

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/Objectives	Methodology	Drivers of Change
THE LAW SOCIETY OF ENGLAND AND WALES	2016	GOOGLE	Report	UK	The Future of Legal Services		www.lawsociety.org.uk/news/stories/future-of-legal-services/	July 24, 2017	Future of legal services	We focus on forces of change and possible impacts of the dominant forces acting in and on the legal services market, to form a picture of the overarching legal landscape in 2020. The panels followed the concept of the Delphi Method, though could not strictly be called Delphi in the purest sense, for this work. We ran three panels: one exploring B2B markets, one B2C markets and the third drawing expertise from our Committee Chairs	This report presents findings drawn from a range of sources: a literature review, round table discussions and interviews with a range of practitioners across different practice types, firm visit reports, and the outcomes from a series of three Futures panels. The panels followed the concept of the Delphi Method, though could not strictly be called Delphi in the purest sense, for this work. We ran three panels: one exploring B2B markets, one B2C markets and the third drawing expertise from our Committee Chairs	<p>GLOBALIZATION: Global and national economic business environments</p> <p>SHIFT OF ECONOMIC ACTIVITY: In 2015 we are beginning to see the large law firms from emerging markets create a meaningful presence both in their own countries and in Western markets, and are likely to be even further along this road by 2020, not least due to a backlash against US/UK dominance.</p> <p>BREXIT: the collective impact of leaving the EU would clearly be detrimental to the economic status and wealth-generating potential of London as a global commercial hub, and would mean an uncertain fate for individual England and Wales qualified lawyers who might be left behind.</p> <p>*BUYERS BEHAVIOUR: How clients buy legal services (including in-house lawyer buyers as well as small and medium sized businesses and the public)</p> <p>LACK OF DIFFERENTIATION AND UNDERSTANDING OF CONSUMER NEEDS In retail markets (B2C): lack of differentiation and understanding of consumer needs; uncertainty amongst consumers about different types of lawyer and legal businesses (The YouGov Report's Legal Services - 2015 - found that 60 per cent of consumers agree or strongly agree that they cannot differentiate one high street law firm or solicitor from another); large group of potential clients who cannot afford to pay for legal services.</p> <p>SHIFT ON THE BALANCE OF POWER TOWARDS CORPORATE CLIENTS: In business markets (B2B) Several factors have shifted the balance of power toward corporate clients, in particular: greater access to information that enables clients to more effectively compare the cost of legal services across providers, the ability and increased willingness to unbundle legal services and source them to the most cost-effective provider, the expanding availability of alternatives to top law firms from which to source work."</p> <p>TECHNOLOGY: technological and process innovation</p> <p>SUPPLIERS MORE EFFICIENT; enabling suppliers to become more efficient at procedural and commodity work.</p> <p>REDUCING COSTS; reducing costs by replacing salaried humans with machine-read or artificial intelligence (AI) systems.</p> <p>NEW MODELS OF FIRMS; creating ideas for new models of firm and process innovation.</p> <p>WORK AROUND CYBERSECURITY AND DATA PROTECTION; generating work around cybersecurity, data protection and new technology laws (including use, crime, corruption, online purchase rights, copyright).</p> <p>SUPPORTING CONSUMER BEHAVIOUR CHANGES; supporting changes to consumer decision-making and purchasing behaviours.</p> <p>COMPETITION FOR SOLICITORS FIRMS; new entrants and types of competition three forces are likely to have an impact on firms' profitability over the next three to five years: (i) changing buyer behaviours; (ii) threat of substitute suppliers/ services; and (iii) increasing rivalry among the pool of Top 200 and large corporate firms.</p> <p>FROM THE BAR: Cuts to legal aid. Small and medium firms serving private clients in areas such as Family, Employment, Personal Injury, ADR and Intellectual Property face the most competition from the Bar – especially as the lay client no longer needs to instruct a solicitor in order to obtain access to a barrister.</p> <p>FROM CLIENTS: DIY/UNBUNDLING: Law firms (large or small) providing services in ADR, IP, corporate/commercial, employment and commercial property face competition from the in-house teams of the very businesses they serve.</p> <p>FROM ABS BIG ACCOUNTANTS: The Futures panel (B2B) did not foresee ABS or other types of non-lawyer provider as serious competition to large corporate firms. Rather, they saw competition as remaining ripe amongst the top City and international firms themselves. If work went elsewhere, they thought this would be to in-house counsel, with the Big 4 accountants having some impact, but accountants generally encroaching on lower value legal services to businesses.</p> <p>COMPETITION IN B2C MARKETS: <ul style="list-style-type: none"> • generalist legal businesses (including all of the below) • ABS (new entrants and transitioned firms) • legal tech companies • other regulated non-legal (i.e. accountants, banks) • other regulated legal (barristers, legal executives, licensed conveyancers expanding offerings) <ul style="list-style-type: none"> • unregulated providers: Twenty-four per cent of law firms (Top 200/City firms) surveyed were currently losing work to client technology solutions and another 42 per cent saw this as a potential threat to their firms' business. Legal technology companies are one of the biggest new group of players making up the dynamics of the market. These companies leverage technology to do some of the same work as that of LPOs and contract lawyers, offering high-volume, low-margin, technology-assisted document review, and creating a model of firm built around professional management, technology and process re-engineering (e.g. Riverview Law, Clearspire). NICHE/USP PROVIDERS: Several IP and boutique firms have emerged elsewhere over the past five years in practice areas such as intellectual property (e.g. Death Williams Wall), employment (e.g. Kuretzky Vassos Henderson LLP) and tax (e.g. Millar Krakiewicz LLP). UNREGULATED PROVIDERS: Unregulated providers and unauthorised individuals can provide services direct to the public and businesses, in private practice or by working as executives in-house in non-legal businesses. Solicitors themselves may choose to shed the shackles of regulation and utilise their legal knowledge to work in or as unregulated providers. <p>"WIDER POLITICAL AGENDAS: Wider political agendas around funding, regulation and the principles of access to justice."</p> <p>EXTERNAL INVESTMENT AND LAW FIRMS WITH SHAREHOLDERS; The following factors are now making the B2B legal services market more attractive for external investment in new entrants:</p> <p>INCREASING MARKET SIZE</p> <p>POTENTIAL PROFIT MARGINS</p> <p>THE FRAGMENTED NATURE OF THE MARKET (the largest firm accounts for only 3 per cent of the market).</p> <p>INCREASING WILLINGNESS OF CLIENTS TO DISAGGREGATE/UNBUNDLE LEGAL SERVICES</p> <p>GROWING WILLINGNESS OF CLIENTS TO SUBSTITUTE TOP LAW FIRMS WITH LOWER-COST PROVIDERS</p> <p>EXPANDING OPPORTUNITIES TO USE TECHNOLOGY; expanding opportunities to use technology and process re-engineering to increase efficiencies and standardise the delivery of legal services.</p> <p>TOP FIRMS WILLING TO CEDE LOWER MARGIN WORK; top firms that appear to be willing to cede what they perceive as lower margin work to other providers.</p> <p>TECHNOLOGICAL INNOVATION: ADVANCE SEARCH AND EXTRACTION; ADVANCED SEARCH FUNCTIONS; Advanced search functions based on machine learning that can identify specific legal information, blocks of text, clauses, anomalies.</p> <p>MACHINE LEARNING; Machine Learning can be used to speed up document review and create a more efficient, cost-effective process of extracting information from many 1000s of documents. To extract and summarise any provision from virtually any document/contract/lease. Fuelled by advances in machine learning, AI, NLP.</p> <p>TECHNOLOGICAL INNOVATION; DATA ANALYTICS; Advances in data mining enable firms to gain insight from the increased amount of digital data they hold about workflow, cases, clients. Use the data to determine where the value lies in the services the firms provide to clients. Identify the 'right' cases for the firm; client needs; legal risk assessment; workflow and case allocation. Fuelled by increased computing power; advanced algorithms; more digital data</p> <p>MASS DOCUMENT SEARCH (i.e. e-discovery, Machine learning, Data mining, Predictive analytics, Dashboard analytics (workflow; case type; legal spend; legal risk, Virtual assistants).</p> <p>TECHNOLOGICAL INNOVATION: DOCUMENT ASSEMBLY AND AUTOMATION Ways to transform frequently used documents and forms into intelligent templates that enable fast production. Automating the assembly and production of documents save time and money, it also reduces risk, increases accuracy and enhances compliance. Systems enable non-lawyers (in-house clients/ public) to complete forms and produce reliable draft legal documents without expert legal knowledge. Fuelled by advances in process automation technologies (i.e. Smart forms, Q&A interfaces, Contracts/drafting, Robo lawyer documents)</p> <p>TECHNOLOGICAL INNOVATION: CONVERSATION ASSEMBLY AND AUTOMATION The conversational instant messaging interface is able to provide users with information and generate a real-time document specific to a client's needs. Chatbot/Robolawyer technology combines machine learning and natural language processing principles to process user information, answer queries, triage cases and provide a 24/7 point of access. Fuelled by advances in Natural Language Processing, voice recognition, machine learning and document assembly tools (i.e. Chatbots, Virtual Assistant Q&A, Robo-lawyer questions)</p> </p>
THE LAW SOCIETY OF ENGLAND AND WALES	2017	GOOGLE	Report	UK	CAPTURING TECHNOLOGICAL INNOVATION IN LEGAL SERVICES		http://www.lawsociety.org.uk/support-services/research-trends/capturing-technological-innovation-report/	July 24, 2017	Legal technology	The overarching aims of this research were: <ul style="list-style-type: none"> • to capture technological innovation in action in the context of legal services, with a particular emphasis on highlighting practical examples and perceptions from law firms, start-ups and technology suppliers • using interviewees' views and examples, to model patterns and steps towards innovation that might be useful to members when thinking about their own businesses and possibilities for change. 	Analysis draws from a multi-strand data approach that includes: desk research; online survey and discussion with the Law Society's Insights community; qualitative depth interviews with legal technology solution suppliers, legaltech and fintech start-ups; and individuals in law firms in roles such as Head/Director of Innovation, Chief Technology Officer, Senior Partner and CEO.	<p>TECHNOLOGICAL INNOVATION: ADVANCE SEARCH AND EXTRACTION; ADVANCED SEARCH FUNCTIONS; Advanced search functions based on machine learning that can identify specific legal information, blocks of text, clauses, anomalies.</p> <p>MACHINE LEARNING; Machine Learning can be used to speed up document review and create a more efficient, cost-effective process of extracting information from many 1000s of documents. To extract and summarise any provision from virtually any document/contract/lease. Fuelled by advances in machine learning, AI, NLP.</p> <p>TECHNOLOGICAL INNOVATION; DATA ANALYTICS; Advances in data mining enable firms to gain insight from the increased amount of digital data they hold about workflow, cases, clients. Use the data to determine where the value lies in the services the firms provide to clients. Identify the 'right' cases for the firm; client needs; legal risk assessment; workflow and case allocation. Fuelled by increased computing power; advanced algorithms; more digital data</p> <p>MASS DOCUMENT SEARCH (i.e. e-discovery, Machine learning, Data mining, Predictive analytics, Dashboard analytics (workflow; case type; legal spend; legal risk, Virtual assistants).</p> <p>TECHNOLOGICAL INNOVATION: DOCUMENT ASSEMBLY AND AUTOMATION Ways to transform frequently used documents and forms into intelligent templates that enable fast production. Automating the assembly and production of documents save time and money, it also reduces risk, increases accuracy and enhances compliance. Systems enable non-lawyers (in-house clients/ public) to complete forms and produce reliable draft legal documents without expert legal knowledge. Fuelled by advances in process automation technologies (i.e. Smart forms, Q&A interfaces, Contracts/drafting, Robo lawyer documents)</p> <p>TECHNOLOGICAL INNOVATION: CONVERSATION ASSEMBLY AND AUTOMATION The conversational instant messaging interface is able to provide users with information and generate a real-time document specific to a client's needs. Chatbot/Robolawyer technology combines machine learning and natural language processing principles to process user information, answer queries, triage cases and provide a 24/7 point of access. Fuelled by advances in Natural Language Processing, voice recognition, machine learning and document assembly tools (i.e. Chatbots, Virtual Assistant Q&A, Robo-lawyer questions)</p>
Supreme Court of Missouri and the Board of Governors of the Missouri Bar	2016	GOOGLE	Report	US	The Future of the Profession Report		https://future.mobar.org/wp-content/uploads/2017/03/Future-of-the-Profession-Task-Force-Report-Fall-2016-Full-Report-031417.pdf	July 24, 2017	Future of the legal profession	Task force on the future of the legal profession	Discussion	<p>SOCIETY BECOMING NATIONAL AND TRANSACTIONAL; the world is becoming smaller as society becomes increasingly national and transactional;</p> <p>INCREASING MOBILITY IN THE WORLD; the world is becoming more mobile, as the workforce becomes more transient and specialized too;</p> <p>FASTER AND CHEAPER ANSWERS TO COMPLEX QUESTIONS; society demands faster and cheaper answers to broader and more complex questions;</p>
New York State Bar Association	2011	GOOGLE	Report	US	Report of the Task Force on the Future of the Legal Profession		http://www.nyba.org/futurereport/	July 24, 2017	Future of the legal profession	Report on the future of the legal profession	Discussion	<p>RAPID PACE OF CHANGE; rapid pace of change in the legal profession, accelerated in part by the recent national economic downturn;</p> <p>DEVELOPMENT OF PRIVATE LAW FIRMS; developments in the economics, structure, and billing practices of private law firms;</p> <p>CHANGES IN THE EDUCATION MODEL; changes in the model for educating and training new lawyers;</p> <p>WIDESPREAD ACCESS TO LEGAL INFORMATION; widespread access to legal information;</p> <p>ROUTINIZATION OF MANY LEGAL TASKS; routinization of many legal tasks;</p> <p>MORE CONTROL OF LEGAL SERVICE DELIVERY; demands by clients for more control of legal service delivery;</p> <p>SHIFT AWAY FROM HOURLY BILLING TO ALTERNATIVE FEE ARRANGEMENTS; In the area of billing for legal services, the hourly billing model has been strongly criticized by clients and commentators, leading to a shift away from hourly billing to alternative fee arrangements;</p> <p>ECONOMIC FALLOUT FOR LAW FIRMS; economic fallout for law firms, including lower earnings, reduced hiring, more downsizing, and greater internal reorganization;</p> <p>CLIENT DEMANDS CHANGING; client demands are changing at an accelerating rate;</p> <p>ARTIFICIAL INTELLIGENCE; artificial intelligence can perform tasks which save the average associate solicitor hours in billable time—such as automating the drafting of lengthy commercial contracts, and undertaking due diligence and other time saving processes—allowing them to get on with the important legal work; smart contracts will see their adoption in simple trades;</p> <p>USE OF TECHNOLOGY ASSISTED REVIEW; using AI for contract analysis is a new way of working; use of technology assisted review (TAR) to conduct document review in a litigation or global investigations context;</p> <p>CREATION OF SMART APPS; Creation of 'smart apps'—using expert logic either to create internal efficiencies or to deliver advice to clients in digital format;</p> <p>SMART DOCUMENT GENERATION;</p> <p>SMART KNOWLEDGE MANAGEMENT;</p>
LexisNexis	2017	GOOGLE	Report	US	Lawyers and Robots? Conversations around the future of the legal industry		www.lexisnexis.com/pdf/lawyers-and-robots.pdf?utm_source=robot-report&utm_medium=landingpage&utm_content=&utm_campaign=00229_robotreport	July 24, 2017	Artificial intelligence in law	Shine some light on the narrative surrounding legal technology	Interviews	<p>ECONOMIC FALLOUT FOR LAW FIRMS; economic fallout for law firms, including lower earnings, reduced hiring, more downsizing, and greater internal reorganization;</p> <p>CLIENT DEMANDS CHANGING; client demands are changing at an accelerating rate;</p> <p>ARTIFICIAL INTELLIGENCE; artificial intelligence can perform tasks which save the average associate solicitor hours in billable time—such as automating the drafting of lengthy commercial contracts, and undertaking due diligence and other time saving processes—allowing them to get on with the important legal work; smart contracts will see their adoption in simple trades;</p> <p>USE OF TECHNOLOGY ASSISTED REVIEW; using AI for contract analysis is a new way of working; use of technology assisted review (TAR) to conduct document review in a litigation or global investigations context;</p> <p>CREATION OF SMART APPS; Creation of 'smart apps'—using expert logic either to create internal efficiencies or to deliver advice to clients in digital format;</p> <p>SMART DOCUMENT GENERATION;</p> <p>SMART KNOWLEDGE MANAGEMENT;</p>

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The ABA Commission on the Future of Legal Services	2016	GOOGLE	Report	US	Report on the Future of Legal Services in the U.S.		http://abafuturereport.com/downloads/full-report	July 24, 2017	Future legal profession	How consumers perceive the delivery of legal services and how the public can be better served?	Consensus document - represents the expertise and input of the entire ABA Commission on the Future of Legal Services, as informed by written comments supplied by the public and the profession, testimony at public hearings and meetings, grassroots events across the country, a national summit on innovation in legal services, webinars, and dozens of presentations on the Commission's work at which the public's and profession's input was sought.	UNMET LEGAL NEEDS INNOVATIVE METHODS TO ASSIST THE PUBLIC; Courts, bar associations, law schools, and lawyers are experimenting with innovative methods to assist the public in meeting their needs for legal services. a. Courts • Remote Access Technology • Self-Help Centers • Online Dispute Resolution • Judicially-Authorized-and-Regulated Legal Services Providers b. Bar Associations • Online Legal Resource Centers and Lawyer Referral Innovations • Access to Justice and Future of Legal Services Endeavors c. Law Schools: Curriculum and Incubators d. Lawyers, Law Firms, and General Counsel • Alternative Billing • Document Assembly and Automation • Legal Process Outsourcing • Legal Startups • Medical-Legal Partnerships • Artificial Intelligence • Mobile Applications • Nonprofits • Procurement Efficiencies to Lower Costs • Project Management and Process Improvement • Prepaid Legal Services Plans and Insurance Coverage • Unbundling of Legal Services NEW PROVIDERS OF LEGAL SERVICES; New providers of legal services are proliferating and creating additional choices for consumers and lawyers. ADVANCEMENTS IN TECHNOLOGY AND OTHER INNOVATIONS PUBLIC TRUST AND CONFIDENCE IN OBTAINING JUSTICE; Public trust and confidence in obtaining justice and in accessing legal services is compromised by bias, discrimination, complexity, and lack of resources NO REFLECTION OF THE DIVERSITY OF PUBLIC; The legal profession does not yet reflect the diversity of the public, especially in positions of leadership and power. BIAS IMPEDES JUSTICE; Bias—both conscious and unconscious— impedes fairness and justice in the legal system. COMPLEXITY OF THE JUSTICE; PUBLIC'S LACK OF UNDERSTANDING; The complexity of the justice system and the public's lack of understanding about how it functions undermines the public's trust and confidence. CRIMINAL JUSTICE SYSTEM; The criminal justice system is overwhelmed by mass incarceration and over-criminalization coupled with inadequate resources. UNADEQUATE COURT SYSTEM; Federal and state governments have not funded or supported the court system adequately, putting the rule of law at risk.
Timothy B. Corcoran	2015	GOOGLE	Website		Law 2023: A Look Ahead for the Legal Profession		www.corcoranlawbizblog.com/2015/07/law-2023/	July 24, 2017	Future legal profession	What's the future of the legal profession	Conceptual	TECHNOLOGY; Technology will enable lawyers to bill for real value; DEVELOP OFFERINGS; Firms will develop offerings that transcend jurisdiction HYPER-SPECIFIC MARKET; Transparency will push firms to seek hyper-specific markets; R&D DEPARTMENTS; Firms will launch R&D departments to create new offerings; USER RESEARCH AND INNOVATION; User research and innovation will shape client experience of products
Deloitte	2016	GOOGLE	Report	GLOBAL	Future Trends for Legal Services. Global research study		https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Legal/dtll-legal-future-trends-for-legal-services.pdf	July 24, 2017	Future legal profession	In a growing market, purchasing patterns for legal services are changing	Research consisted of 243 web-based surveys and 30 long-form qualitative interviews. Data was collected between September 2015 and February 2016. Independent research study commissioned by Deloitte Legal. In-house legal services purchasers, mainly occupying positions of CEOs, CFOs or General/Legal Counsel.	THE MARKET IS MOVING AND GROWING; Overall, both demand and spend for legal services are growing. Particular areas are experiencing faster growth than others. Nearly half (49%) of all participants said that their department's legal spend was growing in the area of regulatory compliance. Other growth areas include M&A (42%) and litigation (39%). PURCHASING PATTERNS ARE CHANGING; NO LONGER MEETING BUSINESS NEEDS; Conventional law firms are no longer meeting today's business needs. The majority (55%) of participants in the study (legal counsel, general counsel – or CEOs and CFOs) have taken or are considering a significant review of their legal suppliers. Purchasers want better and more relevant technologies, to be used and shared on integrated platforms. NOT REPLACING IN-HOUSE LAWYERS; The majority of participants said that technology had not replaced the tasks of in-house lawyers (77%) – yet. But over half (52%) said that this will happen over the next five years.* PURCHASER'S EXPECTATIONS OF LEGAL SERVICES PROVIDERS ARE EVOLVING; Expectations are not currently being met in a number of crucial areas. INTEGRATED, CROSS-BORDER ADVICE BEYOND LEGAL; Law firms are seen to be trailing other professional services firms in their ability to offer integrated multidisciplinary services. USE OF TECHNOLOGY; Participants are looking for better, more relevant technologies, to be used and shared on integrated platforms. REGULATORY AND GLOBAL COMPLIANCE ADVICE; Nearly half (49%) of all participants said that their department's legal spend was growing in the area of regulatory compliance. Global compliance is perceived as a major issue for in-house lawyers. FIXED FEES, VALUE PRICING AND GREATER TRANSPARENCY; Participants most frequently mentioned fixed or capped fees (30% of all responses), while over a quarter of responses (27%) referred to some form of value-based pricing. DEMAND FOR ALTERNATIVE OR NONTRADITIONAL LEGAL SERVICES PROVIDERS IS INCREASING; A majority of participants have or will significantly review their legal suppliers. More than half (52%) are willing to purchase legal services from a non-traditional law firm that offers a range of professional services.
Deloitte, UK	2017	GOOGLE	Report	UK	Objections overruled. The case for disruptive technology in the legal profession		https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/corporate-finance/deloitte-uk-technology-in-law-firms.pdf	July 24, 2017	Legal technology	Is the law an exception in this era of transformation and innovation?	Analysis	TECHNOLOGY Technology has already changed the face of legal practice CLOUD COMPUTING; Hard evidence that lawyers are falling behind comparable professions in their adoption of new technologies: cloud computing. According to Eurostata EUROSTATA 60% of professional companies rely on cloud computing apps for their higher level functions. The ABA Reports (2016) that only 38% of layers use cloud computing for law related tasks. BLOCKCHAIN; a data innovation that amounts to a self-verifying record of transactions that requires no intermediaries and no institutional record keeper. Before long an understanding of this technology will be the price for admission to practice. Big data makes the process of discovery more complex ARTIFICIAL INTELLIGENCE; Artificial intelligence can highlight pattern recognition and can offer predictions of future behaviour. CHANGES IN THE BUSINESS MODEL; Changes in the business model as 114,000 legal jobs likely to be automated in the next 20 years.
Deloitte, UK	2016	GOOGLE	Report	UK	Developing legal talent Stepping into the future law firm		https://www2.deloitte.com/uk/en/pages/about/articles/stepping-into-the-future-law-firm.html	July 24, 2017	Legal talent	How law firms are going to change, to respond to the challenges that are transforming the sector, focusing on what could mean for future talent in the profession?	Exploratory	DEMOGRAPHICS; GROWTH IN LEGAL PROFESSION EMPLOYEES; SLOW GROWTH IN REVENUE; Slow growth in revenue generated by free earner among the top 100 law firms (0.54 CAGR 2008-2015). SHIFT IN DEMANDS; Shift in demands of next generation of lawyers (by 2025 3/4 of global workforce will be Millennials) PARTNERS RETIRING; Over the next decade, factors such as partners retiring, a shortage of appropriately skilled workers and alternative career options in-house or within ABSs could transform the profession into employee-led market. SCARCITY OF DEVELOPMENT PROGRAMS FOCUSED ON MILLENNIALS TECHNOLOGY AND INNOVATION To date the impact of automation polarising effect. Lower skilled jobs (ie. legal secretary) have been lost - new high-skilled roles have been created to develop and manage new technologies. GLOBALISATION: BUILDING SCALE VERSUS SPECIALISING. Law firms expansion in Asia and Africa. Around 45 to 65% of lawyers in the largest UK firms are based outside the UK. REGULATION; Regulatory changes opening the market to innovative business models. Legal services Act 2007, ABSs (with 500 licenses granted by the SRA, to date the impact of ABSs has been slow) INCREASED EXTERNAL FUNDING OPPORTUNITIES; Increased external funding opportunities will force law firms to be more commercially focused. CLIENT DEMANDS EXPECTATIONS FOR QUALITY SERVICES ALONGSIDE MORE VALUE FOR MONEY

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Virginia State Bar	2016	GOOGLE	Report		Report: The Study Committee on the Future of Law Practice		http://www.vsb.org/2016/02/23/FINAL_Report_of_the_Study_Committee.pdf	July 24, 2017	Future legal profession	This is a report that is meant to be read easily and used to enhance lawyers' practices and to advise them of probable changes they will see in the near and long term	Literature review and input from experts	<p>GENERAL EXTERNAL FORCES</p> <p>We identified a number of external forces affecting the practice of law:</p> <p>ADVANCES IN TECHNOLOGY; advances in technology that have changed the way lawyers practice, giving clients the expectation that lawyers will provide services more efficiently and cheaply, and giving consumers the belief that they can obtain legal information and handle many legal matters on their own;</p> <p>INCREASING COMPETITION FROM NON-LAWYER SERVICE PROVIDERS; increasing competition from non-lawyer service providers that offer legal information and legal documents to consumers;</p> <p>GENERATIONAL PRESSURES THAT ARE LIKELY TO IMPACT LAW FIRM BUSINESS MODELS; estimates are that 70% of law firm partners are baby boomers, while millennials are expected to make up half the global workforce by 2020;</p> <p>CLIENTS DISSATISFACTION WITH BILLABLE HOUR ARRANGEMENTS; Clients dissatisfaction with billable hour arrangements encouraging lawyers to offer fixed fees and other alternative billing arrangements;</p> <p>INCREASED INSOURCING OF LEGAL SERVICES; increased insourcing of legal services by corporate clients, along with increased unbundling of tasks so that lawyers are only asked to complete the specific tasks that require legal judgment; and</p> <p>ACCELERATED GLOBALIZATION OF LEGAL SERVICES; accelerated globalization of legal services via both traditional models and technology, leading to an increase in multijurisdictional law practice and a decreasing relevance of geographical boundaries</p> <p>TECHNOLOGY</p> <p>Broadly speaking, technology has changed how law is practiced and will continue to force the legal profession to rethink and assess how lawyers use technology; how they bill for services and develop alternative billing methods; how they communicate with clients; how they market, and how they protect client confidences in a world where information is stored and accessible in cyberspace.</p> <p>THE RISE OF THE MACHINES: ARTIFICIAL INTELLIGENCE; – Watson and his progeny (ROSS) - "technological unemployment" / "automation anxiety"</p> <p>CYBERSECURITY: For the smaller firms, the de facto standard has become the National Institute of Standards and Technology (NIST) Cybersecurity Framework. Law firms can self-certify that they are compliant or, if desired or required by a third party, engage an independent third-party auditor. Larger law firms most often choose to be certified under ISO 27001 from the International Organization for Standardization (ISO).</p> <p>NON-LAWYER LEGAL SERVICE PROVIDERS: Avvo, RocketLawyer, and LegalZoom are but a few of the many internet marketplaces for legal advice and document preparation for consumers. The number of non-lawyer legal startups – not law firms – has grown nearly threefold in the last two years, to a stunning 1,094. Online legal services companies have "ubiquitized" the legal services market; rely on a network of independent providers who are available or "on call." The online company links the consumer with the provider and takes a fee for making the connection. In June 2016, lawmakers ended the long-running dispute between the North Carolina State Bar and LegalZoom by passing legislation that allows online services to provide legal documents in that state.</p> <p>LAWYERS ADVERTISING RULES AND INTERNET MARKETING, SOCIAL MEDIA</p> <p>ACCESS TO JUSTICE</p> <p>there is little information on internal changes undertaken by law firms or solo practitioners in structure, pricing or the manner of delivery of legal services.</p> <p>ACCESS TO JUSTICE GAP; Unmet needs - 80% of civil legal needs of the poor and up to 60% of the needs of middle-income persons remain unmet - funding for legal aid for the indigent has been substantially reduced (legal aid funding in Virginia has been reduced by 20% and IOLTA revenue decreased from \$500,000 in 2006 to \$50,000 today); the cost of private legal representation has increased; individuals often fail to recognize that a problem requires legal assistance; some want to avoid involvement in the legal system and resolve the issue another way; and funding for the court system to assist unrepresented litigants is limited. The decrease in federal funding resulted in a 20% reduction of legal aid attorneys and staff statewide. At the same time, the population in poverty increased by more than 30%. There is no question that the need to increase legal services to these groups exists now and will continue to exist in the future.</p> <p>ALTERNATIVE BUSINESS STRUCTURES</p> <p>Actions within the US in 2014, the ABA Commission on the Future of Legal Services ("ABA Commission") was created and charged with examining how legal services are delivered in the United States and recommending innovations to improve the delivery of, and the public's access to, those services. In 2016 final report – the ABA Commission did not suggest how the profession should approach the issues of non-lawyer ownership of law firms, nonlawyers giving legal advice, and the regulation of legal service companies such as LegalZoom, Rocket Lawyer and Avvo Legal Services. The ABA Commission acknowledged that the traditional law firm model inhibits innovations that could enhance and make more cost-effective the delivery of legal services but did not recommend any changes in regulation that would remove the ethical constraints on non-lawyer ownership and fee sharing with nonlawyers.</p>
Canadian Bar Association	2013	GOOGLE	Report	Canada	THE FUTURE OF LEGAL SERVICES IN CANADA: TRENDS AND ISSUES		www.cba.org/CBA/MediaLibrary/cba_nu/PDFs/CBASZLegal%20Futures%20PDFS/trends-issues-eng.pdf	July 24, 2017	Future legal profession	To provide an overview of major impacting trends and issues both inside and outside the legal profession in Canada.	original research commissioned by the CBA; the CBA commissioned seven original research studies which covered a wide range of sources and subjects. These studies examined various aspects of legal services both in Canada and internationally, including innovative structures and practices for the delivery of legal services. The research also canvassed a diverse group of consumers on their expectations for the delivery of legal services in Canada in the future. Another study looked specifically at demographic trends in Canada, while another looked at the economic context, currently and in the future.	<p>GLOBALIZATION; TECHNOLOGY; LIBERALIZATION OF MARKETS; DEREGULATION, DISSAGREGATION, ELECTRONIC MARKETS, NEW COMMUNICATIONS MEDIA; DEMOGRAPHICS (aging of the Baby Boomer generation and continuing flows of new immigrants); ECONOMIC CONDITIONS - 2008 financial crisis.</p> <p>TRENDS AND ISSUES IN LEGAL SERVICES: Client Empowerment; Downward Pressure on Prices for Some Legal Services; Excess Capacity/Low or No Growth; Management (more attention is being paid to project management and client relationship management) and Ownership (Non-lawyer ownership is still rare in Canada (although permitted in Ontario for multi-disciplinary practices (MDP) as long as lawyers maintain control), but demand for new capital and the increased need to manage financial and other risks may create interest in jettisoning existing regulations). Increased Relationship-Building with Clients; Aging of the Bar and increased importance of Succession Planning; Growth of Practice Areas (i.e. regulatory compliance, privacy and access to information, aboriginal, international trade law, tax law, administrative law before tribunals, and environmental law) and Other Law-Related Positions (new types of jobs for lawyers may be created such as legal project managers as well as lawyers working in companies but outside of the legal department)</p>
Canadian Bar Association	2013	GOOGLE	Report	Canada	INNOVATIONS IN LEGAL SERVICES: 14 EYE-OPENING CASE STUDIES		http://www.cba.org/CBA/MediaLibrary/cba_nu/PDFs/CBASZLegal%20Futures%20PDFS/Innovation%20Paper-Summary-Linked-eng.pdf	July 24, 2017	Alternative service providers ALPs	Identify pioneers in 21st century legal service	Case studies	<p>COMBINING LEGAL SERVICES WITH THE RETAIL INDUSTRY</p> <p>Combining legal services with the retail industry opens up new ways of connecting with potential clients; firms working together with in-house counsel to build cross-firm teams that can provide expertise and local support to meet the client's needs; some companies decide to outsource their in-house legal work</p>
Canadian Bar Association	2014	GOOGLE	Report	Canada	FUTURES: TRANSFORMING THE DELIVERY OF LEGAL SERVICES IN CANADA		http://www.cba.org/CBA/MediaLibrary/cba_nu/PDFs/CBASZLegal%20Futures%20PDFS/Futures-Final-eng.pdf	July 24, 2017	Future legal profession	What's the future of the legal profession?	Conceptual	<p>GLOBALIZATION; TECHNOLOGY; MARKET LIBERALIZATION;</p> <p>The combined forces of globalization, technology, and market liberalization are creating new services, new delivery mechanisms, and new forms of competition;</p> <p>CHANGING DEMAND; the demand from existing clients is changing, there are still many individuals and communities in Canada with inadequate access to any type of legal services;</p> <p>CLIENTS DEMAND BETTER SERVICES; clients want services to be quicker, cheaper, and smarter, they want more transparency and involvement, and they want to be and stay connected.</p> <p>IMMIGRATION CONSUMER CHANGE</p>
American Immigration Lawyers Association	2016	GOOGLE	Report	US	The Future of Immigration Law Practice A Comprehensive Report		http://www.aila.org/File/Related/The_Future_of_Immigration-Report.pdf	July 24, 2017	Client needs B2C	Six articles taking a detailed look at the primary market forces affecting the future of immigration law practice	Review of the growing body of literature	<p>INTERNET AND COMMUNICATIONS TECHNOLOGY; Connectivity Leading to a Networked Lifestyle - through technology and vast accessibility, consumers of all socioeconomic backgrounds are becoming more empowered, and this is changing people's lives. Routine Google searches have replaced most calls to attorneys for basic immigration-related information. Family-based clients have met their foreign-born spouses through online dating services. And, globalization has created incentives for foreign businesses of all sizes to enter the U.S. market, and for U.S. businesses to develop ties abroad.</p>
Law Institute Victoria	2015	GOOGLE	Report	December	DISRUPTION, INNOVATION AND CHANGE: THE FUTURE OF THE LEGAL PROFESSION		http://www.vgso.vic.gov.au/sites/default/files/publications/Disruption%20Innovation%20and%20Change.pdf	July 24, 2017	Future legal profession	The legal profession is changing	Interviews	<p>JUSTICE GAP; the everwidening access to justice gap are making their mark on the legal sector; Innovators are now also providing solutions to the supply side, ie providing more legal services at a price that clients can afford;</p> <p>INNOVATIVE TRENDS IN LEGAL SERVICES;</p> <p>GROWING SPECIALISATION; Innovators are specialists and focus on niches – whether that niche be an area of law, a way of practice or a particular client group;</p> <p>COLLABORATION BETWEEN VARIOUS FIELDS OF KNOWLEDGE; Innovators work with lawyers, technologists, sales people and marketers, writers, executives, mediators and clients. They work in teams that recognise the importance and value of each part of the process and the people performing those roles;</p> <p>INNOVATORS DON'T USE TIME BASED BILLING; Innovators eschewed time based billing because it is a form of costing that is the antithesis of a service designed for clients. It involves significant risks for clients (escalating legal costs and "bill shock") and little to no risk for the lawyer, who gets paid irrespective of the relationship between the lawyer's effort and the outcome for the client. Time based billing does little to help a lawyer's marketing efforts, as it reduces lawyers to a cost, with little scope to demonstrate a lawyer's value;</p> <p>INNOVATORS PROVIDE FIXED PRICES; Innovators generally provide fixed prices, although the ways of calculating those fixed prices vary. Innovators providing commoditised services at scale tend to fix a price for a particular level of service and publish these prices on their websites;</p> <p>VIRTUAL AND REMOTE WORK; The internet has made it possible to provide legal services to clients who are anywhere, and many innovators, especially small legal start-ups, are operating virtually with marketing, client intake and client communications digitally through email, video chat (e.g. Skype), online forms and live chat;</p> <p>DIFFERENT USES OF TECHNOLOGY; innovators are using a range of technologies, each of which involve varying degrees of technological competence and skill. Some technologies are mature in their use within the legal sector; others are maturing in other sectors but their use in law is relatively new. Examples of technology that have been available for some time but are increasingly being used in the legal services market include: cloud computing, apps for lawyers, smart forms and templates, legal research tools, video screens, legal expert systems, artificial intelligence, online dispute resolution systems;</p>

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/hypothesis/O objectives	Methodology	Drivers of Change
Georgetown Law Center for the Study of the Legal Profession Thomson Reuters Peer Monitor	2017	GOOGLE	Report	US	Report on the State of the Legal Market		http://legalsolutions.thomsonreuters.com/law-products/solutions/peer-monitor/report-on-the-state-of-the-legal-market-access	July 24, 2017	Legal market	Adaptations firms need to consider in order to remain successful in the decade to come	Thomson Reuters Peer Monitor data are based on reported results from 152 law firms, including 51 Am Law 100 firms, 44 Am Law Second 100 firms, and 57 additional midsize firms	<p>POOR LAW FIRM FINANCIAL PERFORMANCE</p> <p>Financial performance of law firms over the past 10 years has essentially been driven by only one factor: rate increases. As we have seen, demand growth for law firm services has been essentially flat, productivity has been declining, expenses have been growing (albeit at a fairly modest rate), and leverage has remained essentially unchanged as have firm billing and collection cycles. In short, the only factor positively impacting revenue growth has been the growth of firms to raise rates 2 to 3 percent a year. While this rate growth has sustained the modest improvements in law firm financial performance that we have seen over the past decade, it is important to note that client pushback to rate increases continues to mount as evidenced by declining realization rates.</p> <p>PROFITABILITY: Need for a New Focus on Profitability. - To remain competitive in the rapidly changing market for legal services, firms must bring all of their systems and processes (including pricing, evaluation, compensation, resource allocation, and others) into alignment around consistent principles of profitability.</p> <p>MORE EXPANSIVE LEVERAGE MODE: Need for a More Expansive Leverage Model - many firms have increased their use of contract lawyers and added new categories of staff lawyers or counsel in an effort to reduce costs (and thus improve leverage), and these steps have undoubtedly been helpful. What is ultimately needed, however, is a broader reimagining of the overall model for legal service delivery, one that includes paraprofessionals, technologists, information specialists, process managers, and others - in addition to lawyers - as part of an integrated system for the delivery of legal services.</p> <p>CLEAR FOCUS ON CORE PRACTICES; Need for a Clear Focus on Core Practices. - the law firms that appear most at risk in the present competitive environment are those whose message and brand are ambiguous and who are largely undifferentiated from other firms of their size.</p> <p>OPPORTUNITY FOR A NEW FOCUS ON SUPPLY CHAIN MANAGEMENT; Growing client willingness to disaggregate work among many providers by reimagining a new role of the law firm as the overall coordinator for all of the services being provided to the client. In this supply chain management role, the law firm would offer not only the core services that only lawyers can provide but also the overall supervisory function that would ensure that all of the work of various vendors providing services to the client is consistent with the needs of the project, delivered in an efficient and cost-effective way, and acceptable against agreed-upon standards of quality.</p> <p>FUNDAMENTAL MARKET CHANGES;</p> <p>DEATH OF TRADITIONAL BILLABLE HOUR PRICING; Although today AFAs probably account for only 15 to 20 percent of all law firm revenues, budget-based pricing is much more prevalent. Indeed, in many firms, these two methods combined may well account for 80 or 90 percent of all revenues.</p> <p>EROSION OF THE TRADITIONAL LAW FIRM FRANCHISE/DISSAGGREGATED APPROACH; range of services that were traditionally viewed as the exclusive purview of law firms has begun to shrink as new and sometimes non-traditional competitors have aggressively vied for parts of the work historically dominated by law firms</p> <p>DECLINING EFFECTIVENESS OF THE TRADITIONAL LEVERAGE MODEL; the effectiveness of traditional leverage as a driver of law firm profitability has been steadily eroding over the past decade as a result of three converging factors. First, in today's increasingly cost-conscious environment, clients are no longer willing to foot the bill for what they regard as the "learning curve" of young lawyers. As a result, many corporate clients have insisted that they will no longer pay for first- or second-year associates working on their matters on the rationale that they are not sufficiently experienced or competent to make a meaningful contribution. Second, in part reflecting these client attitudes but also in an effort to hold their rising expenses in check during a period of limited demand growth, firms have cut back significantly on their hiring goals for associates. This has resulted in a reduction of overall associate ranks during the period. And third, in an effort to bolster their profits per equity partner, firms have held growth in their equity partner ranks essentially flat for several years. To achieve this objective, many firms have increased their numbers of non-equity partners, sometimes even through processes of "de-equitization."</p> <p>GROWING SEGMENTATION WITH THE MARKET FOR LAW FIRM SERVICES; Over the past decade, as competition has increased in the market for law firm services, there has been a discernible and growing segmentation of the market into highly successful and less successful firms, and the performance gaps between those categories have been widening.</p>
McCauley, James M	2016	GOOGLE	Journal article		THE FUTURE OF THE PRACTICE OF LAW: CAN ALTERNATIVE BUSINESS STRUCTURES FOR THE LEGAL PROFESSION IMPROVE ACCESS TO LEGAL SERVICES?	vol: 51 (53) pp: 53-65	http://lawreview.uchicago.edu/files/2017/02/McCauley-511-Online.pdf	July 24, 2017	New business models	Can alternative business structures for the legal profession improve access to legal services?	Conceptual	<p>DIFFICULTY LAW SCHOOL ADMISSIONS; law school admissions have plummeted to levels not seen in years;</p> <p>DISCLOSURE POLICIES ON LAW SCHOOLS; The American Bar Association mandated disclosure policies which forced law schools to reveal that they pay stipends to graduates to work short-term jobs in an effort to beef up their placement statistics;</p> <p>NEW LAW SCHOOLS; new law schools continue to come on line each year;</p> <p>INCREASE IN LAW SCHOOL TUITION; significant increases in law school tuition coupled with widespread reliance on student loans as the primary funding source; explosion in self-representation in both transactional and litigation work;</p> <p>DIFFICULTY TO OBTAIN LEGAL REPRESENTATION; 80 to 90 percent of low and moderate income-Americans with legal problems do not obtain legal representation;</p> <p>LACK OF LEGAL AID; only one legal aid attorney is available for every 6415 low-income people</p> <p>MORE CHOICES/ACCESS TO LEGAL COUNSEL; the competitive legal landscape has provided clients with more choices and more access to legal counsel;</p> <p>CLIENTS UNDERSTANDING THE RISKS AND POTENTIALS OF LEGAL STRATEGIES; many clients are seeking increased value, new avenues of delivery, alternative fee arrangements and greater understanding of the risks and potential outcome of various legal strategies that could affect their business;</p> <p>DEPLOY OF CLIENT-FACING TEAMS; law firms are deploying client-facing teams, composed of partners, associates and paralegals, to create deeper partnerships;</p> <p>ALTERNATIVE FEE ARRANGEMENTS; alternative fee arrangements are an example of how clients are influencing change in legal practice management;</p> <p>DIFFICULTY FOR MINORITY GROUPS; the barriers created by the business structure and culture of law firms make it difficult for lawyers belonging to minority groups to advance in private practice;</p> <p>DIFFICULTY FOR WOMEN AND RACIALIZED; the current business structure of law firms creates a culture that particularly affects lawyers who are Women and / or Racialized;</p> <p>DIFFICULTY OF BALANCE WORK AND FAMILY LIFE because of the necessity to work a large number of billable hours and maintain client relationships over time, Women lawyers find it difficult to balance work with family life, particularly if they choose to take maternity leave or take on a financial penalty when it is not offered;</p> <p>SOCIAL ASSUMPTION ABOUT FAMILY/SOCIALIZED ASSUMPTIONS that a Woman who has a family is uncommitted to work, while Men who have a family are more committed to their work;</p> <p>DIFFICULTY FOR MINORITY LEGAL SERVICE TO NETWORK/TO FIND MENTORS; lawyers from minority groups do not have the same social and cultural capital to network and find mentors who relate to them</p>
Robert Half Legal	2014	GOOGLE	Report		Client Dynamics Driving Change in the Legal Profession		www.roberthalf.com/sites/default/files/Media_Root/Files/RHL_FLO_2014_0.pdf	July 24, 2017	Legal profession changes	What are the main changes driven by client dynamics in the legal profession	Surveys of lawyers	<p>CLIENTS UNDERSTANDING THE RISKS AND POTENTIALS OF LEGAL STRATEGIES; many clients are seeking increased value, new avenues of delivery, alternative fee arrangements and greater understanding of the risks and potential outcome of various legal strategies that could affect their business;</p> <p>DEPLOY OF CLIENT-FACING TEAMS; law firms are deploying client-facing teams, composed of partners, associates and paralegals, to create deeper partnerships;</p> <p>ALTERNATIVE FEE ARRANGEMENTS; alternative fee arrangements are an example of how clients are influencing change in legal practice management;</p> <p>DIFFICULTY FOR MINORITY GROUPS; the barriers created by the business structure and culture of law firms make it difficult for lawyers belonging to minority groups to advance in private practice;</p> <p>DIFFICULTY FOR WOMEN AND RACIALIZED; the current business structure of law firms creates a culture that particularly affects lawyers who are Women and / or Racialized;</p> <p>DIFFICULTY OF BALANCE WORK AND FAMILY LIFE because of the necessity to work a large number of billable hours and maintain client relationships over time, Women lawyers find it difficult to balance work with family life, particularly if they choose to take maternity leave or take on a financial penalty when it is not offered;</p> <p>SOCIAL ASSUMPTION ABOUT FAMILY/SOCIALIZED ASSUMPTIONS that a Woman who has a family is uncommitted to work, while Men who have a family are more committed to their work;</p> <p>DIFFICULTY FOR MINORITY LEGAL SERVICE TO NETWORK/TO FIND MENTORS; lawyers from minority groups do not have the same social and cultural capital to network and find mentors who relate to them</p>
Canadian Center for Diversity and Inclusion	2016	GOOGLE	Report	nov-30	Diversity by the Numbers The Legal Profession		http://www.ccdi.ca/attachments/DBTN_TLP_2016.pdf	July 24, 2017	Diversity and inclusion in the legal profession	To provide meaningful data for the purposes of informing future diversity and inclusion in the workplace	Data collection directly from employees	<p>DIFFICULTY FOR MINORITY GROUPS; the barriers created by the business structure and culture of law firms make it difficult for lawyers belonging to minority groups to advance in private practice;</p> <p>DIFFICULTY FOR WOMEN AND RACIALIZED; the current business structure of law firms creates a culture that particularly affects lawyers who are Women and / or Racialized;</p> <p>DIFFICULTY OF BALANCE WORK AND FAMILY LIFE because of the necessity to work a large number of billable hours and maintain client relationships over time, Women lawyers find it difficult to balance work with family life, particularly if they choose to take maternity leave or take on a financial penalty when it is not offered;</p> <p>SOCIAL ASSUMPTION ABOUT FAMILY/SOCIALIZED ASSUMPTIONS that a Woman who has a family is uncommitted to work, while Men who have a family are more committed to their work;</p> <p>DIFFICULTY FOR MINORITY LEGAL SERVICE TO NETWORK/TO FIND MENTORS; lawyers from minority groups do not have the same social and cultural capital to network and find mentors who relate to them</p>
ILLINOIS STATE BAR ASSOCIATION	2016	GOOGLE	Report	US	REPORT AND RECOMMENDATIONS OF THE ILLINOIS STATE BAR ASSOCIATION'S TASK FORCE ON THE FUTURE OF LEGAL SERVICES		www.isba.org/sites/default/files/committees/Future%20of%20Legal%20Services%20Report.pdf	July 24, 2017	Future legal profession	What's the future of the legal profession	Conceptual	<p>LEGAL PROFESSION CONFRONTED; The legal profession is confronted with diminished revenues, increasing student debt, fewer lawyer jobs, increasing competition from nonlawyers, and rapidly developing technology which may possess the capacity to eliminate some of the roles currently filled by lawyers;</p> <p>INCOME OF SOLO PRACTITIONERS HAS PLUMMETED; the income of solo practitioners has plummeted over the past generation;</p> <p>TOO MANY GRADUATES; Law schools are graduating more new lawyers than the current legal economy can absorb;</p> <p>LIMITED NUMBER OF CAREER PATHS; Law school debt is limiting the number of career paths that are economically viable for new graduates;</p> <p>TECHNOLOGY AND ALTERNATIVE LEGAL SERVICES PROVIDERS; Technology and alternative legal services providers are reducing demand for lawyers who serve the general public;</p> <p>PRESSURE TO INCREASE EFFICIENCY; Corporate clients continue to exert pressure on law firms to increase efficiency and lower costs through methods such as insourcing, off-shoring, and automation;</p> <p>PUBLIC RESIST SEEKING LEGAL SERVICES; significant number of individuals, families, and small enterprises resist seeking the services of a lawyer or pursuing formal legal remedies;</p> <p>COURT SYSTEM COMPELLED; The court system is being compelled to take steps to level the playing field for self-represented litigants; the number of self-represented litigants has grown rapidly and shows every sign of continuing to grow;</p> <p>TECHNOLOGY; specifically technology supporting the aggregation, organization, and transmission of information - has changed the way people work. Because much of the traditional work performed by lawyers is based on the aggregation, organization, and transmission of legal information, it is inevitable that the demand for legal services and the role(s) of the legal profession will change</p>
The Boston Consulting Group and Bucerius Law School	2016	GOOGLE	Report	Global	How Legal Technology Will Change the Business of Law		www.bucerius-education.de/filesadmin/content/pdf/studies_publications/Legal_Tech_Report_2016.pdf	July 24, 2017	Legal technology B2B	To assess the different solutions making up the legal-tech landscape and offer ideas for how big law and small law can exploit the opportunities as well as surmount the challenges presented by legal tech.	The study involved 50 in-depth interviews with partners from large law firms, owners and representatives of legal-tech companies, and researchers exploring the legal-tech market and its impact on law firms' business models. As part of this study, we also conducted an online survey, which was sent to 1,000 Bucerius alumni.	<p>CATEGORIES OF TECHNOLOGY SOLUTIONS;</p> <p>CLOUD STORAGE, CYBERSECURITY, TABLE STAKES; enabler technologies focused on facilitating digitization - cloud storage tools and cybersecurity solutions (general tech vendors and legal collaboration platforms) - "table stakes" for law firms serving blue-chip corporate clients that have begun auditing their suppliers for data security.</p> <p>SUPPORT PROCESS SOLUTIONS; They infuse new efficiencies into law firms' case-management and back-office work, in processes ranging from human resources management and business development to customer relationship management and accounting, billing, and finance. Most law firms use such solutions, but the degree of sophistication and level of integration into daily work vary. Overall, the legal profession still lags behind other professional services in deploying the software used in these solutions.</p> <p>SUBSANTIVE LAW SOLUTIONS; which support or even replace lawyers in the execution of core legal tasks in transactions and litigation cases. This category contains numerous subcategories. For example, one subcategory focuses on commoditized law solutions that offer online services for highly standardized legal cases, mainly in consumer law. Another subcategory, basic support solutions, facilitates the execution of low-skilled legal tasks, such as the drafting of standard letters or deadline control, or helps automate repetitive tasks, including simple contract drafting and contract analysis; another subcategory contains advanced support solutions that help lawyers manage more complex aspects of their legal work, such as analyzing data from previous court and judge decisions to assess the odds of a client's winning a case. Although some law firms are already using some of these substantive law solutions, their adoption is still below the rates for enabler technologies and support-process solutions. Although extensive research effort is currently being put into AI applications for the legal sector, such offerings probably won't become commercially relevant in the next few years</p> <p>DEVELOPMENTS IN LEGAL TECH DIFFER ACROSS COUNTRIES - the United States is home to several hundred legal-tech start-ups and established software providers - Germany has far fewer legal-tech providers (only about 10), and adoption rates among law firms and corporate legal departments are lower than in the United States. Such differences seem to be driven by characteristics other than distinctions in legal systems (common law in the United States, civil law in Germany). For instance, in the United States, the relatively high degree of adoption is driven by guidelines for document disclosure in discovery, the larger and more homogeneous legal-tech market, access to venture capital, and the widespread prevalence of the English language as the lingua franca in global business, as well as its convenience for natural language recognition.</p> <p>ADOPTION OF LEGAL TECH VARY ACROSS STAKEHOLDERS - big law firms—those with more than 100 lawyers focusing on nonstandard, bespoke cases—adopt legal tech faster than small law firms (generalists with fewer than 10 lawyers concentrating on standard-ized cases).</p> <p>ORDINARY CONSUMERS ARE THE REAL LEADERS IN THE ADOPTION OF LEGAL TECH - availing themselves of online services (such as preparing wills, standard contracts, and small claims) provided directly to them by vendors</p>
State Bar of Michigan 21st Century Practice Task Force	2016	GOOGLE	Report	US	ENVISIONING A NEW FUTURE TODAY		www.michbar.org/files/File/Issue21st_CenturyPracticeTaskForce.pdf	July 24, 2017	Future legal profession	Build a plan to avoid a dysfunctional legal marketplace	Analysis	<p>THE LEGAL SERVICES MARKET IS A DYSFUNCTIONAL ONE;</p> <p>ACCESS TO JUSTICE; Although lawyers are ethically committed to access to justice for all and support legal aid programs for the poor, quality legal services have never been available to all those who need them; legal services delivered in traditional ways are becoming more unaffordable for large segments of the population; Despite a significant percentage of lawyers who are unemployed or underemployed, we are falling further behind in our goal of access to justice for all;</p> <p>DIFFICULTIES FOR NEW LAWYERS; Too many new lawyers are saddled with substantial debt, face employment challenges, and may lack the crucial "practice-ready" skills they need to serve clients competently in the absence of effective mentoring;</p> <p>DIFFICULTIES FOR EXPERIENCED LAWYERS; Many veteran lawyers lack familiarity with the technology needed to take advantage of case management tools and systems for delivering legal services more affordably;</p> <p>INEFFICIENT AND OVERLY COMPLEX LEGAL PROCESSES; The legal profession has been reticent to modify litigation processes, court rules, and business practices in ways that may deliver more efficient and inexpensive solutions to legal problems; The organized bar and regulators have not taken up the challenge of creating, evaluating, testing, or implementing significant changes that utilize existing business process tools and technologies to create a more efficacious system;</p> <p>CULTURAL RESISTANCE TO INNOVATION; The legal system does not have an innovative orientation. In a time when technological innovations are transforming the marketplace, the absence of an innovative culture puts the legal profession and the ability to deliver quality legal services at risk;</p> <p>PRESSURE ON LEGAL SERVICES COSTS; Across the legal market, from the largest businesses to individual consumers, there seems to be a rapidly mounting pressure on costs;</p> <p>CAUSES OF THE PRESSURE ON COSTS;</p> <p>ECONOMIC CAUSES; Since the global economic downturn, the pressure on costs has intensified and it is widely held that a return to prosperous times is unlikely for many years yet;</p> <p>PRODUCTIVE CAUSES; legal work, which used to require hand-crafting by legal specialists, has now, in some way, been standardized or systematized so that the service of the traditional lawyer is scarcely needed;</p> <p>REGULATION CAUSES; the legal profession is being liberalized, in England and Wales, for example, the Legal Services Act of 2007 now permits, broadly speaking, non-lawyers to own legal businesses and for external investment to be made in law firms; new competitors to traditional law firms are gradually emerging, the "Big Four" accounting firms will greatly increase their presence in the legal marketplace over the next few years;</p>
Richard Susskind	2012	GOOGLE	Report	Canada	KEY TRENDS IN THE LEGAL MARKETPLACE		http://www.isba.org/CBAmediaLibrary/cba_na/PDFs/CBA%20Legal%20Future%20PDFs/Susskind-Linked-eng.pdf	July 24, 2017	Legal market	Trends and developments in the legal marketplace	Analysis	<p>PRESSURE ON LEGAL SERVICES COSTS; Across the legal market, from the largest businesses to individual consumers, there seems to be a rapidly mounting pressure on costs;</p> <p>CAUSES OF THE PRESSURE ON COSTS;</p> <p>ECONOMIC CAUSES; Since the global economic downturn, the pressure on costs has intensified and it is widely held that a return to prosperous times is unlikely for many years yet;</p> <p>PRODUCTIVE CAUSES; legal work, which used to require hand-crafting by legal specialists, has now, in some way, been standardized or systematized so that the service of the traditional lawyer is scarcely needed;</p> <p>REGULATION CAUSES; the legal profession is being liberalized, in England and Wales, for example, the Legal Services Act of 2007 now permits, broadly speaking, non-lawyers to own legal businesses and for external investment to be made in law firms; new competitors to traditional law firms are gradually emerging, the "Big Four" accounting firms will greatly increase their presence in the legal marketplace over the next few years;</p>

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/Ojectives	Methodology	Drivers of Change
Daicoff, Susan	2011	GOOGLE	Journal article		The Future of the Legal Profession	Monash University Law Review 37(1)	http://d-heinonline.org.biblio.ort.edu/HOL/Page?handle=hein.journals/monash37&id=11&div=6&collection=journals	July 24, 2017	Legal profession in future	Examine the effects of the current economic crisis and the 'Millennial' Generation's entrance into the profession on the tasks ahead for the comprehensive law movement	Analysis	UNEQUAL ACCESS TO JUSTICE; 80 per cent of Americans cannot afford a lawyer, resulting in unequal access to justice; LARGE NUMBER OF LAWYERS; the number of lawyers has almost tripled in the United States since 1970; ADVERSARIAL COURT SYSTEM; the adversarial court system is no longer functioning as a primary and efficient dispute resolution system, as 98 per cent of all litigated cases settle without trial; ALTERNATIVE DISPUTE RESOLUTION; negotiation, settlement, mediation and other types of alternative dispute resolution, even in mandatory forms, are growing and legal personnel are experimenting with new models such as collaborative law and transformative mediation; LAWYERS CLINICALLY SUFFERING; one in five lawyers is suffering from clinically significant levels of depression, anxiety, psychopathology, alcoholism or substance abuse; UNEMPLOYMENT; increasing unemployment among lawyers; INCREASING LAW SCHOOLS ADMISSIONS; law school admissions levels steadily increased until about 2008; LESS PREPAREDNESS NEW GRADUATES; legal education, operating on the basis of Langdell's century-old model, has become increasingly irrelevant and unrelated to the skills required for, and the demands of, modern law practice, leading to less preparedness of new graduates to face the conditions of modern law practice and to serve clients; INCREASING NUMBER OF SELF-REPRESENTATION; the number of self-represented litigants in the courts is burgeoning, even as the number of case filings is dropping; NO SENSE TO INVOLVE LAWYERS; the price of legal services is not necessarily the determining factor in whether or not an individual or small business will engage a lawyer, many individuals and businesses simply do not sense the need to involve a lawyer or do not understand that using lawyers early in their problem solving would benefit them; ENOUGH LAWYERS; enough lawyers are being educated and licensed to meet the needs; UNDER-EMPLOYMENT; there is a large number of under-employed lawyers; DIFFICULTY TO FIND LAWYERS; potential clients struggle to find a way to get in contact or to find lawyers who will help them; PEOPLE SEARCHING ANSWERS TO LEGAL QUESTIONS ONLINE; people are increasingly comfortable with searching for and getting answers – for better or worse – to legal questions online;
Futures Commission of the Utah State Bar	2015	GOOGLE	Report	July 29	Report and Recommendations on the Future of Legal Services in Utah		https://www.utahbar.org/wp-content/uploads/2015/07/2015_Futures_Report_revised.pdf	July 24, 2017	Future of legal services	Recommendations to avoid a legal services firms crisis	Analysis	UNEQUAL ACCESS TO JUSTICE; 80 per cent of Americans cannot afford a lawyer, resulting in unequal access to justice; LARGE NUMBER OF LAWYERS; the number of lawyers has almost tripled in the United States since 1970; ADVERSARIAL COURT SYSTEM; the adversarial court system is no longer functioning as a primary and efficient dispute resolution system, as 98 per cent of all litigated cases settle without trial; ALTERNATIVE DISPUTE RESOLUTION; negotiation, settlement, mediation and other types of alternative dispute resolution, even in mandatory forms, are growing and legal personnel are experimenting with new models such as collaborative law and transformative mediation; LAWYERS CLINICALLY SUFFERING; one in five lawyers is suffering from clinically significant levels of depression, anxiety, psychopathology, alcoholism or substance abuse; UNEMPLOYMENT; increasing unemployment among lawyers; INCREASING LAW SCHOOLS ADMISSIONS; law school admissions levels steadily increased until about 2008; LESS PREPAREDNESS NEW GRADUATES; legal education, operating on the basis of Langdell's century-old model, has become increasingly irrelevant and unrelated to the skills required for, and the demands of, modern law practice, leading to less preparedness of new graduates to face the conditions of modern law practice and to serve clients; INCREASING NUMBER OF SELF-REPRESENTATION; the number of self-represented litigants in the courts is burgeoning, even as the number of case filings is dropping; NO SENSE TO INVOLVE LAWYERS; the price of legal services is not necessarily the determining factor in whether or not an individual or small business will engage a lawyer, many individuals and businesses simply do not sense the need to involve a lawyer or do not understand that using lawyers early in their problem solving would benefit them; ENOUGH LAWYERS; enough lawyers are being educated and licensed to meet the needs; UNDER-EMPLOYMENT; there is a large number of under-employed lawyers; DIFFICULTY TO FIND LAWYERS; potential clients struggle to find a way to get in contact or to find lawyers who will help them; PEOPLE SEARCHING ANSWERS TO LEGAL QUESTIONS ONLINE; people are increasingly comfortable with searching for and getting answers – for better or worse – to legal questions online;
American Bar Association	2014	GOOGLE	Report	January	REPORT AND RECOMMENDATIONS AMERICAN BAR ASSOCIATION TASK FORCE ON THE FUTURE OF LEGAL EDUCATION		https://www.americanbar.org/content/dam/aba/administrative/professional_responsibility/report_and_recommendations_of_aba_task_force.authcheckdam.pdf	July 24, 2017	Legal education in future	Examine the current problems and conditions in American legal education and present recommendations that are workable and have a reasonable chance of broad acceptance	Analysis	UNEQUAL ACCESS TO JUSTICE; 80 per cent of Americans cannot afford a lawyer, resulting in unequal access to justice; LARGE NUMBER OF LAWYERS; the number of lawyers has almost tripled in the United States since 1970; ADVERSARIAL COURT SYSTEM; the adversarial court system is no longer functioning as a primary and efficient dispute resolution system, as 98 per cent of all litigated cases settle without trial; ALTERNATIVE DISPUTE RESOLUTION; negotiation, settlement, mediation and other types of alternative dispute resolution, even in mandatory forms, are growing and legal personnel are experimenting with new models such as collaborative law and transformative mediation; LAWYERS CLINICALLY SUFFERING; one in five lawyers is suffering from clinically significant levels of depression, anxiety, psychopathology, alcoholism or substance abuse; UNEMPLOYMENT; increasing unemployment among lawyers; INCREASING LAW SCHOOLS ADMISSIONS; law school admissions levels steadily increased until about 2008; LESS PREPAREDNESS NEW GRADUATES; legal education, operating on the basis of Langdell's century-old model, has become increasingly irrelevant and unrelated to the skills required for, and the demands of, modern law practice, leading to less preparedness of new graduates to face the conditions of modern law practice and to serve clients; INCREASING NUMBER OF SELF-REPRESENTATION; the number of self-represented litigants in the courts is burgeoning, even as the number of case filings is dropping; NO SENSE TO INVOLVE LAWYERS; the price of legal services is not necessarily the determining factor in whether or not an individual or small business will engage a lawyer, many individuals and businesses simply do not sense the need to involve a lawyer or do not understand that using lawyers early in their problem solving would benefit them; ENOUGH LAWYERS; enough lawyers are being educated and licensed to meet the needs; UNDER-EMPLOYMENT; there is a large number of under-employed lawyers; DIFFICULTY TO FIND LAWYERS; potential clients struggle to find a way to get in contact or to find lawyers who will help them; PEOPLE SEARCHING ANSWERS TO LEGAL QUESTIONS ONLINE; people are increasingly comfortable with searching for and getting answers – for better or worse – to legal questions online;
Committee on the Future Economy (CFE), Singapore	2017	GOOGLE	Report	Feb	Report on the Committee on the Future Economy		www.gov.sg/media/cfe/downloads/cfe%20report.pdf?la=en	July 24, 2017	Future of economy in Singapore	Recommendations on the evolution of the economy in Singapore	Analysis	UNEQUAL ACCESS TO JUSTICE; 80 per cent of Americans cannot afford a lawyer, resulting in unequal access to justice; LARGE NUMBER OF LAWYERS; the number of lawyers has almost tripled in the United States since 1970; ADVERSARIAL COURT SYSTEM; the adversarial court system is no longer functioning as a primary and efficient dispute resolution system, as 98 per cent of all litigated cases settle without trial; ALTERNATIVE DISPUTE RESOLUTION; negotiation, settlement, mediation and other types of alternative dispute resolution, even in mandatory forms, are growing and legal personnel are experimenting with new models such as collaborative law and transformative mediation; LAWYERS CLINICALLY SUFFERING; one in five lawyers is suffering from clinically significant levels of depression, anxiety, psychopathology, alcoholism or substance abuse; UNEMPLOYMENT; increasing unemployment among lawyers; INCREASING LAW SCHOOLS ADMISSIONS; law school admissions levels steadily increased until about 2008; LESS PREPAREDNESS NEW GRADUATES; legal education, operating on the basis of Langdell's century-old model, has become increasingly irrelevant and unrelated to the skills required for, and the demands of, modern law practice, leading to less preparedness of new graduates to face the conditions of modern law practice and to serve clients; INCREASING NUMBER OF SELF-REPRESENTATION; the number of self-represented litigants in the courts is burgeoning, even as the number of case filings is dropping; NO SENSE TO INVOLVE LAWYERS; the price of legal services is not necessarily the determining factor in whether or not an individual or small business will engage a lawyer, many individuals and businesses simply do not sense the need to involve a lawyer or do not understand that using lawyers early in their problem solving would benefit them; ENOUGH LAWYERS; enough lawyers are being educated and licensed to meet the needs; UNDER-EMPLOYMENT; there is a large number of under-employed lawyers; DIFFICULTY TO FIND LAWYERS; potential clients struggle to find a way to get in contact or to find lawyers who will help them; PEOPLE SEARCHING ANSWERS TO LEGAL QUESTIONS ONLINE; people are increasingly comfortable with searching for and getting answers – for better or worse – to legal questions online;
Christopher Kendall	2011	GOOGLE	Report	Australia	Report on Psychological Distress and Depression in the Legal Profession	The Law Society of Western Australia	https://www.lawsocietywa.asn.au/wp-content/uploads/2015/08/Report-on-psychological-distress-and-depression-in-the-legal-profession.pdf	July 24, 2017	Legal talent, healthcare	review of the Society's existing strategies to deal with psychological distress and depression and review the recommendations of the Courting the Blues Report;	The Courting the Blues Report, published in 2009, extensively detailed the findings of a study conducted by the Tristan Jepson Memorial Foundation and the Brain and Mind Research Institute of Australia in relation to mental health in the legal profession. The study was conducted with the participation of 741 final year law students from 13 universities, 924 solicitors and 756 barristers.	DISTRESS AND RISK OF DEPRESSION IN LAW STUDENTS AND LAWYERS; high levels of psychological distress and risk of depression in the law students and practising lawyers who were surveyed, when compared with Australian community norms and other tertiary student groups; RELUCTANCE TO SEEK HELP FOR MENTAL HEALTH ISSUES; a number of attitudes and behaviours which imply a general reluctance to seek help for mental health issues; and it is not just lawyers and young lawyers, but also law students, who are suffering from high levels of depression. HIGH LEVELS OF PSYCHOLOGICAL DISTRESS; The Courting the Blues Report revealed that more than 35% of law students suffer high to very high levels of psychological distress, and almost 40% reported distress severe enough to require medical or clinical intervention. Further, the causes of depression amongst lawyers were noted to include: a) A culture of competitiveness: fear of failure is common; b) Pessimism: legal work often warding off what will go wrong; c) Learned helplessness: lawyers must follow a client's instructions, even if those instructions contradict the lawyers better judgment; d) Disillusionment: many lawyers feel compromised by ethical dilemmas in their work; and e) Perfectionism: lawyers tend to be perfectionists, which is related to obsession and anxiety, both fertile grounds for depression.
Ed by: Hilary Sommerlad, Sonia Harris-Short, Steven Vaughan, Richard Young	2015	GOOGLE	Book	UK	The Futures of Legal Education and the Legal Profession	Oxford: Hart Publishing		July 24, 2017	Legal profession, legal education	The aim of the Conference, and thus this collection, was to bring together leading academic scholars, senior figures from professional practice, policy-makers, and representatives of the regulatory authorities, to reflect on the key issues arising from this transformative moment	selection of papers presented at the 2nd conference of CEPER, Birmingham Law School's Centre for Professional Legal Education and Research	(1) REGULATION: Legal Services Act 2007; the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO); the Legal Education and Training Review (LETR)

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/hypothesis/O objectives	Methodology	Drivers of Change
Richard Susskind	2013	GOOGLE	Book		Tomorrow's Lawyers. An introduction to your future	Oxford: Oxford University Press		July 24, 2017	Future legal profession	Tomorrow's legal world, bears little resemblance to that of the past. Legal institutions and lawyers are at crossroads, and are poised to change more radically over the next two decades than they have over the last two centuries.	Analysis	<p>PRIMARY DRIVERS OF CHANGE: The author believes there are three main drivers of change;</p> <p>THE MORE-FOR-LESS CHALLENGE: Because the difficult economic conditions, some law firms face the pressure of needing to reduce the number of lawyers in their teams, also, they are being asked by their chief executives, chief finance officers, and boards to reduce the amount they spend on externalisation. Finally, they often have more legal and compliance work to undertake than ever before;</p> <p>LIBERALIZATION: End of the lawyers' monopoly in the legal services sector, bringing new competitive pressures for traditional law firms;</p> <p>INFORMATION TECHNOLOGY: We are living in an era of unprecedented technological change. Recent progress in artificial intelligence and many new and emerging applications allow us to perform tasks that previously were not possible. At the same time, many of these innovative technologies are disruptive: they do not just support traditional ways of working, they fundamentally challenge and change conventional habits;</p> <p>SECONDARY DRIVERS OF CHANGE:</p> <p>COMMODITIZATION OF LAW: Work that was once handcrafted can now be routinized and disposed of quickly with little need of lawyers' intervention;</p> <p>DIFFERENT WORK STRUCTURE: Decomposing legal work allows to work into various tasks in an efficient manner, delivered in the same quality as if it wasn't decomposed;</p> <p>DISRUPTIVE LEGAL TECHNOLOGIES:</p> <p>Automated document assembly; Systems that generate relatively polished and customized first drafts of documents, in response to questions asked by their users;</p> <p>Relentless connectivity; Systems that prevent lawyers from entirely disengaging from their clients and the workplace;</p> <p>Electronic legal marketplace; Online reputation systems, which allow clients to share their views, online, on the performance and levels of service of their lawyers, price comparison systems, etc;</p> <p>E-learning; Online facilities to support legal learning and training;</p> <p>Online legal guidance; Systems that provide legal information, legal guidance, and even legal advice across the internet;</p> <p>Legal open-sourcing; Sustained mass collaboration in the field of law, a movement devoted to building up large quantities of public, community-oriented legal materials, such as standard documents, checklists, and flow charts;</p> <p>Closed legal communities; Restricted groups of like-minded lawyers with common interests to come together and collaborate online in private social networks;</p> <p>Workflow and project management; Automated checklists that drive a standard process from start to finish, for high-volume, repetitive legal work;</p> <p>Embedded legal knowledge; Legal rules will be deeply embedded in our systems and processes;</p> <p>Online Dispute Resolution; when the process of resolving a legal dispute, especially the formulation of the solution, is entirely or largely conducted across the internet;</p> <p>Intelligent legal search; Emerging systems are now able, in terms of precision and recall, to outperform paralegals and junior lawyers when reviewing and categorizing large bodies of documents;</p> <p>Big data; The pervasive and worldwide use of information technology and the Internet is spawning unfathomably large datasets, which are too vast and unwieldy to be managed by most conventional tools. A veritable industry of people and systems is now emerging to help to cope with this data challenge, to help us to process and harness its value more effectively;</p> <p>AI-based problem-solving; If IBM's Watson (an artificial intelligent computer system designed to compete on the US TV quiz show Jeopardy!) is able to beat the two finest human competitors, then de days of online problem-solving by computer are not very far away;</p> <p>SHIFTING ROLE OF IN-HOUSE LAWYERS:</p> <p>Legal risk management; The job of in-house lawyers should be to anticipate problems before they arise, moving from being excessively reactive to being proactive, avoiding disputes rather than resolving them;</p> <p>Knowledge management; The use of standard documents is a well-established technique for reducing legal risk: non-lawyers and lawyers alike are required to use fixed-form agreements that have been carefully crafted in anticipation of well-known legal problems and pitfalls. The actual preparation of these standard documents belongs to the world of legal knowledge management. In order to avoid duplication of effort and to build an institutional memory that is superior to the recall of any individuals. Professional support lawyers are the ones in charge of knowledge management;</p> <p>ACCESS TO JUSTICE: Around one million civil justice problems go unresolved each year in England and Wales. Most citizens do not know most of the law and cannot afford to obtain conventional legal advice;</p> <p>ONLINE LEGAL SERVICES: One alternative to the provision of legal help by lawyers is for skilled and often voluntary non-lawyers to advise people on their problems, rights and responsibilities. This kind of techniques will make the law available to people who would otherwise have no affordable sources of legal help;</p> <p>JUDGES AND IT: Many judges are committed users of IT and are keen to embrace systems that offer practical benefits in their everyday work, such as email, word processing and online research;</p> <p>VIRTUAL COURTS: The growing use across society of video-calling and video-conferencing suggests there is enormous scope for virtual courts, if not for trials then for earlier hearings, when judges could sit in their chambers and all participants could attend remotely;</p> <p>NEW JOBS FOR LAWYERS:</p> <p>The legal knowledge engineer; When legal service comes to be standardized and computerized, talented lawyers will be required in great numbers to organize and model huge quantities of complex legal materials and processes;</p> <p>The legal technologist; The practice of law and the administration of justice have become massively dependent on information technology and the Internet. It's vital to have experienced and skilled individuals who can bridge the gap between law and technology;</p> <p>The legal hybrid; Lawyers of the future will need to diversify to stay in business, becoming increasingly multidisciplinary;</p> <p>The legal process analyst; The job of analysing a piece of legal work, subdividing the assignment into meaningful and manageable chunks, and identifying the most appropriate supplier of services for each, is itself a task that requires deep legal insight and experience;</p> <p>The legal project manager; To ensure the success of multi-sourcing, it is the job of the legal project manager to allocate work to a selection of appropriate providers, to ensure they complete their decomposed work packages on time and to budget, to control the quality of the various packages, to oversee and supervise the output and delivery, and to pull the various work packages together into one seamless service for the client.</p> <p>The Online Dispute Resolution practitioner; Specialists that will advise clients on how best to use ODR facilities and experts in resolving disputes conducted in electronic environments;</p> <p>The legal risk manager; Their focus will be on anticipating the needs of those they advise, on containing and pre-empting legal problems;</p> <p>LEGAL EDUCATION; Although law schools should provide law students with the tools to study current and future trends in legal services, the time and place to train law students in the new disciplines identified in this article is not law school but post-graduate courses;</p> <p>COST ISSUES: The greatest current pressure on legal services delivery is cost: most legal and court services have become unaffordable to their users, from consumers to global businesses. Larger firms are responding to cost pressure by establishing a new division of labour. Lawyers are breaking down legal work into more basic tasks, and finding alternative ways of sourcing the most routine and repetitive work, such as document review in litigation, due diligence work, routine contract drafting, and rudimentary legal research. Legal tasks in this way are now being outsourced, offshored, passed along to paralegals, subcontracted, and sold to clients on a fixed-price basis;</p> <p>TRANSFORMATION BY TECHNOLOGY:</p> <p>Automation; complements but does not fundamentally change the central way in which services are delivered;</p> <p>Innovation; Technological innovation allows innovative systems to provide services at a lower cost, or to a higher quality, or in a more convenient way than in the past;</p> <p>EMERGING SKILLS AND COMPETENCE:</p> <p>Different ways of communicating; New ways of communication, from e-mail to telepresence, from text messaging to social networking, from real-time chat to online collaboration;</p> <p>Mastery of data; For a long time professionals have found it important to have all sorts of information at their fingertips, in books, technical papers and case files. But a different need is arising, and is for professionals to have mastery over massive bodies of data that bear on their disciplines;</p> <p>PROFESSIONAL WORK RECONFIGURED:</p> <p>Routinization; Innovative providers of professional help are now striving to routinize their work, both the substantive content of the work, and the process of delivering their services;</p> <p>Decomposition; Professional work is no longer regarded as a monolithic, indivisible lump of activity, but instead is being decomposed (or disaggregated), broken down into constituent tasks and allocated to other people and systems who are best placed to discharge the work at as low cost as possible, consistent with the quality and the nature of the service required;</p> <p>NEW LABOUR MODELS:</p> <p>Labour arbitrage; One common shift in the division of labour within professional services is the allocation of work to individuals and organizations in locations where labour costs, operating costs, and property costs are lower;</p> <p>Para-professionalization and delegation; Professionals across all disciplines are now recognizing that traditional modes of working have often involved senior people undertaking work that could quite properly and reliably be delegated to less-experienced professionals;</p> <p>Flexible self-employment; professionals operating as contractors rather than employees, working remotely, often from home, made possible by online platforms that allow professionals to promote themselves and enable those who are seeking their services to find and select the most suitable provider;</p> <p>New specialists; Online services cannot be developed and delivered without the involvement of new specialists who can provide access to practical expertise;</p> <p>PREOCCUPATIONS OF PROFESSIONAL FIRMS;</p> <p>Liberalization; Relaxation of the laws and regulations that govern who can offer professional services and from what types of organizations and businesses;</p> <p>Globalization; Communication and transport technologies have brought enormous changes, facilitating remarkable flows of people, goods and information around the world;</p> <p>TECHNOLOGICAL ADVANCES; Technological advances are transforming how we deliver legal services, resolve legal disputes, and engage in legal learning;</p> <p>SELF-HELP RATHER THAN HIRING A LAWYERS; consumers of legal services are demanding more for less and are apt to employ self-help rather than to hire a professional;</p> <p>LEGAL AID ONLINE; clients are using websites not merely to gather information about lawyers, but to actually obtain legal advice;</p> <p>LEGAL ONLINE PROVIDERS; Services traditionally provided in person-to-person interactions between lawyers and clients are now being offered by online providers such as LegalZoom and Avvo;</p> <p>ALTERNATIVE LEGAL SERVICES; alternative legal services market has quickly become a multibillion dollar industry;</p> <p>SOLVE ISSUES EFFICIENTLY AND COST-EFFECTIVELY; Consumers naturally want to resolve their legal issues efficiently and cost-effectively, as they do any other problem; Low-income Americans receive inadequate or no professional legal help for 80% of the civil legal problems they face in a given year; Access to justice is not just a problem for the poor. One study showed that "well over 100 million Americans [are] living with civil justice problems, many involving what the American Bar Association has termed 'basic human needs,'" "including matters related to shelter, sustenance, safety, health, and child custody;</p>
Richard Susskind; Daniel Susskind	2015	GOOGLE	Book		The Future of the Professions. How technology will change the work of human experts	Oxford: Oxford University Press		July 24, 2017	Future PSFs technology	100 Interviews inside and outside the professions	Analysis	<p>LEGAL EDUCATION; Although law schools should provide law students with the tools to study current and future trends in legal services, the time and place to train law students in the new disciplines identified in this article is not law school but post-graduate courses;</p> <p>COST ISSUES: The greatest current pressure on legal services delivery is cost: most legal and court services have become unaffordable to their users, from consumers to global businesses. Larger firms are responding to cost pressure by establishing a new division of labour. 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Legal tasks in this way are now being outsourced, offshored, passed along to paralegals, subcontracted, and sold to clients on a fixed-price basis;</p> <p>TRANSFORMATION BY TECHNOLOGY:</p> <p>Automation; complements but does not fundamentally change the central way in which services are delivered;</p> <p>Innovation; Technological innovation allows innovative systems to provide services at a lower cost, or to a higher quality, or in a more convenient way than in the past;</p> <p>EMERGING SKILLS AND COMPETENCE:</p> <p>Different ways of communicating; New ways of communication, from e-mail to telepresence, from text messaging to social networking, from real-time chat to online collaboration;</p> <p>Mastery of data; For a long time professionals have found it important to have all sorts of information at their fingertips, in books, technical papers and case files. 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One study showed that "well over 100 million Americans [are] living with civil justice problems, many involving what the American Bar Association has termed 'basic human needs,'" "including matters related to shelter, sustenance, safety, health, and child custody;</p>
Oregon State Bar Futures Task Force	2017	GOOGLE	Report	June	The future of legal services in Oregon		http://www.osbar.org/_docs/resources/2017FuturesSummaryOfflineDownload.pdf	July 24, 2017	Legal services future	Causes of the disruption of the legal services market	Analysis	<p>TECHNOLOGICAL ADVANCES; Technological advances are transforming how we deliver legal services, resolve legal disputes, and engage in legal learning;</p> <p>SELF-HELP RATHER THAN HIRING A LAWYERS; consumers of legal services are demanding more for less and are apt to employ self-help rather than to hire a professional;</p> <p>LEGAL AID ONLINE; clients are using websites not merely to gather information about lawyers, but to actually obtain legal advice;</p> <p>LEGAL ONLINE PROVIDERS; Services traditionally provided in person-to-person interactions between lawyers and clients are now being offered by online providers such as LegalZoom and Avvo;</p> <p>ALTERNATIVE LEGAL SERVICES; alternative legal services market has quickly become a multibillion dollar industry;</p> <p>SOLVE ISSUES EFFICIENTLY AND COST-EFFECTIVELY; Consumers naturally want to resolve their legal issues efficiently and cost-effectively, as they do any other problem; Low-income Americans receive inadequate or no professional legal help for 80% of the civil legal problems they face in a given year; Access to justice is not just a problem for the poor. One study showed that "well over 100 million Americans [are] living with civil justice problems, many involving what the American Bar Association has termed 'basic human needs,'" "including matters related to shelter, sustenance, safety, health, and child custody;</p>
Altman Well	2017	GOOGLE	Survey	US	2017 Law Firms in Transition		dir_docs/resource/90d291d-4b28-4dfd-ac15-d8de6c318e9_dokument.pdf	July 24, 2017	Legal market	Law firms are slowly changing. Some change efforts require long-term investments that can be a tough sell with partners, and other initiatives may work quickly, but are one-time fixes that can't be replicated for year-on-year gains. Firms should be aiming broader, for a deeper transformation	Surveys	<p>OVERSUPPLY OF LAWYERS;</p> <p>DECREASING DEMAND FOR LEGAL SERVICES;</p> <p>MITIGATE COSTS ON CONTRACTING LAWYERS; firms are using contract lawyers, staff lawyers and part-time lawyers in an effort to mitigate costs and improve efficiency and profitability;</p> <p>ALTERNATIVES TO THE TRADITIONAL LAW FIRM; alternatives to the traditional law firm are an important part of the demand equation;</p> <p>INCREASE OF NON-LAW-FIRM PROVIDERS; increase of non-law-firm providers of legal and quasi-legal services</p>

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O bjectives	Methodology	Drivers of Change
LexisNexis; Law Society of South Africa	2016	GOOGLE	Report	South Africa	Attorneys' Profession in South Africa Report 2016		www.issa.org.za/upload/LSSA-LexisNexis-Infographic-Report-2016-Survey-of-the-Attorneys-Profession.pdf	July 24, 2017	Legal market	Evolution of South Africa's law firms, as they respond to the challenges facing the legal profession in 2016	Survey was sent to the LSSA database via email. 30 surveys were conducted telephonically by request. Over a 4 week period a total of 746 responses were collected. As noted elsewhere, the majority of the responses came from law firms with a maximum of 10 staff members and primarily from firms with 5 or fewer fee earners. We generally categorise this profile as 'small law'.	CHANGES IN DEMOGRAPHICS - by race - Majority (60%) of respondents work in fully white-owned firms. 40% of the sample work in firms with more representative shareholding structures. Only 11% of firms sampled are wholly black owned. Ownership by race has changed significantly in the last 8 years. Since 2008 there are 20% less fully white-owned firms, 14% more mixed-ownership firms. Fully black-owned firms have only grown by 3% according to the sample. By Gender: Since 2008 there are 14% less fully male-owned firms in South Africa (from 67% in 2008 to 53% in 2016) and 5 % less fully female-owned firms. Mixed ownership, however, has increased by 18% (from 9% TO 27% IN 2015). TECHNOLOGY: Access to the internet is not a barrier to the use of digital research for most respondents (86%). Google (83%) and SAFILI (72%) are the two most popular free online resources. A third of the sample does not fully trust the free online resources that they use for research. 57% trusts them. CLIENTS CHOICE - Personal relationships (57%) and referrals (21%) are the key drivers when choosing an advocate. CHANGING BUSINESS STRUCTURE Changing business structure 2014 vs. 2016: 46% drop in the number of firms who indicate that a change in business structure is 'not on their radar' (from 83% to 37%). INCREASED INVESTMENT IN MARKETING; Increased investment in marketing 2014 vs. 2016 - In 2016 there are 10% more firms planning to invest in marketing than there were in 2014. INVESTMENT IN TECHNOLOGY(3) Investment in technology in 2016. 32% of firms have already implemented tech and process investments, however 30% indicate that it is planned for the near future. OUTSOURCING; Outsourcing 2016. Only 12% outsource, 62% do not even have it in their radar. INCREASING STAFF; Increasing staff 54% either see it as a long term possibility or do not have it on their radar. (6) Business growth: 92% see smarter use of tech important or very important for growth.
The Law Society of Upper Canada	2014	GOOGLE	Report		Alternative Business Structures and the Legal Profession in Ontario: A Discussion Paper		lisc.on.ca/uploads/files/bs-discussion-paper.pdf	July 24, 2017	Alternative business structures	Consideration of alternative business structures as a means for delivering legal services in Ontario	Conceptual	INTERNET HAS CHANGED THE GAME; Internet has changed the game – and the public's expectations – with regard to legal services; GROWTH IN UNREGULATED LEGAL SERVICE PROVIDERS; significant growth in unregulated legal service providers in Ontario and elsewhere; DEMAND NOT BEING SUPPLIED; there is a demand for services not being effectively supplied by traditional legal practices
The Law Society of Upper Canada	2017	GOOGLE	Report		Tab 4.4 FOR DECISION REPORT OF THE ALTERNATIVE BUSINESS STRUCTURES WORKING GROUP		www.lisc.on.ca/uploads/files/Novonovation-June2017-Professional-Regulation-Committee-Report-2%20-%20Tab%204.4.pdf	July 24, 2017	Alternative business structures	Exploration of alternative business structures options with the potential to foster innovation or enhance access to justice	Conceptual	TRUSTED INTERMEDIARIES; Front line workers such as social workers and settlement workers, at times described as "trusted intermediaries", refer individuals to legal clinics and/or the private bar when their clients require legal advice; LIMITED PROFIT LAW FIRMS; in the United States, lawyer owned limited profit law firms and not for profit law firms have recently emerged. These entities are addressing the unmet legal needs of people who cannot afford an attorney but are not eligible for free legal services;
Iacobucci, Edward M Trebilcock, Michael J	2013	GOOGLE	Journal article		AN ECONOMIC ANALYSIS OF ALTERNATIVE BUSINESS STRUCTURES FOR THE PRACTICE OF LAW		http://lisc.on.ca/uploads/files/IBS-report-Iacobucci-Trebilcock-september-2014.pdf	July 24, 2017	Alternative business structures	Economic advantages and disadvantages of alternative business structures for the practice of law	Analysis	REGULATORY RESTRICTIONS; regulatory restrictions on the structure of legal firms; SOLE PRACTITIONERS; a disproportionate percentage of private legal practitioners in Ontario operate as sole practitioners or work at small firms; MULTIDISCIPLINARY PROFESSIONAL PRACTICES; multidisciplinary professional practices have emerged in a number of western European jurisdictions, typically involving international accounting firms acquiring local legal affiliates
International Legal Technology Association	2014	GOOGLE	Report	Global	Future Horizons Report: Strategic Imperatives of the Law Firm of the Future		http://thefuturesageency.com/wp-content/uploads/2013/04/The-Future-of-Law-Firms-ILTA-Legal-Technology-Future-Horizons-Final-Report.pdf	July 24, 2017	Legal technology	The decade will be shaped by powerful economic, political, technological, environmental and socio-demographic global forces impacting individuals, societies, organizations and governments	Interviews and contributions from over 40 law firms	ACCELERATING PACE OF TECHNOLOGY; accelerating pace of technology disruption and diffusion with the associated challenges of learning to manage rapid systems change and embrace the strategic potential of information technologies; EVOLUTION OF THE CLIENT AGENDA; rapid and continuous evolution of the client agenda in the face of disruptive innovation, shortening business cycles and accelerating the pace of change; GLOBALIZATION; continued globalization of business and rising global mobility of people, ideas, money and organizations; EVOLVING ECONOMY; continuing shift of wealth, power and opportunity from mature to evolving economies and ongoing uncertainty about the prospects for growth and the stability of the global economy; INCREASING ENVIRONMENTAL SUSTAINABILITY IMPORTANCE; increasing focus on environmental sustainability, resource shortages and energy prices; GLOBAL POPULATION GROWTH; rising life expectancy, greater female participation in the workforce, continued migration; INSTENSIFYING COMPETITION; changing firm structures, business models, new entrants and a heightened talent agenda;
Said Business School; Georgetown Law; Thomson Reuters	2017	GOOGLE	Report	US	ALTERNATIVE LEGAL PROVIDERS Understanding the Growth and Benefits of These New Legal Providers		http://static.legalsolutions.thomsonreuters.com/static/pdf/Alternative-Legal-Service-Providers_Long.pdf?mbSession=1500911004522-982790	July 24, 2017	Alternative service providers ALSPs	In recent years, the legal marketplace has seen an influx of new start-ups and new entrants looking to challenge the long-standing service model offered by law firms to their clients	The study was conducted in two phases: a quantitative phase consisting of an online survey, and a qualitative phase consisting of telephone interviews to gain further insight into some of the information learned from the quantitative results. While the initial research project was international in scope, a limited number of survey responses from the UK and Australian legal markets limited the effectiveness of the data from those regions. As a result, only survey responses from US-based law firms and corporate legal departments are included in the charts below. This is supplemented by interview results from the US and other regions. The online survey was conducted in June 2016. In total, the survey received responses from 554 law firms and 271 legal departments. Respondents were screened as to whether they had a role in helping to select ALSPs for use by their respective organization	ALTERNATIVE BUSINESS PROVIDER; Definition of alternative business provider- ALP - What makes a Legal Service Provider "alternative" is that the entity is typically one other than a law firm. What makes legal services "alternative" is that they are delivered via a model that departs from the traditional law firm delivery model, for example, by using contract lawyers, process mapping, or Web-based technology. USE OF ALP: at least 51% of law firms and 60% of corporate legal departments are currently using ALSPs for at least one type of service (typically low risk or standardized high volume tasks, such as: document review, coding services, e-discovery support services, litigation and investigation support; regulatory risk and compliance services. Nonetheless, lack awareness and use of ALSPs indicative of an early market. Little shared understanding of what constitutes an "alternative legal service" and "alternative legal service provider." The use of ALSPs by corporations and law firms is strong and expected to grow in volume and types of service used. - More than one-half of law firms and corporations are using at least one category of alternative legal service providers. Fifty-one percent of law firms and 60% of legal departments in corporations are currently using an alternative legal service provider (ALSP) in at least one service category. A further 21% of law firms and 14% of corporations plan to use an alternative legal service provider in the next year. Motivations for use vary by service category, with access to specialized expertise, controlling costs, and meeting peak demand as top reasons. - ALSPs are being used for more than e-discovery. While law firms are more inclined to use litigation support services (e.g., e-discovery, document review, litigation, and investigative support), corporations are more likely to use services in specialized areas (e.g., regulatory risk and compliance services, specialized legal advice, legal research, and IP management). Areas of growth in usage align with services now being used. - Use of ALSPs also varies by type of legal organization. Large and mid-sized law firms are currently more inclined to be using ALSPs which may signal an untapped opportunity for small firms. Similarly, corporations in highly regulated industries (e.g., financial services, communications, energy, pharmaceuticals) are more inclined to use ALSPs, particularly for tasks like e-discovery or regulatory compliance. SIZE OF THE ALP MARKET: authors estimate a market of approx \$8.4 billion CORPORATION ARE FLEXING BUYING POWER; Corporations are flexing their buying power and law firms are responding. Much of the interest in ALSPs on the part of law firms is driven by client price pressures, and 55% of law firms believe that using an ALSP can help mitigate price pressure from clients. Many law firms are combining legal, technology, and project management services to compete. MOTIVATIONS FOR USING ALSPS; Motivations for using ALSPs go beyond cost savings to access to specialized expertise. For certain services such as compliance and legal research, corporate use of ALSPs is driven largely by a need to access specialized expertise not available in-house. Law firms are also turning to ALSPs for specialized expertise in areas such as e-discovery services. Reducing the costs of high-volume transactional processes is an additional incentive for corporations and law firms to use ALSPs. CONCERN ABOUT QUALITY SERVICE; Both law firms and corporations are concerned about quality of service. Law firms and corporations both cited concerns about quality of service as a reason for not using an ALSP, and need convincing of the value proposition relative to traditional service models. Law firms are also more concerned about data security and client confidentiality relative to corporations. GROWTH OF ALSPS - ALTERNATIVE LEGAL SERVICES PROVIDERS. The growth of ALSPs presents new opportunities for corporations and law firms. - New partnerships. Law firms can maintain control of client relationships and associated profit by disaggregating legal processes into component parts, with law firms continuing to offer high value-add guidance and managing the overall process with ALSPs in the same manner as general contractors. - Technology-enabled services. Technology-enabled services for both high-volume and more complex work are expected to deliver value that will drive future growth. Law firms primarily use or anticipate using ALSPs for electronic discovery, document review and coding, litigation and investigation support, and nonlegal research. It is highly likely that much of the use of ALSPs by law firms for these tasks is being driven by client expectations that ALSPs be used for these types of tasks in order to control costs more effectively. Corporations primarily use them for regulatory risk and compliance services, specialized legal services (e.g., legal staffing), legal research, and IP management. Rates of corporate reliance on ALSPs for services like document review and e-discovery may also be somewhat artificially low in terms of actual adoption because the corporation may not be using such a service or provider directly, but may be directing a law firm to use one for litigation matters, as reflected in the higher rates of usage of ALSPs for those types of tasks among law firms.

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
James Tsolakis	2016	GOOGLE	Report	November	A perspective on the legal market Year in review 2015/16 and what lies ahead	Natwest	https://www.business.natwest.com/content/dam/natwest_com/Business_and_Content/PDFs/A_perspective_on_the_legal_market.pdf	July 24, 2017	UK Legal market	While UK Law firm continues to be a highly profitable and significant contributor to the overall economy, management teams are braced for tough times ahead	Based on extensive research and analysis, it combines with the vast depth of knowledge and experience we have built in banking for the legal sector over many years through a dedicated team of professionals focused exclusively on the legal profession	HIRING ASSOCIATES 72% of law firm managers expect hiring to remain at 2014/15 levels [Source: A Perspective on the Legal Market, NatWest (2015)] 68% are of the opinion that associate recruitment levels will also remain static [Source: A Perspective on the Legal Market, NatWest (2015)] 72% of partners at the UK's top 10 firms are aged 50 or under, which compares with 60% for the profession as a whole [Source: Edward Drummond (2016)] 82% of law partners expect to see redundancies in the next two years [Source: Legal Week (2016)] ECONOMIC FORECAST Top UK firms will likely see profits fall as currency adjustments are made while their dollar-denominated rivals strengthen their fiscal hand. GEOGRAPHICAL EXPANSION - while globalisation continues to be pushed hard by many firms in the top echelons of the market, the financial results do not necessarily support this when it comes to significant mergers. India, China and Singapore remain high on the agenda for most firms despite pricing pressures. Africa is viewed as having huge growth potential, but that is tempered by difficulties in operating in many of the key jurisdictions there. US firms in particular are plugging into Latin America as local economies show impressive GDP growth and good economic relationships with Europe and the US. Latin American lawyer headcounts for US firms grew 20% in 2015 alone. A key reason for a less active approach to expansion among UK firms in particular is an increasing gap between domestic and international profitability. Analysts at PwC estimate UK profits per partner (PPP) to be anything between 75% and 90% ahead of international PPP. This is due mainly to lower chargeable hours and a higher staff-to-fee-earner cost ratio. This situation creates a disconnect between firms needing to service clients in markets globally and the requirement to keep profitability competitive in order to attract the best legal talent. Meanwhile, the more profitable top-tier US firms, buoyed by the strength of the dollar against most currencies, are snapping up entire teams from their UK rivals in key jurisdictions. In September, White & Carter announced its hire of a 10-partner project finance team from Herbert Smith Freehills in Asia and Australia. While making targeted lateral team hires remains a cheaper option than merger, UK firms must still compete with the supreme purchasing power of US firms. Whichever way you look at it, global expansion is now more expensive for UK firms. And with the Brexit vote expected to keep sterling depressed against the dollar for some time, this scenario is unlikely to change soon. MID TIER SQUEEZED-The future of the bloated full-service mid-tier firm does not look attractive in the light of recent surveys of law firm financials - average revenue in firms 26 to 50 was down 2% with average profit per lawyer down by the same margin. Average FEP rose 8% to £487,000, suggesting an unsustainable model. LATERAL GAINS. As firms of all sizes focus intensely on partner and associate performance as a means of maintaining fragile profit growth, the war for talent has become a strategic battleground on both sides of the Atlantic. This has played out most ferociously at the top end of the market, with many UK firms being forced to modify their lockstep to compete with their aggressive US rivals. According to research by Legal Week, US firms' lateral hiring activity has risen by 20% in 2016 to its highest level in four years. The research showed that the group of 36 predominantly US firms made a total of 110 partner-level lateral hires in 2015, compared with 90 the previous year. The purchasing power differential, of course, got a whole lot worse for UK firms following Britain's decision to exit the EU in June, owing to the consequent collapse of sterling against the dollar. It is against this backdrop that US firm Cravath, Swaine & Moore kickedstart a UK salary war in June, announcing a global newly qualified (NQ) rate of \$180,000, equivalent to £114,000 at current exchange rates. By comparison, UK firm Clifford Chance agreed to match this rate for its associates in New York, yet will pay NQ associates in London a maximum of £85,000, far less than many of their US rivals. TECHNOLOGY Clients developing technological solutions to previously chargeable legal advice is felt to be a threat by 21% of law firms [Source: 2016 Law Firms in Transition, Altman Weil] 53% see it as a possible threat THE TECH IMPERATIVE While junior lawyers will still need to be recruited to be the client winners of the future, their charge-out rates will be subject to increased downward pressure in the early years of their careers as automated advice takes hold of more profitable work streams. This means that work opportunities for associates will become even more constrained, with firms investing in only the best talent who they perceive can generate and execute the most high-value and sophisticated work a few years down the line. This will of course also play into the hands of the alternative business structure (ABS), where investors seek the huge cost reductions that such developments imply.
Blue Hill Research	2017	GOOGLE	Report		ROSS Intelligence and Artificial Intelligence in Legal Research ROSS: Impact Identified		http://bluehillresearch.com/wp-content/uploads/2017/01/RT-A0280-ROSS-IR-AIbank-DH1.pdf	July 24, 2017	Legal technology, AI	To assess the impact of ROSS-assisted use cases in bankruptcy law research with respect to: - Information Retrieval - Quality/Usability and Use - Confidence in the search - Efficiency	Blue Hill used a panel of 16 legal researchers to benchmark primary ROSS use cases with those involving Boolean and Natural Language search capabilities of research platforms.	ARTIFICIAL INTELLIGENCE DEVELOPMENTS IN LAW Based on its benchmark assessment of the ROSS platform used to supplement Boolean and Natural Language search in the context of bankruptcy law, Blue Hill finds that the ROSS tool provides significant, additive contributions to the effectiveness of legal researchers. These gains include between a 22.3% and 30.3% reduction in research time, stemming from substantial improvements in information retrieval, particularly in the ranking of research results identified by a .61 NDCG score
Deloitte	2017	GOOGLE	Report	Canada	Canadian legal landscape 2017 - Issues and trends facing Canadian in-house counsel and law firms		https://www2.deloitte.com/ca/en/pages/finance/articles/canadian-legal-landscape.html	July 24, 2017	Future legal profession	to understand the current legal landscape in Canada, and how in-house counsel and law firms are dealing with disruption	Throughout July to December 2016, Deloitte conducted a survey of approximately 100 chief legal officers and representatives of law firms across Canada to gain an understanding of the current legal landscape in Canada. This report is based on their responses to questions which offered both directed choices and free-form answers.	EXTERNAL LEGAL SPEND Over 90 percent of chief legal officers (CLOs) surveyed indicated that they were satisfied or very satisfied with their external legal service providers. While one third of respondents ranked controlling legal spend as a top priority over the next year, less than 50 percent of the in-house legal departments surveyed apply any benchmarks or conduct any detailed analysis to assess their external legal spending levels, mainly due to a lack of relevant and readily available data. Almost half of the CLOs interviewed are currently using AFAs (Alternative fee arrangements) and expect to increase their use over the next year. Law firms are responding to meet this client demand, but some are struggling to maintain profit margins in the process. Nearly two thirds of the law firms that provided AFAs stated that they are not as profitable as traditional hourly billing. Virtually none of the CLOs or law firms we interviewed offered any truly innovative approaches to AFAs, and fixed fee mandates continue to dominate. Law firms noted that AFAs were most commonly used for transactional work, though some were offering partial AFAs to large institutional clients for litigation matters on a phase-by-phase basis or as part of an annual retainer covering varying matter. ORGANIZATIONAL STRUCTURE: The majority of CLOs plan to insource more high value work formerly performed by law firms, yet only 41 percent plan to increase headcount in their legal department. To address this gap, it appears that CLOs are focused on how best to drive increased efficiency within legal departments, with higher numbers considering or implementing process improvement activities. In-house counsel are also increasingly focused on defining a strategy for the legal department that aligns with the overall organizational strategy, and how best to organize the structure of their legal departments to achieve the efficiencies sought TECHNOLOGY - CLOs Respondents believe more investment in contract management, compliance, litigation management and workflow management technologies would have material impact on their legal department's efficiency. Surprisingly, investment in technology does not rank highly on the priority list of CLOs we surveyed, with only 15 percent citing technological improvements as a top priority. Nearly 90 percent of CLOs surveyed have ultimate spending authority for technological investment, yet over 50 percent of respondents anticipated no change in technology investments in the coming year. Many in-house legal departments are not currently using technology they believe would be impactful to their business, such as compliance, litigation management and contract management software, despite the fact that over 50 percent of CLOs we interviewed are not satisfied with how contracts are managed in their department. Many legal departments are, however, using technology that is not impactful to their business, such as e-discovery and project management software. Investing in the right technology will enable CLOs to increase the efficiency of their legal departments and focus on higher value tasks. LAW FIRMS: It appears that law firms are just turning their minds to the issue as the overwhelming majority of respondents identified innovation in technology/service delivery as a major game-changer in the marketplace. The majority of law firms surveyed are considering adopting some form of new technology within the next five years; however there remains uncertainty regarding which types of technology should be adopted. Firms are aware that they are at a technological crossroads, but they are unsure of which way to go. There is a burgeoning trend of partnerships with non-law firms in the market, which may, for many firms, present a solution to the technological challenges to come. As opportunities arise to leverage these relationships to perform additional legal tasks, further synergies between firms, CLOs, outsourcers and non-traditional players may be realized. Over half of the law firms we surveyed responded that they utilize analytics to assess pricing and profitability. That said, while firms are sitting down to assess and review profitability, the process is still imperfect and at times ad-hoc, and firms are reporting that they are not completely comfortable with the results of this analysis. Thus, it appears that while law firms recognize their use of technology is necessary, analyzing and interpreting the resulting data is an evolving process.
Deloitte	2015	GOOGLE	Report		Spotlight on the Legal Services sector		https://www2.deloitte.com/ca/en/pages/finance/articles/general-counsel-law-firm-trends.html	July 24, 2017	Future of the legal profession	What strategies can law firms adopt to remain independent	Surveys	GLOBALIZATION; ECONOMIC UNCERTAINTY; CORPORATE CONSOLIDATION; legal marketplace affected by globalization, economic uncertainty, corporate consolidation, and an increasingly digital world; clients demand greater transparency and increased service quality, seeking better value at the same time; new, disruptive sources for legal services are constantly being developed;
Deloitte	2015	GOOGLE	Report		Spotlight on General Counsel		https://www2.deloitte.com/ca/en/pages/finance/articles/general-counsel-law-firm-trends.html	July 24, 2017	Changing marketplace	General counsel's response to the increasing globalization and emerging technologies	Surveys	INCREASING GLOBALIZATION AND EMERGING TECHNOLOGIES; INCREASED INVESTMENT IN TECHNOLOGY; MORE RELY ON DATA; departments in the legal sector are becoming more reliant on data-driven insight which is being applied to a broadening realm of issues, from managing legal spend to streamlining workflow; ALTERNATIVE PRICING ARRANGEMENTS: external legal spend is generally expected to decrease and some alternative pricing arrangements are expected to gain popularity LAWYER CHANGES HIS JOB; the average lawyer changes jobs seven times in a career, an average that is likely to increase as the legal profession becomes even more fluid; LAWYERS HAVE TO UPDATE AND DEMONSTRATE THEIR VALUE; lawyers change jobs, practice areas evolve, and lawyers have to constantly update and demonstrate the professional value they add every aspect of the legal profession has undergone a seismic change: how legal disputes are resolved, how legal services are delivered, what outcomes are expected, how outcomes are measured, who hires lawyers and why, what is expected of lawyers, how lawyers are evaluated; CLIENTS MAKE MOST OF THE DECISIONS; clients make most of the decisions about how legal services are organized, scheduled, and staffed, what legal strategies are pursued, and which outcomes are sought; LAWYERS ARE EXPECTED TO BE AVAILABLE 24/7; Lawyers communicate remotely by email, text, Twitter, and Facebook, meet by teleconference, file documents electronically, brainstorm through attachments and editing functions, research online, service clients and colleagues in multiple time zones, are expected to be available 24/7; DISPUTES RESOLVED IN ALTERNATIVE WAYS; most disputes are resolved through settlement, mediation, arbitration, or negotiation; TOO MANY LAWYERS; LEGAL OPERATIONS PROVIDERS; businesses such as LegalZoom, Avvo, and Neota Logic provide legal operations, tools and other products that, in some instances, can deliver legal services better, cheaper, and faster than lawyers
Pierson, Pamela Bucy	2016	GOOGLE	Journal article		Economics, EQ, and Finance: The Next Frontier in Legal Education	Journal of Legal Education 65(4)	http://jle.sals.org/cgi/viewcontent.cgi?article=1350&context=home	July 24, 2017	Legal education evolution	Law schools should provide three tools that we historically have not provided: (1) an understanding of the economic factors that shape the legal profession; (2) principles of emotional intelligence (EQ) relevant to the practice of law, such as using one's strengths, managing stress, maintaining balance in one's personal and professional life, and developing resiliency for life's challenges; and (3) training in personal financial management adequate to manage a career characterized by constant change and, for almost ninety percent of law students, significant educational debt	Surveys	LAWYERS MAKE MOST OF THE DECISIONS; clients make most of the decisions about how legal services are organized, scheduled, and staffed, what legal strategies are pursued, and which outcomes are sought; LAWYERS ARE EXPECTED TO BE AVAILABLE 24/7; Lawyers communicate remotely by email, text, Twitter, and Facebook, meet by teleconference, file documents electronically, brainstorm through attachments and editing functions, research online, service clients and colleagues in multiple time zones, are expected to be available 24/7; DISPUTES RESOLVED IN ALTERNATIVE WAYS; most disputes are resolved through settlement, mediation, arbitration, or negotiation; TOO MANY LAWYERS; LEGAL OPERATIONS PROVIDERS; businesses such as LegalZoom, Avvo, and Neota Logic provide legal operations, tools and other products that, in some instances, can deliver legal services better, cheaper, and faster than lawyers

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PwC	2016	GOOGLE	Report	UK	Annual Law Firms' Survey 2016 (UK). Standing the test of time 25 years of the Law Firms' Survey		https://www.pwc.co.uk/industries/business-services/law-firms/survey.html	July 24, 2017	Legal market	Legal educators should assess whether they are providing their students with the tools they need to practice law in the twenty-first century. We have also drawn upon selected information from our quarterly survey and, where relevant, other published financial information	based on survey responses from firms at consistent response rates to prior years. We have also drawn upon selected information from our quarterly survey and, where relevant, other published financial information	NEED TO INVEST IN NEW TECHNOLOGIES; WORKFORCE MODELS, MANAGEMENT AND DEPLOYMENT; FINANCING GROWTH; The need to invest heavily in new technologies and processes; Workforce models, management and deployment. Surprisingly little has changed over the years in managing what is the largest cost to a firm; we expect this to be a major area of future focus, with technology featuring heavily in the solution; Financing growth. The traditional partnership full profit distribution model is a barrier to future investment and new ways need to be found to finance the significant investments needed in technology and other strategic areas (e.g. international expansion). MARKETPLACE CHANGE, "The market place is changing at an ever faster pace and 'Megatrends' such as the rise in digital technology, shifts in global economic power and changes in demographic/social power are creating unprecedented levels of disruption. Clients are demanding more, historical barriers to entry are weakening and employee behaviours and requirements are changing. The legal sector is undoubtedly being impacted by these 'Megatrends' and the successful law firm of tomorrow is going to look very different from the law firm of today. SHIFT IN GLOBAL ECONOMIC POWER - Despite this, the data from our survey suggests that there are limited plans for expansion into new territories by 2020 and 2025. The data shows relatively little change, particularly in these high growth markets. This raises the question as to whether law firms are responding sufficiently to the shift in global economic power. We know that international expansion, at least in the short-term, presents issues such as: The cost of funding the initial investment into new territories, Dilutive impact on profit as margins tend to be lower in emerging markets, How to enter new markets, eg through acquisition/ merger or organically, Restrictions imposed on international law firms practising in certain markets (eg India, Kingdom of Saudi Arabia), Geographical and political complexity of some territories, How to structure a global law firm and remunerate partners"
The Melbourne Law School and Thomson Reuters Peer Monitor	2015	GOOGLE	Report	Australia	Australia: State of the Legal Market State of the Legal Market: Australia – 2015		http://law.unimelb.edu.au/_data/assets/pdf_file/0006/1589153/2015AURReportFINAL1.pdf	July 24, 2017	Legal market	analysis of some of the significant macro trends impacting the Australian legal market.	Analysis	DECREASE IN DEMAND FOR COMMERCIAL LEGAL SERVICES; demand for commercial legal services has been on a relatively steady downward trajectory; TRENDS OF GREATER VALUE AND LOWER COSTS; The Australian legal profession has been impacted by trends seen around the world, including client demand for greater value and lower costs, the increasing use of digital solutions for legal problems and off-shoring. RAPID EXPANSION OF GLOBAL FIRMS; rapid expansion of the local presence of global firms either in their own right or through various forms of relationship with existing Australian firms; INCREASING LAW GRADUATES AND LAW SCHOOLS while enrolments to US law schools have plummeted in recent years, in Australia both the number of law graduates and law schools continues to grow
The Melbourne Law School and Thomson Reuters Peer Monitor	2016	GOOGLE	Report	Australia	Australia: State of the Legal Market State – 2016		http://images.scoopnet.thomsonreuters.com.au/Web/778Legal/1/16787781616-9-9-4e-38-Bdda-5e48a901e6b5-7d_australia-state-of-the-legal-market-2016_thomson-reuters-australia.pdf	July 24, 2017	Legal market	analysis of some of the significant macro trends impacting the Australian legal market.	This report is based on the financial data provided by 21 firms (Australian offices only) and analysis undertaken by Thomson Reuters Peer Monitor	Face of Change (on a -5 to +5 scale, where -5 is slowing significantly and +5 is increasing significantly) LATERAL PARTNER MOVES +3 - the pace of lateral hiring continued unabated in 2016; ENTRY OF GLOBAL FIRMS -3 It is interesting to note, that to date none of the large Asian regional firms have attempted entry into Australia. SHIFT OF WORK IN-HOUSE +1 - While the number of commercial lawyers working in-house is estimated to have grown from 10% of all practicing commercial lawyers to 35% over the past 15 years, the pace of change has slowed somewhat. Recent presentations by several senior General Counsel indicate that they're under pressure to "do more with less" and contain headcount. Many in-house teams are turning to process redesign, legal project management and use of technology to improve in-house legal team productivity. CONVERGENCE (mega firms getting smaller; some mid-tiers getting bigger) +2 The demarcation of law firms based on size will become increasingly irrelevant. Aligned to this trend is the fact that almost all larger mid-tier firms now have offices in three or more locations. GROWTH OF BOUTIQUE, SPECIALIST AND FOCUS FIRMS +2 GROWTH OF NEWLAW +2 Many of the most interesting recent developments in the NewLaw space involve BigLaw firms. It appears these established firms are adopting a hedge strategy and learning new tricks by collaborating with these new entrants GROWTH OF DIGITAL +4, 2016 is the year of software applications apps; BLOCKCHAIN will have a profound long-term impact on the market, both positively and negatively. AI significant resources are being invested in artificial intelligence, robot lawyers, predictive coding and expert systems. For most mid-sized and smaller Australian law firms, the aim is to be agile fast followers and adopt proven technologies that add to client and/or firm value. GROWTH OF MDPs +3: Deloitte Australia grew its partner ranks by 87 to a total of 664 for the three-year period to 30 June 2016. PwC grew by 83 partners, EY by 126 partners and KPMG by 44 partners. SUPPLY OF LEGAL GRADUATES +5, 41 law schools in Australia producing over 15,000 graduates per annum. Various reports indicate that students have a 1 in 40 chance of gaining employment in a traditional entry level law firm role. FOCUS ON TALENT DIVERSITY +3, • The 2016 Australian Financial Review partnership survey revealed that women now make up nearly 25 percent of all partners at law firms and a third of partners appointed in the six months to 2 July 2016. This a significant shift compared to previous years. • A report by the Asian Australian Lawyers Association, published in April 2015, found that a "bamboo ceiling" may be preventing lawyers with Asian heritage from rising to senior levels in the profession. The study found that six large law firms in Australia have no partners with Asian backgrounds and that only 0.8 percent of the judiciary have Asian heritage. USE OF OFF-SHORE LPOs -3, • The demand for low-cost legal process operations (LPOs) in India, the Philippines and South Africa has diminished for a variety of reasons, including the fall in the Australian dollar, labour cost arbitrage and competition from captive and on-shore LPOs. • A number of global firms, including Herbert Smith Freehills, Ashurst and Baker & McKenzie, announced expansion of their "nearshore" captive operations providing lower cost discovery, due diligence and document management services. GROWTH OF LEGAL PROJECT MANAGEMENT, +3 many firms are increasing their investment in legal project management training and tools. INVESTMENT IN SALES AND PRICING CAPABILITY +2 firms have upgraded the sales support technology and are using more sophisticated CRM systems to improve client/prospect selection, pipelines management and account management. • The Patrick on Pricing roll call indicates 10 firms with an Australian presence have a pricing director or equivalent role. GROWTH IN CLOUD COMPUTING AND THE MOBILE LAWYER +2 Concerns over data security and privacy have put a handbrake on the growth of cloud and mobile computing amongst some traditional law firms. • Notwithstanding this trend, intra-firm mobility has seen significant investment. For example, Cors Chambers Westgarth is currently redesigning all their offices to allow solicitors to work, print and collaborate at any workstation, meeting room or cafe table in the office. • 2016 has seen open plan office configurations grow in popularity. While lower per head occupancy costs is the main driver, firms are using office redesign to break down silos, facilitate collaboration and introduce agile-based work methods." BLOCKCHAIN, Ownership of IP in blockchains may become a critical issue, as we see organisations taking divergent approaches, from open sourcing to patenting blockchain innovation; OVERCOME THE HURDLE OF POTENTIAL INTEROPERABILITY; attempts to overcome the hurdle of potential interoperability issues associated with distributed ledger technology, including a move towards developing international standards for terminology, security and privacy issues;
Allens & Linklaters	2017	GOOGLE	Report	April	REACTION BLOCKCHAIN. Nine months of the Legal Market State – 2016		https://www.allens.com.au/general/forms/pdf/blockchain_reaction_nine_months_01.pdf	August 20, 2017	Legal technology, Blockchain	Report examining distributed ledger technology (DLT) and its regulatory and legal challenges and opportunities	Analysis	BITCOIN DATA; PROJECTE ANNUAL GLOBAL COST SAVINGS FROM CASH SECURITIES BY CUTTING SETTLEMENT TIMS AND RECONCILIATIONS COSTS; 815 Number of early stage Bitcoin and blockchain companies identified by Venture Scanner; USD 11-12 billion projected annual global cost savings from cash securities by cutting settlement times and reconciliations costs; 5921 million Cumulative VC investment in Bitcoin and blockchain to Oct; 2015; 2.7 billion value of bitcoin sept 2015; 30 Banks and financial institutions known to be testing, analysing or investing in blockchain technologies; ETHEREUM – THE FUTURE OF GLOBAL COMMERCE; Ethereum is a blockchain-based platform that executes smart contracts and transfers value using digital currency. The defining feature of these contracts is that they are written in a computer programming language known as Solidity. An agreement can be precisely defined and automatically executed, without any of the ambiguity associated with the use of words. Smart contracts are essentially unbreakable. This makes them powerful tools as more business is conducted over the internet. Billed as the "world's first publicly accessible computer", any person or institution can access Ethereum Network by paying the open network for the computation power. From there, they connect to the public Ethereum network. There is also the ability to create and run private or consortium networks. JP Morgan, for example, has already unveiled a distributed ledger prototype known as Jaxx using Ethereum. This is effectively a private network enabling smart contract transactions between a pre-approved group of trusted participants. Many of the legal and regulatory issues related to smart contracts are still yet to be resolved. According to TJ Saw, co-founder of Ethcore, the first venture capital-funded Ethereum startup, particular challenges exist around privacy (as it is on a publicly visible chain), scalability (throughput of the network), and the verification of identity (via authorised signers or otherwise). However, he says, "technical solutions exist but need to be implemented in a robust way". "One of the issues is the guaranteed execution of the smart contract. If a programming mistake is made, the program will still run as read by the machine," he says. "There will always be issues around the communications process between the programmer or lawyer, and the commercial entity." Nonetheless, Saw is confident that blockchain platforms such as Ethereum are set to become the backbone of global commerce. "We want the everyday Joe with no knowledge of coding to utilise this, and we hope that this technology will change the world."
Allens & Linklaters	2016	GOOGLE	Report		Blockchain Reaction. Understanding the opportunities and navigating the legal frameworks of distributed ledger technology and blockchain		https://www.allens.com.au/general/forms/pdf/blockchainreaction.pdf	August 20, 2017	Legal technology, Blockchain	Regulators globally are (with some exceptions) addressing the risks associated with DLT while avoiding imposing broad and onerous obligations	Examination	BITCOIN DATA; PROJECTE ANNUAL GLOBAL COST SAVINGS FROM CASH SECURITIES BY CUTTING SETTLEMENT TIMS AND RECONCILIATIONS COSTS; 815 Number of early stage Bitcoin and blockchain companies identified by Venture Scanner; USD 11-12 billion projected annual global cost savings from cash securities by cutting settlement times and reconciliations costs; 5921 million Cumulative VC investment in Bitcoin and blockchain to Oct; 2015; 2.7 billion value of bitcoin sept 2015; 30 Banks and financial institutions known to be testing, analysing or investing in blockchain technologies; ETHEREUM – THE FUTURE OF GLOBAL COMMERCE; Ethereum is a blockchain-based platform that executes smart contracts and transfers value using digital currency. The defining feature of these contracts is that they are written in a computer programming language known as Solidity. An agreement can be precisely defined and automatically executed, without any of the ambiguity associated with the use of words. Smart contracts are essentially unbreakable. This makes them powerful tools as more business is conducted over the internet. Billed as the "world's first publicly accessible computer", any person or institution can access Ethereum Network by paying the open network for the computation power. From there, they connect to the public Ethereum network. There is also the ability to create and run private or consortium networks. JP Morgan, for example, has already unveiled a distributed ledger prototype known as Jaxx using Ethereum. This is effectively a private network enabling smart contract transactions between a pre-approved group of trusted participants. Many of the legal and regulatory issues related to smart contracts are still yet to be resolved. According to TJ Saw, co-founder of Ethcore, the first venture capital-funded Ethereum startup, particular challenges exist around privacy (as it is on a publicly visible chain), scalability (throughput of the network), and the verification of identity (via authorised signers or otherwise). However, he says, "technical solutions exist but need to be implemented in a robust way". "One of the issues is the guaranteed execution of the smart contract. If a programming mistake is made, the program will still run as read by the machine," he says. "There will always be issues around the communications process between the programmer or lawyer, and the commercial entity." Nonetheless, Saw is confident that blockchain platforms such as Ethereum are set to become the backbone of global commerce. "We want the everyday Joe with no knowledge of coding to utilise this, and we hope that this technology will change the world."
UNKNOWN	2013	GOOGLE	Report	UK	SETTING STANDARDS. THE FUTURE OF LEGAL SERVICES EDUCATION AND TRAINING REGULATION IN ENGLAND AND WALES		http://www.letr.org.uk/wp-content/uploads/LETR-Report.pdf	July 24, 2017	Legal talent, legal education	Provide to the regulators the evidence needed by them to make decisions on education and training policy going forward	Interviews	ETHICS; Centrality of professionalism and ethics to practice across the regulated workforce; LEGAL MARKET NEEDS; COMMUNICATION SKILLS; Law schools should place more emphasis on communication skills; particular concerns about the development of generic writing skills at the undergraduate stage, and that students may not be gaining sufficient experience of writing for a range of purposes and audiences; COMMERCIAL AND SOCIAL AWARENESS; "Commercial awareness" is a composite attribute that includes numeracy, financial literacy, understanding the general commercial environment in which law firms and entities operate, as well as being able to the business interests of specific clients, and a better understanding of the transformational role technology can play in delivering legal services. The evidence points to a clear need to make commercial awareness a more explicit feature of training at the LPC stage, particularly for those who are following a corporate and commercial pathway; need for "social awareness", equivalent to "commercial awareness" for those operating in high street and particularly legal aid settings, involving the need for appropriate communication skills and empathy; MANAGEMENT SKILLS; The development of business and management skills, whilst widely acknowledged as important, is not well embedded across the formal LSET structures; CONSISTENCY AND QUALITY ASSURANCE; Concerns about consistency of standards were raised primarily with respect to the solicitors' profession. Absence of consistency is difficult to address, not least because there is uncertainty about the benchmarks to be achieved. The move to a more robust system of outcomes and standards is therefore a first and essential step in demonstrating consistency.
Mangan, Dan	2017	GOOGLE	Legal Press		Lawyers could be replaced by artificial intelligence	CNBC, Feb 17	http://www.cnbccom/2017/02/17/lawyers-could-be-replaced-by-artificial-intelligence.html	July 24, 2017	Legal technology, legal talent	Will lawyers be replaced in their jobs by computers?	Analysis	TECHNOLOGICAL ADVANCES; Increasing automation can affect the legal profession, increasing efficiency and saving clients money. There are some kind of works done by law firms that could be easily replaced by machines. For instance, Jay Leib (founder and managinb member of NexP) assures that human beings are "not very good at keyword searches". With the increasing amount of data in the legal world, new technologies may be necessary to help find relevant material.
Benedikt Frey, Carl Osborne, Michael	2013	GOOGLE	Working Paper		The Future of Employment	Oxford Martin Programme on Technology and Employment	http://www.oxfordmartin.ox.ac.uk/downloads/career/future-of-employment.pdf	July 24, 2017	Future of employment	How susceptible are jobs to computerisation?	Implementation of a novel methodology to estimate the probability of computerisation for 702 detailed occupations, using a Gaussian process classifier	MACHINE LEARNING AND MOBILE ROBOTICS; recent advances in Machine Learning and Mobile Robotics; COMPUTERISATION ON LABOUR MARKET; DECLINE OF EMPLOYMENT; Decline of employment in routine intensive occupations; GROWTH IN OCCUPATIONS INVOLVING COGNITIVE TASKS; with falling prices of computing, problem-solving skills are becoming relatively productive, explaining the substantial employment growth in occupations involving cognitive tasks where skilled labour has a comparative advantage; TECHNOLOGICAL INNOVATION; the pace of technological innovation is still increasing, with more sophisticated software technologies disrupting labour markets by making workers redundant
LexisNexis	2013	GOOGLE	Report		LexisNexis * Leadership Series: The Future of Law		www.lexisnexis.ca/pdf/Leadership-Series-The-Future-of-Law.pdf	July 24, 2017	Future of law	How might the Canadian legal system look in 7-8 years, and what might be the implications for the key stakeholders?	Scenario planning	GLOBALIZATION; we find ourselves in a world that is increasingly dynamic, complex and interconnected; TECHNOLOGY; Technology enables greater speed and productivity, and the opportunity for virtual connections with clients and legal teams; PUBLIC ACCESS TO THE JUSTICE SYSTEM; Public access to the Canadian justice system remains a challenge due to the length and complexity of dispute resolution, and the cost of legal services; INCREASED ACCESS TO LEGAL INFORMATION; Increased access to online legal information drives more "sophisticated," value-added roles for lawyers; Increasing complexity of law and the continued need for high-quality lawyers throughout Canada; INCREASED FEE PRESSURES; Increasing fee pressures driving Corporate clients to Request for Proposals (RFPs), AFAs and fee benchmarking; INCREASED FIXED COST; Law firms face increasing fixed cost; INCREASED NUMBER OF LAWYERS; Increasing number of overall lawyers driven by growth in the number of young female lawyers entering the profession, coupled with an aging workforce that is prolonging retirement

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Barreau du Quebec	2011	GOOGLE	Report		LAWYERS IN PRIVATE PRACTICE: LOOKING AHEAD TO 2021		https://www.barreau.qc.ca/pdf/publication/5/theses-pratique-privée-2021-en.pdf	July 24, 2017	Future legal profession	Set out assumptions concerning future changes affecting lawyers as well as private practice markets and develop scenarios with a view to describing changes in this sector. 6. Adopt the most likely scenario and map out an action plan aligned with the Quebec Bar's strategic	Prospective analysis, which seeks to develop forward-looking scenarios	GLOBALIZATION; INFORMATION TECHNOLOGY MORE WOMEN LAWYERS IN THE BAR: By 2021, women will represent 56% of the Quebec Bar's members. Most members under age 55 will be women. The legions of male baby-boomers who dominated the profession in the post-WWII period will be in the minority and on the verge of giving up the practice of law. TECHNOLOGICAL ADVANCES: Technological advances will enable lawyers to practice in various areas based on the types of legal services offered and on the target clientele. SPECIALIZED LAWYERS; The market will be based on "commodity products" or "specialties". Specialized lawyers who can identify and address their clients' unmet needs will be able to generate substantial revenues from business clients or individuals. GLOBALIZATION: Globalization will definitely have created links between the continents. But there will still be room in the market in 2021 for lawyers who decide to practice only in Quebec or elsewhere in Canada. However, Quebec-based lawyers will have to remain on the technological cutting edge and maintain contact with actors in other jurisdictions. REMUNERATION MODEL CHANGE: In addition to the importance of market segments and lawyers' positioning within the confines of private practice, the remuneration model will be very different. Hourly rates will still be used to calculate lawyers' fees. However, hourly rates will no longer be the primary means of determining revenues.
Hodge Jones & Allen	2014	GOOGLE	Report		Innovation in Law Report 2014		https://www.hja.net/wp-content/uploads/11a-innovation-in-law-report-2014.pdf	July 24, 2017	General report on innovation in the law sector	Start a debate about what collectively and individually we can do to innovate and by so doing improve outcomes for clients, improve efficiency in the legal process, and make the law the most satisfying and rewarding career possible	Interviews	UNACCESSIBLE JUSTICE SYSTEM TO ALL PUBLICS; the justice system is not accessible to all members of the public; ERODED RULE OF LAW; rule of law slowly becoming eroded as access to courts and tribunals (assisted by competent representation) become affordable only to the very poor or the very rich; UNDER-REPRESENTATION FOR MINORITIES OR DISABLED PEOPLE; there is under-representation within solicitors for those who are state-educated, from ethnic minorities, or who have disabilities;
Bernard Marr	2016	GOOGLE	Magazine Article	January 20	How Big Data Is Disrupting Law Firms And The Legal Profession	Forbes	http://www.forbes.com/sites/bernardmarr/2016/01/20/how-big-data-is-disrupting-law-firms-and-the-legal-profession/#34806c775e06%5Cnhlto://www.forbes.com/sites/bernardmarr/2016/01/20/how-big-data-is-disrupting-law-firms-and-the-legal-profession/#1082e44566	July 31, 2017	Legal Technology, Big data	What treatment must Law Firms give to big data?	Analysis	INCREASE IN THE AMOUNT OF DATA IN THE LEGAL WORLD The legal system generates a huge and ever-increasing amount of data. Judicial ruling, precedents and interpretations all create more data and amongst it all – within witness statement, court logs and judge's summaries - will be hidden facts and insights that could help win legal arguments. Currently, the world of legal data-driven research is ruled by two entities – LexisNexis and Westlaw. These giants hold databases containing huge amounts of case details and are often the default starting point for legal researchers. However they mainly function as search engines and offer little in the way of advanced analytical tools."
Pistone, Michele R Horn, Michael B	2016	GOOGLE	Research institute	march	Disrupting Law School: How disruptive innovation will revolutionize the legal world	CLAYTON CHRISTENSEN INSTITUTE FOR DISRUPTIVE INNOVATION	https://www.christenseninstitute.org/wp-content/uploads/2016/03/Disrupting-law-school.pdf	July 31, 2017	Future legal profession, legal education, disruption, innovation	Changes needed in law education to adapt to the main changes taking place in the legal profession	Analysis	INNOVATION Innovation has many effects on the legal world: Technological innovation replaces some aspects of lawyers' work, but it also improves lawyer's productivity.
Evans, Carolyn	2017	GOOGLE	Law School		Digital Disruption and the Law. Balancing tradition with innovation in a fast-changing industry is a challenge for legal educators	University of Melbourne	https://pursuit.unimelb.edu.au/articles/digital-disruption-and-the-law	July 31, 2017	Digital disruption in the legal industry	What are the main changes to come in the legal profession caused by technological innovation?	General analysis of the effects of modernisation of the legal industry	DIGITAL DISRUPTION Digital disruption will cause many changes to the legal profession way of doing. There are areas where the digital transformation will be significant; we're already seeing the impact in discovery, where artificial intelligence is both replacing work product from lawyers and at the same time improving the experience of law practice. Other changes might create new types of legal work in new markets, for example, providing online high volume, low cost advice to under-served constituencies.
International Bar Association	2016	GOOGLE	Bar		"Times are a-changing": disruptive innovation and the legal profession			July 31, 2017	Legal profession disruption	Innovations – particularly those transforming legal services into standardised or packaged services – are likely to yield significant benefits for consumers in terms of cost, quality and access to justice	Analysis	UNAFFORDABLE LEGAL SERVICES; growing number of clients who cannot afford legal services when they are delivered in the traditional, bespoke way and, not least, because of the hourly billing model; CLIENTS DEMANDING MORE EFFICIENT LEGAL SERVICES; clients are increasingly demanding more efficient legal services for lower cost; BIG DATA APPLICATIONS; many corporate and law firm clients leverage big data applications that allow them to compare and monitor law firm rates and legal spend; RELAXATION OF THE LAWS; relaxation of the laws and regulations that govern who can offer legal services and from what types of business; INNOVATIVE TECHNOLOGIES; innovative technologies expected to 'disrupt and radically transform the way lawyers and courts operate: automated document assembly, relentless connectivity, electronic legal marketplace, eLearning, online legal guidance, legal open sourcing, closed legal communities, workflow and project management, embedded legal knowledge, online dispute resolution, intelligent legal search, big data, artificial intelligence problem-solving.
Serena Lim	2016	GOOGLE	Social network	Singapore	Is the Legal Profession Ripe for Disruption	LinkedIn	https://www.linkedin.com/pulse/legal-profession-ripe-for-disruption-serenalin	July 31, 2017	Disruptive innovation, legal technology, Alternative Services Providers	Is the Legal Profession Ripe for Disruption?	Analysis of two Singapore developments	DIGITAL DISRUPTION ONLINE LEGAL TEMPLATE SERVICES; despite complaints and attempts by lawyers and Law Society, the Ministry of Law has not stopped online template providers such as Dragon Law and Law Canvas from selling "smart" legal templates to consumers and SMEs ("legal consumers") in Singapore. Hence, these non-registered service providers will continue to chip away at the legal domain. COMPUTATIONAL LEGAL; Legalese, which started as an in-house JFDI project, has publicly declared on its website the challenge it has set itself of unravelling the \$800 billion Corporate Contracts Industry through software programming. It's first goal is to create an open source domain specific language (DSL) for legal agreements and regulations, dubbed L4. It's end-goal is to enable apps for end-users which will replace the high margin, low volume law firms with a high volume, low margin automated largely open source new industry called "Computational Legal". DOCUMENT AUTOMATION; Document automation being provided directly to the consumer through an online platform, empowering the legal consumer to create its own commercial contract without engaging a lawyer.
John O. McGinnis	2014	GOOGLE	Press	Spring	Machines v. Lawyers	City Journal	https://www.city-journal.org/html/machines-v-lawyers-13639.html	July 31, 2017	Legal technology	Technology will change the legal profession causing a reduction on the incomes of many lawyers	Analysis	TECHNOLOGICAL ADVANCES; Growing role of machine intelligence that will create new competition in the legal profession. Caused by a greater computational power in hardware, software and connectivity, that relentlessly improves artificial intelligence, not only by increasing its capacity, but by expanding its reach by entering new domains.
Smart Company	2017	GOOGLE	Web page		How digital disruption is changing the game for small law firms		http://www.smartcompany.com.au/business-advice/innovation/how-digital-disruption-is-changing-the-game-for-law-firms/	July 31, 2017	Effects of digital disruption in small law firms business	How digital disruption is changing the small law firms business	Analysis	DIGITAL DISRUPTION; Clients change their approach to professional services. They are no longer willing to paying the price they used to, particularly for business-as-usual services.
New Zealand Law Society	2017	GOOGLE	Bar	June 2	Five questions with Spark's Rod Morris on digital disruption in the legal profession		https://www.lawsociety.org.nz/practice-resources/the-business-of-law/practice-systems-and-tools/five-questions-with-sparks-rod-morris-on-digital-disruption-in-the-legal-profession	July 31, 2017	Legal technology	Assessing the impact of digital disruption in the legal profession	Questions asked to General Counsel at Spark New Zealand, who leads a team of senior lawyers who provide legal services to Spark's technology and network businesses.	DIGITAL DIRUPTION IN THE LEGAL PROFESSION; Digital disruption forces companies to change how they operate to stay competitive. DIRECTION OF LEGAL TECHNOLOGY; It's difficult to forecast the direction technology might take legal services. It's a matter of working through how technology can assist us.
EY	2016	GOOGLE	Web page	Global	Professional services under siege: how should law firms respond to digital disruption?	Professional services insights	http://www.ey.com/Publication/vwLUAssets/ey-professional-services-insights/5FILE/ey-professional-services-insights.pdf	July 31, 2017	Legal technology	What strategies should modern Law Firms apply to adapt to the technological advances affecting the sector	Analyze the effect of technological advances in the business of Law Firms and establish a list of things traditional Law Firms should do to counter them.	DIGITAL DISRUPTION; DATA ANALYTICS – In the form of virtual operations from both regional and off-shore hubs – is enabling the commoditisation of legal services and their delivery as web-based offerings. With continued improvements in data security, offshoring has become the norm. At the same time, data analytics is helping firms to streamline processes or harness business process outsourcing (BPO), further driving down the cost of providing legal services. In this new reality, standard legal tasks are being charged at predetermined fees – not billable hours – putting law firms under pressure to transition to bundled offerings. In-house counsel teams are challenging the sorts of fees large law firms are used to. Large scale fees have rationally provided an opportunity for the training up of graduates, however, with an abundance of lower-cost alternatives, there is less interest in continuing to fund such activities. DIGICAT ADVANCES IN TECHNOLOGY; Technology is enabling previously unthinkable practices, such as allowing legal services to deliver as web-based offerings.

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change	
Daicoff, Susan	2011	HEINONLINE	Journal Article	US	The Future of the Legal Profession	Monash University Law Review, Vol. 37, Issue 1 (2011), pp. 7-32		August 2, 2017	Future legal profession	Main challenges for the legal profession	Conceptual	<p>LAWYERING CHARACTERISTICS: The dominance of zealous advocacy as the preferred professional role of attorneys (the confrontational, adversarial, neutral partisan/zealous advocate model), in which lawyers' own values, beliefs and opinions were set aside in order to represent the client's wishes without question; The lawyer personality as compared to non-lawyers (dominance, a need for achievement, competitiveness, a tendency to become ambitious and aggressive when under stress, a preference for rational and objective decision-making styles, interpersonal insensitivity, materialism and an economic bottom line orientation); The irrelevance of legal education to law practice; Client dissatisfaction; One in five lawyers are functioning in the legal profession despite having clinically significant levels of psychological distress, substance abuse, or job dissatisfaction;</p> <p>TECHNOLOGY: Technological advances have spiked upwards, constantly remoulding how people live, work and interact;</p> <p>SOCIAL CHANGES: growing awareness of society's interdependence and interconnectivity globally, as well as an awareness of the need for sustainable, non-destructive forms of living and working; Focus has shifted from the dominance of 'left-brained' rational, logical analysis, to 'right-brained' values such as relationships, emotions, collaboration, connectivity, creativity, holistic analyses of matters and problems, problem-solving and multidisciplinary practice; Apology and forgiveness have become more prevalent and important, in stark contrast to the traditional legal approach to criminal and civil legal problems, which usually focuses on attributing blame to another and asking a neutral third-party decision-maker to assign fault and responsibility to that other. It also offers only money as the 'apology' in many cases and fails to provide an avenue for non-monetary apology and forgiveness to be exchanged;</p> <p>WORK STRUCTURE CHANGES: In corporate culture, a new, non-hierarchical leadership style has become popular. Patrick Lencioni and Jim Collins have both published books describing the ineffectiveness (and thus fall) of 'command and control' corporate leadership and the rise of corporate values such as collaboration, team building, problem-solving, cooperation, humility and transparency;</p> <p>DEMOGRAPHIC CHANGES: The "Millennials" influence, through their increased emphasis on collaboration, civic mindedness and technology;</p> <p>MARKET CHANGES: New graduates are considering ways to create new demands and markets for legal services and lawyers; Clients are demanding fixed, lower fees;</p> <p>ETHICS: Justice gap', referring to unequal access to justice depending on income. This has resulted in the stratification of the legal profession into a two-tiered justice system, with fewer elite 'Big Law' firms (first tier) and more lawyers in small practices or public service (second tier) with 'one-shooter' clients. In addition, there are more minorities and women in the second tier;</p> <p>MARKET: the number of lawyers continues to grow, while the unemployment rate among lawyers is rising and law firms are laying off associate attorneys or placing a 'freeze' on new hire;</p> <p>COURT: Court resolutions are often unsatisfactory, anti-climactic and less than optimal, in participants' eyes. As a result, most cases are settled through negotiation and mediation;</p> <p>CLIENT/CONSUMER NEEDS: clients feel that lawyers' fees are unjustifiably high and companies have thus sprung up to audit and carefully oversee law firms' legal bills, lawyer and societal dissatisfaction with the legal system are propelling demand for cost-effective legal services that are more consonant with social science, relationships, emotions and values; demand for more client autonomy, voice, participation in legal processes and in the lawyer-client relationship; demand from clients for more accountability from lawyers (that is, justifying their fees); and demand for fixed fees;</p> <p>FAILURE OF THE CRIMINAL JUSTICE SYSTEM: in the criminal arena, incarceration rates and recidivism rates are high, suggesting that the criminal justice system has failed to achieve its ends;</p> <p>SOCIAL CHANGES: growing demographic and psychological diversity in the legal profession due to the influx of minority and female students into law schools since around 1980;</p> <p>LEGAL EDUCATION: due to some of these developments, and the continued overemphasis of law schools on doctrinal courses and trial advocacy, the gap between legal education and skills needed in practice has continued to widen;</p>	
Ury, Frederic S.	2011	HEINONLINE	Journal Article	US	Atticus Finch and the Future of the Legal Profession	Southwestern Journal of International Law, Vol. 18, Issue 1 (2011), pp. 225-232		August 2, 2017	Future legal profession	There are many different forces impacting the legal profession. Three specific trends, however, are having the most significant effect on the profession: globalization, technology, and demographics	Conceptual	<p>CLIENT/CONSUMER NEEDS: Costs for litigation and transactions have driven up (increase of self representation); Clients expect outsourcing of legal work; Clients do not want to hear that attorneys are unable to service their needs in the United States and around the world;</p> <p>GLOBALIZATION: The world has become one large marketplace; Competition from foreign lawyers; The General Agreement on Trade and Service, establishment of American style law schools in Australia and China, and more liberal rules on confidentiality and conflicts of interest;</p> <p>REGULATION: Worldwide changes in the regulation of the profession, allowing for multi-disciplinary practices and passive non-lawyer investment; Competition from non-lawyers;</p> <p>WORK STRUCTURE: mobility of lawyers from one jurisdiction to another;</p> <p>TECHNOLOGY: commoditized practice of law such as leases, wills, and incorporation, which is the bread and butter of the solo and small law firm, is most at risk to technology and is disappearing before our eyes; transformation to value added providers; combination of search and artificial intelligence;</p>	
Hyams, Ross	2012	HEINONLINE	Journal Article		Multidisciplinary Clinical Legal Education: The Future of the Profession	Alternative Law Journal, Vol. 37, Issue 2 (2012), pp. 103-106		August 2, 2017	Legal talent, legal education, multidisciplinary approach	There is a growing expectation among both employers and clients alike that today's law graduate will also be expected to work in partnership with other professionals and have insights into areas other than law, in order to properly service clients with multilayered and complex issues	Qualitative research	<p>LEGAL EDUCATION:</p> <p>Multidisciplinary legal education: growing expectation among both employers and clients alike that today's law graduate will also be expected to work in partnership with other professionals and have insights into areas other than law, in order to properly service clients with multilayered and complex issues; today's law graduates are expected to be able to work in collaborative teams, both within the legal profession and externally, to devise imaginative, creative and effective (and often non-legal) solutions to client problems; In July 2010, Monash University's Faculties of Law, Business and Economics, and Medicine began operating one client session per week at the Monash Otago Legal Service as a multidisciplinary pilot project; Historically, lawyers' approach to law has taken a reductionist approach, now there is the growing understanding among some legal educators that law students need to attain an appreciation of non-legal disciplines in order to appropriately approach the resolution of clients' problems;</p>	
Simpson, Brian	2016	HEINONLINE	Journal Article		Algorithms or Advocacy: Does the Legal Profession Have a Future in a Digital World	Information & Communications Technology Law, Vol. 25, Issue 1 (March 2016), pp. 50-61		August 2, 2017	Legal technology	New software programs have been developed that can undertake at least some of the functions of various professions, including the legal profession	Conceptual	<p>LEGAL EDUCATION: rise of the academic training of lawyers; Law Schools will have to accept that many of those who use the law are not going to be lawyers in the traditional sense;</p> <p>GLOBALIZATION: the globalization of the legal profession;</p> <p>TECHNOLOGY: the impact of technology: legal work is actually repetitive and structured in a way that can easily be – and better – done by new forms of technology; various ways in which new technologies are changing the nature of legal practice, from the outsourcing of legal advice, document analysis software (referred to above), online access to legislation and judicial decisions, online collaboration spaces, virtual courtrooms and online dispute resolution;</p> <p>INCREASED USE IT PROFESSIONALS: increase in the use of IT professionals within law firm; more significant shifts and challenges to legal practice may come from other developments such as the sharing of legal experience in online communities, reviews of lawyers online and price comparison and auction of legal services sites;</p> <p>ARTIFICIAL INTELLIGENCE MIGHT MAKE LAWYERS REDUNDANT: Other technologies may remove the need for a lawyer altogether (i.e. automatic compliance); digital technology moving into areas where judgments are made and so challenges the notion that it is just repetitive tasks that are the target of new technologies [AI]; 'thinking machines' are being developed which challenge professions previously thought safe from new technology because they required a degree of judgment being applied to situations and problems in ways not thought to be possible for technology to replicate; education of lawyers in overseas locations by way of online learning facilitates this process thereby reconstructing where the 'local' profession is located;</p>	
Chambliss, Elizabeth	2012	HEINONLINE	Journal Article		Two Questions for Law Schools about the Future Boundaries of the Legal Profession	Journal of the Legal Profession, Vol. 36, Issue 2 (Spring 2012), pp. 329-352		August 2, 2017	Future legal profession	To contribute to a collective conversation by proposing a direction and framework for institutional innovation	Conceptual	<p>LIMITS OF TECHNOLOGY: TECH cannot replicate human creativity and innovation, because humans are imaginative while machines need pattern recognition;</p> <p>ACADEMIC RESEARCH RESEARCH: RESEARCH GAP: FOCUS ON HIGH END LEGAL MARKET AND ETHICS: Although a number of law schools have made institutional investments in research on the profession, such programs focus disproportionately on the top of the existing market-large law firms and their global, corporate clients. Most law faculty research on the profession likewise focuses on the large firm market or on legal ethics;</p> <p>NEED OF INVESTMENT IN THE RESEARCH OF THE FUNCTIONAL AND REGULATORY BOUNDARIES OF THE PROFESSION; NEED TO INVEST IN SHAPING THE FUTURE OF THE PROFESSION. CONTRIBUTION OF RESEARCH TO INSTITUTIONAL CHANGE: There is virtually no effort at the institutional level (and only a little at the scholarly level) to rethink the functional and regulatory boundaries of the profession-much less to shape the future of the legal services market; fundamental strategic issues confronting law schools suggest how critical theory and research might contribute to institutional change;</p> <p>LEGAL EDUCATION; INCREASED PRESSURE ON LAW SCHOOL BUSINESS MODEL: pressure on the traditional law school business model. Institutional strategies available: (1) downsizing; (2) Elizabeth Chambliss, Organizational Alliances by U.S. Law Schools, 80 FORDHAM L. REV. (forthcoming 2012). The downturn also creates an opportunity for critical scholarship on the profession, which traditionally has been marginalized within law schools.</p> <p>INCREASING SEGMENTATION OF THE PROFESSION:</p> <p>The first issue is the increasing segmentation of the profession-not just between corporate and personal legal services, but also between commodity and "bespoke" or "high-margin" work in both;</p> <p>GLOBALIZATION AND TECHNOLOGY; NEW ENTRANTS; INCREASED COMPETITION: Globalization of corporate legal services and advances in information technology have introduced a second important source of segmentation within the profession and disrupted the traditional place of corporate law firms as training grounds-and gatekeepers-for so-called high-margin work. Instead, it may be that the most interesting, remunerative, and socially valuable legal work in the coming years will occur completely outside of large law firms, and in competition with them, in areas such as knowledge management and software system design. "Such skills transcend the traditional divide between the corporate and individual client sectors, and could lead to a radical reallocation of legal services;</p> <p>DEREGULATION DE JURE (UK AUSTRALIA) DE FACTO (US): But whatever the mechanism(s) and timetable for de jure deregulation, de facto deregulation is underway;</p> <p>LAWYERS INCREASINGLY WORKING OUTSIDE BOUNDARIES OF LAW FIRMS; Thousands of lawyers already work outside the boundaries of lawyer regulation in accounting and consulting firms;</p> <p>DELOCALIZATION OF CORPORATE COUNSEL; INCREASE RELY IN NON-LAWYER EMPLOYEES FOR LAW RELATED WORK; Corporate counsel increasingly work outside the state(s) in which they are licensed and corporations increasingly rely on non-lawyer employees for law-related work;</p> <p>LEGAL EDUCATION; eager young lawyers in need of professional training and experience, along with a rising public need for legal skills; law students are not receiving a legal education that adequately prepares them for the demands of the legal workplace; young lawyers who are fortunate enough to be employed are no longer getting in-depth on-the-job training and high level experience, making it difficult for them to fully develop as professionals until much later in their careers; the broad legal training and experience young attorneys used to receive is becoming a relic of the past; thus, job dissatisfaction among young attorneys has skyrocketed; Clearly, lawyers must learn new skills and find new ways to obtain the training and experience they need to succeed; Law school need to teach practical skills;</p> <p>ETHICS; the profession's lack of focus on public service has left many portions of the public under-served and in need of help;</p> <p>MARKET; now have more lawyers, fewer jobs, substantial job dissatisfaction, and yet greater expectations from employers and clients of knowledge and experience; Globalization, together with the resulting increased size of major firms, and the technological advancements of the past decades, have made competition in the legal market increase exponentially;</p> <p>CLIENT/CONSUMER NEEDS; Fewer and fewer clients are willing to be charged by the infamous billable hour, and even fewer are willing to pay for the time and training of recent law school graduates;</p>	
Cardozo, Michael A.	2011	HEINONLINE	Journal Article	US	The Future of the Legal Profession: The New York City Corporation Counsel's Perspective on the Challenges and Opportunities Ahead	Hofstra Law Review, Vol. 39, Issue 4 (Summer 2011), pp. 795-806		August 2, 2017	Future legal profession, legal talent, legal education	The legal profession is going through a profound change, one which will significantly alter both current and future lawyers' careers, and one which the profession as a whole has yet to fully understand or address	Identification of the major problems facing the legal field from the author's own experience as a lawyer		<p>LEGAL EDUCATION; eager young lawyers in need of professional training and experience, along with a rising public need for legal skills; law students are not receiving a legal education that adequately prepares them for the demands of the legal workplace; young lawyers who are fortunate enough to be employed are no longer getting in-depth on-the-job training and high level experience, making it difficult for them to fully develop as professionals until much later in their careers; the broad legal training and experience young attorneys used to receive is becoming a relic of the past; thus, job dissatisfaction among young attorneys has skyrocketed; Clearly, lawyers must learn new skills and find new ways to obtain the training and experience they need to succeed; Law school need to teach practical skills;</p> <p>ETHICS; the profession's lack of focus on public service has left many portions of the public under-served and in need of help;</p> <p>MARKET; now have more lawyers, fewer jobs, substantial job dissatisfaction, and yet greater expectations from employers and clients of knowledge and experience; Globalization, together with the resulting increased size of major firms, and the technological advancements of the past decades, have made competition in the legal market increase exponentially;</p> <p>CLIENT/CONSUMER NEEDS; Fewer and fewer clients are willing to be charged by the infamous billable hour, and even fewer are willing to pay for the time and training of recent law school graduates;</p>

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Wald, Eli	2011	HEINONLINE	Journal Article	US	Federalizing Legal Ethics, Nationalizing Law Practice, and the Future of the American Profession in a Global Age	San Diego Law Review, Vol. 48, Issue 1 (February-March 2011), pp. 489-546		August 2, 2017	Future legal profession, globalization	Response to Zaharia's influential paper about federalizing legal ethics	Documentation of the growing nationalization and globalization of law practice	GLOBALIZATION OF REGULATION, NATIONALIZATION OF REGULATION; Globalization and nationalization of regulation: Complaints about the legal profession's self-regulation abound. Clients and critics argue, often persuasively, that the rules of professional conduct systematically favor lawyers' interests over clients' and societal interests, that the rules are chronically underenforced, and that enforcement, if and when it does take place, tends to be too lenient. Lawyers, understandably and self-servingly generally defenders of self-regulation, also complain about the rules of professional conduct, asserting that the rules are antiquated and often out of touch with practice realities; MISMATCH BETWEEN NATIONAL PRACTICE OF LAW AND STATE-BASED REGULATION; growing mismatch between the national practice of law and the state-based regulation of lawyers can only be resolved by nationalizing legal ethics and putting in place a uniform set of rules of practice; CLIENTS' NEEDS, GLOBALIZATION AND NATIONALIZATION OF LAW PRACTICE; clients' needs increasingly span jurisdictional, regional, and national borders; large law firms become national, even global entities; outsourcing and off-shoring legal services become a reality; client needs have dictated an expansion in cross-state practices as clients interests increasingly span state jurisdictional borders; EXPANSION OF FEDERAL LAW; federal law has continued to expand significantly and with it, lawyers practicing federal law irrespective of state borders; state law claims related to federal law further blur jurisdictional lines and expand the scope of national law practice; TECHNOLOGICAL ADVANCES MAKE IT EASIER TO PRACTICE LAW NATIONALLY; technological advances have revolutionized the practice of law, making it much easier to practice law nationally, from research tools that make studying law and gaining competence nationally quick, easy, and relatively cheap, to advances that allow lawyers to be virtually present everywhere; the national practice of law is not merely the domain of national law firms servicing national clients;
Donald, Bernice B. and Teeple, N. Chase	2014	HEINONLINE	Journal Article	US	Not Your Father's Legal Profession: Technology, Globalization, Diversity, and the Future of Law Practice in the United States	University of Memphis Law Review, Vol. 44, Issue 3 (Spring 2014), pp. 645-666		August 2, 2017	Future legal profession	Three powerful, interconnected forces have been reshaping the way we practice law in the United States over the past four decades: technology, globalization, and diversity	Analysis of the three forces	TECHNOLOGY; Technological advances and new inventions have changed the legal market: 1970 advent of the internet; 1983 Cellular phone; the tablets, introduction of social media sites in 2002 (LinkedIn, facebook, MySpace); legal research using online databases has become the norm and lawyers and clients regularly conduct business via smart phone, email, or videoconference; improving the ease and efficiency of the litigation process, relatively recent advances in technology have allowed for a revolution in legal research; technological advancements present serious problems for policing the growing amount of internet crime; GLOBALIZATION; globalization, individual and collective capacity to affect events far from our physical location increases accordingly; Professor Frank J. Garcia argues that globalization is affecting law in four specific ways: Globalization is changing the needs of clients, those changing needs of clients are in turn changing the substance of the law; globalization is changing the nature of regulation, and in light of these changes, globalization strengthens and reinforces the "law's" role as the protector of the weak; increased use of treaties and international organizations to deal with problems too large for one nation to handle on its own; in an increasingly globalized world, potential for abuse by power players such as governments and corporations also increases; CLIENT/CONSUMER NEEDS; higher client expectations regarding an attorney's availability to communicate, changing the process of legal practice and the substance of law and the nature of regulation
McCauley, James M.	2017	HEINONLINE	Journal Article	US	The Future of the Practice of Law: Can Alternative Business Structures for the Legal Profession Improve Access to Legal Services	University of Richmond Law Review, Vol. 51, Online Edition (May 2017), pp. 53-66		August 2, 2017	Future legal profession, alternative service providers, clients needs	Can alternative business structures for the legal profession improve access to legal services? Clients needs	Conceptual	SOCIAL; geographic, racial, ethnic, gender, and cultural diversity exponentially increasing; MARKET; oversupply of lawyers; shrinking opportunities for placement in the legal services market; explosion in self-representation in both transactional and litigation work; increasing competition from non-lawyer service providers that offer legal information and legal documents to consumers; ETHICS; the unmet legal needs of the poor and middle class continues to grow; TECHNOLOGY; advances in technology that have changed the way lawyers practice, giving clients the expectation that lawyers will provide services more efficiently and cheaply, and giving consumers the belief that they can obtain legal information and handle many legal matters on their own; DEMOGRAPHY; generational pressures that are likely to impact law firm business models—estimates are that 70% percent of law firm partners are baby boomers, while millennials are expected to make up half the global workforce by 2020; CLIENT/CONSUMER NEEDS; clients' dissatisfaction with billable hour arrangements encouraging lawyers to offer fixed fees and other alternative billing arrangements; WORK STRUCTURE; increased insourcing of legal services by corporate clients, along with increased unbundling of tasks so that lawyers are only asked to complete the specific tasks that require legal judgment; GLOBALIZATION; accelerated globalization of legal services via both traditional models and technology, leading to an increase in multijurisdictional law practice and a decreasing relevance of geographical boundaries;
Garth, Bryant G.	2017	HEINONLINE	Journal Article	US	Notes on the Future of the Legal Profession in the United States: The Key Roles of Corporate Law Firms and Urban Law Schools	Buffalo Law Review, Vol. 65, Issue 2 (Fall 2017), pp. 287-328		August 2, 2017	Future legal profession	Is there a major shift in the attractiveness of legal education or simply a relative decline, which may be short term, in the number of applicants and enrollees to law school	Sociological approach	LEGAL EDUCATION; Reduction of law school attendance due to decline in the attractiveness and prestige of the legal profession; Law schools able to do so have also reduced efforts to find new sources of revenue especially through increased foreign enrollments; The concern can be divided into issues about the expense of law school, the relative decline of corporate law jobs, and the relative attractiveness of positions competing with lawyers at the high end of corporate law and involving careers serving individuals; It is undeniable that potential applicants hoping to move into professional positions as a way to improve their economic and social position are shying away from law school; MARKET; the number of new positions has not returned to the level obtained prior to the 2009 crash; There are also a number of individuals who suggest that the economic returns to small and solo practice are shrinking in relation to other careers; non-traditional providers of legal services through unbundling, outsourcing, artificial intelligence, e-discovery programs, and similar technological innovations threaten the growth of the demand for legal services by lawyers;
Mottershead, Terri and Magliozzi, Sandee.	2013	HEINONLINE	Journal Article		Can Competencies Drive Change in the Legal Profession	University of St. Thomas Law Journal, Vol. 11, Issue 1 (Fall 2013), pp. 51-86		August 2, 2017	Legal talent, future change in legal professions	Can competencies drive change in the legal profession?	Framework for implementing competency models in law firms and law schools	GLOBALIZATION; increase of globalized trade and globalized knowledge, especially via the internet; The shift towards globalization has spawned a trend in multi-national business and consequently increased demand for law firms with a multi-national presence as well as lawyers with multi-jurisdictional legal knowledge, cultural sensitivity, legal education, and changing the nature of regulation, and in light of these changes, globalization strengthens and reinforces the "law's" role as the protector of the weak; increased use of treaties and international organizations to deal with problems too large for one nation to handle on its own; in an increasingly globalized world, potential for abuse by power players such as governments and corporations also increases; LEGAL EDUCATION; Law schools have approached the call to globalization differently, most have sought to enhance international knowledge transfer and exchange through the tried and true system of institutional academic and student exchanges, partnerships, or affiliation agreements. Other universities or their faculties have taken this a step further by establishing small campuses, programs, or parts of programs in campus overseas; REGULATION, TREND TOWARDS DE-REGULATION; Increasing tendency to deregulation; During the late twentieth century, a series of court rulings, cultural shifts, and economic pressures lowered the legal barriers that shield lawyers from competition. Those changes reduced legal income for solo practitioners and small-firm lawyers, transferred legal business to accountants and titi companies, and laid the foundation for online companies that offer customized legal documents to small businesses and individual consumers; TECHNOLOGY; adoption of labor-saving technology in the law sector; WORK STRUCTURE; DISAGGREGATION OF LEGAL TASKS; both corporations and law firms enthusiastically embrace the disaggregation of legal work. Corporations are increasing the percentage of their legal budgets allocated to LPDs, over the last two years, that percentage grew from 3.9% to 7.1%; Three-quarters of the largest law firms use contract lawyers, the same percentage employ staff attorneys, and 9.2% outsource legal work; Mid-sized firms are following the lead of larger firms, about half of the mid-sized firms (48.6%) use contract lawyers, a third (33.5%) employ staff attorneys, and 3.3% have outsourced legal work; As Ray Worthy Campbell has noted, disaggregation can offer both quality and value to clients; MARKET; INCREASED RELIANCE ON NON-LAWYERS FOR LEGAL WORK; Non-lawyers usually possess more industry knowledge than lawyers, and they can learn the relevant rules through focused training; non-lawyers, furthermore, often have skills that lawyers lack; The persistent gap between supply and demand will allow employers to continue disaggregating legal work, hiring lawyers at lower salaries, and pushing those attorneys into contingent and part-time positions; GLOBALIZATION; Legal process outsourcing in low-wage countries, meanwhile, continue to provide document review, contract preparation, and intellectual property services at prices below those charged by domestic companies; global competitors both absorb part of the market for low-level legal services and impose a lid on domestic prices, and a persistent oversupply of licensed lawyers;
Merritt, Deborah Jones	2015	HEINONLINE	Journal Article		What Happened to the Class of 2010: Empirical Evidence of Structural Change in the Legal Profession	Michigan State Law Review, Vol. 33 (2015), pp. 1043-1124		August 2, 2017	Legal talent, future legal profession	Job outcomes for the Class of 2010 have improved only marginally since their first year after graduation	Complation and analysis of data	REGULATION, TREND TOWARDS DE-REGULATION; Increasing tendency to deregulation; During the late twentieth century, a series of court rulings, cultural shifts, and economic pressures lowered the legal barriers that shield lawyers from competition. Those changes reduced legal income for solo practitioners and small-firm lawyers, transferred legal business to accountants and titi companies, and laid the foundation for online companies that offer customized legal documents to small businesses and individual consumers; TECHNOLOGY; adoption of labor-saving technology in the law sector; WORK STRUCTURE; DISAGGREGATION OF LEGAL TASKS; both corporations and law firms enthusiastically embrace the disaggregation of legal work. Corporations are increasing the percentage of their legal budgets allocated to LPDs, over the last two years, that percentage grew from 3.9% to 7.1%; Three-quarters of the largest law firms use contract lawyers, the same percentage employ staff attorneys, and 9.2% outsource legal work; Mid-sized firms are following the lead of larger firms, about half of the mid-sized firms (48.6%) use contract lawyers, a third (33.5%) employ staff attorneys, and 3.3% have outsourced legal work; As Ray Worthy Campbell has noted, disaggregation can offer both quality and value to clients; MARKET; INCREASED RELIANCE ON NON-LAWYERS FOR LEGAL WORK; Non-lawyers usually possess more industry knowledge than lawyers, and they can learn the relevant rules through focused training; non-lawyers, furthermore, often have skills that lawyers lack; The persistent gap between supply and demand will allow employers to continue disaggregating legal work, hiring lawyers at lower salaries, and pushing those attorneys into contingent and part-time positions; GLOBALIZATION; Legal process outsourcing in low-wage countries, meanwhile, continue to provide document review, contract preparation, and intellectual property services at prices below those charged by domestic companies; global competitors both absorb part of the market for low-level legal services and impose a lid on domestic prices, and a persistent oversupply of licensed lawyers;
Bunnell, Beth; Sommers, Amy L.	2012	HEINONLINE	Journal Article		International Women in Law Summit, 2012: Setting the Agenda for Change: The Role and Impact of Globalization on Women's Careers: Women in the Chinese Legal Profession	Women Lawyers Journal, Vol. 97, Issues 1 & 2 (2012), pp. 33-38		August 2, 2017	Globalization	Role and impact of globalization on women in the chinese legal profession	Interviews	ETHICS; ACCESS TO JUSTICE; many people in Washington do not get the legal help they need due to scarce resources; ongoing unmet need for legal services, especially in the areas of health care and consumer debt; While the details may change over time, the fundamental problem of inadequate access to legal help is chronic and unabated; MARKET; NONLAWYERS PROVIDING LEGAL SERVICES; Lawyers have long opposed allowing nonlawyers to provide legal assistance for reasons fair and foul. One reason is the fear of creating a two-tiered system where the wealthy get a skilled lawyer and the rest of us get substandard representation. Ironically, the fear of substandard representation, lawyers' near monopoly on legal services, and an inadequate civil legal aid system have led many people to struggle as pro se litigants or to seek help from nonlawyers. Some unauthorized practitioners have taken advantage of those in need, as have internet entrepreneurs providing legal advice that may or may not be tailored to specific state law;
Rhode, Deborah L.	2014	HEINONLINE	Journal Article		Access to Justice: A Roadmap for Reform.	Fordham Urban Law Journal, Vol. 41, Issue 4 (May 2014), pp. 1227-1258		August 2, 2017	Access to justice	Reform strategies to improve access to justice in the United States	Analysis	LACK OF ACCESS TO JUSTICE; millions of Americans lack any access to justice; LEGAL NEEDS ON POOR PEOPLE; Over four-fifths of the poor's legal needs and two- to three-fifths of the legal needs of middle-income Americans remain unmet; LEGAL AID CUT: The federal budget for legal aid has been cut by almost a fifth since 2010
Struffolino, Michele N.	2014	HEINONLINE	Journal Article		Limited Scope Not Limited: Competencies Needed to Provide Increased Access to Justice through Unbundled Legal Services in Domestic Relations Matter	South Texas Law Review, Vol. 56, Issue 1 (Fall 2014), pp. 159-20		August 2, 2017	Access to justice	Skills needed to provide increased access to justice through unbundled legal services in domestic relations matters	Analysis	MARKET; INCREASING NUMBER OF PRO SE LITIGANTS; increasing numbers of pro se litigants in family courts; the use of limited representation has increased access to justice in family courts; WORK STRUCTURE; Providing competent limited representation in family matters requires both family law experience and an understanding of the appropriate use of limited representation;
Gonzalez, Steve	2016	HEINONLINE	Journal Article	US	Unmet Needs, the Future of Legal Practice, and Legal Services from Nonlawyers	TYL, Vol. 20, Issue 3 (Spring 2016), pp. 13-16	https://www.americanbar.org/publications/tyl/topics/legal-practice/2050/unmet_needs_future_legal_practice_and_legal_services_nonlawyers.html	August 2, 2017	Clients needs, B2C, Alternative service providers	Recommendations for improving how legal services are delivered and accessed	Empirical	ETHICS; ACCESS TO JUSTICE; many people in Washington do not get the legal help they need due to scarce resources; ongoing unmet need for legal services, especially in the areas of health care and consumer debt; While the details may change over time, the fundamental problem of inadequate access to legal help is chronic and unabated; MARKET; NONLAWYERS PROVIDING LEGAL SERVICES; Lawyers have long opposed allowing nonlawyers to provide legal assistance for reasons fair and foul. One reason is the fear of creating a two-tiered system where the wealthy get a skilled lawyer and the rest of us get substandard representation. Ironically, the fear of substandard representation, lawyers' near monopoly on legal services, and an inadequate civil legal aid system have led many people to struggle as pro se litigants or to seek help from nonlawyers. Some unauthorized practitioners have taken advantage of those in need, as have internet entrepreneurs providing legal advice that may or may not be tailored to specific state law;
Stevens, Caroline; Welch, Christine; Welch, Roger	2011	HEINONLINE	Journal Article	UK	On-Line Legal Services and the Changing Legal Market: Preparing Law Undergraduates for the Future [1]	Law Teacher, Vol. 45, Issue 3 (December 2011), pp. 328-347		August 2, 2017	Legal talent, legal technology, legal education	Future of undergraduate legal education in the light of the changing legal market as a result of the creation of alternative business structures (ABS) under the Legal Services Act 2007	Interviews	LEGAL EDUCATION; INFLUENCE OF THE LEGAL SERVICES ACT (2007) IN TOMORROW'S EDUCATION; Law schools will need to prepare law students differently, exposing them to different methods of communication and interaction that involve the use of new technologies and cross boundaries between law and other fields of business; EMPLOYABILITY SKILLS TO BE TEACHED; in the current economic climate, universities are increasingly turning their attention to the employability skills possessed by their graduates these include: command of a sufficient body and depth of subject knowledge, preparation for lifelong learning, effective communication skills, problem-solving and critical thinking, ethical and socially responsible behaviour within multiple communities, competencies in information literacy, skills in autonomous and collaborative working, and international/global awareness;

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change	
Zhang, WanHong; Huang, Simin	2013	HEINONLINE	Journal Article	China, Taiwan	Lawyer across the Strait: The Past, Present, and Future of Legal Services Markets between Mainland China and Taiwan	Columbia Journal of Asian Law, Vol. 26, Issue 2 (Summer 2013), pp. 299-314		August 2, 2017	Future of legal services	Future legal services, globalization	Conceptual	COOPERATION BETWEEN CHINA AND TAIWAN: The on-going increase in communication and economic cooperation between the mainland and Taiwan has witnessed a gradual growth in demand of cross-strait legal services	
Pinnington, Dan	2014	HEINONLINE	Journal Article	US	The Future of American Law in a Global Village: Facing the Changing Challenges and Opportunities in Offshoring Legal Services	Law Practice, Vol. 40, Issue 4 (July/August 2014), pp. 52-57		August 2, 2017	Future of legal services	Future legal services, globalization	Conceptual	ACCESS TO JUSTICE; Large numbers of self-represented parties are struggling to handle their own matters as they can't afford or access the legal services they need; Globalization and new technologies are opening the doors to new providers and types of legal services; there is a, as a result, growing legal services gap between people in need for legal services but cannot afford them and lawyers who can provide them; REGULATION; LAWYERS MONOPOLY OVER LEGAL SERVICES; Lawyers had been the only game in town for legal services as they were the only ones with access to the required knowledge and tools; TECHNOLOGY; ALTERNATIVE PROVIDERS OF LEGAL SERVICES; Technology now gives just about anyone with an Internet connection access to information and tools that only members of the legal guild had a decade or so ago. Sites like LegalZoom and Rocket Lawyer have become major legal services players, selling standard forms and documents that are customized for a client; Nonlawyers are stepping up to provide legal services in some jurisdictions;	
Aulakh, Sundeep; Kirkpatrick, Ian	2016	HEINONLINE	Journal Article	UK	Changing Regulation and the Future of the Legal Partnership: The Case of the Legal Services Act, 2007 in England and Wales	International Journal of the Law Profession, Vol. 23, Issue 3 (November 2016), pp. 277-304		August 2, 2017	Regulation in legal profession, new business models, alternative business providers	Our aim in this paper is to assess the degree to which ABS represents a departure from the partnership model by exploring their ownership, a range of management and financing practices against four indicators: incorporation, multi-disciplinary practices, the extension of ownership to non-lawyers and external investment	The data for this paper are confined to ABS licensed between March 2012 when the SRA first started issuing licences and 31 August 2015. It is largely based on archival data encompassing a range of media documents and the collection of routine data compiled from several sources. + Interviews with ABS 18 interviews were conducted, all of which were recorded, transcribed and content analysed	Conceptual	BUSINESS STRUCTURE; END OF THE PROFESSIONAL PARTNERSHIP; The 'professional partnership' has long been the dominant organisational form within the professional services sector, yet, despite its popularity, in recent years the partnership model has come under increasing pressure. In part this is because of changing markets, intensifying competition and technological changes which have led many professional services firms (PSFs) to adopt "more corporate and managerial modes of operation" that are "less distinctive from for-profit business corporations"; IMPACT OF DE-REGULATION OF ENTITY RESTRICTIONS; In many jurisdictions, governments are now challenging existing forms of professional regulation including entity restrictions which historically have served to reinforce the partnership model; ALTERNATIVE BUSINESS STRUCTURES; while the partnership model continues to be resilient, a small minority of alternative business structure firms have engaged in more radical change, they have embraced this change with varying degrees of enthusiasm. On the one hand are those firms (the majority of ABS) which have introduced one or two new practices which depart from the traditional (partnership) model but fall short of radical change. In these cases, organisational changes are essentially a pragmatic response, perceived as necessary to keep their business afloat. By contrast, in a smaller number of firms, the exploitation of new opportunities is the primary driver of change. These firms share the perception that the professional partnership is no longer suited to the modern practice of law and, therefore, have instigated more radical change. Unlike the preceding group, change is driven by the desire to lead the market and less from a position of defensiveness;
Katz, Daniel Martin	2013	HEINONLINE	Journal Article		Quantitative Legal Prediction - Or - How I Learned to Stop Worrying and Start Preparing for the Data-Driven Future of the Legal Services Industry	Emory Law Journal, Vol. 62, Issue 4 (2013), pp. 909-966		August 2, 2017	Legal information technology, quantitative legal prediction with the hopes that entrepreneurs, lawyers, law students, and law schools will take heed and prepare to three in the new ordering	Highlights of the coming age of quantitative legal prediction with the hopes that entrepreneurs, lawyers, law students, and law schools will take heed and prepare to three in the new ordering	Conceptual	LEGAL INFORMATION TECHNOLOGY AS A STRUCTURAL DRIVING FORCE OF CHANGE; Developments in legal information technology are actually a root cause of many of the long-term changes in the legal services market; Driven by technology, the structural portion of the downturn appears to be permanent, such that many of those legal jobs displaced both before and by the great recession will not return; IMPACT OF LEGAL TECHNOLOGY IN PROFESSIONAL IDENTITY; Informatics, computing, and technology are going to change both what it means to practice law and to "think like a lawyer"; When it comes to the application of the leading ideas in computation, informatics, and other allied disciplines, the market for legal services lags behind many other industries; DISRUPTIVE IMPACT OF QUANTITATIVE LEGAL PREDICTION; COMING ERA OF DATA-DRIVEN LAW PRACTICE; Aided by growing access to large bodies of semi-structured legal information, the most disruptive of all possible displacing technologies quantitative legal prediction; PREDICTION OF LEGAL VALUE PROPOSITIONS; IMPROVED BILLING MANAGEMENT; Predicting the Expected Bill; Several analytics companies are actively working to both aggregate large-scale datasets and leverage approaches from the world of procurement to identify value propositions throughout the legal service marketplace; CONSOLIDATED LEGAL INFORMATION TECHNOLOGY COMPANIES LEVERAGE THEIR CAPABILITIES TO EXPAND THEIR ROLE IN THE LEGAL MARKET; i.e. TyMetric (a division of Wolters Kluwer); TyMetric builds information technology (IT) systems that are designed to "improve the performance of internal operations, and (provide) data solutions that give legal professionals an information advantage in any scenario;" Included among its product offerings is a legal analytics platform that delivers industry-wide legal spending and performance data that can be used by clients to determine an acceptable rate to pay for a given legal service; To develop this immense data apparatus, TyMetric leveraged its existing role as provider of backend billing and payment software to various law departments.	
McGinnis, John D.; Pearce, Russell G.	2014	HEINONLINE	Journal Article	US	The Great Disruption: How Machine Intelligence Will Transform the Role of Lawyers in the Delivery of Legal Services.	Fordham Law Review, Vol. 82, Issue 6 (May 2014), pp. 3041-3066	http://ir.lawnet.fordham.edu/cgi/viewcontent.cgi?article=5007&context=flr	August 2, 2017	Legal technology, disruptive innovation, future legal profession	Implications of legal tech developments in the market power of lawyers	Conceptual	DISRUPTIVE IMPACT OF MACHINE INTELLIGENCE; END OF LAWYERS' MONOPOLY; REDUNDANCY OF LAWYERS' JOBS; NEW LEGAL JOBS; NEW ENTRANTS; INCREASED EFFICIENCY; REDUCTION OF LITIGATION; disruptive effect of machine intelligence in undermining lawyers' monopoly. As machine intelligence in lawyering develops exponentially, it will take an increasingly larger role in five areas of legal practice: discovery, legal search, generation of documents, creation of briefs and memoranda, and predictive analytics; Eventually, machine intelligence will prove faster and more efficient than many lawyers in providing those services; DISCOVERY; E-discovery is already changing the discovery practices of large commercial litigation—which consumed much time of junior litigation associates; Now, large law firms have set up e-discovery units within their firms. But new service providers independent of law firms are also springing up; LEGAL SEARCH; SHIFT FROM KEYWORDS TO SEMANTICS; Watson signals one improvement: the change from the use of keywords to semantics. Semantic search will allow lawyers to input natural language queries to computers, and the computers will respond semantically to those queries with directly relevant information. As powerful as a semantic search that gauges precedential power will be, this kind of search is only the first phase of the improvement of legal search. In this first phase, the search engine will identify the relevant cases and then evaluate their optimal use. Still, in this phase, the lawyer will do all the issue spotting and use the search engine only to identify the relevant cases. In the second phase, the search engine itself will identify the issues implicated within a given set of facts and then suggest the case law likely to be on point for the issues identified. This second phase will further reduce the role of the lawyer in legal research. The speed of this change will depend on general improvements in search technology because that market is so much larger than the market for legal search. We expect that the first phase of perfecting semantic search, including the evaluation of the strengths and uses of precedent, will come in the next ten to fifteen years. DOCUMENT GENERATION; In the future, machine processing will be able to automate a form, tailor it according to the specific facts and legal arguments, and track its effect in future litigation. As hardware and software capacity improves, so too will the generated documents. We predict that within ten to fifteen years, computer-based services will routinely generate the first draft of most transactional documents; BRIEF AND MEMORANDUM GENERATION; At first these documents will serve as very rough drafts and will require very substantial additions and rewriting. Nevertheless, computer-generated drafts can still be valuable and comparable to the efforts of associates—even research associates without law degrees—who generate drafts that an experienced associate can then shape into a far more polished product. And, as with other advances in machine intelligence, programs become more useful over time. That progression is evident in other technology, such as word processing and speech-to-text programs; LEGAL ANALYTICS; PREDICTIVE ANALYTICS; BIG DATA; INCREASE USE OF PREDICTIVE ANALYTICS BY CLIENTS; REDUCTION OF CASES GOING TO TRIAL; REDUCTION OF THE AMOUNT OF DISCOVERY; prediction of case outcomes. Predictive analytics is a new discipline that combines data with analysis to make predictions; Computational power allows substantial data to be collected and organized; Patterns can then be found among the data; Machine learning can help analyze regularities within the patterns; With the help of these models, known data can be used to predict what will happen in situations that have not yet occurred; The missing data may be unknown and indeed unknowable if the data consists of future events, like the outcome of a legal case; Predictive analytics is all the rage across the corporate world. The rise of legal analytics will also have an effect on the number of cases that go to trial and the amount of discovery; Whenever the parties agree on the amount a case is worth, the case is likely to settle; legal analytics provide better estimates of a case's value; LAWYERS' LOSS OF MARKET POWER OVER THE PROVISION OF LEGAL SERVICES; Lawyers will continue to provide services that cannot be commoditized if they are superstars, practice in highly specialized areas of law subject to rapid change, appear in court, or provide services where human relationships are central to their quality. Otherwise, no effective barriers to the advance of machine lawyering in legal practices exist—not even in the law and ethics of lawyering. Lawyers will continue to embrace machine intelligence as an input and fail to prevent nonlawyers from using it to deliver legal services. Ultimately, therefore, the disruptive effect of machine intelligence will trigger the end of lawyers' monopoly and provide a benefit to society and clients as legal services become more transparent and affordable to consumers, and access to justice thereby becomes more widely available. These developments have enormous implications for every aspect of law—legal practice, jurisprudence, and legal education. INCREASED COMPETITION; developments in legal tech will generally increase competition; COMMODITIZED LEGAL SERVICES; They will commoditize legal services, permitting clients to make easier price comparisons; NEW ENTRANTS; They will also bring in new entrants, both as direct suppliers of services and low-cost providers of inputs to services of lawyers; INCREASE IN THE SEGMENTATION OF LEGAL SERVICES PROVIDERS; These new technologies will substantially shake up the legal profession, harming the economic prospects of many lawyers, but providing advantages to some others; Machines may actually aid two kinds of lawyers in particular: (1) superstars in the profession will be more identifiable and will use technology to extend their reach; (2) lawyers who can change their practice or organization to take advantage of lower cost inputs made available by machines will be able to serve an expanding market of legal services for middle-class individuals and small businesses, meeting previously unmet needs; IMITATIONS OF LEGAL TECHNOLOGY; ORAL ADVOCATES; Machines will not speak in court for the foreseeable future, oral advocates will continue to enjoy a lucrative niche, although machines may reduce the number of disputes by creating a convergence of litigants on the value of a case; HIGHLY SPECIALIZED LAWYERS; Those lawyers who are in highly specialized areas subject to rapid legal change, like Dodd-Frank regulation, will be relatively unaffected, because machines will work best in more routinized and settled areas; COUNSELORS; who must persuade unwilling clients to do what is in their self-interest will also continue to have a role, since machines will be unable to create the necessary emotional bonds with clients; TYPES OF LAWYERS MORE AFFECTED BY LEGAL TECHNOLOGY; journeymen lawyers; such as those who write routine wills, vet house closings, write standard contracts, and review documents—face a much bleaker future, because machines will do many such routine legal tasks; GLOBAL NATURE OF TECHNOLOGY WILL PUT PRESSURE ON REGULATION; the global nature of machine intelligence will continue to put pressure on the U.S. market for legal services, regardless of the laws of the United States. The message here is that the machines are coming, and bar regulation will not keep them out of the profession or do much to delay their arrival;	
Porst, Ariel; Strahlveit, Uor Jacob.	2014	HEINONLINE	Journal Article		Personalizing Default Rules and Disclosure with Big Data.	Michigan Law Review, Vol. 112, Issue 8 (June 2014), pp. 1417-1478		August 2, 2017	Personalized default rules and personalized disclosure far easier than it would have been during earlier eras	How the rise of Big Data makes the effective personalization of default rules and disclosure far easier than it would have been during earlier eras	Analysis	ERA OF BIG DATA; In this Article, we argue that in the era of Big Data, law should become more personalized. Our main focuses are default rules (situations where people face a choice between sticking with a default option or specifying a different option instead) and disclosure (where the law mandates that individuals receive particular information). OBSERVABLE INDIVIDUAL BEHAVIOUR; In the era of Big Data, we suggest that it will be possible to find individuals whose observable behavior and characteristics closely match those of the instestate PERSONALIZED RULES; Personalized default rules and personalized disclosure are just two important pieces of a more ambitious idea, which is personalized law in general. ISSUES IN THE IMPLEMENTATION OF DEFAULT RULES; Our Article, then, has finally developed a comprehensive framework for understanding the theoretical and practical issues arising in the implementation of personalized default rules.	
McGinnis, John D.; Waack, Steve.	2014	HEINONLINE	Journal Article	US	Law's Algorithm.	Florida Law Review, Vol. 66, Issue 3 (May 2014), pp. 991-1050		August 2, 2017	Legal technology, structure of law	Documentation of changes by the information technology of its day	Historical, theoretical, and practical perspective on law as an information technology	LAW AS AN INFORMATION TECHNOLOGY; Law fundamentally concerns information-providing information to the community about the content of legal norms and, at least in its common law form, eliciting information about the world from the disputes before a court; also, law is changed by the information technology of its day; CURRENT TECHNOLOGY CHANGES TO LAW PRACTICE; the computer - the key technology of our day - is changing how practitioners conduct legal search and thereby which forms of law are the most efficient; The ongoing improvement in legal search is transforming the optimal form of the law by changing the cost of finding it; TECHNOLOGY INFLUENCE ON REGULATION; Dynamic rules are rules that change automatically in response to changing empirical information. Legislatures are already beginning to enact such rules;	

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Knake, Renee Newman	2014	HEINONLINE	Journal Article	US	Legal Information, the Consumer Law Market, and the First Amendment	Fordham Law Review, Vol. 82, Issue 4 (May 2014), pp. 2843-2868	http://0-www-heinonline.org.biblio.wrl.edu/HD/LuceneSearch?terms=Legal+information%2Cthe+Consumer+Law+Market%2Cand+the+First+Amendment&coll=clion-all&searchtype=advanced&type=text&tralfrom=submit-Go&all=true	August 2, 2017	Regulation of legal information	If "law is basically information," ³ does it follow that legal information is "speech within the meaning of the First Amendment"? If so, to what extent may government constitutionally regulate the creation and dissemination of legal information, particularly by lawyers?	Case studies	LIBERALIZATION OF LAWYER REGULATION; ECONOMIC ARGUMENTS; JUSTICE GAP; LEGAL ARGUMENTS; the economic arguments for liberalizing lawyer regulation to facilitate the free flow of information support the First Amendment analysis. CONSTITUTIONAL VULNERABILITY OF RESTRICTIONS GOVERNING THE ORGANIZATIONAL FORM OF LAW PRACTICE; The restrictions governing the organizational form of law practice and the distribution of legal services are constitutionally vulnerable to the extent they constrain the creation and distribution of legal information by lawyers absent a justification that enables or preserves the essence of the lawyer-client relationship;
Katz, Daniel Martin	2014	HEINONLINE	Journal Article	US	The MIT School of Law - A Perspective on Legal Education in the 21st Century.	University of Illinois Law Review, Vol. 2014, Issue 5 (2014), pp. 1431-1472		August 2, 2017	Legal education	Thought exercise about a hypothetical MIT School of Law	Analysis	GROWING "GARAGE-CULTURE" IN THE LEGAL MARKET; LEGAL TECHNOLOGY; LEGAL EMPLOYMENT CRISIS; Generated by the nexus of available technology and the current legal employment crisis, there appears to be a growing "garage culture" breaking out-but it is still in its very formative stages; Legal tech is in the stage today where personal computing was in 1975; Across the United States, UK, and Canada, the past years have witnessed various incantations of law's version of the "homebrew computer club." For example, ReInventLaw, LawTechCamp, New and Emerging Legal Infrastructures Conference, LexThink; The Forum on Legal Evolution, Stanford CodeX Future Law, Harvard Conference on Disruption in the Legal Profession and other related conferences, meetups, and hackathons showcase just some of the innovations that are being generated in the legal marketplace; NEW LEGAL JOBS; sixty-five percent of grade school students will end up undertaking a job that has not yet been invented; LAW'S INFORMATION REVOLUTION; COMPETITIVE ADVANTAGE OF SKILLS IN SCIENCE AND TECHNOLOGY; While it is likely the case that students with a background in science and technology (rather than the humanities, etc.) will have a significant advantage as we move deeper into law's information revolution, institutions can help level this playing field by offering their students the requisite skills training necessary to be competitive; The pathology of attending law school to avoid math/science simply must give way to a new reality; if professional success for our graduates is the ultimate test-then, yes-there is going to be math (engineering and technology) on the exam; STARTUP LAW SCHOOLS; LAW AND ECONOMIC AT THE CORE OF LEGAL EDUCATION; TREND TOWARDS INTERDISCIPLINARY EDUCATION; In legal education, George Mason offers a good example of a startup law school. They specialized and reaped the rewards as law and economics became a "pillar of legal education." However, the landscape is never static. The world changes and yesterday's fast is today's slow. Indeed, Henry Manne was Billy Beane for the last generation-but who is going to be the forward thinking change agent for this go around? While the actual "MIT School of Law," is likely to remain a hypothetical, the ideas expressed herein need not LEGAL SYSTEM COMPLEXITY; the legal system and society are getting more complex; DEMAND OF LEGAL SERVICES; the demand for legal services is set exogenously by the dynamics of the relevant market; NEW JOB ROLES; sixty-five percent of grade school students will end up undertaking a job that has not yet been invented
Chaffee, Eric C.	2014	HEINONLINE	Journal Article		Answering the Call to Reinvent Legal Education: The Need to Incorporate Practical Business and Transactional Skills Training into the Curricula of America's Law Schools.	Stanford Journal of Law, Business & Finance, Vol. 20, Issue 1 (Fall 2014), pp. 121-178		August 2, 2017	Legal education	Reinvention of the legal education	Analysis	MARKET; NON LAWYERS OFFERING LEGAL SERVICES; lawyers face a danger of losing ground and position in the business realm because members of other professions are attempting to steal away this value creation function from the legal profession; LEGAL EDUCATION; LAWYER TRAINING; law schools failed to adequately train their students to be business lawyers; limited job prospects coupled with the rising cost of law school and escalating student debt have led to a sharp decline in law school applicants; some schools are suffering severe financial difficulties that threaten their continued existence
Kobayashi, Bruce H.	2014	HEINONLINE	Journal Article		Law's Information Revolution as Procedural Reform: Predictive Search as a Solution to the In Terrorem Effect of Externalized Discovery Costs.	University of Illinois Law Review, Vol. 2014, Issue 5 (2014), pp. 1473-1520		August 2, 2017	Law technology	The creation of cross-party agency costs and the litigants' ability to externalize much of the effort and costs of discovery to their adversary can generate litigation that is expensive, slow, and unjust	Analysis	REGULATION; EFFECTS OF REGULATION ON LITIGATION COSTS; By allowing parties to proceed on an informed basis, liberal discovery under the Federal Rules of Civil Procedure was intended to support Rule 1's idealized goal of securing the "just, speedy, and inexpensive" resolution of civil cases. The large costs of conducting discovery may instead produce the opposite result. The creation of cross-party agency costs and the litigants' ability to externalize much of the effort and costs of discovery to their adversary can generate litigation that is expensive, slow, and unjust. The problem may be particularly acute in cases involving vast amounts of electronically stored information, where the amount of data and potential for externalized costs of discovery can rise exponentially; TECHNOLOGY; IMPACT OF TECHNOLOGY ON LITIGATION COSTS; Use of advanced technological tools such as predictive search allow the tasks and costs to be allocated in a way that simultaneously yields better incentives, mitigates asymmetric cost and information problems, and reduces cross-party agency costs. This in turn mitigates both the problems of overdiscovery and the in terrorem effect of discovery costs on pre-discovery settlements;
Poszalek, Frank and Cashwell, Glyn.	2015	HEINONLINE	Journal Article		For Futures of Legal Automation	UCLA Law Review Discourse, Vol. 63, pp. 26-48		August 2, 2017	Legal technology, future legal profession	Simple legal jobs are prime candidates for legal automation	Technical and sociological analysis of the future of legal automation	JOB AUTOMATION; Simple legal jobs (such as document coding) are prime candidates for legal automation. More complex tasks cannot be routinized; Situations involving conflicting rights, unique fact patterns, and open-ended laws will remain excessively difficult to automate for an extended period of time; EFFECTS OF DEREGULATION ON JOB AUTOMATION; Deregulation may effectively strip many persons of their rights, rendering once-hard cases simple. Similarly, disputes that now seem easy, because one party is so clearly in the right, may be rendered hard to automate by new rules that give now disadvantaged parties new rights;
Linna, Daniel W. Jr.	2016	HEINONLINE	Journal Article	US	What We Know and Need to Know about Legal Startups.	South Carolina Law Review, Vol. 67, Issue 2 (Winter 2016), pp. 389-418		August 2, 2017	Alternative service providers, legal technology, new business models, legal startups	This Paper is a starting point to define legal startups, discuss why they are emerging, establish a taxonomy for legal startups, and identify what more we need to know about legal startups.	Descriptive - LEGAL STARTUPS: newly formed organization providing innovative products or services to improve legal service delivery. "Innovative" is applied broadly to include innovative products and services or innovation in legal service delivery. Excluded from this definition, at least for our purposes, are consultants and law firms	BUSINESS MODELS; EMERGENCE OF LEGAL STARTUPS; Law is a lucrative industry, and this fact has attracted numerous investors and legal startups; there is plenty of individuals and small businesses with unmet need for legal services, and startups have the opportunity to fulfill these needs; students and professionals are interested in how innovation is affecting the legal industry and they want to be a part of it. Legal startups are a way to do it; CLIENT/CONSUMER NEEDS; clients are demanding lower prices, greater transparency, and higher quality legal services;
Chambliss, Elizabeth, Knake, Renee Newman, and Nelson, Robert L.	2016	HEINONLINE	Journal Article	US	What We Know and Need to Know about the State of Access to Justice Research.	South Carolina Law Review, Vol. 67, Issue 2 (Winter 2016), pp. 193-202	https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2787124	August 2, 2017	Access to Justice, Legal Services, Legal Needs, Legal Profession, Lawyer	To inform the American Bar Association Commission on the Future of Legal Services and its audience about the facts on the ground; insofar as we know them, by presenting the most recent research on issues of relevance to the Commission	Collection of 16 White Papers offering data on legal services in a variety of contexts	TREND TOWARDS INCREASING RESEARCH AND RESEARCH COMMUNITIES ON CIVIL LEGAL NEEDS AND SERVICES; Ongoing, systematic research on civil legal needs and services is an essential component of improving the quality and availability of such services. Currently, however, we know little about the legal resource landscape—especially services for "ordinary Americans"—and our research infrastructure is underdeveloped compared to professions such as medicine Signs of a renaissance in "Access to Justice" (AJZ) research and the development of research communities capable of organizing and assessing such research

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Lippe P.	2015	HEINONLINE	Journal Article	None	What We Know and Need to Know about Watson	South Carolina Law Review 2015 vol: 67 (2) pp: 419-428		August 2, 2017	Legal technology, future legal profession, artificial intelligence, cognitive technology	What We Know and Need to Know about Watson	Descriptive	<p>COGNITIVE TECHNOLOGY; MACHINE LEARNING; ARTIFICIAL INTELLIGENCE; IBM WATSON: Cognitive technology, like IBM Watson, is built to mirror the learning process that we have through the power of cognition; What drives this process is a common cognitive framework that humans use to inform their decisions: Observe, Interpret, Evaluate, and Decide. Yet instead of the classic human master-apprentice approach, Watson ingests the corpus of data, or collection of information, and is then trained by human experts to learn how to interpret the information.</p> <p>MACHINE LEARNING ADDRESSES LAWYERS' CORE ACTIVITIES: Cognitive technology is revolutionizing the way we make decisions, become experts and share expertise in different industries, and it is discovering and offering answers and patterns we hadn't known existed, faster than any person or group of people ever could. While the practice of law has been impacted by recent technologies such as the PC and word processing, email, the Internet, and Google Search, the fundamental workstyles and orientations of lawyers have remained largely unaffected; It is likely that machine learning will have a more dramatic impact on legal practice than these other technologies;</p> <p>LEGAL COMPLEXITY; CLIENTS' NEEDS: clients can no longer manage legal complexity using conventional methods;</p> <p>CHANGING CLIENT CONTEXT DUE TO BIG DATA AND ARTIFICIAL INTELLIGENCE (AI):</p> <p>DISTRIBUTED AUTHORITY AND MANAGEMENT BY COMPENSATIO, with "big data," everyone in the organization has potential access to tremendous data and insights, and others are they filtered up in a predictable way, companies are run by corporate-wide, horizontal, end-end processes, and individuals are measured (and paid) by specific objectives aligned with company-wide objectives; Watson or Watson-like systems will be an important part of the way that information is aggregated and disseminated in organizations;</p> <p>TRANSPARENCY Transparency, Watson or Watson-like systems will help organizations track what is going on inside them, handing off more useful information to litigators or investigators, and incorporating compliance rules into day-to-day operations;</p> <p>LEGAL COMPLEXITY: The rule structure of this complexity is too great for any individual to comprehend. Watson or Watson-like systems will be used by organizations to track legal rules and integrate them with business rules (e.g., permissible trades, triggers for compensation);</p> <p>DISRUPTIVE COMPETITION AND MANAGING COMPLEXITY: To confront an intensive, costly, and friction-creating regulatory regime at the same time that you face new disruptive competitors is not a comfortable place to be; Watson will be one of the principal tools for better understanding client complexity, and the vehicle for handing off that information to lawyers and reintegrating the legal work product back into the organization, informing decisions "at the coalface," or what we call "embedded law.;"</p> <p>SMALLER ORGANIZATION AND INDIVIDUAL CLIENTS ACCESS TO JUSTICE: Watson in conjunction with a thoughtful re-design of how legal institutions and processes work can make a big difference</p> <p>GAP BETWEEN LEGAL PRODUCTIVITY AND CLIENTS' NEEDS: The gap between legal productivity and client needs has become untenable;</p> <p>SHIFT FROM TRADITIONAL LEGAL SYLOS TO NETWORKED ECOSYSTEMS; RISE OF A WATSON (IBM) ECOSYSTEM; STRATEGIC ALLIANCES BETWEEN TECH COMPANIES AND LAW FIRM AND LEGAL SERVICES PROVIDERS: In many respects, the most important aspect of Watson is not what it can do today, but how IBM is introducing it to the market-as-a-service; As part of its initiative to deliver Watson's cognitive computing capabilities through services, IBM has begun to partner with different companies in different fields, including law. (Full disclosure: OnRamp is working with IBM on Watson); This is an interesting go-to-market approach for IBM, to create an ecosystem around a nascent technology, with analogues to Google Search or Apple's iTunes. This "open" model of innovation means different companies will devise different ways of using Watson-some of which will work well and others of which will not. This open approach, combined with the level of resources IBM is putting into Watson and the extent to which Watson matches up to an "expected" capability, means that the pace of experimentation and innovation will be brisk.</p>
Armitage A Frondorf E Williams C Feldman R	2016	HEINONLINE	Journal Article		Startups and Unmet Legal Needs.	Utah Law Review 2016 vol: 2016 (4) pp: 575-594		August 2, 2017	Law and startups	What are the current legal needs of startups?	Survey	<p>BUSINESS MODELS; STARTUPS LEGAL NEEDS, startups often take legal issues with less attention than they should, focusing their efforts and resources on product and business development. When legal issues arise, founders often ask for forgiveness instead of permission; startups have urgent legal needs from the moment of formation; startups need help identifying their own future legal needs;</p>
Lee, Emery G. III.	2015	HEINONLINE	Journal Article		Law without Lawyers: Access to Civil Justice and the Cost of Legal Services.	University of Miami Law Review, Vol. 60, Issue 2 (Winter 2015), pp. 499-518		August 2, 2017	Access to justice	Place the debate over rising legal costs in a wider economic context	Analysis	<p>ETHICS; ACCESS TO JUSTICE; the high cost of legal services presents a significant access-to-justice problem; some clients simply cannot afford to purchase legal services; about half of all potential clients who contact a contingency fee attorney are turned away; In civil proceedings like divorces, child support cases, home foreclosures, bankruptcies and landlord-tenant disputes, the number of people representing themselves in court has soared since the economy soured; state courts have experienced an increase in pro se litigants, however; pro se filings have not significantly increased in the federal courts in recent years;</p>
Lippe, Paul; Katz, Daniel Martin; and, Jackson, Dan.	2015	HEINONLINE	Journal Article		Legal by Design: A New Paradigm for Handling Complexity in Banking Regulation and Elsewhere in Law.	Oregon Law Review, Vol. 93, Issue 4 (2015), pp. 833-852		August 2, 2017	Legal design, legal technology, future legal profession	we will describe the information-mapping aspects of the resolution planning challenge as an exemplary Manhattan Project 5 of law: a critical enterprise that will require and trigger the development of new tools and methods for lawyers to apply when handling complex problems without unsustainably swelling the workforce and wasting resources.	Case study/Design of an integrated RRP Solution One	<p>RISE OF LEGAL COMPLEXITY; in many instances, the growth of legal complexity appears to be outpacing the scalability of an approach that relies exclusively or in substantial part on human experts and the ability of the client to absorb and act on the advice given; The gap between existing methods and ballooning imperatives has forced lawyers (and ultimately their clients) to search for alternative approaches to managing problems of large-scale and significant complexity;</p> <p>SHIFT OF THE ECONOMICS OF LEGAL WORK; TECHNOLOGY AS A "FORCE MULTIPLIER"; As the size and complexity of tasks continues to grow, the economics of legal work are beginning to shift; it has become increasingly necessary to reconfigure legal work to treat technology as a "force multiplier," as has happened in almost all other fields;</p> <p>RISE OF LEGAL TECHNOLOGY COMPANIES; RISE OF LAW FIRMS OFFERING ALTERNATIVE BUSINESS MODELS; In the legal services industry, we are beginning to see the rise of more legal technology companies and, to a lesser extent, law firms offering alternative business models (i.e. in civil litigation);</p> <p>APPLICATION OF DESIGN PRINCIPLES IN THE MODERN REGULATORY CONTEXT; GAP BETWEEN PRODUCTION OF LEGAL SERVICES AND CLIENTS' NEEDS FOR SYSTEMATIC INTEGRATION OF PROCESSES AND INFORMATION; Sophisticated lawyers have long recognized the disconnect between the way they create and access legal work product (e.g., documents and arguments) and the demands of complex organizations for systematic integration of processes and information (e.g., systems and data); To address growing scale and complexity, large organizations now need to "map" contracts and other legal work product to meet commercial and regulatory requirements to integrate and link document information into databases and processes; if they remain isolated, contracts will be a source of operational risk, with inevitable points of failure and high costs;</p> <p>TECHNOLOGICAL APPROACHES TO THE MANAGEMENT OF LEGAL COMPLEXITY: MACHINE LEARNING; IBM WATSON; DEVELOPMENT OF SYSTEMATIC SOLUTIONS TO MANAGE COMPLEXITY. As part of his or her role in large institutions, one important value proposition offered by the elite twenty-first-century lawyer will be to participate in the development of systematic solutions to efficiently manage legal complexity and guide clients to informed decisions; Although important questions remain about how technology can apply to law, technology presents a big opportunity for the legal industry;</p> <p>NEED TO BALANCE THE INTEGRATION OF SUBSTANTIVE EXPERTISE AND INFORMATION TECHNOLOGY EXPERTISE; To support various efforts, including the application of IBM Watson and other related tools, it is important to cultivate the proper mix of substantive experts and those with expertise in legal informatics; Although we believe the application of machine learning and natural language processing as manifested in platforms such as IBM Watson and other related technologies will likely improve the efficiency and accuracy of various legal tasks, we are acutely aware of the significant limits attendant to applying new technology to the challenging work that lawyers, accountants, and compliance officers undertake. The appropriate question is to determine what ensemble of humans and technology can most efficiently and accurately complete a given task. Certainly, this ensemble will require both humans and technology to work together, as neither alone is sufficient given the scale and complexity of the underlying task;</p>
Pierson, Pamela Bucy.	2016	HEINONLINE	Journal Article		Economics, EQ, and Finance: The Next Frontier in Legal Education.	Journal of Legal Education, Vol. 65, Issue 4 (Summer 2016), pp. 854-896		August 2, 2017	Reasons for which law school	Topics taught in law school which competencies have to be taught in law school	Analysis of data from a survey to law schools in US between 2014 and 2015	<p>CHANGES IN THE LEGAL MARKETPLACE; As the sale portal to the legal profession, we, as legal educators, are caretakers of the legal profession's future. Given the dramatic recent changes in the legal marketplace, we should assess whether we are providing our students with the tools they need to practice law in the twenty-first century.</p> <p>CLIENTS MAKE MOST DECISIONS; Traditionally, lawyers made most of the decisions about how their services were organized, scheduled, and staffed, what legal strategies were pursued, and which outcomes were sought. Today, clients make most of these decisions</p> <p>TECHNOLOGY DOMINATES OVER PERSONAL EXCHANGES; Traditionally, lawyers communicated with one another and with clients and the court system through personal exchanges. Today, technology dominates. Lawyers communicate remotely by email, text, Twitter, and Facebook; meet by teleconference; file documents electronically; brainstorm through attachments and editing functions; research online; service clients and colleagues in multiple time zones; are expected to be available 24/7.</p> <p>PSYCHOLOGICAL DISTRESS ON LAWYERS; Our profession needs to tend to its EQ. A greater percentage of lawyers experience psychological distress than does the general population. Lawyers are in remarkably poor mental health, with a higher incidence of depression, alcoholism, illegal drug use, and divorce than almost any other profession. Law students who enter law school psychologically healthy show elevated psychological distress within months of starting law school with symptoms of depression, anxiety, and other psychological dysfunction.</p>
Martin, Kingsley.	2014	HEINONLINE	Journal Article		Emergence on Contract Standards and its Future Impact on Legal Education.	St. Thomas Law Review, Vol. 26, Issue 4 (Summer 2014), pp. 570-578		August 2, 2017	legal technology, artificial intelligence	The question I raised is whether a computer can draft a contract?	Conceptual	<p>ETHICS; ACCESS TO JUSTICE; Over the past few decades, the legal profession has narrowed to serve just one percent. Lawyers working in this space, of course, enjoy a very satisfying and financially rewarding life;</p> <p>MARKET; There is a massive market opportunity in the amount of consumers with unmet legal needs. However, we may not be able to meet the needs of this market in the old fashion way, training lawyers by rote learning. We must harness technology to help us serve the broader market more efficiently;</p> <p>TECHNOLOGY; ARTIFICIAL INTELLIGENCE; can a computer draft a contract? On the one hand, we have the rise of the machine, exemplified by IBM Watson. On the other hand, we are trained to question. Lawyers are skeptics. One line of doubt holds the opinion that while a machine can perform incredible computations, it cannot think. However, we do not need to reproduce human intelligence in binary form. It matters less how we solve problems. We are more concerned with results;</p>
Bruce H. Kobayashi & Larry E. Ribstein.	2011	HEINONLINE	Journal Article	US	Law's Information Revolution, 53 ARIZ. L. REV. 1169 (2011)	53 ARIZ. L. REV. 1169 (2011)		August 2, 2017	Law informati on disruptio n	How the expanded use of technology can serve as de facto procedural reform	Analysis	<p>IMPACT OF LEGAL INNOVATION (TECHNOLOGY INNOVATION) IN DE FACTO PROCEDURAL REFORM: There is great interest in how legal innovation, including technology, might affect the market for legal services; the authors contribute to that inquiry by applying the general insights of this work to the problem of procedural reform;</p> <p>SOLUTIONS APPROACH TO LEGAL PROBLEMS; USE OF PREDICTIVE SEARCH RESULT IN LOWER AND MORE SYMMETRIC DISCOVERY COSTS; Technology, such as predictive search, results in costs that are lower and more symmetric; Existing technology can provide a solution to one of the most vexing issues—the costs of discovery and its effect on in terrorem settlements; This Article shows that in terrorem settlements are the result of high and asymmetric discovery costs. Technology, such as predictive search, results in costs that are lower and more symmetric. In addition, the use of predictive search allows use of a task-allocation rule that serves to mitigate the effects of cost externalization, cross-party agency costs, and asymmetric information; The end result is more information, better incentives, and lower costs.</p> <p>HIGH COST AND SLOW DISCOVERY LITIGATION; litigation with expansive discovery is neither inexpensive nor speedy; the anticipation of the high costs of discovery can cause litigants to settle cases based not on the underlying merits of the case, but on their desire to avoid the high cost of discovery; Under traditional cost allocation rules, the costs fall where they lie, and the party that receives the discovery request bears the costs of responding to the discovery request. The responding party's costs can be many times the requesting party's modest costs of formulating and reviewing the produced information; the exponential growth of electronically stored data and its potential to exponentially increase the costs of discovery going forward has increased the demand for a workable solution that limits the costs of discovery in these cases</p>
Larry E. Ribstein,	2010	HEINONLINE	Journal Article		The Death of Big Law	Wis. L. REV. 749, 2		August 2, 2017	future legal profession, BigLaw, how drivers of these new change	This Article discusses new models that might replace Big Law, how these new models might push through regulatory barriers, and the broader implications of Big Law's demise for legal education, the creation of law, and lawyers' role in society	Combination of insights from the theory of the firm, intellectual property, and the economics of legal services	<p>RISE OF IN-HOUSE COUNSEL; The supply-side pressures on law firms to increase prices discussed above increase firms' incentive to invest in developing their in-house legal departments;</p> <p>TECHNOLOGY; EROSION OF SCALE ADVANTAGES OF BIG LAW DUE TO TECHNOLOGY; Technical advances that include, among many other things, computerized legal research, fast internet connections, and declining costs of data storage and retrieval decline, have eroded some of Big Law's scale advantage;</p> <p>INCREASING PARTNER-ASSOCIATE RATIOS; CHANGES IN BUSINESS MIX; MORE ROUTINE WORK TO FINANCE LEVERAGE; INCREASED USE OF CONTRACT LAWYERS; Increasing associate leverage also pressures law firms to change their business mix in ways that may reduce their long-term value. In order to keep their associates working and billing hours, firms branched into work-like structured finance, which lent itself to large amounts of routine work and significant economies of scale; Some of this work could be sent down the labor food chain to contract attorneys;</p> <p>CHANGING CLIENT NEEDS; BIG LAW CLIENTS' LESS STICKY; If large law firms lose the "capacity insurance" business, their value and durability may decline; Clients that just need high-quality advice by individual lawyers or teams of lawyers will need relationships with these individuals and networks rather than with large, multi-service firms; Moreover, as Big Law's traditional clients become less "sticky," firms may have to rely more on rainmakers to attract new business;</p> <p>S. LIMITED LIABILITY The reputational bonding model of Big Law has been supported by law partners' traditional vicarious liability for their firms' debts. Personally liable partners have an incentive to monitor co-partners and associates and guard against taking on business that could significantly increase the firm's risk of malpractice or regulatory liability. AD Large firms, however, have moved to limited liability structures. 6. INCREASING GLOBAL COMPETITION. 7. DEPROFESSIONALIZATION OF LAW PRACTICE. 8. THE DECLINE OF HOURLY BILLING Big Law's business model is built significantly on how it charges for its services—that is, by the hour. This mode of pricing is odd in the sense that clients do not buy lawyer hours anymore than customers buy the hours spent on building a car. Rather, clients buy solutions to legal problems. Time spent usually is not even a rough proxy for the value of this product. An attorney may spend days on fruitless research or document review but have a quick flash of insight that wins the case or makes the transaction successful. The cost pressures resulting from fee cuts may force Big Law to be more creative about hiring and training talent. Moreover, as fixed fees replace monitoring of number of hours and hourly rates, law firms have an incentive to get more efficient work out of higher-paid senior lawyers.⁷³</p> <p>A shift from hourly billing also contributes to and reflects the commodification of law practice. Firms may evolve from rendering specialized services to delivering products</p>

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David B. Wilkins,	2010	HEINONLINE	Journal Article		Team of Rivals? Toward a New Model of the Corporate Attorney-Client Relationship	Fordham Law Review		August 2, 2017	Client needs and expectations, law firm strategy, FLP	The model of the attorney-client relationship history has much to teach us about the evolving relationship between large and small companies and their primary outside law firms as we ponder the likely consequences of the current financial crisis	Based on 2006 data from a study, conducted by a group of scholars affiliated with the Harvard Law School Center on Lawyers and the Professional Services Industry, of how large, publicly traded companies purchase legal services. Our data includes (1) detailed interviews with forty-three general counsel of Standard & Poor's (S&P) 500 corporations and (2) a survey sent to CLOs of all S&P 500 companies as of December 31, 2006, which elicited a 28% response rate (n=139). For a total sample (interview and survey) of 166 companies, representing a third of the entire S&P 500. The survey respondents' companies accounted for between 30% to 40% of the S&P 500's revenues, assets, and employees.	CHANGING RELATIONSHIP BETWEEN LAWYERS AND CLIENTS; STRATEGIC ALLIANCES; clients and firms are increasingly entering into complex interdependent relationships that resemble the kind of strategic alliances that these same companies have entered into with many of their other suppliers; MORE FOR LESS: Even those companies who survive the downturn intact are going to look aggressively for places to cut costs; The legal department, with its high fixed costs and indirect contribution to the bottom line, is likely to be a prime candidate.; AGGRESSIVE COMPETITION; although many law firms will undoubtedly try to resist the move to flat fees and other similar initiatives proposed by client initiatives like the "Value Challenge," in the end many will come to realize that they have little choice but to do whatever it takes to solidify and deepen their relationships with their primary clients. As the number of such "trophy" representations shrink along with the legal budgets of those clients who remain a spot on a company's preferred provider list will become as precious as it is rare; Law firms are likely to compete aggressively for the honor; CONTRADICTION IN CLIENT AND LAW FIRM MARKETS; it seems likely that the contraction in both client and law firm markets will accelerate many of the trends cited above. Even those companies who survive the downturn intact are going to look aggressively for places to cut costs. The legal department, with its high fixed costs and indirect contribution to the bottom line, is likely to be a prime candidate. Although all of the headlines have been about law firm layoffs, many companies have already begun downsizing their general counsel offices as well. 269 As in-house legal offices shrink, companies are likely to become even more dependent upon their relationships with outside firms INITIATIVES TO RESIST BY THE LAW FIRMS; although many law firms will undoubtedly try to resist the move to flat fees and other similar initiatives proposed by client initiatives like the "Value Challenge," in the end many will come to realize that they have little choice but to do whatever it takes to solidify and deepen their relationships with their primary clients. As the number of such "trophy" representations shrink along with the legal budgets of those clients who remain a spot on a company's preferred provider list will become as precious as it is rare. Law firms are likely to compete aggressively for the honor"
Lee, Robert G.	2010	HEINONLINE	Journal Article	Europe	Liberalisation of Legal Services in Europe: Progress and Prospects	Legal Studies, Vol. 30, Issue 2 (June 2010), pp. 186-207		August 2, 2017	Regulation in legal profession	Technological change in the delivery of legal services can improve access to justice	Analysis	REGULATION; LEGAL MARKET LIBERALIZATION; the market for legal services is heavily stratified with a commercial legal services market effectively operating quite separately to that of professional legal services for private clients. In consequence, it may be more effective and proportionate to adopt differentiated strategies of regulation. This might be achieved by shifting the focus of regulation away from the individual practitioner, as is historically the case, towards law firms as such. This simple step, it is suggested, could facilitate much greater liberalisation of the market for legal services; GLOBALIZATION; Globalization of legal services reflects the desire of law firms to follow corporate clients as they pursue the economic advantages of global markets. Legal services have been key in creating the conditions for economic globalization and not merely by supporting the commercial cross-border activity of clients but also in creating the structures of the global markets through programmes of privatisation and foreign direct investment;
Brescia, Raymond H., McCarthy, Walter, McDonald, Ashley, Potts, Kellan and Rivals, Cassandra.	2015	HEINONLINE	Journal Article		Embracing Disruption: How Technological Change in the Delivery of Legal Services Can Improve Access to Justice.	Albany Law Review, Vol. 78, Issue 2 (2014-2015), pp. 553-622		August 2, 2017	Law technology	How technological change in the delivery of legal services can improve access to justice	Analysis	TECHNOLOGY; EFFECTS OF TECHNOLOGY IN LAW PRACTICE; Technology has supercharged the ability of lawyers to conduct lightning-fast legal research, engage in e-discovery, bend time and space by communicating with clients, colleagues, and adversaries scattered throughout the world, and draft hundreds if not thousands of documents with a few key strokes; TECHNOLOGY; ACCESS TO JUSTICE; technology has made it easier to provide services that look a lot like lawyering; the new modes of providing legal services threaten the consumer, who may receive services at a discounted price, yet those services may be of such low quality that they might end up causing more harm than good; technological innovation, one of the main drivers of this disruption, can serve to widen access to justice in communities desperate for legal assistance;
Brescia, Raymond H.	2016	HEINONLINE	Journal Article		What We Know and Need to Know about Disruptive Innovation.	South Carolina Law Review, Vol. 67, Issue 2 (Winter 2016), pp. 203-222		August 2, 2017	Law and disruption	The role of lawyers and law schools in a disrupted world	Conceptual	TECHNOLOGY; EFFECTS OF TECHNOLOGY IN LAW PRACTICE; technological advances have transformed the practice of law. Where before this period, lawyers might spend hours researching what we now understand to be a simple question-like whether a particular case has been cited, overturned, or distinguished-they can now get an answer with a click of a mouse; technology has facilitated lawyer advertising and research works for lawyers; TECHNOLOGY DISRUPTION; ACCESS TO JUSTICE; the legal profession is at the cusp of a disruption, the central disruption that appears to be taking place in the legal profession is not technology itself, but what technology provides; namely, a means for those providing legal services to streamline the delivery of those services in a fashion that is far less expensive than the manner in which such services have been provided to date;
Brescia, Raymond H.	2016	HEINONLINE	Journal Article		Regulating the Sharing Economy: New and Old Insights into an Oversight Regime for the Peer-to-Peer Economy.	Nebraska Law Review, Vol. 95, Issue 1 (2016), pp. 87-145		August 2, 2017	Sharing economy	What changes can the sharing economy cause to the legal profession	Conceptual	INNOVATION; NEW BUSINESS MODELS; recent startup ventures that are based on new models made possible by the internet and mobile technologies have upended a range of industries, including taxi services, retail sales, and hotels; REGULATION; CONSUMER PROTECTION; As the legal profession grew and its role became more central in the functioning of the economy and society, finding the right balance between consumer protection, innovation, and regulatory oversight has been a central theme in the evolution of the profession's regulation;
Williams, J.C., Platt, A. & Lee, J.,	2015	HEINONLINE	Journal Article		Disruptive Innovation: New Models of Legal Practice.	Hastings Law Journal, 67(1), pp.1-84.	http://dx.doi.org/10.2139/ssrn.2610781	August 2, 2017	Law and disruptive innovation	How can law firms look for a better response to the transformation now taking place in the legal sector?	Conceptual	BUSINESS MODELS; many lawyers have founded-and-joined -businesses that organize legal practice in novel ways; New Models target mid-market companies that have been priced out by the steep rise in Big Law firms rates; INNOVATION; what we are seeing in the legal profession is disruptive innovation. Disruptive innovation occurs when a competitor enters a marketplace with a product or service that most initially see as inferior-until successive improvements end up displacing established products or even entire industries; routine legal work is migrating to the lowest-cost providers; LEGAL SERVICES COMPETITION; boutique firms are challenging Big Law firms' commanding market lead in specific practice areas; Secondment Firms handle overflow from in-house legal departments and part-time in-house counsel work that might otherwise go to Big Law firms;
Chiu, I.H.-Y.,	2016	HEINONLINE	Journal Article		Fintech and Disruptive Business Models in Financial Products, Intermediation and Markets - Policy Implications for Financial Regulators.	Journal of Technology Law & Policy, 21(1), pp.55-112.	http://dx.doi.org/10.2139/ssrn.2818404	August 2, 2017	Disruptive business models	Provide a framework for analyzing the disruptive potential of fintech and regulatory implications	Conceptual	TECHNOLOGY; APPLICATIONS OF TECHNOLOGY IN THE FINANCIAL INDUSTRY; the financial services sector is concerned about the disruptive potential of several digital-based technologies as applied to financial services, such as blockchain, big data and robo-advisers; Financial technology, which seems to be ushering in an order of upheaval, is defined by Price Waterhouse Coopers as: "a dynamic segment at the intersection of the financial services and technology sectors where technology-focused start-ups and new market entrants innovate the products and services currently provided by the traditional financial services industry; financial technology is not a new concept and should be understood in broader terms. From the development of stock exchanges that facilitate corporate fund-raising to the development of wholesale money markets, a financial technology is financial innovation intertwined with legal technology to change the way finance is conducted, sometimes as a form of disruptive innovation. INNOVATION IN THE FINANCIAL INDUSTRY; emergence of high frequency algorithmic trading, novel consumer payment devices, online crowdfunding and peer-to-peer lending;
Zorza, R.,	2016	HEINONLINE	Journal Article		Five Broad New Ideas to Cut Through the Access to Justice Commercialization-Deregulation Conundrum.	Georgetown Journal of Legal Ethics, 29(3), pp. 683-714.	http://dx.doi.org/10.2139/ssrn.2818404	August 2, 2017	Access to justice	Possible impact of deregulation and commercialization on access to justice	Conceptual	ETHICS; ACCESS TO JUSTICE; our legal system is as yet falling abysmally to provide civil access to justice for all but the richest; INNOVATION; BARRIERS TO INNOVATION IN THE LEGAL PROFESSION; opposition to radical change has remained strong over time within the institutions of the profession, and indeed the profession itself;
Margarte Thorntorn	2016	HEINONLINE	Journal Article		The Flexible Cyborg: Work-Life Balance in Legal Practice.	Sydney Law Review, 38(1), pp.1-22.	http://dx.doi.org/10.2139/ssrn.2818404	August 2, 2017	Work-life balance and technology	Ramifications of perpetual connectivity for lawyers in private practice, with particular regard to its gender significance	Survey	TECHNOLOGY; technology has facilitated flexibility at work, as all that is required is a computer, or other device with internet connection, and a mobile phone; LEGAL PRACTICE AS AN INFORMATION FIELD; legal practice as a form of immaterial labour, as labour that produces a continual exchange of information, knowledge and affect in the form of services; GLOBALIZATION; global law firms located in strategic parts of the world emulate the modus operandi of their multinational clients in the way they fit from place to place in the pursuit of profits; BUSINESS STRUCTURE; a small percentage of elite lawyers - the equity partners - dominate the apex of the organisational pyramid of law firms, while the productivity of associates is managed through techniques of surveillance such as billable hours
Ben-Ari, D. et al.,	2016	HEINONLINE	Journal Article		Artificial Intelligence in the Practice of Law: An Analysis and Proof of Concept Experiment.	Richmond Journal of Law & Technology, 23 (2), pp.2-55.	http://dx.doi.org/10.2139/ssrn.2818404	August 2, 2017	Artificial intelligence and law	Depict the technologies and companies worthy of the title "gamechanging" that might bring great value to society, followed by dramatic shifts - ethically, socially and legally	Conceptual	COLLAPSE OF THE LEGAL SYSTEMS; legal systems around the world are collapsing under an evergrowing workload; the judicial process is time consuming, inefficient, and cannot keep up with the speed and scalability in which conflicts grow; with the current population growth, as well as the ever process of the internet, the worldwide potential for legal conflicts continues to grow as many judicial systems cannot keep up to face this growth; LEGAL SERVICES MARKET; United States is currently leading the world in number of lawyers per-capita; While in the past large law firms controlled most of the market, today, nimble boutique firms are gaining an ever-increasing market share;
Sheppard, B.,	2015	HEINONLINE	Journal Article		Incomplete Innovation and the Premature Disruption of Legal Services.	Michigan State Law Review, 2015(5), pp. 1797-1910.	http://dx.doi.org/10.2139/ssrn.2818404	August 2, 2017	Legal services disruption	Examine the innovation and disruption of American legal services	Conceptual	INNOVATION AND LEGAL SERVICES; innovation has fueled the rise of the start up model, providing opportunity and benefits for millions; Law is not immune from disruptive innovation; TECHNOLOGY; ARTIFICIAL INTELLIGENCE; it appears possible, if not probable, that machines will learn to think deeply;
Nicole Black	2014	HEINONLINE	Journal Article		Lawyers, Cloud Computing, and Innovation: How Cloud Computing Facilities Innovation in the Delivery of Legal Services.	V S: A Journal of Law and Policy for the Information Society, 9(3), p. 593-[ii].	http://dx.doi.org/10.2139/ssrn.2818404	August 2, 2017	Cloud computing and legal services	What are the effects of cloud computing on the delivery of legal services?	Conceptual	TECHNOLOGY; CLOUD COMPUTING; cloud computing is changing the way that lawyers provide legal services to their clients; cloud computing where data is stored on servers owned by third parties and accessed using the internet-is one of the most important technological advancements driving change in the delivery of legal services; for some lawyers, cloud computing has eradicated the need for a physical law office and all of the associated costs and expenses; cloud computing has increased access to case-related information; cloud computing technology has greatly simplified and improved case-related communication and collaboration; EMERGING LEGAL TECHNOLOGIES; Emerging legal technologies have affected every aspect of the delivery of legal services-from when and how lawyers communicate with their clients to how information and documents are shared with everyone involved in a case;

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Hadfield, G.K. & Rhode, D.L.,	2015	HEINONLINE	Journal Article		How to Regulate Legal Services to Promote Access, Innovation, and the Quality of Lawyering.	Hastings Law Journal, 67(5), pp.1191-1224.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Access to justice, lowering quality	Good regulatory solutions are available to ensure that more open and flexible professional models -ones that allow the practice of law by alternative providers and business structures - deliver high quality, lower cost, greater innovation, and more access to those currently excluded from our justice systems	Conceptual	APPROACHES TO REGULATE THE AMERICAN LEGAL PROFESSION; existing approaches to regulating the American legal profession increase costs, decrease access, stifle innovation, and do little to protect the interests of those who need or use legal services; COMPLICATED LEGAL CIRCUMSTANCES WITHOUT HELP; Ordinary Americans routinely manage complicated legal circumstances with little or no professional help; WORK DONE BY CORPORATE CLIENTS; the great majority of lawyers' work is done for large corporate clients, and the trend has only worsened in the last decades; COST OF THE BUSINESS MODEL; the principal obstacle to increasing access to legal assistance is the cost of the business model in which legal services have conventionally been available to ordinary consumers
Campbell, R.W.,	2012	HEINONLINE	Journal Article		Rethinking Regulation and Innovation in the U.S. Legal Services Market.	New York University Journal of Law and Business, 9 (1), pp.1-70.	http://dx.doi.org/10.2139/ssrn.2040404	August 2, 2017	Regulation and innovation in legal services	Innovation can either sustain or disrupt market structures	Conceptual	REGULATION; BARRIERS TO INNOVATION; Lawyers are blocked from innovations they might pursue by the heavy hand of legal regulation; lawyers are not the only ones blocked because lawyers have a monopoly on legal services, other types of legal service innovators that could offer better or cheaper products cannot enter the marketplace; INNOVATION IN THE WAY LEGAL SERVICES ARE PROVIDED; Innovation has come in forms as varied as legal process outsourcing serving the U.S. legal market, online legal document vendors providing personalized wills to consumers, database companies providing actionable information on intellectual property holdings and enforcement, and marquee lawyers leaving their pre-eminent law firms to set up flat-rate boutiques with radically different firm structures;
Tacha, D.R.,	2012	HEINONLINE	Journal Article		The Lawyer of the Future.	Pepperdine Law Review, 40(2), pp.337-342.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Future legal profession	Main challenges for the legal profession	Conceptual	ECONOMY; EFFECTS OF ECONOMY IN THE LEGAL SERVICES MARKET AND LEGAL EDUCATION; The economic stress of the last few years tore away at many of the traditional models of law practice and caused many to question the value of a legal education. The combination of rising tuition and a challenging employment market causes very bright, aspiring lawyers and judges to question whether law is a wise professional choice for them;
Sahl, J.P.,	2014	HEINONLINE	Journal Article		Real metamorphosis or more of the same: Navigating the practice of law in the wake of ethics 20/20 globalization, new technologies, and what it means to be lawyer in these uncertain times.	Akron Law Review, 47(1), pp.1-30.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Globalization and law practice	Effects of globalization, new technologies in legal practice	Conceptual	LEGAL EDUCATION CRISIS; law schools are reducing the size of enrollments, staff, and faculties in the face of declining applications and challenging employment prospects for graduates; LAWYERS' HEALTH; challenging developments in the profession often create lawyer stress, dissatisfaction, and withdrawal from the profession; CLIENT/CONSUMER NEEDS; COMPETITION; increased competition in the bar to deliver legal services in a cost-effective manner, the sophistication of clients who expect competent, efficient, and reasonably-priced services, and the litigious nature of consumers;
Evans, Justin W.; Gabel, A.L.,	2015	HEINONLINE	Journal Article		Preparing Legal Entrepreneurs as Global Strategists: The Case for Entrepreneurial Legal Education.	Arizona Journal of International and Comparative Law, 32(3), pp. 727-798.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Law school future	Although U.S. law schools now enjoy a unique opportunity to train the type of attorney likely to be most globally in demand throughout the twenty-first century, have thus far neglected this possibility and are running out of time to establish market leadership in this critical emerging area	Conceptual	LAWYER EMPLOYMENT; entrepreneurial lawyers will be highly valued in the globalized market of the 21st century; GLOBALIZATION; cross-border practice is now a widely acknowledged source of opportunity; MULTI-DISCIPLINARY AND MULTI-JURISDICTIONAL LAWYERS; an emerging area has garnered less attention: the role of attorneys as business strategists, particularly in cross-jurisdictional and cross-cultural settings; Attorneys who can craft sustainable competitive advantages for clients across cultures and jurisdictions will be among the most successful and highly demanded lawyers anywhere;
Tripp, A. & Welch, L.,	2017	HEINONLINE	Journal Article		The Future of Legal Help and Lawyer Referrals: Using New Tools to Better Serve the Public and Profession.	Michigan Bar Journal.	http://www.michbar.org/files/barjournal/article/documents/pdf/article3160.pdf	August 2, 2017	Future legal profession	How new tools can help to better serve the public and profession	Conceptual	THE INTERNET AND THE MARKET; Over the last decade or so as people abandoned their traditional shopping habits and turned to the Internet to make choices about what to buy; CLIENT/ CONSUMER NEEDS; with the explosion of online legal services providers of varying quality, State Bar (Michigan) leadership recognized that the traditional lawyer referral service model was not just overdue for an upgrade—it needed a transformation; most consumers in the latent legal market are looking for transparency about pricing and services;
Jewel, L.A.,	2014	HEINONLINE	Journal Article		The Indie Lawyer of the Future: How New Technology, Cultural Trends, and Market Forces Can Transform the Solo Practice of Law.	SMU Science and Technology Law Review, 17 (3), pp.325-386.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Legal services future	Technology, cultural trends, and market forces have the potential to awaken latent markets for one-to-one legal services grounded in the sharing economy, the commons, do-it-yourself (DIY) businesses, and similar endeavors	Conceptual	NEW LAWYER'S BUSINESS MODEL TRENDS; despite the mass commoditization of many law products, there is potentially a new market for craft-oriented lawyers who directly connect with clients; OPPORTUNITIES FOR SOLO PRACTITIONERS; when we connect the sharing economy and the cultural values that support it, with the ability to connect with clients over the Internet, new practice style opportunities emerge for solo practitioners;
Rapoport, N.B.,	2014	HEINONLINE	Journal Article		Nudging Better Lawyer Behavior: Using Default Rules and Incentives to Change Behavior in Law Firms.	St. Mary's Journal on Legal Malpractice and Ethics, 4, pp.42-111.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Future legal services	Are there ways to change how things are done in law firms so that firms can provide more efficient and ethical service?	Conceptual	CLIENT/CONSUMER NEEDS; law firm profits are threatened by such changes as increased pressure from clients to economize and the concomitant opportunities for clients to shop around for the most efficient lawyers; ETHICS; the structure of the large, modern law firm makes it easier for lawyers to be anonymous and to hide in the crowd where they are more likely to develop bad ethical habits;
Judith Pratt	2010	HEINONLINE	Journal Article		The 21st Century Lawyer: Should Law Schools Change the Curriculum.	Cornell Law Forum, 36(2), pp.20-21.	http://dx.doi.org/10.2307/4017241	August 2, 2017	Law schools future	Should law schools change the curriculum?	Conceptual	LEGAL EDUCATION; LAW SCHOOL TRENDS; we're closer to a trade school than we ever were in law schools; we need to rethink the type of skills we give our students so they become more valuable members of the legal profession; lawyers need to have an expansive breadth of knowledge as advisors; LAWYER TRENDS; the new lawyer's job is to keep the client out of court;

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Terry, L.S.	2013	HEINONLINE	Journal Article	Canada, GLOBAL	Trends in Global and Canadian Lawyer Regulation	Saskatchewan Law Review, 76 (1), pp.145-184.	http://dx.doi.org/10.29090/sasklr76i01-145	August 2, 2017	Lawyer regulation in global	The impact of globalization and technology in Canadian lawyer regulation	Conceptual	<p>IMPACT OF GLOBALIZATION IN CORPORATE AND INDIVIDUAL CLIENTS; IMPACT OF GLOBALIZATION IN THE LAWYERS THAT REPRESENT BOTH CORPORATE AND INDIVIDUAL CLIENTS; the factors set forth in Thomas Friedman's book, <i>The World is Flat</i>, similarly apply to lawyers and clients regardless of the size of their work setting. Terry argues that it is not only the multinational corporations and global law firms whose lives have changed but also the lives of individual (non-corporate) clients and of the solo practitioners and small firm lawyers who represent them;</p> <p>IMPACT OF GLOBALIZATION IN INDIVIDUAL CLIENTS AND THEIR LAWYERS DUE TO DIVERSITY OF POPULATION AND TECHNOLOGICAL ADVANCES. In the authors' article "The Legal World is Flat" she explained that one reason for globalization among individual clients and the lawyers who represent them is the diversity of the population combined with technological advances that make it easier for individuals to cross jurisdictional boundaries for business and personal reasons;</p> <p>GLOBAL TRENDS IN REGULATION, INNOVATIONS IN THE REGULATION OF THE LEGAL PROFESSION; CANADIAN LAW SOCIETIES AND ACADEMICS INCREASINGLY ENGAGED IN DISCUSSIONS ON REGULATORY GLOBAL TRENDS;</p> <p>(1) SHIFT FROM A SELF-REGULATORY SYSTEMS TO A CO-REGULATORY SYSTEMS (UK/AUSTRALIA/SCOTLAND);</p> <p>(2) LAWYERS SUBJECT TO GENERALLY APPLICABLE REGULATIONS; In addition to the move away from a more self-regulatory system toward a co-regulatory system and the pressure to separate regulatory and representational entities, there has been a trend to make lawyers subject to generally-applicable regulations; lawyers as services providers;</p> <p>(3) NEW ENTRANTS' REGULATION, NON-LAWYER LEGAL SERVICES PROVIDERS; Regulators now face the question of whether to regulate these providers who are offering things that look very much like legal services.</p> <p>(4) REGULATION OF ALTERNATIVE BUSINESS STRUCTURES; the U.K. Legal Services Act 2007, authorizes alternative business structures (ABS);</p> <p>(5) ENTITY REGULATION;</p> <p>(6) MANAGED-BASED REGULATION; EX-ANTE REGULATION VS EX-POST REGULATION; some regulators, in an effort to prevent lawyer mistakes and misconduct, are increasingly turning to ex ante regulation and enforcement; AUSTRALIA, New South Wales' switch to an ex ante approach has produced impressive results in reducing complainants' rates;</p> <p>(7) IMPACT OF TECHNOLOGY; GROWTH OF VIRTUAL, TRANSNATIONAL, AND BORDERLESS LAWYERING DUE TO TECHNOLOGY; Today, regulatory jurisdiction is still associated with a specific political geographic entity, but the practice of law can be, and often is, virtual, transnational, and borderless. Technological advances, including the Internet, are the primary reasons why there are new questions about where regulation applies;</p> <p>(5) OBJECTIVES AND PRINCIPLES BASED REGULATION (UK, AUSTRALIA/IRELAND; INDIA);</p> <p>(6) OUTCOMES-FOCUSED REGULATION (AUSTRALIA)</p> <p>LEGAL SERVICE GROWTH; the legal services sector had experienced continuous growth as a consequence of the rise in international trade and of the emergence of new fields of practice, in particular in the area of business law. Canadian exports and imports of legal services more than doubled between 1995 and 2011; Canadian firms have begun to merge with global firms; limited number of lawyers who work in international law firms.</p>
Terry, L.S., Mark, S. & Gordon, T.	2011	HEINONLINE	Journal Article	GLOBAL	Trends and Challenges in Lawyer Regulation: The Impact of Globalization and Technology.	Fordham Law Review, 80(6), pp.2661-2684.	http://dx.doi.org/10.29090/fordlr80i6-2661	August 2, 2017	Globalization and technology in law	Challenges for contemporary lawyer regulators towards globalization and technology	Conceptual	<p>IMPACT OF GLOBALIZATION AND TECHNOLOGY IN REGULATION; As a result of globalization and technological developments, lawyers, clients, governments, regulators, and other stakeholders around the world can easily communicate and transact with one another; ideas and developments from one part of the world are likely to be discussed and debated elsewhere, even if they are not ultimately adopted; regulators must respond to:</p> <p>CROSS-BORDER REGULATORY SPILLOVERS; regulators must be prepared to respond to regulatory developments in one jurisdiction that may have spillover effects in the regulator's jurisdiction; Examples of this type of development are the U.K. and Australian rules that permit alternative business structures (ABS) for law firms that allow nonlawyer ownership of law firms, public issuance of shares in a law firm, or corporate ownership of such firms, since these firms may have offices in multiple jurisdictions;</p> <p>MARKET-BASED DEVELOPMENTS; example of this type of development is the growth in alternative litigation financing (ALF) and third party investment in lawsuits;</p> <p>IMPACT OF GLOBALIZATION IN LEGAL EDUCATION; legal education has responded to a global, multidisciplinary world;</p> <p>SHIFT OF GLOBAL ECONOMIC POWER TO EMERGING ECONOMIES; the growing influence of the BRICS (Brazil, Russia, India, China, and South Africa) economies;</p> <p>IMPACT OF GLOBALIZATION OF CLIENTS IN THE EXPANSION AND MANAGEMENT OF LAW FIRMS; the growth and management of large, often global law firms, including the difficulties that can arise when conflicts rules and regulators differ;</p> <p>IMPACT OF TECHNOLOGY ON LAW PRACTICE AND LAWYER REGULATION; CLOUD COMPUTING; VIRTUAL LAW OFFICES; OUTSOURCING; regulators must respond to the impact of technology on law practice and lawyer regulation, including the growth in cloud computing, virtual law offices, and outsourcing;</p> <p>GAP BETWEEN PRACTICE AND REGULATION; the practice of law is far more advanced than the regulatory world;</p> <p>INCREASED COMPLEXITY OF LEGAL ISSUES; BLURRING BOUNDARIES AMONGST DISCIPLINES; the issues facing the legal profession seem to be increasingly multifaceted, multidisciplinary, and complex;</p> <p>6 GLOBAL TRENDS IN LAWYER REGULATION; SELF-REGULATION VS CO-REGULATION; LEGAL WORK VS LAWYERS; EX ANTE VS EX POST; GEOGRAPHICALLY VS VIRTUALLY; OUTCOMES BASED REGULATION VS RULES; THE USE OF REGULATORY OBJECTIVES AND PURPOSE STATEMENTS;</p> <p>GLOBALIZATION IMPACT; Globalization has had a profound impact on regulators and the regulation of the legal profession; developments have affected not only the portion of the legal profession sometimes referred to as "Big Law," but also "Main Street" lawyers who practice alone or in small firms, often in geographic locales far removed from Big Law settings</p>
Silver, C.	2015	HEINONLINE	Journal Article		What We Know and Need to Know about Global Lawyer Regulation.	South Carolina Law Review, 67 (3), pp.461-484.	http://dx.doi.org/10.29090/scrlr67i3-461	August 2, 2017	Lawyer regulation and globalization	What does "global lawyer regulation" mean? What should policymakers know before imposing or changing regulation? Which aspects of this need-to-know category already are known or would be knowable with modest additional effort?	Conceptual	<p>GLOBALIZATION OF LAW PRACTICE AND LEGAL RESEARCH; INCREASED CROSS-JURISDICTION COLLABORATION; INCREASED COLLABORATION BETWEEN REGULATORS AND THE ACADEMY; emerging set of relationships being developed by regulators and policymakers based in different jurisdictions; These relationships offer the opportunity for exchanging substantive information regarding regulatory approaches and strategies, as well as the chance to develop trust in systems and individuals engaged in similar, if not parallel, work. Growth in this direction will enable policymakers to draw on these network resources for a variety of information;</p> <p>REGULATION, RESEARCH GAP: lack of systematic investment in developing, synthesizing, and publishing information about the ways in which U.S. lawyers participate in a global market for services; Various organizations and scholars have focused on particular aspects of relevant information, but a central clearinghouse has not emerged; Nor is this likely, since it requires considerable resources to identify credible data, and to organize it coherently and in a manner relevant to the work any policymaker interested in global lawyer regulation would find useful;</p> <p>GLOBAL LAW MARKET; INCREASE IN HIGHER EDUCATION; the market for global lawyering is quite lucrative from the U.S. perspective; the US exported more legal services than it imported; higher education in the United States has experienced increasing interest from international students, a trend that is reflected in law school enrollment; investors often want to bring their own legal counsel as advisors-a practice that U.S.-licensed attorneys have capitalized on overseas by accompanying their U.S.-based clients in expansion</p>
Burk, B.A. & McGowan, D.	2011	HEINONLINE	Journal Article		Big but Brittle: Perspectives on the Future of the Law Firm in the New Economy.	Columbia Business Law Review, 2011(1), pp.1-117.	http://dx.doi.org/10.29090/cblr2011-1	August 2, 2017	Law firm future	Why have law firms grown for over forty years, up to the onset of the recent recession, as quickly as they have? Why did law firms grow in the unusual configuration widely observed during that time? Should lawyers, clients, law students, and law schools expect these familiar trends in growth and configuration to reassert themselves as the economy improves, as they have after every recession since the 1970s?	Conceptual	<p>MARKET; a significant number of elite-firm partners left large, profitable firms to form or join smaller, boutique firms with lower overhead;</p> <p>BUSINESS STRUCTURE; market and cost trends that had been visible for some time became more pronounced, or at least more commonly discussed. These trends include "outsourcing" routine tasks within a lawsuit or transaction, "downsourcing" such work within the firm from full-cost associates to low-cost staff, contract lawyers, or non-lawyer specialists, and "insourcing" to in-house staff recurrent tasks that are commoditized or dependent on client-specific knowledge;</p>
Brown, K. & Mendoza, K.A.	2010	HEINONLINE	Journal Article		ENDING THE TYRANNY OF THE BILLABLE HOUR: A Mandate for Change for the 21st Century Law Firm.	New Hampshire Bar Journal, Summer 2010.	https://www.nhbar.org/uploads/pdf/Bj_Summer2010_Vols1_Not_Pag66.pdf	August 2, 2017	Lawyer charging	Continued reliance on the billable hour system is a detriment to the legal profession	Conceptual	<p>DIFFICULTIES IN THE PRACTICE OF LAW; the practice of law has become more complex, just like the cases attorneys are called upon to litigate these days;</p> <p>CLIENT/CONSUMER NEEDS; Clients are scrutinizing every penny they spend on legal fees; demands from clients on more predictability to their legal fees, increased efficiency from their attorneys and maximum value for their money;</p> <p>ECONOMY; economic times are tougher;</p>
Schneyer, T.	2011	HEINONLINE	Journal Article		On Further Reflection: How Professional Self-Regulation Should Promote Compliance with Broad Ethical Duties of Law Firms Management.	Arizona Law Review, 53(2), pp.577-628.	http://dx.doi.org/10.29090/arlr53i2-577	August 2, 2017	Professional self-regulation	Is the actual regime to promote ethical compliance in today's law firms adequate?	Conceptual	<p>ETHICS;</p> <p>ETHICS RULES; the courts admit lawyers to practice in their states and promulgate a code of professional conduct to govern them; codes are comprehensive and general enough to apply to lawyers of every stripe and promote a sense of professional solidarity;</p> <p>CLARITY OF ETHICS RULES; with many lawyers changing jobs, many law firms operating in multiple jurisdictions, and fewer lawyers confining their practice to one state, it is often unclear whose ethics rules govern a lawyer's conduct;</p> <p>TENSION WITH ETHICS RULES; law practice has become highly specialized. Specialists are apt to find a one-size-fits-all ethics code too general to provide much guidance, and many specialty bar associations issue their own, non-binding practice guidelines, which are sometimes in tension with the Model Rules;</p>

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Simon, W.H.,	2012	HEINONLINE	Journal Article		Where is the Quality Movement in Law Practice.	Wisconsin Law Review, 2012(2), pp.387-406.	http://dx.doi.org/10.1017/S0014180112000128	August 2, 2017	Law quality	Review of the limited progress of the reforms in law and assess on the cultural, institutional and doctrinal obstacles they face	Conceptual	QUALITY AND PROFESSIONS; The quality movement that transformed manufacturing in the midtwentieth century is having a profound influence on the professions these days. The quest for "total quality" or "continuous improvement" is visibly reshaping basic norms and practices in engineering, social work, education, and medicine. Law, however, has been substantially bypassed in this trend; LEGAL SERVICES MARKET; the market for legal services and the economic organization of law firms are vastly different from what they were a few decades ago, but the production process is much less changed; As economic pressures increase, law practice is becoming more stressful and more regimented;
Schneyer, T.,	2012	HEINONLINE	Journal Article		Professionalism as pathology: The ABA's latest policy on nonlawyer ownership of law practice entities.	Fordham Urban Law Journal, 40 (1), pp.75-138.	http://www.heinonline.org/biblio_url/edu/hdl/7242/4391&div=16&collection=journals	August 2, 2017	Nonlawyer ownership of law practice entities	Effects of the ABA's new policy on nonlawyer ownership of law practice entities	Conceptual	REGULATION; LIMITATIONS TO THE ACCESS TO THE PRODUCTION OF LEGAL SERVICES; American lawyers have been barred from (1) sharing legal fees with nonlawyers, (2) forming a partnership with nonlawyers if any of its activities constitute the practice of law, and (3) practicing law in a firm that is authorized to do so for profit; REGULATION CHANGES; recent regulatory reforms abroad, most notably in Australia and the United Kingdom, permit lawyers, under certain conditions, to practice in firms that have nonlawyer-owners;
Rhode, D.L. & Woolley, A.,	2011	HEINONLINE	Journal Article		Comparative Perspectives on Lawyer Regulation: An Agenda for Reform in the United States and Canada.	Fordham Law Review, 80(6), pp.2761-2790.	http://dx.doi.org/10.1017/S0014180111000128	August 2, 2017	Lawyer regulation innovation	Why do problems in American and Canadian legal regulation persist?	Conceptual	SEPARATION OF POWERS; in the United States, constitutional requirements of separation of powers have enabled state courts to assert inherent authority over professional regulation; REGULATORY POWER TO THE LAW SOCIETIES; Canada, the provincial legislatures have granted regulatory power to the law societies, which are governed by lawyers elected from the bar; PROTECTION OF THE PROFESSION; The American system protects the independence of the profession, and provides a somewhat more disinterested oversight body than one controlled directly by the bar; POTENTIAL FOR PUBLIC ACCOUNTABILITY; The Canadian system offers greater potential for public accountability and checks on regulatory performance
Parker, C., Ruschena, D.,	2011	HEINONLINE	Journal Article	AUSTRALIA	The pressures of billable hours: Lessons from survey of billing practices inside law firms.	University of St. Thomas Law Journal, 9(2), pp. 619-664.	http://www.heinonline.org/biblio_url/edu/hdl/7242/4391&div=16&collection=journals	August 2, 2017	Lawyers charging method	Do lawyers' experiences of time-based billing and billable hour budgets subject them to pressures that encourage unethical practices?	EMPIRICAL; Survey (solicitors 25 law firms)	TIME-BASED BILLING; BILLABLE HOUR BUDGETS; LAWYERS' WORKING ENVIRONMENT PRESSURES; PERFORMANCE INDICATORS; ETHICAL BEHAVIOR; Even without excessive billable hour targets, lawyers will probably be more likely to engage in unethical behavior when they believe that such behavior is necessary to meet performance indicators, that everyone within their firm is engaging in such behavior, and that there is no other way to succeed at the firm; NEGATIVE EFFECTS OF TIME-BASED BILLING ON CLIENTS AND LAWYERS; billable hours can be unfair to both practitioners and their clients; High billable hour expectations can have a negative effect on lawyers personal lives, professional development and capacity to engage in pro bono work;
McMorrow, J.A.,	2012	HEINONLINE	Journal Article		In Defense of the Business of Law.	Fordham Urban Law Journal, 40 (1), pp.459-480.	http://dx.doi.org/10.1017/S0014180112000128	August 2, 2017	Law business	The three current professionalism challenges in the US legal profession: (i) the problem of neglect, poor client communication, and poor management of client funds; (ii) the need to improve the ethical infrastructures in practice settings to enhance both routine practice and ethical decision-making when lawyers confront ethical challenges; and (iii) the challenge of providing legal services to the poor and working class	Conceptual	BUSINESS AND LAWYERS CONFRONTATION; Characterizing business and the lawyer's role as inherently inconsistent concepts seriously impairs our ability to address some of the central challenges to lawyers fulfilling these important values and indeed contributes to these failings; Business is not the enemy of lawyers but an important tool to implement our service profession; LAWYER DISCIPLINARY ACTIONS; more than a third of the disciplinary actions against lawyers involve some aspect of business failure; MAIN CHALLENGES IN THE US LEGAL PROFESSION; (i) the problem of neglect, poor client communication, and poor management of client funds; (ii) the need to improve the ethical infrastructures in practice settings to enhance both routine practice and ethical decision-making when lawyers confront ethical challenges; and (iii) the challenge of providing legal services to the poor and working class;
Robinson, N.,	2016	HEINONLINE	Journal Article		When lawyers don't get all the profits: Non-lawyer ownership, access, and professionalism.	Georgetown Journal of Legal Ethics, 29(1), pp. 1-62.	http://www.heinonline.org/biblio_url/edu/hdl/7242/4391&div=16&collection=journals	August 2, 2017	Nonlawyer ownership of law services	What challenges to professionalism can nonlawyer ownership create?	Case and quantitative data studies	DIFFICULTIES ON LEGAL AID; legal aid budgets have stagnated or declined; DEREGULATION AND ACCESS TO JUSTICE; deregulatory approaches to address the access gap in civil legal services have gained traction in the United States; NON-LAWYERS EXPANSION; non-lawyer ownership is likely to continue to spread; for reasons under-explored in the literature, the access benefits of non-lawyer ownership are generally overold, potentially diverting attention from more promising access strategies; new types of conflicts of interest are a main challenge to professionalism created by non-lawyer ownership;
Terry, L.S.,	2016	HEINONLINE	Journal Article	US	The Power of Lawyer Regulators to Increase Client Ramp; Public Protection through Adoption of a Proactive Regulation System.	Lewis & Clark Law Review, 20 (3), pp.717-802.	http://www.heinonline.org/biblio_url/edu/hdl/7242/4391&div=16&collection=journals	August 2, 2017	Lawyer regulations	Lawyers who head regulatory bodies in the United States have the ability to adjust the focus of the regulator or which they work in a way that will increase client and public protection	Data analysis	REGULATION; PROACTIVE LAWYER REGULATION; the author encourages regulators to make a commitment to develop a comprehensive, systematic approach to proactive lawyer regulation; Empirical studies indicate that lawyers who use a self-assessment form change their practices and have fewer problems. This Article encouraged regulators to consider using this rule as a tool that will help them transition to a more systematic proactive regulatory approach; If lawyer regulators embraced the middle stage of lawyer regulation, in addition to the end stage of discipline, it could be a win-win situation that benefits lawyers, clients, and the public; LAWYER REGULATORY SITUATION; lawyer regulatory situation in the United States is different than the regulatory situation one finds in some other countries
Tahlia Ruth Gordon; Steve A. Mark; Christine Parker	2010	HEINONLINE	Journal Article	AUSTRALIA	Regulating Law Firm Ethics Management: An Empirical Assessment of the Regulation of Incorporated Legal Practices in NSW	Legal Studies Research Paper No. 453, Melbourne Law School; Journal of Law and Society forthcoming	https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1527315	August 2, 2017	Regulation of law firm ethics management, managed based regulation	What is the impact of management-based regulation in law firms' ethical infrastructure? Indicated by lower rates of complaint about practitioners in ILPs to the NSW OLSC.	Analyses of quantitative data	TREND TOWARDS DEREGULATION OF LAW FIRM STRUCTURES; INCORPORATED LEGAL PRACTICES WITHOUT RESTRICTION OF OWNERSHIP; The Australian state of New South Wales (NSW) was the first jurisdiction to fully deregulate law firm structure and allow incorporated legal practices without restriction on ownership; New regulation requires that these firms implement "appropriate management systems" for ensuring the provision of legal services in conformance with compliance with professional ethical obligations; MANAGED BASED REGULATION; We find that the NSW requirement that firms self-assess their own compliance with this requirement leads to a large and statistically significant drop in complaints; Overall our finding of a change in NSW ILPs' complaints rates associated with selfassessment suggests that these firms have found a productive partnership between professional ethical values, commercialism (incorporation) and bureaucracy (management) - with the help of the regulatory approach taken in NSW; MANAGED PROFESSIONAL BUSINESSES; Faulconbridge and Muzo's investigation of very large, commercial law firms based in the UK challenged "suggestions of a market process of managerialization and commercialization threatening and displacing traditional notions of professional autonomy and discretion". Instead they found that professional law firms were becoming "managed professional businesses" with layers of professionalism, commercialism and bureaucracy "sedimented" together in productive ways. This sedimentation included space for substantial professional autonomy including in relation to traditional professional ethical concerns;
Webb, J.,	2013	HEINONLINE	Journal Article	UK; US; GLOBAL	Regulating Lawyers in a Liberalized Legal Services Market: The Role of Education and Training.	Stanford Law & Policy Review, 24(2), pp.533-570.	http://www.heinonline.org/biblio_url/edu/hdl/7242/4391&div=16&collection=journals	August 2, 2017	Lawyers regulation	The role of education in the regulation of lawyers in a liberalized legal services market	Comparison between the United States' and the British legal training systems	LEGAL SERVICES ACT 2007; RESHAPING OF THE GLOBAL REGULATORY LANDSCAPE; The lawyer regulations reforms in England and Wales point a reshaping of the regulatory landscape on a fundamental scale. They seek to replace a system of regulation that has struggled to live up to its rhetoric of defending the public interest through the independence of lawyers; IMPACT OF LIBERALIZATION OF THE LEGAL PROFESSION IN LEGAL EDUCATION; The LSA 2007 represents a significant development in the regulation of legal services and, in the process, raises the stakes and moves the goal posts for education and training in England. GROWTH OF DEBATES ABOUT EDUCATIONAL AND REGULATORY REFORM WORLDWIDE; Internationally, too, the success, or otherwise, of the English reforms may add an additional dimension to debates about educational and regulatory reform; the LSA 2007 reforms must encourage us to question the long-term viability of traditional educational systems that are expensive, inflexible, and may add little to access to justice. NEW ROLE OF EDUCATION; TREND TOWARDS LEGAL EDUCATION REFORM; If the LSA 2007 changes are to achieve their regulatory objectives, education has a potentially key role to play, in building and sustaining competence, in developing legal values and ethical infrastructure, and in fostering innovation. To do that, however, may require a radical rethink of at least some features of the education and training regime: Greater flexibility in constructing processes and stages around outcomes and risks; Shift away from initial to continuing education; Extent of regulation required for law degree programs, scope for creating new degree-equivalent routes (which might also facilitate diversity) and enabling easier transfer between professional titles, and possibly from paralegal to authorized status as well; TREND TOWARDS RE-REGULATION; ROLE OF EDUCATION AS THE PRIMARY MEAN OF REGULATION; NEW "SOFT LAW" OF PROFESSIONAL TRAINING; We may observe another paradox, as the logic of an apparently liberalizing Act may lead us inexorably to a point where significantly more legal services are regulated than currently, and education and training has become the primary and most proportionate means of regulation. As the logic of the competition state suggests, the pressure may be for regulation to grow, but perhaps it will do so in less traditional forms and locations-learning outcomes and occupational standards, many of them at entry level, some of them adopted voluntarily, could become the new "soft law" of professional training. FOCUS ON ENTITY REGULATION; It seems more likely that, at a national level, it is the firm that is becoming the key player in those jurisdictions in England and Australia; NEW ROLE OF OTHER (NON LAWYER) REGULATED LEGAL SERVICES PROVIDERS; The liberalizing Act is also reshaping the sector by investing professionalism in groups like legal executives, licensed conveyancers, and cost lawyers. These are clearly using their newfound status and regulatory authority to strengthen their own positions, seeking occupational closure and extending jurisdiction. Education and credentialization tend to play a significant role in such professionalization processes, though these new professions are bringing a very different kind of education to the fore: flexible, practical, and integrated with the workplace. Only time will tell whether, by market differentiation (as well as, or perhaps more than, competition), they will carve a position for themselves that is distinct from both the traditional profession and from the unregulated competition; ENTRANCE OF NON-REGULATED LEGAL SERVICES PROVIDERS; Moreover, by moving closer to the core of mainstream professionalism, they may also perhaps create space thereby for new players to occupy territory that what Francis calls the "edge of law."

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Flood, J.	2011	HEINONLINE	Journal Article	UK/US	The Re-Organization and Re-Professionalization of Large Law Firms in the 21st Century: From Patriarchy to Democracy.	Journal of the Legal Profession, 34(2), pp.415-440.	http://dx.doi.org/10.1017/S0022218X11000336	August 2, 2017	Legal profession	Analysis of the legal profession from 1840 to the present	Analysis	UK LAW FIRMS' INCENTIVE FOR GLOBALIZATION; large law firms form the elite dominating class; from the 1990s onwards law firms decided to immigrate to new parts of the world in search of business; The U.S. provides a solid and large domestic market in transactions and litigation for its legal services; the U.K. market depends more on exporting legal expertise and technology to compensate for its smaller home market RISE OF CORPORATE FORM IN LAW FIRMS; the rise of the corporate form has altered the state of professionalism as we are used to it; TECHNOLOGY, DEMOCRATIZATION OF THE LEGAL PROFESSION; NEW FORMS OF AUTHORITY; technology has become a dominant force in economic life, including law, it has propelled a move to democratization, which has had an impact on the older forms of authority. Law firms become nodes in networks and are as much actors within them as the individual lawyers. SHIFT FROM PERSONALIZED INDIVIDUAL LABOR TO STANDARDIZED PRODUCTION; this shift from personalized individual labor to commoditized and standardized production is opening up the "practice of law" to many other groups that are not beholden to traditional values, especially those of professionalism; NEW ROLES FOR LAWYERS; the roles of lawyers, then, have taken on new forms from entrepreneur to technician to perhaps entrepreneur again; ORGANIZATIONAL CHANGES; The biggest changes have been organizational where the dominance of the large law firm appears impenetrable; NEW ENTRANTS; NEW FORMS OF PRODUCTION/LOSS OF MARKET POWER; Yet this is now open to challenge as new forms of production enter the market; Lawyers and law firms may lose their sacrosanct positions as the field is reconstituted. PROFESSIONAL IDENTITY UNDER THREAT; The professional identity of the lawyer is under threat from external incursions by other suppliers of legal services with the result that actors and networks become more heterogeneous and less strongly identified with each other. New forms of social capital will emerge as institutions respond to their new environments and old conventions will not be capable of being relied upon.
Moran, R.F.	2013	HEINONLINE	Journal Article		Clark Kerr and Me: The Future of the Public Law School.	Indiana Law Journal, 88(3), pp.1021-1046.	http://dx.doi.org/10.1215/00139446-1299843	August 2, 2017	Law school future	The innovation of public legal education	Conceptual	ACCESS TO LEGAL EDUCATION; access to public legal education historically has been based on the ability to contribute rather than the ability to pay. The decline in state subsidies for public higher education in general, and public law schools in particular, has inexorably eroded this core principle of access; PUBLIC LAW SCHOOLS; public colleges and universities are integral to the health of our economy and our democracy; public law schools have a special role, linked to particular visions of law and politics. Some see high-quality instruction of law students as integral to the administration of justice and the permanence of political institutions; some think law schools can serve uniquely public functions without falling prey to politics, so long as their faculty has integrity and observes principles of objectivity coupled with a passion for justice; DIFFICULTIES TO PUBLIC LAW SCHOOLS; Public law schools are on average smaller than private schools and enroll fewer part-time students; state revenues for public law schools decline; growing rhetoric of privatization and self-sufficiency; TRANSFORMATION OF LEGAL EDUCATION; while legal education reform is necessary, reformers have yet to build a coherent, collective strategy for the transformation of legal education; need for enhanced lawyer training, and specifically skills training; LAWYER'S ROLE; the lawyer has a special responsibility to the quality of justice; ECONOMIC RECESSION; recent collapse of law firms and bleak employment prospects for new attorneys with the economic recession;
Finger, D.	2011	HEINONLINE	Journal Article		Teaching in a Transformative Age: The Law School of the Future.	Seattle Journal for Social Justice, 10(1), pp.1-10.	http://dx.doi.org/10.1017/S154758011000018	August 2, 2017	Law school future	Re-evaluation of legal education in order to more effectively prepare students for legal practice	Conceptual	TECHNOLOGY; the field of law is undergoing a significant upheaval due to a confluence of social and technical factors, in particular there has been an imminent rise of technologies to supplant (or augment) many of the activities of practicing lawyers; LEGAL EDUCATION MUST CHANGE; The educational system is largely based on a one-size-fits-all industrial model; ACCESS TO LEGAL EDUCATION; Tuition fees have risen substantially; LAW STUDENTS EXPECTATIONS; students no longer expect to spend four years in school and then settle into a stable career;
Chachra, D.	2015	HEINONLINE	Journal Article		Preparing for the Future of Law: Lessons from a New Engineering School.	Elon Law Review, 71(1), pp. 183-192.	http://dx.doi.org/10.1017/S001418011500018	August 3, 2017	Law school future	Ways of thinking and creating new educational experiences	Conceptual	TECHNOLOGY; the field of law is undergoing a significant upheaval due to a confluence of social and technical factors, in particular there has been an imminent rise of technologies to supplant (or augment) many of the activities of practicing lawyers; LEGAL EDUCATION MUST CHANGE; The educational system is largely based on a one-size-fits-all industrial model; ACCESS TO LEGAL EDUCATION; Tuition fees have risen substantially; LAW STUDENTS EXPECTATIONS; students no longer expect to spend four years in school and then settle into a stable career;
Arthurs, H.W.	2013	HEINONLINE	Journal Article		The future of law school: Three visions and prediction.	Alberta Law Review, 51(4), pp.705-716.	http://dx.doi.org/10.1017/S000218811300018	August 3, 2017	Law school future	Law schools will be celebrated in the long term for their distinguished scholarship, their contributions to the public good, and their role as agents of change rather than for skills training, their influence on day-to-day legal practice, and their purveying of conventional wisdom	Conceptual	LEGAL SYSTEMS CHANGE INFLUENCES; developments in political economy, technology, demographics, and society that are reconfiguring the legal system, the market for professional services, and the structure of higher education; CHALLENGES TO LEGAL EDUCATION; law school graduates lack the skills and knowledge to practice; the Federation of Law Societies of Canada (FLSC) and its member bodies recently decreed that law schools must ensure that all their graduates are ready to practice; law schools should produce "practice ready lawyers" to meet the immediate needs of today's legal profession; law schools should focus on training "tomorrow's lawyers", graduates who are able to adapt to a rapidly-changing world; law schools are knowledge communities whose many functions include, but are not limited to, providing students with a large and liberal understanding of law that will prepare them for a variety of legal and non-legal careers and for participation as citizens in the broader economy and polity;
Morris, Dan; Mazoff, A.	2010	HEINONLINE	Journal Article		Law School's Role in Building the Future Practitioner: A Perspective.	Phoenix Law Review, 3(2), pp. 407-416.	http://www.phoenixlawreview.com/vol3iss2/morris_mazoff.html	August 14, 2017	Law school	Law schools should focus on technology, communication and multidisciplinary aspects of the practice of law	Conceptual	COLLAPSE OF THE TRADITIONAL METHOD; Relying solely on the traditional method is ineffective because the newly graduated lawyer lacks the necessary tools to advise clients and practice law effectively; While the traditional method may prepare a lawyer in issue spotting and analyzing the legal issue, it does a poor job at preparing the lawyer to understand the life issues that are important to the estate planning client; Relying solely on the traditional method is ineffective because the newly graduated lawyer lacks the necessary tools to advise clients and practice law effectively; While the traditional method may prepare a lawyer in issue-spotting and analyzing the legal issue, it does a poor job at preparing the lawyer to understand the life issues that are important to the estate planning client; DISCONNECTION BETWEEN LEGAL EDUCATION AND THE ACTUAL PRACTICE OF LAW; Law schools need to address the fundamental disconnect between legal education and the actual practice of law; Legal education needs to shift so graduating students have "toolboxes" that make them valuable to their clients; law schools teach how to solve some problems that are a matter of law, but not how to solve the needs and personal problems of the client;
Van Detta, J.A.	2015	HEINONLINE	Journal Article		The Law School of the Future: How the Synergies of Convergence Will Transform the Very Notion of Law Schools during the 21st Century from Places to Platforms.	University of La Verne Law Review, 37(1), pp.103-148.	http://dx.doi.org/10.1017/S001418011500018	August 3, 2017	Law school future	Visualization of the law school of the future	Conceptual	LEGAL EDUCATION AND TECHNOLOGY; legal education will be vaulted into the online world as its consumers' ramp up their demand for it and demand the associated cost and convenience savings that it affords; GENERATIONAL SHIFT; new generations of law students have grown up in a cyber-crucible of virtual reality; LEGAL EDUCATION DISRUPTION; "disruptive change" is being produced by rapidly proliferating computer and virtuality technologies applied in graduate education; LAW PRACTICE DISRUPTION; law practice itself is poised to enter upon a new age in which the virtual law office becomes an increasingly common choice for law school graduates, as well as more experienced attorneys reinventing their law practices, and the judicial system itself embraces video conferencing as an increasingly attractive solution to a number of persistently intractable problems;
Bennett, S.C.	2010	HEINONLINE	Journal Article		When Will Law School Change.	Nebraska Law Review, 89(1), pp.87-130.	http://dx.doi.org/10.1017/S001418011000018	August 14, 2017	Law school future	How can law schools produce "good" lawyers?	Conceptual	LEGAL EDUCATION PROBLEMS; a rough understanding of the methods of legal analysis does not necessarily equip budding lawyers with all the skills required for success in practice; the ability to interpret rules of ethical conduct is one important element of the law school curriculum, mere familiarity with the rules of professional responsibility cannot impart sensitivity to the ethical issues that can arise in practice; LEGAL EDUCATION AND PRACTICAL KNOWLEDGE; The recent Carnegie Report, an independent external review of law school teaching practices5 which compared legal education with other forms of professional training, emphasized the need to impart basic skills to lawyers before they enter practice, but also expressed concerns about producing lawyers who lack a commitment to professional responsibility;
Kahnke, M.	2013	HEINONLINE	Journal Article		Time for a Change: Georgetown School Accreditation.	Georgetown Journal of Legal Ethics, 26(4), pp. 805-820.	http://dx.doi.org/10.1017/S001418011300018	August 14, 2017	Law school future	The collapse of the economy in 2007 hit all industries hard, but it seems to have had a permanent and devastating effect on the legal community in particular	Conceptual	ECONOMIC RECESSION'S EFFECT ON LEGAL JOB MARKET; The collapse of the economy in 2007 hit all industries hard, but it seems to have had a permanent and devastating effect on the legal community in particular. Legal jobs have become hard to come by, to say the least, and recent law graduates, current law students, and would-be law applicants alike are more than outraged about the toll that the investment in a law degree has already taken or will take on the course of their lives; DECREASE IN LAWYER'S DEMAND; Changes in client needs, technology and, most significantly, a ubiquitous scarcity of funds, have reduced the demand for lawyers. Unfortunately, the legal community has not responded by reducing the supply of new lawyers; LEGAL EDUCATION INFLUENCE ON OVER SUPPLY OF LAWYERS; Law schools continue to expand their class sizes and law students continue to make the dubious decision of investing their time and money in a law degree;
Campbell, R.W.	2013	HEINONLINE	Journal Article		Law School Disruption.	Georgetown Journal of Legal Ethics, 26(3), pp. 341-366.	http://dx.doi.org/10.1017/S001418011300018	August 14, 2017	Law school future	For those schools not in the very upper tier of American legal education, something needs to change	Conceptual	LEGAL SERVICES INDUSTRY DISRUPTION; The legal services industry faces a period of profound structural change with uncertain consequences for the traditional practice of law; change is coming to the legal services market, impacting both the demand for traditionally schooled lawyers and potentially creating demand for new kinds of service providers; UTILITY OF LAW SCHOOLS; Law schools are in crisis, with costs so high and employment prospects so poor that most law schools now represent a bad investment for students;
Silver, C.	2013	HEINONLINE	Journal Article		Globalization and the Monopoly of ABA-Approved Law Schools: Missed Opportunities or Dodged Bullets.	Fordham Law Review, 82(6), pp.2869-2902.	http://dx.doi.org/10.1017/S001418011300018	August 14, 2017	Globalization and legal education changes	Case study of globalization's role in education changes	Case study	GLOBALIZATION; As the market for lawyers and for law itself has responded to global forces, legal education also is becoming accustomed to working within a global context; NEW LAW SCHOOLS' POLICIES TOWARDS GLOBALIZATION; U.S. law schools now quote routinely long beyond the country's borders to attract new students for their U.S.-based programs. In addition, law schools are establishing global curricular innovations, identifying non-U.S. employer externship opportunities for current and graduating students, seeking potential faculty from overseas, and generally working to expand their overall reputations beyond the borders of the United States; U.S.-CENTRIC APPROACH OF THE U.S. REGULATORY REGIME; Despite the reorientation of law schools toward globalization, however, the regulatory regime in which U.S. law schools operate has not made a parallel shift toward embracing a global framework. Rather, it continues to maintain a distinctly U.S.-centric approach; INFLUENCE OF THE COUNCIL IN THE APPLICATION OF POLICIES TOWARDS GLOBALIZATION; the Council, which is responsible for establishing a framework for regulating and monitoring law schools under the authority of the Department of Education, has failed to engage with the global framework that structures much of the activities and work of U.S. law schools, tanking shape in the context of deliberations concerning two issues: whether to authorize law schools based outside of the United States (referred to in this article as "foreign law schools") to apply for ABA accreditation, and whether to recognize the legal education provided by foreign law schools (referred to here as "foreign legal education") as relevant for U.S. bar eligibility purposes. The Council refused to extend recognition on each issue. This failure to act has not prevented the global actors involved in these issues-notably foreign law schools and international law graduates-from continuing to exert an influence on the U.S. regime. Instead of pursuing recognition and legitimacy directly from the Council, however, these global actors now advance their interests along secondary paths where they seek legislation.
Campbell, R.W.	2016	HEINONLINE	Journal Article		The End of Law Schools: Legal Education in the Era of Legal Service Businesses.	Mississippi Law Journal, 85(1), pp.1-98.	http://dx.doi.org/10.1017/S001418011600018	August 2, 2017	Legal education disruption	Law schools only offer training aimed to make students into lawyers	Conceptual	EFFECTS OF THE COUNCIL'S POSITION; The power of the Council as the domestic regulator is fading. Despite its intention to avoid the forces of globalization, these global actors have infiltrated the regime within the Council's jurisdiction and, in turn, contribute to the dilution of its power; LAW SCHOOLS' NEED TO CHANGE; Law school today remains based on a system designed to prepare students to practice general law in an 1870s world. Students learn a bit about criminal law, a smattering of contracts, a little about torts, a smidgeon of property law, and some of the essentials about how cases are moved through a court system. To live, legal education needs to be connected to law as it is experienced today. New institutions should be designed based not on what best serves law students or legal educators, but on what best serves the needs of today's underserved society; LAW GRADUATES LACK OF PRACTICAL KNOWLEDGE; Law students haven't been taught how to negotiate, they haven't been taught how to build teams or work within organizations, and they haven't been taught how to work with clients. They don't learn project management techniques and wouldn't know how to discuss modern information management technologies; NON LAWYER DELIVERING LEGAL SERVICES; services once delivered by lawyers are being delivered by non-lawyer organizations with other important skill sets; NON LAWYER COMPETITION; Companies that offer "compliance" or "risk management" or "document management" or even "legal consulting" are displacing lawyers, as corporate counsel select the consultant best fitted to meet the current need. The displacement will not just happen at the high end of the market where corporations shop for complex services; already, online document creation systems encroach on work once done by small firm lawyers, and as technology improves the beach head will expand as fast as regulatory barriers fall;

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Campbell, R.W.	2016	HEINONLINE	Journal Article		A Comparative Look at Lawyer Professionalism: Contrasting Search Engine Optimization, Lawyering, & Law Teaching.	University of San Francisco Law Review, 50(3), pp.401-468.	http://dx.doi.org/10.2139/ssrn.2928444	August 2, 2017	Legal profession in future	Is legal practice today a profession? This leads, naturally enough, to another question: Should society treat it as one?	Comparative look at three professions	REGULATION; LAW'S REGULATORY PRIVILEGES; Law enjoys special regulatory privileges and market protections that make little sense if law has become just another form of business; While technology seems unlikely to replace lawyers altogether, the prospect exists for technology or less intensively trained humans aided by technology to address a range of legal problems previously handled by lawyers. These innovations are sometimes blocked and sometimes limited by the market protections given lawyers; ACCESS TO JUSTICE; inability to access affordable legal services has reached crisis proportions for individuals and small organizations. Individuals attempt to represent themselves pro se, which has led to problems for the court system; TECHNOLOGY AND NEW COMPETITORS; technology makes available for the first time new kinds of legal services that are not as dependent on the service provider having fully formed skills;
Brian Simpson	2016	Taylor & Francis Online	Journal article	1/18/2016	Algorithms or advocacy: does the legal profession have a future in a digital world?	Information & Communications Technology Law, Volume 25, Issue 1: Technological Challenges and Opportunities: The Future of Law	http://www.tandfonline.com/doi/full/10.1080/13600834.2015.1134144	August 2, 2017	Future of the legal profession, digital disruption	This article seeks to add to the evolving conversation of how new technologies might transform the legal profession as we know it. Beyond this, it also seeks to ask how the content of the law and legal education might also be affected by 'digital disruption', and explore the opportunities such unravelling of the legal profession might present.	Conceptual	EVOLUTION OF LAW PRACTICE; The rise of the academic training of lawyers, the globalization of the legal profession and the impact of technology has transformed the practice of law in ways which even many of us who first entered the study of law in the latter part of the twentieth century could not have imagined; TECHNOLOGICAL DISRUPTION; new software programs have been developed that can undertake at least some of the functions of various professions, including the legal profession; BARRIERS TO INNOVATION IN THE LEGAL PROFESSION; the legal profession can be castigated for being slow to innovate because of its bonds with various traditions, a privileged status and a desire for high fees with the consequence that much legal work is provided for the 'moneyed class' thus reinforcing the perception that the profession is elitist and inaccessible to the average person; INNOVATION POSSIBILITIES FOR THE LEGAL PROFESSION; the resources that high fees enable lawyers to acquire, together with the need to respond to the market that governs the provision of legal services, can also mean that the legal profession will embrace new technologies in order to save time, costs and deliver a superior service to clients;
Crispin Passmore	2016	Taylor & Francis Online	Journal article	US	The Solicitors Regulation Authority looking to the future	Legal Ethics; Volume 19, Issue 1: Corporate Lawyers and Corporate Clients	http://www.tandfonline.com/doi/full/10.1080/14607286.2016.1187453?src=recsys	August 7, 2017	Regulation, liberalisation	The legal market is changing. Whether individual consumer or corporate client, the choice of services available to help manage or solve legal problems appears increasingly wide	Conceptual	THE CHANGING LEGAL SERVICES MARKET; The legal services market and the way people choose and buy legal services are evolving faster than ever before; INCREASE OF LEGAL SERVICES PROVIDERS; We are seeing people buying services from a wide range of different providers. This ranges from individual members of the public buying a will or managing a divorce, through to small businesses seeking legal advice to help their business grow, and on to global corporations looking to align their legal services suppliers into a professionalised supply chain; Providers range from charities, employment specialists, will writers, advice helplines and online document producers to accountants and other sophisticated service providers; ALTERNATIVE LEGAL MARKET; The alternative legal market is difficult to define but it covers any legal work that is not a 'reserved legal activity' under the Legal Services Act 2007 (LSA), or otherwise restricted by statute; MEETING UNMET LEGAL NEEDS; Alternative legal services providers can be part of the answer to the problem of meeting unmet legal need. The Legal Services Consumer Panel (LSCP), for example, recognises that McKenzie Friends (those who assist litigants in person in court and who may or may not be legally qualified) can help increase access to justice; and the unbundling of legal services has been recognised by the Law Society as a potential contribution to increased access to justice; UNBUNDLING IN LEGAL SERVICES; There is evidence that almost one in five legal transactions now involves some form of unbundling where the consumer does part of the work themselves; TECHNOLOGY IN LEGAL SERVICE DELIVERY; Legal services are increasingly provided using technology, with the development of online services cited as one of the most important factors in helping grow legal businesses; Firms are beginning to utilise Artificial Intelligence to assist with due diligence by reviewing unstructured data; FORM OF BILLING; Providers of legal services are increasingly offering fixed pricing for consumers. In 2014, 46% of legal transactions were subject to a fixed fee, up from 38% in 2012; BUSINESS STRUCTURE; Legal process outsourcing in various forms is growing; Contract lawyers were used by 70% of corporate clients to carry out a specific legal task in the last two years, and hybrid legal solutions are expected to increase by over 10% in the next five years;
Maria Helen Murphy	2016	Taylor & Francis Online	Journal article		Technological solutions to privacy questions: what is the role of law?	Information & Communications Technology Law; Volume 25, Issue 1: Technological Challenges and Opportunities: The Future of Law	http://www.tandfonline.com/doi/full/10.1080/13600834.2015.1134148?src=recsys	August 7, 2017	Technology and the Law, regulation	considers the role of technological and legal solutions in the ongoing battle between privacy and surveillance.	consider current privacy debates from the perspectives of multiple stakeholders in order to assess whether technological and design approaches offer the best path forward, or whether an essential role remains to be played by law	TECHNOLOGICAL SOLUTIONS TO TECHNOLOGICAL CAUSED PROBLEMS; even though developments in technology frequently challenge the protection of privacy, there is increased interest in technological solutions to privacy problems; technological solutions can be much more responsive to new and evolving threats to privacy than purely legal approaches; MEASURES TO PRIVACY PROTECTION; adoption of 'privacy by design' approaches in the context of unmanned aerial vehicles and assessing of the role that encryption can play in the protection of online communications; REGULATION; laws and legal rights must play an essential role in both the regulation and protection of such privacy protecting tools;
Tahila Gordon, Rita Shackel, Steve Mark	2012	Taylor & Francis Online	Journal article	Australia	Regulation of legal services in the e-world: a need to short circuit hot spots in ethics and novel practices?	International Journal of the Legal Profession; Volume 19, Issue 1: 2012.7580407	http://www.tandfonline.com/doi/full/10.1080/09695958.2012.7580407?src=recsys	August 2, 2017	legal practices in the cyberspace, legal ethics	How can legal service delivery be appropriately and effectively regulated when it is provided virtually and potentially anonymously, across state and national borders, and possibly within different cultural contexts and attended expectations?	The authors examine how Australian legal practitioners are utilising new practices and technologies (Legal outsourcing, virtual law firms and use of social media networking) and the ethical implications of their use.	LEGAL TECHNOLOGY; Australian legal profession has embraced modern technologies and has sought to capitalise on the opportunities offered by new e-spaces in delivery of legal services; REGULATION; LEGAL TECHNOLOGY RISKS; Expansive use of technology, presents an array of new regulatory, ethical and practice issues; need to properly manage the ethical implications and challenges raised by the new technologies; REGULATION; CONFIDENTIALITY AND SECURITY RISKS; Confidentiality and security are two primary concerns in this e-landscape; REGULATION; RISK OF UNINTENDED PRACTITIONER-CLIENT RELATIONSHIPS; The new technologies and readily accessible e-spaces also pose a risk of creating unintended practitioner-client relationships; REGULATION; SUPERVISION RISKS; Supervision is another issue of particular concern which arises in numerous contexts in the newly altered and evolving legal services landscape; REGULATION; CONFLICT OF INTERESTS RISKS; The use of new practices and technologies also raise a suite of issues around potential conflicts of interest; TECH IMPACT EXACERBATED BY GLOBALIZATION; potential impact of legal technologies on core dimensions of legal practice and legal professionalism is exacerbated by the impact of globalisation and the fact that legal practice today takes place across state and national borders. TREND TOWARDS PRINCIPLES-BASED REGULATION; The legal services marketplace in Australia is facing unprecedented legislative change. The proposed rules and regulations are principles-based rather than prescriptive and emphasise ethical duties and conduct.
Brian Simpson, Maria Murphy	2016	Taylor & Francis Online	Journal article		Technological challenges and opportunities: the future of law	Information & Communications Technology Law; Volume 25, Issue 1: Technological challenges and opportunities: The Future of Law	http://www.tandfonline.com/doi/full/10.1080/13600834.2015.1134145?src=recsys	August 7, 2017	Legal technology	Each article asks how developments in technology are affecting society and how the impact of new technologies can be mediated for the greater good.	EDITORIAL derived from the presentations of participants in the Information Technology Law and Cyberspace Stream of the Socio-Legal Studies Association Annual Conferences at Warwick University in 2015 and Robert Gordon University in 2014. While	REGULATION INFLUENCE OVER HOW TECHNOLOGIES ARE DEVELOPED; While some may view the regulation of new technologies as a tax on innovation, it is clear that much regulation exists and often influences how technologies are developed and deployed. Both the technology and the regulation of such technology have an impact on society that must be considered; TECHNOLOGY; Technological development both threatens to harm and promises to improve society;
Caroline Stevens, Christine Welch & Roger Welch	2011	Taylor & Francis Online	Journal article	UK	On-line legal services and the changing legal market: preparing law undergraduates for the future	The Law Teacher; Volume 45, 2011; Issue 3: Legal Education and the Legal Profession	http://www.tandfonline.com/doi/full/10.1080/03069400.2011.621899	August 2, 2017	future of undergraduate legal education	How law degrees could be developed to enhance the employability of graduates?	Qualitative interviews with provincial law firms. The focus is on these sorts of law firms as they are the potential employers of many law students, who wish to be part of the legal profession either as fully qualified practitioners or as paralegals, but who are unlikely to succeed in securing employment in the "magic circle" firms	ALTERNATIVE BUSINESS STRUCTURES; the creation of alternative business structures under the Legal Services Act 2007 has caused the legal market to change rapidly; LAW SCHOOLS NEW STRATEGIES; Law schools need to prepare students to face the change in the market for legal services by exposing students to different methods of communication and interaction that involve use of new technologies and cross boundaries between law and other fields of business; LAW STUDENTS EMPLOYMENT; law students, although they wish to be part of the legal profession either as fully qualified practitioners or as paralegals, are unlikely to succeed in securing employment in the "magic circle" firms; USE OF THE INTERNET IN THE LEGAL PROFESSION; Some practitioners see the use of the internet to provide legal advice as a strategy to cope with the changing legal market;
Stephen Mayson	2011	Taylor & Francis Online	Journal article	UK	The education and training of solicitors: time for change	The Law Teacher; Volume 45, 2011; Issue 3: Legal Education and the Legal Profession	http://www.tandfonline.com/doi/full/10.1080/03069400.2011.622462?src=recsys	August 8, 2017	Legal education for solicitors	The time is ripe for the reform of legal education for solicitors	Conceptual	IMPACT OF REGULATORY CHANGES IN LEGAL EDUCATION; Mayson argues that a better approach is to understand and accept the changes which have taken place, recognise that further changes are likely to occur, and then to seek ways in which law degree programmes can meet professional needs in the context of the second decade of the twenty-first century. Piecemeal approaches to change are unlikely to work, and the interrelated parts of the process of professional formation should be considered as a whole. accept the changes which have taken place, recognise that further changes are likely to occur, and then to seek ways in which law degree programmes can meet professional needs in the context of the second decade of the twenty-first century... Change is needed to prevent training for the reserved activities becoming the poor relation of professional formation. It is also needed to ensure that training is properly aligned to practice, with new entrants to employment being ready for the tasks they will undertake in the early stages of their professional careers. We must also avoid the risk of over-regulation, as each frontline regulator develops different training requirements for the same regulated activity. Standard-setting for occupational competence in reserved activities, and common standards of accreditation of training on a system-wide basis, are required. Common standards are vital to ensure that different regulators, authorising their members to undertake the same reserved activity, are working to common levels of competence in which the public may have confidence. If the expanded and diverse provision of legal services, envisaged by the Legal Services Act, is to be effective in providing clients with high quality and affordable services, the need for change in legal education is urgent.
Egle Daglyte, Peter Coe	2014	Taylor & Francis Online	Journal article		Professionalism in higher education: important not only for lawyers	The Law Teacher; Volume 48, 2014; Issue 1: Legal Education and Training Review	http://www.tandfonline.com/doi/full/10.1080/03069400.2013.875303?src=recsys	August 8, 2017	Law school future	How, in light of the changing legal profession and higher education, academia could address professionalism in training	Legal Education and Training Review analysis	LAW SCHOOLS TEACHING PROFESSIONALISM; professionalism is to be understood as a set of skills, values and attitudes required for any lawyer, it is now a good time to consider how these could be taught and assessed in law and non-law degrees; CHANGING LEGAL SERVICES SECTOR; The legal services landscape is changing. As the sector is becoming increasingly geared towards consumerism and economic efficiency, it has borne multiple variants of the "lawyer", many of whom are not solicitors or barristers and have not undergone the typical professional preparation that includes vocational and on-the-job training; LAW SCHOOLS CHALLENGES; The challenge for legal educators is to adapt to the legal market transition in a way that continues to deliver effective legal education, by producing employment-ready graduates and postgraduates;

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/Ojectives	Methodology	Drivers of Change
Penny Childs, Nigel Firth, Hugo de Rijke	2014	Taylor & Francis Online	Journal article	UK	The gap between law student career aspirations and employment opportunities	The Law Teacher; Volume 48, 2014; Issue 1: Legal Education and Training Review	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2013.875302?src=recsys	August 8, 2018	Legal education, legal talent, employability	factors that enhance or inhibit their employability	five-year study at Plymouth Law School (the Plymouth Study) that examines longitudinally the career aspirations and employment opportunities of the Law School's LLB students and explores the factors that enhance or inhibit their employability	LEGAL EDUCATION NEED FOR CHANGE; growing student numbers, the escalating costs of qualification and difficulties in finding employment after qualification have resulted in calls for reform of the current system of legal education and training; DIFFICULTIES ON LAW GRADUATES EMPLOYMENT; aggravating factors such as the contraction of the market due to recession, market liberalisation and reform to legal aid, together with excess capacity in the number of qualified solicitors and barristers; MAJOR INHIBITING FACTORS; lack of initial information about the likelihood of obtaining the right kind of employment; being left "in limbo" if an individual is unable to obtain the right kind of employment to qualify; potential for exploitation if entrants are required to undertake unpaid internships and/or lengthy periods as paralegals in the hope of obtaining the right kind of employment; DIFFICULTIES FOR LAW STUDENTS; Students are incurring significant costs to try and break into an increasingly competitive market and are concerned that they do not have the skills and experience that many employers expect;
Paula Baron, Lillian Corbin	2012	Taylor & Francis Online	Journal article		Thinking like a lawyer/acting like a professional: communities of practice as a means of challenging orthodox legal education	The Law Teacher; Volume 46, 2012; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2012.681176?src=recsys	August 8, 2019	Legal education in future	Increasingly, there is pressure upon law schools, in Australia and elsewhere, to impress upon students the significance of the ethical and professional obligations of legal practice	Analysis of the concerns expressed in the recent Carnegie Report	PRESSURE UPON LAW SCHOOLS; Increasingly, there is pressure upon law schools, in Australia and elsewhere, to impress upon students the significance of the ethical and professional obligations of legal practice; ETHICS AMONG LAW STUDENTS; Many law students, have little appreciation of legal ethics and any concept they may have of professionalism tends to be envisaged as applying only after graduation; ETHICS AND LEGAL EDUCATION; law schools can take specific, concrete actions likely to encourage law students to appreciate that they are entering the legal profession's community of practice. Such an approach may not only be transformative of legal education, but may produce more professional and ethically aware graduates. It is important to acknowledge that, in Australia and many other common law jurisdictions, many of our students will never enter legal practice; indeed, many have no intention of so doing from the time they enter law school. We would argue, however, that all students will benefit from amore conscious effort to help them develop professional identities, regardless of the work context in which they might utilise their law degrees;
Margie Rowe, Moira Murray, Fiona Westwood	2012	Taylor & Francis Online	Journal article	Scotland, Australia	Professionalism in pre-practice legal education: an insight into the universal nature of professionalism and the development of professional identity	The Law Teacher; Volume 46, 2012; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2012.681242?src=recsys	August 8, 2020	Legal professional identity, professionalism, legal education, globalization, technology	consider the universality of legal professional identity, professionalism, legal education values in legal education, globalization, technology	Comparison of experiences in both ANU and the University of Strathclyde	GLOBALIZATION; universality of professionalism in legal education; LEGAL PROFESSION EVOLUTION; traditional ideals of legal professionalism have all but disappeared as a result of market pressures, technology and the global economy, replaced by a narrow view of professionalism as technical competence and adherence to the written rules of the profession only. ONLINE LEGAL EDUCATION; legal professional identity has universal elements and that professional working can be embedded in students' learning even where that occurs wholly online; MEANING OF TODAY'S LEGAL PROFESSIONALISM; There is an ongoing debate about what legal professionalism means today. Some commentators believe that the traditional ideals of legal professionalism have all but disappeared as a result of market pressures, technology and the global economy, replaced by a narrow view of professionalism as technical competence and adherence to the written rules of the profession only.
Angela Goodrum	2015	Taylor & Francis Online	Journal article	US	How to maneuver in the world of negative online reviews, the important ethical considerations for attorneys, and changes needed to protect the legal profession	Information & Communications Technology Law; Volume 24; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2015.1042568	August 2, 2017	Reputation, legal profession, online reviews, technology, quality	explore the trend in offering reviews online in a variety of industries, including legal services, the statistical findings regarding the prevalence of this information and consumers' reliance on the information while making a purchasing decision. This article will then consider the positive and negative implications of the reviews being so widely spread, while highlighting unique considerations as it relates to the practice of law and factors that may greatly skew a reviewer and reader's perceptions. Next, this article will outline the ethical considerations of attorneys if they want to respond to negative online feedback, such as disclosure of confidential information.	Online reviews trend explor	RISE OF ONLINE REVIEWS; Online reviews are becoming more and more common place on nearly every consumer-related website; there has been an increase in the creation of sites solely dedicated to providing consumers with a forum to broadcast their joy or misery over a product or service they have received; INFLUENCE OF ONLINE REVIEWS ON THE LEGAL PROFESSION; attorneys are also being publicly scrutinized by their clients on a range of topics from price, competence, satisfaction, personality, communication, and effectiveness; this new phenomenon can be very rewarding since attorneys were previously limited to receiving a small number of referrals as from the word-of-mouth promotion before the creation of online reviews; Negative online reviews, whether accurate or not, may deter potential clients from even giving the attorney a second thought;
Jenna Mäkinen	2015	Taylor & Francis Online	Journal article		Data quality, sensitive data and joint controllership as examples of grey areas in the existing data protection framework for the Internet of Things	Information & Communications Technology Law; Volume 24, 2015; Issue 3	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2015.1091128?src=recsys	August 8, 2017	Internet of things (IoT)	Put the first of the European Commissioners' principles about the IoT policy-making to the test.	Conceptual	TECHNOLOGY; DATA ANALYTICS; The technology used to provide connectivity from anytime, any place and for anyone. Now anything can be added to the list: 1 In the Internet of Things (IoT), the amount of individuals' data collected and processed is increasing substantially as data are being collected from various sources. LEGAL RISKS ON DATA PROTECTION; The IoT demands consideration and research into how to best balance the opportunities that the IoT affords against legal risks it imposes on data protection. The data protection legislation needs to move from theory to practice and in order to achieve this; the legal framework may need additional mechanisms. PRIVACY LINKED TO TECHNOLOGICAL DEVELOPMENT; Privacy law in general and data protection in particular have always been closely linked to technological development B and the IoT demands consideration and research into how to best balance the opportunities that IoT affords against legal risks concerning privacy
Stephen Mayson	2011	Taylor & Francis Online	Journal article		The education and training of solicitors: time for change	The Law Teacher; Volume 45, 2011; Issue 3: Legal Education and the Legal Profession	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2011.622462	August 2, 2017	Education and training of solicitors	There is a need for a change in the education of solicitors	Conceptual	CHANGES IN THE REGULATORY ENVIRONMENT; separation of certain of the reserved legal activities from mainstream legal practice; the Legal Services Act 2007 introduced a new supervisory structure for the regulation of legal practice, and it also added regulation to the entity delivering the service; LEGAL EDUCATION; THERE'S A NEED FOR A REFORM OF LEGAL EDUCATION FOR SOLICITORS; regulatory change resulting from the implementation of the Legal Services Act 2007 and the consequential introduction by the Solicitors Regulation Authority of "outcomes focused regulation" offers a timely opportunity to review the basis of legal education and training; the combination of the LPC and the training contract, as currently configured, is not well matched to the types of practice now undertaken by a majority of newly qualified lawyers; the pressures which shape the content of qualifying law degrees mean that students are not always as well prepared as they might be for the demands of the intensively taught vocational stage; the growth in the number of providers of the vocational stage, and the potential growth in the number of frontline regulators of legal practice, mean that comparable standards have to be maintained across a large number of providers, subject to a potentially increased number of regulators;
Andrea Nollent, Jane Ching	2011	Taylor & Francis Online	Journal article		Legal education for the professions in two jurisdictions: comparison, consolidation or fragmentation	The Law Teacher; Volume 45, 2011; Issue 3: Legal Education and the Legal Profession		August 8, 2017	Legal education in future	Historically, the civil law and the common law have ploughed their own separate furrows either side, in our particular case, of, from our differing perspectives, the Channel or La Manche	Regulation comparison	REGULATION OF THE FRENCH LEGAL PROFESSION; while certain legal functions in France have remained the monopoly of a number of professions, non-regulated persons have been permitted to undertake a range of other legal services. The last 40 years have however been characterised by an increasing trend towards the regulation of professions providing legal advice; ENGLISH AND FRENCH LEGAL PROFESSIONS; There's some areas in which, from the English perspective, the effect of the Legal Services Act might be to converge with the French approach; The new law opens up the possibility of further interprofessional forms via the creation of firms of different professions. The initial project limited this to regulated legal professions such as avocats, notaires, huissiers de justice, etc. During the passage of the Act this was extended to chartered accountants and to auditors. Clearly lawyers and accountants will be able to create joint firms;
Matthias Kilian	2015	Taylor & Francis Online	Journal article	Germany	Germany: The Future of the Lawyers' Profession	Legal Ethics; Volume 17; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5253/14607286.17.1.138	August 2, 2017	Future legal profession	Critique of the report "Germany: The Future of Lawyer's Profession"	Conceptual	GERMANY'S FUTURE CHALLENGES; Germany will be faced with lower growth rates while new information and communication technology (ICT) will fuel change and economic recovery. Changes in generational distribution will affect social structures and more immigration will be needed to compensate for demographic trends. Social inequalities will continue to present political and social challenges and increase the risk of poverty for certain population groups; TREND ON THE LEGAL SERVICES MARKET; the increasing digitalisation of the court process will affect the entire legal services market; DEMOGRAPHIC TRENDS; overall, and especially in cities, the number of lawyers is on the increase and demographic trends associated with the aging population will have an impact on the legal profession late, but in a noticeable way; EFFECTS OF WOMEN PRESENCE IN THE PROFESSION; as more women enter the profession, family-friendly working conditions are gaining importance for both men and women and that millennials will want a better work-life balance than the profession currently offers; LAWYER COMPETITION; competitive pressures will increase significantly because of the moderate growth in turnover expected between now and 2030 in a market with an increasing number of law firms; More committed legal services for consumers and more cost-consciousness of corporate clients, who will also expand in-house legal services, are seen as drivers towards increasing competition and cost pressure on law firms; END OF THE KNOWLEDGE MONOPOLY OF LAWYERS; the knowledge monopoly of lawyers will shrink because of the provision of easily accessible, free legal expertise on the internet, resulting in a different lawyer-client relationship; TECHNOLOGY; Standardisable advice services will be taken over by online providers and judicial issues will be increasingly settled via electronic transactions;

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/hypothesis/objectives	Methodology	Drivers of Change
Deutscher Anwaltverein e.V.	2013	google	Report	Germany	The Legal Services Market 2030	Published by Prognos AG	http://www.prognos.com	August 2, 2017	Future legal profession	The year 2030: Future trends and their impact on the legal services market	Between June and August 2012, we also conducted one of the largest (online) surveys among lawyers. A total of 7,202 lawyers participated in the survey.	<p>ECONOMIC DEVELOPMENT AND INNOVATION;</p> <p>DYNAMIC DEVELOPMENT IN THE SERVICE; Economic forecast predicts dynamic development in the service sector between now and 2035;</p> <p>EMERGING MARKETS; The economic importance of emerging markets will increase, and the EU can expect lower growth rates;</p> <p>ECONOMIC RECOVERY; New ICTs will fuel change and economic recovery;</p> <p>DIGITALISATION; Increasing digitalisation in the judiciary will affect the entire legal services market [By 2030, the entire judicial system will have shifted to electronic transactions. The field of activity of the legal profession and work processes in law firms will be noticeably modernised as a result of change];</p> <p>SOCIAL TRENDS</p> <p>GENERATIONAL DISTRIBUTION CHANGES; Changes in generational distribution will affect social structures [By 2030, Germany's social structures will also have undergone significant transformations. Whereas there are currently more than 81 million people in Germany, the population in 2030 will be only 79 million (minus 3.3 percent). The size of young and middle-age groups will decline sharply. The ratio of the population of retirement age (currently 65 years) to the working-age population (old-age dependency ratio) will increase from 34 to 51 percent. Demo-graphic change will exhibit high regional variations: 63 percent of the decline in population by 2.7 million people by 2030 will take place in Germany's new federal states];</p> <p>IMMIGRATION; More immigration is needed to compensate demographic trends;</p> <p>SOCIAL INEQUALITIES; Social inequalities will continue to present political and social challenges;</p> <p>NEW FORMS OF EMPLOYMENT New forms of employment will increase the risk of poverty;</p> <p>DEMOGRAPHIC TRENDS; The impact of demographic trends on the legal profession will come late, but it will be noticeable [Over the longer term, demographic change will lead to significant changes within the legal profession. Admittedly, the population is ageing faster than lawyers taken as a whole, demographic change will thus affect the legal profession much later than other professional groups. Nevertheless, demographic change will, in the long-term, leave its traces in the legal profession as well.]</p> <p>INTERNATIONALISATION; High barriers to internationalisation in the legal profession (language barriers);</p> <p>INCREASING NUMBER OF LAWYERS; INCREASING NUMBER OF WOMEN LAWYERS; Overall, and especially in cities, the number of lawyers is on the increase; More and more women are entering the legal profession, and family-friendly working conditions are gaining importance for men too; Millennials will want a better work-life balance</p> <p>CONSEQUENCES OF TRENDS AND DRIVING FORCES;</p> <p>COMPETITIVE PRESSURE; Competitive pressure will rise significantly [More law firms will also mean declining fees – and an increase in precarious income situations.</p> <p>VARIETY OF LAW FIRMS; The variety of law firms will increase. (Firms will become more specialised and adopt more diverse forms);</p> <p>LAWYERS KNOWLEDGE INCREASE; TECHNOLOGICAL CHANGE Lawyers' knowledge monopolised will continue to shrink; Technology will become a central driving force for change in the legal profession. Technological change will bring about significant changes in work processes and the lawyers' market situation;</p> <p>ACCESS TO LAW; Access to the law is changing. Parts of the judicial infrastructure will be dismantled, and the importance of social institutions and alternative practitioners will grow;</p> <p>INTERNATIONAL COMPETITION; International competition is forcing German lawyers to become more efficient, more effective and more specialised. Internationalisation will place high demands on lawyers and stand in the way of a better work-life balance</p> <p>HETEROGENEOUS LAWYERS; Lawyers and their staff are becoming more heterogeneous (New structures will require new solutions for work organisation and culture in the legal profession).</p> <p>CHANGES IN REGULATION</p> <p>ALTERNATIVE BUSINESS STRUCTURE; We can expect the probable introduction of alternative business structures in the legal services market and the near-disappearance of the legal monopoly to have serious implications for the legal profession;</p> <p>GREATER COMPETITION; Greater competition from new players in the legal services market;</p> <p>NEW OPPORTUNITIES FOR LEGAL CONSULTANCY; ABSs will create new opportunities for legal consultancy, and prices will fall;</p> <p>RISE OF DEMAND FOR SPECIALISTS; Legal representation in court will remain the domain of lawyers, and demand for specialists will rise</p>
Stephanie K. Boys; Stephanie Q. Quiring; Evan Harris; Carrie A. Hagan	2015	Taylor & Francis Online	Journal article	7/31/2015	Social Work and Law Interdisciplinary Service Learning: Increasing Future Lawyers' Interpersonal Skills	Journal of Teaching in Social Work, Volume 35, 2015; Issue 4	http://www.tandfonline.com/sage/ufi/10.1080/08841233.2015.1063569	August 2, 2017	Importance of interdisciplinary education	There is insufficient interdisciplinary education	Interpersonal skills survey to students who participated in an interdisciplinary course with a service learning component requiring students to work together on cases.	<p>INTERACTION OF DIFFERENT LAWYERS; interaction of lawyers with people coming from diverse backgrounds;</p> <p>INTERPERSONAL SKILLS NOT ADDRESSED; interpersonal skills not addressed in legal education; interdisciplinary courses in which social workers and lawyers learn interpersonal skills together and have an opportunity to practice them through service learning opportunities are a way to remedy a gap in legal education;</p> <p>GLOBAL ECONOMIC DOWNTURN;</p> <p>DECLINE IN LAW SCHOOL ENROLLMENT; Much of the decline in law school enrollment has been attributed to a perceived lack of sufficient return for the immense debt such students expect to accumulate in order to complete their law school education;</p> <p>DECLINE IN THE BUDGET OF LAW SCHOOLS;</p> <p>LACK OF PRACTICAL COURSES; most law schools offer few practical courses, and most of them are not a requirement for graduation; the American Bar Association Task Force on the Future of Legal Education (2014) called upon law schools to increase the practical educational experiences offered to students in order to graduate marketable attorneys ready to practice;</p> <p>GRADUATION OF STUDENTS WITHOUT CLIENT INTERACTION EXPERIENCE; the majority of law students graduate without experiencing client interaction;</p> <p>SOCIAL WORKERS ON LEGAL ORGANISATIONS; many legal organisations employ social workers to support their practice;</p> <p>UNDER-REPRESENTED CONCERNS OF SOCIAL WORKERS; Although Australian lawyers and social workers have partnered together in the delivery of services for decades, there has been little discussion of their interdisciplinary practice in the Australian literature. Further, the unique challenges and concerns of social workers have remained under-represented;</p> <p>VULNERABLE CLIENTS PRESENT; lawyers are not equipped to deal with the whole range of difficulties with which vulnerable clients present;</p> <p>INTERACTION BETWEEN LAWYERS AND SOCIAL WORKERS; need for interaction between lawyers and social workers to complement each other's capabilities;</p> <p>POSITIVE EFFECTS OF A FEMINIST LEGAL PRACTICE; a commitment to feminist legal practice may be associated with positive working relationships, which hopefully will translate into successful outcomes for clients;</p>
Tamara Walsh	2012	Taylor & Francis Online	Journal article		Lawyers and Social Workers Working Together	Griffith Law Review, Volume 21, 2012; Issue 3	http://www.tandfonline.com/sage/ufi/10.1080/108547512.2012.108547512.screrecys	August 9, 2017	Lawyers and social workers synergies	There is a need of cooperation between lawyers and social workers	Empirical research undertaken in Brisbane, Australia with lawyers and social workers	<p>SOCIAL WORKERS ON LEGAL ORGANISATIONS; many legal organisations employ social workers to support their practice;</p> <p>UNDER-REPRESENTED CONCERNS OF SOCIAL WORKERS; Although Australian lawyers and social workers have partnered together in the delivery of services for decades, there has been little discussion of their interdisciplinary practice in the Australian literature. Further, the unique challenges and concerns of social workers have remained under-represented;</p> <p>VULNERABLE CLIENTS PRESENT; lawyers are not equipped to deal with the whole range of difficulties with which vulnerable clients present;</p> <p>INTERACTION BETWEEN LAWYERS AND SOCIAL WORKERS; need for interaction between lawyers and social workers to complement each other's capabilities;</p>
Ross Hyams, Grace Brown, Richard Foster	2013	Taylor & Francis Online	Journal article		The Benefits of Multidisciplinary Learning in Clinical Practice for Law, Finance, and Social Work Students: An Australian Experience	Journal of Teaching in Social Work, Volume 33, 2013; Issue 2	http://www.tandfonline.com/sage/ufi/10.1080/08841233.2013.772552.screrecys	August 8, 2017	Interdisciplinary learning and the advantages of supervision	How and why supervision is a unique experience for students and supervisors alike	Investigation of how law, finance and social work students working in a multidisciplinary clinic.	<p>SOCIAL WORK STUDENT INTEGRATION; growing tradition of social work student integration in clinical legal education;</p> <p>SUPERVISORY STAFF NEED; importance of supervisory staff to coordinate the work of different workers;</p> <p>GAP BETWEEN SOCIAL WORKERS AND LAWYERS; gap in thinking between social workers and lawyers;</p> <p>SOCIAL WORKERS DISPUTE; social workers don't see themselves on one side of a dispute</p>
Seow Hon Tan	2014	Taylor & Francis Online	Journal article		Law Firm Internships and the Making of Future Lawyers: An Empirical Study in Singapore	Legal Ethics, Volume 17, 2014; Issue 1	http://www.tandfonline.com/sage/ufi/10.1080/1480728X.17.1.78	August 2, 2017	Impact of law firm internships in shaping the values, ethos and work ethic of future lawyers	What's the impact of law firm internships in future lawyers?	Empirical study involving 52 students and their internship experiences at private law firms	<p>INCREASED LEGAL DOCTRINES TO MASTER; increased body of legal doctrines to master caused by the expansion of regulation;</p> <p>GAP BETWEEN THEORETICAL AND PRACTICAL KNOWLEDGE; gap between law student's theoretical knowledge and its practical application;</p> <p>LEGITIMATION OF CERTAIN VALUES; law schools legitimate certain values with their pedagogy and evaluation of students;</p>
David Edmonds	2011	Taylor & Francis Online	Journal article	2/8/2011	Training the lawyers of the future – a regulator's view	The Law Teacher, Volume 45, 2011; Issue 1	http://www.tandfonline.com/sage/ufi/10.1080/03069400.2011.546960	August 2, 2017	Regulation and education of future lawyers	How can regulation improve legal education	Analysis	<p>NEW FORMS OF BUSINESS MODELS; new forms of business models can be created;</p> <p>LEGAL SERVICES MARKET IN TRANSITION; legal services market in England and Wales in a state of transition;</p> <p>CONSUMER EXPECT BETTER SERVICES; consumers expect quality, value and respect in their services;</p> <p>TECHNOLOGY CHANGING THE INFORMATION ACCESS; technology changes the way lawyers access case law and information;</p> <p>TECHNOLOGY ALTERS THE SPEED OF INTERACTION; technology alters the speed in which lawyers interact with their clients;</p> <p>TECHNOLOGY ALTERS THE MANNER OF INTERACTION; technology alters the manner in which lawyers interact with their clients;</p> <p>TECHNOLOGY CUTS OUT THE LEGAL MIDDLE; technology often cuts out the legal middle man in the interaction of clients with law;</p> <p>INCREASING VOLUME OF LEGISLATION;</p> <p>INCREASING LAW'S COMPLEXITY; increasing number of questions which can be addressed by law;</p>
William Twining	2014	Taylor & Francis Online	Journal article		LETR: the role of academics in legal education and training: 10 these	The Law Teacher, Volume 48, 2014; Issue 1: Legal Education and Training Review	http://www.tandfonline.com/sage/ufi/10.1080/03069400.2013.8753097.screrecys	August 8, 2017	Role of academic in legal education and training	How should we, as academic lawyers, respond to the LETR Report and to the ongoing review?	Theses review	<p>MULTIDISCIPLINARY LAWYERS; As professionals, individual scholar-teachers of law should be lawyers, educators, scholars and administrator-politicians, in different mixes at different stages of their careers.</p> <p>LEGAL PROFESSION MAIN REPOSITORY; Collectively, the academic legal profession and its representatives are and should be the main repository of educational expertise within our national system of legal education and training (LET) and cognate subjects</p> <p>LETR REPORT; The LETR Report represents a significant advance on its predecessors, not least in respect of an evidence-based approach and an extensive literature survey. Its style and vocabulary.</p> <p>PRESSURE ON UNDERGRADUATES; internal action to mitigate the pressures on the overloaded undergraduate curriculum, for example: add-ons and floating modules; more imaginative use of the calendar year; resisting further external impositions in order to give students more choice and undergraduate programmes more flexibility.</p>
John V. Winters	2016	Taylor & Francis Online	Journal article	4/13/2016	Is economics a good major for future lawyers? Evidence from earnings data	The Journal of Economic Education, Volume 47, 2016; Issue 2	http://www.tandfonline.com/sage/ufi/10.1080/00220485.2016.1146101	August 2, 2017	Effect of undergraduate education on future earnings	Which are the most financially rewarding majors?	Data analysis on lawyer earnings by undergraduate college major	<p>LAW STUDENTS CHOOSE THEIR MAJOR DEPENDING ON FUTURE EARNINGS;</p> <p>ECONOMICS HAS SHOWN TO BE FINANCIALLY REWARDING MAJOR FOR LAWYERS;</p> <p>DIFFERENCES BETWEEN MAJOR EARNINGS;</p> <p>ECONOMICS AS A MAJOR FOR FUTURE LAWYERS;</p>
Brian Simpson, Maria Murphy	2016	Taylor & Francis Online	Journal article	1/18/2016	Technological challenges and opportunities: the future of law	Information & Communications Technology Law, Volume 25, 2016; Issue 1: Technological challenges and opportunities: The Future of Law	http://www.tandfonline.com/sage/ufi/10.1080/13600834.2015.1134145	August 2, 2017	Technological advances and its effects on law	What are the main challenges and opportunities of law regarding technology	Analysis of previous related articles by Maria Helen Murphy, Julia Shaw and Hillary Shaw, Brian Simpson, and Kimberley Barkley	<p>ALGORITHMS MAKE DECISIONS; algorithms make decisions that affect citizens;</p> <p>LEGAL DISRUPTION; disruption as a strategy of powerful companies;</p> <p>EXPANSION OF INTERNET; expansion of internet transforming the internet of things into the internet of everything;</p> <p>REGULATION OF TECHNOLOGY; regulation of technology has an impact on society that must be considered because much regulation exists and often influences how technologies are developed and deployed</p>

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/Ojectives	Methodology	Drivers of Change
Joshua Schoonmaker	2016	Taylor & Francis Online	Journal article		Proactive privacy for a driverless age	Information & Communications Technology Law, Volume 25, 2016; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.1080/17579961.2016.1184456?src=recsys	August 8, 2017	Technological advances on privacy	an early assessment of an area of concern (privacy) that is growing as rapidly as are autonomous vehicles	Analysis	GAP BETWEEN LEGAL PRACTICE AND EDUCATION; dialogue and interplay (between legal practice and education) isn't happening at the level it should. LEGAL EDUCATION FRAMEWORK NOT FIT FOR PURPOSE; the current framework for legal education and training was "simply not fit for purpose" CHANGING ENVIRONMENT; Improvements can always be made, not least in a changing environment, and our legal environment is certainly a changing one at present.
Graeme Laurie; Shawn HE Harmon; Fabiana Arzuaga	2012	Taylor & Francis Online	Journal article		Foresighting Futures: Law, New Technologies, and the Challenges of Regulating for Uncertainty	Law, Innovation and Technology, Volume 4, 2012; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.1080/17579961.2012.6650626	August 8, 2017	Law and technological advances	How can we better regulate in the emerging socio-technological setting	The paper is divided into four parts. Part I considers the evolution and uses of foresighting techniques in the context of technological innovation. Part II mounts a defence of foresighting in the legal context. Part III offers an entirely novel framework to carry out legal foresighting. Part IV considers how foresighting might work in practice.	NEW TECHNOLOGIES DESTABILISE NORMS; new technologies in the informational fields destabilise many social and legal norms; SOCIETY NOT READY FOR TECHNOLOGY; society is not prepared to confront concerns around technology in an early, explicit or effective manner;
Lyria Bennet Moses	2014	Taylor & Francis Online	Journal article		Ideas for Technology "Governance"	Law, Innovation and Technology, Volume 7, 2015; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5235/17579961.6.2.326?src=recsys	August 8, 2017	Ideas for Technology 'Governance'	Discuss the rationale behind the book [Gary E Marchant, Kenneth W Abbott and Braden Allenby (eds), Innovative Governance Models for Emerging Technologies	Book review	POOR LEGAL QUALITY IN INDONESIA; the legal quality of the law is poor and the broader institutional and political environment is not conducive to its enforcement. Overall, the law aims beyond the capacity of the current political and legal system. Ironically, in order for society to gain greater leverage in politics, state capacity must increase as well.
Anna Butenko, Pierre Larouche	2015	Taylor & Francis Online	Journal article		Regulation for innovativeness or regulation of innovation?	Law, Innovation and Technology, Volume 6, 2014; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5235/17579961.2015.1052643?src=recsys	August 8, 2017	Literature on innovation and law	Unify the literature on innovation and law	After a brief section dedicated to definitional issues, the paper discusses the central issue of each of these two lines of literature, in the light of the other line. Law and economics is concerned primarily with the effect of regulation on innovation (regulation for innovation), whereas law and technology focuses on how to regulate innovation (innovation as a regulatory target). Avenues for further research are presented in the conclusion.	GAP BETWEEN INNOVATION AND LAW; The legal literature concerning the interplay between innovation and law is split between two streams: law and economics (broadly defined) and law and technology. They seem to exist in parallel and largely non-intersecting inter-disciplinary silos. This paper attempts to reconcile these two streams and identify synergies. LACK OF CONSENSUS IN THE ACADEMIC LITERATURE; lack of consensus in the academic literature on innovation on how to foster it; DIFFERENT LINES OF LITERATURE AND INNOVATION; different lines of literature on how to foster innovation
Lyria Bennet Moses	2013	Taylor & Francis Online	Journal article		How to Think about Law, Regulation and Technology: problems with 'Technology' as a Regulatory Target	Law, Innovation and Technology, Volume 5, 2013; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5235/17579961.5.1.1?src=recsys	August 8, 2017	Technology and its regulation	The regulatory regulation is not the best lens for considering the kinds of issues raised by new technologies	Analysis	NEW SPECIALTIES TO BE BORN; as new inventions and new industries are developed, lawyers and scholars examine their legal implications, this causes new specialties to be born, while others wither; LARGE NUMBER OF JOURNALS; large number of journals publish articles at the law/technology interface
Roger Brownsword, Han Somsen	2009	Taylor & Francis Online	Journal article		Law, Innovation and Technology: Before We Fast Forward—A Forum for Debate	Law, Innovation and Technology, Volume 1, 2009; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.1080/17579961.2009.11428364?src=recsys	August 8, 2017	Law innovation	the regulatory environment will support and prioritise technological innovation that promises to strengthen the conditions that are essential for human social existence, and it will guard effectively against the abuse of and inherent risks presented by particular lines of technological development	Conceptual	SYNERGY BETWEEN TECHNOLOGY AND LAW; we wish to offer the floor to those who have ideas about how law might engage more productively with technological innovation, whether by more imaginative application of legal and regulatory resources, or by developing synergies between legal and technological instruments of regulation, or by improving institutional arrangements that shape the regulatory environment. APPLICATIONS OF EMERGING TECHNOLOGIES; wherever we look in the sectors that are critical for human social existence—whether concerning the environment, food, health, or security—we see novel applications of emerging technologies PRIORITISE TECHNOLOGICAL INNOVATION; In the best of all worlds, the regulatory environment will support and prioritise technological innovation that promises to strengthen the conditions that are essential for human social existence, and it will guard effectively against the abuse of and inherent risks presented by particular lines of technological development
Deryck Beylveid, Roger Brownsword	2012	Taylor & Francis Online	Journal article		Emerging Technologies, Extreme Uncertainty, and the Principle of Rational Precautionary Reasoning	Law, Innovation and Technology, Volume 5, 2013; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5235/17579961.2012.6650644?src=recsys	August 8, 2017	Technology future	Emerging technologies give rise to two kinds of concern: one is that the application of a particular technology might present risks to human health and safety, or to the environment and the other is that the technology might be applied in ways that are harmful to moral interests. In such a context, how should regulators respond to calls for action?	Conceptual	TECHNOLOGY RISK TO HUMAN HEALTH AND SAFETY; the application of a particular technology might present risks to human health and safety, or to the environment (as is the case, for example, with much of the concern about both synthetic biology and nanotechnologies) TECHNOLOGY MIGHT BE HARMFUL TO MORAL INTERESTS; the technology might be applied in ways that are harmful to moral interests (as is the case with much human biotechnology and neurotechnologies, as well as with information technologies where interests in privacy and confidentiality, and the like, are recurrent concerns) REASONABLE APPROACH BY REGULATORS; regulators should strive to maintain a responsible and rational approach
Alessandra Malerba & Laura Massocchi	2014	Taylor & Francis Online	Journal article		The 'Law & Science Young Scholars Informal Symposium' 2012: Young Researchers Help to Shape the Future of Law	Law, Innovation and Technology, Volume 6, 2014; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5235/17579961.6.1.94	August 2, 2017	Evolution of Law	Shaping the future of Law	Analysis of different research works about the role of law in the future	RELATIONSHIP BETWEEN NEUROSCIENCE AND LAW; there is a relationship between neuroscience and law, by the increasing use of neuro-scientific evidence in courts, both by prosecution and defence; LAW SCIENCE CHALLENGES; science challenges law and legal professionals by opening the debate on many issues (eg the possibility of admitting neuro-scientific evidence in criminal trials) SCIENTIFIC AND TECHNOLOGICAL ADVANCES; several scientific and technological advances somehow require law to intervene and regulate them in order to protect citizens from abuse or misuse;
Roger Brownsword	2014	Taylor & Francis Online	Journal article		Regulating Code: Good Governance and Better Regulation in the Information Age	Law, Innovation and Technology, Volume 6, 2014; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.5235/17579961.6.1.143?src=recsys	August 8, 2017	Regulation of the Internet	How should the technologies that underpin the internet (that is, 'code') be regulated so that their development, features and application are in the public interest?	Book review	ROLE OF TECHNOLOGIES; it is not sufficient for the technologies in question to serve economic objectives (whether expressed in terms of innovation or consumer welfare); they must also be compatible with human rights (particularly with privacy, data protection and freedom of expression). ATTEMPTS TO CONTROL THE ONLINE ENVIRONMENT; attempts to 'control the online environment, whether exercised by code, government, self-regulatory standards, or private actors'; SECURITY CONCERNS; there is a pervasive concern with 'security' (against rogue states, bad people, and malware) which threatens to overwhelm the public interest agenda; SELF-REGULATION; self-regulation has had limited success in delivering genuinely public goods. In some areas—for example, data protection and network neutrality—European regulators have acted as a counterweight for the public interest (against private interests); but, in the case of copyright, we find 'blunt code regulation imposed following government capture by concentrated industries, which has seen a distortion of the aims of copyright law, the sweeping aside of delicate social balances protecting disadvantaged groups, and forum shifting. OPPORTUNITIES OF INTERNET TECHNOLOGIES; Internet technologies represent an opportunity for the expansion of our options but, at the same time, as we rush to colonise our many new online worlds, we leave ourselves open to powerful political and commercial interests—even to personal abuse (especially when the context is one of anonymity);

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Morag Goodwin	2015	Taylor & Francis Online	Journal article		New technologies and human rights challenges to regulation	Law, Innovation and Technology Volume 7, 2015; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/17579961.2015.1052644?src=recsys	August 8, 2017	New technologies and human rights	Explore the relationship between technology regulation and human rights	Book review	TECHNOLOGY, GLOBALIZATION AND THE GLOBAL SOUTH; technology is seen to 'move' globally and the role typically assigned to the Global South as a 'grateful receiver' of technologies; RIGHT TO DEVELOPMENT; the failure of the right to development to provide developing countries with access to global technology streams means that we should focus on competition law within developing countries; PATENT LAW; importance of patent law in promoting the development of nanotechnologies;
Roger Brownsword	2016	Taylor & Francis Online	Journal article		Technological management and the Rule of Law	Law, Innovation and Technology Volume 8, 2016; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/17579961.2016.1161891?src=recsys	August 8, 2017	Technological management and the Rule of Law	Whether, and if so how, the Rule of Law together with the Fullerian principles of legality might be applied to a regulatory environment that is technologically managed rather than rulebased	Conceptual	NEED FOR NEW BUSINESS STRUCTURES; lawyers should take an interest in the use of 'technological management'. I have suggested that the idea of the 'regulatory environment', comprising both a normative (rule-based) and non-normative (technologically managed) dimension, will serve to frame juristic inquiries related to this phenomenon; CHALLENGES OF MODERN LAW; the 'challenge facing modern law is to reinvent itself in an environment of pre-emptive computing without giving up on the core achievements of the Rule of Law'; INSTRUMENTAL REASONING; because technologically managed environments are designed to guarantee that the regulatory purposes are achieved, they are the perfect example of instrumentalist reasoning; if pure instrumentalism (in the sense of treating persons as mere objects) is incompatible with the Rule of Law, technological management may be necessary in tension with the values and virtues of the Rule of Law;
Gabriel Garcia	2015	Taylor & Francis Online	Journal article		The rise of the Global South, the IMF and the Future of Law and Development	Third World Quarterly	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/01436597.2015.1108626	August 2, 2017	The new reality of the Global South and the IMF	What are the strategies implemented by developing countries in order to reduce their dependence on IMF financial assistance?	Critical review by assessing the strategies deployed by developing countries to reduce the IMF's influence, and exploring the potential consequences of the rise of middle-income nations for Law and Development	REDUCE IMF FINANCIAL ASSISTANCE; emerging economies have implemented diverse strategies to reduce their dependency on IMF (International Monetary Fund) financial assistance, are no longer the needy clients of the IMF; EMERGING ECONOMIES INFLUENCE; emerging economies now seek greater influence in the global financial order questions arise as to the consequences of this re-accommodation for the IMF and whether the rising contribution of developing countries to the global economy will be reflected in the practice of Law and Development;
Nadeshda Purtova	2013	Taylor & Francis Online	Journal article		Who decides on the future of data protection? Role of law firms in shaping European data protection regime	International Review of Law, Computers & Technology Volume 28, 2014; Issue 2: The future of data protection: collapse or revival?	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600869.2013.801591	August 2, 2017	Data protection and the role of law firms	The EU data protection sector is prone to such influence as it is by definition transnational and, at some technical and some core points, inadequate to reflect the real data processing practices and therefore is entrenched with uncertainty	Research into politics of data protection in Europe	EVOLUTION OF THE DATA PROTECTION; evolution of the data protection caused by rapid changes in information technologies and practices; GREATER ACTIVITY IN DATA PROTECTION; law firms active in the field of EU data protection display the same methods and patterns of operation as the law firms that have demonstrably participated in the rule-setting elsewhere: expertise, reputation, and transnational operation; DATA PROTECTION SECTOR INFLUENCE; EU data protection sector is prone to the influence of elite law firms in EU as it is, by definition, transnational and, at some technical and some core points, inadequate to reflect the real data processing practices and therefore is entrenched with uncertainty;
Jeanne Pia Mifsud Bonnici	2014	Taylor & Francis Online	Journal article		Exploring the non-absolute nature of the right to data protection: collapse or revival?	International Review of Law, Computers & Technology Volume 29, 2014; Issue 2: The future of data protection: collapse or revival?	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600869.2013.801597	August 8, 2017	The evolution of the data protection	The understanding of the right to data protection has evolved since its first formulation in the Charter. There is a subtle and gradual evolution of the close relationship with the right to private and family life.	Study of five aspects that can be seen as setting boundaries to the otherwise absolute nature of the right to data protection: (a) consideration of the function of the right to data protection in society; (b) positive delimitations of the right; (c) limitations on the right provided for in Article 52 of the Charter; (d) close connections with Article 7 of the Charter and Article 8 ECHR; and (e) the detailed provisions in current data protection secondary legislation and the future data protection regulation framework	RIGHT OF THE PROTECTION OF PERSONAL DATA; in two recent judgements, the Court of Justice of the European Union stated that "The right to the protection of personal data is not an absolute right; LEGISLATION ON DATA PROTECTION; in the case of other fundamental rights, secondary legislation was developed on the basis of the right declared in primary legislation. Secondary legislation on data protection (e.g. Directive 95/46/EC) precedes the actual recognition of the right to data protection, causing that by relying on existing legislation and the existing interpretation of the right to private life, the CJEU has not yet focused on the possibly autonomous characteristics of the right to data protection as formulated in Article 8 of the Charter; LEGISLATION ON DATA PROTECTION; data protection secondary legislation has a dual nature, on the one hand to give flesh, as it were, to the rights in Articles 8 and 7 of the Charter and of Article 8 ECHR. On the other hand it may also be the basis upon which an infringement to the rights may be justified
Eleni Kosta	2014	Taylor & Francis Online	Journal article		The future of data protection: collapse or revival?	International Review of Law, Computers & Technology Volume 29, 2014; Issue 2: The future of data protection: collapse or revival?	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600869.2013.857820?src=recsys	August 8, 2017	European data protection	Tackle challenging data protection issues from different perspectives	Editorial review	DATA FACES TECHNOLOGICAL DEVELOPMENTS; The 25th of January 2012 is a date to be remembered in the history of data protection. It is the date when the European Commission published its proposal for a draft General Data Protection Regulation (GDPR) that would replace the Data Protection Directive, and so brought data protection into the spotlight. The draft GDPR aims at tackling the challenges that the protection of personal data faces due to technological developments. DATA PROTECTION AND PRIVACY; The development of the data protection framework in Europe gave rise to discussions on the nature of data protection as a fundamental right and its relation to the right to privacy. DATA PROTECTION LANDSCAPE EVOLUTION; The authors managed, successfully we hope, to illustrate that the European data protection landscape is evolving, bringing with it promise and peril. At this moment, Europe has the opportunity to make changes that will affect the future of data protection. Will data protection manage to cope with the challenges brought by technology or is the end of data protection approaching?
Rebecca Wong	2012	Taylor & Francis Online	Journal article		The Data Protection Directive 95/46/EC: Ideals and realisms in Cyberlaw	International Review of Law, Computers & Technology Volume 26, 2012; Issue 2-3: Current Developments in Cyberlaw	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600869.2012.698453?src=recsys	August 8, 2017	The Data Protection Directive 95/46/EC	Have the changes addressed the main areas of concern that have been the focus of much discussion?	Conceptual	ISSUES SURROUNDING THE INTERPRETATION OF LEGAL CONCEPTS; there are still outstanding issues surrounding the interpretation of legal concepts by national courts and national Data Protection Authorities on whether the national laws have fully implemented the Directive; ISSUES THE DATA PROTECTION DIRECTIVE HAD TO DEAL WITH; The Data Protection Directive was originally passed to deal with the processing of personal information held in large computerised databases and, among the changes, it introduced new concepts of 'data controller' and 'data processor'; CHALLENGES TO THE DATA PROTECTION DIRECTIVE; there will be opaque areas over the application of the forthcoming Directive to issues such as behavioural advertising and cloud computing and the limits in which this can be applied. If the Directive is to be applied in the most cohesive way, the application ought to be applied in the most 'realistic' manner by Data Protection Authorities (through the use of their discretion) recognising the balance between, on the one hand, protecting individuals' personal information and, on the other hand, organisations' role in ensuring data security of individuals; the application should be given a fluid interpretation so that the definitions are not applied so narrowly or restrictively to data controllers;
Gloria González Fuster, Raphaël Gellert	2012	Taylor & Francis Online	Journal article		The fundamental right of data protection in the European Union: in search of an uncharted right	International Review of Law, Computers & Technology Volume 26, 2012; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600869.2012.646798?src=recsys	August 8, 2017	The fundamental right of data protection in the European Union	Place of the right to the protection of personal data within the global architecture of the Charter, but also the relationship between this new fundamental right and the already existing instruments;	Case analysis	THE RIGHT TO DATA PROTECTION; the right to the protection of personal data is formally configured as an autonomous fundamental right of the European Union; As the advent of the EU Charter rendered increasingly untenable the idea that the protection of personal data is only a constituent of the right to privacy, the Court progressively moved towards accepting that personal data protection is a right on its own, but only to describe it as 'closely connected' to the right to privacy PRIVACY THINKING; 'Privacy thinking', nonetheless, has also manifested itself in how the EU Court of Justice is undertaking the very construction of the right to the personal data protection as a sui generis or unique right; SOURCES OF CONCERN; a source of concern is the possibly misleading impact of the treatment in the Charter of all fundamental rights as similar or corresponding rights, by making them equally subject to the same general provisions describing possible interferences through a common lens;
Bert Jaap Koops, Ronald Leenes	2014	Taylor & Francis Online	Journal article		Privacy regulation cannot be hard-coded. A critical comment on the 'privacy by design' provision in data-protection law	International Review of Law, Computers & Technology Volume 29, 2014; Issue 2: The future of data protection: collapse or revival?	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600869.2013.801589?src=recsys	August 8, 2017	Privacy by design	What the proposed legal obligation for 'privacy by design' implies in practice for online businesses	Conceptual	PRIVACY BY DESIGN; 'Privacy by design' is an increasingly popular paradigm. It is the principle or concept that privacy should be promoted as a default setting of every new ICT system and should be built into systems from the design stage. The draft General Data Protection Regulation embraces 'privacy by design' without detailing how it can or should be applied. DATA PROTECTION; This provision intends to implement a general concept that information systems be designed in such a way that privacy and data protection rules are automatically enforced as much as possible and that default settings should be adopted that restrict data collection, storage and sharing to the absolute minimum that is necessary for achieving the specified purposes of the system. DATA PROCESSING SYSTEMS; Ultimately, fostering the right mindset of those responsible for developing and running data processing systems may prove to be much more productive than trying to achieve rule compliance by techno-regulation.
Alison (Lu) Xu	2017	Taylor & Francis Online	Journal article		Chinese judicial justice on the cloud: a future call or a Pandora's box? An analysis of the 'Intelligent court system' of China	Information & Communications Technology Law Volume 25, 2017; Issue 1: Disrupting Technology, Disruptive Norms: The role of Law in a Digital World	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2017.1269873	August 2, 2017	The Chinese judicial reform	What are the potential adverse effects of the e-court system?	Examination of the two different models introduced for the pilot e-court system	TECHNOLOGY IN THE PROCESS OF JUDICIAL REFORM; incorporation of information and communication technology as part of the process of Chinese judicial reform; INTELLIGENT COURT SYSTEM; launch of the 'Intelligent court system' with the most up-to-date modern technology that aims to reshape case resolution procedure by way of moving the legal process online;

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Maria Eduarda Golçalves	2017	Taylor & Francis Online	Journal article		The EU data protection reform and the challenges of big data: remaining uncertainties and ways forward	Information & Communications Technology Law, Volume 26, 2017; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2017.1295838?src=recsys	August 8, 2017	The EU data protection reform and its challenges	The current risk-based approach of the new data protection enforcement model should be reappraised in consideration of regulatory experiences in other domains	Analysis of the risks of the new enforcement model of data protection	REGULATION OF PROCESSING PERSONAL DATA; regulation (EU) on the protection of natural persons with regard to the processing of personal data and on the free movement of such data were published in May 2016, to be applicable as of Spring 2018; SAFEGUARD DATA PROTECTION PRINCIPLES; a closer examination of the new Regulation raises scepticism about its ability to fully safeguard data protection principles and rights in the face of evolving technologies such as those underlying so-called big data; BIG DATA TECHNOLOGIES; technological possibilities opened up by big data technologies seemingly challenge key data protection principles, which the Regulation reaffirms, namely prior consent, purpose limitation and data minimisation;
Brian Simpson	2017	Taylor & Francis Online	Journal article		Special issue: disrupting technology, disruptive norms: the role of law in a digital world	Information & Communications Technology Law, Volume 26, 2017; Issue 1: Disrupting Technology, Disruptive Norms: The role of Law in a Digital World	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2017.1269868?src=recsys	August 8, 2017	Challenges in law in a digital world	What is the role of law in a world where the influence of digital technologies is increasing	Analysis of different articles about different examples of technological disruption	DIGITAL TECHNOLOGY; digital technology is recasting the meaning of both public and private life through a discussion of what it means to be 'private in public' and what having 'a reasonable expectation of privacy' actually means in a digital world where almost everyone is watching and recording everyone else; DRIVERLESS VEHICLES; logging of journeys which driverless vehicles depend on to locate routes, passengers and time on the road, also means that the anonymous journey will be a thing of the past; LIABILITY OF ACCIDENTS IN DRIVERLESS VEHICLES; a legal problem created by the driverless car is the matter of liability when accidents do occur. At a simple level, if there is no driver then who should be held liable for such accidents?;
Kanchana Kariyawasam, Shaun Wigley	2017	Taylor & Francis Online	Journal article		Online shopping, misleading advertising and consumer protection	Information & Communications Technology Law, Volume 26, 2017; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2017.1289835?src=recsys	August 8, 2017	Online shopping and challenges in its regulation	What are the challenges in terms of the scope of consumer protection in online shopping?	Examination of the nature and extent of misleading and deceptive online advertising and analysis of the degree to which common law and legislation have evolved to deal with false, deceptive or misleading advertising on the Internet	INTERNET SHOPPING REVOLUTION; internet shopping has revolutionised the buying and selling of products and services, enabling customers to select and import items – many of which are not available through local shop fronts – directly from vendors around the world with the click of a button, and often at a reduced price; ONLINE ADVERTISING GROWTH; online advertising has grown rapidly as consumers have shifted their attention online: people read online advertisements differently from printed ads – skim, scroll, click-through and pop-ups and 'agree' forward movers – so people read them more quickly and less comprehensively; REGULATION OF ONLINE ADVERTISING AND MARKETING; regulation of online advertising and marketing is relatively new and it has presented the law with numerous challenges in terms of the scope of consumer protection, because there are uncertainties and gaps in applying existing consumer protection laws which were originally developed for conventional advertising mediums to online advertising
Bruce A. Green	2012	Taylor & Francis Online	Journal article		The flood of US lawyers: the natural fluctuation or professional climate change?	International Journal of the Legal Profession, Volume 19, 2012; Issue 2-3: "Too many lawyers?"	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695958.2013.771122	August 2, 2017	The role of US courts in controlling the amount of lawyers	How US courts, which regulate the legal profession, should respond to the perceived excess of lawyers	It begins by summarizing the courts' regulatory role. It then situates the contemporary problem in the unavailability of well-paid legal work, not in the absence of a need for lawyers' services; many people need lawyers, but they cannot afford them. Next, the paper explores whether the problem is simply a product of natural economic fluctuation which will be solved naturally. Finally, the paper explores possible regulatory solutions	TOO MANY LAWYERS IN THE US; there are too many lawyers in the US, meaning that US lawyers are competing for too few paying clients and too few jobs that require or utilize a law license; REDUCTION OF CLIENTS ABLE TO AFFORD LAWYERS; economic stagnation, technology, and global competition (including outsourcing) have reduced the need for US lawyers among clients who can afford legal services; regulation of the bar in the United States is principally in the hands of state judiciaries; GAP BETWEEN THEORETICAL AND PRACTICE LAW; the gap has grown between the abilities of newly admitted lawyers and the necessary skills and knowledge to practice law;
Richard L. Abel	2012	Taylor & Francis Online	Journal article		What does and should influence the number of lawyers?	International Journal of the Legal Profession, Volume 19, 2012; Issue 2-3: "Too many lawyers?"	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695958.2012.783998?src=recsys	August 8, 2017	Control of the amount of lawyers	What does and should influence the number of lawyers?	Analysis on how to influence the number of lawyers through the examination of different theories	GLOBAL RECESSION; law school enrolments failed to respond quickly to the global recession; UNCERTAINTY ABOUT THE FUTURE OF GLOBAL ECONOMY; legal professions in many countries worry that their numbers are increasing in the face of great uncertainty about the future of the global economy; EVOLUTION OF FORMAL EDUCATION; formal education did not become the dominant entry path for American lawyers until the early decades of the twentieth century, no formal law education was required for lawyers in the United States until the twentieth century; LAW AS A DEGREE; law is a graduate degree in the US, Canada, and increasingly Australia and Japan. In the rest of the world, however, it is a first degree, whose length varies from three years in the UK to often twice as long in the civil law world
Herbert M. Kritzer	2012	Taylor & Francis Online	Journal article	global	It's the law schools stupid! Explaining the continuing increase in the number of lawyers	International Journal of the Legal Profession, Volume 19, 2012; Issue 2-3: "Too many lawyers?"	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695958.2013.782307?src=recsys	8 August, 2017	Control of the amount of lawyers	While the profession may have an incentive to control the 'production of producers', the educational institutions do supply education and training, and not share this incentive	The article seeks to draw out the implications of the institutional incentives, both with regard to how the institutions operate to supply education and training, and with regard to the impact on the demand for the education and training the institutions provide	INCREASE IN THE NUMBER OF LEGAL PROFESSIONALS; many countries around the world have experienced sharp increases in the number of legal professionals over the last 40-50 years; CONTRADICTORY INCENTIVES TO CONTROL THE PRODUCTION OF PRODUCES (THE PROFESSION VS THE UNIVERSITY); while the profession has an incentive to 'control the production of producers', the universities generally have no such incentive; SHIFT IN CONTROL OF THE PROFESSION TO THE EDUCATIONAL ESTABLISHMENT; Given the shift in control from the profession to the educational establishment, those educational institutions have played a central role in the continuing growth in the number of law graduates and lawyers; INCREASED SUPPLY OF LEGAL EDUCATION; DEMAND DRIVEN: Some of the increased number of places for students to study law reflect demand driven by demographics. Two factors that stand out are the number of persons of the right age to start such studies (i.e. the post-war baby boom) and the opening of educational and professional opportunities to women; OPTIMISM BIAS; While growth of the legal profession may slow, optimism bias means that the growth in the number of lawyers is likely to continue in the absence of externally imposed controls
Eyal Katvan, Carole Silver, Neta Ziv	2012	Taylor & Francis Online	Journal article		Too many lawyers?	International Journal of the Legal Profession, Volume 19, 2012; Issue 2-3: "Too many lawyers?"	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695958.2013.783992?src=recsys	August 8, 2017	Control of the amount of lawyers	There are not too many lawyers, nor too much legal education. Instead we should think about what legal education is 'good' for (what should those with a legal education do?), including problem solving, dispute resolution and realization of the legal services for those underserved	The paper looks at how other professions (business consulting and architecture) have reformed themselves for new conditions of work – with varying supply and demand changes in their relevant fields. The paper also discusses implications for legal education of a broader conception of what lawyers learn and do	OVERSUPPLY OF LAWYERS AND LAW STUDENTS WORLDWIDE; A variety of social and economic developments in the last decade or so have resulted in claims, in many countries, that there are 'too many lawyers' and in many countries 'too many law students'; INCREASED ROLE OF NON-LAWYERS IN SOLVING CONSUMERS' LEGAL PROBLEMS; SELF-HELP: poor and moderate income individuals most often seek other 'non-lawyers' to help them solve 'legal' problems, low and moderate income individuals have either learned to use other resources or don't understand or want legal professionals to take on their problems; First, law study may be an entry 'portal' into a large number of other kinds of work – business, politics (either as a candidate or in the new profession of political consulting), policy work, government (non- or quasi-legal work), NGO advocacy in both legal and non-legal settings, community, labor or other interest group organizing work, 4 creative work (start-ups of many kinds, including scientific, educational, economic and entertainment), real estate work, education (teaching others about the law, whether lay people or other law students), deal making and social entrepreneur-ship, and peacework (whether legal mediation or non-legal international or domestic). With some knowledge of the law all of these jobs and others we cannot even imagine the moment are likely to be performed with a better sense of justice, equity, logic and rule-based accountability. 45 Second, if there are 'too' many or just 'many' lawyers, maybe some reallocation might actually provide for some better distribution of lawyers to those who are currently underserved. If the legal profession were subject to regular market forces, an oversupply of lawyers should lead to a lowering of price and to reallocation of services. How efficient and sensitive the legal profession is continues to elude many of us, though judging from the radio advertising I am hearing in my community (the greater Los Angeles-Orange County area) there are price flexibility and new services (mortgage renegotiation) being offered to the general public. It is probably time for a new study of small firm practice and adjustments to the current economic climate in a variety of different legal markets. The recession may not just eliminate jobs, it might restructure them and shift them to other sectors. Third, perhaps if 'too' many lawyers are trained in the same way there might be some competition or reconfiguration of how legal education is delivered. Though I am a bit of a skeptic on this front as a faculty member of a brand new law school that promised to be different and is rapidly conforming to a conventional American 'elite' and conformist model, some schools are offering more diversified legal education with the hope of making more 'practice-ready' lawyers or training lawyers to do different things. Perhaps it is time to return to the ill-fated Reed Report on legal education (Reed, 1921) and recognize that American legal education might be diver- sified, sectored and specialized (Tamanaha, 2012). Fourth, somewhat use law study to change the legal problem solving where, in the words of my 'other' law school (Georgetown), "law is the means, justice is the end." 46 Entrepreneurial (socially, legally and economically) new lawyers might just adapt, reconfigure and recover the work that lawyers do and see that there is more that people with legal education can do, not just for personal gain, but for the global society in which we live. With other ways to practice law (more conflict resolu- tion, more diversity of the individual and organizational client base, with different forms of practice, and more sites and locations of legal issues, some policy-based, some law-making, some dispute resolving), there should be both more and different work for those who call themselves lawyers. The question then might be, not 'are there too many lawyers?', but are lawyers being socially pro- ductive and what are they doing? There is no one 'right' way to practice law, as there most certainly is no one way to achieve social justice (Ben, 2009). If clients were asked what they wanted lawyers for would we have different answers to the ques- tion of whether there are too many lawyers and what they should do with their legal knowledge?
Lyria Bennett Moses	2011	Taylor & Francis Online	Journal article		Agents of Change: How the Law "Copies" with Technological Change	Griffith Law Review, Volume 20, 2011; Issue 4	http://www.tandfonline.com/sare.upf.edu/doi/abs/10.1080/10383441.2011.10864720	August 2, 2017	Role of Law toward technological change	Survey the landscape in order to understand better how Australia has dealt with both technological 'crises' and the more mundane process of ensuring that legal rules operate sensibly and predictably in an evolving technological environment	Exploration of the gaps in Australia's current mechanisms for ensuring law 'keeps up' with technology	TECHNOLOGY RISE NEW POSSIBILITIES; LAW SOLVING OLD PROBLEMSAs technology gives rise to new possibilities, and people engage in new forms of conduct, the law continues to be directed to solving old problems and is unable to 'keep up' with the modern world; DIFFERENT TECHNOLOGIES SPANNED NEW LEGAL SPECIALITIES; nanotechnology, biotechnology, robotics, information and communications technologies, and applied cognitive science, have spanned new legal specialties
Li Xueyao, Cheng Jinhua	2013	Taylor & Francis Online	Journal article		Structural Constraints on Legal Change: Chinese Lawyers in the Interaction between the State, the Market and Society	Social Sciences in China, Volume 34, 2013; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/02529203.2013.760717	August 2, 2017	Role of Chinese lawyers in the interaction between the State, the market and society	Construct a new theoretical framework that treats the will of the state as one of the major variables bearing on changes in the society	Employment of quantitative data and empirical methods to explore the multiple dynamic impacts of the state, the market and society on the Chinese legal system	FATE OF LEGAL PROFESSION DECIDED BY THE STATE; the fate of the Chinese legal profession has been decided by the will of the state, lawyers have flocked back to the official system through various routes in search of political protection; CHINESE LEGAL CHANGE EVOLUTION; Chinese legal change has evolved from being entirely state-led to being subject to the structural constraints constituted jointly by the state, the market and social forces since reform and opening up; CHINESE LEGAL PROFESSION GAINING POWER; the Chinese state's power to intervene in the market and society has been declining, the legal profession itself has also separated slowly from the state, growing into a sub-domain with considerable power
Ding Chen, Simon Deakin, Mathias Siems, Boya Wang	2016	Taylor & Francis Online	Journal article		Law, trust and institutional change in China: evidence from qualitative fieldwork	Journal of Corporate Law Studies	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/14735970.2016.1270452	August 2, 2017		Illustrate the complexity of entrepreneurs and financial market actors	Interviews with lawyers, entrepreneurs and financial market actors	ABSENCE OF WESTERN NOTIONS OF LEGALITY IN CHINA; the absence of western notions of legality in China which is responsible for driving Chinese growth, by enabling business and government alike to act with a degree of flexibility which is not found in more developed industrial economies; INVESTOR PROTECTION AT LATE STAGE; CHINA; in China, legal rules providing investor protection emerged only at a later stage, after the rise of a broadly based investor class; RULES TO PROTECT INVESTOR'S INTEREST IN CHINA; in China there is no guarantee that rules will be made and implemented in a manner that adequately protects the interests of investors

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Hilary Sommerlad	2011	Taylor & Francis Online	Journal article	UK	The commercialisation of law and the enterprising legal practitioner: continuity and change	International Journal of the Legal Profession; Volume 18, 2011; Issue 1-2: Symposium in honour of William Twining	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695958.2011.619852	August 2, 2017	Evolution of the corporate law sector in the UK	Changes which the corporate law sector is currently undergoing	EMPIRICAL; QUALITATIVE DATA; Analysis of qualitative data on the recruitment practices of large commercial law firms and a reading of the trade press	LEGAL PROFESSIONALISM IN THE CORPORATE LEGAL SECTOR; despite new mode of organizational power and moral discourse of entrepreneurialism that has re-shaped the corporate legal sector, in practice the character of the contemporary corporate legal sector is a complex mix of the old and the new; NEW HRM PRACTICES; HRM practices are designed to produce a legal entrepreneur, who is gender, race and class neutral – in theory, the only characteristic of importance being the ability to generate business and meet targets. ENTREPRENEUR SKILLS; Professional services firms look for people who are willing to use initiative and go out there and do different things they have to show that they have dealt with something using a bit of creativity, bit of initiative, or demonstrate problem-solving skills; NEW MODE OF ORGANIZATIONAL POWER; the responsibility to develop a client base and meet targets is cascaded down to each employee, and has generally begun by the end of the training contract, corporate identity is thereby individualised through a reflective process in which the needs of the lawfirm are emphasised within individual thought as a means for achieving career success; DIVERSITY CLAIMS FROM OUTSIDERS; The discourses of meritocracy and diversity which underpin HRM practices have generated claims by outsiders to recognition, thereby threatening both the symbolic power and material status of existing elites, producing struggles around authorisation; BARRIERS TO DIVERSITY BASED ON TRADITION; However, lawyers' "consciousness of their prior development" and the resilience of the professor's "clan like culture" continue to build exclusion and homology into the fabric of the profession, while we have now moved to an age of legal entrepreneurialism, it continues to be contoured by the professor's traditional cultural practices of patronal networks based on patron-client relations, where obligation and affinity do not merely trump merit, but are actually taken as representing it, and where, expressions of archaic privilege (such as leisure activities) continue to constitute valuable cultural capital.
Iain Campbell, Sara Charlesworth	2012	Taylor & Francis Online	Journal article		Salaried lawyers and billable hours: a new perspective from the sociology of work	International Journal of the Legal Profession; Volume 19, 2012; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695958.2012.752151?src=recsys	August 8, 2017	Changes in the work of legal professionals	The billable hours system, which initially just a technique for billing clients, has been transformed into a tool for measuring and controlling the work of salaried solicitors, through setting of targets, close time recording, careful monitoring, and a supply set of sanctions	Interviews, results of secondary surveys and other data sources in order to describe the dominant working-time patterns	STRUCTURE CHANGES IN LEGAL MARKET SERVICES AND WORK ORGANISATIONS; changes in the structure of markets for legal services and in the structure of work organisations providing those legal services, including increased size, alterations in ownership, entry into global markets and the development of new management practices; INCREASE OF LEGAL PROFESSIONALS SALARIED; increase in the proportion of legal professionals who are salaried, that is employees rather than self-employed, and alterations in the way work is performed within law firm
Andrew Francis; Hilary Sommerlad	2009	Taylor & Francis Online	Journal article		Access to legal work experience and its role in the (re)production of legal professional identity	International Journal of the Legal Profession; Volume 16, 2009	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/0969595903204961?src=recsys	August 8, 2017	The changing solicitors' profession	Preliminary exploration of legal work experience	EMPIRICAL; It analyses data generated through collaboration with the Law Society in a survey of law firms. This is complemented by qualitative analysis of material obtained from firms' websites and discussion boards	occupational closure experienced by solicitors drawn from 'outsider' groups (especially women) has been extensively documented; growing importance of work experience as a gateway to the legal profession may be playing an increasingly significant role in the processes of exclusion and the reproduction of professional identity;
Linda Haller	2010	Taylor & Francis Online	Journal article		Professional discipline for incompetent lawyers – A systems theory perspective? Developments in the UK and Australia	International Journal of the Legal Profession; Volume 17, 2010; Issue 1: Legal Change on Legal Practitioners	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09695951003633762	August 2, 2017	Protection given to consumers of legal services	Despite the strong interventionist approach of Australian parliaments, the impact of the reforms may have been limited by the confused nature of the debate surrounding the reforms	Contrast of the legislative developments in the United Kingdom and Australia and use of preliminary statistical data from Australia to test the degree to which the reforms flowed through into the types of charges prosecuted and the sorts of orders made by disciplinary tribunals	INCREASE IN PROTECTION OF CONSUMERS OF LEGAL SERVICES; UK; AUSTRALIA; United Kingdom and Australia have looked for ways to increase the level of protection given to consumers of legal services; PATERNALISTIC VIEW OF THE BEST INTERESTS; lawyers often take a paternalistic view of the best interests of the client, see questions of character as central to their role, and resist attempts to redefine their role in light of modern notions that consumers of legal services might have a right to complain about the quality of services provided;
Adrienne Barnett	2017	Taylor & Francis Online	Journal article		Family law without lawyers – A systems theory perspective	Journal of Social Welfare and Family Law; Volume 39, 2017; Issue 2: The post-LASPO landscape: Challenges for family law	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/096949069.2017.1306355?src=recsys	August 8, 2017	Evolution of family law	The way in which family law is observed to operate without lawyers in many cases	Drawing on Luhmann's theory of autopoietic social systems	FAMILY LAWYERS IMPORTANCE; Family lawyers have a crucial role to play in constructing an environment amenable to decision-making by courts, by selectively excluding arguments, claims or 'facts' that clients may wish to put to the court, and constructing 'narratives from the chaos of events and acts'; courts only decide a very small number of cases that enter the environment of private family law, largely because of the role played by family lawyers in negotiating settlements; REACH AGREEMENT ON CONTACT; Lawyers utilise a range of approaches and strategies to encourage clients to reach agreement on contact, including both legal and non-legal forms of communication
Stephen Cobb	2013	Taylor & Francis Online	Journal article		Legal aid reform: its impact on family law	Journal of Social Welfare and Family Law; Volume 35, 2013; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/096949069.2013.774607?src=recsys	August 9, 2017	Impact of the legal aid reform on family law	Impact on the legal profession brought about by the legal aid reforms, together with the reduction in fees under the Family Advocacy Scheme	Look at the structural and constitutional changes brought about by the LASPO Act 2012, the impact on the Courts, and the removal of many cases from the 'scope' of public funding leading to the increase in the numbers of litigants in Person	VULNERABLE LEGAL AID BUDGET; at a time of significant economic crisis, the legal aid budget was bound to be vulnerable to public spending review; REMOVAL OF FAMILY LAW DISPUTE AREAS; removal of large areas of family law dispute (and consequently large numbers of people) from the scope of legal aid; SIMILARITY BETWEEN PRIVATE LAW DISPUTES AND STATUORY INTERVENTIONS; many families in private law disputes reflect a very similar profile to those who are subject to statutory interventions in public law cases, struggling on the lowest rung of the ladder until an incident or combination of factors coupled with a breakdown of co-operation and trust between the parents and professionals results in statutory intervention
Frederick Powell	2017	Taylor & Francis Online	Journal article		Structural Procedural Review: An Emerging Trend in Public Law	Judicial Review; Volume 22, 2017; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/10854681.2017.1307559	August 3, 2017	Trends in Public Law by the Court of Appeal (United Kingdom)	What consequences will the new form of procedural review at the public law have?	The first section explains what SPR is and how it operates. The second section identifies the key cases and how the relevant principles have developed through the case law. The third section evaluates how the courts may seek to modify SPR in the near future. The fourth and fifth sections discuss the practical requirements of bringing and responding to SPR cases	UNPRECEDENTED FORM OF PROCEDURAL REVIEW; UK; a recent series of rulings from the Court of Appeal (United Kingdom) reveal an unprecedented form of procedural review at public law. The essence of this innovation is that applicants have successfully reviewed the fairness of the structures and systems that give rise to administrative decisions; a more expansive set of procedural protections is now deemed necessary to cure residual unfairness and protect individual rights
Miroslava Scholten	2017	Taylor & Francis Online	Journal article		Mind the trend! Enforcement of EU law has been moving to 'Brussels'	Journal of European Public Policy; Volume 24, 2017; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/096949069.2017.1314538	August 3, 2017	European Union law enforcement	What enforcement strategies does the EU have? Which non-implementation problems can these strategies potentially address? What challenges do the EU's enforcement competences bring?	Analysis of relevant legal sources, official documents and multi-disciplinary literature	DIVISION BETWEEN REGULATORY AND ENFORCEMENT STAGES; EU; the traditional division between regulatory and enforcement stages of the policy cycle belonging to the EU and national levels has changed drastically in recent years; ENFORCEMENT AUTHORITIES GROWTH; the number of EU enforcement authorities has grown from one to seven; INCREASINGLY REGULATING DOMESTIC ENFORCEMENT; enforcement standards deriving from EU hard, soft and case law have been increasingly regulating domestic enforcement; DIRECT ENFORCEMENT EXPANSION; in recent years, the EU's competences in direct enforcement have expanded along with the proliferation of EEAs with direct enforcement powers;
Gerard Kelly	2015	Taylor & Francis Online	Journal article		The role of serendipity in legal education: a living curriculum perspective	The Law Teacher; Volume 49, 2015; Issue 3	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03050718.2015.1040297?src=recsys	August 8, 2017	Individual careers advice for law students	What are the main challenges for law students and advisers on individual careers advice?	Analysis	NEED FOR ALIGNMENT; the key to a successful career in law lies in alignment between the individual student, the course, the institution and its location; UNLIKELY TO RESOURCE CAREERS ADVICE; in the present financial climate it seems unlikely, given the pressures on public spending, that fresh money will be found to resource careers advice given the competition for spending within the educational sector
Zhao Jun	2017	Taylor & Francis Online	Journal article		International Rule of Law and Methodological Innovation	Social Sciences in China; Volume 38, 2017; Issue 3	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/02524203.2017.1339471	August 3, 2017	International rule of law	Make a theoretical guide about the practice of the international rule of law	Empirical and experimental research	RULE OF INTERNATIONAL LAW; impartial international legislation and effective legal practice require acceptance by the international community of the guiding concept of "the rule of international law"; CHINA ADJUSTING AND SHAPING INTERNATIONAL RULES; China is not only adjusting to existing international rules but also actively participating in the shaping of such rules;
Bernard McCloskey	2012	Taylor & Francis Online	Journal article		The contemporary dominance of environmental law	Commonwealth Law Bulletin; Volume 38, 2012; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03050718.2012.0747327?src=recsys	August 8, 2017	The dominance of environmental law	Factors of the rise of environmental law	Analysis	PLANNING AND ENVIRONMENTAL LEGISLATION IN THE UK; explosion of planning and environmental legislation in the United Kingdom during the past couple of decades; ENVIRONMENTAL PROTECTION LEGISLATION; Environmental protection legislation can feature in a number of judicial or quasi-judicial contexts; ENVIRONMENTAL PROTECTION INITIATIVES; the European Community developed certain environmental protection initiatives in various Directives

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Edwards Phillips, Sandra Clarke, Sarah Crofts, Angela Laycock	2010	Taylor & Francis Online	Journal article		Exceeding the boundaries of formative assessment: innovation and creativity in the law school	The Law Teacher; Volume 44, 2010; Issue 3: Assessment	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2010.529034	August 3, 2017	Innovation and creativity in Law school	The traditional 'coursework and examination' model of assessment in law school offers a largely inadequate mechanism for testing teaching regimes that are innovative and creative	Study on the existing literature to extract conclusions and set their own view	STIFLING EXAMINATION LAW SCHOOL METHOD; it has largely been accepted that the "death-by-final-examination" method is no longer fit for purpose in Law schools. Unfortunately, this has been replaced by an equally traditional "coursework and examination" model that is equally stifling; CREATIVE AND INNOVATIVE ASSESSMENT; creative and innovative assessment regimes are an essential component of the architecture of teaching and learning in the twenty-first century Law School
Magnus Eriksson	2017	Taylor & Francis Online	Journal article		The normativity of automated driving: a case study of embedding norms in technology	Information & Communications Technology Law; Volume 26, 2017; Issue 1: Disrupting Technology, Disruptive Norms: The role of Law in a Digital World	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2017.1269872	August 4, 2017	Normativity of automated driving	How the development of autonomous driving embeds legal norms in technology and how conceptions of law through technology, such as Lawrence Lessig's "Code is Law" are challenged by new technical developments	Case study following the DriveMe project in Gothenburg, Sweden, aiming to conduct a trial of self-driving cars on ordinary roads, including conducting interviews with engineers working on the project as well as representatives of the Swedish traffic authorities	EXPECTATIONS FOR AUTOMATED DRIVING; high expectations within industry, academia and government for realizing autonomous driving in the near future with the hopes that it will improve safety, efficiency and mobility within the traffic system; AUTOMATED DRIVING; automated driving arriving from many companies at the moment has partly to do with accessibility of technology components
Alexander Savelyev	2017	Taylor & Francis Online	Journal article		Contract law 2.0: 'Smart' contracts as the beginning of the end of classic contract law	Information & Communications Technology Law; Volume 26, 2017; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/13600834.2017.1301036?src=recsys	August 11, 2017	Evolution of contract law	What are the legal issues concerning Smart contracts	Analysis of legal issues associated with the application of existing contract law provisions to so-called Smart contracts	INNOVATIVE TECHNOLOGIES; innovative technologies which have produced a substantial impact on the new data-driven economy; BLOCKCHAIN TECHNOLOGIES; governments and companies all over the world are puzzling over the possible implementation of Blockchain technologies in many areas of life, not associated with the use of cryptocurrency; NEW BUSINESS MODELS AND TECHNOLOGIES; contract law is one of the most dynamically developed areas of law. It constantly evolves, responding to the appearance of new business models and technologies; UNIVERSITY AS A COMMERCIAL ENTERPRISE; although a university may once have credibly been described as a merely social enterprise, it is now undeniably also a commercial one. Competition for students is fierce; WEALTH OF AVAILABLE INFORMATION FOR APPLICANTS; applicants not only have a range of institutions and courses to choose from but, crucially, they have at their fingertips a wealth of previously unavailable information to help them make those choices; COST OF HIGHER EDUCATION; students now bear the vast majority of the cost of their higher education themselves
Alex Nicholson	2017	Taylor & Francis Online	Journal article		Research-informed teaching: a clinical approach	The Law Teacher; Volume 51, 2017; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2015.1073503?src=recsys	August 11, 2017	Research-informed teaching	Define research-informed teaching	Two case studies are considered	TRADITIONAL TEACHING METHODS; teaching methods traditionally used in undergraduate courses in law schools tend to reinforce habitual, and passive, behaviours by students in lectures; DIFFICULTY TO IMPLEMENT ACTIVE LEARNING TECHNIQUES; Active learning techniques can (wrongly) be seen as outlandishly innovative, difficult to implement and burdensome;
Rohan Havelock	2013	Taylor & Francis Online	Journal article		Law studies and active learning: friends not foes?	The Law Teacher; Volume 47, 2013; Issue 3	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2013.851338?src=recsys	August 12, 2017	Evolution of Law education	In an environment where transmission-based lectures are the norm, and students are anxious to absorb content in the (mis) belief that this holds the key to success, would they welcome active learning or resist it?	Empirical research	TRADITIONAL TEACHING METHODS; teaching methods traditionally used in undergraduate courses in law schools tend to reinforce habitual, and passive, behaviours by students in lectures; DIFFICULTY TO IMPLEMENT ACTIVE LEARNING TECHNIQUES; Active learning techniques can (wrongly) be seen as outlandishly innovative, difficult to implement and burdensome;
Maria J. Esteban-Ferrer, Jesús Tricás	2012	Taylor & Francis Online	Journal article	SPAIN	Applying QFD to strategic quality management in law firms	Total Quality & Business Excellence; Volume 23, 2012; Issue 11-12: Quality of Services	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/14783353.2012.704277	August 4, 2017	Strategic quality management in law firms	Propose a practical framework for strategic quality management in law firms by applying the quality function deployment (QFD) principles to integrate the voice of the client into the law firms' resource enhancement process	Exploratory study of the Catalan legal industry	CORPORATE LEGAL INDUSTRY TRANSFORMATION; Corporate legal industry is going through a major transformation which, combined with the recent economic crisis, has increased the complexity of this sector and created uncertainty in the decision-making process; NEW CLIENT DEMANDS AFTER THE RECESSION IN SPAIN; the recession beginning in 2007 brought about the end of a period of sustained growth in the Spanish legal market and is seemingly having an accelerator effect on the changes of this industry due to new client demands; KEY FEATURES CONCERNING THE OPERATION OF LAW FIRMS IN CATALUNYA, SPAIN; LAW FIRMS UNDERPERFORMANCE; If underperforming with regard to the most important service attributes for corporate clients, above all, the following: accessibility, responsiveness and good communication, 'ability to provide legal solutions from a business perspective' and 'reliability of the service (consistent quality)'. ATTITUDE, KNOWLEDGE AND SKILLS OF LAWYERS NOT ENOUGH FOR MARKET DIFFERENTIATION; 'the attitude of professionals', in the first place, followed by their 'knowledge and skills' are the most valuable strategic quality resources in this industry. However, it has also been revealed that these resources, jointly with the 'reputation of the professional', represent strengths for all the identified strategic groups; these findings suggest that human capital, although vital, does not account by itself for a firm's differentiation and therefore sustainability; OPPORTUNITIES TO CHALLENGE THE RULES OF THE GAME IN THE SPANISH LEGAL MARKET; the resources 'firm structure and role relationships', 'measurement, assessment & control systems', 'job design' and 'Technology' have been identified as opportunities to challenge the current 'rules of the game'. By Targeting these resources a law firm can focus on areas that have been recognised as weaknesses of all the strategic groups and yet priorities for corporate clients;
John Flood	2016	Taylor & Francis Online	Journal article		Corporate lawyer-client relationships: banks, lawyers, clients and enduring connections	Legal Ethics; Volume 19, 2016; Issue 1: Corporate Lawyers and Corporate Clients	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/1460728x.2016.1187452?src=recsys	August 4, 2017	Corporate lawyer-client relationships	Both banks and especially their lawyers often have allegiances that steer them away from the best interests of their clients	Empirical research on corporate lawyers and clients and banks	CORPORATE LAWYER - CLIENT RELATIONSHIPS; Dyadic relationships between lawyers and their clients are not the irreducible minimum or norm. Indeed, the functional minimum is triadic. Examples of third parties include banks, insurance companies, private health companies, and litigation funders. Each has a presence in the lawyer-client relationship that modifies the direct connection between lawyers and their clients; We need to reconceptualise the nature of lawyer-client relationships to ensure that clients' interests are protected and to guarantee ethical behaviour on the part of professionals; PROFESSIONAL-CLIENT RELATIONSHIP; the professional-client relationship is one in which it appears that power is typically exercised asymmetrically, with a perceived dominance of the lawyer over the client;
Laurence Etherington	2016	Taylor & Francis Online	Journal article		Public professions and private practices: access to the solicitors' profession in the twenty-first century	Legal Ethics; Volume 19, 2016; Issue 1: Corporate Lawyers and Corporate Clients	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/1460728x.2016.1189142?src=recsys	August 12, 2017	Access to the solicitors' profession	Contribute to the understanding of the way in which graduate recruitment may inform the construction of professional identities	Empirical project	SEISMIC SHIFTS IN SOLICITORS PROFESSION; the twenty-first-century solicitors' profession has seen seismic shifts in a number of areas, including the establishment of an 'independent' regulator and increasing 'commercialisation' in various forms; INCREASE IN COMPETITION LEGAL MARKET; increase in competition inside the solicitors' profession, in particular, the larger corporate firms have seen globalisation of the legal market, and post-financial crisis client demands of "more for less"
Jonathan Kembery	2016	Taylor & Francis Online	Journal article		The evolution of the lawyer's lawyer	Legal Ethics; Volume 19, 2016; Issue 1: Corporate Lawyers and Corporate Clients	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/1460728x.2016.1186452?src=recsys	August 12, 2017	In-house legal teams	Personal perspective on the growth of in-house legal teams within law firms	Conceptual	CONFESSOR FIGURE REQUIREMENT; law firms require a 'confessor' figure to whom problems and concerns can be reported; INCREASED LEGAL ISSUES; change in the amount and complexity of legal issues faced by firms (due to the increase of the amount of regulation to which law firms are subject); NEED TO ADAPTATION AFTER THE CRISIS BY LAW FIRMS; law firms, like all businesses, have had to adapt to a generally more regulated environment in the European Union, the United States and elsewhere at least as a partial consequence of the global financial crisis and to the changing expectations that society has of the behaviour of business organisations
Linda Dobbs	2017	Taylor & Francis Online	Journal article		Is the legal landscape changing? Reflections from the UK and South Africa	The Law Teacher; Volume 51, 2017; Issue 2	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/03069400.2017.1298759?src=recsys	August 12, 2017	Legal future	Is the legal landscape changing?	Conceptual	BREXIT IMPACTING ACADEMIC RESEARCH; Brexit is already impacting on academic research, on potential students (the latest figures show a drop of 9% in applications), income stream and the movement of academic staff; UK FACING THREATS IN THE INTERNATIONAL FIELD; UK's position in the international field is also facing threats, with, inter alia, the upward march of Asian universities and the downward movement of some of the UK's universities in the world league tables; INTERNATIONAL LAW FIRMS ALTERING LEGAL LANDSCAPE IN UK; The Magic Circle and Silver Circle firms no longer dominate the UK legal market. Growing competition from US and other international law firms has altered the legal landscape and culture of London; LEGAL AID CUTS; legal aid cuts and the virtual erosion of legal aid for civil and family cases have impacted the small publicly funded solicitors' firms and consequently, on access to justice; FISCAL PRESSURES IMPACT; fiscal pressures have impacted on the budgets of local authorities (in England and Wales), threatening the funding for services which local authorities have no legal obligation to provide, such as legal advice; INCREASED DEMAND FOR LEGAL SERVICES (UK); With recessions leading to an increased demand for legal services, central government (UK) has acknowledged the squeeze on justice providers, particularly for those in the not-for-profit sector;
Alexy Buck, Marisol Smith	2013	Taylor & Francis Online	Journal article		Back for the future: a client centred analysis of social welfare and family law provision	Journal of Social Welfare and Family Law; Volume 35, 2013; Issue 1: Delivering Family Justice in Late Modern Society in the Wake of Legal Aid Reform	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09649069.2013.774755?src=recsys	August 4, 2017	Social welfare and family law provision	The landscape of legal advice is entering a period of provision change in England and Wales	Qualitative study on how people experience and deal with social welfare and family problems	INCREASED DEMAND FOR LEGAL SERVICES (UK); With recessions leading to an increased demand for legal services, central government (UK) has acknowledged the squeeze on justice providers, particularly for those in the not-for-profit sector;
Chris Bevan	2013	Taylor & Francis Online	Journal article		Self-represented litigants: the overlooked and unintended consequence of legal aid reform	Journal of Social Welfare and Family Law; Volume 35, 2013; Issue 1	http://www.tandfonline.com/sare.upf.edu/doi/full/10.1080/09649069.2013.774755?src=recsys	August 12, 2017	Consequences of the legal aid reform	Possible measures for combating the practical pitfalls such a growth in self-represented litigants presents	Conceptual	REDUCTION OF VOLUME OF LEGAL REPRESENTATION; the 2012 Act (UK) will reduce the volume of legal representation cases in the family courts by some 40%; NO PERCEPTION ON THE SIMPLICITY OF PROCEEDINGS; sense among self-represented litigants that legal professionals are not necessary given the perceived simplicity or straightforward nature of the proceedings;

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/Hypothesis/O objectives	Methodology	Drivers of Change
Iván Székely, Máté Dániel Szabó, Beatrix Visy	2011	Emerald	Journal article		Regulating the future? Law, ethics, and emerging technologies	Journal of Information, Communication and Ethics in Society, Vol. 9 Issue: 3, pp.180-194	http://www.emeraldinsight.com/doi/10.1108/1477996111167658	August 5, 2017	Emerging technologies and law	Provide an overview of the legal implications which may be relevant to the ethical aspects of emerging technologies, exploring the existing situation in the area of legal regulation at EU level, and formulate recommendations for the lawmakers	Systemic approach towards transmitting ethical norms to the application of emerging technologies through legal regulation	TECHNOLOGY-SPECIFIC LEGAL RESPONSES; the use of new technologies may require technology-specific legal responses, such as exceptions to the general rules, or higher standards of protection of individuals; PRIVACY IMPLICATIONS OF NETWORK-BASED TECHNOLOGIES; DANGEROUS EFFECT OF NEW TECHNOLOGIES; neuroelectronics, bioelectronics and human-machine symbiosis show the difficulty and complexity of the tasks of the law, which has to regulate interdisciplinary fields including computer science, cognitive science, neurosurgery and biomedical engineering. These technologies may result in dangerous effects on the human body and human nature as well as on society itself!
Na Fu, Patrick C. Flood, Janine Bosak, Tim Morris, Philip O'Regan	2015	Emerald	Journal article		How do high performance work systems influence organizational innovation in professional service firms?	Employee Relations, Vol. 37 Issue: 2	http://www.emeraldinsight.com/doi/10.1108/ER-10-2013-0155	August 5, 2017	Organizational motivation in professional service firms	How a system of human resource management practices, influences organizational innovation in professional service firms	Collection of quantitative data	NEED FOR INNOVATION; Facing a rapidly changing environment, knowledge intensive firms increasingly depend upon innovation for their survival because of their rapidly changing environment INNOVATION PERFORMANCE DATA; innovation link mainly have used comparative and subjective innovation performance data, e.g. using a Likert-scale to evaluate their innovation compared to their competitors HIGHER INNOVATION PERFORMANCE; achieving higher innovation performance requires organizations to harness the knowledge, skills, abilities, opportunities and willingness of employees to innovate;
Weistfahl, S.A. & Wilkins, D.B.	2017	SSRN HLS CLP Research Paper Series	Journal article		The Leadership Imperative: A Collaborative Approach to Professional Development in the Global Age of More for Less	Stanford Law Review, 69(6)	https://ssrn.com/abstract=3013150	August 16, 2017	Future of large law firms	Did the global financial crisis usher in a new paradigm in which sophisticated in-house legal departments armed with big data and artificial intelligence will fundamentally destabilize the traditional model of the large law firm?	Documentation of the causes for the misalignment between professional development among law schools and the realities of the marketplace	INCREASED MISALIGNMENT LEGAL EDUCATION / PROFESSIONAL DEVELOPMENT AND THE REALITIES OF THE MARKETPLACE; the traditional approach, which divides responsibility for professional development among law schools, which are supposed to teach students to think like a lawyer; law firms, which are expected to train associates to "be" lawyers; and corporate clients, whose job it is to foot the bill, is no longer well aligned to the current realities of the marketplace; TREND TOWARDS LIFELONG LEARNING IN THE FULL RANGE OF TECHNICAL, PROFESSIONAL, AND NETWORK BUILDING SKILLS; the authors propose a new model of professional development in which law schools, law firms, and corporate clients collaborate to train lawyers to be lifelong learners in the full range of technical, professional, and network-building skills they will need to flourish throughout their careers; FALL IN APPLICATIONS FOR LAW SCHOOLS; despite the fall in applications and the diminished employment prospects for law school graduates, only a handful of law schools have actually closed their doors since 2008; LAWYERS EXPECTED TO BE MULTIDISCIPLINARY PROBLEM-SOLVERS; in the corporate legal services market clients increasingly expect lawyers to function as multidisciplinary problem-solvers but at the same time are unwilling to pay for the training and development of junior associates;
Wilkins, D.B. & Esteban Ferrer, M.J.	2017	SSRN HLS CLP Research Paper Series	Journal article		The Integration of Law into Global Business Solutions: The Rise, Transformation, and Potential Future of the Big Four Accountancy Networks in the Global Legal Services Market	Law & Social Inquiry	https://ssrn.com/abstract=3013154	August 16, 2017	Future of the global legal services market	The rise, transformation of global legal services market	EMPIRICAL RESEARCH; original research of both the corporate Websites of the Big Four—PwC, Deloitte, KPMG, and EY—and their affiliated law firms, as well as archival material from the legal and accountancy press	BUSINESS MODELS; ALTERNATIVE BUSINESS STRUCTURES; MULTIDISCIPLINARY SERVICES; RISE AND TRANSFORMATION OF THE BIG FOUR ACCOUNTING FIRMS; this article documents the rise and transformation of the Big Four legal service lines since the enactment of the Sarbanes Oxley Act of 2002; INTERNATIONALIZATION OF THE TREND TOWARDS THE INTEGRATION OF LAW INTO A WIDER CATEGORY OF BUSINESS SOLUTIONS; it demonstrates that there are good reasons to believe that these sophisticated players will be even more successful in penetrating the corporate legal services market in the decades to come, as that market increasingly matures in a direction that favors the integration of law into a wider category of business solutions that these globally integrated multidisciplinary practices now champion; in a precedent article published in 2002, the US legal scholar Robert E. Rosen hypothesized that changes in the corporate market for legal services were turning both in-house counsel and outside firms into just consultants whose primary task is to integrate legal knowledge into cross-functional teams to better achieve business objectives; In the decade since Rosen's article was published, changes in the economic and regulatory climate have only accentuated the trend; 4 INTERRELATED CHANGES HAVE ALLOWED THE BIG FOUR TO BECOME IMPORTANT COMPETITORS IN THE GLOBAL MARKET FOR LEGAL SERVICES; GAPS IN THE REGULATION OF AUDITOR INDEPENDENCE; While accounting firms are barred from selling legal and other non-audit services to their audit clients, nothing prevents them from marketing such services to non-audit clients, which they all now aggressively do; INCREASED LIBERALIZATION OF THE REGULATION OF THE LEGAL PROFESSION; PURE MULTIDISCIPLINARY PRACTICES IMPLICITLY OR EXPLICITLY ALLOWED IN MANY MARKETS WORLDWIDE; the regulation of the legal profession has become increasingly open to entities not owned or controlled solely by lawyers providing legal services; The General Agreement on Trade in Services (GATS) with its emphasis on encouraging the free flow of professional services has only reinforced this trend; the kind of multidisciplinary practice championed by the Big 4 is now expressly legal in many major legal markets, most importantly in the UK; At the same time, the Big 4 have been able to exploit loopholes in the regulation of the legal profession in emerging economies where this regulatory framework is far less developed than it is in the West to establish their legal practices; GLOBALIZATION; BIG 4 PENETRATION ONTO THE EMERGING MARKETS OF ASIA, LATIN AMERICA, AND AFRICA; As multinational companies rapidly expanded their operations around the globe, they have increasingly looked for professional service firms that can provide these sophisticated entities with consistent services—across their entire platform; Given their extensive experience in marshaling global resources, the Big Four are in an ideal position to meet this need; is particularly true in the rapidly growing emerging markets in Asia, Latin America, and Africa, where few law firms can credibly claim to provide comprehensive service – and those that claim to have this capacity often do so through a set of loosely affiliated offices; EVOLUTION OF THE BIG FOUR BUSINESS MODEL; FULLY INTEGRATED SOLUTIONS MODEL; This evolution of the Big 4's business model constitutes potentially the most important reason for their reemergence as significant players in the market for legal services, and the potential key to their long-term success this time around; It has taken decades for the Big 4 to elaborate their MDP structure into a robust organizational model from a "nascent MDP model" in the 1980s, where the Big 4 first began to build up their legal capacity to sell to their existing audit clients, to the fully "integrated solutions model" they purport to use today, which is designed to leverage their in information technology, process management, and global reach to provide "globally integrated business solutions" to global clients – with legal services bundled as part of the global solution. INTEGRATING LAW INTO A WIDER CATEGORY OF BUSINESS SOLUTIONS; GLOBALLY MULTIDISCIPLINARY; As the corporate legal services market globalizes and matures, it is increasingly moving in a direction that favors the approach to integrating law into a wider category of business solutions that the globally integrated multidisciplinary firms like the Big Four now champion; firms like Deloitte aim at developing the largest legal network in the world, and also at building a legal practice with global presence, ability to understand businesses and operate pragmatically, in close connection with experts from other areas, at costs optimized through efficient processes and technologies;
Wilkins, D.B. & Kim, Y.K.	2015	SSRN HLS CLP Research Paper Series	Journal article		THE ACTION AFTER THE CALL: What General Counsels Say about the Value of Diversity in Legal Purchasing Decisions in the Years Following the "Call to Action"	HLS Center on the Legal Profession Research Paper No. 2015-5	http://ssrn.com/abstract=2605003	August 16, 2017	Business structure	1) How do GCs rate the importance of diversity relative to other factors in deciding whether to hire counsel for important legal work; 2) are there differences among companies in the relative importance they place on diversity, and if so, what factors might explain these differences; and 3) does diversity in hiring decisions in the manner in which companies value diversity have implications for other aspects of the relationship between companies and law firms.	Quantitative and qualitative study; We do so by examining the results of a quantitative and qualitative study conducted in 2006-07 of what the GCs of S&P 500 companies say about the criteria for important legal work; 2) are there differences among companies in the relative importance they place on diversity, and if so, what factors might explain these differences; and 3) does diversity in hiring decisions in the manner in which companies value diversity have implications for other aspects of the relationship between companies and law firms.	CORPORATE CLIENTS' EXPECTATIONS; DIVERSITY; THE "CALL FOR ACTION" MOVEMENT IN THE US; In 2004, Richard Palmore, then general counsel (GC) of Sara Lee, issued his now famous "Call to Action"; Working through the Association for Corporate Council, the Call was designed to get companies to use their leverage as important clients to pressure law firms with whom they work to increase their efforts to recruit, retain, and promote women and minority lawyers by making diversity a significant factor in hiring decisions; Judged by the number of signatories, the Call to Action has been an impressive; these efforts have inspired other companies to adopt their own diversity initiatives; Many companies, including major purchasers of legal services such as Wal-Mart, Microsoft, and Sears have enacted supplier diversity initiatives that expressly include legal services (Institute for Inclusion in the Legal Profession 2011); DIVERSITY POLICIES AS KEY CRITERIA IN HIRING LAW FIRMS BY US GENERAL COUNSELS (GCs); Indeed, it is fair to say that in the years following the Call to Action, it has become standard practice for GCs of US companies to state that they consider diversity to be one of the most important criteria in evaluating law firms; As proof of this reality, GCs frequently point to the fact that they require firms with whom they do business to file regular reports detailing the firm's diversity statistics, including the number of women and minorities working on the company's matters; GCs claim to be interested in the internal hiring and promotion practices of firms, in order to ensure that these suppliers are meeting their diversity targets. As indicated above, scrutiny around these issues has become more intense, moving beyond simple numbers counting to an active investigation into the firm's hiring, assignment, and mentoring systems; LAW FIRMS' MODEST PROGRESSION IMPROVING DIVERSITY STATISTICS; Notwithstanding the fact that leading GCs are nearly unanimous in claiming that diversity is one of the most important factors in law firm hiring decisions, however, there is very little empirical evidence to back up this claim; Indeed, given the relatively modest progress that most large law firms have made in improving their overall diversity statistics in the decade since the Call was issued, one might argue that what evidence there is appears to lead in the opposite direction; Yet, as diversity advocates would undoubtedly point out, the overall diversity in law firms is at best a crude measure of the impact of programs such as the Call to Action, since these numbers say nothing about what law firm diversity would look like in the absence of these programs. empirical assessment of the Call to Action's effectiveness; INCREASING GENERAL COUNSEL SCRUTINY OF LAW FIRM PRACTICES; Increasingly, however, a small but significant group of GCs are beginning to apply this same kind of scrutiny to other law firm practices, looking beyond simple billing to examine carefully things like assignment practices, training, compensation and quality controls; EVOLVING RELATIONSHIP BETWEEN COMPANIES AND LAW FIRMS; This practice is being driven by an evolving relationship between companies and law firms that increasingly resemble the primary relationships that companies have with other important suppliers; companies and their primary law firms are moving toward a "strategic-partnership" or "friends" model in which the two parties both cooperate and compete to achieve a set of shared objectives, while simultaneously pursuing their separate institutional goals; To achieve this balance, companies and law firms are increasingly blurring organizational boundaries in order to share information, ideas about best practices, and even personnel in order to build mutual learning and trust; BOTH COMPANIES AND FIRMS UNDER INCREASING PRESSURE TO DEVELOP METRICS OF QUALITY; both companies and firms are under increasing pressure to develop visible and objective metrics of quality that each side can rely on to ensure that the other party is fulfilling its commitments to the joint endeavor, while being willing to open their own internal practices to inspection and influence by the other party to promote mutual gain; For companies that have moved to this new model, seeking to influence a law firm's commitment to diversity is just one piece of building a deeper and more collaborative relationship in which both law firm and company practices are subject to mutual deliberation and debate; SUPPLIER DIVERSITY; many companies, including major purchasers of legal services such as Wal-Mart, Microsoft, and Sears have enacted supplier diversity initiatives that expressly include legal services;

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/hypothesis/O objectives	Methodology	Drivers of Change
Liu, S., Trubek, D.M. & Wilkins, D.B.	2016	SSRN HLS CLP Research Paper Series	working paper		Mapping the Ecology of China's Corporate Legal Sector: Globalization and Its Impact on Lawyers and Society		http://ssrn.com/abstract=2803199	August 16, 2017	Globalization and its impact on lawyers and society	Globalization is rapidly changing the landscape of law practice in China, especially its corporate core, international linkages, and domestic contexts using the preliminary findings of the GLEE Project.	To understand the emergence of China's corporate legal sector, in this article we have examined its corporate core, international linkages, and domestic contexts using the preliminary findings of the GLEE Project.	<p>INCREASED COMPLEXITY OF THE GLOBAL CORPORATE LAW FIRM ECOLOGY; The corporate legal sector is a complex ecology in which corporate law firms, elite law schools, in-house legal departments, state regulatory agencies, and other professional groups and international organizations coexist and interact with one another;</p> <p>IMPACT OF GLOBALIZATION; It has produced some of the world's largest law firms, a number of actively internationalizing law schools, increasingly sophisticated state regulatory regimes, and, most importantly, thousands of Chinese lawyers with growing expertise in corporate transactions and international trade working in law firms, in-house legal departments, and government agencies, both in China and abroad;</p> <p>GROWTH OF THE CHINESE CORPORATE LEGAL SECTOR; As the Chinese economy gets increasingly integrated into the global market, it is likely that China's corporate legal sector will continue to grow, differentiate, and play a more prominent role not only in the Asia-Pacific region but also in the global market for legal services;</p> <p>GLOBALIZATION, GLOCALIZATION, COMPLEX SOCIAL PROCESS AT THE LOCAL-GLOBAL BOUNDARIES; The impact of globalization, however, can only be fully explained by examining the social processes occurring at the global-local boundaries of the corporate legal sector; The competition and collaboration between foreign and domestic law firms, the inbound and outbound investments of Chinese and multinational corporations, the uneven diffusion of trade remedies law, public interest law, and bankruptcy law into the Chinese legal system, and the mobility of law students and lawyers between Chinese and international law schools are all good cases in point; These complex social processes not only assign the various legal and non-legal actors to their respective positions in the three segments of the corporate legal sector, but also make the three segments of the ecology emerge and transform in interconnected ways;</p> <p>COMMON TRENDS IN THE IMPACT OF GLOBALIZATION IN EMERGING ECONOMIES, INDIA, BRAZIL, CHINA; globalization has both disrupted traditional forms of legal practice and organization, and served as stimulus to growth of new types of professional organization and new lawyering styles; We have seen how the corporate sector in all three countries has grown rapidly in size, capability and influence;</p> <p>DIFFERENT TRENDS OF THE IMPACT OF GLOBALIZATION IN CHINA;</p> <p>LESS TO DISRUPT IN CHINA; First, because the legal profession was largely demobilized in the Mao era, there was less to "disrupt" in China when globalization began to take hold and less tension between old ways of lawyering and the new forms that emerged as China came into contact with the West</p> <p>UNCOMPARABLE SCALE AND REACH OF CHINESE DOMESTIC LAW FIRMS; while in all three countries large domestic law firms have emerged to handle the needs of a globalized economy, the scale and reach of these firms in China exceeds anything found in the other countries;</p> <p>ACTIVE ROLE OF THE STATE IN EXPANDING CORPORATE LEGAL SECTOR IN CHINA; while in all three countries the state has shown an interest in expanding the corporate legal sector, the Chinese state has played a more active role than has either the Indian or Brazilian regimes in facilitating or resisting the changes generated by globalization;</p> <p>LOW DEGREE OF PROFESSIONAL SELF-REGULATION IN CHINA; while the organized Bar plays the lead role in regulating the Indian and Brazilian professions and influences the boundaries among legal profession actors, in China the state role is more dominant and the degree of professional self-regulation remains low;</p>
Wilkins, D.B., Fong, B. & Dinovitzer, R.	2015	SSRN HLS CLP Research Paper Series	WORKING PAPER	US	The Women and Men of Harvard Law School: Preliminary Results From the HLS Career Study [2]	HLS Center on the Legal Profession Research Paper No. 2015-6	http://ssrn.com/abstract=2609499	August 16, 2017	legal profession, legal careers, gender	the study seeks to deepen the understanding of the career choices made by HLS graduates by providing for the first time systematic empirical information about the careers trajectories of graduates from different points in the school's history. In this Preliminary Report, we offer a first look at the Study's findings about the salient similarities and differences between the careers of the school's female and male graduates.	EMPIRICAL	<p>INCREASED PRESSURE ON TRADITIONAL MODELS OF ORGANIZATION, PRACTICE AND EDUCATION; Traditional models of professional organization, practice, and education are under increasing pressure to adapt to important changes in the environments in which lawyers work;</p> <p>INCREASED RELEVANCE OF PROFESSIONAL COMMITMENT TO EQUALITY AND THE RULE OF LAW; profession's commitment to its traditional ideals of equality and the rule of law more relevant and important than ever;</p> <p>DIVERSITY GAP; COMPLEX STATUS OF WOMEN IN THE PROFESSION; CONTINUOUS GROWTH OF THE NUMBER OF WOMEN IN THE PROFESSION; FEW WOMEN LAWYERS IN TOP POSITIONS; WOMEN LEAVING THE PROFESSION IN ALARMING NUMBERS; the number of women entering the profession has increased dramatically in recent decades, and women lawyers can now be found in leadership positions in virtually every major legal institution in the country; the percentage of women in these top positions remains far below their representation in the profession, even when adjusted for the fact that women did not begin to enter legal practice in significant numbers until the 1970s. To make matters worse, even women who have achieved important career success appear to be leaving their prestigious positions—and the profession as a whole—in alarming numbers;</p> <p>But some of the findings also underscore that the hard work of ensuring equal opportunity for women in the myriad private, public, and business settings in which today's lawyers now build their careers is far from over; Even women who start their careers with the benefit of an educational credential traditionally thought to be an important hedge against adversity nevertheless continue to encounter greater obstacles than their male classmates—particularly when they attempt to integrate family obligations with professional goals; HLS women with children continue to face significant adverse consequences in the workplace, given the growing competition and uncertainty in the market for legal services in the years since 2010 when the data for this study was collected, there is a very real danger that many of the disparities we have identified between the careers of HLS women and men have become even more pronounced as the pressures on all lawyers have been ratcheted up as the legal economy has slowed down;</p> <p>GLOBALIZATION IMPACT; DEVELOPMENTS; globalization has had a profound impact on regulators and the regulation of the legal profession; developments have affected not only the portion of the legal profession sometimes referred to as "Big Law," but also "Main Street" lawyers who practice alone or in small firms, often in geographic locales far removed from Big Law settings</p>
Flood, L.	2014	SSRN HLS CLP Research Paper Series		US, UK, AUSTRALIA, CANADA	The Global Contest for Legal Education	The Calling of Law, Ashgate, Forthcoming 2014 U. of Westminster School of Law Research Paper No. 14-01 HLS Program on the Legal Profession Research Paper No. 2014-21	http://ssrn.com/abstract=247578	August 16, 2017	Globalization Legal Education in, English US Canadian and Australia N Legal Education, Technology, Legal Services Act 2007, Modes of Legal Education	Should legal education undergo analogous radical change?	Conceptual	<p>LEGAL EDUCATION; Legal education is in a time of dramatic change throughout the world;</p> <p>DECLINE IN DEMAND (UK,US); In the US law schools are facing declines in numbers taking the LSAT and applications to law school where students fear the amount of debt they will incur and the lack of jobs that will let them pay off the debt. In England and Wales university tuition is rising and law jobs have also been declining;</p> <p>PRACTICE ORIENTED LEGAL EDUCATION; legal education worldwide is facing the demands of the market and is becoming more practice-oriented at the expense of its academic credibility;</p> <p>SHIFT IN THE CONTROL OF THE PRODUCTION OF LAWYERS; the academy has continuously gained control of the production of lawyers during the 20th century. That control is now the subject of contestation between the state, regulators and the academy over content, form and product of legal education;</p> <p>AMERICANIZATION OF LEGAL EDUCATION; From an empirical point of view there is an inexorable move in the world towards the Americanization of legal education, in the form of the widespread adoption of the JD degree over the LLB because of its perceived greater practice orientation;</p> <p>This shift is the result of three developments: 1. Globalization and the rise of technology 2. The move from polycentric to monocentric modes of education and paths of entry into the legal profession 3. The re-professionalization of the legal profession as a result of the growth of the large law firm and new forms of regulation as in, for example, the UK and Australia.</p> <p>LEGAL EDUCATION; TREND TOWARDS THE IMPLEMENTATION OF CHANGES IN LEGAL EDUCATION; INCREASED FOCUS ON TRAINING AND LICENSING NON-LAWYERS; In January 2014, the ABA Task Force on the Future of Legal Education released its report calling, among other things, for limited licensing and the expansion of independent paraprofessional training by law schools.</p> <p>REGULATION, REGULATION AND TRAINING OF "LIMITED LICENSE LEGAL TECHNICIANS"; In Washington State, all three law schools are collaborating with community college paralegal programs to design and deliver specialized training for "Limited License Legal Technicians" (LLTs), who will be licensed to deliver limited family law services beginning in 2015.</p> <p>CLIENTS' NEEDS; TREND TOWARDS THE EXPANSION OF NON-LAWYER TRAINING AND LICENSING IN HIGH NEED AREAS; At least three other states, including California and New York — which together contain nearly twenty-six percent of U.S. lawyers and seventy-six law schools — are actively seeking ways to expand nonlawyer training and licensing in high-need areas such as family law, immigration, landlord-tenant, foreclosure, and consumer credit.</p> <p>EMERGENCE OF NEW PARAPROFESSIONAL ROLES; TREND TOWARDS THE EMERGENCE OF PARAPROFESSIONAL BRANDS FOR ROUTINE LEGAL SERVICES; The involvement of ABA-approved law schools in the delivery of paraprofessional training could play a key role in the standardization of titles and training for nonlawyer practitioners — that is, the creation of paraprofessional "brands." Such standardization could facilitate the development of a national consumer legal market by promoting quality assessment and professional mobilization, on the supply side, as well as consumer awareness of and demand for new paraprofessional roles.</p> <p>This Article examines the status of the Washington LLLT initiative and its reception in other states. It argues that, while the Washington model faces strong headwinds in the form of lawyer resistance on the one hand and unregulated competition on the other, law school training for licensed legal technicians is a promising means for institutionalizing a nationally recognized, independent paraprofessional brand, which itself could promote broader consumer access to — and demand for — routine legal services.</p> <p>LEGAL GLOBALIZATION; In the early twenty-first century, the scale and intensity of lawyers' mobility and connectivity across the globe have reached an unprecedented level. Large corporate law firms have expanded from Western Europe and the United States to globalizing cities in Asia, Latin America, and other parts of the world, contesting and renegotiating the boundaries between global and local law practice</p>
Chambliss, E.	2014	SSRN HLS CLP Research Paper Series	JOURNAL ARTICLE	US	LAW SCHOOL TRAINING FOR LICENSED LEGAL TECHNICIANS? IMPLICATIONS FOR THE CONSUMER MARKET	South Carolina Law Review, 65 (3)	http://ssrn.com/abstract=2466032	August 16, 2017	LEGAL EDUCATION	The expansion of legal service delivery by nonlawyers is in some form inevitable and probably desirable from the perspective of "ordinary Americans"—low- and middle-income individuals and households with unmet legal needs	Analysis	<p>LEGAL EDUCATION; TREND TOWARDS THE IMPLEMENTATION OF CHANGES IN LEGAL EDUCATION; INCREASED FOCUS ON TRAINING AND LICENSING NON-LAWYERS; In January 2014, the ABA Task Force on the Future of Legal Education released its report calling, among other things, for limited licensing and the expansion of independent paraprofessional training by law schools.</p> <p>REGULATION, REGULATION AND TRAINING OF "LIMITED LICENSE LEGAL TECHNICIANS"; In Washington State, all three law schools are collaborating with community college paralegal programs to design and deliver specialized training for "Limited License Legal Technicians" (LLTs), who will be licensed to deliver limited family law services beginning in 2015.</p> <p>CLIENTS' NEEDS; TREND TOWARDS THE EXPANSION OF NON-LAWYER TRAINING AND LICENSING IN HIGH NEED AREAS; At least three other states, including California and New York — which together contain nearly twenty-six percent of U.S. lawyers and seventy-six law schools — are actively seeking ways to expand nonlawyer training and licensing in high-need areas such as family law, immigration, landlord-tenant, foreclosure, and consumer credit.</p> <p>EMERGENCE OF NEW PARAPROFESSIONAL ROLES; TREND TOWARDS THE EMERGENCE OF PARAPROFESSIONAL BRANDS FOR ROUTINE LEGAL SERVICES; The involvement of ABA-approved law schools in the delivery of paraprofessional training could play a key role in the standardization of titles and training for nonlawyer practitioners — that is, the creation of paraprofessional "brands." Such standardization could facilitate the development of a national consumer legal market by promoting quality assessment and professional mobilization, on the supply side, as well as consumer awareness of and demand for new paraprofessional roles.</p> <p>This Article examines the status of the Washington LLLT initiative and its reception in other states. It argues that, while the Washington model faces strong headwinds in the form of lawyer resistance on the one hand and unregulated competition on the other, law school training for licensed legal technicians is a promising means for institutionalizing a nationally recognized, independent paraprofessional brand, which itself could promote broader consumer access to — and demand for — routine legal services.</p> <p>LEGAL GLOBALIZATION; In the early twenty-first century, the scale and intensity of lawyers' mobility and connectivity across the globe have reached an unprecedented level. Large corporate law firms have expanded from Western Europe and the United States to globalizing cities in Asia, Latin America, and other parts of the world, contesting and renegotiating the boundaries between global and local law practice</p>
Liu, S.	2013	SSRN HLS CLP Research Paper Series			The Legal Profession as a Social Process: A Theory on Lawyers and Globalization.	Law and Social Inquiry, 38(3), pp.670-693	http://ssrn.com/abstract=2386293	August 16, 2017	Lawyer globalization	The social process of the legal profession includes four components: (1) diagnostic struggles over professional expertise; (2) boundary work over professional jurisdictions; (3) migration across geographical areas and status hierarchies; and (4) exchange between professions and the state	Research agenda built on the processual theory using China as a primary example	<p>LAWYERS CHANGE OF PROFESSION; processual theory of the legal profession, a theory that examines how the diagnostic struggle, boundary work, migration, and exchange of individual law practitioners and other social actors shape the structure and change of the profession.</p> <p>LAWYERS PROFESSION SOCIAL CHANGES; Like many other social entities, the legal profession is a changing social process that evolves across space and over time.</p>

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Wilkins, D.B. & Papa, M.	2013	SSRN HLS CLP Research Paper Series		Brazil, Russia, India, China, and South Africa; BRICS	THE RISE OF THE CORPORATE LEGAL ELITE IN THE BRICS: IMPLICATIONS FOR GLOBAL GOVERNANCE	Boston College Law Review, LIV (1149).	http://ssrn.com/abstract=229231	August 16, 2017	Sociology of the legal profession	ANALYSIS OF the role that the new corporate legal elite emerging within the BRICS countries will play in shaping global governance	Analysis	<p>GLOBALIZATION; SHIFT OF ECONOMIC AND POLITICAL POWER TO THE BRICS; EMERGENCE OF CORPORATE LEGAL ELITE IN THE BRICS; GROWING LAW FIRM ELITE IN THE BRICS; GREATER RELEVANCE OF LEGAL COUNSEL; The emergence of the corporate legal elite in the BRICS countries is a new phenomenon both in terms of the growing law firm elite and its influence and the greater relevance of emerging powers' corporations and their legal counsel;</p> <p>RESEARCH GAP; despite the elite's rapid growth and the prevalence of BRICS-focused economic and political power shift debates in international relations scholarship, the actual role this elite is likely to play in shaping the trajectory of global governance has remained largely overlooked;</p> <p>IMPACT OF BRIC LEGAL ELITES ON THE GLOBAL REGULATION OF THE LEGAL PROFESSION; The analysis of this new elite's pathways of influence further underscores the complex relationship between the role that BRICS corporate lawyers will play in structuring the evolving global regulation of the legal profession, and its impact on global integration more generally. The more successful BRICS corporate lawyers are in designing and penetrating the leadership ranks of the new global networks regulating the legal profession, the more they may be able to present themselves as promoters and guardians of the rule of law and other "universal" standards favored by the champions of liberal integration, thus further enhancing their status and power on the global stage;</p> <p>TREND TOWARDS LIBERALIZATION; GLOBAL LEGITIMACY OF BRIC LEGAL ELITE MAKES IT DIFFICULT TO PUSH FOR RESTRICTIONS ON THE GLOBAL INTEGRATION OF THE LEGAL PROFESSION. ELITE'S RISE IS LIKELY TO RESULT IN A STOP-AND-GO PATTERN OF ECONOMIC INTEGRATION. NEW CHALLENGE FOR THE LIBERAL WORLD; this global legitimacy may make it more difficult for this new elite to continue to push for restrictions on the global integration of the legal profession itself—at the same time that it may increase pressure on BRICS corporate lawyers to demonstrate that they can resist simply being the handmaidens of global capital; the rise of the corporate legal elite in the BRICS is a new challenge to the liberal world order and dominant international hierarchies;</p> <p>GLOBAL WEAKENING OF THE ANGLO-AMERICAN MODEL OF LARGE LAW FIRMS AND IN-HOUSE COUNSELING; Anglo-American model of both the large law firm and sophisticated in-house counsel appear to be defusing throughout the BRICS; these models are also under increasing pressure in the United States as corporate clients attempt to turn corporate legal services into a commodity that can increasingly be delivered by legally trained non-lawyers, or even by computers;</p> <p>DE-PROFESSIONALIZATION MOST LIKELY TO OCCUR IN THE BRICS DUE TO TECHNOLOGY AND LESS ESTABLISHED PROFESSIONAL REGULATION; De-professionalization might be particularly likely to occur in the BRICS where technology has already played a crucial role in development in many other sectors, and where norms of professional autonomy are less established;</p>
Flood, J.	2013	SSRN HLS CLP Research Paper Series		US/UK	INSTITUTIONAL BRIDGING: HOW LARGE LAW FIRMS ENGAGE IN GLOBALIZATION	Boston College Law Review, 54 (1); HLS Program on the Legal Profession Research Paper No. 2014-9	https://ssrn.com/abstract=2257291	August 16, 2017	Globalization of large law firms	The aim of this Article is to show how, whether unwittingly or covertly, large law firms have always had some form of globalization in their organizational genes.	Case studies	<p>GLOBALIZATION; BORN GLOBAL UK AND US LAW FIRMS; UK AND US LAW FIRMS' COMPETITIVE ADVANTAGE;</p> <p>English and American law firms are the precursors to Born Global companies;</p> <p>The common law facilitates the process of law firms' globalization; lawyers and the common law continue to have a globalizing effect in the business world;</p> <p>The opportunity for private ordering in the common law tradition provides a flexibility and freedom that has enabled U.S. and U.K. law firms to enter global markets more easily than their code-based civilian counterparts;</p> <p>REGULATION; LIBERALIZATION OF THE LEGAL PROFESSION; UK LEGAL SERVICES ACT; UK LAW FIRMS' COMPETITIVE ADVANTAGE; ALTERNATIVE BUSINESS STRUCTURES;</p> <p>Disparity between U.K. and U.S. law firms created by the U.K. Legal Services Act of 2007 may create an opportunity for U.K. law firms to truly break out ahead of their U.S. counterparts;</p> <p>Whereas non-lawyer ownership of law firms is strictly prohibited in the United States by the rules of professional conduct, U.K. firms are not similarly limited. Thus, the opportunity to obtain an Alternative Business Structures license under the Legal Services Act of 2007 may provide them an opportunity to surpass U.S. firms in attracting capital and delivering global legal services;</p>
Gardner, H.K.	2014	SSRN HLS CLP Research Paper Series			The Collaboration Imperative for Today's Law Firms: Leading High Performance Teamwork for Maximum Benefit	HLS Center on the Legal Profession Research Paper No. 2014-23	https://ssrn.com/abstract=2517314	August 16, 2017	Importance of collaboration in professional service firms	The greatest asset in any knowledge-based organization, such as a professional service firm, is the expertise of its professionals	Conceptual	<p>CREATION OF A RICH COLLECTIVE EXPERTISE IN PROFESSIONAL SERVICE FIRMS; In recent decades, most top-tier professional service firms have focused on expertise specialization, creating narrowly defined practice areas and rewarding professionals for developing reputations in ever more precise niches. The collective expertise in such firms has thus become distributed across people, places and practice groups;</p> <p>NEED FOR COLLABORATION TO INTEGRATE THE COLLECTIVE EXPERTISE; the growing complexity and integrative nature of client issues demand that professionals collaborate with others throughout the firm (and often around the world) who have the complementary specialist expertise necessary to develop and serve clients. Many professional service firms have therefore concluded that to gain or even maintain competitive advantage, accumulating star talent is no longer enough. Rather, in order to maximize the value and output of such individuals, their diverse and distributed knowledge must be integrated;</p> <p>MULTINATIONAL COLLABORATION; the continuing globalization of business means that the clients of professional service firms are demanding seamless, multinational service. Counsel must frequently collaborate across geographic and cultural boundaries with far-off partners to ensure that work is aligned with the client's global strategy and accounts for country-specific issues;</p> <p>BENEFITS OF COLLECTIVE EXPERTISE INTEGRATION; By bringing together professionals with different bases of expertise, a collaborative approach to serving clients has the potential to develop more innovative outcomes that are customized to the specific needs of the client, thereby increasing satisfaction and repeat business; as individuals in a firm bring together their distinct expertise and knowledge to form innovative solutions, they may create entirely new types of services that can attract new clients;</p> <p>BARRIERS TO COLLECTIVE EXPERTISE INTEGRATION; Collaboration involves knowledge and expertise sharing, introducing colleagues to one's own clients, and working across structural and interpersonal barriers to pitch work and serve clients. Such collaboration requires trust – both a deep respect for a colleague's competence ("I trust you not to make a blunder") and a belief in his integrity ("I trust you won't undermine my relationship with my client"); when people face high performance pressure – the sort of high-stakes client situation where it is most vital to access and use the firm's best experts – collaboration becomes harder because professionals tend to become risk averse and may attempt to exert control by limiting access to their client;</p>
Wilkins, David B.	2014	SSRN HLS CLP Research Paper Series	WORKING PAPER	GLOBAL	Making Global Lawyers Legal Practice, Legal Education, and the Paradox of Professional Distinctiveness	HLS Center on the Legal Profession Research Paper No. 2014-26	https://ssrn.com/abstract=2526789	August 16, 2017	Future of legal profession	Did the Global Financial Crisis (GFC) that began in the United States with the fall of Lehman Brothers in 2008, and eventually spread to slow growth in most of the world's major economies – including here in Spain – herald a fundamental paradigm shift for the legal profession? Or are we just having the kind of correction that we have seen before as a result of past economic downturns, and that things will eventually return, roughly speaking, to the way that they were before the crash?	Conference	<p>PRIMARY DRIVERS OF CHANGE;</p> <p>GLOBALIZATION OF ECONOMIC ACTIVITY AND SHIFT IN THE LOCUS TO EMERGING ECONOMIES; The first is the globalization of economic activity, and the increasing shift in the locus of that activity from the developed economies of the North and West to the emerging economies of the South and East. According to the International Monetary Fund (IMF), in 2010 41% of all of the world's Gross Domestic Product (GDP) was located in North America and Western Europe (IMF 2010); By 2050, Citi Private Bank projects that this percentage will fall to 18%, with Asia, Latin America, and even Africa (which Citi predicts will be the fastest growing region in the world over the next few decades) replacing North America and Europe as the most important economies in the world (Citi Private Bank 2012);</p> <p>DEVELOPMENT OF INFORMATION TECHNOLOGY; explosion in the size and sophistication of information technology; developments in nanotechnology, cloud computing, and artificial intelligence will exponentially multiply our ability to generate, access, and process information;</p> <p>INCREASING BLURRING TOGETHER OF TRADITIONAL CATEGORIES OF KNOWLEDGE AND ORGANIZATION; increasing "blurring together" of the traditional categories of knowledge and organization that we have used to understand our world; It was not so long ago, that we confidently believed there was a sharp distinction between categories such as "public" and "private," or "global" and "local" – or more relevant for our purposes – "law" and "business," it is not that these categories are no longer important, but they are as sharply distinguished and hermetically sealed as we once did;</p> <p>IMPACT OF PRIMARY DRIVERS ON THE LEGAL PROFESSION;</p> <p>INSTITUTIONALIZATION OF LEGAL PRACTICE (LAW FIRMS AND IN-HOUSE COUNSEL); there is now a strong trend toward lawyers practicing law within the context of organizations of increasing size and scope. Thus, both the absolute number and relative size of "large" law firms has grown dramatically in recent years; it is not just law firms that are responsible for this growing institutionalization of legal practice. In the United States, in-house legal departments now rival the size of large law firms, with several employing several hundred lawyers (Coates et al 2011). Although U.S. legal departments still tend to be among the largest, one can now find large and sophisticated general counsel offices in companies in the U.K. and Western Europe – and a significant number of the companies emerging from the BRICS and other rising powers are beginning to build important internal legal departments as well; The number of lawyers employed by government agencies and multinational organizations is also expanding. The explosion of law and regulation in countries around the world, coupled with the rapid growth of regulation at the multinational level, is fueling a tremendous need for public lawyers employed at the local, national, and global levels who can interpret, administer, and enforce this expanding legal infrastructure; in the last few years we have seen the proliferation of new – or newly reinvigorated – organizations offering various kinds of legal (and legally related) services to businesses and individuals;</p> <p>DIVERSITY/INCLUSION GAP; Increasing diversity of race, religion and gender in the profession; de facto exclusion persists;</p> <p>COMPETITION; Today, law is rapidly becoming one of the most competitive businesses in the world;</p> <p>INCREASED SOPHISTICATION OF CONSUMERS OF LEGAL SERVICES; throughout the economy – and increasingly in the market for corporate legal services – there has been a dramatic reduction in what economists call information asymmetry between buyers and sellers. This gap began closing when corporations started to hire sophisticated in-house legal departments in the 1980s, a trend that is now spreading around the world; a growing number of "do it yourself" websites and on-line rating agencies are beginning to close this gap for individual clients as well; As a result, increasingly sophisticated consumers can at least attempt to compare prices and service quality;</p> <p>DISAGGREGATION OF LEGAL SERVICES (UNBUNDLING); the most sophisticated general consumers now routinely take legal work that lawyers traditionally sold as an integrated whole – e.g., "class action litigation," or "a \$500 million acquisition" – and "unbundle" it into its component parts – e.g., "discovery," "pre-trial motions," and "trial," or "due diligence," "asset pricing," "negotiation," and "document drafting" – and then spread those different aspects of the work across an increasingly global supply chain of legal producers;</p> <p>NEW ENTRANTS; this trend toward disaggregation has in turn spurred the development of a host of new producers that now aggressively compete for a portion of the work on this increasingly global legal supply chain; Thus, when sourcing "legal work" general counsels can now choose among legal process outsourcing organizations located in India and other low cost jurisdictions, electronic discovery companies, contract lawyers and other temporary staffing solutions, the Big Four accountancy firms which now offer advice on litigation management and debt pricing, and, of course, a growing number of increasingly sophisticated law firms around the world;</p> <p>INCREASED SOPHISTICATION OF CLIENTS; NEW CLIENTS' EXPECTATIONS; as corporate consumers become more sophisticated about their legal needs, and have greater access to a global network of providers willing and able to provide these services, law firms have had a more difficult time utilizing either of these strategies; companies are demanding greater transparency and accountability from law firms about how they are doing the company's legal work – and requiring that the law firms price these services by their "output," as measured by the value to the company, as opposed to the traditional "input" model based on the number of associate and partner hours it took to produce the work;</p> <p>EXTERNAL REGULATION; STATE-LED REFORMS; Although the legal profession retains important regulatory power in most jurisdictions, in recent years the state has become a much more important player in professional regulation around the world. The most obvious example is the U.K., where a government commission led by Sir David Clementi pushed through a series of reforms that have removed many of the organizational restrictions on how law is practiced – most importantly, easing restrictions against non-lawyer investment in law firms and restrictions against multidisciplinary practice – and created a Legal Services Board, headed by a competition specialist, which has ultimate authority over all regulation affecting lawyers; globalization is fueling a variety of state-led reforms that are dramatically redrawing the boundaries of legal professions and legal services around the world</p> <p>GLOBALIZATION; there is no single "global law," let alone a unitary global legal culture;</p> <p>NEED FOR REFORMS IN LEGAL EDUCATION;</p> <p>PROFESSIONAL IDENTITY AND DISTINCTIVENESS; If lawyers become nothing more than another agent for globalization, and the interests of globalizing clients – then the question becomes why should the legal profession be given any special privileges or responsibilities in connection with normative ordering, or any other important function? This is a challenge, it is important to note, not only for the legal profession, but also for all of those the profession claims to serve;</p>
Pearce, Russell G. and Wald, Eli and Balakrishnan, Swethaa	2015	SSRN HLS CLP Research Paper Series	journal article	US	Difference Blindness vs. Bias Awareness: Why Law Firms with the Best of Intentions Have Failed to Create Diverse Partnerships	Fordham Law Review, Vol. 83, No. 2407, 2015; U Denver Legal Studies Research Paper No. 15-08; Fordham Law Legal Studies Research Paper No. 2391478; HLS Center on the Legal Profession Research Paper No. 2015-7	https://ssrn.com/abstract=2591478	August 16, 2017	Diversity; partnership; Building on implicit and institutional bias scholarship in more senior positions of power; despite successful approaches described in the organizational behavior literature	Why do large law firms have been consistently unable to deliver diverse and institutional bias scholarship in more senior positions of power; despite successful approaches described in the organizational behavior literature	This Article uses the example of BigLaw firms to explore the challenges that many elite organizations face in providing equal opportunity to their workers	<p>INCREASED INVESTMENT IN DIVERSITY POLICIES; Despite good intentions and the investment of significant resources, large law firms have been consistently unable to deliver diverse partnership structures – especially in more senior positions of power;</p> <p>ASSESSMENT BASED IN MERITOCRACY AS A BARRIER TO DIVERSITY AT THE LAW FIRM PARTNERSHIP LEVEL; a significant barrier to systemic diversity at the law firm partnership level has been, paradoxically, the insistence on difference blindness standards that seek to evaluate each person on their individual merit; While powerful in dismantling intentional discrimination, these standards rely on an assumption that lawyers are, and have the power to act as, atomistic individuals – a dangerous assumption that has been disproven consistently by the literature establishing the continuing and powerful influence of implicit and institutional bias, and normalizing the dominance of certain actors – here, white men – by creating the illusion that success or failure depends upon individual rather than structural constraints;</p> <p>TREND TOWARDS A BIAS AWARENESS APPROACH; In contrast, we argue that a bias awareness approach that encourages identity awareness and a relational framework is a more promising way to promote equality, equity, and inclusion;</p>

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Gingerich, Jonathan and Robinson, Nick	2014	SSRN HLS CLP Research Paper Series			Responding to the Market: The Impact of the Rise of Corporate Law Firms on Elite Legal Education in India	HLS Program on the Legal Profession Research Paper No. 2014-11	https://ssrn.com/abstract=2398206	August 16, 2017	Indian legal education	The rise of law firms in India have fundamentally altered the educational experience at elite law schools in the country	Analysis	<p>IMPORTANCE OF CORPORATE LAW FIRMS IN INDIA; Corporate law firms have emerged in the past twenty years as a small, but economically important and growing part of the Indian legal sector;</p> <p>CAUSES OF THE GROWTH OF CORPORATE LAW FIRMS IN INDIA; The corporate law firms' presence growth has been driven by corporate clients who demand the legal services necessary to operate in the increasingly deregulated, privatized, and globalized Indian economy, including transactional legal services related to foreign direct investment, mergers and acquisitions, project finance, and other complex legal needs;</p> <p>CORPORATE LAW FIRMS SEEK DIFFERENT LAWYERS; corporate law firms have sought lawyers with a different skill set than typical (elite) lawyers had before liberalization. While elite lawyers in India have traditionally tended to be skilled oral advocates who had established "face value" with judges that enabled them to effectively advance their clients' positions in court, Indian corporate law firms have employed lawyers who can effectively conduct rigorous legal research, write clear legal documents and memos, interact with corporate clients, work on teams with other attorneys, meet deadlines, and speak and write polished English; law firms have generally not turned to lawyers from the practicing bar, but instead have hired newly minted law school graduates. Corporate firms offer high salaries even at the entry level, genteel work that avoids the rough and tumble of the courtroom, and the promise of relatively meritocratic recruitment and promotion;</p> <p>IMPACT ON LEGAL EDUCATION IN INDIA; the prospect of high-paying prestigious corporate work has changed who applies to law school, how these prospective students pick the law schools they attend, and how much they are willing to pay for their education; inside the institutional context of elite law schools, students have emphasized and shaped parts of their legal education they believe will be appealing to corporate firms;</p> <p>LAW SCHOOLS IN INDIA CHANGED THE EDUCATIONAL EXPERIENCE THEY OFFER; Indian law schools have changed the educational experience they offer as they have adapted to an increasingly corporate-oriented legal environment;</p>
Zaveri, Bhargavi	2014	SSRN HLS CLP Research Paper Series			Notes from the field: How India's corporate law firms are influencing her legal, policy and regulatory frameworks,	HLS Program on the Legal Profession Research Paper No. 2014-19	https://ssrn.com/abstract=2448269	August 16, 2017	Indian corporate law firms	The current policy frameworks allow wide latitude for the corporate legal services sector to influence legal, policy and regulatory formulation, implementation and reform in India	Interviews	<p>NEW ROLE OF THE INDIAN LEGAL PROFESSION; While the Indian legal profession has been widely acclaimed for leading socio-political movements during the country's independence era and for some years thereafter, it has since been perceived as largely aloof from policy advocacy, and has been accused of restricting its advocacy role to courtrooms;</p> <p>GROWING INFLUENCE ON LAW AND POLICY OF THE INDIAN CORPORATE BAR; The Indian corporate bar has never been known to possess excessive influence on law and policy. The last decade has, however, witnessed a remarkable shift in this trend, with corporate law firms in India taking a deeper interest in formulation and reform of the country's policy and legal frameworks in their areas of practice;</p> <p>CAUSES OF THE GROWING INFLUENCE OF THE INDIAN CORPORATE BAR ON LAW AND POLICY; the corporate segment of the Indian legal profession is now exhibiting crucial attributes of 'strategic' lawyering in the Indian context. Indian lawyers are now representing their clients' interests not only before courts and tribunals, but also before legislative, executive and administrative forums, negotiating policy exemptions, waivers and benefits for them and actively influencing policy as part of their transactional and advisory work; While the Indian political and economic environment and the rapidly emerging trend towards inclusive governance have made such representation and participation possible, the continued demand for such representation has made it more recurrent;</p> <p>POSSIBLE OUTCOMES OF THIS TREND;</p> <p>LAW FIRMS' INFLUENCE DOESN'T GROW; One direction is where law firms maintain status quo, consider this practice as one that cuts across all verticals, and adopt a case-by-case approach in intervening and seeking to influence policy, without developing specialized expertise in this area, implying the continued involvement of non-lawyer professionals having better expertise and familiarity with the administration, and the continued reliance of law firms and their clients on these professionals;</p> <p>LAW FIRMS' INFLUENCE GROWS; some law firms (as opposed to all) build focused capacity in this area, penetrate this practice and use their experience to represent clients before the policy making and administrative bodies and obtain favorable policy outcomes. These firms will naturally have a more profound impact on policy;</p>
Moorhead, Richard	2014	SSRN HLS CLP Research Paper Series		UK	Precarious Professionalism - Some Empirical and Behavioural Perspectives on Lawyers	HLS Program on the Legal Profession Research Paper No. 2014-17	https://ssrn.com/abstract=2407270	August 16, 2017	Quality of the legal profession	There is work to do for lawyers, regulators and law schools to face the precariousness that the legal professions face	Conceptual and data analysis	<p>INCREASED PRECARIOUSNESS OF LEGAL PROFESSIONALISM; Evidence from socio-legal and behavioural studies questions claims to: 1. superior competence; 2. superior ethicality; 3. superior leadership (state-of-the-art-ness); and, 4. superior regulatory practice;</p> <p>REFLEXIVE ENGAGEMENT IN PROBLEMS REQUIRED; Greater reflexive engagement in the problems of professionalism and institutional development of ethicality is required;</p> <p>LAWYER'S COMPETENCE NOT SUPERIOR; The evidence on competence does not suggest that where legal professions compete with non-lawyers their competence is superior;</p> <p>NEW BUSINESS MODELS; Evidence on ethicality suggests not only that lawyers may not be superior to 'mere business' but that elements of the professions' 'client first' 'business focused' model are likely to be detrimental to ethicality. Both behavioural research and case studies of recent ethical problems manifest in large London-based law firms support the view that these detriments have manifested themselves.</p> <p>NEW LEGAL SERVICE PROVIDERS; New providers of legal services are beginning to challenge the claims of elite firms to provide state of the art legal services;</p> <p>REGULATORY TECHNIQUES NOT VALUABLE; The value of regulatory techniques as employed by professions and latterly professional regulators, in the context of the Legal Services Act, have not demonstrated their value.</p>
Robinson, Nick	2015	SSRN HLS CLP Research Paper Series			The Decline of the Lawyer Politician	Buffalo Law Review Forthcoming	https://ssrn.com/abstract=2684731	August 16, 2017	Lawyers' influence over politics	Lawyers' prevalence in politics has changed over time	Conceptual	<p>DECREASING DOMINANCE OF LAWYERS IN CONGRESS; For the first time, the traditional dominance of lawyers in Congress is in slow, but steady retreat. In the mid 19th century almost 80% of members were lawyers. By the 1960s, under 60% were, and by 2016 less than 40%;</p> <p>CAUSES OF THE LAWYERS' ELECTORAL DECLINE; lawyers' electoral decline is largely the result of changes within the legal profession as well as new electoral competition, particularly from an emerging specialized political class;</p> <p>EFFECTS OF THE LAWYERS' ELECTORAL DECLINE; While lawyer legislators generally have similar voting records as other members, evidence is presented here for the first time that members of the House of Representatives who are lawyers have been more likely to support the funding of civil legal aid and oppose tort reform. This difference in voting records is part of a larger set of behavioral differences between lawyer and non-lawyer legislators that have arguably helped fostered the centrality of lawyers and courts in U.S. policy;</p> <p>DECLINE OF LAWYER POLITICIANS IN COURTS; there has been a decline of lawyer politicians in the courts—with fewer judges entering politics, as well as fewer former politicians becoming judges;</p> <p>EFFECTS OF THE DECLINE OF LAWYER POLITICIANS IN COURTS; This shift reduces the likelihood that a judge will have political ambitions that may influence their duties, but also means judges' have less political experience to draw on when making decisions and, ironically, may reduce judicial independence;</p> <p>GLOBALIZATION;</p> <p>INTERNATIONAL EXPANSION OF LAW FIRMS; International expansion is one of the biggest trends among law firms in recent decades;</p> <p>MANY LAW FIRMS INCREASE THEIR PRESENCE IN CHINA; an average of twelve new international law firms per year opened China offices between 1992 and 2012. By and large, international law firms have also been reluctant to leave. Though an average of seven international law firms per year close their China practices, 55 percent of exit can be traced to mergers or bankruptcy. Just twenty-five law firms in twenty years changed their China strategy and left outright; China is an important emerging market and a good place to begin constructing a theory of international law firm expansion;</p> <p>CAUSES OF THE INTERNATIONAL LAW FIRMS PRESENCE IN CHINA; Although outpost offices may not contribute much to the bottom line, they serve as valuable symbols of global commitment and a bet on future gains. The symbolic value and option value of outpost offices are arguments that we expect echo across markets, and surface when profitability is difficult and exit is unpalatable;</p> <p>DIFFICULTIES FOR INTERNATIONAL LAW FIRMS TO GROW IN CHINA; combination of international law firms and domestic pressures that all foreign law firms present in China experience: worldwide economic trends, competition from local law firms, and government restrictions on allowable practice;</p> <p>LAW CLERKS TO PERFORM ROUTINE TASKS; judges of the Supreme Court of India have hired law clerks to help them perform some of their routine tasks.</p>
Stern, Rachel E. and Li, Su	2014	SSRN HLS CLP Research Paper Series			The Outpost Office: How International Law Firms Approach the China Market	Law and Social Inquiry, Forthcoming; HLS Center on the Legal Profession Research Paper No. 2015-2	https://ssrn.com/abstract=2551102	August 16, 2017	International law firms facing in China?	How are international law firms facing in China?	Conceptual	<p>INTERNATIONAL EXPANSION OF LAW FIRMS; International expansion is one of the biggest trends among law firms in recent decades;</p> <p>MANY LAW FIRMS INCREASE THEIR PRESENCE IN CHINA; an average of twelve new international law firms per year opened China offices between 1992 and 2012. By and large, international law firms have also been reluctant to leave. Though an average of seven international law firms per year close their China practices, 55 percent of exit can be traced to mergers or bankruptcy. Just twenty-five law firms in twenty years changed their China strategy and left outright; China is an important emerging market and a good place to begin constructing a theory of international law firm expansion;</p> <p>CAUSES OF THE INTERNATIONAL LAW FIRMS PRESENCE IN CHINA; Although outpost offices may not contribute much to the bottom line, they serve as valuable symbols of global commitment and a bet on future gains. The symbolic value and option value of outpost offices are arguments that we expect echo across markets, and surface when profitability is difficult and exit is unpalatable;</p> <p>DIFFICULTIES FOR INTERNATIONAL LAW FIRMS TO GROW IN CHINA; combination of international law firms and domestic pressures that all foreign law firms present in China experience: worldwide economic trends, competition from local law firms, and government restrictions on allowable practice;</p> <p>LAW CLERKS TO PERFORM ROUTINE TASKS; judges of the Supreme Court of India have hired law clerks to help them perform some of their routine tasks.</p> <p>AMERICANIZE FOREIGN LAW SCHOOL STUDENTS; Advanced degree programs at elite U.S. law schools, meant for foreign students, have inadvertently encouraged students in other countries to "Americanize" themselves by doing the things that stellar American law students do</p>
Chandrachud, Abhinav	2014	SSRN HLS CLP Research Paper Series			From Hyderabad to Harvard: How U.S. Law Schools Make Clerking on India's Supreme Court Worthwhile	HLS Program on the Legal Profession Research Paper No. 2014-15	https://ssrn.com/abstract=2413576	August 16, 2017	Globalization	Advanced degree programs at elite U.S. law schools, meant for foreign students, have inadvertently encouraged students in other countries to "Americanize" themselves by doing the things that stellar American law students do	Interviews conducted with law clerks and interns who have served on the Supreme Court of India, and using India as a case study	<p>AMERICANIZE FOREIGN LAW SCHOOL STUDENTS; Advanced degree programs at elite U.S. law schools, meant for foreign students, have inadvertently encouraged students in other countries to "Americanize" themselves by doing the things that stellar American law students do</p>
Trubek, David M. and Coutinho, Diogo R. and Schapiro, Mario Gomes	2012	SSRN HLS CLP Research Paper Series			Towards a new law and development: new state activism in Brazil and the challenge for legal institutions	Univ. of Wisconsin Legal Studies Research Paper No. 1207	https://ssrn.com/abstract=2144939	August 16, 2017	Globalization, Law, development, legal system	Explores the emergence of a new developmental state in Brazil and its significance for law and development theory.	Case studies of state activism and law in Brazil	<p>NEW ROLES FOR LEGAL INSTITUTIONS; MAXIMIZE SYNERGY BETWEEN ACTORS; PRESERVE LEGITIMACY OF GOVERNMENT INTERVENTIONS;</p> <p>New roles emerging for legal institutions which must perform new functions. The emerging new developmental state seeks to maintain policy and rule flexibility, orchestrate relations among public actors and between them and the private sector, create conditions that will maximize synergy between actors, and preserve the legitimacy of government interventions. This generates four new roles for the legal system: (i) safeguarding flexibility, (ii) stimulating orchestration, (iii) framing synergy, and (iv) ensuring legitimacy.</p>

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Greiner, D. James, Cassandra Wolos Pattanayak and Hennessy, and Jonathan Phillip Hennessy	2012	SSRN HLS CLP Research Paper Series	Journal article	US	The Limits of Unbundled Legal Assistance: A Randomized Study in a Massachusetts District Court and Prospects for the Future	Harvard Law Review, Forthcoming.	https://ssrn.com/abstract=1948286	August 16, 2017	unbundled legal assistance	how much does a potential client gain from limited assistance as compared to a baseline of nothing? Second, how does limited assistance compare to full representation?	Court studies; We persuaded entities conducting two civil Gideon pilot programs to randomize which potential clients would receive offers of traditional attorney-client relationships from professional service provider staff attorneys and which would receive only limited ("unbundled") assistance. In both pilot programs potential clients were defendants in housing eviction proceedings, and both programs were oversubscribed. In this Article, we report the results of one of these two resulting randomized control trials, which we label the "District Court Study," after the type of the court in which it took place. In the District Court Study, almost all study-eligible eviction defendants received limited assistance in the form of help in filling out answer and discovery request forms, and most also attended an instructional session on the summary eviction process. After receiving this limited assistance, each member of a randomly selected treated group received an offer of a traditional attorney-client relationship from one of the legal services provider's staff attorneys; each member of the corresponding randomly selected control group received no such offer. We compare outcomes for the treated (offered traditional representation from a service provider staff attorney) group versus the control (no such offer) group on a variety of dimensions, focusing primarily on possession of the unit, financial consequences of the litigation, and measures of court burden.	TREND TOWARD UNBUNDLED FORMS OF LEGAL ASSISTANCE; state bar associations, state courts, bodies that compose and administer ethical codes, and others have accelerated a trend begun much earlier toward the legitimizing and promotion of "limited" or "unbundled" forms of legal assistance; some form of legal service or information provision short of a traditional, matter-specific, attorney-client relationship; BENEFITS OF UNBUNDLING; unbundling has the potential to address in part two related crises that have been recognized in the United States legal system over the past two decades: the access to justice challenges that have arisen as the legal system has become more complicated, and the influx of pro se litigants that have flooded the nation's courts, particularly the state courts;
Varottil, U. et al.	2012	SSRN HLS CLP Research Paper Series	Working paper		The Impact of Globalization and Cross-Border Mergers & Acquisitions on the Legal Profession in India	HLS Program on the Legal Profession Research Paper No. 2013-3	https://ssrn.com/abstract=2344222	August 16, 2017	Globalization	To analyze the impact of globalization and cross-border M&A on the Indian legal profession.	Qualitative methods and interview-based evidence	INTERNATIONALIZING INDIAN LAW FIRMS; Indian legal profession has undergone a major shift within the span of two decades. Through constant interaction with international law firms and international clientele, there has been a transfer of knowledge, systems and practices to Indian law firms, such that they are able to undertake a larger role in cross-border transactions like M&A. The boundaries between international law firms and Indian law firms in this space are being redrawn on an ongoing basis. SHIFT ON LAWYERS ROLE; The lawyers' role is shifting from that of a legal technician to one of a "trusted advisor" with commercial fair and managerial skills to effectively handhold the client during the deal-making process. Given that cross-border transactional practice is relatively recent in India, this study finds the lack of widespread availability of these skills and the required sophistication within the corporate legal profession in India, which generates significant pressure on star lawyers. RISE LOCAL CORPORATE BAR IN INDIA; While other emerging markets have seen the process of boundary-blurring, the Indian market displays clearer boundaries. This is due to the peculiarities of the Indian market, with a rising local corporate bar on the one hand and concurrent limitations on international law firms' ability to establish themselves on Indian soil.
McIntyre, Frank and Simkovic, Michael	2016	SSRN HLS CLP Research Paper Series			Timing Law School	Journal of Empirical Legal Studies (2017); HLS Center on the Legal Profession Research Paper No. 2015-4;	https://ssrn.com/abstract=2574587	August 16, 2017	Labor economics	We investigate whether economic conditions at labor market entry predict long-term differences in law graduate earnings. Can prospective law students benefit by "timing" law school?	Statistical analysis of secondary data. We estimate interactions between law earnings premiums and conditions at graduation using OLS and quantile regressions	UNEMPLOYMENT AFTER GRADUATION; We investigate whether economic conditions at labor market entry predict long-term differences in law graduate earnings. We find that unemployment levels at graduation continue to predict law earnings premiums within 4 years after graduation for earners at the high end and middle of the distribution. BETTER EARNINGS FOR EXPERIENCES; However, the relation fades as law graduates gain experience and the difference in lifetime earnings is moderate LAW SCHOOL LESS AFFECTED BY A RECESSION; the consequences of graduating into a recession are unlikely to be severe enough to make law school a poor investment relative to a normal bachelor's degree. Even for relatively low earners, and even for those who are unlikely enough to graduate into a weak economy, a law degree has typically more than paid for itself over the course of a lifetime. Indeed, earnings premiums for low earners appear to be insensitive to unemployment conditions at graduation.
Galanter, Marc and Robinson, Nick	2013	SSRN HLS CLP Research Paper Series	Journal article	INDIA	India's Grand Advocates: A Legal Elite Flourishing in the Era of Globalization	International Journal of the Legal Profession, Vol. 20, No. 3 (2013); HLS Program on the Legal Profession Research Paper No. 2013-5; Univ. of Wisconsin Legal Studies Research Paper No. 1240	https://ssrn.com/abstract=2348699	August 16, 2017	Impact of Globalization in the Indian legal profession	Degree to which legal systems around the world are converging. The case of Grand Advocates in India	our study, which is based on interviews with more than fifty legal professionals in Delhi, Mumbai, and Madras	GLOBALIZATION; globalization is creating increasingly similar laws, regulations, and adjudicatory proceedings; LIMITS TO HOMOGENIZING GLOBAL FORCES; UNIQUE FORMS OF LEGAL PRACTICE CAN BE LOCALLY PERPETUATED; STATUS OF INDIAN GRAND ADVOCATES BASED ON NON-TRANSFERABLE REPUTATIONAL CAPITAL; we provide a counter-example to the convergence thesis and, by detailing how Grand Advocates shape and are shaped by distinct features of the legal system in which they operate, show how unique forms of legal practice may be perpetuated even in the face of potentially homogenizing forces. We argue that Grand Advocates (GAs) have not only survived, but flourished in the age of globalization — benefiting from, while resisting absorption by, the rising law firm sector; A series of structural features of litigation and the judiciary in India have played a dominating role in perpetuating this unique set of lawyers, and the culture they inhabit; Litigation in India tends to be less about money (as there are fewer deep pockets, judges rarely grant large monetary compensation, and it is difficult to collect an award), and more about control; Given the backlogged courts, cases may drag on for years and so it is necessary to secure beneficial interim orders as they relate to the ownership of property, command over an organization, or the validity of government regulation; To achieve these ends, Grand Advocates use the extensive human capital they have developed within the court system and their nuanced knowledge of both formal and informal judicial procedure; These assets are in many ways positional goods — particularly their reputational capital before certain judges — that are difficult to share with juniors or partners; They are also assets that can be used in a wide range of cases, thus lessening the pressure to specialize amongst this select group of lawyers, who are still largely generalists.
Coates, IV, John C and Fried, Jesse M. and Spier, Kathryn E.	2014	SSRN HLS CLP Research Paper Series	Working paper		What Courses Should Law Students Take? Harvard's Largest Employers Weigh In	HLS Program on the Legal Profession Research Paper No. 2014-12; Harvard Public Law Working Paper No. 14-20.	https://ssrn.com/abstract=2397317	August 16, 2017	Educational	What Courses Should Law Students Take?	Online survey of 124 practicing attorneys at major law firms on behalf of Harvard Law School (HLS) to learn more about how HLS can better advise and train its students.	ACCOUNTING AND FINANCIAL STATEMENT ANALYSIS; CORPORATE FINANCE; The most salient result from the survey is that students should learn accounting and financial statement analysis, as well as corporate finance. These two subject areas are viewed as particularly valuable both for lawyers in litigation and lawyers working in corporate/transactional practice areas.

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Lee, Katrina	2017	Stanford LS Legal Design reading list	Journal article		A Call for Law Schools to Link the Curricular Trends of Legal Tech and Mindfulness	University of Toledo Law Review, Vol. 48, No. 55, 2016; Ohio State Public Law Working Paper No. 389	https://srlm.com/abstract-2937221	August 20, 2017	Legal technology, legal education	As law schools move in the direction of increased legal technology focus, they deliberately link legal technology education with mindfulness training	Descriptive	MINDFULNESS MEDITATION; Mindfulness meditation has increasingly become a part of law school curricula (i.e. Yale, Columbia, California Berkeley, U Miami.) RISE IN LEGAL TECH OFFERINGS IN LAW SCHOOL Legal technology has become increasingly present in law school curricula across the country in recent years, and the momentum toward providing legal technology education continues to rise. Legal educators advocating for this development almost universally discuss the impact of legal technology on the practice of law and the speed with which that is taking place, along with the need for law schools and the legal profession to address the unmet need for all citizens to have access to justice. [The ABA Lawyering Task Force at one point set these criteria for inclusion of law schools focused on the teaching of legal technologies: LAW PRACTICE TECHNOLOGY; A full-time faculty member dedicated to teaching and coordinating a program in law practice technology. This subject matter should be the focus of serious research, including the development of innovations in law practice. NEW TECHNOLOGIES CREDIT COURSES; At least two credit courses in this subject matter such as law practice management, law practice technology, ediscovery and big data, outcome prediction, legal project management, virtual lawyering, expert systems development, document automation, and/or other coursework which deals with innovation in the delivery of legal services and law practice. NON-CREDIT COURSES Non-credit courses taught by adjunct instructors don't qualify. LAW SCHOOL SPONSORING INCUBATOR PROGRAMS; Law schools sponsoring incubator programs are interesting, but these programs involve lawyers who have already graduated, not law students.]
Tanina Rostain, Roger Skalbeck & Kevin G. Mulcahy	2013	Cited by Lee 2017	Journal article		Thinking Like a Lawyer, Designing Like an Architect: Preparing Students for the 21st Century Practice	Chicago-Kent Law Review, 88 (3), pp.743-755	http://scholarship.kentlaw.iit.edu/cgi/viewcontent.cgi?article=3977&context=cklrreview	August 21, 2017	Law School future	While the potential of apps to address unmet legal needs is becoming recognized, the pedagogic value of building apps in the law school setting is only now beginning to be explored	Case analysis	ANALYTIC PRINCIPLES TO DEVELOP APPS; Purpose in teaching students to build apps is not to train them in any specific technology or software, but to expose them to the analytic principles underlying the development of these systems. % HARD TO CREATE LEGAL APPS; Like an architect, an expert system's designer must consider the function that the system will serve for the users. Law functions as a system, but it is poorly designed one from the point of view of legal people who seek access to it. Law is not accessible, intuitive, nor easy to use. Drawing on principles of human centered design, app builders can tame law's complexity and render the legal system understandable and usable.
Hagan, Margaret D. & Kim, Miso.	2017	Stanford LS Legal Design reading list			Design for Dignity and Procedural Justice.	Springer Press	https://srlm.com/abstract-2994354	August 21, 2017	Court Self Help Centers	The civil legal system exists to solve people's problems, like divorce, eviction, bankruptcy, and child custody disputes. But this system, in particular the courts, are difficult and frustrating to navigate, especially if a person does not have a lawyer	Framework of Perceived Control that considers how to give users greater understanding, options, and behavioral control over a difficult system	DIFFICULTY TO FIND A LAWYER; SELF HELP CENTERS; The civil legal system exists to solve people's problems, like divorce, eviction, bankruptcy, and child custody disputes. But this system, in particular the courts, are difficult and frustrating to navigate, especially if a person does not have a lawyer. Our study reviews how people currently experience court Self Help Centers, and identifies opportunities to enhance them. It does this through a framework of Perceived Control, that considers how to give users greater understanding, options, and behavioral control over a difficult system. ENHANCE LITIGANTS; In this paper, we explored the concept of Perceived Control as a framework to design a more dignified experience in the courts' Self-Help Center. We found that the framework helped the design teams to frame their research and craft new, promising interventions to enhance litigants' sense of control and dignity in the courts. EXPERIENCE AFFECTS EFFICIENCY; We established the insight that court user experience affects efficiency
Julie Sobowale	2016	Stanford LS Legal Design reading list			How artificial intelligence is transforming the legal profession.	ABA Journal	https://srlm.com/delivery.php?ID=972054091151121270821131260000300705207807107900110121209500404104112306912506508611402211503910809704807603110508509602811600904106406502709309712108811908206711103023095070096110040641250690761021101201080961	August 21, 2017	Self representation	We will never have enough lawyers to serve the civil legal needs of all low- and moderate-income (LMI) individuals who must navigate civil legal problems	Case analysis	LACK OF PROFESSIONAL HELP ASSISTANCE; By any measure, the overwhelming majority of human beings (as opposed to corporations, labor unions, or other incorporeal entities) who face legal problems in the United States do so without a traditional attorney-client relationship and indeed, without any form of professional legal assistance. In an important sense, the majority of legal scholarship in the United States is focused on elite (particularly wealthy) individuals and, more the point, on corporations, labor unions, partnerships, and the other incorporeal entities that consume legal services in quantity. NEED FOR SELF-HELP ASSISTANCE; construction of a dialogue about assisted self-help. In choosing to study this topic, we make the following assumption: there will never be sufficient funding or in-kind donations to provide an attorney-client relationship, or any kind of professional legal assistance (limited, unbundled, or otherwise), to meet the United States' well-documented civil justice gap. IMPEDIMENTS FOR SELF-REPRESENTATION; impediments to lay deployment of the professional legal knowledge in self-help materials. Based in part on our observations of small claims courts and semi-structured cognitive interviews with small claims defendants, we identify a series of obstacles that we posit are preventing individuals subject to compulsory legal process from deploying professional knowledge.
Greiner, D. James; Jiménez, Dalé and Lupica, Lois R	2016	Stanford LS Legal Design reading list	Journal article		Self-Help, Reimagined.	Indiana Law Journal, 92(1)	https://srlm.com/abstract-2633032	August 21, 2017	Justice gap; self-help materials legal design	Which are the barriers that low- and moderate-income (LMI) individuals face in attempting to navigate legal and quasi-legal spheres in other contexts. We also rely on findings from semi-structured interviews with individuals in financial distress; We provide examples from materials we have been developing for a research study on consumers in financial distress; surveys the literature on testing of educational materials and discusses our experiences in testing	builds a theory of barriers to effective deployment by joining together a variety of literatures—particularly public health, education, and cognitive psychology—that speak to analogous problems in other contexts. We also rely on findings from semi-structured interviews with individuals in financial distress; We provide examples from materials we have been developing for a research study on consumers in financial distress; surveys the literature on testing of educational materials and discusses our experiences in testing	CUSTOMER NEEDS; JUSTICE GAP; low- and moderate-income (LMI) individuals who must navigate civil legal problems face important obstacles when attempting to deploy professional legal knowledge; DEVELOPMENT OF SELF-HELP MATERIAL TO IMPROVE JUSTICE GAP; the volume of litigants who interact with the formal legal system without any form of professional assistance means that effective self-help materials must be part of any reasonable access to justice strategy. INCREASED INTERDISCIPLINARY RESEARCH TO DEVELOPE A FRAMEWORK FOR THE DESIGN AND DELIVERY OF SELF-HELP MATERIAL; the authors apply learning from fields as varied as psychology, public health, education, artificial intelligence, and marketing to develop a framework for how courts, legal aid organizations, law school clinics, and others might re-conceptualize the design and delivery of civil legal materials for unrepresented individuals; EMERGENCE OF LEGAL DESIGN; RISE OF RESEARCH ON THE NATURE AND IMPLICATIONS OF "THINKING LIKE A NON-LAWYER" TO SOLVE LEGAL PROBLEMS; one premise of "thinking like a non-lawyer" is that the set of legal problems experienced by human beings (as opposed to incorporeal entities) requiring irreducibly complex judgments is small. A second premise is that the recipe for solving the legal problems of human beings has five parts mundanity and four parts psychology for every one part formal law. A third premise is that even that one part formal law can, in many settings involving human beings, be commoditized;
Michael Westcott	2013	Stanford LS Legal Design reading list			The DMI Design Value Scorecard		http://c.ycmdn.com/sites/www.dmi.org/resource/fs/cm/Docs/DMI_DesignValue.pdf	August 21, 2017	Management models	Come up with a useful scorecard that DMI members could use to assess design's impact and importance in their own organizations	Organization analysis	CENTER OF EXCELLENCE; In the organizations of best-practice companies, designers are led by a center of excellence to define vocabulary, practices, and training. In addition, many of these organizations have design teams in key divisions working more closely with customers. C-LEVEL SUPPORT AND LEADERSHIP; Design managers, especially those among the Top 10 Innovators, cited the strong advocacy they have at the C level as reasons why design, innovation, and development have become the company's primary focus. These groups are also led by experienced design executives. INCREASING INVESTMENT; There is surprising consistency regarding design's evolution and progression with organizations across all industries. While companies are certainly at different places along the Design Value Scorecard, all managers reported "significant improvement" during their tenure. USER-CENTERED EXPERIENCE INNOVATION; By taking a strong user-centered approach to innovation, the role of design continues to evolve in these organizations to connect and integrate various aspects of the customer experience. This effort often results in organizational change to streamline and improve the performance of the entire organization. This appears to be an important and valuable role for design in many organizations.
Hagan, M.	2016	Stanford LS Legal Design reading list			The User Experience of the Internet as a Legal Help Service: Defining standards for the next generation of user	VIRGINIA JOURNAL OF LAW & TECHNOLOGY, 20	https://srlm.com/delivery.php?ID=47205409605020125031023098102037100001024071012061053073118028088121001070121080910110991011070421081010861070310340780070040071060060161040961001010510806071180121110970061170980691020080240970	August 21, 2017	Internet as a legal help service	How the internet is currently failing laypeople who are searching online for legal help to their problems and what a future agenda of user-centered standards and practices for better legal help on the internet could be	Empirical research	TECHNOLOGY IMPROVES ACCESS TO JUSTICE SYSTEM; Technology has entered the world of legal services and promises to improve how people access and navigate the justice system. Practitioners and scholars are calling for development of tech-based, interactive resources that help laypeople navigate their legal problems. INTERNET FAILING FOR LEGAL HELP ONLINE; how the Internet is currently failing laypeople who are searching online for legal help to their life problems and what a future agenda of user-centered standards and practices for better legal help on the Internet could be INTERNET AS A LEGAL RESOURCE; the Internet can best be used as legal resource and the status quo of legal help sites. LEGAL HELP WEBSITES; surveys and examines negative consumer reports and reviews of legal help websites
Michael Genesereth	2015	SLS Codev publications	White paper		Computational Law: The Cop in the Backseat	White Paper, CodeX—The Stanford Center for Legal Informatics	http://logic.stanford.edu/complaw.com.plaw.html	August 22, 2017	Technology	Legal technology based on Computational Law has the potential to dramatically change the legal profession, improving the quality and efficiency of legal services and possibly disrupting the way law firms do business	Conceptual	COMPUTATIONAL LAW; ENCODE RULES THROUGH BOOKS AND INTERNET; Computational Law is the natural next step in a progression that began millennia ago. Around 1750 BC, Hammurabi had the laws of the land encoded in written form (literally cast in stone) so that citizens could know what was expected of them and what would happen if they violated those expectations. Since then, it has been the norm to encode rules in written form and disseminate first via books and more recently via the Internet. However, with the proliferation of rules and regulations, just writing things down is not enough when the laws are voluminous and difficult to understand. In a way, Computational Law is the next step in the evolution of the legal system.

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretic Framework	Research question(s)/Hypothesis/Ojectives	Methodology	Drivers of Change
Surden, Harry	2012	SLS Codex publications	Journal article		Computable Contracts	UC Davis Law Review, Vol. 46, No. 629, 2012	https://ssrn.com/abstract=2216866	August 22, 2017	Legal Technology	This Article introduces the theory and methods of data-oriented and computable contracting. Why express contract criteria in data rather than words? Expressing contracts as data may enable computers to read core terms, but what about assessing conformance?	Theoretical	<p>DATA ORIENTED CONTRACTS; COMPUTABLE DATA;</p> <p>It is possible, however, to represent contractual obligations in forms other than ordinary language. In particular, parties can express certain contractual terms or conditions as computer data. Why express contract criteria in data rather than words? When terms are represented in highly-structured data, computers can process them with a high degree of accuracy as compared to those expressed in ordinary language. This "contract-as-data" approach is not simply theoretical, but can be seen in practice in domains such as finance. In recent years, firms are able to express the core terms of certain financial contracts — such as agreements to sell currencies at a future date — not as written words on paper, but as computer-readable data records. In financial firms, express obligations in this non-traditional form so that they may be easily processed by electronic financial trading systems. When contracting parties express terms as data, to facilitate computer analytics, we might describe such expression as "data-oriented." LIMITS limits of data-oriented and computable contracting. These approaches are not suited for contracting scenarios involving significant amounts of uncertainty, abstraction, or complexity. Rather, they are geared toward the subset of contracting in which the application of contract terms is expected to be relatively non-controversial in the ordinary case. Such routine contracting contexts, although perhaps not arising from a legal analytical perspective, represent domains of substantial commercial significance.</p> <p>COMPUTATIONAL ANALYTICS UNAVAILABLE IN TRADITIONAL APPROACH; ability to perform sophisticated computational analytics unavailable in the traditional written approach. For example, once contractual obligations are represented in a data-oriented manner, a computer system may be able to compare contracting data to manufacturing information to detect and prevent disparities or contradictions, potentially reducing legal risk.</p> <p>CONTRACTING TRANSACTION COSTS; Computable contracting can reduce certain contracting transaction costs as compared to the traditional paradigm. The technological reduction of transaction cost levels can therefore have effects on the substance of laws... To the extent that computable contracting (or similar technologies) become more prevalent and alter transaction cost levels, the effective scope of certain laws may change, even as the statutes or doctrine, on their face, appear to remain constant.</p>
Roland Vogl	2016	SLS Codex publications	Blog Posting	September 26	The Coming of Age of Legal Technology		https://law.stanford.edu/2016/09/26/81188/	August 22, 2017	Legal Technology	presents a snapshot of legal technology circa September 2016	Based on Codex Technindex	<p>LEGAL INFORMATION TECHNOLOGIES; Legal information retrieval encompasses technologies that help us find legally relevant information more efficiently (for example, legal search technologies, e-discovery technologies, contract analysis, contract management systems).</p> <p>LEGAL INFRASTRUCTURE TECHNOLOGIES; Legal infrastructure technologies include new systems and platforms that help connect the stakeholders in the legal system more efficiently (for example, lawyer match-making platforms/networks).</p> <p>COMPUTATIONAL LAW TECHNOLOGIES; Computational law technologies are systems where computers can understand legal rules and we can automate legal decision making and processes (for example, smart or computable contracts).</p> <p>GENERAL LEGAL TECHNOLOGY APPLICATIONS; legal technology 1.0 applications technology empowers people within the current system. Here, he includes computer-assisted legal research, document production, practice management, and early e-discovery. The disruptive 2.0 applications, where technology replaces an increasing number of people within the current system, include machine learning approaches in e-discovery (often including predictive coding) that are eliminating document review jobs. Other disruptive applications in the 2.0 phase include systems that combine word processing with expert systems to create contract document assembly tools that lawyers can use to create contracts. According to Goodnowough, we are fast approaching 3.0, where the power of computational technology for communication, modeling, and execution will result in a radical redesign or full replacement of the current system — in other words, systems that change the way lawyers do their jobs. The central figure in the current figure in the legal services, just as the self-driving car challenges the concept of the human driver as the central figure in transportation. While this next generation of technology presents the most serious threat to the role of the human lawyer in the delivery of legal services, it also holds the promise of opening up a new era for the law itself, by providing people with affordable and immediate access to the law. Beyond that — by giving us new tools to measure and monitor the impact of a statute, a court or an agency decision, or a transaction — it will also help us better understand how the law impacts an individual, a group or society at large.</p> <p>LEGAL TECH INDUSTRY EVOLUTION; MORE DEMANDING CLIENTS; NEW COMPETITION OF LEGAL PROVIDERS; Some of the technologies I have mentioned here have already spanned their own sub-industries within the legal tech industry. For example, legal research, e-discovery, contract management, and lawyer networks have become crowded industries with many competitors. However, as has been reported about the use of Blockchain and Ethereum technology for contracts but also for other legal transactions (such as incorporation). There are some interesting early-stage examples that have just begun. But at this point, we are still waiting for Blockchain or Ethereum enabled use cases that will solve legal problems for consumers or companies. Drivers of change law firms: For the past decade or so, law firms have been facing ever more demanding clients, in particular corporate counsel who want more value for their outside legal spending. It is clear that, as law firms compete for legal business, they face new competition from alternative legal service providers, including the large accounting firms, legal process outsourcing companies (LPOs) and legal technology providers. Prominent commentators, such as Professor Richard Susskind and Professor William Henderson, have eloquently described the systemic economic pressures and technological developments that have been chipping away at law firms' traditional business model and are offering some strategies for firms to be better prepared for the future.</p>
Bench-Capon, T. et al.	2012	SpringerLink	Journal article		A history of AI and Law in 50 papers: 25 years of the international conference on AI and Law	Artificial Intelligence and Law, 20(3), pp. 215–319	http://link.springer.com/10.1007/s10506-012-9131-x	August 22, 2017	Legal technology	The emergence of the World WideWeb in particular has had an enormous impact on legal informatics, both what is feasible and what is desirable	Retrospective of 25 years of the International Conference on AI and Law, which was first held in 1987	<p>Looking back over twenty five years of AI and Law enables us to see a great deal of development both in techniques and understanding, and in the technology and the role played by AI and Law. With respect to the latter, the changes since 1987 could not have been imagined (by me at least) at the first ICAI. The development of the World Wide Web, the enormous reduction in the cost of data storage and the enormous increase in computational power have combined to change the nature of AI and Law applications completely, both in availability and scope. On the technical side, various relationships between cases and statutes and rules, between legal knowledge and common sense knowledge, and between formal and informal approaches have provided a consistent source of inspiration and definite progress has been made in understanding the relationships better... It is not a coincidence that the fields of AI and Law have crossed paths, as the two fields share method and subject matter. As method, both AI and Law show the powers of what may be called semi-formal modeling. Where the semi-formal models of law take for instance the form of binding precedents and statutory rules, those of AI range from logical representations to robot vehicles visiting Mars. Both AI and Law know that modeling can never be purely formal nor purely informal. Modeling is always a task of finding the right balance between the order of the formal and the chaos of the informal. In law, rules have exceptions, reasons are weighed, and principles are guiding. In AI, reasoning is uncertain, knowledge is context-dependent, and behavior is adaptive. This interest in the necessary balancing of order and chaos that is at the heart of both AI and Law points to the common subject matter that underlies the two fields: the coordination of human behavior. In AI, such coordination is steered by the elusive tool of intelligence, and, in law, the equally intangible technique of the rule of law is the primary coordination device. Where AI focuses for instance on the roles of knowledge, reasoning, action and interaction in coordination, the law addresses how contracts, punishment, compensation and authorities can guide human society and its inhabitants in doing the right thing by their shared method and subject matter. Both AI and Law can be regarded as developing a science of hermeneutic pragmatics, which to many outside AI or Law — and perhaps even to many within these fields — would sound like a contradiction in terms. We, in the field of AI and Law, know that it is not. Each element in the term has to be there. "Pragmatics" reflects the concrete goal of behavior coordination, which requires the understanding and interpretation covered by the term "hermeneutic", of which the notoriety — partly deserved and partly undeserved — is tempered by the emphasis on "science". Also both AI and Law are engineering sciences, stressing the need to not only develop new understanding, but also build new things hands-on: whether new law or new artifacts. As a thoroughly interdisciplinary field, AI and Law is in the unique position to integrate insights from what in the Netherlands are commonly referred to as the alpha, beta and gamma sides of the sciences, roughly corresponding to the humanities, the empirical sciences, and the social sciences, respectively. Also by the nature of the field, AI and Law benefits from the synergy between the different kinds of systems investigated: theoretical systems, such as mathematics and legal theory, are used to learn about artificial systems, such as software and statutes, while remaining grounded by the perspective on natural systems, such as human intelligence and the practices of law.</p> <p>Recent advances in both Human Language Technology (HLT) and techniques for large-scale data analysis ("Big Data") have vastly increased capabilities for automated interpretation of legal text. These advances have coincided with a rapid expansion of interest in automated processing and understanding of legal texts on the part of industry, government agencies, court personnel, and legal practitioners. Large-scale data analysis and natural language processing techniques are being used to analyze the aims or methods of more traditional logic-based approaches... data-centric approaches can, under some circumstances, finess the two key impediments to logic-based systems: ruralization and the language gap. However, as described below, data-centric techniques typically address somewhat different legal key impediments to logic-based systems; they are better-suited for tasks that involve exploitation of knowledge latent in legal documents and corpora or that require empirical statistical characterization of a case than tasks that depend on generation or analysis of highly rule-governed discourse or documents. Three areas of recent data-centric research can be distinguished: (1) CASE ORIENTED: One strand of data-centric legal technology focuses on the significant characteristics of cases considered as a whole, such as duration, costs, and potential awards or punishments, and probability of success of claims, motions, or other pleadings. Areas of particularly active commercial activity litigation assistance, that is providing information to improve the probability of success at trial. Often such information takes the form of prediction of case events, such as the probability of success of a given action as a function of particular attorneys, judges, courts, etc. A limitation of predictive analytics is that a probability unaccompanied by a legal justification is not useful for actually producing legal arguments, documents, or discourse, although it may guide the decisions about what argument, document, or discourse to create. On the positive side, predictive systems have the potential to compensate for institutional biases that sometimes favor unnecessary litigation. A study by Loftus and Wagenaar showed that attorneys systematically overestimated their probability of success at trial (Loftus and Wagenaar 1988). More such information about the expected costs and rewards of litigation could help clients make more informed decisions about whether to go to trial or to settle. (2) DOCUMENT ORIENTED: A second strand of data-centric legal technology focuses on analysis of individual documents. (a) Information extraction, the process of identifying named entities such as places, persons, organizations, dates, claims, etc., as well as extracting more complex information, such as events and narratives. A relatively mature technology, information extraction has been applied to identify named entities in legal texts (Dozier et al. 2010), legal claims (Surdeanu et al. 2010), and descriptions of events and narratives giving rise to legal claims (Vain2016). Most approaches to information extraction require annotated corpora to train the extraction models. (b) Automated summarization: An important work product of legal research consists of summaries of case facts, decisions, and other legal documents. Abstractive summarization, an alternative approach that selects content appropriate for a summary and combines it into coherent text. One recent approach to abstractive summarization involves Deep Learning, i.e., neural network techniques (Rush et al. 2015). (c) Predictive retrieval and form completion: Legal information retrieval is an essential part of modern legal practice. Two recent projects demonstrate how modern text analytics can permit real-time interactive retrieval of legal texts to operate predictively in the form of cognitive assistants. (3) CORPUS ORIENTED: The third strand of data-centric legal technology focuses on the properties of entire collections of legal texts, including network structures, temporal and sequential characteristics, and content distribution.</p>
L. Karl Branting	2017	SpringerLink	Journal article	March	Data-centric and logic-based models for automated legal problem solving	Artificial Intelligence and Law, March 2017, Volume 25, Issue 1, pp 5–27	https://ojs.ub.uni-wuerzburg.de/article/view/10.9131/x	August 22, 2017	Legal technology	Recent advances in both Human Language Technology (HLT) and techniques for large-scale data analysis ("Big Data") have vastly increased capabilities for automated interpretation of legal text	Case analysis	<p>Looking back over twenty five years of AI and Law enables us to see a great deal of development both in techniques and understanding, and in the technology and the role played by AI and Law. With respect to the latter, the changes since 1987 could not have been imagined (by me at least) at the first ICAI. 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Elisabetta Iossa, Bruno Julien	2017	Wiley Online Library	Article		The market for lawyers and quality layers in legal services	Volume 43, Issue 4	http://dx.doi.org/10.1111/ajls.12171	September 4, 2017	Lawyer quality	Quality lawyers obtain better-quality evidence and are better able to interpret it	Conceptual	<p>LAYERS OF QUALITY IN THE LEGAL PROFESSION; Distinctive layers of quality exist within the legal profession, and it is typically observed that higher-quality lawyers are assigned higher-value cases and receive higher fees; Distinctive layers of quality result also from the presence of systems of quality certification, such as the Queen's Counsel (QC) system in England and Wales. QCs are lawyers who are certified to have marked themselves out in the profession; in court, they wear a distinctive uniform with a short wig and wing collar and with bands and silk gown over a special court coat. They are typically hired for more valuable cases, but from the day of their appointment they benefit from an increased fee per hour.</p> <p>INFLUENCE OF THE LAYERS OF QUALITY IN THE QUALITY OF JUSTICE; There was a perception that QC (Queen's Counsel) were now recruited in circumstances where their particular skills were not really needed: for example because it might be thought that judges would pay more attention to a QC's argument, or because a simple equality of arms was needed — just because the other side had already instructed a QC. The incentives to "pay attention" to a QC's argument can thus be seen as reflecting the incentive of less competent judges to favor litigants represented by a QC.</p> <p>LOW QUALITY OF SELF-IDENTIFICATION; In many countries, agents can choose to self-identify rather than be represented by a professional lawyer, and the quality of self-representation is lower on average than that of professional representation because there are no entry requirements to ensure minimum quality standards;</p>
Edward Rubin	2014	Wiley Online Library	Article		The Future and Legal Education: Are Law Schools Falling and, If So, How?	Volume 39, Issue 2, Spring 2014, Pages 499–521	http://dx.doi.org/10.1111/jls.12077	September 4, 2017	Legal education in future	Law schools should transform their educational programs to reflect the regulatory, transactional, and interdisciplinary nature of modern legal practice	Conceptual	<p>EFFECTS OF THE 2008 ECONOMIC CRISIS ON EMPLOYMENT; As a result of the 2008 economic crisis, the hiring of new lawyers, most notably at large national law firms, contracted dramatically and some firms actually dismissed a significant number of their recent hires. Salaries, which had been steadily increasing, were frozen or even lowered. For the first time in decades, three-year students in elite law schools were finding themselves without employment after graduation, while those at less competitive schools faced increasingly unfavorable odds of ever finding legal work. The current crisis in the market for lawyers certainly commands attention and is likely to continue for a few more years, at least;</p> <p>TRANSFORMATION OF LEGAL EDUCATION; the contraction of the legal market, whether it continues or is gradually reversed, will require only limited, albeit temporarily painful, readjustments. It is the transformation of society that will demand that law schools abandon their adamant rigidity and restructure themselves;</p> <p>LAW SCHOOL TRENDS; the trends that seem likely to dominate the future of law, and law schools, involve the increased specialization demanded by a knowledge-based economy and the expansion of legal services demanded by the majority of voters who cannot afford such services at present;</p>
Dale Margolin; Steven Berenson; Lisa Martin; Karen Pearlin Raab; Maryann Zavez	2010	Wiley Online Library	Article		Empowerment, Innovation, and Service: Law School Programs Provide Access to Justice and Instill a Commitment to Serve	Volume 48, Issue 4, October 2010, Pages 672–684	http://dx.doi.org/10.1111/jls.12124	September 4, 2017	Law School future	Law schools around the country seek to fill the legal needs of their communities in ways that are both innovative and mutually beneficial to clients and students	Case analysis	<p>LAW SCHOOLS AND ACCESS TO JUSTICE; Law schools around the country seek to fill the legal needs of their communities in ways that are both innovative and mutually beneficial to clients and students; some universities allowed their law students, under the supervision of law professors or community professionals, to provide assistance or legal representation to underserved and often marginalized populations needing help with family law problems, including parents accused of abuse and neglect, youth aging out of foster care, homeless families, survivors of domestic violence, homeless veterans with addiction problems, and female prisoners. The law school programs described in this article are filling family law needs that are not being met elsewhere, and they are doing so in innovative ways, working closely and collaboratively with other institutions and community providers;</p> <p>BENEFITS OF PRO BONO PROGRAMS TO STUDENTS; in addition to helping and empowering clients, these law schools are providing experimental learning opportunities that are transformative for their students; Creating clinical and pro bono opportunities for law students provides important training and benefits for the students, as well as the clients who are assisted;</p>
Barbara A. Babb	2017	Wiley Online Library	Article		Another Look at the Need for Family Law Education Reform: One Law School's Innovations	Volume 55, Issue 1, January 2017, Pages 59–69	http://dx.doi.org/10.1111/frcr.12256	September 4, 2017	Legal education in future	The pressing need to change family law education stems from increased numbers and types of family law matters before the courts, changing legal standards, and the evolution of family law practice	Conceptual	<p>CHANGES IN FAMILY LAW PRACTICE; Family law practice has undergone dramatic change in the last quarter century, perhaps more than any other area of practice. Virtually everything about it has changed—the role of the family court, the procedure for resolving family disputes, the role of the family lawyer, and the substantive law. It is a vibrant and exciting field, with great influence on the lives of families and children; in the last few decades, the volume of family law cases has increased dramatically.</p> <p>IMMOBILITY OF FAMILY LAW IN LEGAL EDUCATION; The family law curriculum in our law schools, however, do not reflect either the change in practice or its vibrancy. Despite the enormous challenges of modern practice, and the high stakes for parents and children, family law remains the stepchild of the law school;</p> <p>BARRIERS TO CHANGES IN LEGAL EDUCATION; legal education is complex, with its different emphases of legal analysis, training for practice, and development of professional identity;</p> <p>INNOVATION AT UNIVERSITY OF BALTIMORE SCHOOL OF LAW; University of Baltimore School of Law has demonstrated leadership in its approach to family law education reform, including the three concerns addressed at the Summit: continuing legal education, interdisciplinary family law training, and clinical or experiential opportunities;</p>

Author	Year	Data base	Type of document	Country or region	Title	Journal volume issue	Link	Access date	Theoretical Framework	Research question(s)/hypothesis/O bjectives	Methodology	Drivers of Change
Linda Fieldstone	2014	Wiley Online Library	Article		Ensuring a Place for Family Court Services in the Future: Do or Die	Volume 52, Issue 4, October 2014, Pages 627-631	http://dx.doi.org/10.1111/jcre.12112/full	September 4, 2017	Family law future	In order for family court services to thrive amidst the next wave of budget cuts, court and legislative deliberations regarding essential services, and ongoing barriers to services experienced by litigants, units must make themselves relevant to parties, the court, and the family law community	Conceptual	DIFFICULTIES FOR FAMILY COURT SERVICES; Family court services endure continuous waves of budget cuts, court and legislative deliberations regarding essential services, and ongoing barriers to services experienced by litigants; STRATEGIES TO BE APPLIED BY FAMILY COURT SERVICES TO ENSURE THEIR FUTURE; continue to develop programs that are essential services to the court as well as the parties, addressing barriers to court processes, such as economics, language, culture, and education, and simplifying procedures to incorporate one judge per family; be sensitive and respectful of the unique characteristics of each family, provide early triage to address their needs and provide adequate screening to determine level of conflict and safety impediments; continue to create alternative methods to resolve disputes in a nonadversarial manner and improve existing options through research and collaboration; collaborate with the court and with community providers to enhance service delivery; increase interdisciplinary dialogue between the court and community, strengthening the ties between the two, while enhancing the outcomes of each; engage the family law and mental health community through events and programs creating organizations to augment funding sources;
Matthias Kipping; Ian Kirkpatrick	2013	Wiley Online Library	Article		Alternative Pathways of Change in Professional Services Firms: The Case of Management Consulting	Volume 50, Issue 5, July 2013, Pages 777-807	http://dx.doi.org/10.1111/joms.12004/full	September 4, 2017	Business structure	In more weakly regulated and open professional fields, change might also come from firms entering from the margins or the outside and bringing with them different models of organizing	Conceptual	PROFESSIONAL SERVICE FIRMS' BUSINESS MODEL; Professional service firms are increasingly adopting 'more corporate and managerial modes of operation' that are 'less distinctive from for-profit business corporations'. External self-regulation through professional bodies has also been weakened, turning the professional service firms themselves into the main vehicles for professional control and standard setting, in law and accounting the trend is said to be towards a 'managed professional business' (MPB) archetype, in which the professional work becomes more standardized and governed by corporate values and priorities; CHANGES UNDERWAY IN THE ORGANIZATIONAL FORM OF PSF; While the earliest consulting firms (the Big Four) displayed many features of the community form, this was less true of later waves of accounting and strategy firms. In both cases the greater emphasis on the internal standardization of skills, through training, development, and closer supervision suggested a more hybrid form of organization; the latest wave of large IT-based firms have departed in very significant ways from the professional community model. These firms, as we saw, are more hierarchical, more standardized, and less reliant on a socialized professional workforce than their predecessors;
Stanford Law School	2017	Google	Web page		CodeX Techindex			August 30, 2017				
Daniel W. Linna Jr.	2017	google	Web page		Legal Services Innovation Index		http://www.legaltechnovation.com/	September 7, 2017				
Michael Genesereth; Michael Mills; Abhishek Mohapatra; Manik Suri; Sarah Thornton; Harry Surden	2017	SLS Codex publications	White paper		The Role of Rules in Computational Law	White Paper, CodeX—The Stanford Center for Legal Informatics	http://complaw.stanford.edu/readings/rules.html	September 13, 2017	Regulation	Data-driven technologies, such as Predictive Analytics, have brought the power of big data to predicting the odds of various legal outcomes in certain situations	Conceptual	COMPUTATIONAL LAW; There are some people who use the phrase Computational Law to refer to anything having to do with computers and law. At CodeX, we use the phrase more narrowly. For us, Computational Law is the branch of Legal Informatics concerned with the mechanization of legal analysis. From a pragmatic perspective, Computational Law is important as the basis for computer systems capable of doing legal calculations, such as compliance checking, legal planning, regulatory analysis, and so forth. Some systems of this sort already exist. Turbotax is a classic example, but there are many others. INTERNET; MOBILE SYSTEMS; AUTONOMOUS SYSTEMS; The potential for deployment of such applications is substantial due to technological developments like the Internet, mobile systems (such as smart phones and smart watches), and the emergence of autonomous systems (such as self-driving cars and robots). Applications of this technology are democratizing the law. They are taking law out of the courtroom and the law office and making it available to people who are not legal professionals. DATA-DRIVEN TECHNOLOGIES; PREDICTIVE ANALYTICS; Data-driven technologies, such as Predictive Analytics, bring the power of big data to predicting the odds of various legal outcomes. Unfortunately, there are limits to this technology, e.g. in areas where there are not many cases to analyze or where that analysis is impractical or unnecessary, e.g. deciding whether to drive through a red light. RULE-BASED TECHNOLOGIES; LOGIC PROGRAMMING; By contrast, rule-based technologies, such as Logic Programming, rely on explicitly represented behavioral constraints rather than vast quantities of data. Rule-based technologies have significant advantages in mechanizing legal analysis and work in many cases where data-driven technologies do not.

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The Law Society of New South Wales	2017	GOOGLE	Report	Australia	THE FUTURE OF LAW AND INNOVATION IN THE PROFESSION, THE FLIP REPORT 2017		www.lawsociety.nsw.gov.au/documents/publications/groups/publications/documents/interim-report/1272967.pdf	July 24, 2017	Future legal profession	The Law Society established a commission of inquiry to: <ul style="list-style-type: none"> 1. identify and understand the changes currently affecting the profession 2. inform solicitors and to gather data for use in future policy 3. place itself at the centre of change, so as to help the profession develop the leadership required to respond to the challenges ahead 	Public inquiry: The commission of inquiry heard from: <ul style="list-style-type: none"> • more than 100 individuals on eight different topics in commission sessions • a further 10 individuals from various sectors of the profession • the Law Society's Regional Presidents • the Law Society's Legal Technology Committee 	CLIENTS NEEDS AND EXPECTATIONS; Consumers across the market for legal services are increasingly seeking value for money and expecting lawyers to be competent users of technology; <p>LARGER INHOUSE PRACTICES ARE REWARDING CLIENT-CENTERED SERVICES; Larger inhouse practices are driving change, seeking greater value from external firms and reducing legal spend; These teams are: streamlining work processes; seeking and using improved legal technology and rewarding client-centred service.</p> <p>INHOUSE TEAMS CHANGING WORK PROCESSES; UNBUNDLING; Many inhouse teams' changing work processes and their use of external law firms and service providers rely on dividing work into discrete jobs (unbundling) which are shared between the internal team and external providers;</p> <p>As budgets shrink and competition grows, clients value timeless qualities in their lawyer: clarity, practicality, an understanding of their motives and objectives, a preparedness to work collaboratively;</p> <p>LEGAL TECHNOLOGY; Legal practices are increasingly interested in and engaging with legal technology.</p> <p>INCREASED COMPUTING POWER AT LOWER COST; Interest in technology is being driven by the availability of increased computing power at lower costs, cloud computing, devices and the internet (mobility and connectivity) and consumer behaviour;</p> <p>REDUCED COSTS OF TECHNOLOGY; Smaller firms are benefitting from the reduced costs of technology.</p> <p>ADVANCED COMPUTING APPLICATIONS; Lawyers are benefitting by applying metrics to analyse business practices (eg for costing work) and learning how data fuels machine learning and other advanced computing applications.</p> <p>NEW AREAS OF WORK AND NEW ROLES; New areas of work and new roles are likely to emerge as legal technology develops and matures.</p> <p>UNEVEN SKILL AND INTEREST IN TECHNOLOGY; Lawyers' levels of skill and interest in technology across the profession is uneven and some lawyers require encouragement and support.</p> <p>ARTIFICIAL INTELLIGENCE; Artificial intelligence raises ethical and regulatory issues that require investigation and guidance</p> <p>NEW WAYS OF WORKING; In New South Wales today there is evidence of various ways of working, including ways of pricing, structuring practices, managing projects, and engaging with clients. These include:</p> <p>PAPERLESS PRACTICES;</p> <p>NETOWRKS OF FIRMS;</p> <p>IN HOUSE PRACTICES; in house practices, outsourcing and "insourcing" work</p> <p>FREELANCE LAWYERS; single principals with panels of freelance lawyers</p> <p>CHAMBERS PRACTICES</p> <p>LEGAL "HUBS" OR "MARKETPLACES";</p> <p>PART LAW/PART TECHNOLOGY FIRM;</p> <p>ONLINE AND VIRTUAL FIRMS;</p> <p>ALTERNATIVE FEE ARRANGEMENT; "alternative fee arrangement"/time-based billers</p> <p>MULTIDISCIPLINARY PRACTICES;</p> <p>LOOKING TO INNOVATE; New ways of working are being adopted not only by inhouse practices but in community legal centres, by traditional law firms looking to innovate and by small practices whose agility can be a great advantage."</p> <p>"COMMUNITY NEEDS AND FUNDING;</p> <p>LUNMEET LEGAL SERVICES; There is a high level of unmet need for legal services in the community.</p> <p>IMPEDE ABILITY TO SUPPLY NECESSARY LEGAL ADVICE; The foreshadowed reductions of Commonwealth Government funding from 1 July 2017 will significantly impede the already constrained ability of legal assistance providers to supply necessary legal services to vulnerable people in the community.</p> <p>COST OF LEGAL SERVICES; The cost or perceived cost of legal services is a significant barrier to obtaining legal advice or representation.</p> <p>TECHNOLOGY, ETHICS; There are many ways that technology can facilitate access to justice provided that solutions are created with expertise and oversight and ethics and design principles at their core.</p> <p>INNOVATION AMONG LEGAL ASSISTANCE PROVIDERS; There are many examples of innovation among community legal assistance providers but the sector is in urgent need of funding.</p> <p>TECHNOLOGY GAP; A technology gap threatens to separate corporate and wealthy Australia, and disadvantaged people with"</p> <p>"THE COURTS AND TRIBUNALS;</p> <p>FISCAL CONSTRAINTS; COMMUNITY BEHAVIOURS/EXPECTATIONS; Fiscal constraints and community behaviours and expectations are driving innovation in courts and tribunals.</p> <p>DELAYS IN COURT PROCEEDINGS; Delays in court proceedings can cause serious societal ills and in recent years, not all courts have been consistently resourced to meet pressing demand.</p> <p>TECHNOLOGY TO STREAMLINE SERVICES; Technology is being used to streamline court services.</p> <p>ONLINE DISPUTE RESOLUTION; There is a growing interest in online dispute resolution"</p> <p>"LEGAL EDUCATION;</p> <p>In a changing environment, the skills and areas of knowledge likely to be of increasing importance for the graduate of the future include:</p> <p>TECHNOLOGY;</p> <p>PRACTICE-RELATED SKILLS; practice-related skills (eg collaboration, advocacy/negotiation skills)</p> <p>BUSINESS SKILLS/BASIC ACCOUNTING AND FINANCES;</p> <p>PROJECT MANAGEMENT;</p> <p>INTERNATIONAL AND CROSS-BORDER LAW;</p> <p>INTERDISCIPLINARY EXPERIENCE;</p> <p>ADAPT TO CHANGE; resilience, flexibility and ability to adapt to change.</p> <p>HOW THESE SKILLS/KNOWLEDGE COULD BE TAUGHT; Further consideration and research has been identified as being necessary to determine how these skills and knowledge areas could be taught within existing curricula."</p> <p>"MANAGING CHANGE AND NEW PROCESSES</p> <p>ENHANCE THE PERSONAL WELLBEING OF THE PROFESSION; Innovation has the potential to significantly enhance the personal wellbeing of members of the profession if the introduction of change is supported appropriately.</p> <p>PSYCHOLOGICAL SAFETY CHANGE; Change should be incremental and take place within an environment of psychological safety.</p> <p>SUPPORT AND ASSISTANCE TO IMPLEMENT THE CHANGE; Firms as well as sole practitioners will need support and may need expert assistance with strategic planning and the implementation of change."</p> <p>"DIVERSITY</p> <p>EXCELLENT INITIATIVES UNDER WAY; Across the profession there are many excellent initiatives under way that are designed to reduce relative disadvantage within the profession.</p> <p>EXCLUDED LAWYERS DUE TO DISCRIMINATION; Some lawyers continue to be excluded from full participation in professional life and advancement due to discrimination, sometimes</p>

[1] Duplicate
-Maria Jose Esteban Ferrer

[2] Duplicate
-Maria Jose Esteban Ferrer