal Design Lab workshop for Kirkland & Ellis diverse partners retreat, New York, NY.

**January 5 and 6, 2018:** Rhode presentations on leadership in law schools for Deans Workshop and law faculty innovation programs at the annual meeting of the Association of American Law Schools.

**March 23, 2018:** Rhode presentation on Preparing Leaders: The Evolution of a Field and the Conditions and Stress of Leadership, at Santa Clara Law School Symposium on Leadership, Santa Clara, CA.

**May 30, 2018:** Legal Design Lab workshop for NBCUniversal's legal department, Los Angeles, CA.

**June 13, 2018:** Rhode panel participant for discussion on advancing diversity and inclusion at ebay, San Jose, CA.

**June 29, 2018:** Rhode presentation at Aspen Ideas Institute, Aspen, CO on women and leadership.

**July 26, 2018:** Rhode contributed to a discussion on the significance of changes to legal regulation in different international jurisdictions at City University of London. London, United Kingdom

## 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 a fellow at Stanford Law's Center on the Legal Profession and a lecturer at 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 Ph.D. from Queen's University Belfast in International Politics.

[www.legaltechdesign.com](http://www.legaltechdesign.com)

### Eun Sze, Support

Eun joined Stanford Law School in March of 2015 and works as an administrative associate within the law school's Faculty Support Team. Before joining SLS, she worked as a senior litigation paralegal at Wilson Sonsini and Agility IP Law. She will be providing programming and marketing support to the Center.

## Contact the Center

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## CLP's 2017-2018 Fellows and Advisors



### Jane Wong, Legal Design Lab Fellow

Jane Wong is the Legal Design Lab's Post-JD fellow for 2017-18. She is working on access to justice innovation, with a focus on more coordinated Bay

Area legal services. Jane graduated from Stanford Law School in 2017. While a student, she worked as a student fellow in the Lab on how to design the courts to be more accessible to the public.

Jane received a B.A. in Sociology and a Korean minor at the University of California, Berkeley. Prior to law school, she worked at a policy firm that improved the effectiveness of social service programs. She came to law school with an interest in pursuing a public interest law career in health care and affordable housing.

### 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.

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