ApprenticeRamp Engages Law Schools and Clients
Paul Lippe

FEATURED ARTICLES
The ABA Standards and the Standards Review Process
Barry Currier, Managing Director of Accreditation and Legal Education

Comments Invited for Proposed Standards Changes

Opportunities for Law Students

NEWS AND ANNOUNCEMENTS
Call for 2014 Council Nominations
Nominations Sought for 2014 Kutak Award
Comments Invited for Upcoming Site Visits
ABA Leadership at Council Meeting
ApprenticeRamp Engages Law Schools and Clients

Volume 45 Number 2

By Paul Lippe

About the Author

Paul Lippe is CEO of OnRamp Systems, the leader in legal department operation platforms to improve quality and efficiency and reduce costs of legal work. Legal OnRamp was first developed at a legal department productivity and collaboration platform for Cisco Systems.

Previously, Paul was general counsel and senior vice president at Synopsys, an electronic design automation company, and CEO of Stanford SKOLAR, a medical digital library and e-learning company sponsored by Stanford Medical School. He also served as a special assistant to Senator Daniel P. Moynihan (D. NY) and was chairman of the Colorado Air Quality Control Commission.

A graduate of Yale College and Harvard Law School, Paul speaks and writes regularly about the "New Normal" in law for the ABA Journal.

Last February, at Barry Currier’s invitation, I spoke to the ABA Deans’ Workshop, calling for greater engagement between law schools and sophisticated clients (in 2012 Richard Susskind and Bill Henderson gave similar talks to the same group). My perspective was driven in part by having a fair bit of experience with other professional schools – engineering, business, and especially medicine – while having spent most of my career as a Silicon Valley general counsel.
Ongoing changes in the legal market represent a structural change requiring a strategic response - the dip in hiring is neither an injustice nor an anomaly, but a market response to law’s failure to keep pace with modern value and complexity demands.

The good news is that the same trends that challenge law schools also create opportunities in a model we can broadly call “Legal-By-Design.” Since Disengagement is at the root of the problem, so Engagement can power the solution.

Coming out of the February meeting, we launched an initiative with participation from 12 schools – Boston College, Colorado, Denver, Emory, Georgetown, Hastings, McGeorge, Northeastern, Northwestern, Ohio State, USC, and Vanderbilt (for now, the “ApprenticeRamp”) - to hire recent grads to work on large scale “contract genome mapping” projects. One of the first projects is a very large scale contract review on behalf of a global bank to support regulatory compliance and improve contract decision-making. We believe this can help develop empirical analysis of more effective approaches to legal practice, better work styles, and improved training, more effectively preparing twenty-first century lawyers.

The fundamental ideas are

• The way to improve legal quality/efficiency/efficacy is with a mix of “People, Process & Technology.” There are plenty of ideas we can apply from outside law (and a few from inside law) on how to manage legal work better, especially large-scale, highly complex projects.

• There is a significant amount of “formal” scaled work at large companies that can be performed by junior lawyers in ways that integrate learning and doing and give them insight into process innovation (including collaboration and metrics) and use of technology. This is not LPO Labor Arbitrage; it is Process Arbitrage made possible by the technologies of Connectivity to address law’s lagging productivity. This model is equally applicable to smaller clients (especially underserved clients) where it is critical to improve access to justice and reduce costs and larger clients where it is needed for cost savings, transparency, and compliance.

• If law schools engage, they will enhance their understanding both of how to deliver legal services better and what drives outcomes and performance, helping get us all unstuck.

• By exposing young lawyers to the reality of sophisticated clients, we can create rich, learn-by-doing design apprenticeships. While much of legal work will always be advocacy, the increasingly greater part is helping clients manage complexity, which requires a very different orientation and skills, and in particular requires greater exposure to real-world problems.

As a complement to our online collaboration system (OnRamp Exchange), we do “rounds” via online web conferencing three times a week to coordinate Rampers, share ideas with customers, and engage outside experts. So far our outside experts have included Steve Harmon (Cisco), Karl Chapman (Riverview), Christopher Austin (GoodwinProcter), Jeff Carr (FMC Technologies), Richard Moorhead (University College London), Bill Henderson (Indiana Law), Jordan Furlong (Edge), and most of our participating deans. We also had Dr. Kelly Skeff, who ran the rounds program at Stanford Medical School, and we will schedule other folks from
different disciplines over the next few months. We have a team from one law school assessing the design of our learn-by-doing model and one from a business school comparing our quality methods to modern approaches like Lean Six Sigma.

Going forward, we’ll add more customers and more schools and lots more Rampers, while advancing our current Rampers into roles of increasing responsibility as project leaders, or placing them with customers or their law firms who want to hire Apprentices. We are adding 3Ls in January at several schools. We’re optimistic this model can provide a significant part of the Bridge to Practice in either the third year or post-graduation, and help law schools engage to make it a Bridge to 21st Century Practice.

Let me invite two of the participants, Shanique Nikel, a recent grad from Northwestern, and her dean, Daniel Rodriguez, to share their perspectives on this initiative.

Shanique Nikel:

There is a mounting demand for change in the delivery of legal services. The effect on the job prospects for new lawyers is game-changing; the traditional career paths are no longer secure. As a new lawyer, I’ve decided to focus on how I can enhance my value proposition for my clients. To do this, I focus on acquiring practical skills, expanding my knowledge of how technology can be effective in the delivery of legal services, and being a problem solver.

Legal OnRamp provides an innovative solution to the problem of handling large scale and complexity in transactional law. The Legal OnRamp method emphasizes real-time feedback and measuring performance. As a new lawyer, this allows me to effectively measure my skill progression with meaningful metrics. The “see one, do one, teach one” model allows for a flattened hierarchical structure that encourages increased responsibility, subject-matter expertise development, and a collaborative learning environment.

As a Ramper, I have three roles: I analyze contracts by detailing each contract’s terms, conditions, rights, and obligations; throughout my analysis, I suggest changes to the methodology and to our technological platform; and I participate in legal rounds, where I meet with fellow Rampers, thought leaders, law school deans, and other innovators to discuss challenges and changes in the legal profession. Joining Legal OnRamp has enriched my skill set
and value proposition, and has placed me on a firm path to be a successful twenty-first century lawyer.

**Shanique Nikel** is a graduate of the Accelerated JD program at Northwestern University School of Law. She joined Legal OnRamp in August

---

**Daniel B. Rodriguez:**

The so-called “new normal” in legal employment is not especially new and is not yet normal. The productivity challenge in legal services provision, particularly in the space created by major technological and global change of the past three (or so) decades, is well known and has been for quite a while. Yet, we have become stuck in our efforts to respond to these changes and we are just beginning the essential project of developing truly original ideas for improving lawyer competence and, moreover, giving young lawyers the tools they need to adapt to this dynamic world.

Programs like OnRamp’s are a promising pathway to becoming “unstuck.” We at Northwestern are glad to be participating, and especially glad at the success our grads are having. By bringing together innovators like OnRamp with recent grads, law schools, and clients, and drawing upon insights from other modes of professional instruction (including medicine and engineering), we can increase productivity and the value proposition for both companies and underserved clients anxious for targeted, efficient legal help.

Speaking from the vantage point of the training end of the pipeline – that is, as a leader of a law school – I do think that the law schools want and need to be a constructive part of this conversation. A number of law schools, including mine, are hard at work in developing curricular strategies, reconfiguring our skills training program, and embarking upon innovative experiments, to connect imaginative employers to our motivated students. The legal profession is indeed in challenging times; yet, these challenges are rich with opportunities to reconsider our old ways of doing our work.

**Daniel B. Rodriguez** is the dean of the Northwestern University School of Law and president-elect of the Association of American Law Schools.
Greetings of the season to all members of the ABA Section of Legal Education and Admissions to the Bar. We trust that the fall term was a productive one for our faculty and student members. Thanks to all our members for your continuing interest in and support of the work of the Section and the Council.

As most of you know, the Council is moving toward closure on a multi-year comprehensive review of the ABA Standards for Approval of Law Schools and the associated Rules of Procedure. This is a regular part of our process. It has taken longer than prior overall reviews, but the Standards are important to the interesting set of contemporary challenges and opportunities for legal education. The Council, the Standards Review Committee, and the staff want to take the time and invest the energy to do the job well.

At this inflection point in the evolution of legal education, care must be taken to reaffirm enduring fundamental aspects of our regulatory regime. At the same time, the Standards’ framework for a sound program of legal education can be simplified and streamlined. The Standards’ primary aim is to focus on the law schools’ J.D. programs, assuring that they are sound and that they educate and prepare students for productive and meaningful professional lives.
Views vary on what is fundamental to a sound program of legal education and what is not. That is where the lively and largely healthy debate has been focused over the last few years.

Please join in the discussion and debate. You can review the proposals that the Council has circulated for notice and comment and, indeed, review the entire record of this comprehensive review process by going to the Section website’s Comprehensive Review of the Standards page. If you have a comment, please submit it (information on where to send comments is included on the webpage linked above). Both the Council and the Standards Review Committee want input and comment from all of legal education’s stakeholders. Blog postings and other opinion pieces in the paper and electronic news are a useful part of the discourse about the Standards, but it is even more helpful if those points of view are made a part of the record and presented directly to the Council.

There are at least three upcoming opportunities to discuss the Standards and the proposals for change. AALS annual meeting attendees can attend two programs. On Friday, January 3, from 10:30-11:30 a.m., the Section will host a panel discussion on innovation under the Standards. This program will consider the room that exists within the current Standards or innovation and new programs and discuss a proposed new Standard on variances that will more explicitly be aimed at innovation. As this is written, those participating in that discussion are Professor Catherine Carpenter (Southwestern Law School); Dean Frank Wu (UC Hastings); Dean David Yellen (Loyola-Chicago); and Scott Norberg (Deputy Consultant on Legal Education at the ABA), who will also moderate the panel.

On Saturday, January 4, from 4:00-5:45 p.m., the Section will sponsor a program providing an overview of the comprehensive review of the Standards and the proposals that are out for notice and comment. That panel will include Professor Susan Kay (Vanderbilt); Professor Jeff Lewis (Saint Louis University); Leo Martinez (UC Hastings); the Honorable Solomon Oliver (Chief Judge of the United States District Court, N.D. Ohio); Dean Maureen O’Rourke (Boston University); and Barry Currier (Managing Director of Accreditation and Legal Education at the ABA), who will also moderate the panel. Judge Oliver is current chairperson of the Section’s Council and Dean O’Rourke is a member of the Council. Jeff Lewis is the current chairperson of the Standards Review Committee, which advises the Council on the Standards, and Sue Kay is a member of that committee. Leo Martinez is, of course, the current president of the AALS. The panel will provide a brief overview of some of the more significant proposals for change in the Standards and leave ample time for questions and discussions from the audience.

The Section appreciates the AALS making space in a busy conference for these programs.

Finally, the Council has scheduled a hearing during the ABA Midyear Meeting in Chicago in February where interested persons may come and present their comments on the proposed changes to the Standards to a group that will include members of the Council and the Standards Review Committee. The hearing will be held Wednesday, February 5 and Thursday, February 6 at the ABA offices in Chicago. For more information, see the article entitled "Standards Notice and Comment: Hearing Scheduled for February" in this issue of Syllabus.
The ABA Standards for Approval of Law Schools are far from the only, or even the primary, determinant of the quality of U.S. law schools’ programs of legal education. They are important, however, in setting the basic requirements that all schools must meet. This serves the public interest, the interests of students, and the need of the state supreme courts and bar admitting authorities that rely on ABA approval to signify that a graduate of an ABA-approved law school has the education that is necessary prior to sitting for the bar examination and being admitted to practice. That basic framework in place, the Standards then should leave room for schools to seek their own destinies and to develop programs that serve their, often very different, missions. This, I believe, has been a theme of this comprehensive review process. On behalf of the Council and the staff, thanks to everyone who has followed the process closely and contributed to it.
Standards Notice and Comment: Hearing Scheduled for February

Volume 45 Issue 2

At its meeting on December 6-7, 2013, the Section's Council approved for Notice and Comment proposed revisions to Standard 205 (Non-Discrimination and Equality of Opportunity), Standard 206 (Diversity and Inclusion), Standard 207 (Reasonable Accommodation for Qualified Individuals with Disabilities), Standard 303(a)(3) (Curriculum), and Standard 603 (a-c) (Director of the Law Library) of the ABA Standards and Rules of Procedure for Approval of Law Schools.

The Section's Standards Review Committee has been conducting a comprehensive review of the Standards. As part of that review, the Committee considered multiple drafts and received informal comments from many interested persons and entities.

The proposed revisions and accompanying explanations referenced above, as well as others that are currently out for Notice and Comment, are posted on the Standards Review Committee page of the Section's website. We solicit and encourage written comments on all of the proposed changes by letter or email. Written comments should be submitted no later than Friday, January 31, 2014.

A hearing on the proposed changes is scheduled for February 2014 (details below). The hearing will be held at the American Bar Association, 321 N. Clark Street, Chicago. Please address written comments on the proposal and requests to speak at the hearing to JR Clark, jrclark@americanbar.org.

Standards Review Committee Hearing
Wednesday, February 5, 1 p.m.
Thursday, February 6, 9 a.m.
ABA Section of Litigation Judicial Intern Opportunity Program

The ABA Section of Litigation’s Summer 2014 Judicial Intern Opportunity Program is open to first- and second-year minority and economically disadvantaged law students. The program is a full-time (32 hours per week), six-week minimum, summer internship. Interns will receive an award of $2,000.

The goal is to place 150 students with judges for summer internships in Illinois; Texas; Washington, D.C.; Miami; Philadelphia; Seattle; Phoenix; Los Angeles; and San Francisco. Applications for second-year law students opened November 4. Applications for first-year law students opened December 1. All applications must be submitted by January 10, 2014.

For more information about the Judicial Intern Opportunity Program and the application process, visit www.ambar.org/jiop.

National Association of Women Lawyers Summer Internship and Outstanding Law Student Award

The National Association of Women Lawyers (NAWL) is partnering with Prudential Financial Inc. to provide a 10-week summer internship for a first-year law student. Internship positions will be located in the New Jersey tri-state area. Applications must be received by 5:00 p.m. on January 24, 2014.

NAWL is also seeking nominees from the graduating classes of ABA-approved law schools for its 2014 Outstanding Student Award. Nominations must be received by May 23, 2014.

For details on the internship and the award, see below.
The National Association of Women Lawyers is pleased to partner with Prudential Financial, Inc. (Prudential) to provide a meaningful summer internship opportunity to a highly-motivated first-year law student. Through this partnership, NAWL will select a student to join the 2014 summer law intern class at Prudential for a 10-week internship at Prudential’s offices, for a stipend of approximately $10,000. Internship positions will be located in the New Jersey tri-state area.

**Internship Responsibilities**

The summer intern will have the opportunity to work with attorneys who support the broad reach of the Prudential businesses. The summer intern will also participate in the summer intern training program, which includes programs presented by Prudential attorneys that highlight different areas of the business and the legal department. Each intern will be paired with an attorney who will serve as a mentor during the program and will provide guidance on projects. The summer intern may also have an opportunity to practice interviewing skills, prepare presentations and shadow attorneys on various projects. The summer internship will run between June 2, 2014 and August 8, 2014. The summer intern will be paid a stipend of approximately $10,000, which shall accrue and be paid on an hourly basis.

**Qualifications**

Each applicant must be a member of NAWL and must be a law student enrolled at an ABA-accredited law school and have successfully completed the first year of law school and be scheduled for graduation in spring 2016 (full-time students) or spring 2017 (part-time students). Applicants must have a minimum 3.0 GPA on a 4.0 scale or the equivalent. The ideal applicant will have financial or business-related experience or interest.

**How to Apply**

To apply, you must submit a cover letter, resume, a list of three references, and a copy of your transcript to:

Rena Calabrese  
Executive Director  
National Association of Women Lawyers  
321 N. Clark Street, MS 21.1  
Chicago, Illinois 60654  
312.988.6196 (direct)  
312.988.5100 (fax)  
calabreser@nawl.org

Please write “Prudential Internship” in the subject line of all correspondence. All materials must be received by 5:00 p.m. EST on January 24, 2014. Finalist shall be selected and notified on or about March 17, 2014.

*Prudential and its affiliates are Equal Opportunity/Affirmative Action Employers and are committed to diversity in our workforce.*
2014 NAWL Outstanding Law Student Award Selection Criteria

We invite you to select one student nominee, female or male, from your current graduating class who best exemplifies the following characteristics:

- Contributes to the advancement of women in society
- Promotes issues and concerns of women in the legal profession
- Exhibits motivation, tenacity and enthusiasm
- Demonstrates high academic achievement
- Earns your respect and that of your colleagues

The student you select will be recognized in the Women Lawyers Journal as a recipient of the 2014 Outstanding Student Award and will receive a one-year complimentary membership in NAWL. Because we honor over one hundred law students annually, only one student per law school may be nominated. Multiple submissions will result in our arbitrary selection of one.

Your nomination should include a brief letter by you or your designee outlining why the student merits selection, and a copy of the student’s resume, including the nominee’s permanent mailing address for future membership mailings. Nominations must be received no later than May 23, 2014. Nominations received after that date will not be entitled to the benefits associated with this award.

Please return your 2014 Outstanding Law Student selection by mail, email or fax to:

National Association of Women Lawyers
Attn: Lindsey Urban
American Bar Center, M.S. 21.1
321 North Clark Street
Chicago, IL 60654
Email: UrbanL@nawl.org
Phone: 312.988.5861
Fax: 312.988.5100
The Section's Nominating Committee invites suggestions for nominations to the 2014-2015 Council of the Section of Legal Education and Admissions to the Bar. The vice chair, secretary, and four member-at-large positions are to be filled for the 2014-2015 term. Nominees in the categories of judges, academics, practitioners, and public members are sought.

The slate of Section officers and Council members will be presented for election at the Section's business meeting during the ABA Annual Meeting in Boston in August.

The deadline for nominations is April 11, 2014. All nominations must be submitted through the online Council Nominations process.

2013-2014 Nominating Committee

Chair:
John F. O'Brien
Dean
New England Law/Boston

Jane H. Aiken
Professor
Georgetown University Law Center

The Honorable Rebecca White Berch
Chief Justice
Supreme Court of Arizona

James J. Hanks, Jr.
Partner
Venable LLP

John Lahey
President
Quinnipiac University

Maureen O'Rourke
Dean
Boston University School of Law
Raymond C. Pierce
Partner
Nelson Mullins, et al

Kent Syverud
Chancellor
Syracuse University
Nominations are sought for the 2014 Robert J. Kutak Award. Established in 1985 by the Section and the national Kutak Rock law firm, the award honors an individual who has made significant contributions to the collaboration of the academy, the bench, and the bar. The award is in memory of Mr. Kutak, a distinguished Omaha lawyer, champion of legal reform, and advocate for legal education.

Nominations can be mailed to:
Kutak Award Committee
Attention: Carl Brambrink
Director of Operations
American Bar Association
Section of Legal Education and Admissions to the Bar
321 N. Clark Street
M.S. 21.2
Chicago, IL 60654

or sent via email to carl.brambrink@americanbar.org

The deadline for submitting nominations is March 28, 2014

The 2014 Kutak Award will be presented at a reception in August at the ABA Annual Meeting in Boston. For more information about Robert J. Kutak and the list of past winners, visit the [Kutak Award page](#).
Comments Invited for Spring 2014 Site Visits

Volume 45 Number 2

Pursuant to the U.S. Department of Education criteria, the Section is required to give notice of, and solicit comments about, the law schools scheduled for upcoming site visits. Interested parties wishing to comment on current compliance with accreditation standards by law schools undergoing accreditation site visits during spring 2014 are encouraged to submit signed, written comments to the Section of Legal Education and Admissions to the Bar by January 15, 2014.

Law schools undergoing accreditation site visits in spring 2014 are:

- Belmont University School of Law
- California Western School of Law
- Capital University Law School
- Charlotte School of Law
- Duquesne University School of Law
- Elon University School of Law
- George Mason University School of Law
- Georgia State University College of Law
- University of Houston Law Center
- University of Iowa College of Law
- La Verne University College of Law
- University of Massachusetts School of Law
- Mercer University School of Law
- University of Miami School of Law
- University of Michigan Law School
- University of North Dakota School of Law
- University of Pennsylvania Law School
Roger Williams University School of Law
Rutgers University School of Law - Camden
Thomas Cooley Law School
Valparaiso University School of Law
Willamette University College of Law

Written comments should be sent to:

Shirley Gonzalez
American Bar Association
Section of Legal Education and Admissions to the Bar
321 N. Clark Street
Chicago, IL 60654-7598
shirley.gonzalez@americanbar.org
ABA Leaders Attend December Council Meeting

Volume 45 Issue 2

ABA President-Elect William Hubbard and ABA Executive Director Jack Rives attended the December meeting of the Section's Council in Washington, D.C. William Hubbard, pictured above right with Council Chair Solomon Oliver, outlined the initiatives and objectives for his presidential year, including changes and reforms in both the academy and the legal profession. The Council, Mr. Hubbard, and Mr. Rives engaged in useful conversation about the work of the ABA and the Section of Legal Education and Admissions to the Bar.

Upcoming Conferences

ABA Midyear Meeting
February 5-11, 2014
Chicago, Illinois

Deans' Workshop
February 20-22, 2014
Atlanta, Georgia