

SYLLABUS (AS OF 12/2/19)

UNIVERSITY OF BALTIMORE SCHOOL OF LAW
SPRING 2020

Course: **Lawyers as Leaders**
Course Number 795-511

Instructor: Ronald Weich
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Days/Time: **Tuesdays 10am - noon**

Location: Room 602

Course Description:

This course will consider the role of lawyers as leaders in various settings, including law firms; non-profit and for-profit corporations; legislatures; government agencies; bar associations; civic groups; and social movements. Drawing on case studies, including UB law alumni, the class will explore the attributes of successful leaders in the law and various styles of leadership. Over the semester we will seek to identify the tangible and intangible skills law students should seek to develop as they prepare to assume leadership roles in the legal profession.

Course Materials:

The required books for this course is *"Lawyers as Leaders"* by Professor Deborah Rhode (Oxford University Press 2013), and *"Multipliers"* by Liz Wiseman ISBN 978-0062699176 (Harper Collins 2010). Readings will also be drawn from other books and articles and made available on the class TWEN page. Students are encouraged to find and share with the class relevant readings, case studies and other materials related to leadership. These can be posted in the forum area of the TWEN page, in the specific forum, by adding a new topic.

Student Learning Outcomes:

At the conclusion of this course, a student who attend class and complete all course work may expect to have acquired the following skills:

- Articulating and applying an understanding of the attributes of leadership;
- Articulating and applying an understanding of different leadership styles;
- Articulating and applying an understanding of how various legal organizations are led;
- Articulating and applying an understanding of the various leadership roles lawyers may achieve during their careers;
- Applying skills and strategies to strengthen the student's personal leadership style.

Grades:

Students will be assessed based on:

- an early semester introductory written assignment (10%);
- a mid-semester written assignment profiling a lawyer/leader (20%);
- a final written assignment consisting of a self-assessment relating to leadership (20%);
- class participation, as described in "Course Expectations" below (50%).

Course Expectations:

Students are expected to be present for class sessions; to arrive in class on time; to prepare for class sessions by completing all required assignments; to contribute to lively in-class discussions by participating consistently and thoughtfully in such discussions; and to ask informed questions of guest speakers. In accordance with American Bar Association Standards, students are expected to spend approximately four hours each week preparing for class by completing all required reading and submitting written reflections as assigned.

Attendance:

Class attendance is a primary obligation of each student, and continued enrollment in the course is conditioned upon a satisfactory record of attendance. For this two-credit course, students who are absent from class more than two times may be compelled to withdraw from the course and if so will receive a grade of "FA" (failure due to excessive absence).

Class Cancellation:

If a class is canceled, notice will be sent via the class TWEN page and posted on the classroom door. In the event of inclement weather, students should visit the University of Baltimore web site or call (410) 837-4201 to determine if the university is open or closed. If the University is open, students should presume that this class is running on the normal schedule.

Computers:

The use of laptop computers is permitted in this class, but students may find them to be unnecessary. Because of the nature and subject matter of the class, extensive notetaking will not

be required. Laptop use may inhibit participation in the class discussions that are the central point of the class.

Academic Integrity:

Students are obligated to refrain from acts that they know or, under the circumstances, have reason to know will impair the academic integrity of the University and/or the School of Law. Violations of academic integrity include, but are not limited to: cheating; plagiarism; misuse of library materials; use of another's book or study materials without consent; unapproved multiple submissions; material misrepresentation of one's academic history or standing; misrepresentation of any academic matter; intentionally giving another student false or inaccurate information about class requirements; inappropriate discussion of exams; and misrepresenting or falsifying class attendance reports. The School of Law Honor Code and information about the process is available at https://law.ubalt.edu/academics/policiesandprocedures/honor_code/index.cfm.

Course Evaluations:

It is a requirement of this course that students complete a course evaluation. The on-line evaluation will be available later in the semester and is entirely anonymous. No faculty member will have access to the feedback provided on course evaluations until after all grades are submitted.

Title IX Sexual Misconduct and Nondiscrimination Policy:

The University of Baltimore's Sexual Misconduct and Nondiscrimination policy is based on federal laws prohibiting discrimination. Title IX of the Education Amendments Act of 1972 requires that faculty, student employees and staff members report to the university any known, learned or rumored incidents of sex discrimination, including sexual harassment, sexual misconduct, stalking on the basis of sex, dating/intimate partner violence or sexual exploitation and/or related experiences or incidents. Policies and procedures related to Title IX may be found at: <http://www.ubalt.edu/titleix>.

Disability Policy:

Students with a documented disability who require an accommodation for academic programs, exams, or access to the University's facilities should contact the law school's Office of Academic Affairs at ublawacadaff@ubalt.edu or at (410) 837-4468.

Course Outline

1/14/20 Week 1: Course Overview / Introduction of Professor and Students / What is Leadership / Who are Leaders?

“Lawyers as Leaders” by Deborah Rhode (Oxford University Press 2013), pp. 1-12

“Leadership for Lawyers” by Deborah Rhode and Amanda Packel (Wolters Kluwer 2018), pp. 3-17 (available on TWEN page)

WRITTEN ASSIGNMENT #1 (due in the assignment drop box in TWEN by 12 noon on 1/20/20): Prepare and submit a short (no more than 5 pages double-spaced) description of yourself, your background and the reasons you enrolled in this class. Why are you in law school; what were your activities prior to law school, including any leadership roles; what are your career goals and why; name one or more mentors or leaders in the law you admire; what do you hope to gain from this class?

1/21/20 Week 2: Attributes of Effective Leaders / Methods of Decision-making / Building Teams

“Lawyers as Leaders” pp. 40-81

“Leadership for Lawyers,” pp. 23-33 (available on TWEN page)

“Multipliers”, pp. 1-32

1/28/20 Week 3: Analyzing Leadership Styles / Leadership Pitfalls

“Lawyers as Leaders” pp. 12-24

“Leadership for Lawyers,” pp. 55-62 (available on TWEN page)

“Multipliers” pp. 33-190

2/4/20 Week 4: Lawyers as Leaders / Overview of Leadership across the Legal Profession / How do Lawyers Influence Others? / Who Are Lawyers’ Followers?

“Lawyers as Leaders” pp. 25-39

“Leadership for Lawyers,” pp. 145-162 (available on TWEN page)

2/11/20 Week 5: Leading in a Law Firm

“Lawyers as Leaders” pp. 154-175

“Leadership for Lawyers,” pp. 509-515 (available on TWEN page)

“Managing the Modern Law Firm” edited by Laura Empson (Oxford University Press), pp. 1-36 (available on TWEN page)

“Tomorrow’s Lawyers” by Richard Susskind (Oxford University Press 2013), pp. 53-62 (available on TWEN page)

Guest speaker:

2/18/20 Week 6: Leading as in-House Counsel

“Leadership for Lawyers,” pp. 496-501 (available on TWEN page)

“Tomorrow’s Lawyers” pp. 62-76 (available on TWEN page)

Guest speaker:

2/25/20 Week 7: Leading in Government as an Elected Official, an Appointed Official or a Civil Servant

“Master of the Senate” by Robert Caro (Random House 2003), pp. 132-163 (available on TWEN page)

Guest speaker:

WRITTEN ASSIGNMENT #2 (due in the assignment drop box in TWEN by 9:59 am on 3/3/20).

Prepare and submit an essay (no more than 7 pages double-spaced) analyzing the leadership of any lawyer you admire. The lawyer can be real or fictional, a practicing lawyer or a non-practitioner, and a leader in any setting. Your analysis should draw upon class readings regarding the attributes of leadership and different leadership styles. Describe why you admire this lawyer and how he or she has succeeded as a leader.

3/3/20 Week 8: Leading in the Judiciary

“The Chief” by Joan Biskupic (Basic Books 2019), pp. 221-248 (available on TWEN page)

Guest speaker:

3/10/20 Week 9: Leading as an Advocate for Social Change

“Lawyers as Leaders” pp. 176-202

“Leadership for Lawyers,” pp. 525-540 (available on TWEN page)

Guest speaker:

3/24/20 Week 10: Leading During Turmoil and Industry Transformation

“Tomorrow’s Lawyers” pp. 3-49

“The Practice of Adaptive Leadership” by Ronald Heifetz etc. al. (Harvard Business Press 2009), pp. 12-40 (available on TWEN page)

3/31/20 Week 11: Considerations of Diversity, Equity and Inclusion in Leadership

“Lawyers as Leaders” pp. 129--153

“Leadership for Lawyers,” pp. 415-423; 449-451 (available on TWEN page)

TBD Week 12: Ethics, Character and Professionalism among Leaders / Leadership Scandals

“Lawyers as Leaders” pp. 82-128

“Leadership for Lawyers,” pp. 285-294 (available on TWEN page)

4/14/20 Week 13: Leaders’ Habits of Excellence / Self-Awareness and Self-Advocacy

“Dare to Lead” by Brene Brown (Random House 2018) pp. 45-117 (available on TWEN page)

4/21/20 Week 14: Course Review / Concluding Thoughts on Law and Leadership

WRITTEN ASSIGNMENT #3 ((due in the assignment drop box in TWEN by 9:59 am on 3/3/20)). Prepare and submit an essay (no more than 10 pages double-spaced) reflecting on your leadership goals, your own leadership style and the leadership skills you expect to utilize during your legal career. Whom do you expect to lead, how will you lead and what do you hope to accomplish through your leadership? This self-reflection should draw upon class readings regarding the attributes of leadership and different leadership styles, and may reference the observations of the guest speakers who have visited the class.