visibility of paralegal management professionals. For more information about IPMA, including a fascinating "Utilization Survey" showing how law firms, corporations, and government agencies use paralegals, visit www.paralegalmanagement.org.

**National Association of Legal Assistants**: The National Association of Legal Assistants, Inc. (NALA), an organization of more than 18,000 legal assistants, publishes Model Standards and Guidelines for Utilization of Legal Assistants Annotated. The NALA Guidelines, most recently amended in 2007, may help lawyers understand their supervisory responsibilities under Model Rule 5.3. Excerpts from the Guidelines are reprinted in the Related Materials following Rule 5.5 (Unauthorized Practice of Law) and are available with Comments at www.nala.org/model.aspx.

NALA has also adopted a very brief Code of Ethics and Professional Responsibility for legal assistants. Canon 9 of this Code, which is the reciprocal of ABA Model Rule 5.3, provides: "A legal assistant must do all things incidental, necessary, or expedient for the attainment of the ethics and responsibilities as defined by statute or rule of court." The code is available at www.nala.org/code.aspx.

**Respondeat Superior**: The doctrine of "respondeat superior" (a Latin phrase meaning "let the master answer") provides, in essence, that employers (principals) are responsible for the wrongful acts or omissions of their employees (agents) during the course of employment.

**Restatement of the Law Governing Lawyers**: See Restatement §§11(4) and 58 in our chapter on the Restatement later in this volume.

**Student Practice Rules**: All states have student practice rules that permit law students to represent clients under certain conditions. These provisions, which are codified in state statutes, court rules, and state bar rules, typically require lawyers to supervise the law students. For example, Florida Rule 11-1.2(b) provides as follows:

An eligible law student may appear in any court or before any administrative tribunal in this state on behalf of any indigent person if the person on whose behalf the student is appearing has indicated in writing consent to that appearance and the supervising lawyer has also indicated in writing approval of that appearance. In those cases in which an indigent has a right to appointed counsel, the supervising attorney shall be personally present at all critical stages of the proceeding. In all cases, the supervising attorney shall be personally present when required by the court or administrative tribunal who shall determine the extent of the eligible law student’s participation in the proceeding.

To view student practice rules and forms adopted by both federal and state courts, visit www.law.georgetown.edu/guides/StudentPractice.cfm.

**Unauthorized Practice of Law**: A lawyer who authorizes or permits a paralegal to perform law-related tasks but fails to supervise the paralegal adequately may be assisting the paralegal in the unauthorized practice of law, in violation of Rule 5.5. (For examples of statutes governing the unauthorized practice of law, see the Related Materials following ABA Model Rule 5.5 below.)

**Rule 5.4 Professional Independence of a Lawyer**

(a) A lawyer or law firm shall not share legal fees with a nonlawyer, except that:
COMMENT

Judgment of a lawyer

(a) a lawyer shall not practice law in the form of a professional corporation or other association in any form of association of another lawyer, or in any form of association of a lawyer in a corporation, firm, or other association of a lawyer...

(b) a lawyer shall not practice law as a member of or in association with a corporation, firm, or other association of a lawyer...

(c) a lawyer shall not practice law as a member of or in association with a corporation, firm, or other association of a lawyer...

(d) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(e) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(f) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(g) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(h) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(i) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(j) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(k) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(l) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

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(q) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(r) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(s) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(t) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(u) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(v) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(w) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(x) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(y) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

(z) a lawyer shall not practice law in the form of a professional corporation or other association of a lawyer...

Rule 5.4

ABA Model Rules of Professional Conduct