I. Professionalism: Integrity & Civility
  1. Law as Practice/Profession
     • Law is a practice and a profession, not just a business, and thus it requires a
degree of professional ethics unique to lawyering.
  2. Do Unto Others…
     • Lawyers must treat other lawyers, clients, and the community with the utmost
respect as a professional.
  3. Job Dissatisfaction/Career Alternatives
     • There is a general dissatisfaction within the community regarding their current
jobs.
     • Alternatives to standard firm practice may assist in increasing lawyer
satisfaction in their profession.
  4. Innovations in the Practice of Law
     • Practical innovations foster hope that jobs will change and grow to meet the
needs and desires of the current and next generation of lawyers.
     • The resurrection of the respect and integrity of lawyers will greatly depend on
being open-minded to innovations and alternatives in the practice of law.
     • Being open to innovations increases the general feeling of integrity and
professionalism towards lawyers.
  5. Marketing/Advertising
     • Lawyering is a profession, not just a business. This concept must be fully
embraced to achieve effective and responsible advertising/marketing.
     • Lawyers must consider how advertisements affect the general depiction of
lawyers.
     • Lawyer advertising must balance effective and profitable communication with
integrity and professionalism.
  6. Internal Convictions/External Consequences
     • Attorneys must stay true to their own convictions and integrity in addition to
complying with all necessary statutory and ethical requirements to practice
responsibly even with the risk of external consequences.
     • Lawyers must follow the ethical rules even while trying to expand the firm’s
client base.
     • Internal convictions are vitally necessary when dealing with issues of
corporate fraud and securities.
  7. Criminal Justice System
     • Prosecutors, defense attorneys, and judges (the three-legged stool) in the
criminal justice system must work to uphold the values of the profession. The
burden to act in an ethical manner is especially vital when dealing with issues
involving victims, personal freedom (i.e., defendants at Guantanamo Bay),
and Constitutional rights, as they are present in the criminal justice system.
  8. Commercial Speech
The commercial speech doctrine offers some constitutional protection for lawyers who advertise, but knowing where to draw the line is difficult to do.

II. Core Professional Values

1. Competence
   - Attorneys must strive for and be competent in all dealings with clients, the court, and the community.

2. Following the Rules
   - A requirement of professionalism and competence is that a lawyer must know and follow the rules in all states the lawyer is practicing in. This is of special importance in Multi-Jurisdictional Practice because the nullity doctrine can result in dismissal of client’s case where foreign lawyer has not complied with local pro hac vice rules.

3. Technology
   - The ability to embrace and use technology (including computer systems, Internet applications, file management systems, court document requirements, security, etc.) is now an essential component of lawyer competence.
   - The emphasis on technology in modern lawyering raises new challenges in client confidentiality that lawyers must address.

III. Quality of Justice

1. Criminal Justice System
   - Defense counsel have special responsibilities to pursue justice for their clients, as do prosecutors. Clients must get a fair defense in order for there to be quality of justice. Neither the defense nor the prosecution should be deterred by improper pressure from outside sources.
   - When prosecutors go bad, the entire justice system suffers.
   - Political or economic pressures should be removed as much as possible from the criminal justice system in order to improve the quality of justice.
   - When criminal prosecutions are not undertaken properly, the entire system suffers the consequences.
   - An independent judiciary is of extreme importance to the quality of justice.

2. Innovations in delivery of legal services
   - Innovations help to increase access to justice by making services more affordable and efficient.

3. Collaborative Arrangements
   - Collaborative arrangements help to provide a higher quality of justice.

4. Debt Repayment System
   - There should be a debt repayment system for lawyers entering public service careers in order to recruit capable and qualified attorneys.
   - Financial obligations can be overwhelming, especially when working in public service. Debt repayment programs help to relieve stress about financial obligations and increase the overall quality of justice.

5. Technology
• Efficiency, through e-discovery and e-filing, encourages lawyers to represent no-pay or low-pay clients.
• Technology makes it easier and cheaper to represent low-pay or no-pay clients.

6. Unbundling
• Unbundling and non-lawyer legal services may make legal representation and advice more affordable and accessible.

7. Holistic/Collaborative Lawyering
• Holistic/collaborative lawyering may help to focus the representation on the needs of the client, rather than focusing simply on litigation.

8. Diversity
• Diversity of all kinds (class, race, gender, sexual orientation, religion, etc.) improves the quality of justice to a diverse population.

IV. Economics & Business
1. Success
• Human nature drives lawyers to desire success; therefore lawyers must be successful both as lawyers and as businesspeople.
• Lawyers must strive to reach a balance between the desire to be successful and the requirements placed upon us by the Model Rules of Professional Conduct.

2. Marketing
• Effective marketing strategies are an excellent way to increase client base and revenues.
• Advertising must have some regulation in order to allow lawyers to earn a living, but retain professionalism.
• Lawyers must be cautious with the type of marketing used: in-person, direct mail, websites, or participation in “rankings” and familiarize themselves with the specific rules associated with each.

3. Organization of Entity
• The type of entity chosen to form a firm/practice has drastic consequences on the cost of the business.
• The ideal law firm functions as a machine with all components working towards a common goal.
• Professionalism needs to remain intact in order to run a successful business.

4. Unbundling
• Unbundled and non-lawyer legal services are new approaches that law firms may adopt to round out their offerings and attract clients outside their normal clientele.

5. Holistic/Collaborative Lawyering
• Holistic and collaborative lawyering may attract clients that have previously shied away from legal representation because of the cut-throat perception of the legal industry.

6. Technology
• Technology helps to sell a law firm to potential clients, and reduce some costs associated with running a firm.

7. Commercial Speech
• Commercial speech by lawyers is limited by professionalism and civility.
• Lawyers must develop the ability to market their services in order to attract clients.

V. Practical Lawyering Skills
1. Skills for Researching Ethics Issues
2. Writing Skills
3. Working in a Group
4. Presentation Skills
5. Stress Management
6. Giving/Receiving Constructive Criticism
7. Collaborative Problem Solving