

**Carol A. Needham**  
100 N. Tucker Blvd.  
St. Louis, Missouri 63101  
(314) 977-7104 / (314) 977-3332 (fax)  
needhamc@slu.edu

Experience:

- 1992 – Present      Saint Louis University School of Law      St. Louis, MO  
Named the Emanuel Myers Professor of Law in 2014  
Classes taught: Professional Responsibility; Business Law and Ethics;  
Negotiation: Theory and Strategy; Civil Procedure I and II; Remedies and  
Negotiating International Business Transactions.
- 1990 - 1991      Chadbourne & Parke      Los Angeles, CA  
Attorney. Negotiated and documented employment contracts, licensing agreements, and  
project financing documents including original financings, security agreements,  
operations and maintenance agreements and fuel supply agreements for IPP's and co-  
generation power plants; provided work-out and bankruptcy advice
- 1986 - 1990      Gibson, Dunn & Crutcher      Los Angeles, CA  
Attorney. Negotiated and documented loan workouts, mergers, IPO's, exchange offers,  
private placements and acquisitions; responsible for the financial restructuring of a  
management consulting firm; handled creditor negotiations and bankruptcy court  
appearances for Chapter 11 matters; prepared SEC filings; wrote and argued briefs and  
motions for cases in federal court; handled all aspects of developing cases for trial
- 1985 - 1986      United States District Court      Honolulu, HI  
Law Clerk for Chief Judge Harold M. Fong

Education:

- J.D. 1985      Northwestern University School of Law      Chicago, IL  
Executive Editor, Northwestern University Law Review;  
Mediator in a study run by Prof. Jeanne Brett, Kellogg Graduate School of Management;  
Awarded the Raymond J. Ott Scholarship; Student Representative, Dean Search  
Committee; Chair, Northwestern Law School Fellowship; Teaching Assistant,  
Negotiations course
- M.A. 1982      University of Virginia      Charlottesville, VA  
Thesis on Sir Philip Sidney's The Defense of Poetry
- B.A. 1979      Northwestern University      Evanston, IL  
(English major/Economics concentration).  
Mortarboard Honor Society; Chairman, Norris Center Board; Editor and  
Newscaster, WNUR Radio; Dean's List; Tutor, English as a Second Language

Selected Publications:

“Advance Consent to Aggregate Settlements: Reflections on Attorneys’ Fiduciary Obligations and Professional Responsibility Duties,” 44 Loyola University Chicago Law Journal 511 (2012)

“Globalization and Eligibility to Deliver Legal Advice: Inbound Legal Services Provided by Corporate Counsel Licensed Only in a Country Outside the United States,” 48 San Diego Law Review 379 (2011)

“Listening to Cassandra: The Difficulty of Recognizing Risks and Taking Action,” 78 Fordham Law Review 2329 (2010)

“The Changing Landscape for In-House Counsel: Multijurisdictional Practice Considerations for Corporate Law Departments,” 43 Akron Law Review 985 (2010) (symposium issue)

“Transnational Legal Practice: 2007-08 Year in Review,” 43 International Lawyer 943 (2009) (with Laurel Terry, Carole Silver, Ellyn Rosen, Jennifer McCandless, Robert Lutz and Peter Ehrenhaft) (2009)

“Transnational Legal Practice: 2006-07 Year in Review” 42 International Lawyer 833 (2008) (with Laurel S. Terry, Carole Silver, Ellyn Rosen, Robert E. Lutz and Peter D. Ehrenhaft)

“Practicing Non-U.S. Law in the United States: Multijurisdictional Practice, Foreign Legal Consultants and Other Aspects of Cross-Border Legal Practice,” 15 Michigan State Journal of International Law (2007)

“The Professional Responsibilities of Law Professors: The Scope of the Duty of Confidentiality, Character and Fitness Questionnaires and Engagement in Governance,” 56 Journal of Legal Education 106 (2006)

“Enhancing a Law Department’s Flexibility to Respond to Unexpected Challenges: Multijurisdictional Practice and the In-House Lawyer,” 20 ABA Committee on Corporate Counsel newsletter 1 (2006 Winter issue) (lead article)

“Multijurisdictional Practice Regulations Governing Attorneys Conducting a Transactional Practice,” 2003 U. of Illinois Law Review 1331 (2003)

“Consensus Across Multiple Divides: An Empirical Study of Outlooks Underlying Lawyers’ Attitudes Regarding Multidisciplinary Practice,” 32 Loyola Univ. of Chicago Law Review 617 (2001) (with Greg Casey)

“Permitting Lawyers to Participate in Multidisciplinary Practices: Business as Usual or the End of the Profession as We Know It?” 84 Minn. L. Rev. 1315 (2000)

Selected Publications (continued):

"Interjurisdictional Practice and the In-House Lawyer," 18 ACCA Docket 68 (March 2000)(feature article)(The Association of Corporate Counsel is an international association for attorneys employed as in-house counsel across the U.S., Canada and Europe. All 11,300 members received this publication.)

"The Application of Unauthorized Practice of Law Regulations to Attorneys Working in Corporate Law Departments." Multijurisdictional Practice Conference Coursebook (2000). The conference was sponsored by the ABA Center for Professional Responsibility and held at Fordham University in New York City.

"Busted: Unauthorized Practice in the Corporate Setting," 17 ACCA Docket 52 (September/October 1999) (feature article) co-authored with Norman M. Krivosha, James McCauley and Michael Rossiter

"The Licensing of Foreign Legal Consultants in the United States: The States' Regulatory Response to the Globalization of the Legal Profession," 21 Fordham International Law Journal 1126 (1998)

"Stepping Across the Border: In-House Counsel and the Unauthorized Practice of Law," American Bar Association Center for Professional Responsibility Coursebook, 24th National Conference on Professional Responsibility (1998). This article was selected for inclusion in the 1998 Symposium Issue of *The Professional Lawyer* edited by Micalyn S. Harris and Prof. Robert F. Drinan.

"Current Developments in the Case Law," Editor, AALS Professional Responsibility Section Newsletter. For eight years, from 1995 to 2003 in March and October of each year, edited this column which highlighted 20 to 25 significant recent judicial decisions developing the law of conflicts of interest, confidentiality, malpractice, bar admission and other legal ethics issues. Received by all members of the AALS Section on Professional Responsibility, over 700 professors at law schools throughout the U.S. and Canada.

"Splitting Bar Admission into Federal and State Components: National Admission for Advice on Federal Law," 44 Kansas Law Review 453 (1997)

"When is an Attorney Acting as an Attorney: The Scope of Attorney-Client Privilege as Applied in Corporate Negotiations," 38 South Texas Law Review 681 (1997) (symposium)

"The Multijurisdictional Practice of Law and the Corporate Lawyer: New Rules for a New Generation of Legal Practice," 36 South Texas Law Review 1075 (1995) (symposium issue)

"Negotiating Multi-State Transactions: Reflections on Prohibiting the Unauthorized Practice of Law," 12 Saint Louis University Public Law Review 113 (1993)

### Books and Book Chapters:

*Lawyers and the Legal Profession*, 5<sup>th</sup> ed. (with Roy D. Simon and Burnele V. Powell) (Lexis/Nexis Pub.) (forthcoming 2016)

Book chapter: "Legal and Ethical Issues in Working with Older/Aging Adults" in *Geriatric Occupational Therapy: Enhancing Quality of Life Through Collaborative Practice*, (with Lisa Luetkemeyer) Karen F. Barney and Margaret A. Perkinson eds. (Elsevier) (forthcoming 2015)

*Lawyers and the Legal Profession*, 4<sup>th</sup> ed. (with Roy D. Simon and Burnele V. Powell), (Lexis/Nexis Pub. 2009).

"How We Teach When We Teach Legal Ethics: Teaching Methods for Professional Responsibility Courses," Chapter 18 in Legal Education for the 21st Century (Rothman & Co. 1998).

### Selected Lectures and Presentations:

"*The Current Market for Legal Services and Implications for Law Professors' Work*" AALS Workshop for New Law School Teachers (opening plenary panel) June 2015. Washington D.C.

"*Multinational Corporations and the Attorney Client Privilege in Border-Crossing Transactions*" Attorney Client Privilege in a Global World: An Interactive Workshop, ABA Section of International Law Spring Meeting. This program was co-sponsored by the Association Francaise des Juristes d'Entreprise (AFJE). April 2015. Washington D.C.

"*Regulatory Limitations on Globalized Legal Services: Crossing Borders and In-House Legal Departments in Multinational Corporations*," Foreign In-House Counsel: A Symposium, presented by the CBA Board of Managers at the Chicago Bar Association. July 2014. Chicago, Illinois

"*Exercising Independent Professional Judgment in Legal Practice*" delivered at the session titled Legal Ethics at a Time of Regulatory Change, International Legal Ethics Conference IV, convened by the International Association of Legal Ethics. July 2014. London, England

"*Experiential Education and the Formation of Professional Identity: Teaching an In-House Corporate Counsel Transactional Negotiation Simulation Focusing on Professional Judgment*" 2014 National Institute for Teaching Ethics Workshop. (the negotiation simulation I authored and presented at NIFTEP has since been used by an academic in Australia) July 2014. London, England

"*Productively Participating in Institutional Governance*," speaker and moderator at a concurrent session of the AALS Presidential Workshop on Tomorrow's Law Schools: Economics, Governance and Justice. The other speakers were George Cohen (Virginia), Susan Prager (Southwestern) and Barry Sullivan (now at Loyola Chicago). January 2014. New York, New York

*“Lies, Candor and Decision Points When Advocating in Mediation,”* at Mastering the Art of Mediation Advocacy jointly sponsored by the Wefel Center for Employment law and the Association of Attorney Mediators. Successfully engaged the 100+ attorneys and judges in the audience in a lively and nuanced hour-long discussion of professionalism and applied ethics issues. October 2013. St. Louis, Missouri

*“The Practice of Law and Lumen Fidei,”* Arts & Sciences Interdisciplinary Forum. The other panelists were John Greco (Philosophy), Christopher Collins, S.J. (Theological Studies), Paul Lynch (English) and Norman White (Sociology and Criminal Justice). September 2013. St. Louis, Missouri

Speaker, ABA webinar *Legal Ethics and the Law of Lawyering: Where We Are After Ethics 20/20 and Where We Need to Be*. This national program expanded on the discussion at the ABA Business Law Section Spring Meeting. July 2013. I videolinked in from St. Louis, while the broadcast originated in Chicago, Illinois

*“Evidentiary Privileges, the Duty of Confidentiality and Pending Criminal Charges: Managing Simultaneous Proceedings Arising from Alleged Attorney Malfeasance”* Speaker and Panel Leader for Managing Disciplinary Proceedings and Malpractice Actions program at the 39<sup>th</sup> ABA National Conference on Professional Responsibility. May 2013. San Antonio, Texas

*“The Structure and Scope of Regulation of the Legal Profession”* ABA Business Law Section Spring Meeting. The program was moderated by the convenor of the Law of Lawyering Initiative, Charles McCallum. Anthony Davis, Hinshaw & Culbertson (New York), Bob Creamer, formerly of ALAS, current member of the MPRE Drafting Committee (Massachusetts) and Phil Schaeffer, General Counsel of White & Case (New York) were the other speakers on the panel. April 2013. Washington D.C.

*“Educating the Client-Ready Attorney: Cost-Effective Skills Development, Scalability and Facilitating Change,”* 2012 Convocation on Professionalism co-sponsored by Georgia Supreme Court Chief Justice’s Commission on Professionalism, the Board of Bar Examiners, the Board to Determine the Fitness of Bar Applicants and other key stakeholders. Other speakers at the conference included James Moliterno (Washington & Lee), Fred Rooney, Director CUNY Community Legal Resource Network, Tom Morgan (George Washington) and C. Lash Harrison (Ford & Harrison). November 2012. Atlanta, Georgia.

*“How Deeply Should a Lawyer be Required to Investigate a Client? Compling with FATF Initiatives While Maintaining Client Confidences and Attorney Client Privilege”* talk given as part of a session on Loyalty and Confidences at “Merging Worlds, Emerging Discourses,” the International Legal Ethics Conference (ILEC V). This Biennial gathering includes academics from New Zealand, Australia, Germany, England, the U.S., South Africa, Canada, Mongolia, and a number of other countries. July 2012. Banff, Alberta, Canada.

*“Character and Fitness: What Should the Investigation Focus on?”* Moderator and Panelist, discussing Prof. Leslie Levin’s research comparing applicants’ record upon applying for admission to the Connecticut bar twenty years earlier with that person’s subsequent disciplinary history after they were licensed as an attorney. National Conference of the ABA Center for Professional Responsibility. June 2012. Boston, Massachusetts.

Selected Lectures and Presentations (continued):

*Attorney Client Privilege*, Saint Louis University Alumni CLE series. Over 250 attorneys attended this talk. June 2012. St. Louis, Missouri.

*“Lawyering in Flawed Systems: International Insights in How to Deal with Corruption and Systemic Failures,”* at the Association of Professional Responsibility Lawyers Sixth International Conference. The panel included two attorneys practicing in London, England and another professor. May 2012. Istanbul, Turkey.

*“Advance Consent to Aggregate Settlements: Reflections on Attorneys’ Fiduciary Obligations and Professional Responsibility Duties”* at the 2012 Loyola University Chicago Law Journal Symposium “The Future of Class Actions and Its Alternatives.” April 2012. Chicago, Illinois.

*“Ethics Issues in Bankruptcy Practice”* talk given on a panel with Bankruptcy Judge Kathy Surratt-States at a Chapter 13 Bankruptcy Trustee Conference. March 2012. Saint Louis, Missouri

*“Fully Engaging in a Limited Scope Representation: Key Ethics Issues,”* presentation for federal judges, court personnel, mediators and participating attorneys in the U.S. District Court for the Eastern District of Missouri’s program for otherwise pro se litigants in court-annexed mediation. December 2011. St. Louis, Missouri

*“Globalization Pressures on the Practice of Environmental Law,”* International Ethics Issues in Environmental Law, panelists included Tseming Yang, Deputy General Counsel EPA, Claramaria Poffenberger, Exxon Mobil in-house counsel, Antonella Capria, Gianni, Origoni, Grippo & Partners (Milan, Italy), at the 40<sup>th</sup> Annual Conference on Environmental Law, ABA Section of Environment, Energy and Resources. March 2011. Salt Lake City, Utah

Keynote lecture, *“Listening and Acting with Integrity: Elements of Empowerment,”* 2011 Annual Conference of the North America Taiwanese Women’s Association. The lecture was the subject of a news story in at least one newspaper in Taiwan, the May 2, 2011 issue of the Taiwan Tribune.

*“Reporting Wrong-Doing by Another Lawyer: What Are Lawyers Required to Do and When Must We Do It?”* November 2010. St. Louis, Missouri

*“Evolving Processes in Judicial Selection”* Infinity Project Strategic All-State Summit. August 2010. Minneapolis, Minnesota

*“Globalization and the Eligibility of Corporate Counsel to Provide Legal Advice: An Evaluation of Cross-Border Practice Provisions Restricting Multijurisdictional Law Practice,”* International Legal Ethics Conference IV held at Stanford University. July 2010. Palo Alto, California

*“Corporate Counsel and the Globalized Legal Profession,”* part of the “Cross-Border Practice at the

Cross-Roads: Revisiting Multijurisdictional Practice” program at the 36<sup>th</sup> National Conference on Professional Responsibility of the ABA Center for Professional Responsibility. June 2010. Seattle, Washington

“*Globalization and the Eligibility of Corporate Counsel to Provide Legal Advice: An Evaluation of Cross-Border Practice Provisions Restricting Multijurisdictional Law Practice,*” June 2010. Saint Louis University Law School Summer Workshop.

“*Unfinished Business: The Impact of Least Cost Sourcing and Supply-Side Developments on the Cross-Border Delivery of Legal Services*” (plenary session) Nationalization and Globalization of Legal Ethics and Lawyer Regulation at the Association of Professional Responsibility Lawyers Conference (marking the 20<sup>th</sup> Anniversary of APRL’s founding). April 2010. New Orleans, Louisiana

“*Listening to Cassandra: The Difficulty of Recognizing Risks and Taking Action,*” paper presented at The Economic Downturn and the Legal Profession symposium at Fordham University School of Law. October 2009. New York City

“*The Changing Landscape for In-House Counsel: Multijurisdictional Practice Considerations for Corporate Law Departments,*” Inaugural Conference and Symposium for the Miller-Becker Institute for Professional Responsibility at the University of Akron. Participants included Stephen Gillers (NYU), Brad Wendell (Cornell), Jim Moliterno (Washington & Lee), Art Greenbaum (Ohio State), John Dzienkowski (Texas), Bruce Green (Fordham), Carole Silver (Georgetown), Margaret Raymond (Iowa), Judith McMorro (Boston College) and Xiang Han (Beijing). October 2009. Akron, Ohio

“*Analyzing Conflicts of Interest, Interaction with Unrepresented Parties and Other Professional Responsibility Issues Facing Bankruptcy Trustees,*” Chapter 13 Standing Bankruptcy Trustee Conference (attended by the U.S. Trustee and Bankruptcy Trustees from federal regions 10 and 13). April 2009. St. Louis, Missouri

“*Reflections on the Impact of Political Processes on Judicial Selection,*” Leadership, Gender and Judicial Selection Program in the All-State Summit for the Eighth Circuit Infinity Project. October 2008. Minneapolis, Minnesota

“*Delivery of Legal Services Across International Borders: Licensing, Off-Shoring and the Impact of Multijurisdictional Practice Regulations*” July 2008. Paris, France

“*Off-Shoring Legal Services and Translation Between Legal Cultures: Key Issues in the Next Phase of Globalization in the Delivery of Legal Services,*” at the Inaugural Legal Ethics Shmooze, convened by David Wilkins (Harvard), Bill Simon (Columbia/Stanford), David Luban (Georgetown), Bruce Green (Fordham) and Deborah Rhode (Stanford). June 2008. New York, New York

“*Barriers to Recognition: Eligibility of Lawyers Trained Outside the U.S. to Take Bar Examinations within the U.S.*” presented at the “North American Cross-Border Practice and the Law Schools” program sponsored by the North American Co-operation Section at the AALS Annual Conference. January 2008. New York, New York

*“Transforming Lip Service into Committed Action”* 2007 National Institute for Teaching Ethics Workshop. November 2007. Stone Mountain, Georgia

Selected Lectures and Presentations (continued):

*“The Duty to Report: Some Cautionary Tales”* on a panel with an A.R.D.C. prosecutor at the Insurance Symposium and Trial Tactics Seminar organized by the Illinois Association of Defense Trial Counsel. September 2007. St. Louis, Missouri

*“U.S. Regulation of Cross-Border Legal Services”* presented at both the 2<sup>nd</sup> Annual Asian Summit on Legal Services and the 4<sup>th</sup> Annual U.S. - E.U. Summit of Bar Leaders on Legal Services. Both Summits were held in connection with the ABA Annual Meeting to discuss recognition of credentials, expansion of foreign legal consultant status and the prospective opening of markets for delivery of legal services. August 2007. San Francisco, California.

*“Multiple Client Representation and the Advisory Function of Corporate Counsel,”* talk given at the 26<sup>th</sup> Annual St. Louis Corporate Counsel Institute sponsored by the Bar Association of Metropolitan St. Louis. Others on the program included Susan Hackett (Association of Corporate Counsel) and Tom Irwin (Civic Progress). May 2007. St. Louis, Missouri

*“Ethical Considerations in Connection with Multiple Client Representation and in Handling Lump Sum Settlement Offers,”* Annual Conference for lawyers representing AFL-CIO unions. April 2007. Chicago, Illinois

*“The Federal Practice Exemption and Multijurisdictional Law Practice,”* ABA Section on Taxation Midyear Meeting. January 2007. Hollywood, Florida

*“Navigating Treacherous Waters: Initiating an Investigation, Going Up the Ladder and Reporting Out”* at the 2007 AALS Annual Meeting. Organized and moderated the program of the AALS Section on Professional Responsibility. Milton C. Reagan, Jr. (Georgetown), Sarah Helene Duggin (Catholic), Susan Koniak (Boston) and Charles Wolfram (Cornell) participated as panelists. January 2007. Washington D.C.

*“The Ethics of Managing Multistate Law Practices,”* a national program sponsored by the ABA Law Practice Management Section. The program was moderated by Michael Downey, Fox Galvin (St. Louis) speakers included William T. Barker, Sonnenschein, Nath & Rosenthal (Chicago) and Andrew J. Demetriou, Fulbright & Jaworski (Los Angeles). December 2006

*“Toward a More Complete Assessment of the Impact of Screening as a Device for Addressing Conflicts of Interest: Noteworthy Judicial Decisions on Conflicts of Interest and Ethical Walls,”* 32<sup>nd</sup> ABA Center for Professional Responsibility Annual Conference. Vancouver, British Columbia.

An extended discussion of the points made during this session, including reaction from Ron Rotunda, Larry Fox, Lisa Lerman and others can be found in Lance J. Rogers, “More Than One-Third of States Allow At Least Limited Screening to Prevent Vicarious Disqualification,” 22 *Lawyers’ Manual on Prof’l Conduct* 291 (Conference Report June 14, 2006).

*“Integrity, Authenticity and the Freedom to ‘Do the Right Thing’ in Our Professional Lives”* lecture given at the symposium on “The Changing Role of Women in Church and Society” co-sponsored by Aquinas Institute. March 2006. St. Louis, Missouri.

Selected Lectures and Presentations (continued):

*“Practicing Non-U.S. Law in the United States: MJP Regulations, Foreign Legal Consultants and Other Aspects of Cross-Border Practice,”* presented at the AALS Annual Conference as part of the North American Co-operation Section program “Cross-Border Law Practice: Foreign Legal Consultants, GATS and Does It All Matter Anyway?” January 2006. Washington, D.C.

Commentator in *“Lawyers’ Ethics in an Adversary System,”* Hofstra University’s 2005 Legal Ethics Conference. Speakers included Profs. Alan Dershowitz (Harvard), Deborah Rhode (Stanford), Tom Morgan (George Washington), Stephen Gillers (NYU), W. Bradley Wendel (Cornell) and Charles Ogletree (Harvard). October 2005. Hempstead, New York

*“Sanctions for Failure to Report Up the Ladder and Other Ethics Developments that Impact In-house Counsel,”* at the 24<sup>th</sup> Annual St. Louis Corporate Counsel Institute sponsored by the House Counsel Committee of the Bar Association of Metropolitan St. Louis and the St. Louis Chapter of the Association of Corporate Counsel program. April 2005. St. Louis, Missouri.

*“Three Aspects of Professional Integrity: Balancing Our Commitments, Reforming Bar Admission Standards and Disclosing Research Sponsorships,”* AALS Annual Meeting. Section on Professional Responsibility program. Deborah Rhode (Stanford) and Lisa Lerman (Catholic) were the other panelists, Stephanie Wildman (Santa Clara) moderated. January 2005. San Francisco, California

*“Utilizing Third-Party Beneficiary Bonds to Enhance Client Protection”* for the Regulation of Attorney Conduct session at the 21<sup>st</sup> Century Law, Technology and Ethics symposium sponsored by the University of Memphis. Profs. Tom Morgan (George Washington), Lisa Lerman (Catholic), Carl Pierce (Tennessee), Teresa Collette (St. Thomas) also participated as did Lucian Pera (Armstrong Allen and APRL) and Lance Bracy (Tennessee’s Chief Disciplinary Counsel). October 2004. Memphis, Tennessee

*“The Unauthorized Practice of Law and Multijurisdictional Practice Implications of Unbundling Legal Services for Small Businesses.”* Law & Society Conference. June 2002. Vancouver, Canada

*“Malpractice Liability as a Basis for Professional Discipline,”* speaker at the 28<sup>th</sup> National Conference on Professional Responsibility sponsored by the ABA Center for Professional Responsibility. May 2002. Vancouver, Canada

*“Changes in Professional Responsibility Provisions Affecting Multijurisdictional Practice: Assessing the Risks in Proposals for Reform,”* University of Illinois symposium on the impact of the ABA’s Ethics 2000 Commission’s proposed revisions for the Model Rules of Professional Conduct. April 2002. Champaign-Urbana, Illinois

*"Multijurisdictional Practice and the Environmental Lawyer"* lecture at The Law of the Missouri River conference. March 2002. St. Louis, Missouri

Selected Lectures and Presentations (continued):

*"Enron and WorldCom: Professional Responsibility and Advising a Troubled Company"* F. Hodge O'Neal Corporate & Securities Law Symposium, Washington University in St. Louis School of Law. February 2002. St. Louis, Missouri

*"Negotiation Theory and Community Re-Development."* Metropolis Forum. August 2001. St. Louis, Missouri

*"Multidisciplinary Practice: The Intersection of Theory and Practice."* Kansas City Metropolitan Bar Association Annual Meeting. May 2001. Lake of the Ozarks, Missouri

*"Interjurisdictional Practice: Prosecutorial Discretion and Definitional Complexity"* Centex Legal Department Annual Meeting. The participants included attorneys practicing in Florida, California, Georgia, Illinois and Texas as well as in London, England. October 2000. Dallas, Texas.

*"Conflicts of Interest in Multidisciplinary Practice"* Multidisciplinary Practice forum sponsored by the Women Lawyers' Association in St. Louis. Other speakers included Diane Yu (Assoc. General Counsel- Strategy, Monsanto) and Michael Gunn (President, Missouri Bar). April 2000. St. Louis, Missouri

*"The Application of Unauthorized Practice of Law Regulations to Attorneys Working in Corporate Law Departments."* Multijurisdictional Practice Conference at Fordham. Also wrote the white paper for the corporate counsel stream of the conference. Representatives from the Council of Chief Justices, ALAS, ACCA, and disciplinary counsel organizations attended along with academics including Steven Gillers (NYU), Mary Daly (Fordham), Burnele Powell (UM-KC), Bruce Green (Fordham), and Laurel Terry (Penn State). March 2000. New York, New York

*"Permitting Lawyers to Participate in Multidisciplinary Practices: Business as Usual or the End of the Profession as We Know It?"* University of Minnesota Law School. Speakers at the conference included Profs. Geoffrey Hazard (Penn.), Ted Schneyer (Arizona), John Matheson (Minn.), Edward Adams (Minn.), Richard Painter (Illinois), Mary Daly (Fordham), Brunele Powell (UM-KC), Laurel Terry (Penn State), Charles Wolfram (emeritus, Cornell), Bayless Manning (emeritus, Stanford) and Lawrence Fox (Drinker, Biddle). February 2000. Minneapolis, Minnesota

*"National Trends in Licensing Exemptions for In-House Counsel"* at the Connecticut Chapter, American Corporate Counsel Association. Another speaker on the panel was Quintin Johnstone (emeritus, Yale). January 2000. Hartford, Connecticut

*"Interjurisdictional Practice and the In-House Lawyer."* American Corporate Counsel Association. 1999 Annual Meeting. The session was moderated by Fred Krebs, ACCA President. November 1999.

San Diego, California

Selected Lectures and Presentations (continued):

"*Unauthorized Practice of Law and the In-House Lawyer.*" American Corporate Counsel Association. 1998 Annual Meeting. The other panelists were: Mike Rossiter (General Counsel at Stanford University), Norm Krivosha (General Counsel, Ameritas Life Ins.) and Jim McCauley, Virginia Bar Counsel. The session was moderated by Fred Krebs, ACCA President. An article on the session appeared in the December 8, 1998 issue of U.S. Law Week. November 1998. Washington, D.C.

Instituto Internacional de Sociologia Juridica de Onati.

"*A Critique of the Weakening of the Duty of Confidentiality*" and "*Barriers to Entry to the Market for Legal Services in the United States,*" are the titles of two papers given at the Fourth Biennial Meeting of the Law and Society Working Group on Comparative Legal Professions. July 1998. Onati, Spain

"*Cross-Border Legal Practice: Transactional Lawyering in a Global Economy*". University of San Diego's Summer Program. July 1998. Paris, France

"*Stepping Across the Border: In-House Counsel and the Unauthorized Practice of Law,*" 24th National Conference on Professional Responsibility organized by the ABA Center for Professional Responsibility. May 1998. Montreal, Canada

"*Specialization in the Practice of Securities Law*" ABA Business Law Section Annual Meeting. District of Columbia Circuit Court of Appeals Judge Stanley Sporkin, Prof. Ann Maxey, and Jim Doly, (formerly at the SEC, now a partner at the firm of Baker & Botts), were the other panelists. The session was moderated by former SEC Commissioner Ed Fleishmann, then a partner at Linklater's New York office. April 1998. St. Louis, Missouri.

American Society of Law, Medicine & Ethics and Vanderbilt University School of Medicine conference. "*Legal and Ethical Issues in the Consolidation of Health Care Institutions.*" March 1998. Nashville, Tennessee

"*Conflicts of Interest, Confidentiality and Current Developments in Professional Responsibility.*" Ralston-Purina Corporate Legal Department Annual Departmental Conference. March 1997. Houston, Texas

"*Licensing Foreign Legal Consultants: The States' Regulatory Response to the Globalization of the Legal Profession*" at a program on the Internationalization of the Legal Profession at the AALS Annual Meeting. January 1997. Washington, D.C.

"*The Strengths and Difficulties Inherent in the U.S. System of Lawyer Licensing*" December 1996. San Jose, Costa Rica

"*Ethical Considerations in Transactional Practice,*" focusing on confidentiality, preservation of the

attorney-client evidentiary privilege and waiver of the privilege, St. Louis Area Health Lawyer's Association. November 1996. St. Louis, Missouri.

Selected Lectures and Presentations (continued):

*"An Evaluation of the Utility of the Philosophical Principle of Double Effect in Identifying Permissible Lawyer Involvement in Misleading Activities."* Central States Law School Association academic conference. October 1996. Kansas City, Missouri

*"When is an Attorney Acting as an Attorney: The Scope of Attorney-Client Privilege as Applied in Corporate Negotiations"* South Texas Annual Ethics Conference. Other speakers on the program included Profs. Carrie Menkel-Meadow, (Georgetown), Robert Moberly (Florida) and Kimberlee Kovach (Texas). October 1996. Houston, Texas

Thompson Coburn. Invited to give several talks on conflicts of interest and affiliated corporate entities, liability to non-clients and other topics relevant to lawyers doing transactional work for corporations and partnerships. June 1996. St. Louis, Missouri

*"Federal Courts' Rules on the Admission of Attorneys Licensed in Other States."* Eighth Circuit Court of Appeals District Court Judges, Staff Attorneys and Law Clerks. November 1995. St. Louis, Missouri

*"What We Teach When We Teach Legal Ethics: Goals and Methods in Teaching Professional Responsibility."* Central States Law Schools Association academic conference. October 1995. St. Louis, Missouri

*"The American System of Civil Procedure,"* lecture delivered to the LLM candidates who received their initial legal education in countries with non-common law systems outside the United States. Fall 1995. St. Louis, Missouri.

*"Applications of the Proposed Code of Conduct for Non-Judicial Federal Court Personnel."* U.S. District Court, Eastern District of Missouri. At the invitation of James Woodward, the Assistant Clerk of Court, delivered a four hour program highlighting key ethics issues confronted by court personnel. July 1995. St. Louis, Missouri.

*"Waiver of Work Product Protection, Mandated Disclosures, and Conflicts of Interest in Entity Representation"* Southwestern Bell, Conference for Inside Counsel. March 1994. St. Louis, Missouri

Eighth Circuit Court of Appeals Staff Attorneys, Settlement Director and Law Clerks. Ethics rules regarding post-clerkship employment, disclosures of confidential information, and first amendment issues in pre-trial publicity. March 1994. St. Louis, Missouri

*"The First Amendment and Restrictions on Attorneys' Comments to the Press Regarding Pending*

Cases.” Participated as a commentator and moderated a discussion of proposed amendments to Rule 3.6 in light of Gentile v. State Bar of Nevada, 501 U.S. 1030 (1991). October 1993. St. Louis, Missouri

Selected Lectures and Presentations (continued):

Speaker and moderator, "*The Duty of Confidentiality and the Lund case.*" Pi Alpha Phi (the Ethics Society). October 1993. St. Louis, Missouri

Testimony at Hearings:

Illinois Supreme Court Rules Committee

Planning to testify regarding the cross-border practice implications of proposed amendments to the Illinois Rules of Professional Conduct and Rule 716 governing Limited Admission of House Counsel. July 2015. Chicago, Illinois

Illinois Supreme Court Rules Committee

Testified regarding the advisability of mandating that active members of the Illinois bar carry malpractice insurance. Others who testified included Robert Creamer (ALAS), the current president of the Illinois Bar, Dennis Rendleman (general counsel for the Illinois Bar), and the current president of the Chicago Bar Association, along with solo practitioners and attorneys representing legal aid clinics and other practice groups. July 2002. Chicago, Illinois

ABA Multijurisdictional Practice Commission

At hearings held in connection with the ABA Midyear Meeting, made specific recommendations to resolve some of the problems encountered by lawyers as a result of possible prosecution for UPL violations. February 2001. Dallas, Texas

ABA MultiDisciplinary Practice Commission

Testified at hearings regarding prosecution of Big Six accounting firms and personal services organizations for unauthorized practice of law. November 1998. Washington D.C.

ABA Ethics 2000 Commission

This blue-ribbon panel considered changes to the ABA Model Rules of Professional Conduct. Testified regarding changes to the Model Rules affecting prosecution of UPL; the testimony is cited at vol. 14, No. 10 page 264 of the ABA/BNA Lawyers' Manual on Professional Conduct. May 1998. Montreal, Canada

Missouri Bar Special Committee on Advertising

Testified regarding limits on lawyers' advertisements and changes to Missouri Professional Conduct Rule 4-7.2. April 1994. St. Louis, Missouri

Related Professional Activities:

ABA Standing Committee on Ethics and Professional Responsibility (2012 to present)

Liaison to the AALS Section on Professional Responsibility

This American Bar Association standing committee focuses its efforts on the development of model national standards to be applied in resolving ethics issues faced by lawyers and the judiciary and on the drafting of ABA Formal Ethics Opinions interpreting and applying those standards. I am the third person to serve a term in this liaison position, following Ted Schneyer (Arizona) and Barbara Gillers (NYU and Fordham).

Editorial Board of the *ABA/BNA Lawyers' Manual on Professional Conduct* (2013 to present)

This is the leading treatise in the field.

Academic peer reviewer for manuscripts submitted to Aspen Publishing and the Journal of Legal Education.

AALS Professional Development Committee. (completed a three-year term)

Appointed by the AALS President to a three-year term. The work of the committee included recommending national meeting program topics and nominating scholars to speak at and plan annual conference workshops, mid-year national programs and other national AALS programs.

AALS Professional Development Task Force. (2014 – present)

The Task Force focuses, among other things, on arc of career programming at the AALS Annual Meeting.

ABA Center for Professional Responsibility National Conference Planning Committee member.

Served a three-year term, through August 2014, on this committee which determines the topics to be addressed at the national conference, evaluates and invites prospective speakers for the conference and works with the speakers in highlighting cutting edge ethics issues in the material presented. This Committee included attorneys from Washington, Tennessee, New York and another academic in 2013-14.

Chair, AALS Presidential Workshop Planning Committee.

*AALS Presidential Workshop on Tomorrow's Law Schools: Economics, Governance and Justice*.

Also served as Moderator for the Opening Plenary session for this program which was held as part of the 2014 AALS Annual Meeting. The day-long workshop featured dozens of notable speakers, including Deborah Rhode (Stanford), Dan Rodriguez (Northwestern), Scott Cummings (UCLA), Margaret Raymond (Wisconsin), Setsuo Miyazawa (Aoyama Gakuin University and Hastings), Garth Bryand (Irvine), Phil Schrag (Georgetown). January 2014. New York, New York.

ABA Task Force on International Trade in Legal Services Advisor. (2006 to present)

The Hon. Shirley Abrahamson (Conference of Chief Justices), Erica Moeser, (President, National Conference of Bar Examiners), Timothy Brightbill (ABA Representative on ITAC 10), Peter Ehrenhaft (International Law Transnational Legal Practice Committee), Steve Krane (New York State Bar), Kenneth B. Reisenfeld (ABA Representative to the International Bar Association), William P. Smith III (Standing Committee on Professional Discipline and National Organization of Bar Counsel), the Office of the U.S. Trade Representative, Richard Van Duizend (National Center for State Courts) have also participated in the Task Force.

Invited to provide an evaluation of a book (a "blurb") which appears on the back cover of *Essential Qualities of the Professional Lawyer* (Paul H. Haskins, ed.) (2013). Mine was one of four comments on

the back cover of the book (two from academics and two from nationally prominent practitioners). Staff counsel reports that this book is one of the most widely read books the ABA's Center for Professional Responsibility has published.

Related Professional Activities (continued):

Commentator, New Directions in Social Entrepreneurship, Community Lawyering and Dispute Resolution scholarship roundtable (papers by profs at Boston College, Georgetown, Harvard and Michigan) at Washington University in St. Louis, sponsored by the Negotiation and Dispute Resolution Program in conjunction with the Washington University Journal of Law and Policy. November 2014

Plenary Session moderator and Planning Committee member, AALS Workshop on the Future of the Legal Profession and Legal Education: Changes in Legal Practice and Regulation, Innovations in Teaching held at the 2012 AALS Annual Meeting in Washington, D.C.

Participated in organizing "Unplanned Interactions: Guidance for Faculty Working with Students in Distress" program for the 2012 AALS Annual Meeting in Washington, D.C. program of the AALS Committee on Bar Admission and Lawyer Performance.

Invited to join the Conference Planning Committee for the ABA Center for Professional Responsibility National Conference (August 2011 to 2014).

Commentator, New Directions in Global Dispute Resolution scholarship roundtable (papers by profs at George Washington, LaTrobe (Australia), Marquette and Missouri) at Washington University in St. Louis, sponsored by the Negotiation and Dispute Resolution Program in conjunction with the Washington University Journal of Law and Policy. October 2013

Participant, "*Global Lawyering*" at Yeditepe University, co-sponsored by American University and the Association of Professional Responsibility Lawyers. May 2012. Istanbul, Turkey.

Moderated and organized the Scholarship Roundtable at the 39<sup>th</sup> National Conference on Professional Responsibility held by the ABA Center on Professional Responsibility. May 2013. San Antonio, Texas.

Moderated and organized the Scholarship Roundtable at the 37<sup>th</sup> National Conference on Professional Responsibility held by the ABA Center on Professional Responsibility. June 2011. Memphis, Tennessee.

Moderated and organized the Scholarship Roundtable at the 36<sup>th</sup> National Conference on Professional Responsibility held by the ABA Center on Professional Responsibility. May 2010. Seattle, Washington.

Moderated and organized the Scholarship Roundtable at the 35<sup>th</sup> National Conference on Professional Responsibility held by the ABA Center on Professional Responsibility. May 2009

Moderated and organized the Academic Roundtable at the 34<sup>th</sup> National Conference on Professional Responsibility held by the ABA Center on Professional Responsibility. May 2008. Boston, Massachusetts.

Chair/Discussant, Research Roundtable held at Fordham Law School by the AALS Section on Professional Responsibility in connection with the AALS Annual Conference. January 2008. New York City.

Related Professional Activities (continued):

Selected as a 2007 Fellow of the National Institute for Teaching Ethics and Professionalism

“Entering the Legal Profession,” Missouri Bar Ethics program for third year law students and recent graduates. Involved as a speaker or moderator most years from 2002-present. St. Louis, Missouri

AALS Section on Remedies.  
Executive Committee member.

AALS Section on Women in Legal Education.  
Member of the mentor programming committee.

AALS Committee on Bar Admission and Lawyer Performance. Member January 2009- January 2012

Legal Scholar Award, 2009 Women’s Justice Awards, Missouri Lawyers Weekly

Chair, AALS Section on Professional Responsibility 2006

Initiated and organized a new program, the Academics’ Roundtable for the 32<sup>nd</sup> National ABA Center for Professional Responsibility Conference. June 2005. Vancouver, Canada.

Leader, “Pedagogy: The Challenges of Teaching Professional Responsibility” session at the AALS Mid-Year Workshop on Legal Ethics. June 2005. Montreal, Canada.

Consulted by Iowa lawyers and Drake law school clinic professors regarding Unauthorized Practice of Law issues in connection with their advice to evacuees from Hurricane Katrina now located in Iowa whose legal issues involve the law of Louisiana, Florida and Mississippi. October - November 2005

Wrote the position paper for the Missouri Bar Multijurisdictional Practice Committee in connection with the Supreme Court’s consideration of changes to the regulations governing marketing of legal services. As a member of the MJP Committee, participated in discussions with members of the Board of Governors and others regarding proposals to limit advertising by out-of-state lawyers and the language of related provisions in effect in other states. These culminated in the Missouri Supreme Court’s enactment of new rules on marketing legal services which were reported in 21 ABA-BNA Lawyers’ Manual on Professional Conduct 539 (November 2, 2005)

Professionalism Program panelist at the Missouri Bar annual conference in Columbia, Missouri. October 2003

Participated in the Koniak, Cramton, Cohen letter to the Securities & Exchange Commission commenting on the Standards for Professional Conduct for Attorneys proposed by the agency in implementing section 307 of the Sarbanes-Oxley Act. The SEC cited it throughout its explanation of its final rule issued on January 23, 2003 and portions of our arguments were adopted by the SEC.

Related Professional Activities (continued):

Central States Law Schools Association (President 1998-99, Vice-President 1996-98, Treasurer 1995-96), also Program Chair and Conference Planner for the Annual Conference held on October 8-9, 1999

During my term as President, the organization expanded its membership to 34 law schools, including the Univ. of Chicago, the Univ. of Michigan, Valpariso, Ohio State, Marquette, Washington Univ., John Marshall, Univ. of Illinois, Univ. of Missouri-Columbia, Cleveland State, Univ. of Kentucky and Indiana.

Executive Committee Member, American Association of Law Schools Section on Professional Responsibility (2003 - 2007) and (1995 - 1998)

Missouri Bar Committee on Multijurisdictional Practice, Member (2000 - 2003)

Missouri Bar Committee on Multidisciplinary Practice, Member (1999 - 2000)

External scholarship reviewer for tenure and promotion for professorships at universities both within the United States and in other countries.

Selected Public Service Activities:

Board member, Bar Association of Metropolitan St. Louis Foundation May 2010 - present

Vice-President, Altrusa Foundation Board 2007 to present  
This is a grant-making foundation.

Infinity Project (8<sup>th</sup> Circuit judicial nomination task force) 2007 to present  
This group focuses on the inclusion of women candidates as judicial nominees within the 8<sup>th</sup> Circuit. Mentioned favorably during the U.S. Senate Judiciary Committee's confirmation hearing held on February 27, 2013 regarding the nomination of public defender Jean Kelly of Iowa to join the U.S. Court of Appeals for the 8<sup>th</sup> Circuit.

Board of Directors member, St. Louis Family Violence Council January 2007 to July 2009  
Vice-President March 2008 to July 2009

Women Lawyers in Iraq.

Participating with a group of St. Louis lawyers and judges organized by Nancy Mogab which has been meeting via teleconference with representatives from Iraqi governmental bodies, the U.S. State Department, NGOs and lawyers in Iraq who are working to organize women lawyers in Kirkuk and to

work as a group to achieve reforms in the treatment of women in the country's criminal and constitutional law.

Corporate Ethics Committee member, St. Mary's Health System 1998 to 2000

Selected University Service Activities:

University Committee on Academic Rank and Tenure. School of Law representative. January 2011 to present.

Proposal Evaluator, Saint Louis University President's Research Fund, June - July 2010 (second round) and December 2010 (initial round for the next group of proposals)

Women's Studies Advisory Board member (university-wide board) 2007 to 2010.

Executive Committee, Faculty Senate.

Elected to this University-wide body and served a two-year term 2003 - 2005.

Faculty Senate Representative. 1996 - 2003. Past member of Senate Committees including: Academic Affairs Committee, Compensation and Fringe Benefits Committee, Academic Integrity Special Interest Group.

Frost Campus Professional Schools Task Force Member for the North Central Association of Colleges and Schools Accreditation Process. 2000 - 2002.

Burlington Northern Committee member.

Assessed nominees for the Burlington Northern Award, a University-wide award given for demonstrated excellence in teaching, research and service. 1997-98 and 1998-99.

Selected Law School Service Activities:

Deline Program.

For more than fifteen years, since the program's inception, taught a group of incoming first-year law students as part of the program intended to focus attention on moral decision-making as well as on ethical issues facing attorneys.

Involved in drafting of the scenarios for discussion, working with practicing attorneys as discussion leaders, facilitating discussion and recruiting leading professional responsibility scholars to give keynote talks in the years the program involved a component for upper-level students.

School of Law Building Committee member from Fall 2012 until the committee completed its work in 2013. Also served as a member of the Technology subcommittee and Classroom subcommittee.

Center for Interdisciplinary Study of Contemporary Advocacy, planning committee

Center for International and Comparative Law, assessment committee

Law School Scholarship Committee

Selected Law School Service Activities:

Community and Mission Workshop discussion leader.

As part of law student orientation, led a group of first-year law students in discussions of:  
*The Immortal Life of Henrietta Lacks* by Rebecca Skloot. August 2012.

*The Central Park Five: The Untold Story Behind One of New York City's Most Infamous Crimes* by Sarah Burns. August 2013.

*The Other Wes Moore* by Wesley Moore. August 2014.

Law School Retention Committee

Law School Pro Bono and Public Service Committee

Faculty Advisor for: Phi Delta Phi, the legal ethics organization (2007 - present),  
O.W.L.S. Older, Wiser Law Students (2006 - 2007),  
International Law Students' Association (2011) and  
Women Law Students' Association (1997 - 1999 and 2008 - present)