

## Curriculum Vitae (February 2023)

### **William D. Henderson**

Indiana University Maurer School of Law  
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### **Education**

**University of Chicago Law School**, J.D. with honors, 2001.

- Comment Editor & Staff Member, *University of Chicago Law Review*, volumes 67-68.
- Winner of the D. Francis Bustin Prize for an excellent paper that makes a valuable and important contribution to the improvement and betterment of the processes of government.

**Case Western Reserve University**, B.A. in History & Economics, *magna cum laude*, 1997.

- Winner of the George S. Traub Award for the best undergraduate paper on the past, present or future of the Northeast Ohio economy.
- Winner of H.W. Kniesner Prize for an outstanding economics major.

**London School of Economics & Political Science**, junior year abroad.

### **Academic and Research Positions**

#### **Indiana University Maurer School of Law**

Professor and Stephen F. Burns Chair on the Legal Profession, May 2017 to present.

Professor of Law, July 2009 to May 2017

Associate Professor, July 2003 to June 2009.

*Current courses:* Corporations; The Legal Profession (1L course); Deliberative Leadership; Business Planning; Law Firm as a Business Organization; Lawyer as Business Executive; S.J.D. Advisor to Abdulhamid Alatram, "Open Banking Framework, a comparative study of evolving law in the United States of America, European Union, and Kingdom of Saudi Arabia."

*Other courses taught:* Project Management for Lawyers; Securities Regulation; Legal Operations; Modern Law Practice I, II, and Field Placement.

*Current service:* Faculty Director, Family Office Program (since 2022); Faculty organizer for Wintersession/Intersession Courses (since 2015–present); Education Policy Committee (since 2017); Ad Hoc Committee on U.S. News Rankings (since 2022); Faculty Organizer, JD/LLM Socctoberfest (since 2003) (event founder).

*Past service:* ABA Accreditation Task Force (2016-17); Career and Professional Development Task Force (2013-14); Clinical and Lecturer Faculty (2009-2013), Faculty Liaison, Entrepreneurship Law Clinic, Kelley School of Business (2004-10); Ad Hoc Committee on Professionalism (2006-07); Appointments Committee (2004-05, 2006-08).

*Awards:* Winner, 2006 Leon H. Wallace Teaching Award; Nominee, 2004 Gavel Teaching Award; ABA Legal Rebel (2009, Inaugural class):100 Most Influential Lawyers in America, National Law Journal (2013); Educating Tomorrow's Lawyers Award (2013); Named Most Influential Person in Legal Education by the National Jurist Magazine (2014, 2015); 2015 Dr. John Morton-Finney Legal Education Award (Indianapolis Bar Association).

**Northwestern University Pritzker School of Law, Chicago, IL.**

Visiting Professor, Fall 2017, Fall 2018, Fall 2019

*Courses taught:* How Innovation Diffuses in the Legal Industry.

**Bucerius Law School, Hamburg, Germany.**

Faculty, Legal Technology and Operations Program, Summer 2018-2023.

*Courses taught:* How Innovation Diffuses in the Legal Industry.

**Law School Survey of Student Engagement (LSSSE), Indiana University—Bloomington.**

Faculty Research Associate, August 2006 to present.

**Center on the Global Legal Profession, Indiana University Maurer School of Law**

Director, July 2009 to 2013.

**Law Firms Working Group** (joint initiative of American Bar Foundation and Indiana Law)

Director, September 2006 to 2009.

**Chicago-Kent College of Law, Illinois Institute of Technology.**

Visiting Associate Professor, 2002-2003 academic year.

*Courses taught:* Business Associations.

**Law Clerk to the Hon. Richard D. Cudahy, U.S. Court of Appeals for the Seventh Circuit,**

2001-2002 term.

**Other Professional Experience**

**Founder and Editor, Legal Evolution PBC**, May 2017 to present. Legal Evolution is an Public Benefit Corporation (PBC) with a mission to provide high quality public education on the changing nature of the legal services market. It supports an online publication that combines relevant academic theory with data-driven analysis and carefully drawn examples of successful innovations.

**Founder, Institute for the Future of Law Practice (IFLP)**, January 2018 to October 2021.

IFLP was a 501(c)(3) nonprofit focused on building advanced curricula, curating industry-leading instructors, organizing internships and field placements for law students, and creating training programs for mid-career legal professionals. As director of development, raised approximately \$1 million over four years; negotiated its acquisition in November 2021 by the Law School Admissions Council, which included agreement to fully fund IFLP projects for three years.

**Co-Founder and Principal, Lawyer Metrics**, Mar 2010 to Dec. 2016. Applied research

company focused on the use of data by legal service organizations. In Dec. 2015, Lawyer Metrics was acquired by AccessLex Institute, a nonprofit data and education company.

Through numerous alumni investors, a substantial amount of the sale proceeds benefitted Indiana Law.

**Articles in Academic Journals**

*The Institute for the Future of Law Practice: A New Narrative for Legal Education and the Legal Profession*, PD QUARTERLY (Nov. 2019).

- Innovation Diffusion in the Legal Industry*, 122 DICKINSON LAW REVIEW 398 (2018).
- Glass Half Full: Decline and Rebirth of the Legal Profession*, LAW AND POLITICS REVIEW, VOL 27, ISSUE 2 (2017) (book review essay).
- Talent Systems for Law Firms*, PD QUARTERLY, Feb. 2017.
- The Changing Economic Geography of Large U.S. Law Firms*, 16 J. OF ECON. GEO. 1235 (2016) (with Arthur Alderson).
- Solving the Legal Profession's Diversity Problem*, PD QUARTERLY, Feb. 2016.
- Letting Go of Old Ideas*, 112 MICH. L. REV. 1111 (2014) (book review essay on Steven Harper's *The Lawyer Bubble* and Richard Susskind's *Tomorrow's Lawyers*).
- Enduring Hierarchies in American Legal Education*, 89 IND. L. J. 941 (2014) (with Funmi Arewa and Andrew Morriss).
- From Big Law to Lean Law*, 36 INT'L REV. L. & ECON. VOL 3 (2013) (written for collection titled "Unlocking the law: Building on the work of Larry E. Ribstein").
- A Blueprint for Change*, 40 PEPPERDINE L. REV. 461 (2013).
- Three Generations of U.S. Lawyers*, 70 MD. L. REV. 373 (2011).
- An Empirical Analysis of Lateral Lawyer Trends from 2000 to 2007: The Emerging Equilibrium for Corporate Law Firms*, 22 GEO. J. LEG. ETHICS 1395 (2009) (with Leonard Bierman).
- Working Class Judges*, 88 B.U. L. REV. 829 (2008) (co-authored with Christopher Zorn & Jason J. Czarnezki) (Reply essay to Scott Baker, *Should We Pay Federal Circuit Judges More?*, 88 B.U. L. REV. 63 (2008)).
- The Elastic Tournament: A Second Transformation of the Big Law Firm*, 60 STAN. L. REV. 1867 (2008) (co-authored with Marc Galanter).
- Measuring Outcomes: Post-Graduation Measures of Success in the U.S. News & World Report Law Schools Rankings*, 83 IND. L. J. 1 (2008) (co-authored with Andrew Morriss).
- Young Associates in Trouble*, 105 MICH. L. REV. 1087 (2007) (book review essay and empirical study) (co-authored with David Zaring).
- An Empirical Study of Single-Tier versus Two-Tier Partnership Tracks in the Am Law 200*, 84 N.C. L. REV. 1691 (2006).
- Student Quality as Measured by LSAT Scores: Migration Patterns in the U.S. News Rankings Era*, 81 IND. L. J. 163 (2006) (co-authored with Andrew Morriss).
- From Insull to Enron: Corporate (Re)Regulation After the Rise and Fall of Two Energy Icons*, 26 ENERGY L. J. 35 (2005) (co-authored with the Hon. Richard D. Cudahy).

*The LSAT, Law School Exams, and Meritocracy: The Surprising and Undertheorized Role of Test-Taking Speed*, 82 TEX. L. REV. 975 (2004).

*Clear Sailing Agreements: A Special Form of Collusion in Class Action Settlements*, 77 TULANE L. REV. 813 (2003).

*Demography and Desegregation in the Cleveland Public Schools: Toward a Comprehensive Theory of Educational Failure and Success*, 26 N.Y.U. REV. L. & SOC. CHANGE 457 (2002).

*Reconciling the Juridical Links Doctrine with the Federal Rules of Civil Procedure and Article III*, Comment, 67 U. CHI. L. REV. 1347 (2000).

### **Book Chapters**

“Can Intrapreneurship Solve the Innovator's Dilemma? Law Firm Examples,” in *Data Analytics in Law*, chapter 10 (Taylor & Francis, 2018).

“The Legal Profession and Legal Services: Nature and Evolution,” in *Legal Ethics, Professional Responsibility, and the Legal Profession*, 1st ed. Hornbook, Part One (G. C. Sisk, ed., West Academic, 2018).

“The Market for Recent Law Graduates”, in *Beyond Elite Law: Access to Civil Justice in American*, chapter 12 (Sam Estreicher & Joy Radice, eds. 2016).

“Successful Lawyer Skills and Behaviors,” in *Essential Qualities of the Professional Lawyer* (Paul Haskins, ed. 2013).

“Law Firm Strategies for Human Capital: Past, Present, Future,” in *Law Firms, Legal Culture, and Legal Practice* (Austin Sarat, ed. 2010).

### **Research Monographs**

*Legal Market Landscape Report*, Commissioned by the State Bar of California (July 2018).

*What Ails the Large Law Firm? Will the Real Future Firm Please Stand Up*, JD Supra (April 2014).

*Analysis of Law Schools and Legal Education in North Carolina* (2008) (monograph commissioned by the John William Pope Center for Higher Education Policy).

*Speed as a Variable on Law School Exams and the LSAT* (LSAC, Research Rep. 03-03, Feb. 2004) (monograph published by the Law School Admission Council).

### **Working Papers**

*Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital*, Indiana Law Legal Studies Research Paper No. 105, online at <http://ssrn.com/abstract=1121238> (5,092 downloads; most downloaded paper of a top 1% author; was presented at Georgetown Law symposium).

### **Articles in Legal, Trade, and Popular Press**

“Is Your Organization Building a World-Class Talent Pipeline,” LAW.COM, Aug. 31, 2018.

“Well-timed Solutions for Legal Education and the Bar,” LAW PRACTICE, July/Aug. 2018.

“Building for the Future with a Successful Strategic Plan,” LAW PRACTICE, Nov/Dec 2017.

“The Paradox of the Client-Driven Market,” LAW.COM, Oct. 2017.

“Market Restructuring and Lateral Partner Hiring,” PRACTICE INNOVATIONS, Oct. 2017.

“The Legal Profession's 'Last Mile' Solution,” LAW.COM, July 2017.

*Efficiency Engines: How Managed Services Are Building Systems for Corporate Legal Work*, ABA JOURNAL, Oct. 2017 (cover story).

“The Legal Professions Last Mile Problem,” LAW.COM, May 2017.

“Underestimate Harvard’s New Admissions Strategy at Your Own Risk,” LAW.COM, March 2017.

“Playbook: 5 Strategies of Top Law Firms,” THE AMERICAN LAWYER, Jan. 2017 (with Evan Parker) (cover story).

“The Most Prized Lateral of 2015 Wasn't a Partner,” THE AMERICAN LAWYER, Feb. 2016 (with Chris Zorn).

“Ten Questions to Ask About Your Firm's Future,” THE AMERICAN LAWYER, January 2016 (with Evan Parker).

“Solving the Legal Professions Diversity Problem,” PD QUARTERLY, February 2016.

“Your Firm’s Place in the Legal Market,” THE AMERICAN LAWYER, December 2015 (with Evan Parker).

“How to Take Market Share,” THE AMERICAN LAWYER, November 2015.

“What the Jobs are: New Tech and Client Needs Create a New Field of Legal Operations,” ABA JOURNAL, Oct. 2015 (cover story).

*An Rx for Lateral Heartache*, THE AMERICAN LAWYER, Feb. 2015 (with Chris Zorn) (cover story).

“Does Cooperative Placement Accelerate Law Student Professional Development?” JD SUPRA, Oct. 2014.

“Is the Legal Profession Showing its Age?” JD SUPRA, Oct. 2014.

“Human Capital Accounting for Lawyers,” LAW PRACTICE, Sept/Oct 2014.

“Ahead of the Curve: Three Big Innovators in Big Law,” JD SUPRA, Aug. 2014.

“Living Through a Paradigm Shift,” NALP BULLETIN, Aug. 2014.

“Supercharging Lawyer Development Through Feedback,” NALP BULLETIN, June 2014.

“A Counterpoint to the Most Robust Legal Market That Ever Existed in this Country,” JD SUPRA, Mar. 2014.

“If We Made Legal Education More Experiential, Would it Really Matter?” JD SUPRA, February 2014.

“Of Partners and Peacocks,” THE AMERICAN LAWYER, Feb. 2014 (with Chris Zorn).

“Who’s Eating Law Firms’ Lunch,” ABA JOURNAL, Oct. 2013 (cover story).

“With All Due Respect, Mr. President,” THE AMERICAN LAWYER, Sept. 2013 (online).

“Sea Change in the Legal Market,” NALP BULLETIN, Aug. 2013.

“The Calculus of University Presidents,” NATIONAL LAW JOURNAL, May 20, 2013 (online).

“What Every Law Student Needs to Excel as an Attorney: Introducing the Fromm Six,” NATIONAL JURIST, Mar. 2013.

“Playing Not to Lose,” THE AMERICAN LAWYER, Mar. 2013 (cover story).

“Question Authority,” THE NATIONAL JURIST, Jan. 2013.

“Losing the Law Business,” CAYMAN FINANCIAL REVIEW, Jan. 2013.

“Legal Education: Lawyers and Law School Reform.” ILLINOIS BAR JOURNAL, Aug. 2012.

“Diversity by the Numbers,” NALP Bulletin, July 2012.

“More Complex than Greed,” May 29, 2012, THE AMERICAN LAWYER (online).

“Rise and Fall,” THE AMERICAN LAWYER, June 2012.

“The Inferiority Complex of Law Schools,” THE NATIONAL JURIST, March 2012.

“The Pedigree Problem: Are Law School Ties Choking the Profession?,” ABA JOURNAL, July 2012.

“The Law School Bubble: How Long Will It Last if Law Grads Can’t Pay Bills?,” ABA JOURNAL, Jan. 2012 (cover story).

“Why Hands-On Training is Not Enough,” THE NATIONAL JURIST, Oct. 2011.

“Seduced by Legal Brands,” THE NATIONAL JURIST, Sept. 2011.

“New Legal Entrepreneurs Don’t Need Deregulation to Take Market Share,” essay published at part of the “Unlocking the Law Symposium,” TRUTH ON THE MARKET, Sept. 19, 2011 (Larry Ribstein, ed.).

“More Data but Less Transparency,” NATIONAL LAW JOURNAL, Aug 2011.

*“Paradigm Shift: Law Job Stagnation May Have Started Before the Recession -- And It May be a Sign of a Lasting Change,”* ABA JOURNAL, July 2011 (cover story).

“Milbank's Big Bet,” THE AMERICAN LAWYER, May 2011.

“What America's Lawyers Earn,” ABA JOURNAL, March 2011.

“How the Rankings Arms Race has Undercut Lawyer Morality,” THE NATIONAL JURIST, Mar. 2011.

“Has the Traditional Law Firm Reached its High Water Mark?,” THE NATIONAL JURIST, Feb. 2011.

“The Client-Focused Lawyer,” THE NATIONAL JURIST, Jan. 2011.

“The Class Of 2009: Recession Or Restructuring?,” NALP BULLETIN, July 2010.

“Are Law Firms Really Ready for Project Management,” BUSINESS REVIEW USA, July 2010,  
“The Bursting of the Pedigree Bubble,” NALP BULLETIN, July 2009.

“The New Math of Legal Education,” THE YOUNG LAWYER, June 2008 (with Andrew Morriss).

“What Rankings Don’t Say About Costly Choices,” THE NATIONAL LAW JOURNAL, April 14, 2008 (with Andrew Morriss).

“Rank Economics: Law Schools Have No One to Blame but Themselves for the Power of U.S. News Rankings,” THE AMERICAN LAWYER, June 2007 (with Andrew Morriss).

“Second Look at the Second City: Chicago Lawyers Changed a lot in 20 Years,” LEGAL AFFAIRS, November 2005, book review of John Heinz et al., URBAN LAWYERS: THE NEW STRUCTURE OF THE BAR (2005).

Legal Affairs Debate Club, “Does Affirmative Action Hurt Black Law Students?,” online debate with Richard Sander, Jan. 10-14, 2005.

“In the Zone: How Enterprise Zones Have Promoted Urban Sprawl,” ECOCITY CLEVELAND, Dec. 1994

“In Search of the Great American Shoe,” NEWS HERALD (Cleveland) Commentary, March 6, 1994.

“A System That Runs on Wind,” PLAIN DEALER (Cleveland) Forum, May 11, 1991.

### **Online Publications on Legal Evolution (Applied Research)**

"The dollars and math behind Yale Law’s withdrawal from USN rankings (340), Legal Evolution, November 20, 2022 (detailed look at the dollars and math that likely influenced Yale Law School's decision to withdraw from the U.S. News ranking) (2,728 words)

"Learning about law firms, Part III: Innovation at “Everybody Else” firms (335),” Legal Evolution, Oct. 23, 2022 (using the case study approach and related scholarship and research to discuss a new model of law firm that is (a) embracing professional management and (b)

investing in new forms of law practice that leverage the power of data, process, technology, design, and business operations) (4,841 words)

"Learning about law firms, Part III: Innovation at "Everybody Else" firms (335)," Legal Evolution, Oct. 9, 2022 (using the case study approach and related scholarship and research to argue that the confederation is the default model of most large law firms, with the implication that owners of large law firms share only a limited amount of risk and engage in a limited amount of unified strategy) (6,297 words)

"Learning about law firms, 20 years in (330)," Legal Evolution, Sept. 25, 2022 (using the case study approach to argue that the business of law is best understood at the level of the small firm) (4,583 words)

"Three empirically based theories of national decline (book review) (321)," Legal Evolution, Aug. 7, 2022 (detailed book review of three empirically based theories of national decline. Ray Dalio's Principles for Dealing with the Changing World Order: Why Nations Succeed and Fail (2021), Mancur Olson's The Rise and Decline of Nations (1982), and Joseph Tainter's The Collapse of Complex Societies (1988)) (7,441 words)

"The end of the 'End of History' era (319)," Legal Evolution, July 31, 2022 (suggesting that the modern legal profession has implicitly adopted Francis Fukayama's 'End of History' thesis and therefore has become focused on its own prosperity, ignoring its assumed role of upholding the rule of law and constitutional democracy) (2,931 words)

"Special Post: LSAC acquisition of IFLP explained (275)," Legal Evolution, Nov. 7, 2021 (discussing recent acquisition of the Institute for the Future of Law Practice by the Law School Admission Council; discussing the importance of providing T-shaped training as early as possible when the opportunity cost of learning is low)

"In-house is bigger than BigLaw (262)," Legal Evolution, Sept. 30, 2021 (providing an updated graphic that shows that in-house practice is now larger than BigLaw)

"Turf, hierarchy, and evolving professional norms (261)," Legal Evolution, Sept. 19, 2021 (noting a fragmentation in what counts as "knowledge" in the academy; illustrating thesis by discussing examples of legal blogs that have evolved into influential publications; noting that Legal Evolution has obtained an International Standard Serial Number (ISSN))

"Moneyball for law firm associates: a 15-year retrospective (257)," Legal Evolution, Aug. 29, 2021 (providing a detailed inside baseball retrospective of the use of Moneyball analytics in law firm associate hiring)

"Positively Conflicted (book review) (252)," Legal Evolution, Aug. 1, 2021 (review of book by Sam Ardery, who shares what he has learned about conflict from 4,000 meditation combined with his own journey to resolve his own inner conflict; noting that Ardery was Len Fromm's lawyer)

"Humble pie diet (241)," Legal Evolution, July 7, 2021 (discussing lively debate between Richard Susskind and Alex Hamilton whether mature law firms can evolve into a vertically



integrated model that includes data, process, and technology combined with law; the answer is mostly likely "no")

“When is a generational strategy the best strategy? (235),” Legal Evolution, June 6, 2021 (defining the term generational strategy and providing powerful examples from the legal industry)

“Does the Kuhn cycle apply to law? (233),” Legal Evolution, May 23, 2021 (suggesting that the transition to one-to-many legal products and solutions is akin to a paradigm change that necessarily breaks along generational lines; discussing implications for law)

“The best metaphor for today’s legal market is the auto industry circa 1905 (231),” Legal Evolution, Apr. 25, 2021 (presenting parallel between today's legal industry and the auto industry circa 1905)

“Just not good enough (226),” Legal Evolution, Mar. 14, 2021 (discussing the role of the Institute for the Future of Law Practice in equipping the next generation of legal professionals with the skills to build necessary legal infrastructure).

“Legal infrastructure and the forgotten story of the Restatements (207),” Legal Evolution, Nov. 1, 2020 (telling the forgotten history of Restatements of Law and suggesting that the legal profession needs to come together to build additional new legal infrastructure)

“Special Post: LexFusion offers new way to design, bundle, and buy one-to-many legal solutions (203),” Legal Evolution, Oct. 2, 2020 (discussing a new business model for consultative sales that is likely to accelerate the adoption of promising new legal industry innovations)

“The IFLP Case Study Method (202),” Legal Evolution, Sept. 20, 2020 (presenting a case study of how a legal department transforms its contracting process; concrete example of the discipline of legal operations)

“Lawyers and teamwork, Part II: Training (190),” Legal Evolution, Aug. 9, 2020 (Part II of an analysis on why lawyers struggle with teamwork, with a primary focus on training)

“Lawyers and teamwork, Part I: Motivation (188),” Legal Evolution, Aug. 2, 2020 (Part I of an analysis on why lawyers struggle with teamwork, with a primary focus on sources of motivation)

“Rocks on the back of first-generation college grads attending law school (182),” Legal Evolution, July 21, 2020 (presenting a large volume of quantitative evidence showing the disadvantages and obstacles facing first generating college grads who attend law school)

“What needs to change to improve mental health in the legal profession? (171),” Legal Evolution, June 21, 2020 (providing detailed analysis of ALM Mental Health Survey of the Legal Profession)

“I love to write, but it’s more important to build (154),” Legal Evolution, May 10, 2020 (making the case that it is time for the legal profession to invest in crucial infrastructure to improve productivity and access to justice)

“Rule Makers versus Risk Takers (140),” *Legal Evolution*, Mar. 15, 2020 (commentary on peculiar relationship between regulators and those willing to bear the risk of legal industry innovation)

“Losing my cynicism (131),” *Legal Evolution*, Jan. 1, 2020 (telling the inspirational story of the founding of the Jindal Global Law School by Rah Kumar)

### **Funded Research**

Co-Principal Investigator, *The Production, Consumption and Content of Legal Scholarship: A Longitudinal Analysis*, Law School Admissions Council (LSAC), Dec. 2006 (\$159,611) (served as lead contact; grant administered through Indiana University).

Principal Investigator, *Speed as a Variable on Law School Exams and the LSAT*, Law School Admissions Council (LSAC), Dec. 2002 (\$67,000).

### **Symposium and Conference Organizer**

“FutureFirm 1.0”, Indiana University Maurer School of Law, April 18-19, 2009 (with Anthony Kearns).

“The Globalization of the Legal Profession,” Indiana Journal of Global Legal Studies Symposium, April 6, 2006.

“The Next Generation of Law School Rankings,” Indiana Law Journal Symposium, April 15, 2005 (with Jeff Stake and Paul Caron).

### **Academic and Scholarly Presentations**

“How Innovation Diffuses in the Legal Industry,” Bucerius Law School (virtual), May 4, 2021.

“The Two-Hemispheres of Practice,” Cleveland State-Akron University College of Law (virtual), February 19, 2021.

“How Innovation Diffuses in the Legal Industry,” Bucerius Law School (virtual), July 16, 2020.

“Confronting the Big Questions on the Regulation of the Legal Profession,” Association of American Law Schools (AALS) Annual Meeting, Washington, DC, January 4, 2020.

“Workplace Transparency, Part I: Is it time to take Glassdoor seriously? Workplace Transparency, Part II: A Roadmap for law firms,” IU Law Faculty workshop, Bloomington, IN, Jun. 19, 2019.

“Institute for the Future of Law Practice,” Osgoode Hall College of Law, York University, Toronto, Canada, Feb. 8, 2018.

“The Future of Legal Education and the Legal Profession,” University of Chicago Board of Visitors Annual Meeting, University of Chicago Law School (Chicago, IL), October 20, 2017.

“The Legal Profession’s ‘Law Mile’ Problem,” Faculty Speaker's Series, University of Minnesota School of Law (Minneapolis, MN), September 7, 2017.

“The Legal Profession’s ‘Last Mile’ Problem,” Law Firm Council, Institute for the Advancement of the American Legal System (IAALS) (Denver, CO), April 7, 2017.

“What Professional Formation Competencies Do Legal Employers and Clients Want?” The Next Steps of a Professional Formation Movement, St. Thomas University School of Law (Minneapolis, MI), February 17, 2017.

“Is the Market Going to Return to Normal?” Annual Meeting, Association for American Law Schools (San Francisco, CA), January 7, 2017.

“Outcomes Assessment Project,” meeting to discuss project results, Northeastern University School of Law (Boston, MA), December 9, 2016.

“Emerging Legal Technologies,” Legal X Innovations Conference (MaRS, Toronto, Canada), September 20, 2016.

“Legal Education for a Globalized World,” Reception to Honor Retiring Dean Harioff Wenzler, Bucerius Law School (Hamburg, Germany) July 7, 2016.

“Solving the Legal Profession’s Diversity Problem: A Systems Approach,” Metrics, Diversity, and Law Conference, Northwestern University (Chicago, IL) May 5, 2016.

“Structural Changes in the Practice of Law,” Indiana University Maurer School of Law (Bloomington, IN), Oct. 25, 2014.

“The Science Behind High Performers,” Loyola University Law School (New Orleans, LA), Oct. 15, 2014.

“Logic, Not Experience,” Southern Methodist University School of Law (Dallas, TX), Sept. 24, 2014.

“Your Legal Career: Facts and Figures You Need to Know,” Texas A&M Law School (Fort Worth, TX), Sept. 4, 2014.

“Fact and Trends on the Legal Industry,” Texas A&M Law School (Fort Worth, TX), Sept. 3, 2014.

“Outcomes Assessment Project,” Northeastern University School of Law (Boston, MA), Aug. 22, 2014.

“Outcomes Assessment Project,” Elon University (Winston-Salem, NC), June 14, 2014.

“Growing and Holding Market Share in Legal Services: A Candid Conversation about Risk, Tradeoffs, and the Need for Leadership,” University of Strathclyde (Ross Priory, Scotland), May 15, 2014.

“Three Generations of U.S. Lawyers: Generalist, Specialist, Project Manager,” Yeshiva University, Cardozo College of Law (New York, NY), Nov. 10, 2010.

“Three Generations of U.S. Lawyers: Generalist, Specialist, Project Manager,” DePaul College of Law (Chicago, IL), Oct. 28, 2010.

“Outcome Measures for Indiana Law’s 1L Legal Professions Course,” presented to “Legal Education Reform after Carnegie: Bringing Law-in-Action into the Law School” Conference, University of Wisconsin (Madison, WI.), Oct. 22, 2010.

“Law Firm Business Models: Past, Present, Future,” presented to “The Profession and the Academy: Addressing Major Changes in Law Practice” Conference, University of Maryland (Baltimore), Apr. 28, 2010.

“New Business Models for U.S. and Global Legal Education,” Future Ed Conference on Legal Education, New York Law School (New York, NY), Apr. 9, 2010.

“Models of Practice: Past, Present, Future,” Annual Meeting of the National Institute for Teaching Ethics and Professionalism (Cartersville, GA), Mar. 19, 2010.

“The Future of Legal Education,” New York Law School (New York, NY), Jan. 28, 2010.

“The *U.S. News* Rankings Era: The Growing Gap between How We Educate and What Works,” Association of American Law Schools, 2010 Annual Meeting (New Orleans), Jan. 10, 2010.

“The Future of Legal Education,” Brigham Young University Law School, 2009 Faculty Retreat (Provo, UT), Dec. 15, 2009.

“The Old Model is Broken: Law Firms and Law Schools Adapting to the Future,” to Business of Law course, University of Chicago Law School (Chicago, IL), Oct. 29, 2009.

“Legal Professions as a Four-Credit 1L Course,” Southeastern Association of Law Schools (SEALS) 2009 Annual Meeting (Palm Beach, FL), Aug. 4, 2009.

“An Empirical Analysis of Lateral Lawyers Trends from 2000 to 2007: The Emerging Equilibrium for Corporate Law Firms,” Law & Society Annual Meeting (Denver, CO), May 31, 2009.

“Input-Based Legal Education in an Output-Based World: Human Asset Development,” AJD Conference, Harvard Law School (Cambridge, MA), May 2, 2009.

“Diversity in U.S. Law Firms,” Building a Better Legal Profession, Stanford Law School (Palo Alto, CA), April 4, 2009.

“An Empirical Analysis of Lateral Lawyer Trends from 2000 to 2007: The Emerging Equilibrium for Corporate Law Firms,” Conference on Empirical Research on the Legal Profession: Insights from Theory and Practice, Georgetown University Law Center, Mar. 3, 2009.

“Competing Methods of Assessing Law Schools,” Association of American Law Schools, Committee on Research, 2009 Annual Meeting (San Diego, CA), Jan.9, 2009.

“A Preliminary Analysis of Race and Gender Differences in Corporate Law Firms,” Association of American Law Schools, 2009 Annual Meeting (San Diego, CA), Jan. 7, 2009.

“Student Assessment,” Association of American Law Schools, Committee on Curriculum, 2009 Annual Meeting (San Diego, CA), Jan. 7, 2009.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Faculty Workshop, Boston University School of Law, Nov. 20, 2008.

“Where to Law Graduates Work?: A Historical and Contemporary Overview,” Dwight D. Opperman Institute for Judicial Administration, New York University School of Law, Nov. 15, 2008.

“An Overview of Law Firms and Small Firm Economics,” Indiana University Maurer School of Law, Oct. 30, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Faculty Workshop, University of Miami School of Law, Oct. 22, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Faculty Workshop, Southwestern University Law School, Oct. 20, 2008.

“Re-Examining the Cravath System of Human Capital,” Law Firms Working Group Annual Meeting (Chicago, IL), Oct. 17, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Georgetown University Center on the Legal Profession, Sept. 23, 2008.

“Using LSSSE Data to Benchmark: A Preliminary Analysis,” Northern Kentucky University, Salmon P. Chase College of Law, Sept. 22, 2008.

“Systemic Changes in the Legal Profession: Preliminary Thoughts for Law Schools, Law Students, and Law Firms,” Northern Kentucky University, Salmon P. Chase College of Law, Sept. 22, 2008.

“The Changing Economic Geography of Large U.S. Law Firms,” 2008 Conference on Empirical Legal Studies (Ithaca, NY), Sept. 12, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Faculty Workshop, Syracuse University College of Law, Sept. 9, 2008.

“Overview of Indiana’s 1L 4-Credit Legal Professions Course,” Legal Education at the Crossroads Conference, University of Washington School of Law (Seattle), Sept. 6, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” 3rd Annual Big Ten Untenured Conference (Bloomington, IN), Aug. 3, 2008.

“The Part-Time Loophole and our Credibility as Lawyers and Educators,” Southeastern Association of Law Schools (Palm Beach, FL), July 31, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Law & Society Annual Meeting (Montreal), May 31, 2008.

“The Changing Economic Geography of Large U.S. Law Firms,” Law & Society Annual Meeting (Montreal), May 29, 2008.

“Are We Selling Results or Résumés?: The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital,” Conference on the Future of the Global Law Firm, Georgetown University Law Center (Washington, DC), Apr. 17-18, 2008.

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” Symposium on The American Legal Profession: Current Controversies, Future Challenges, Stanford (Palo Alto, CA), Mar. 14, 2008.

“Systemic Changes in the Legal Profession: Preliminary Thoughts for Law Schools,” University of Colorado Law School (Boulder, CO), Mar. 6, 2008.

“Systemic Changes in the Legal Profession: Preliminary Thoughts for Law Schools,” University of Denver College of Law (Denver, CO), Mar. 6, 2008.

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” Harvard Law School, Legal Professions Seminar (Cambridge, MA), Feb. 28, 2008.

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” Emory University Law School, Faculty Workshop series (Atlanta, GA), Feb. 27, 2008.

“Legal Education in North Carolina: A Report for Potential Students, Lawmakers, and the Public,” The John William Pope Center for Higher Education Policy (Chapel Hill, NC), Feb. 26, 2008.

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” University of Illinois College of Law, Law & Economics Working Shop (Champaign, IL), Feb. 14, 2008).

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” Center for Law, Economics, and Organization, USC School of Law (Los Angeles, CA), Feb. 4, 2008.

“Benchmarking with LSSSE Data: A Preliminary Analysis,” Indiana University School of Law, Series on Professionalism (Bloomington, IN), Jan. 15, 2008.

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” Georgetown University Law & Economics Working Shop (Washington, DC), Dec. 5, 2007.

“The Elastic Tournament of Lawyers: A Second Transformation of the Big Law Firm,” Indiana University Law & Society Workshop (Bloomington, IN), Nov. 15, 2007.

“A Thought Experiment on the Organizational Value of Associates and Partners,” Law Firms Working Group Forum with Strategic Partners, American Bar Foundation (Chicago, IL), Oct. 12, 2007.

“Geographic Network Analysis of NLJ 250 & Am Law 200 Firms” (with Arthur Alderson), Law Firms Working Group Forum with Strategic Partners, American Bar Foundation (Chicago, IL), Oct. 12, 2007.

“Inputs versus Outputs in the Accreditation Process: A Look at U.S. Law Schools,” American Enterprise Institute Forum, Higher Education Accreditation: Evaluating the System and Possible Alternatives (Washington, DC), Sept. 21, 2007

“Race and Gender Differences in U.S. Corporate Law Firms: A Preliminary Analysis,” 2nd Annual Big Ten Untenured Conference (Bloomington, Indiana), Aug. 6, 2007.

“Empirical Legal Studies for the Non-PhD Law Professor,” Southeastern Association of Law Schools Annual Meeting (Amelia Island, Florida), Aug. 3, 2007.

“Income and Satisfaction of Indiana Solo & Small Firm Lawyers,” Law & Society Annual Conference (Berlin, Germany), July 28, 2007.

“Race and Gender Differences in U.S. Corporate Law Firms: A Preliminary Analysis,” Law & Society Annual Conference (Berlin, Germany), July 26, 2007.

“LSSSE Data and Law School Outcomes: A Preliminary Research Agenda,” Association of American Law Schools (Washington, D.C.), Jan. 5, 2007.

“Measuring Outcomes: Post-Graduation Measures of Success in the U.S. News Law School Rankings,” Midwestern Law & Economics Association (Lawrence, KS), Oct. 20, 2006.

“The Changing Economic Geography of Large U.S. Law Firms,” 1st Annual Big Ten Untenured Conference (Bloomington, IN), Aug. 1, 2006.

“An Empirical Analysis of the Promotion to Partnership Tournament in the Am Law 200,” Law & Society Annual Conference (Baltimore, MD), July 8, 2006.

“The Changing Economic Geography of Large U.S. Law Firms,” Law & Society Annual Conference (Baltimore, MD), July 8, 2006.

“An Empirical Study of Single-Tier versus Two-Tier Partnerships in the Am Law 200,” American Law & Economics Association Annual Meeting (Berkeley, CA), May 5, 2006.

“An Empirical Study of Single-Tier versus Two-Tier Partnerships in the Am Law 200,” presentation to the UCLA Law Faculty Workshop Series, (Los Angeles, CA), Jan. 30, 2006.

“Single-Tier versus Two-Tier Partnership Tracks at Am Law 200 Law Firms: Evidence and Theory,” presentation at symposium, Empirical Studies of the Legal Profession: What do We Know About Lawyers' Lives?, University of North Carolina School of Law (Chapel Hill, NC), Oct. 28, 2005.

“Single-Tier versus Two-Tier Partnership Tracks at Am Law 200 Law Firms: Evidence and Theory,” Midwestern Law & Economics Association, Northwestern University School of Law (Chicago, IL), Oct. 14, 2005.

“The Role of Test-Taking Speed on the LSAT and Law School Exams,” presentation at conference, The LSAT, U.S. News & World Report, and Minority Admissions, St. John’s University School of Law (Queens, NY), Sept. 7, 2005.

“Single-Tier versus Two-Tier Partnership Tracks at Am Law 200 Law Firms: Evidence and Theory,” Conglomerate Junior Scholar’s Workshop (online forum focusing on business law topics), Aug. 25-29, 2005, available online at [www.theconglomerate.org/2005/08/henderson\\_paper.html](http://www.theconglomerate.org/2005/08/henderson_paper.html).

“Filling the Information Deficit: Law School Courses on Law Firms and Legal Careers,” Roundtable Discussion, Law & Society Annual Conference (Las Vegas, NV), June 2, 2005.

“Effect of Single-Tier versus Two-Tier Partnership Tracks at Am Law 200 Law Firms: Evidence and Theory,” Law & Society Annual Conference (Las Vegas, NV), June 2, 2005.

“Student Quality as Measured by LSAT Scores: Migration Patterns in the U.S. News Rankings Era,” presentation at the Next Generation of Law School Rankings Symposium, Indiana University School of Law—Bloomington (Bloomington, IN), Apr. 15, 2005.

“Why Does the LSAT Predict So Well?” presentation at the 2004 Law & Society Annual Conference (Chicago, IL), May 29, 2004.

“Speed as a Variable on Law School Exams and the LSAT,” presentation of interim results, American Bar Foundation (Chicago, IL), Apr. 9, 2003.

“Speed as a Variable on Law School Exams and the LSAT,” presentation of project methodology to New Scholars Workshop, University of Chicago Law School (Chicago, IL), Nov. 4, 2002.

### **Presentations to Practicing Lawyers, Bar Associations, Law Students, and Private Industry**

“The Structure and Future of Legal Services Market,” Wolters Kluwer Legal & Regulatory Group (virtual), Dec. 14, 2021.

“Issues and Strategies for the Post-COVID Office,” Meritas Week (virtual), Nov. 8, 2021.



“How Meritas Firms Can Respond to the Associate Salary Escalation,” Meritas Recruiting Roundtable (virtual), Sept. 22, 2021.

“The auto industry as metaphor for today’s legal market,” Cleveland Metro Bar Association (virtual), June 16, 2021.

“The Gradual but Inevitable Transition to One-to-Many Legal Solutions,” National Conference of Bar Examiners (virtual), Apr. 15, 2021.

“Remote Work Post-Covid: What’s Your Firm’s Strategy?,” Association of Legal Administrators (ALA), Chicago Chapter (virtual), Mar. 16, 2021.

“One-to-Many Legal Solutions,” University of Miami 1L course on Legal Services Market (virtual), Feb. 10, 2021.

“How Important is Outside Capital to Legal Industry Innovation?,” Global Advanced eDiscovery Institute (virtual), Nov. 12, 2020.

“Multidisciplinary Teams: the essential input for one-to-many legal solutions,” ELM Amplify User Conference (virtual), Oct. 20, 2020.

“Main Street Law Practice: Past, Present, Future,” Clio User Conference (virtual), Oct. 15, 2020.

“Out of the Office: Law Firms Navigating Culture, Training, and Talent Challenges in a Post-COVID-19 World,” US Law Firm Group (virtual), Sept. 11, 2020.

“The Current Landscape of NewLaw,” Practising Law Institute (PLI) (virtual), Sept. 8, 2020.

“The Future of Legal Services,” North Carolina State Bar, Committee to Study Regulatory Reform (virtual), July 27, 2020.

“Leadership, Management, Followership, Teamwork,” Passport to Practice (virtual), July 7, 2020.

“Legal Operations: Models and Frameworks for our Future,” July 1, 2020 (virtual), Legal Ops Professionals Roundtable, hosted by Konexo.

“The Future of Legal Services,” Institute for the Advancement of the American Legal System (IAAALS) (virtual), June 25, 2020.

“The Opportunity and Dilemmas Created by One-to-Many Legal Solutions,” Legal Value Network (LVN) (virtual), May 6, 2020.

“20/20 Vision for 2020: Law Firm Strategy for the Next Decade,” International Bar Association (virtual), April 8, 2020.

“The Opportunity and Dilemmas Created by One-to-Many Legal Solutions,” Managing Partner Forum, Gold Coast, Australia, Feb. 29, 2020.

“One-to-Many Legal Solutions,” Law without Walls (LWOW) (virtual), Jan. 29, 2020

- “The Changing Role of Talent in an Innovation Environment,” Law Firm Innovation Summit, Harvard Club, Boston, MA, Nov. 12, 2019.
- “The Emerging Landscape of NewLaw,” PLI NewLaw Conference, Practising Law Institute, San Francisco, CA, Oct. 30, 2019.
- “The Data-Driven Manager: Does She Have a Future in the Legal Industry?,” College of Law Practice Management Annual Meeting, Belmont University, Nashville, TN, Oct. 23, 2019.
- “Uberizing the Guild: Is the U.S. Legal Market on the Brink of Liberalization?,” College of Law Practice Management Annual Meeting, Belmont University, Nashville, TN, Oct. 23, 2019.
- “The Science of Innovation Adoption: Legal Industry Examples,” The P3 Practice Innovation Conference, LMA, Chicago, IL, Jun. 13, 2019.
- “The Future of the Practice of Law,” ABA Center for Professional Responsibility Annual Meeting, Vancouver, Canada, May 30, 2019.
- “Becoming a T-Shaped Lawyer,” Washington Leadership Institute, Perkins Coie, Seattle, WA, May 17, 2019.
- “Is ABA Rule 5.4 Keeping Nonlawyer Competitors Out, or Lawyers In?,” LMA Annual Meeting, Atlanta, GA, Apr. 9, 2019.
- “Diffusion of Innovation,” European Legal Technology Association (virtual presentation), Mar. 29, 2019.
- “IFLP: Modernizing Legal Education,” Talent Management Roundtable (virtual presentation), Mar. 26, 2019.
- “21st Century Lawyer,” National Conference of Bar Presidents (virtual presentation), Mar. 21, 2019.
- “The Future of Legal Services,” Florida Bar Board of Governors Strategic Planning Committee (virtual presentation), Feb. 13, 2019
- “The Future of Legal Services,” Arizona Task Force on Legal Services, Arizona Supreme Court, Phoenix, AZ, Jan. 7, 2019.
- “It’s Time to Differentiate,” Conference on New Legal Service Delivery Models, USBC, New York, New York, Nov. 19, 2018.
- “Do we have a cost or productivity problem,” ELM Users Conference, Wolters Kluwer, San Diego, CA, Nov. 7, 2018.
- “Technology’s Effect on the Development of the Law,” Defense Research Institute Annual Meeting, San Francisco, CA, Oct. 19, 2018.
- “Where We Stand Now,” Somerville Forum (law firm partners and marketing professionals), New York, New York, Sept. 14, 2018.

“Landscape Report on the Legal Market,” Meeting of the Trustees of the State Bar of California, Los Angeles, CA, July 20, 2018.

“Law Department Transformation: New Solutions for Legal Service Delivery,” (online webinar), Sandpiper Partners.

“Educating the 21<sup>st</sup> Century Lawyer,” US-German Lawyers Association, Bucerius Law School, Hamburg, Germany, July 6, 2018.

“Legaltech: Very Hard Problems, but Worth Solving,” Conference on the Rise of LegalTech and Legal Entrepreneurship, Northwestern University Pritzker School of Law / IE University (Madrid), Chicago, IL, June 15, 2018.

“Training the 21<sup>st</sup> Century Lawyer: Envisioning a Legal Industry Alliance,” Thomson Reuters Legal Executive Forum, New York, New York, June. 15, 2018.

“The Science of Innovation Diffusion—And How it Applies to the Legal Sector,” Law Firm Change Management Summit, Ark Group, Chicago, IL, May 3, 2018.

“Four Years of Teaching Leadership in Law School: Key Learnings So Far,” Indianapolis Bar Young Leaders, Indianapolis Bar Association, Indianapolis, IN, Apr. 17, 2018.

“What is Legal Operations?,” Meeting of the Association of Corporate Counsel (ACC), Georgia Chapter, Atlanta, Ga., Jan. 23, 2018.

“Mapping our Future as Lawyers,” Minnesota State Bar Association (St Paul, MN), December 8, 2017.

“Solving the Legal Profession’s Diversity Problem,” Annual Meeting, Pittsburgh Diversity Council (Pittsburg, PA), November 15, 2017.

“Strategic Framework for Law Firm Leaders,” Managing Partner Roundtable (San Francisco, CA), October 25, 2017.

“Change in the Legal Industry: A high-level view for Fortune 50 GCs,” Global Legal Operations Team Meeting, General Electric Legal Department (online), August 18, 2017.

“Moneyball Legal Analytics,” Annual Meeting, International Association of Legal Technology (ILTA) (Las Vegas, NV), August 16, 2017.

“A Call to Action to our Judiciary,” Annual Judicial Symposium, National Foundation for Judicial Excellence (Chicago, IL), July 15, 2017.

“The Legal Profession’s ‘Law Mile’ Problem,” Chicago GC Roundtable, Motorola Solutions, Inc. (Chicago, IL), June 12, 2017.

“The Legal Profession’s ‘Last Mile’ Problem,” New Spectrum on Innovation, Ark Group (Chicago, IL), June 7, 2017.

“The Legal Profession’s ‘Last Mile’ Problem,” Committee on Professionalism, Illinois Supreme Court (Chicago, IL), May 15, 2017.

“Strategy and Execution Exercise: Current Challenges Affecting the Law Firm C-Suite,” Chief Strategy Officer Conference, Ark Group (New York, NY), May 12, 2017.

“The Legal Profession’s ‘Last Mile’ Problem,” Annual Meeting of Indiana Court of Appeals Judiciary, Indiana Court of Appeals (Bloomington, IN), May 8, 2017.

“The Future of Legal Education,” Annual Meeting, Seventh Circuit Bar Association (Indianapolis, IN), May 1, 2017.

“The Legal Shift: How Changes Within the Legal Department are Impacting Relationships with Law Firms,” Annual Meeting, Association for Corporate Council (Chicago, IL), April 25, 2017.

“The In-House Counsel's Bottom Line: Running Your Legal Department Like a Business Owner,” 2016 ACC Annual Meeting, Association of Corporate Counsel (ACC) (San Francisco, CA), October 23, 2016.

“Restructuring the Client-Law Firm Relationship,” 2nd Annual ELM Users Conference, Wolters Kluwer (Orlando, FL), September 21, 2016.

“The Emerging Legal Industry,” Annual Meeting and Convention, Federal Bar Association (Cleveland, OH), September 15, 2016.

“The New Normal: What's Already Different and What's Ahead,” conference on How Today’s Lawyers Can Adapt to Tomorrow’s Changing Legal Profession, Oregon State Bar Association (Portland, OR), July 20, 2016.

“Using Long-term Relationships to Drive Innovation and Value,” DRI Board Meeting, Defense Research Institute (Chicago, IL), July 15, 2016.

“The Changing Dynamics of the Legal Industry and Implications for Corporate Legal Change Agents,” 2016 Legal Ops Conference, Association of Corporate Counsel (Chicago, IL) June 23, 2016.

“Restructuring the Client-Law Firm Relationship,” 9th Annual In-House Counsel Institute, Wyatt Tarrant & Combs LLP (Louisville, KY), June 22, 2016.

“Building Inclusive Teams: Systems for Solving the Legal Profession's Diversity Problem,” Leadership Council on Legal Diversity, American Law Institute (ALI) (New York, NY), April 18, 2016.

“The Legal Profession in 2030,” 2016 Mid-Year Meeting, National Conference of Bar Presidents (San Diego, CA), February 4, 2016.

“The Legal Profession in 2030,” Board of Governors Meeting, Indiana State Bar Association, (Bloomington, IN), February 4, 2016.

“Practicing Law in Indiana: Breaking Down the Survey” analysis of data on Indiana layers collected by Indiana Lawyer magazine, Indiana Lawyer (Indianapolis, IN), Nov. 18, 2015.

“The Future of Law” discussion of the changes occurring in the legal profession, Dayton Bar Association (Dayton, OH), Nov. 13, 2015.

“Presentation on rise of legal operations to members of the insurance defense bar,” Defense Research Institute (Washington, DC), Oct. 8, 2015.

“Creating Legal Integrators” talk to legal operations professionals on efforts to create a former training program in legal operations (Co-presenter: Bill Mooz of CU Law), National Meeting of Law Department Operations Executives (Chicago, IL), Sept. 14, 2015.

Presenter and moderator of the Future Legal Technologies Roundtable, International Legal Technology Association (ILTA) (Las Vegas, NV), Aug. 31, 2015.

“Adapting to Changing Times: Legal Profession and Education” presentation to ISBA state conclave, Indiana State Bar Association (Indianapolis, IN), June 27, 2015.

“Disrupting the Delivery of Legal Services and the Law Business” moderator and presenter, ABA Center for Professional Responsibility, May 27, 2015.

“Thought for Today for Success Tomorrow” presentation to state bench bar association, ISBA Bench Bar Conference (Louisville, KY), Jan. 1, 2015.

“The Emerging Legal Ecosystem,” American Bar Association (ABA) (Chicago, IL), Dec. 19, 2014.

“Adapting to a World That Wants a Better, Faster, Cheaper Legal Solution,” North Carolina Bar Association (Cary, NC), Dec. 5, 2014.

“Metrics Based on Logic not Experience,” Thomson Reuters Law Firm Leaders Conference (New York City, NY), Oct. 22, 2014.

“Blueprint for Change,” National Conference of Bar Executives (Indianapolis, IN), Oct. 2, 2014.

“Skunk Works for Law,” Ark Group (Chicago, IL), Sept. 23, 2014.

“The Changing Dynamics in Law Firm and Client Relationships—the New Normal,” PNC Legal Department (Pittsburgh, PA), Sept. 16, 2014.

“The Changing Dynamics in Law Firm and Client Relationships—the New Normal,” Chicago Club, Lawyers Section (Chicago, IL), Sept. 10, 2014.

“Legal Ethics: Where Are We Now? Where Are We Going?” Indiana State Bar Association (Bloomington, IN), Sept. 9, 2014.

“Beating or Joining: the Disruptors: How to Prosper Ethically in the New Landscape of Legal Service Delivery,” American Bar Association (Boston, MA), Aug. 8, 2014.

“The Crisis in Legal Education and its Impact on the Courts,” US Court of Appeals for the Ninth Circuit (Monterrey, CA), July 17, 2014.

“Brand + Methods: The Way Forward for Large US Law Firms,” Arnold & Porter (Washington, DC), July 9, 2014.

“Brand + Methods: The Way Forward for Large US Law Firms,” Seyfarth Shaw Technology and Project Management Professionals (Chicago, IL), July 8, 2014.

“The History of the Business of Law,” Attorney Liability Assurance Society (ALAS) (Montreal, Canada), June 20, 2014.

“Ethics: Where are we now?” Indiana State Bar Association (French Lick, IN), June 6, 2014.

“The Business of Law in the 21<sup>st</sup> Century,” Legal Edge Conference (Scottsdale, AZ), May 21, 2014.

“Where am I? Where Will I be? How will the ‘new truth’ triumph?” Avery Denison Legal Department (Boston, MA), May 7, 2014.

“The Legal Profession in the Year 2024,” National Legal Mentoring Conference (Columbus, OH), May 2, 2014.

“A Supply Chain Analysis for World Class Legal Talent,” General Counsel Forum (Houston, TX), Apr. 23, 2014.

“Challenges Facing Law Schools,” Pepperdine University, National Judicial Clerkship Institute (Malibu, CA), Mar. 14, 2014.

“Law Schools in Crisis: A Look at the Data,” Defense Research Institute (Marco Island, FL), Mar. 6, 2014.

“The Rogers Diffusion Curve Applied to the Legal Industry,” Forum on Legal Evolution (New York City, NY), Feb. 26, 2014.

“Law Firm Strategy: Where Does Human Capital Fit?” US Law Firm Group (Scottsdale, AZ), Feb. 21, 2014.

“Express Train or Commuter Train: The Diverse Attorney Reality,” Charting Your Own Course (CYOC) Career Conference (Philadelphia, PA), Feb. 8, 2014.

“Diffusions of Innovation: How it Occurs,” New York Knowledge Management Working Group (New York City, NY), Feb. 6, 2014.

“Skunk Work for Law,” Ark Group (New York City, NY), Jan. 30, 2014.

“The Emerging, Unregulated Legal Sector,” New York City Bar Association (New York City, NY), Jan. 31, 2014.

“The Emerging, Unregulated Legal Sector: And Related Challenges Affecting the California Bar,” California Bar Association (Orange County, CA), Jan. 9, 2014.

“Do Practice Skills Courses make Better Graduates?”, at the Professional Development Institute Annual Meeting (Washington, DC), Dec. 9, 2010.

“The Best Law School in the New Normal,” Boston College of Law Alumni Association (Boston, MA), Oct. 15, 2010.

“Three Generations of U.S. Lawyers: Generalist, Specialist, Project Manager,” Indianapolis Bar Association, Managing Partners Meeting, October 5, 2010.

“Law Firm Business Models: Past, Present, Future,” Westfield Insurance Defense Days (Westfield, OH), Aug. 17, 2010.

“Can We Create More Great Lawyers?,” New York Professional Development Consortium, Sullivan & Cromwell (New York, NY), June 23, 2010.

“Clients Speak Their Mind: Solo and Small Firm Client Engagement Survey,” 9th Annual ISBA Solo & Small Firm Conference, Merrillville, IN (June 5, 2010).

“Models of Practice: Past, Present, Future,” Hildebrandt 8<sup>th</sup> Annual Practice Group Forum (New York, NY), June 2, 2010.

“What the NALP Directory of Legal Employers Data Tell Us about Diversity in Law Firms,” 2010 NALP Annual Education Conference (San Juan, PR), Apr. 29, 2010.

“The Future of Legal Education,” Board of Advisors Retreat, Syracuse University College of Law (Naples, FL), Feb. 27, 2010.

“Law Firm Management & What Today’s Law School Graduates Want,” Defense Trial Counsel of Indiana, 16th Annual Conference and Meeting (Bloomington, IN), Nov. 20, 2009.

“The Old Model is Broken: Law Firms and Law Schools Adapting to the Future,” Indianapolis Bar Association (Indianapolis, IN), Oct. 28, 2009.

“The Old Model is Broken: Law Firms and Law Schools Adapting to the Future,” Presentation to Members of the Cincinnati Bar, Queen City Club (Cincinnati, OH), Oct. 21, 2009.

“Human Asset Development,” Frost Brown Todd LLP Apprenticeship Program (Cincinnati, OH), Sept. 28, 2009.

“Competitive Advantage through Human Asset Development,” Hildebrandt International Managing Partner Roundtable (Chicago, IL), May 12, 2009.

“Current Issues in Attorney-Client Privilege Protection and Erosion,” Indiana Chapter of the Association of Corporate Counsel (ACC), May 6, 2009.

“Empirical Overview of Corporate Law Sector: Trends and Analysis,” Hildebrandt International Managing Partner Roundtable, Strasburger & Price LLP (Dallas, TX), Apr. 23, 2009.

“The Changing Economics of Private Practice,” National Association of Bar Executives,” Mar. 11, 2009.

“Building an Institutional Strategy for the Placement of Law School Graduates,” Board of Advisors Retreat, Syracuse University College of Law (Palm Beach, FL), Feb. 28, 2009.

“Law Schools, Law Firms, Paradigm Shifts, New Opportunities,” Board of Advisors Retreat, Syracuse University College of Law (Palm Beach, FL), Feb. 27, 2009.

“Overview: Human Asset Development Project,” Allen & Overy (New York City), Jan. 30, 2009.

“Old and New Models of Recruiting and Developing Legal Human Capital,” Bose McKinney & Evans LLP (Indianapolis, IN), Dec. 1, 2008.

“Law Firm Human Capital: Changing the Model,” Morgan Lewis & Brockius Annual Retreat (Scottsdale Arizona), Oct. 24, 2008.

“Are We Selling Results or Résumés?": The Underexplored Linkage Between Human Resource Strategies and Firm-Specific Capital, Ice Miller Partnership Retreat (French Lick, IN), Sept. 26, 2008.

“Race and Gender Differences in U.S. Corporate Law Firms: A Preliminary Analysis,” Law Firms Working Group Forum with Strategic Partners, American Bar Foundation (Chicago, IL), Oct. 12, 2007.

“Statistics Primer [for Practicing Lawyers],” Law Firms Working Group Forum with Strategic Partners, American Bar Foundation (Chicago, IL), Oct. 12, 2007.

“Financial and Billing Survey of ISBA Lawyers,” 6th Annual Indiana State Bar Association Solo and Small Firm Conference (Indianapolis), June 2, 2007.

“Recent Trends in the Am Law 200 Marketplace,” presentation to Indiana Law Society, Offices of Ernst & Young (New York City, NY), Nov. 1, 2006.

“An Empirical Study of Single-Tier versus Two-Tier Partnerships in the Am Law 200,” presentation to partners at Kirkland & Ellis (Los Angeles, CA), Jan. 31, 2006.

“Assessing the Bottom Line Benefits of Two-Tiered Partnership Structures,” Audio Conference for the Institute of Management & Administration (IOMA), Jan. 26, 2006.

“Recent Trends and Patterns in the Am Law 200 Marketplace,” presentation to Indiana Law Society, Office of Jones Day (Washington, D.C.), Nov. 4, 2005.

### **Invited Discussant, Moderator, Panelist**

Invited Participant and Panelist, Kickoff to Laws Without Walls, hosted at University of London College of Law, Jan. 14-16, 2011.

Panelist, “Developing the Next Generation of Lawyers: What Law Schools Are Doing to Prepare Practice-Ready Graduates”, at the Professional Development Institute Annual Meeting (Washington, DC), Dec. 9, 2010.

Invited Participant, Building Better Lawyers Conference, Southern California Innovation Project (Palo Alto, CA), May 15-16, 2010.

First Questioner, “Creative Destruction and Innovation,” panel at “Law Firm Evolution: Brave New World Or Business As Usual?” Conference, Georgetown University Law Center (Washington, DC), Mar. 22, 2010.



Panelist, “Emerging Trend: Legal Work & Process Redesign,” Hildebrandt Institute 15<sup>th</sup> Annual Law Firm Leaders Forum (San Francisco, CA), Mar. 4, 2010.

Panelist, “Emerging Trend: New Recruiting Approaches For Changing Talent Models,” Hildebrandt Institute 15<sup>th</sup> Annual Law Firm Leaders Forum (San Francisco, CA), Mar. 4, 2010.

Panelist, “Hiring and Talent Management in the New Economy,” University of California, Hasting College of Law (San Francisco), Dec. 16, 2009.

Panelist, “Evolution or Revolution? The Future of the Law Firm Business Model,” law and general counsel audience, sponsored by Nexis-Lexis (New York, NY), Dec. 3, 2009.

Invited Participant, Law Firm Researcher Roundtable, Georgetown Center on the Legal Profession (Washington, DC), Nov. 5, 2009.

Invited Participant, ALI-ABA/ACLEA Critical Issues Summit, “Equipping Our Lawyers: Law School Education, Continuing Legal Education, and Legal Practice in the 21<sup>st</sup> Century” (Scottsdale, AZ), Oct. 14-17, 2009.

Panelist, International Conference on Globalisation of Legal Education & Legal Profession, celebrating the inauguration of the Jindal Global Law School (Delhi, IN), Aug. 7, 2009.

Invited Participant, “Future of Lawyer Hiring,” A NALP Roundtable on the Future of Lawyer Hiring, Development and Advancement, Arnold & Porter (Washington, DC), June 24, 2009.

Moderator, “How Do We Distinguish Law From Politics?” Conference title: What’s Law Got to Do with It?, Indiana University Maurer School of Law (Bloomington, IN), Mar. 27, 2009.

Panelist, “An Economic Perspective on the Practice of Law in Hard Times,” ABA National Legal Malpractice Conference (San Francisco), Sept. 5, 2008.

Discussant, Meeting of Taskforce for Assessment in Legal Education, convened by NYU School of Law and the Carnegie Center for the Advancement of Teaching (New York, NY), June 23-24, 2008.

Moderator, Panel Discussion on “The Future of Solo & Small Firms,” Indiana State Bar Association 7th Annual Solo & Small Firm Conference (Fort Wayne, IN), June 7, 2008.

Panelist, “Innovations in the First-Year Curriculum,” Conference hosted by American University, Washington College of Law (Washington, DC), March 21, 2008.

Participant, “Legal Education Study Project,” Meeting hosted by the Carnegie Center for the Advancement of Teaching (Palo Alto, CA), Dec. 7-8, 2007.

### **Academic Blogging**

Editor, 2012-2017, Legal Whiteboard, <http://lawprofessors.typepad.com/legalwhiteboard/>

Editor, 2006-2009, Empirical Legal Studies Blog, [www.elsblog.org](http://www.elsblog.org).

Editor, 2007-2009, Legal Professions Blog,  
[http://lawprofessors.typepad.com/legal\\_profession/](http://lawprofessors.typepad.com/legal_profession/).

Guest Blogging, PrawfsBlawg, Feb. 26 – Mar. 11, 2006, [www.prawfsblawg.blogs.com](http://www.prawfsblawg.blogs.com).

Guest Blogging, Conglomerate: Business, Law, Economics, Society, Nov. 8-18, 2005,  
[www.theconglomerate.org/henderson.html](http://www.theconglomerate.org/henderson.html).

### **Professional Organizations**

Corporate Legal Operations Consortium (CLOC)

American Law & Economics Association

Midwestern Law & Economics Association

Law & Society Association

Indiana State Bar Association (ISBA)

American Bar Association

Member, ABA Section of Business Law

Member, ABA Section on Legal Education and Admission to the Bar

Member, ABA Section on Law Firm Management

### **Other Professional Activities**

Development/oversight of practical/partnerships connecting students with the field/industry,  
“Tech Lawyer Accelerator (TLA) Project,” (2015-2017).

Editorial Board, JOURNAL OF LEGAL EDUCATION

Ad Hoc Referee, LAW & SOCIETY REVIEW

Ad Hoc Referee, JOURNAL OF LAW, ECONOMICS & ORGANIZATION

Ad Hoc Referee, JURIMETRICS

Ad Hoc Referee, 2008 Conference on Empirical Legal Studies

Board Member, CALI

Advisory Board, Law & Society Abstract Series, Social Science Research Network

Advisory Board, Entrepreneurship Law Clinic, IU-Law & Kelley School of Business

Advisory Board, Indiana University JD/MBA Program

Judge (2008 to 2012), The Richard D. Cudahy Writing Competition on Regulatory and  
Administrative Law, Awarded through the American Constitution Society.

Organizing Committee Member, 2006-2008 ISBA Solo & Small Firms Conferences

Member, International Legal Technology Association

### **Bar Admissions**

Indiana, 2003 (active)