Report on 2013-2014 Academic Year

The Center’s Eighth Year

Executive Summary
Mission Statement

The Holloran Center’s mission is to provide innovative interdisciplinary research, curriculum development, and programs focusing holistically on the formation of both students and practicing professionals into ethical leaders in their communities.
EXECUTIVE SUMMARY

In its eighth year, the Holloran Center continued to focus on its mission to help the next generation form professional identities with a moral core of service and responsibility to others. This report covers the Center’s interdisciplinary research, its curriculum development, and its programs during the last year.

In 2013-14 leaders in both legal education and the profession continued to recognize the Center’s contributions. Below are just a few of the comments we received last year:

“Many people today are talking about a crisis in legal education. The Holloran Center workshops focus not on a crisis but on the opportunities that will emerge from a renewed attention to the formative purpose of legal education. By bringing ethical formation to the center of legal education reform, the Holloran Center is providing tools for institutional change and individual faculty development. The strategy to gather teams from participant schools is particularly effective.”

*Daisy Hurst Floyd, Dean and University Professor of Law and Ethical Formation, Mercer University School of Law*

“The Center is doing important work, with illuminating research and outreach that can lead law schools to better serve our students and society.”

*Louis D. Bilionis, Dean and Nippert Professor of Law, University of Cincinnati College of Law*

“The most recent Holloran Center research on legal-employer competency models hits a home run. It looks at different types of employers and analyzes the competencies that these employers are looking for in both the hiring of new lawyers and the assessment of junior lawyers.

It shows the vital importance of the grounding of the student and new lawyer with a moral compass and self-knowledge. The work also eloquently discusses the lifelong process of growth in personal values which must be fostered more in law schools and also throughout the profession. This is incredible information.”

*John Berry, Former Chair of the ABA Professionalism Committee and winner of the ABA’s highest award, the Michael Franck Award.*
The Holloran Center, through its research, seeks to change the existing paradigm and culture both of higher education in the professions and business and among practicing professionals to put greater emphasis on ethical professional formation. In 2013-14, the Center’s Director and Fellows published 28 articles or manuscripts and 2 books on topics in ethical leadership, ethical professional identity, professionalism, and governance or ethics.

The Center’s research in particular contributes substantially to a growing body of scholarship and empirical studies on the formation of an ethical professional identity in the professions and business. This research shows that an ethical professional identity based less on short-term self-interest and more on awareness of and responsibility for the consequences of one’s decisions for others and for society is not simply a matter of personality, innate traits, or virtues learned in childhood. Ethical professional formation can occur over a life span; higher education can and should foster each student’s growth.

Neil Hamilton, Director, Professor of Law

Articles Published:

Analyzing Common Themes in Legal Scholarship on Professionalism to Address Current Challenges for Legal Education, 22 PROFESSIONAL LAWYER 1 (No. 1, 2013).

Leadership Models in Health Care: A Case for Servant Leadership, 89 MAYO CLINICAL PROCEEDINGS 374 (no. 3, March 2014) (Co-authors: Dr. V. Trastek & E. Niles). This is a peer-reviewed publication with a circulation of 100,000.


Articles in Publication:


Book in Publication:

ROADMAP FOR EMPLOYMENT: CONNECTING THE DOTS, to be published by ABA BOOKS (2014).
Jerry Organ, Associate Director, Professor of Law

Articles Published:


Blog Postings on The Legal Whiteboard (Prof. Organ is on the panel of contributors):
http://lawprofessors.typepad.com/legalwhiteboard/
Thoughts on Fall 2013 Enrollment and Profile Data Among Law Schools, March 2, 2014
Is the Employment Market for Law Graduates Going to be Improving?, March 1, 2014
Understanding Trends in Demographics of Law Students – Part Three, November 24, 2013
Understanding Trends in Demographics of Law Students -- Part Two, October 17, 2013
Understanding Trends in Demographics of Law Students – Part One, October 11, 2013
Conditional Scholarships and Scholarship Retention for 2011-12, July 3, 2013

Lyman Johnson, Fellow, Laurence and Jean LeJune Distinguished Chair in Law

Articles Published:


Dynamic, Virtuous Fiduciary Regulation, in FESTSCHRIFT in honor of Christian Kirchner (2014).

Articles in Publication:


Susan Stabile, Fellow, Robert and Marion Short Distinguished Chair in Law and Professor

Articles and Chapters Published:

Pensions and Employee Benefits, 2013 Supplement to Fifth Edition (Foundation Press) (Note: 2014 Supplement will be forthcoming later this summer) (Co-authors: J. Langbein & D. Pratt).

Can a Catholic Realist Approach Aid in the Effort to Find Common Ground in Debates About Abortion, IN SEARCH OF COMMON GROUND ON ABORTION (eds. West, Murray and Esser, Ashgate 2014).

Where Does God Fit In? SHAMBHALA SUN. September 2013.

Books Published

WOMEN, LAW AND RELIGIONS (Ashgate 2014) (Co-authors: M. Failinger & E. Schiltz)

Articles in Publication:

What is Religious “Persecution” in a Pluralized Society, 60 VILLANOVA L. REV. (forthcoming 2014)

Christopher Michaelson, Ph.D., Fellow and Professor, Ethics and Business Law Department, Opus College of Business

Articles Published:

Meaningful work: Connecting business ethics and organization studies, 121 JOURNAL OF BUSINESS ETHICS 77-90 (No. 1 2014). (Co-authors: M.G. Pratt, A.M. Grant, & C.P. Dunn).

Literature and the canonical values of capitalism in AESTHETICS AND BUSINESS ETHICS (Eds. D. Koehn and D. Elm 2014).

Meaningful work in The Pale King: In Memory of David Foster Wallace, Five Years On. THE HUFFINGTON POST, 10 September 2013.

Business novels and good character(s). ETHICAL SYSTEMS, 24 March 2014.

Articles in Publication:

How reading novels can help management scholars cultivate ambiculturalism, ACADEMY OF MANAGEMENT REVIEW (forthcoming 2014).

Business students should read great novels: The power of literary words for management education, ACADEMY OF MANAGEMENT REVIEW BEST PROCEEDINGS (forthcoming 2014).


Terrorism in WILEY ENCYCLOPEDIA OF MANAGEMENT-BUSINESS ETHICS (forthcoming 2014).


NATIONAL SPEAKING ENGAGEMENTS

In 2013-2014, Center staff spoke at 66 events to over 3,700 people at regional, national, and international conferences on topics related to the Center’s mission. Director Neil Hamilton gave 21 speeches to approximately 1,350 people. He spoke at six law schools on the topic of professional formation competencies that legal employers want. Schools included South Carolina, Case Western Reserve (Ohio), Denver, Cincinnati, Notre Dame, and Colorado.

Jerry Organ, Associate Director, continued his presentations nationally and internationally on current topics in legal education to several hundred students, professors, and lawyers. Some of these presentations include the Annual Conference of the American Association of Law Schools, the Northeastern Association of Pre-Law Advisors, and Symbiosis School of Law in Pune, India, Vikram University in Ujjain, India, and Jaipur National University School of Law and Government in Jaipur, India.

Hank Shea, Fellow, spoke on ethics or made joint ethics presentations to more than 1,500 people at events around the nation and locally, including Harvard Law, Stanford Law, Boston College, Santa Clara Law, University of Arizona, and the University of St. Thomas.

Lyman Johnson, Fellow, presented on corporate law topics to over 500 people at programs hosted by the Universities of Minnesota, Illinois, Georgia State, George Washington, Pepperdine, Colombia and North Dakota.
MEDTRONIC ROUNDTABLES

The Medtronic Foundation funds Center programs focusing holistically on the formation of students into ethical leaders in their communities. The Medtronic grant funded the programs listed below.

Workshop on “Helping Each Student Internalize the Core Values and Ideals of the Profession”
July 7-10, 2013
June 26-29, 2014
July 7-10, 2014

Overall Goal of the Workshops

The overall goal of the Center’s summer workshops is to foster the growth of a critical mass of at least four full-time faculty/senior staff committed to increasing their school’s emphasis in the curriculum, pedagogy and culture on each student’s professional formation at twenty of more law schools. We plan on one or two summer workshops per year in the period 2013-16. This will help create both a field of scholarship and teaching focused on professional formation and a spearhead for much broader change toward professional formation in legal education. Success at creating a field and spearhead in legal education will serve as a model for similar efforts in M.B.A. education.

Workshop Objectives for Each Participant and Each Law School Team

1. Understand the empirical data, including the competency models that legal employers are using to hire and evaluate new lawyers, on the importance of each student’s professional formation in law school. A student who has internalized the competencies of professional formation will have higher probabilities of success in finding meaningful employment.
2. Understand the role of culture and “the hidden curriculum” within law school with respect to each student’s professional formation.
3. Learn about curriculum, culture and pedagogies that are empirically shown to be most effective across higher education for the professions in fostering professional formation.
4. Identify specific factors at each school that may positively or negatively affect each student’s professional formation.
5. Prepare an individual action plan to enhance professional formation in courses each participant teaches.
6. Prepare a law school action plan to foster positive change in the law school curriculum and culture toward the professional formation of each student.
7. Develop methods of assessing progress in fostering each student’s professional formation.
8. Discuss the elements of a strategic plan to change the paradigm of legal education generally toward professional formation including what empirical research, conferences, conference panels or other steps would be the most useful.

**Law Schools That Have Sent Teams to the Summer Workshops in 2013 and 2014**

Sixteen law schools listed below have sent teams to the workshops. Fourteen of those law schools have sent or are intending to send a second team to a workshop.

Cincinnati  
Denver  
Georgetown  
Hofstra  
Indiana  
Loyola New Orleans  
Mercer  
New Hampshire  
New Mexico  
Notre Dame  
Oklahoma  
Pepperdine  
Regent  
South Carolina  
Washington and Lee  
University of St. Thomas

Holloran Center will host two workshops in the summer of 2015 with a goal of adding eight more law schools to the list above.

**Debating Government Surveillance: Privacy vs. National Security**  
October 3, 2013

*Presenters:*  
**Don Shelby,** Reporter and Television Anchor  
**Marc Rottenberg,** President, Electronic Privacy Center  
**Bruce Schneier,** Fellow, Berkman Center for Internet and Society, Harvard Law School  
**Steven Bradley,** Partner, Dechert, LLP, and former chief of the Office of Legal Counsel, U.S. Dept. of Justice  
**Andrew McCarthy,** Senior Fellow, National Review Institute, and former Ass’t U.S. Attorney (S.D.N.Y.)

**What Legal Employers and Clients Want: The Competency-Model Approach to Legal Success**  
October 28, 2013

*Presenters:*  
**Susan Manch,** Director of Learning and Development, Bingham McCutchen
Ann Rainhart, Chief Talent Officer, Faegre Baker Daniels
Terri Mottershead, Founding Principal, Mottershead Consulting
Sandra Magliozzi, Director of Professional Development and Assoc. Professor, Santa Clara University School of Law
Neil Hamilton, Professor, University of St. Thomas School of Law

OTHER CENTER PROGRAMS

A View From the Bench: Perspectives on the History of the Minnesota Supreme Court from Former Chief Justices
February 25, 2014 (Co-sponsored with the Minnesota Supreme Court Historical Society Student Chapter at the School of Law)

Presenters:

Kathleen Blatz, former Chief Justice, Minnesota Supreme Court
Lori Gildea, Chief Justice, Minnesota Supreme Court
Sandy Keith, former Chief Justice, Minnesota Supreme Court
Eric Magnuson, former Chief Justice, Minnesota Supreme Court

Going Undercover as an Attorney: “Inside Operation Greylord”
Former FBI Agent Terry Hake Speaks
April 2, 2014 (Co-sponsored with the Criminal Law Association at the School of Law)

Presenter:

Terry Hake, Director of Internal Investigations in the Cook County Sheriff’s Office of Professional Review, and former prosecutor, Cook County State’s Attorney’s Office in Chicago, and later FBI agent in Chicago

Getting Beyond Crisis-Driven Regulation – Initiatives for Sustainable Financial Regulation
April 11, 2104 (Co-sponsored with the University of St. Thomas Law Journal)

Presenters (all professors):

Doug Branson, University of Pittsburgh
Structured-Panel Behavioral-Interviewing Workshop
(To introduce medium-sized law firms in our region to interviewing based on competency models)
April 25, 2014

Presenters:

William Henderson, Professor of Law, University of Indiana School
Lawyer Metrics Team

RETREATS

Fellow Susan Stabile organized and led a variety and other programs with the purpose of encouraging spiritual formation and the practice of reflection. Approximately 270 students, faculty, staff, and alumni took part. Programs included:

Orientation Week Retreat Program - presented program for incoming 1Ls to introduce them to spiritual growth opportunities at the law school.

Vocation Retreat Weekends - co-facilitated with Professors Jerry Organ and Jennifer Wright, a student retreat weekend designed to help students uncover their vocation as students and in the legal profession in August 2013 and January 2014.

Mid-Day Reflections/Dialogues on Faiths - presented four mid-day programs of prayer and reflection for students, faculty and staff.

Fall Prayer Series - gave five-week retreat program for students, faculty and staff on Prayer with the Mystics. Professor Stabile developed the series and delivered three of the talks.

Advent Retreat in Daily Living - gave four-week retreat in daily living on Advent themes.

Lenten Retreat in Daily Living - gave 6-week retreat in daily living organized around the Ignatian Exercises.
Overall Attendance of Programs and Retreats

The total attendance at all of the Center’s programs in 2013-14 was approximately 1,350.

PARTNERSHIPS & COLLABORATION

Fredrikson & Byron Law Firm Lecture in Honor of John Byron

The Holloran Center continues to develop a strong collaborative partnership with the Fredrikson & Byron law firm. The 2014 Fredrikson Lecture, “The Future For In-House Counsel”, is scheduled for September 23, 2014, from 5:00 to 6:30 p.m. and will feature a presentation by Richard Susskind, followed by a panel discuss with Laura Witte, Jon Oviatt, and Norm Linnell.

Consortium on Educating Tomorrow’s Lawyers

We are now entering our third year of partnership with Educating Tomorrow’s Lawyers (ETL), a consortium of 30 law schools dedicated to “encourage and facilitate innovation in legal education on order to train new lawyers to the highest standards of competence and professionalism.” ETL joins the Center in co-sponsoring the intensive workshops discussed above on the topic of “Helping Each Student Internalize the Core Values and Ideals of the Profession”.

National Institute for Teaching Ethics and Professionalism (NIFTEP)

The Holloran center continues to be an active member school of the NIFTEP consortium of schools. NIFTEP is a consortium of nationally-recognized centers on ethics and professionalism including Stanford, Fordham, South Carolina, Mercer, Georgia State, Indiana, and the University of St. Thomas. Professor Jerry Organ is the Holloran Center’s designate for the NIFTEP Advisory Board.

Awards

For the second year in a row, the National Jurist recognized Organ as one of the 25 Most Influential People in Legal Education, largely in response to his efforts to bolster transparency regarding conditional scholarships, admissions data (enrollment and profile data) and employment outcomes data. The full article, from the January 2014 edition, can be found on the National Jurist Magazine website, at http://www.nxtbook.com/nxtbooks/cypress/nationaljurist0113/index.php#30.
CURRICULUM DEVELOPMENT

Ethical Leadership Courses

Professors Tom Holloran and Neil Hamilton taught Ethical Leadership in Corporate Practice Fall 2013 where students heard from 15 exemplary business and law leaders and discussed case studies.

In addition, Professors Tom Holloran and Neil Hamilton taught a leadership course in Fall 2013, Ethical Leadership for Student Organizations, with a specific focus on leaders of student organizations.

Roadmap for Employment: Connecting the Dots

Professor Neil Hamilton worked with 8 research assistants in the summer of 2013 to create a guide to help each student take charge of his or her professional development and use the years in law school most effectively to develop towards meaningful employment to serve others well. Professors Hamilton and his colleague, Professor Greg Sisk, required all students in the second year of law school to spend seven hours on the ROADMAP engagement including obtaining feedback from a senior lawyer coach to go over the student’s ROADMAP. Assessment data indicate substantial student growth with respect to having and implementing a plan of professional development toward meaningful employment. In the summer of 2014, Professor Hamilton worked with a team of 5 research assistants to make substantial improvements to the book based on input from the students in 2013-14. ABA Books will publish the ROADMAP.

Indiana law professor William Henderson calls the ROADMAP “an amazing resource that enables new lawyers to get onto a successful career path…. The ROADMAP is, I think a breakthrough…. It is the first book that integrates professional development in a manner that could be used in a for-credit course rather than a career-services add-on.”

SERVICE

Fellows Tom Holloran and Hank Shea continue to give their time pro bono to the Center.
WITH GRATITUDE

The Holloran Center would like to acknowledge the generous contributions of our sponsors or our organizational and individual donors. Without their support, our scholarship and programing would not be possible.

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FOR MORE INFORMATION, CONTACT

Neil Hamilton, Professor of Law, and Director
Holloran Center for Ethical Leadership in the Professions
University of St. Thomas School of Law
MSL 400
1000 LaSalle Ave.
Minneapolis, MN 55403-2015
holloranctr@stthomas.edu
651-962-4826
Website: http://www.stthomas.edu/hollorancenter/