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Lawyers of the Present: Alternative Careers (Volume 1)

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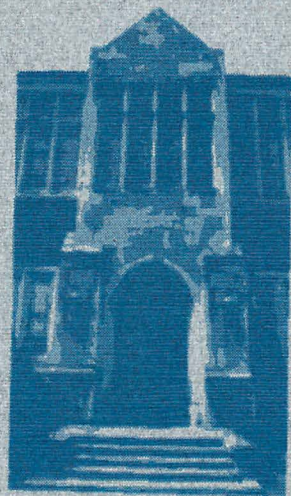
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LAWYERS OF THE PRESENT

THE UNIVERSITY OF TENNESSEE
COLLEGE OF LAW
VOLUME 1
ALTERNATIVE CAREERS

Lawyers of the Present

a publication of the

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The University of Tennessee, Knoxville

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Introduction

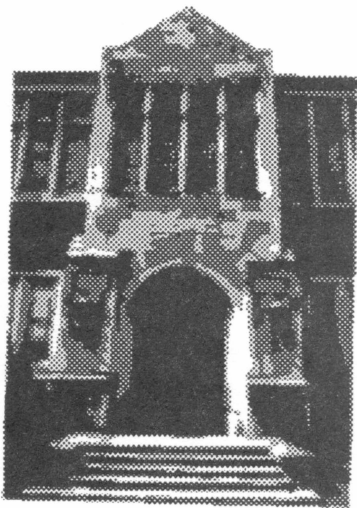
Career Services has planned a series of booklets to give students a better picture of the versatility of the law degree and the variety of legal and nonlegal careers our graduates have pursued. This first edition is devoted to alumni/ae who have chosen alternative careers—something considered “outside” the traditional practice of law. Subsequent issues will profile attorneys in corporate legal departments, public interest organizations and traditional law firms.

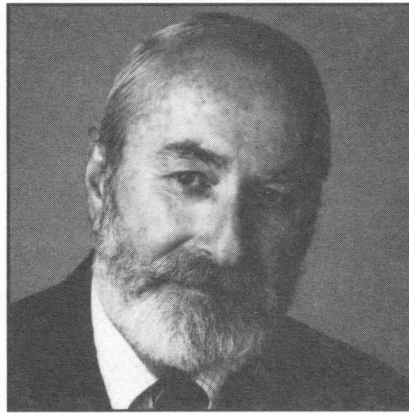
Participants were asked to provide a first-person narrative describing their alternative career, as well as their career path since law school graduation; how their law degree has helped them to achieve success; the satisfactions and frustrations of their work; and any advice for students who are considering an alternative to traditional law practice.

Identifying UT law alumni pursuing alternative careers was educational in itself. After mailing our first 100 or so request letters, we learned of many additional alumni/ae in this category. Some of our invited practitioners were unable to participate in this edition, while others were identified too late to ask; we look forward to inviting their participation in future editions.

It also became clear that the categories of traditional, non-traditional, alternative, non-legal, and law-related careers may not always be distinct for such a versatile degree—and during the course of their careers, many of our graduates have moved in and out of various categories.

We are grateful to the 41 participants responding to our request for the career narratives that follow. We think you’ll agree that their stories underscore a growing recognition that earning a law degree provides a generalist, graduate education that is valuable in a wide variety of careers.





Dedication to Art Stolnitz

This edition of *Lawyers of the Present* is proudly dedicated to Art Stolnitz, Class of 1952. His generous donation to the College of Law has provided for an increase in Career Services resources and programming, especially in the area of alternative careers. Art's career story, which has led to his position as Vice President of Financial Affairs for Warner Bros. Television, begins on page 11.

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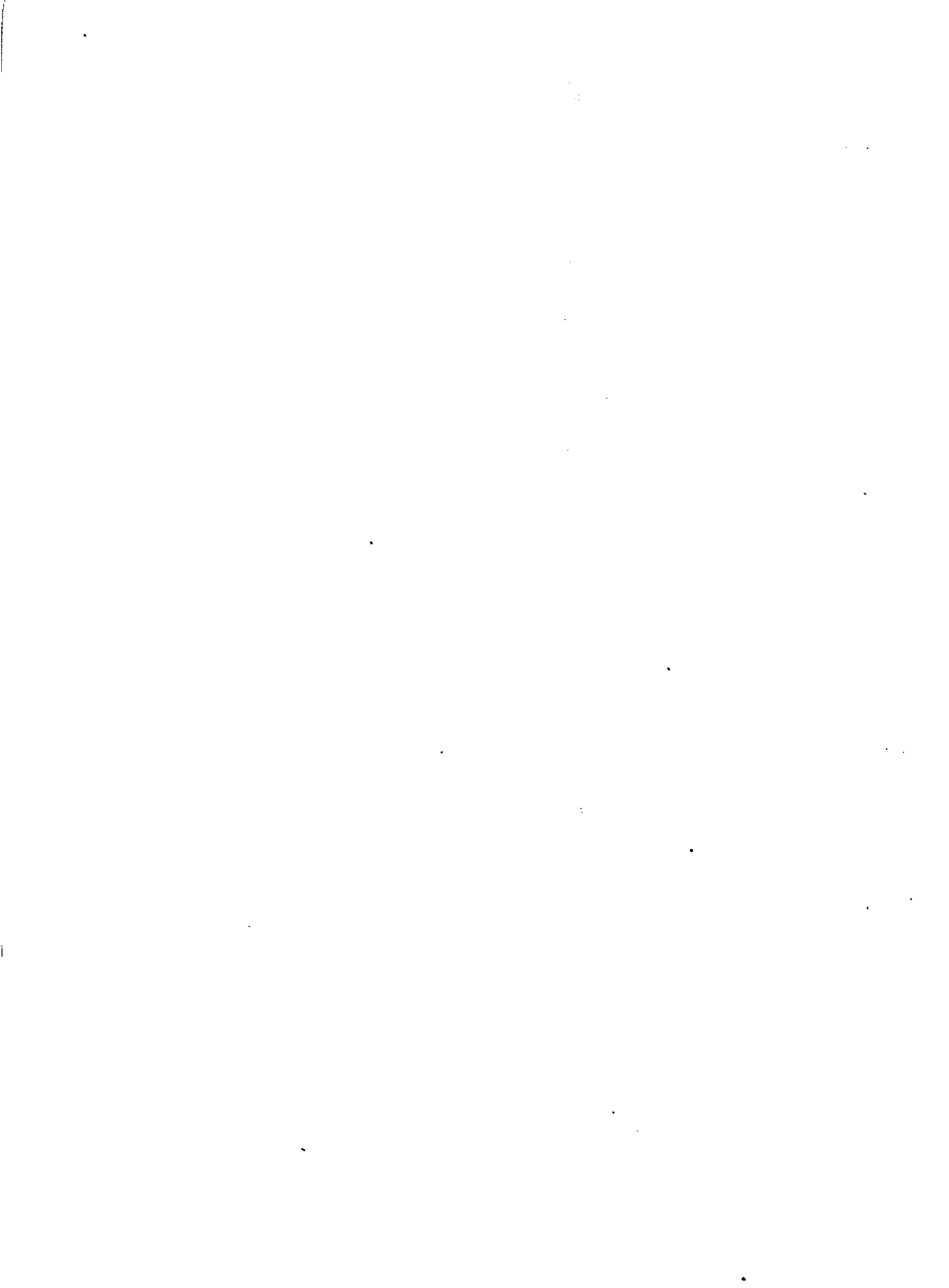
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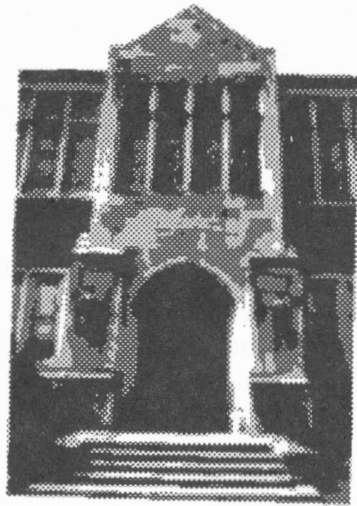
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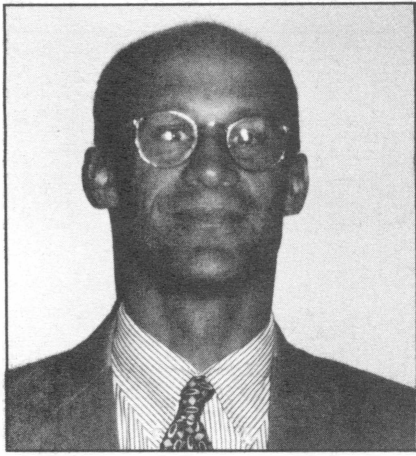
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Corporate Management



**Bill Baxter, Class of 1978
President, Holston Gases, Inc.**

There is absolutely no question in my mind that I am much happier doing what I am doing now than I would have been had I continued my law practice.

I graduated from the University of Tennessee College of Law in December, 1978, and began active practice after passing the bar in the spring of 1979. I had an active general practice in Knoxville for two years before being persuaded that an opportunity to work with my father in our family's business represented a unique opportunity for me.

In 1981, I joined my father at Holston Gases, Inc., a distributor of industrial, medical and propane gases, and various equipment and supplies that are used along with these gases. I spent the first 24 months rotating through every function of the business, learning everything I could. During the first two years I continued to do minor legal work for the corporation. Later, this became impractical and we retained outside counsel. In 1983 I became sales manager of the company and began working very closely with all our salesmen devising commission structures and other incentive programs to begin expanding our company. I was also able to persuade my father that selective acquisition would be a smart thing for Holston Gases to do, and we began looking

very carefully for appropriate candidates.

In 1985 I became president of the company as my father followed through on his plans of semi-retirement. I continued to work primarily in the sales end of our business and continued to move forward with acquisitions in East Tennessee as they made sense for us.

Today we are proud to say that Holston Gases is the largest independent gas distributor in Middle and East Tennessee, and we are presently making plans to continue our expansion across the state. Unfortunately, my father passed away in 1987; however, it has been extremely rewarding in the personal sense to have spent six years working with him in our family's business.

My law degree has been helpful in running this company in the sense of "an ounce of prevention is worth a pound of cure." I would like to believe that I have been able to keep our company out of some potential legal problems by virtue of my sensitivity to various issues. This sensitivity, of course, is a direct result of my legal education and a few years of experience practicing law.

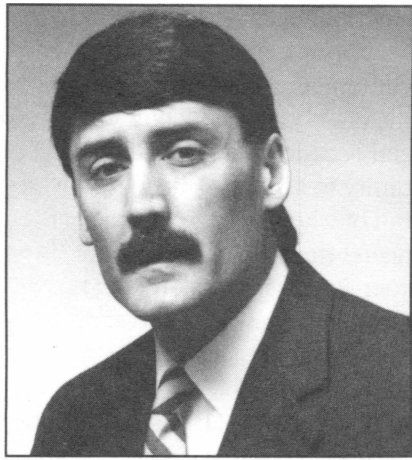
There is absolutely no question in my mind that I am much happier doing what I am doing now than I would have been had I continued my law practice. The greatest contrast appears to be that in the business world, once a problem is identified, all parties join together to attack and solve it. Unfortunately, my experience in the legal profession was that once a problem was identified all parties took extreme positions in opposition to the other parties in an effort to gain the advantage later down the road. In fact, I sometimes felt that the "winner" in the legal setting simply turned out to be the biggest s.o.b. involved in the case. Many lawyers seem to understand their job to be exacerbating the problems their

clients have rather than solving those problems by compromise.

One of the real satisfactions of my work now is that once a problem is identified, we can make a sincere and concerted effort to solve it as quickly and painlessly as possible. Other satisfactions involve that of running your own business and building a future for your family in a very tangible way.

The frustrations involved in running your own business most often revolve around personnel. It is a continual struggle to find and keep excellent employees, and to the extent one is unsuccessful in this endeavor, other problems seem to follow automatically and in geometric proportion. However, to the extent one is successful in the personnel area, most other problems in running a business are automatically taken care of.

Finally, if any law student asks me for advice concerning the consideration of an alternative to the traditional practice of law, I would be very candid in saying to them that the practice of law "ain't what it's cracked up to be," especially when contrasted to the popularized versions in our media-dominated culture. Each individual should examine him/herself and determine where he/she can make the greatest contribution to the larger community. Some may believe it is in the production of a product or the provision of a service in the commercial setting. A full day's work at providing a tangible, useful product or service to industry or commerce is a rewarding endeavor.



Steven A. Brigrance, Class of 1978
Assistant to the Chief Officer,
Burlington Northern Railroad Co.

Whether as a practicing lawyer, or just as a law graduate in the business world, a legal education can help equip you to be a professional who is able to make life for other people a little bit better than you initially thought it to be.

On December 1, 1991, I became assistant to the chief officer of Burlington Northern Railroad Company, the largest—if not most profitable—railroad in the United States. My charter was to help transform the way our company conducts its business—to re-engineer things, if you will—so that a 19th century behemoth with 20th century personnel could enter the 21st century with a definitive business plan that could be achieved by its people. To reach this point in my career before my 40th birthday required me to draw on all that came before in my 14 years since graduating from the University of Tennessee College of Law. (And it damn near wasn't enough.)

But that starts at what, for now at least, is the end of the story. My alternative career path actually began in law school, when I chose to spend most of my time not attending classes, but rather helping the Tennessee Law Review publish an unheard of number of volumes to close the gap between the actual

date and the date of our publications—a gap that had become humorous, if not embarrassing. We became current, and that success helped me get a job as a lawyer with the Tennessee Valley Authority in Knoxville. This was another stop on my alternative career path since, at the time I joined TVA, only three or four of the 70 or so TVA lawyers were UT Law School graduates.

At TVA, I was able to try cases, conduct administrative proceedings and participate in congressional hearings. To say the least, it was fun and challenging. From TVA, I went to Washington, D.C., to practice in the litigation department of a large D.C. law firm, Steptoe and Johnson. While less fun than TVA, it was every bit as challenging. But rather than try cases, we litigated them—some in the same way that lawyers litigated the fictional *Jarndyce v. Jarndyce*. (See Dickens, Charles, *Bleak House*, 1952.)

Having lost two years off of my life for every year spent in Washington, D.C., we moved to Fort Worth, Texas, to become part of the great railroad that could—Burlington Northern. Four years of practicing law at Burlington Northern (the last 18 months as chief litigation counsel) helped prepare me to spend a year working for the Chairman of the railroad to develop a long-term labor strategy. From there, I became Assistant Vice President for Strategic Planning. In this position, I worked on re-designing the company's planning and other business processes.

That brings me back to where I started this profile—December, 1991. What my group was asked to do was the impossible: change what people didn't want changed—everything. But it had to be done because the competitive benchmarks for service and products in America are being set by an external, highly competitive, global marketplace. And the competitors in that marketplace must change—funda-

mentally, not adaptively—in order to keep up. Now, fundamental change is a challenge, but it can be fun, energizing and rewarding. And if we do it right, what's in it for ourselves, our companies and our country is pre-eminence, excellence, leadership and longevity.

What has this got to do with being a lawyer? Simple. The coming years will demand both learning and discovery. We can all learn some things from the experience of others—some things must be invented on the spot. Either way, we must act nimbly and quickly. There is no better proving ground than a legal education. It can and will, if you let it, prepare you to meet the challenges of a new world paradigm. Whether as a practicing lawyer, or just as a law graduate in the business world, a legal education can help equip you to be a professional who is able to make life for other people a little bit better than you initially thought it to be. To paraphrase Ben Franklin, what a person does is more important than what he or she says. A legal education can help you do *both* better. And that is what life is all about—saying and doing the right things!



**Nancy Hunley, Class of 1984
Senior Director of Energy,
Fluor Daniel, Inc.**

What we really need are more non-attorneys committed to understanding the legal system—an advantage of alternative careers.

I was born an engineer. I have come to this realization after many years of observing others in the profession; disposition, propensity for detail, a seemingly inherent appreciation for technical accomplishments, and the mental adeptness for mathematic and scientific concepts have been the underlying themes of my career decisions. High school in central Florida in the early 1960's meant exposure to seminars on space exploration and technical/military accomplishments. Challenging special programs in theoretical chemistry and physics, and a dynamic female high school physics teacher, led me to know that I wanted to study the practical application of science. For me, the engineering curriculum was a natural extension of high school—learning new concepts and ways of thinking. An engineer learns how to analyze problems, reduce them to manageable and/or mathematical form, methodologies for solving these forms, and how to test solutions for reality or practicability.

After working as a cooperative education student at the Marshall Space Flight Center during my

college days, alternating semesters at the University of Alabama and working with NASA's large main-frame computers, I received a B.S. degree in mechanical engineering. Having taken courses in nuclear engineering and power plant engineering, my first employment opportunities were gained in over ten years with the Tennessee Valley Authority. I checked nuclear steam supply systems contract documents, selected and procured valves, performed calculations, designed pump/piping systems for a wide range of hydroelectric, fossil, and nuclear power generating facilities, and became familiar with a number of industry technical codes and standards. Eventually I was promoted to technical supervisor over a small group of engineers and designers. As part of the uranium enrichment program, I also acquired two years of design experience with the Union Carbide Nuclear Division at Oak Ridge. During this part of my career, I also accumulated graduate hours in the University of Tennessee business school and passed my engineering registration exam.

Why leave a progressing career of 13 years to go to law school? My standard answer given to those who will never understand anyway is this: "They made me mean in engineering school, and I went to law school to get even." This is NOT a valid reason; however, many engineers (as well as those in other careers) do perceive a level of power associated with being an attorney and are fascinated with the idea of returning to law school. The J.D. degree does not substitute for personal attributes, even in a nontraditional environment. I knew by the time I completed my engineering degree that I was more interested in a business management progression rather than research/technical as a long-range focus for my career. My dilemma was whether to pursue an M.B.A. or a law degree—which would be more beneficial? While

functioning as an engineer in the heavily regulated public utility environment, the value of "knowing the law" became evident. On several occasions I have had the opportunity to ask top utility executives (all of whom were graduate engineers) the following question: "In your career, what additional preparation do you wish you had obtained before rising to your position in the company?" The common response among all answers was the need for a law degree.

After becoming vested in TVA's retirement system, I returned for my J.D. degree full-time; I remain convinced that full-time is the only way to study law. It is worth the financial sacrifice. Drawn toward a regulatory role, I took as many courses as I could schedule in business, natural resources and environmental law. I think of my legal education as another step in my career, not a career change.

After passing the bar exam, I went to work for the Virginia Electric and Power Company in Richmond. My goal was to work for an investor-owned utility, preferably one with a successfully operating nuclear system. My first position was that of a mechanical engineer. Within a year, I was promoted to a position in the nuclear licensing group; six months later I was promoted to the position of Director of Real Estate Acquisition and Administration. This latter promotion can only be attributed to being prepared and in the right place at the right time. It provided me with a tremendous opportunity to use my legal training while learning some of the corporate functions of a Fortune 500 company.

I was the only attorney in a group handling all conveyancing and mortgage indenture supplements, managing over three hundred unique leases, responding to all inquiries regarding the company's property rights (especially transmission easements and franchise

agreements), acquiring property, maintaining property records, and obtaining outside counsel as required. My operating budget exceeded six million dollars. I also participated in siting and environmental decisions. Approximately a dozen "non-attorney" positions in Virginia Power were held by members of the bar. Positions were in areas such as rate regulation, insurance, claims management, tax, fuel supply and human resources. We met informally at the encouragement of the company and were able to make suggestions which ultimately helped the company manage risk.

While still with Virginia Power, I received several calls from corporate recruiters. The offer which finally convinced me to move provided not only salary and benefit improvement, but the opportunity for broader experience in engineering project execution. Working with one of the world's largest engineering/construction firms building a radwaste reduction facility at a nuclear plant in Virginia, my first assignment involved eight months of on-site construction experience (i.e., working out of a trailer) developing records to support construction claims. I also coordinated technical problems with craft personnel for installation of a fire detection/sprinkler system.

I was subsequently relocated by the company to the Philadelphia area in the position for which I was originally hired, an engineering manager role for a multi-discipline task force executing power industry projects. Approximately 18 months ago, I assumed my current position responsible for a mechanical department consisting of 80 engineers and designers performing services for the pharmaceutical, petrochemical and power industries.

It has been more than 25 years since I first entered the job market. I have used my law degree not only in performing legal functions, but in

making management decisions. Especially as a woman in a male-dominated field such as engineering, the additional knowledge and credentials have given me an edge in being considered for management roles; however, I cannot say that I have yet found the ideal position to fully utilize my knowledge and skills. In today's business environment, there is a need for individuals who not only understand the substantive and technical issues of their industry, but who have the knowledge to anticipate the legal implications of decisions. Selling this idea to those who are in a position to hire or select you for promotion but who perceive you as future competition is probably the tallest hurdle for entrance into an organization at the appropriate level. A law degree has the disadvantage of being intimidating to non-attorneys who are more likely to occupy these positions.

Another "disadvantage" of an alternative career to the practice of law is the perception of your career credentials by others. Even though you may be actively using your legal knowledge/research skills and maintaining the minimal requirements for active bar membership (and the requirements are minimal), many attorneys—in-house counsel as well as outside counsel—may not take you seriously on matters of law. In attempting to make a point, this can be frustrating as well as presenting a challenge to one's ego.

Most of my professional interfaces are with those not educated in the law. To non-attorneys, you "are one" whether or not you are functioning in that capacity. This identity comes with the baggage of being expected to know all state and federal law no matter what the subject and without access to a law library. Additionally, you are more susceptible to being the target of those compelled to tell "lawyer jokes."

An interesting disclosure situation arises if I am functioning as an engineer in a negotiating meeting among engineers and the other party is not represented by counsel. Other ethical situations may present themselves in areas such as those involving obtaining permits. I have found myself explaining to clients that I cannot represent them in a legal capacity, only in an engineering capacity. Non-attorneys have also introduced me to others as an example of an individual who returned to the realm of technical employment, abandoning the legal morass in favor of a more "productive" life. This is no doubt derived from comparisons of per capita numbers of engineers versus attorneys among various world economies, indicating an apparent need for an increase of the former and decrease of the latter. What we really need are more non-attorneys committed to understanding the legal system—an advantage of alternative careers.

From my observations over the years, I have arrived at the following specific advice for engineering graduates contemplating the study of law (I have never met an attorney interested in returning to school for an engineering degree).

- Go with your "gut" feeling based on your own credentials. Talk with as many people as possible with either or both backgrounds, but don't expect to find an exact role model. Create your own theoretical ideal role model from a composite of these individuals and develop similar credentials. Discuss the law with engineers and engineering with attorneys for insights.

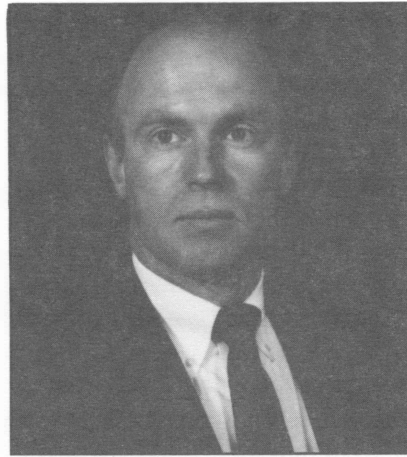
- As you focus on your major coursework and electives, be cognizant that you will need to "package" your resume in traditional terms for a particular industry. Develop an area of expertise.

- Work as an engineer for at least five years before entering law school. You need at least three years

of progressive experience under a registered engineer in most jurisdictions to sit for the licensing exam; take the exam as soon as possible. This will provide background knowledge and perspectives for later studies, and the credentials for flexibility later.

- Sit for the bar exam and maintain an active membership in at least one jurisdiction, whether or not you intend to enter the traditional practice of law. This credential is mandatory not only for the practice of law but for gaining access to information essential to utilizing your law degree and understanding your ethical responsibilities.

As I reflect on my decisions and career moves, there is very little I would have done differently; there are several steps which I would have accomplished more efficiently. For those not bound by preconceived ideas, who are willing to make lateral moves for longer term gain, and who are not frustrated by having to define their own career progression, engineering and law can be merged to achieve rewarding personal accomplishments.



**Robert Sain, Class of 1983
Deputy Director of Procurement,
MK-Ferguson Company**

My legal education has enabled me to identify, analyze and recommend strategies and courses of action to my employer that have proven to be beneficial on many occasions.

The title I can use best to describe my career is one of contract administration and management. Contract management involves the selection, award, negotiation and performance of work under contractual obligation. Through my work experiences I have attained a diverse background in nuclear, construction and environmental contracting in both the government and commercial business worlds.

I recently joined the MK-Ferguson Company as the Deputy Director of Procurement. Morrison Knudsen Co., the parent corporation, is a well-established construction management contractor known in the U.S. and abroad for its excellence in managing large-scale construction projects. In Oak Ridge, MK-Ferguson is the construction management contractor for the U.S. Department of Energy at three plants, as well as plants in Portsmouth, Ohio, and Paducah, Kentucky.

I worked my way through undergraduate school as an inspector at a TVA nuclear power plant on

the night shift while attending school *full-time* in the day. I continued working part-time with TVA through law school until I graduated in 1983. Although unintentional, this work experience charted a career path that has proven to be very challenging and rewarding.

After graduation from UT Law School, I practiced law in Anderson County for about a year and a half. Looking back on this period of my life I now realize how influential this experience was in shaping my future career path. As a new attorney I came to realize that I possessed a unique combination of legal education and work experiences, which would place me in a good position in the employment market. My work with engineers and suppliers in the nuclear power program at TVA had given me practical experience and insights which allowed me to communicate effectively among the technical, business and legal groups in the corporate setting.

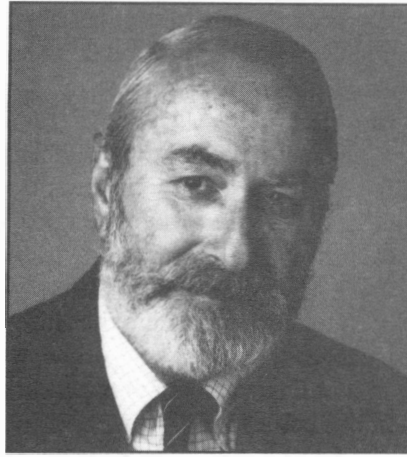
I have worked for several Fortune 500 firms in different capacities related to contracting, representing them as either buyer or seller. Each corporation maintains different approaches and assigns correspondingly appropriate degrees of responsibility to the contracting groups within its organization. It has been very interesting working with different companies to compare the management approach each has to business risk management and contract activities.

My legal education is the primary reason I have advanced in my career and attained my current position. Although I do not utilize the procedural aspects of law to a large degree, I utilize the substantive principles of law on a daily basis. The research and writing skills that were such an integral part of obtaining a law degree are one of the most valuable assets one can possess in industry today. My legal education has enabled me to identify, analyze and recommend strategies and

courses of action to my employer that have proven to be beneficial on many occasions.

I have found aspects of my career in contracts to be particularly satisfying. For example, I have traveled abroad and shared my expertise with companies in France, where I taught seminars on contract law and commercial issues. On two occasions I have traveled to the former Czechoslovakia to participate in contract negotiations for multi-million dollar projects in the nuclear industry. These opportunities have enabled me to develop a rapport with foreign contracting specialists with whom an exchange of ideas and insights into how other cultures approach procurement and contracting has proven invaluable to me as a contracts professional.

My advice to students who are considering non-traditional career alternatives is to recognize the varied career choices available in industry, government and educational institutions. These non-traditional career choices offer rewarding opportunities to utilize legal training in a unique way which contributes greatly to success in such careers.



**Art Stolnitz, Class of 1952
Executive Vice President for
Business and Financial Affairs,
Warner Bros. Television**

Don't ever underestimate the importance of any job. All of the various jobs I have had contributed to my being better qualified at my current position. As long as you're working, you're learning and growing.

It's been a long, sometimes bumpy but mostly satisfying road from the UT College of Law, Class of '52, to my present position, Executive Vice President of Business and Financial Affairs for Warner Bros. Television. I supervise an 18-person staff and my responsibilities include the negotiation of deals covering (1) the acquisition of properties, (2) the employment of creative personnel to develop and execute those properties, (3) licensing agreements with the networks for our product, and (4) handling general administrative and financial matters.

A few of Warner Bros.' television series include: "Perfect Strangers," "Full House," "Murphy Brown," "I'll Fly Away," "Family Matters," "Step by Step," "Reasonable Doubts," "Sisters," "Home Front," "The Best of the Worst," "Dark Justice," "When Hearts Are Wild," and "Knots Landing." As a matter of local interest, I negotiated an agreement to acquire the television

rights to past UT President Lamar Alexander's book, *Six Months Off*, for development as a two-hour movie-for-television.

My journey west began before my official high school graduation in Rochester, New York when I joined the Navy Air Corps, where I served for one year in Memphis as an aviation electronics technician. After discharge, I took the next step west and began studies at the University of Missouri in preparation for a career in optometry. But several less than average grades in physics and chemistry prompted me to change to a business major after one semester. Though I had to backtrack from my journey west, my consideration of a law education focused on UT, where I was impressed by the dean, the faculty, the new building and the law library.

Fond law school memories include my presidency of Phi Alpha Delta; winning, along with fellow classmates Zane Finkelstein and Robert Crossley, the Charles M. Preston Memorial Will Drafting Contest during the first Law Day, May 10, 1952; and the many hours and valuable experience gained from working in the Legal Aid Clinic, where I handled cases from simple divorces to serving as the attorney for "Flossie," who received a five-year jail term for assault with intent to commit murder due to my negotiating skills.

Upon graduation from law school, I began the move to California in earnest. After four months of unsuccessful job hunting, I was knocking about in Beverly Hills when I came upon a building that looked attractive and prosperous. I really didn't know what the company did, but I went in and asked if they needed anyone with a legal background. As luck would have it, I'd walked into the William Morris Agency where someone had quit only minutes before. Since they were short-handed and still in

shock from an unexpected departure, I was hired on the spot.

Since that lucky fluke, I've held several different positions in the entertainment industry including but not limited to production assistant, literary agent, television series development executive, and producer. William Morris Agency's legal department was the perfect training ground; it was there that I learned how things worked in Hollywood.

After a move to ZIV-United Artists, I worked in program development and soon made three pilots that became television series. My next career stop was as director of business affairs at Selmur Pictures, where I was involved in theatrical productions. When Selmur was replaced by ABC Pictures, I became vice president.

By 1970, I was out on the streets again looking for another job. I went to work for a former boss, who was now at Metromedia Producers Corp. When he left to start his own production company, I ran the division until Metromedia closed it. Jobless again, I called my former boss and offered to run his company for him if he allowed me to produce one or more of the eight projects I was working on at Metromedia. He did, and I produced a movie for television for NBC. Not long after, I became the initial producer for the television series "The Life and Times of Grizzly Adams." After a year of producing the series, I decided to return to the business world and joined Warner Bros. in 1977 as Director of Business Affairs.

I don't hesitate to say that I could not have gotten into the entertainment business or been able to function in these various positions without the type of education I received at the College of Law. It is enormously satisfying when you see the deals that you work on result in successful productions. It's terrific when it all comes together and is a

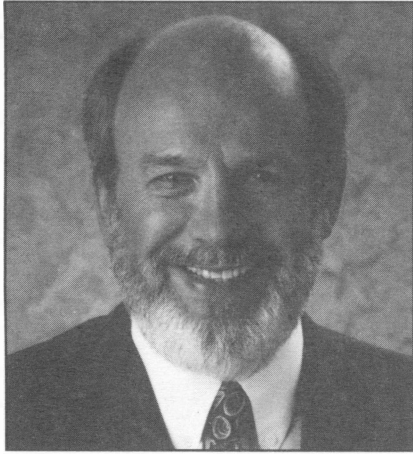
huge success. The frustrations are usually when the situation described above does not happen and the deal falls through.

Some guidelines to remember:

- The single most important piece of advice has got to be not ever to give up.
 - My philosophy has always been to move work from the "in basket to the out basket"—there is an inordinate amount of paperwork in this business!
 - Don't ever underestimate the importance of any job. All of the various jobs I have had contributed to my being better qualified at my current position. As long as you're working, you're learning and growing.
 - I've been into places of responsibility and out on the street again with equal speed. Sometimes it was faster out than in, but out may be—in the long run—the most fortuitous direction.
 - Relationships are so valuable in this industry. The person you let go today may be the one sitting across from the hiring desk or firing you next year. Success in the entertainment business is not just in the making of the deal, but in the relationships that result. You have to develop, cultivate and respect the people in this and any business. People make the business!
- And last, but not least—don't forget, we don't do brain surgery!!!



Entrepreneurs



**James Lee Clayton, Class of 1964
Founder, Clayton Homes, Inc.**

I credit much of my success to the UT College of Law. There the case studies came alive because I could relate the facts directly to issues in my own business life. The contacts and relationships developed there have given me a networking asset that I have called upon frequently.

It seems funny to think that a sharecropper's cotton patch, a dream of being a Grand Ole Opry star, a comic book advertisement and an old Kaiser car would eventually lead me into a life as a lawyer and founder of the nation's most successful manufactured home corporation.

But that's what happened. As a youngster growing up in the tiny, poverty-stricken town of Finger, Tennessee, my dreams were not of the dust-filled cotton patches I began plowing at 5 A.M. or the tin-roofed sharecropper's cabin we lived in without electricity until I was 10 and without running water until I was 18. My dreams were of becoming another Eddy Arnold, the country/western singer from nearby Henderson, another small West Tennessee town where I graduated from high school (and where Eddy Arnold also graduated). It wasn't such a far-fetched dream because my uncle had taught me to play the guitar when I was 7.

Dad had told me when I was 16, "Work hard, Lee, save your money . . . finish school," which meant finish high school because no one back home dreamed of attending college. There was no money for that. I recall my Dad telling me: "You see that little cotton patch out there, that'll be yours. You buy one mule and I'll give you a mule and you'll have your own team." But somehow as Dad said that, I knew there would be more to this life.

And there was—starting in the form of a coupon clipped out of a Superman comic book: "Learn All About Radio by Correspondence." Dad thought it was a waste of time—and it was by his values. But I used what I learned from the correspondence course to build an amplifier. Once I got a microphone, I began playing music at school functions and at every "pea pickin'" in McNairy and Chester counties. Later, I performed on my own Saturday morning radio program on WDXI, where Eddy Arnold got his start. It didn't matter that I had to sell commercials at a "Dollar A Holler" in exchange for the air time.

The day after high school graduation, I started work with Memphis Light, Gas and Water cleaning two-way radios removed from pre-World War II automobiles. Soon my colleagues were teaching me highly technical radio repair procedures. But they also taught this poor country boy valuable lessons about living in the city: how to dress, how to dine out and how to feel comfortable with different people. With my colleagues' encouragement, I enrolled in pre-engineering at Memphis State and then transferred to the University of Tennessee at Knoxville.

I worked my way through college at radio and television stations. One day I put an ad to sell my old Kaiser car in a local newspaper, and two people wanted to buy it. So I

sold the Kaiser to one and sold the second person an old Studebaker that a buddy at the television station was trying to sell. I made a \$50 profit on the deal, and more importantly, I learned that I loved selling cars and making money.

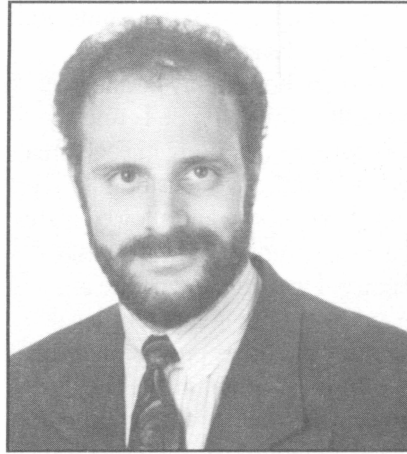
I started buying and selling more cars while completing my electrical engineering degree. Soon, I had six fraternity brothers running ads and selling cars for me. I opened my first car lot in 1956. My brother, Joe, became a partner in 1961. But later that year, Hamilton National Bank in Knoxville called in a loan, forcing the car lot into bankruptcy. At age 27 and with the car company bankrupt, I enrolled in the University of Tennessee College of Law with the idea that if I understood the law maybe I could avoid bankruptcy in the future. It worked! Since graduation from the College of Law in 1964, I have not been bankrupt again.

While I was in law school, Joe and I opened another car lot on the same location as the first one. In 1966, using a \$25,000 loan from Clayton Motors, I founded Clayton Homes, a manufactured home retail outlet, across the highway from the car dealership. Selling manufactured homes was a natural choice because I had sold two for graduating law school classmates who were leaving Knoxville. Many of the sales and financing procedures were very familiar.

Within two years of founding Clayton Homes' first sales center, it was the largest retail selling location in the nation. Now Clayton Homes, with revenues exceeding a half a billion dollars yearly, has more than 140 company-owned sales centers and is the nation's largest retailer. In addition to the retail centers, Clayton Homes also builds, finances and insures manufactured homes and operates communities in a 27-state market.

While I have never practiced law professionally, I use my legal knowledge and engineering skills daily. I've designed a lot of manufactured homes, and we pay a fraction of the legal costs that other firms pay largely because of my legal background. I served as the company's in-house counsel until early 1992 when Barbara Clark joined us.

I credit much of my success to the UT College of Law. There the case studies came alive because I could relate the facts directly to issues in my own business life. The contacts and relationships developed there have given me a networking asset that I have called upon frequently.



**Michael De Parto, Class of 1982
Partner, MedNET Financial
Services**

My legal training has been instrumental in my success by giving me the ability to foresee potential problems and the credibility to have my position listened to.

Immediately after graduation I worked for a small, general practice law firm in my home state of New Jersey. After a year and a half, an insurance agent friend of mine suggested joining forces to create a financial services firm catering to health care professionals. He felt there was a gap in the services market for doctors and dentists. Many individuals were providing services, like selling insurance, making investments and other little things, but there was nobody who could pull it all together. I agreed to join him, giving it a five-year commitment.

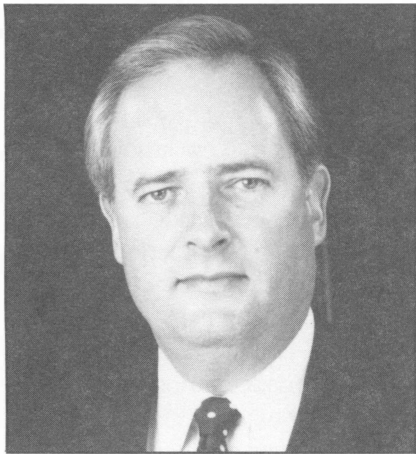
A curious thing happened to me when we started the business—I found that I liked it a whole lot and got more satisfaction from it than the legal practice. I get to consult on a more frequent basis with the “good stuff” because my clients come to me when they are just starting out, and I get to watch their practices grow. (Usually, people don’t call a lawyer unless something goes wrong.)

The first few years were spent obtaining various designations and

licenses, as well as growing the business. Today, MedNET Financial Inc. is a five-person firm servicing more than 500 health care professionals in New Jersey. MedNET provides and arranges such broad-based services as practice financing, malpractice insurance, mutual funds, practice appraisals, personal and business insurance, and mortgages.

I also render various legal services to our existing clients through a part-time law practice, which specializes in medical and dental practice purchases. It keeps my hand in the law, makes my clients happy, and I get to specialize.

My legal training has been instrumental in my success by giving me the ability to foresee potential problems and the credibility to have my position listened to. My advice to those considering an alternative career is to give it a shot—the traditional practice will still be there if it doesn’t work out. Don’t be afraid to explore non-traditional roles!



Samuel Furrow, Class of 1969
Auctioneer, owner of Mercedes-Benz franchise, partner in construction machinery dealerships, real estate developer

I truly feel that a legal education as I received is the greatest education for daily business living—not an M.B.A. or a Ph.D. in economics or another specialty.

Since graduating from the University of Tennessee College of Law in 1969, my business activities can be divided into four major areas:

The auction profession—Auctioneering paid much of my way through college and law school. After receiving my law degree, I had a thriving business. The company is particularly involved in real estate and industrial liquidation throughout the Southeast.

The automobile business—As the owner of the local Mercedes-Benz franchise, I currently represent the 24 counties surrounding the Knoxville area.

The heavy equipment industry—My partner and I own construction machinery dealerships in Knoxville, Chattanooga, Tri-Cities and Nashville. We represent companies such as John Deere, Dynapac, Gradall, Blaw-Knox and several others.

Real estate development—This is by far my most creative project, which I tend to enjoy on a bi-annual basis. In the Knoxville area, I

am involved in both real estate and industrial development.

To be honest, my law degree from the University of Tennessee has helped immensely in each area of my “alternative” business activities. Study of the law allowed me to be more attuned to the “issues.” Hence, I was able to acquire answers from both competent legal counsel and other professionals in the business community. The degree further helped through the development of personal relationships with attorneys, while adding an element of introduction in unfamiliar relationships with members of the bar.

The satisfactions and frustrations I experience in business are probably similar to those of other business professionals. Due to the diversity of my activities, the satisfaction and uniqueness are built around the *action* that these businesses create. The frustration derives from the *volume* of work they create, both individually and combined.

My advice to students considering an alternative to traditional law practice is to immerse themselves in the study of the law while in school, understand reasoning and procedure, and maintain relationships with other students, faculty and alumni of the school. I truly feel that a legal education as I received is the greatest education for daily business living—not an M.B.A. or a Ph.D. in economics or another specialty.

My last advice is that the traditional phrase “it is not what you know, but who you know” is of great value. Be assured that your fellow law students will be who you want to know. I have learned this based on both personal experience and in every phase of the professional world.



N. Whitney Johns, Class of 1981
President & part-owner, Whitney Johns & Company

As far as advice for those of you wanting to do something other than practice law, I'll repeat what my father told me, “Get a law degree, then do anything you want to do.”

I am president and part owner of the acquisition consulting firm, Whitney Johns & Company, located in Nashville, Tennessee. My firm consults with companies and individual entrepreneurs in the acquisition of closely-held businesses. We specialize in acquiring manufacturing, wholesale and distribution companies with gross revenues in the range of \$2 million to \$50 million.

My career as a business owner and acquisition consultant may seem like a far cry from the practice of law. To me, it is a natural evolution of my legal training and experience as a former practitioner.

After graduation, I worked for two years with a law firm that consisted of tax lawyers only. There I learned many things about the “art of the deal” such as: how to negotiate the purchase of a business; contract, commercial and corporate law; personal and corporate tax planning; banking relations; estate planning and business succession planning; and I learned how to

charge a lot of money while I was learning the above.

My training continued for two more years when I served as an acquisition counselor to a large business that was expanding through acquisitions. In that role, my skills set expanded to include evaluating marketing plans, determining employee morale, negotiating labor agreements, quantifying risks involving environmental issues, and learning a lot about government regulations. I was also learning to manage a business; I even was responsible for deciding when to close a business or continue funding.

As my sole client was digesting recent acquisitions, I considered what to do next. I realized that many companies and individuals did not have access to a company that could provide turn-key services in the area of acquisitions. This led to the formation of N. Whitney Johns, Inc., in 1986, which continued until acquired by a large regional accounting firm in January of 1993.

Owning my own business gave me the opportunity to do more than give legal advice, and, most importantly, allowed me to charge for my services in a radically different manner than a transactional lawyer.

One of my business highlights has been the establishment of our minority outreach program. After 10 years of exclusively white male clients, we now have successfully completed the acquisition of several companies for minority owners. In addition, I serve as a national director of the National Association of Women Business Owners.

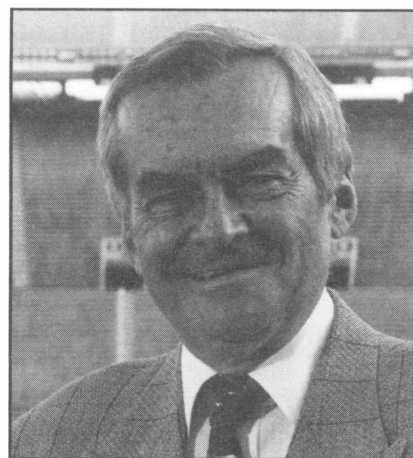
Frustrations do exist with business ownership. One frustration that specifically relates to my business is that attorneys tend to over-complicate business issues and then over-charge for these over-complications. This annoys my clients to no end. I relate to how my clients

feel and why they become antagonistic with their lawyers.

As far as advice for those of you wanting to do something other than practice law, I'll repeat what my father told me, "Get a law degree, then do anything you want to do." This was good advice for a young woman who wanted to go into the male-dominated business arena in the mid-70's. I think this is still good advice for both men and women who want to own their own business.

My degree opened doors, developed my analytical skills, and prepared me for the difficult issues associated with business ownership and managing employees. It also causes my clients to have more confidence in me.

Contrary to the belief of some of my Vandy friends, being a UT grad has been an enormous asset for me. Most of the business owners in rural areas relate to a UT lawyer that has, as they say, "Down-home common sense with none of that high-falutin' talk." Of course, I use my native East Tennessee dialect and talk Vol football when they say that!



John Ward, Class of 1953
"Voice of the Vols," Founder of
Award Productions, Inc.

UT's law professors taught me to use the language efficiently and effectively. The UT law degree represents the best possible education for a career in communications, period.

Having simultaneously worked as a sports writer and sports broadcaster to help pay for law school, it was logical to continue those jobs following graduation in preparing for the bar exam.

Two hours into the bar exam, it became crystal clear—the practice of law was not for me. I left.

After Army service, the opportunity to join a Knoxville advertising agency which later led to the establishment of my own communications company, Award Productions Inc., in 1970, charted my career path.

In 1965, the UT Athletic Department asked me to broadcast UT basketball games, which I had done first while still a law student in 1954. Later in 1968, football was added; and then Award Productions began general supervision of sponsorship of sales for both radio and television, as well as general supervision of all UT Athletic Department broadcast productions.

While people think that announcing UT games is a full-time job, the broadcasts have never

represented more than 10 percent of my time and income. Advertising is 90 percent. And my company has been fortunate to work with many of the leading businesses in the Southeast during the past 30 years.

Still the hobby of doing UT play-by-play, on what has grown during the past 25 years to become one of the largest college networks in the country, has given me the special privilege of representing my alma mater as the Vol Network brings the story of the Big Orange into the homes of hundreds of thousands of listeners each week.

To those who ask if there was ever an interest in joining a national network, the answer has always been, "Why? I have the best announcing job in the U.S.!"

Broadcasting football play-by-play or developing an advertising campaign requires an understanding of and comfort with the language. UT's law professors taught me to use the language efficiently and effectively. The UT law degree represents the best possible education for a career in communications, period.

True satisfaction comes when an advertising idea is properly executed so that the consumer chooses to try the product or service, finds it fulfilling, and continues to use it. The fairest regulator of all is profit, because profit is simply the product of a consumer's free choice. True satisfaction in sports broadcasting comes when listeners respond with enthusiasm. Perhaps a letter from a listener in Newbern who had been blind since infancy, best reflects how much listener response means. He wrote: "When I listen to the Vol Network, I can almost see the game." That, to an announcer, is true satisfaction.

My advice for students considering an alternative career: first, give law school all you have. Enjoy it and use the experience to learn the use of the language. Communication skills are crucial to any career. Second, be aware that happenstance can change a career. Don't fret. Take advantage of every break, good and bad. Third, enjoy life by thinking of others first. Don't set a goal of making big money for money's sake. If you enjoy what you do and do it well, money just happens.

Would I trade the UT law education for anything? No.

Do I regret not practicing law? Not one bit.

Ryland Wiggs III, Class of 1972 Founder, USPower Corporation

I can honestly say that the majority of my business enterprises would never have gotten off the ground without my legal background.

Upon graduation from law school in December, 1972, I began a general practice of law, also working for a brief term as manager for a local municipality in Pennsylvania. My law practice concentrated on litigating personal injury, civil rights, malpractice cases and real estate. After representing a number of clients in real estate transactions, and becoming particularly involved in land subdivision processes, I did a bit of real estate development on my own and acquired a real estate broker's license, eventually maintaining a small operative real estate sales company.

Up to this point my law degree had already proven to be an asset, enabling me to supervise police and zoning matters involving the municipality, as well as qualifying me to take the Pennsylvania real estate broker's exam solely on the strength of my law degree. There were agreements of sale, title searches, mortgages, settlement sheets, zoning laws and subdivision ordinances. There were also a few lawsuits in mandamus. After growing a bit aggravated from dealing with municipalities and subdivisions, which I am confident my colleagues involved in these areas can understand, and with interest rates rising, I moved out of the real estate field.

Being an avid trout fisherman from East Tennessee and enjoying water sports, I became interested in small hydroelectric projects, which, after the enactment of the 1978 Federal Power Act, provided extremely advantageous tax incentives at the time. (Everything involves tax law at some point.)

After performing some legal work on various conventional hydroelectric projects processed through the Federal Energy Regulatory Commission, I was fortunate enough to be able to draft and acquire two U.S. patents on several unique hydroelectric generating devices. These generators eventually led to my formation of USPower Corporation. The formation of the corporation required, once again, more legal work. There were trademark searches, state incorporation documents, by-laws and security regulations.

U.S. Power several years later, via a subsidiary corporation, acquired a unique geothermal heating/cooling system, which it developed and marketed under a name trademarked as the GSDX (Ground Source Direct Exchange) system. As documented by respective utility companies, the system heated and cooled a 2,200 square foot home in Kansas for \$243.21 per year, and a 5,500 square foot home in Virginia for \$558.27 per year—tough for the competition to beat.

Since USPower is selling (bills of lading and UCC forms) more GSDX systems than it can presently build, we are rapidly expanding construction via subcontractors (more contract law in drafting agreements), and we are in the process of raising more capital (state security division prospectuses and legal work on a potential initial public offering with the SEC). Within the past three years, USPower has developed approximately 450 dealerships throughout the United States and Canada (international law), with overseas agreements pending.

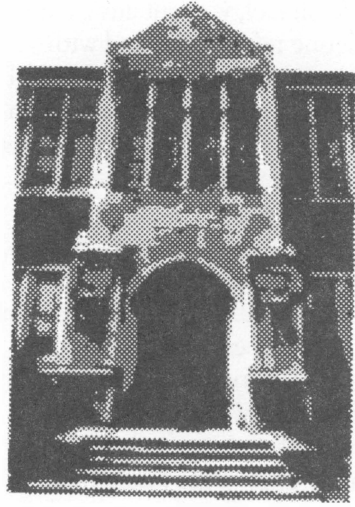
Developing USPower has been quite an experience. It has involved being at the right place at the right time, a lot of hard work, and a lot of grace from God. However, the business has also provided the opportunity to visit the majority of states in the U.S., to meet new friends, to

visit old friends, to see interesting sites, and to do a little fishing along the way in Colorado, Oregon and Alaska.

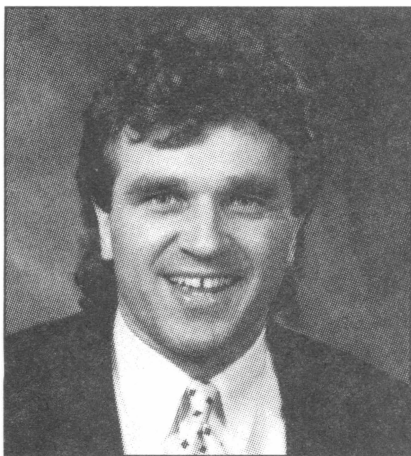
I recently acquired another patent utilizing a refrigerant-based electrical generating system, which is designed to operate off naturally occurring temperature differentials at near surface conditions. The system, being developed in conjunction with the University of Tennessee at Chattanooga, will provide electrical power without consuming any fossil fuel, without any ozone depleting refrigerants, and with absolutely no hazardous or harmful chemicals. It is totally environmentally sound, and environmental law considerations are becoming ever more important.

As one can readily understand, I have found my UT legal background invaluable throughout virtually every aspect of my career, which has varied widely from a traditional law practice. I can honestly say that the majority of my business enterprises would never have gotten off the ground without my legal background. It is unquestionable that a law degree from the University of Tennessee will be a tremendous asset in any career one elects to pursue. As you can see from the above brief outline, virtually every course taken in law school certainly has had a valid and real application in the pursuit of my businesses.

Do I have any advice for students considering an alternative to a traditional law practice? Yes, go for it. In fact, I'm advising my own son, David, who will be a freshman this year at UT, to get his law degree. In any business you elect to pursue, your legal background *will* be a significant asset, and will be utilized on a daily basis.



Medical



**Terry Vaisvilas, Class of 1978
Anesthesiology Resident,
University of Illinois Hospital**

I have found that the practice of medicine and the practice of law are quite similar in many ways...both professions require the ability to communicate effectively, analyze a problem for another person based on certain physical facts, explore possible causes, formulate a solution, and use one's intellectual and physical skills to implement the plan.

Born into a middle-class family in a typical working-class community in Chicago, Illinois, I credit my parents for teaching me self-discipline, good manners, the value of education, and the commitments one must make to succeed and lead a healthy, happy life. My father was a strong role model, and I learned at an early age that "you've got to work for what you get." Unfortunately, my father died when I was only 16, but thanks to his wisdom and the many lessons he taught me, I accepted my new responsibilities and decided to pursue the dream which he did not have the opportunity to complete. I set my sights on becoming a lawyer.

After graduating from the University of Tennessee College of Law in 1978, I began my legal career by working as a law clerk for a judge in Chicago, and thereafter, joined the

law firm of McNeela & Griffin, Ltd., practicing in the area of civil litigation. It was during this time that I became interested in medical-legal issues and the law's role in the resolution of these questions. I served on several Chicago Bar Association committees concerned with medical-legal relations and health and hospital law, and I realized that the health care industry and the delivery of health care would undergo significant changes in the not-so-distant future.

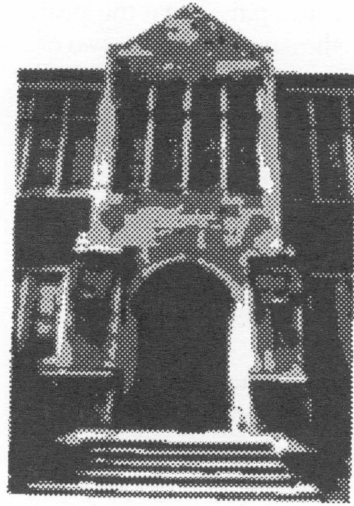
It is my opinion that the legal and medical professions are two of the greatest professions in the world and that both must better understand each other and work together to solve the difficult problems confronting our country's health care needs. In order to further participate in and contribute to solving these social questions, I decided to return to school and study medicine to acquire that unique understanding that an interdisciplinary approach encourages. Opinions may sometimes differ between lawyers and doctors, but to meet the future health care challenges of our country, it is important for lawyers to know something about medicine and for doctors to know something about law. I hope that my training in both law and medicine will allow me to contribute to such understanding and participate in the solution of our country's needs to provide safe, effective and cost-efficient health care to all Americans.

I graduated from the Chicago Medical School in 1991, and I am currently in my third year of residency training at the University of Illinois Hospital in Chicago, specializing in anesthesiology. I fully enjoy my work and believe that political, economic and scientific developments will dictate that anesthesiologists be called upon to assume an ever expanding role in medicine and in developing health care policy. In addition to my career

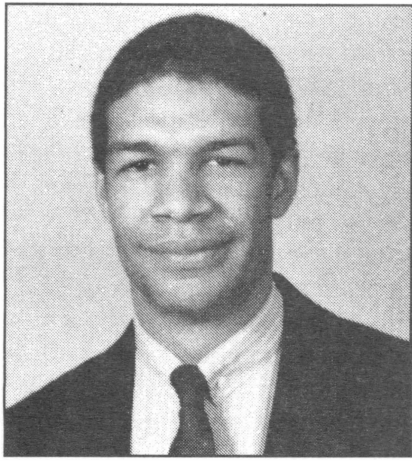
in medicine, I have served as a medical-legal consultant to both the public and private sectors. Both my legal education at UT and my professional experience as a practicing attorney helped me to achieve my career goals by enhancing my ability to analyze both sides of an issue and to understand and communicate with people from diverse backgrounds.

I have found that the practice of medicine and the practice of law are quite similar in many ways. Although the tools of each respective trade are a bit different, both professions require the ability to communicate effectively, analyze a problem for another person based on certain physical facts, explore possible causes, formulate a solution, and use one's intellectual and physical skills to implement the plan. In the final analysis, the objective of both professions is to help people in need.

In closing, I would like to thank Dean Wirtz and Joann Rothery, director of Career Services, for this opportunity to correspond with my fellow alumni, the students and all of my friends and colleagues at the University of Tennessee College of Law. To any students who are considering an alternative career to a traditional law practice, my advice is to strongly consider pursuing such career choices. Challenge yourself to find new approaches to old problems. With hard work, a positive attitude, and a well-thought-out plan, I am confident that any UT law student and/or graduate with alternate career aspirations possesses the necessary professional skills to achieve their goals as I have. I am certain that we can make a positive contribution to our chosen fields, and ultimately to society as a whole.



Sports and Entertainment



**Gitano Bryant, Class of 1987
Sports Agent, B&B Sports**

My legal education and experiences enabled me to compete with my adversaries because I could draw on the law and use it to benefit my clients.

My name is Gitano Bryant; classmates and friends refer to me as Tony. I am a sports agent. Initially I referred to myself as a sports attorney, but this scared some potential clients because they thought they would have to pay me more because I was a lawyer. My responsibilities as an agent are as follows: contract negotiations, labor specialist, special services coordination, contract review, career advisor, financial review and tax preparation, endorsement solicitation, educator, guidance counselor, big brother, father, confessor, and friend. I perform various services for my clients and some of the tools that I use are derived from my legal training and experiences.

My career path since graduation from law school in 1987 is comparable to a traveling circus—sometimes I played the role of the gallant and fearless Lion Trainer, and sometimes I felt like the Clown. Please understand one thing; I would not want to change any experiences or situations that I have encountered since my graduation.

In 1987 I joined the Washington, D.C., firm of Heron, Burchette,

et.al. My responsibilities were the development of a sports law section, general client development and some various civil litigation tasks. Things were going quite well until the section's managing partner, Travis Roach, passed away. The sports section closed because there was not another partner who could take over or understand Travis' duties.

In 1989 I became an associate in the law firm of Johnson & Gibbs in Austin, Texas. I was responsible for the development of a sports and entertainment law section and was assigned various labor and civil litigation duties. I devoted most of my time and energies to sports and entertainment. I had built high expectations for myself because of the caliber of clients that I was attempting to recruit—first- and second-rounders only! I spent much time and money traveling in my attempt to build a big-time sports section; I aimed for the stars and hit the "out house." Things did not work the way I had expected; I only signed late-round players that season. In 1990 I began working with Sid Banks Sports. That year we represented several middle- and late-round football players and had a first- and a second-round NBA draftee. Several months later, the firm was in financial trouble.

In 1991 I moved to Los Angeles, and after working with two other law firms, I decided that I should be my own boss. I started my own company in 1993.

I love what I do. I think that I have the greatest job in the world. The majority of work I do involves contract negotiations and interpreting various collective bargaining agreements. My labor and contract backgrounds provide me some advantages when negotiating or working within the confines of a labor agreement, but in today's world of sports, very few teams in America permit the General Managers/Directors of player personnel to

negotiate contracts. The majority of teams hire lawyers to negotiate player contracts and form labor agreements between management and labor. My legal education and experiences enabled me to compete with my adversaries because I could draw on the law and use it to benefit my clients.

The most satisfying moments in my career occur when I have negotiated a good contract. I am not interested in beating down or destroying the opposition. I am only concerned that my clients receive the maximum benefits for their services and achieve this goal with dignity.

Frustration and anger set in when I see abused athletes. Only a small percentage of athletes become professionals, and I am angered when I see student-athletes not advancing towards a degree or trade. A large number of athletes are pushed to excel on the field, but not in the classroom. Other frustrating situations revolve around the recruitment of rookies and corruption. The majority of these athletes select representation without being informed about all the options that are available to them. Finally, the current NCAA rules that were intended to protect the student-athlete are not effective or beneficial. With all the revenues generated by television and properties sales, the NCAA and its member schools should share revenues with the athletes.

I apply my legal education and experiences every day; without this training, I would be lost. I recommend the following to any students considering alternative legal careers—find the thing that you like most in life and do it. Always be honest with yourself and be committed to your career goals.



**Lee Wilson, Class of 1983
Writer, Publisher, Practitioner**

With my books and in my practice I try to do my part to diminish the litigation "explosion" by the effective means of eliminating the necessity for lawsuits.

I was a writer before I was a lawyer. During the six years between college and law school, I worked as a reporter for the Nashville afternoon paper and as creative director for a large bank marketing corporation. During law school, I earned school and living expenses as a free-lance writer and editor.

I never considered practicing any kind of law but intellectual property law or entertainment law. The first job I took after law school required my skills as a researcher, writer and editor, as well as the bent for trademark law I discovered I had while clerking for a Knoxville intellectual property law firm. I spent most of my first year of practice conducting extremely tedious research in the cluttered trademark search room of the U.S. Patent and Trademark Office in Washington, compiling a directory of federally-registered financial trademarks that eventually became two large volumes and went into three editions.

This experience, and the fact that I was willing to work for a percentage of the fees I created (as opposed to a salary), landed me a job with a small but lively Nashville

entertainment law firm just after the first anniversary of my graduation. I worked at this firm for six years, representing singers and songwriters, authors and artists, ad agencies, and publishing companies of several varieties.

I found the ability to write to be invaluable in my practice. The ownership of copyrights and trademarks and the right to the services of performers, songwriters, authors and other talented people exist and are documented in contracts which are very important to the parties involved because the subject matter of these contracts is often unique and very valuable. This means that precision in drafting such agreements is a sine qua non for the entertainment lawyer. Similarly, in litigation the ability to conceptualize and clearly explain complicated business arrangements, the often esoteric rights of the plaintiff, and the transgressions of the defendant is critically important.

I have found that one of the most valuable services I provide my clients is to help them understand what their rights and responsibilities are; this role as educator often depends on long opinion letters that must, in order to be effective, communicate sometimes arcane principles to my clients.

In 1990 Allworth Press of New York published *Make It Legal*, my handbook on advertising law for advertising creative professionals. I wrote this book because I know from working in advertising myself and advising advertising clients that there was too little information available on copyright, trademark, defamation, privacy, publicity and false advertising law to those who create advertising for a living. Letters from readers of my book tell me it has helped them.

Although writing *Make It Legal* was a demanding undertaking, I enjoyed it. I found it satisfying to be able to advise readers on avoiding problems rather than, as had often

been the case in my practice, being able to give advice only after the harm had been done. On the strength of my book I was able to find a literary agent to represent me. My agent called in late January of 1991 to tell me Penguin USA wanted to publish the next book I proposed to write, a handbook on music law and music-industry business practices for novice songwriters and performers. I gave notice at the firm where I worked the following day.

It has taken two years to complete *Making It In The Music Business: What To Do Until The Lawyer Gets There*. Because my advance for this book was small and the work involved in writing it enormous, I figure that I have earned so far about \$2 for each of the many hours I have spent on this project. I am happy with the result, however, and expect the book will be published in early 1994.

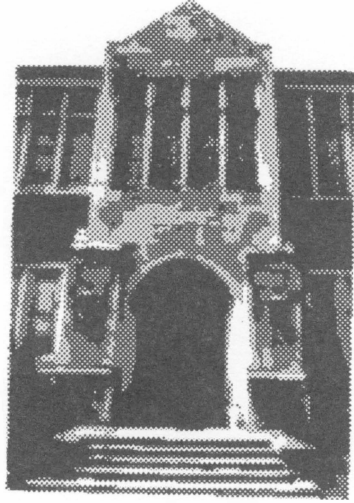
Because no one can live on \$2 an hour, I still practice law. I have a large office with a separate entrance on the third floor of the house in the woods that I built last year with the man with whom I live, who has his own office on the ground floor. I find this venue perfect for writing and my practice. I handle most client business by phone, fax or mail and meet clients at their offices when that is desirable. I devote the hours from 7:30 to 12:30 most mornings to my writing projects and return client phone calls, handle correspondence and drafting, or meet with clients in the afternoons. Two or three mornings or afternoons and some evenings are devoted to an infant book-publishing company I started in late 1991 with an investor-partner.

My newest book project is a handbook for avoiding white-collar crime that includes an analysis of why lawyers and the civil-judiciary and criminal-justice systems often offer no help or impede the process of redress for victims. This book,

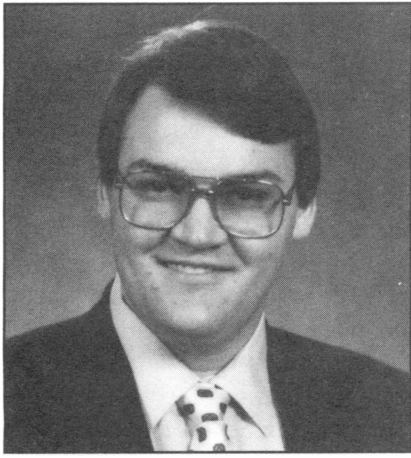
which I am writing with a co-author, will be published by the W.W. Norton Company in late 1994.

I believe in copyrights and I believe in free expression. I also believe in giving people the information they need to manage their careers and live their lives on the right side of the law. For average people, litigation is an expensive nightmare. With my books and in my practice I try to do my part to diminish the litigation "explosion" by the effective means of eliminating the necessity for lawsuits. And with my publishing venture, which has demanded all I have ever learned about writing, editing, running a business, and the law, I am exercising that valuable old workhorse, the First Amendment.

Many of my classmates are making a lot of money by now but are miserable in their jobs, for reasons familiar to most lawyers—too little time and autonomy and too much work and pressure. I've always been a maverick; I had to turn 40 before following a different drummer made me happy.



Environmental Compliance



**Richard Atwood, Class of 1989
Environmental Compliance
Specialist, Bechtel Environmental,
Inc.**

In today's regulatory climate, employers will seek to hire applicants with these skills, because if litigators are needed, the Compliance Specialist has not performed his job.

For the past three years I have worked for Bechtel Environmental, Inc., a wholly-owned subsidiary of Bechtel National, Inc., a multinational engineering and consulting firm. Before coming to Bechtel, I spent one year in the private practice of law in Sevierville, Tennessee, where I was able to participate in a wide variety of cases. While private practice was rewarding, the chance to specialize in environmental law was very appealing.

My business card has the following title under my name: Environmental Compliance Specialist. As a compliance specialist, I am currently responsible for maintaining regulatory compliance of all environmental laws at a superfund site.

Keeping a facility in compliance with environmental laws can be a full-time job at even the smallest facilities. Activities can include negotiating and maintaining air and water discharge permits, choosing pollution control equipment, tracking cleanup schedules, performing

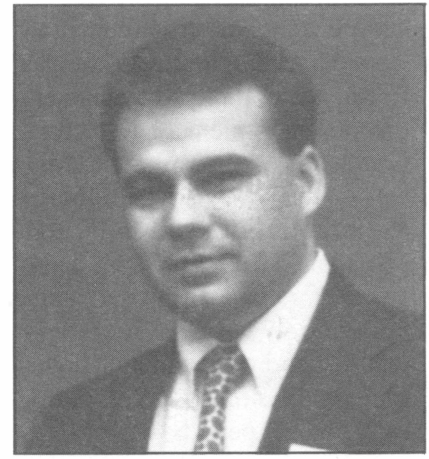
site assessments and compliance audits, and staying abreast of the latest state and federal environmental regulations.

Having a law degree was a significant factor in obtaining a position with Bechtel. Up to the time I was hired, environmental compliance matters were handled by environmental engineers and scientists, who often struggled to interpret complex statutes and regulations. Certain skills learned in law school—reading and interpreting statutes, case law and *Federal Register* notices—are of particular value to an engineering/consulting firm.

Having a law degree has both advantages and disadvantages in this field. Managers with environmental questions expect instant answers to complex legal questions that often have no concrete answer. However, having a law degree lends more credibility to regulatory interpretations.

One of the great satisfactions of working for a firm is that constant immersion in one field of law is the quickest way to establish expertise. Another satisfaction that comes from working in a corporate environment is that there is less pressure to produce billable hours. Performance and merit are measured not by the number of hours billed, but by the quality of your work product, adherence to schedule and satisfaction of the client.

For those students who are thinking of careers in environmental law in a corporate setting, I would encourage them to focus on academic areas stressing communication and negotiation. In today's regulatory climate, employers will seek to hire applicants with these skills, because if litigators are needed, the Compliance Specialist has not performed his job.



**Robert Booker, Class of 1992
Environmental Compliance
Specialist, Environmental
Compliance Group**

Each of these tasks [with the Environmental Compliance Group] has offered unique hands-on experience that would have been difficult to acquire in a traditional Tennessee law firm.

During my final year of law school, I accepted a position with a Fortune 500 company rather than pursue a judicial clerkship or become associated with a firm. Though the financial incentives offered by the company were greater than or equal to my other offers, I based my decision primarily on the fact that I would be able to receive greater experience in my chosen field, environmental laws and regulations. The environmental field is somewhat unique in that it often demands that the practitioner master complex scientific and engineering principles as well as the law. The demands of the environmental field weighed heavily upon my decision to select this career.

I prepared myself for this position primarily through an extremely traditional mechanism—I clerked for them. I was selected for the U.S. Department of Energy Law Honors Internship Program during the summer following my first year of law school. In the Honors Internship Program, I chose to work for my

current company, Environmental Compliance Group (ECG) of Oak Ridge, due to the type of summer program they offered. Law clerks from schools such as Boston University, the University of Illinois and Arizona State University also participated in this program. I also clerked for ECG during the summer following my second year of law school. Hard work and long hours were the keys to my success during each of these periods.

While in school, I prepared myself for a potential offer by doing as well as I could in all my courses, excelling in as many environmentally-related courses as possible, and by serving on the Environmental Law Moot Court Team. I also taught and guest-lectured at several area colleges on environmental laws and regulations. The hard work during the summers and at school resulted in an offer from ECG, which I accepted.

My experiences with Environmental Compliance Group have included several months of service in Europe working with the environmental laws and regulations of Belgium, Germany, Italy and the Netherlands; teaching environmental laws and regulations courses at a variety of federal facilities in the United States; and serving as the legal representative on environmental compliance inspection teams at a number of federal facilities in the U.S. and Europe.

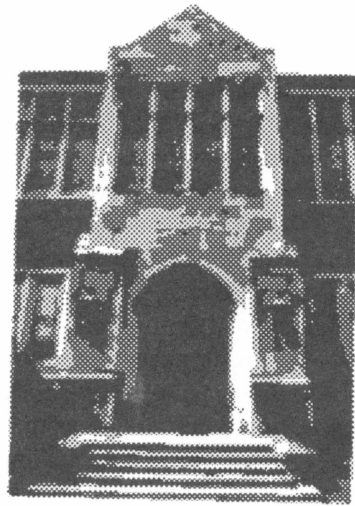
Each of these tasks has offered unique hands-on experience that would have been difficult to acquire in a traditional Tennessee law firm. For example, the work in Europe involved a multi-million dollar project focusing on which European environmental laws and regulations were applicable to U.S. military forces stationed there. This assignment involved extensive research on the legal systems and environmental laws for the countries listed above, as well as the European Economic Community. A second

example of good experience is working with chemists on compliance inspection teams to determine if waste found at a facility is "hazardous waste" under the Resource Conservation and Recovery Act. This act requires "cradle to grave" tracking of hazardous waste through a sometimes confusing manifest system. The decision as to whether a waste is "hazardous" under the statute and its implementing regulations is central to proper management of the waste. This hands-on experience should prove beneficial if I choose to practice environmental law in a more traditional setting.

In addition to specialized training and experience, there are other advantages to working with a major company, including company benefit programs such as education, insurance, savings plans and retirement. Financial rewards are sometimes another advantage. The salary offered by some major companies is competitive with the salary at a large law firm. There is also less pressure in many companies to generate as much revenue, thus reducing the number of billable hours.

Some of the disadvantages of working in a non-traditional position are that you get little or no court time, have little opportunity to perform basic legal tasks, such as drafting complaints, and do not always have the privilege of developing a mentor relationship with an experienced attorney. Individuals accepting non-traditional offers will have to spend some personal time maintaining their legal skills if they want to move to a firm at a later date.

The decision to pursue a traditional or non-traditional position is difficult and should only be made after serious thought. I recommend that a student or young attorney consult with trusted faculty members, colleagues and family before making a decision. If you have a choice of jobs, I recommend that a non-traditional position only be selected if that position offers unique training or work opportunities. Normally, this requires that you already have determined the field in which you wish to practice. If you plan to move to a more traditional position, you should limit your time in the non-traditional setting in order to maintain your legal skills.



Law Enforcement



**Kelly Bryson, Class of 1991
Special Agent, Federal Bureau of
Investigation**

A close friend of mine chose the path of a public defender, and I chose to become an FBI agent. I believe that we are both making great contributions to the just enforcement of criminal laws from two different directions.

After graduating from the University of Tennessee College of Law in May of 1991, I went directly into New Agent's Training for the Federal Bureau of Investigation (FBI). I have recently celebrated my two-year anniversary as a Special Agent with the FBI. During the past two years, I have investigated health care fraud, mail/wire fraud, public corruption, fraud against the government, and obstruction of justice. My current work focuses on environmental crimes and bankruptcy fraud.

My legal training comes into play every day on the job for several reasons. The opening of an investigation requires an intricate knowledge of the statute violation which is to be investigated. In addition, as the case progresses I must have a thorough understanding of the elements of the crime in order to obtain and assess the evidence that is required for a successful prosecution. Finally, each case requires at least some of the following investigative techniques or legal avenues:

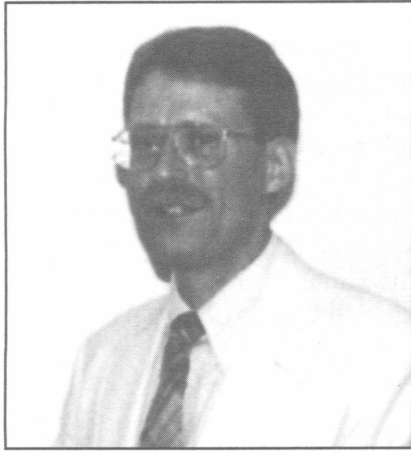
interviews, subpoenas, affidavits, search warrants, arrest warrants, Title III's, surveillances, consensual monitorings, presentation of the investigation to an Assistant United States Attorney, trial or plea agreement, and sentencing. Each of the areas listed above demonstrates our legal system at work, and my legal background assists me in the production of good case work and sound cases to the courts.

I have been extremely satisfied with my choice of careers for two key reasons. First, I am fulfilling goals that I set for myself while in law school. During that time, I was most interested in the areas of discrimination law and criminal law. I wanted a career that would encompass the just implementation and investigation of criminal laws without regard to race, sex, national origin, sexual orientation, age, class, etc. A close friend of mine chose the path of a public defender, and I chose to become an FBI agent. I believe that we are both making great contributions to the just enforcement of criminal laws from two different directions.

My second reason is that I enjoy the diversity of the work. Currently, I am in charge of the Environmental Crimes Program for our office. One day I may be out in a plane, helicopter or vessel performing surveillances and the next day I could be presenting an affidavit for a search warrant to a U.S. Magistrate. In addition, I have the opportunity to meet with members of the community who are interested in their environment, and I work closely with other enforcement agencies that prosecute environmental crimes such as the Coast Guard, Environmental Protection Agency, and the U.S. Fish and Wildlife Service.

I think that one aspect of my job which needs to be addressed is the fact that I am not an attorney who argues interpretations of the law. I am a law enforcement officer who enforces the criminal laws. This enforcement includes arresting subjects and carrying a weapon at all times. These powers require a great respect for persons taken into custody, as well as a respect for the firearm that I carry.

My advice for students choosing their career paths after law school is to choose a career which accents your strengths and fulfills some of your personal goals. Choose work that you enjoy so that it does not feel like a burden if you need to work late nights or weekends.



**Russell Fallis, Class of 1980
Inspector, U.S. Postal Inspection
Service**

My degree now assists me in investigating complex federal criminal cases, preparing draft indictments, and in assisting the United States Attorney's Office in prosecutions.

I graduated from the University of Tennessee College of Law in June, 1980, and passed the Tennessee state bar examination later that summer. Prior to and during law school, I was employed as a Park Ranger (Law Enforcement Specialist) for the National Park Service at Great Smoky Mountains National Park. By the time I had finished law school, I had been with the federal government eight years and had some benefits vested in the federal system.

The Postal Inspection Service (the law enforcement arm of the Postal Service) was hiring law school graduates for the position of postal inspector at the time I graduated. I was somewhat familiar with the investigative duties of postal inspectors and the various other federal law enforcement agencies because of the time I spent in federal court dealing with criminal offenders in the Park. I chose the Postal Inspection Service because of the interesting nature of the work and for the opportunities present in the Inspection Service compared

with other law enforcement agencies.

I was officially hired by the U.S. Postal Inspection Service in January, 1981. I spent the required three months in the Inspection Service Law Enforcement Academy at Potomac, Maryland. I was then assigned to the Lexington, Kentucky, office in April, 1981. For the first three and a half years of my employment I functioned as an Inspector investigating postal robberies, burglaries, mail thefts and mail fraud cases.

In 1984 I was promoted to Inspector/Attorney in the Washington, D.C., legal branch of the Inspection Service. I worked for five years in that capacity. In Washington I advised field inspectors and management officials on various legal issues involving our investigative jurisdiction. I also represented the Inspection Service at administrative hearings. One highlight of my stay in Washington was admission to the U.S. Supreme Court by appearance before the Court in 1987.

In 1989 my family and I relocated back to Knoxville. The big change was going from a legal advisor position to a field position again. However, the comparison of the quality of living in Knoxville versus Washington prompted the decision. My focus in Knoxville is primarily complex mail fraud cases and the management of the Knoxville office.

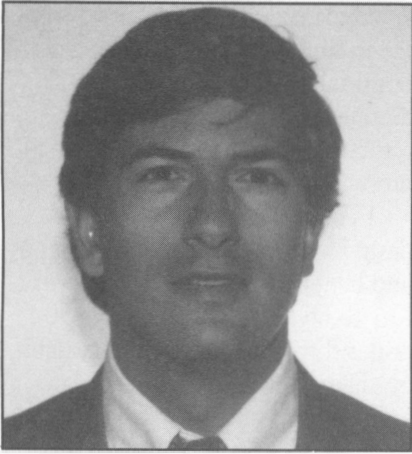
The degree I earned from the College of Law enabled me to be selected for the position of postal inspector. Though not required, law degrees were desired of applicants at that time, and the Inspection Service still seeks law graduates. Obviously the degree was a necessity in the legal advisor position I was employed in for five years. The experience I gained in trial practice and working in the legal clinic was invaluable during many of the administrative hearings in which I was

an advocate. My degree now assists me in investigating complex federal criminal cases, preparing draft indictments, and in assisting the United States Attorney's Office in prosecutions.

The work as postal inspector is desirable from the standpoint of pay and benefits, as well as the opportunity to be able to retire at age 50 under the provisions of the Hazardous Duty Retirement Act for law enforcement officers. My job has a lot of freedom and is almost *never* boring. Unlike some federal agents, most postal inspectors are responsible for their own investigations from beginning to end. Some of the frustrations may be in acting as a law enforcement officer rather than a lawyer, and being known by the somewhat obscure title of postal inspector rather than the prestigious title of "attorney."

There are many possible routes after graduation from law school. The type of graduate that would enjoy this work may be somewhat different from those who wish to go into the typical role of attorney. The job involves irregular hours, carrying firearms, making arrests, investigating cases, and possible geographic relocations. The types of cases investigated often require the analysis of complex legal matters. Usually there are legal advisory jobs open for those who wish to apply for promotion to them.

I encourage any law student to consider this alternative if traditional law practice is not desired.



**Robert Kosky Jr., Class of 1988
Special Agent, Federal Bureau of
Investigation**

When I began as an agent, I was surprised to learn about and am sometimes still amazed by the extent to which agents are involved throughout the prosecutive process, up to and including the trial.

I graduated from the UT College of Law on June 1, 1988. Four days later, I was in Washington, D.C., to begin my career as a Special Agent with the Federal Bureau of Investigation. Three months later, I was assigned to Tampa, Florida, where I met and still reside with my wife Mary Sue.

As a special agent, I investigate violations of federal criminal law covering bank fraud, mail fraud, wire fraud, environmental regulations, bankruptcy fraud, kidnapping, extortion, and bank robbery, among others. When I began as an agent, I was surprised to learn about and am sometimes still amazed by the extent to which agents are involved throughout the prosecutive process, up to and including the trial. As a lawyer, I am also available to provide legal advice to other agents on various legal issues, such as search and seizure law, as well as policy issues that confront them daily. An additional task recently has been to

investigate complaints within the FBI of alleged discrimination prohibited by Equal Employment Opportunities (EEO) laws.

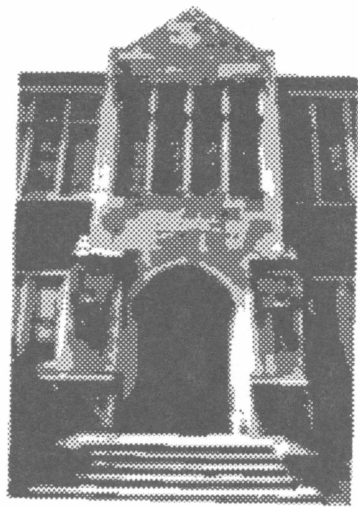
The FBI offers many opportunities for legally-trained agents beyond the investigative field. Many agents choose to re-enter the world of legal research in the Legal Counsel Division of the FBI in Washington, D.C. However, having a legal education has been an invaluable tool even in the "field." Critical thinking skills I learned in law school are used in all aspects of my job. Being able to "think like a lawyer" has often given me a basis on which to foresee prosecutive issues not readily apparent to non-lawyer agents. I feel this simply makes my job easier.

My work offers satisfaction I never really thought possible coming out of law school. Whether or not it is true, I always feel that what I do directly impacts the safety and well-being of our society. Also, my exposure to a broad range of people, professions and perspectives has given me invaluable insight into people and their motivations, while giving me a sense of satisfaction in serving the public. And, I don't have to worry about billing them. Finally, I would be dishonest if I did not add that my FBI credentials have given me more credibility with peers and public alike than has my law degree, or at least it seems so to me.

Employment with the FBI offers a unique set of frustrations. The FBI is a bureaucracy. Authority comes down to me as an agent along a lengthy chain of command. However, because I am sworn to investigate crime, gather evidence and protect the Constitution, I remain ultimately responsible for many decisions for which I do not have ultimate authority. A practicing lawyer may not encounter this phenomenon, unless s/he is in a large, bureaucratic firm.

I chose the FBI because I felt the need to further develop certain interpersonal skills and gain exposure to many types of people. The job accomplishes this for me. The job gives me the freedom to "work" my own cases from the investigative stage through prosecution with very little unnecessary supervision. I enjoy the personal interaction with others, whether they are victims, witnesses or subjects of a case. In short, the FBI was the best match for my personality.

The FBI can be extremely rewarding as well as challenging. For those considering an alternative to traditional law practice, ask yourself whether you are the adventurous type or the conservative lawyer who likes courtrooms, motion filings and libraries. If you feel you must practice law, you probably should. If you are looking for alternatives, the FBI is worth considering. An FBI agent with a law degree truly has a unique and advantageous perspective. No one else in the world has the opportunity to explore a complex world armed with broad legal skills, and affect individuals and society, in such a positive way.



Legal Ethics

Melvin Cooper, Class of 1950
Executive Director, Alabama
Ethics Commission

The only advice I have for students who are considering an alternative to traditional law practice is do it if you want to... The field of public service is wide open to you.

I graduated from the University of Tennessee College of Law shortly after the outbreak of the Korean War. I was drafted thereafter, but as a result of possessing the LL.B., I was given a direct commission 16 days after entering active duty in the United State Air Force.

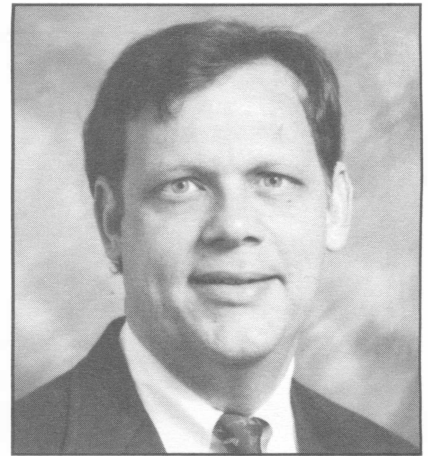
In 1972, I retired as a Lieutenant Colonel with 21 years of active duty and five years in the Reserve Forces. My law degree was instrumental in achieving rank faster than the usual progression as well as making possible certain choice assignments, such as Legislative Liaison Officer working closely with members of the Federal Congress.

Following my retirement, I taught administrative and Constitutional law courses at Auburn University until accepting a position as Executive Director of the Alabama Ethics Commission. Undoubtedly, the possession of a law degree was a factor in my selection to this unique and controversial position. I have now held that position for 20 years and am currently considering accepting a teaching position at a law school here in Alabama.

While in the Air Force, I served one tour as Claims Officer in the legal office of a major air command in the Southeast Pacific. My legal training in writing hundreds of opinions either awarding damages or denying claims from foreign nationals was extremely helpful. In my current position, I have written almost 2,000 advisory opinions dealing with real or hypothetical situations involving ethical issues at every level of government.

Both my military and civilian careers have been extremely satisfying. The only frustrations have been the bureaucracy of the military and the inability of some office holders to do the right or ethical thing when standards of conduct are there to guide them.

The only advice I have for students who are considering an alternative to traditional law practice is do it if you want to. There are far too many attorneys practicing law now. The field of public service is wide open to you.



Dr. Bruce White, Class of 1976
Director of Clinical Ethics Center,
St. Thomas Hospital

I would encourage law students (or anyone about to enter a new career) with Lincoln's advice: identify client/patient/people needs that are not met well in today's world, dream a bit, be persistent and work hard.

As director of the Clinical Ethics Center at St. Thomas Hospital in Nashville, my work here is on the cutting edge. This institution is only the second private hospital in the nation to establish and support a Clinical Ethics Center. Our primary aim is to help practitioners and patients deal more effectively with clinical ethics dilemmas *at the bedside*. We have an extensive program: we provide staff support to the hospital ethics committee; we offer tailored continuing medical education opportunities; and we are reaching out to other healthcare institutions locally, regionally and nationally.

One only has to read a few newspaper stories to realize the Center's importance: Dr. Jack Kevorkian helped his 17th "patient" end his life by inhaling carbon monoxide; a Minneapolis jury awarded parents \$2.1 million in a wrongful death action against the Christian Science Church because their faith would not permit the administration of insulin to their

son who was in diabetic shock; a doctor who practiced at an abortion clinic was fatally shot; and Tennessee is beginning to implement TennCare, a managed competition health plan that hopes to provide broad medical coverage to 1.5 million indigent and uninsured citizens with a budget that has paid for 900,000 Medicaid patients in the past.

Most of my clinical ethics consulting activities center on questions of limiting technological interventions when it is appropriate to do so—decisions to withhold or withdraw life-sustaining medical treatments. Physicians feel very distinctly ill-at-ease when trying to help patients make decisions about end-of-life and quality-of-life care. It is quite sobering for a doctor to have to talk with patients about their possible imminent deaths. It is similarly solemn to meet with patients who must face their deaths because nothing of any further medical benefit can be done except control their pain, protect their dignity and assure them that they will not be abandoned.

This work is very exciting and rewarding, at the bedside and in the committee room. Without my legal and medical educations and my experience in higher education, I could not do this job. It allows me a wonderful opportunity to combine skills and training from a number of fields and focus on helping others in a unique way.

My principal frustrations are really systems-related. And, as with anything new, early education about goals, objectives and methods is necessary. There are some too that do not understand our efforts and feel that it is unnecessary or that we may be interfering with existing physician-patient relationships; however, talking with doctors and healthcare administrators has helped to smooth acceptance of this “medical specialty.”

I would encourage law students (or anyone about to enter a new career) with Lincoln’s advice: identify client/patient/people needs that are not met well in today’s world, dream a bit, be persistent and work hard.



Public Service and
Government-Related
Careers



**Victor Ashe III, Class of 1974
Mayor of Knoxville**

...do what you think will both satisfy you and furnish some real service to your fellow man. No matter what path you choose, the skills you acquire in law school will serve you well.

Nineteen years ago in June, 1974, I graduated from the University of Tennessee College of Law. My career at law school was somewhat unusual as it took me five years to graduate because I served in the state legislature at the same time. Fortunately for me, the College of Law at that time was on the quarter system which enabled me to go summer and fall quarters and skip winter and/or spring, depending on the schedule of the legislature at that time.

In all honesty, this was not the ideal way to go through law school; I would not recommend it to anyone. However, I really didn't have an alternative unless I was prepared to drop out of the legislature and devote full time to my law studies.

While I became a partner with the current law firm of Lewis, King, Krieg and Waldrop, I have not extensively practiced law since my graduation. In fact, I have not practiced law at all since June, 1985, when I left the firm to become executive director of the President's Commission on Americans Outdoors. My career has been in the

field of public service as a member of the Tennessee House of Representatives, Tennessee Senate, Executive Director of the President's Commission on Americans Outdoors and now as Mayor of Knoxville since January 1, 1988.

If you are one who is considering an alternative to the traditional law practice, I encourage you to really think it through, to look closely at where you want to be 20 or 30 years from now, and what kind of contributions you want to make to your community. Public service is very satisfying, but not financially rewarding. There is virtually no job security from an elective standpoint. On the other hand, you can have deep satisfaction knowing that you play a pivotal role in moving your community forward. Public service can manifest itself in community work—not just elected office.

I would encourage everyone who has received a lot from the community to consider giving something back. Whether this takes the form of being involved in civic activities or running for offices such as city council, county commission, school board or other offices, it should be seriously considered. A community is only as strong as the talent within that community is willing to allow it to be.

I wish the days could return when individuals would serve one or two terms on their local legislative bodies or school boards just as one might serve on a board with the United Way, Red Cross, the Museum of Art or any other civic activity; not that one should undertake a career in public office as I have done, but give four or eight years in part-time service.

Does this mean that my law degree is superfluous? Not at all. First, it is good to know that I have a profession that I can undertake when I leave elective office either voluntarily or involuntarily. Secondly, my law degree has sharpened

my mind in terms of analytical skills as well as understanding that there are always at least two sides to an argument, and maybe more. It instills a greater appreciation for someone else's point of view.

My current job as Mayor of Knoxville has been the most satisfying one that I have held, but it is also the most different. It is satisfying because as an executive officer, I can more readily make things happen. As a legislator, I was one of 99 and one of 33, and on many occasions on the losing side. As mayor, you not only make executive decisions, but you receive full credit or blame for virtually everything that happens in the city. The mayor's office is certainly more center-stage and more highly visible to the entire city than most other local offices.

The frustrations I have had over the past five and a half years are primarily not being able to make things happen as quickly as I might like. It is also difficult to balance one's public and private family responsibilities simultaneously. Public service almost invariably takes one away from the immediate family more than one would like.

In summary, I would encourage everyone to follow their hearts—do what you think will both satisfy you and furnish some real service to your fellow man. No matter what path you choose, the skills you acquire in law school will serve you well.



Frank Barnett, Class of 1959
Director, European Operations for
the Tennessee Valley Industrial
Development Association

Upon completion of my undergraduate work, I was torn between pursuing an M.B.A. or a law degree. I decided that law school was the best business training in the world."

My career path has been somewhat varied. I have generally centered my non-legal activities in three areas: real estate, politics and finance.

In real estate, I have developed condominium projects in Tennessee and South Carolina, developed and operated a major truck stop in Maryland, served as a consultant to American Retirement Corp. and Petry Stopping Centers, and as a federal court-appointed Special Master.

Politically, I have been involved in many statewide races and served as executive director for Tennessee for the presidential campaigns in 1972 and 1992. I served as executive assistant to Governor Winfield Dunn and was appointed by President Gerald Ford as governor of American Samoa.

In the financial area, I served as chairman of First Heritage Bank and of Barnett-Culver Securities Company. I am currently a board member of the Federal Home Loan Bank Board in Cincinnati.

Most recently, I was the director of the Europe Business Outlook Conference in 1991 and 1992, and I am the director of European Operations for the Tennessee Valley Industrial Development Association.

I have always enjoyed the practice of law. I was a partner in Baker, Worthington in the 60's and 70's. Likewise, I have enjoyed the challenge of new opportunities. Luckily, I am able to join these divergent paths. While serving as "of counsel" to Baker, Worthington, I am now able to practice while being relatively free to pursue other areas of interest as well.

Upon completion of my undergraduate work, I was torn between pursuing an M.B.A. or a law degree. I decided that law school was the best business training in the world. I have never regretted the decision and even when not practicing, I use my legal training and skills on a daily basis. If I had it to do over, however, I would have taken both degrees. I would suggest that a lawyer in possession of superior business knowledge will always be in demand.

For those who have always known they wanted to practice law, my congratulations and my envy. For those who are not fully certain or who have other interests, I would suggest that life is too short to be overly frustrated or bored. While I fully appreciate the satisfaction of being a good lawyer, I believe there are alternative, honorable ways to earn a living. The law is demanding even for the dedicated. If you are not sure, take a chance on another opportunity. The lessons you learn will always be valuable in practice at a later time...and your bargaining position will always be better with some specific experience. I wish you well.

Jeanne Bryant, Class of 1977
Director of Receiverships,
Tennessee Department of
Commerce and Insurance

I would advise anyone considering a different path not to be put off by what may seem to be a boring job in the beginning, as you can never tell to what paths it may lead.

When I left law school I had been clerking for two years with a medium-sized Knoxville law firm and had good exposure to the everyday practice of law. Because of that, I was already aware that I really did not want to spend my days preparing for, working at and responding to interrogatories, depositions, witness preparations, etc. Neither did I want to spend my time drawing contracts and/or negotiating. Having been successful in eliminating what I did not want to do, I was not quite sure what I would enjoy. Additionally I had been born and brought up in Knoxville and was determined to leave the East Tennessee area.

More by coincidence than choice, I took a job as a staff attorney with the Tennessee Department of Commerce and Insurance, never dreaming that my association with the department would last as long as it has. I received good experience handling multitudes of trials at the administrative hearing level the first couple of years out of practice, and surprisingly found the complexities and absurdities of the insurance code very interesting.

I eventually became chief counsel of the Insurance Division of the Department of Commerce and Insurance and enjoyed the almost unstructured nature of the job. On some days, I would be drafting and/or lobbying for legislation; on other days I would be prosecuting hearings and/or trials. Sometimes all my time would be spent on management. After several years, I was just

getting ready to move on when a whole new opportunity presented itself. Everyone may not be aware that all insurance regulation is handled by the states, rather than the federal government. As such, when insurance companies become insolvent, they are not handled through the bankruptcy courts, but under the Commissioner of the Department of Commerce and Insurance.

In 1987, the department determined that the past procedure of appointing local attorneys as liquidators was both inefficient and costly, and was determined to handle all remaining receiverships in-house. I was not particularly eager at the time to take advantage of this new opportunity, as I was enjoying my job as chief counsel very much. My then-boss did a great snow job along the lines of, "Hey, if you don't like it, you can always come back."

My job title, Director of Receiverships for the Department of Commerce and Insurance, may sound dull, but this has been the most fascinating, frustrating, exhilarating and fulfilling time of my career. Since starting this job in 1987, I have been in charge of liquidating up to 22 different entities. I no longer liquidate just insurance companies, but have been the receiver for cemeteries and funeral homes, securities companies and am currently the receiver for what was a fraudulent company purportedly operating from the Turks and Caicos Islands [West Indies]. Included in those responsibilities (along with an increasingly large staff) are depositions, court hearings, managing hundreds of attorneys across the country who are working as insurance defense attorneys, negotiating deals with reinsurers, and the always fascinating period of a take-over of a company. As can be imagined, since some of these entities are fraudulent, when I have had to go in and

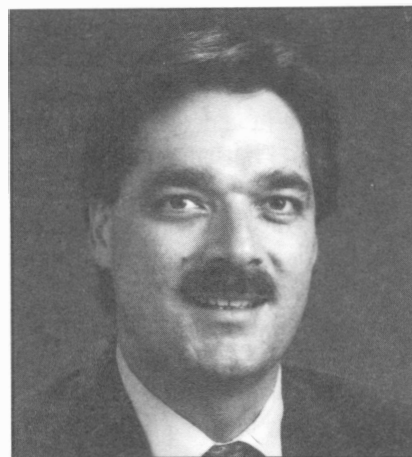
seize the company, there have been frightening experiences. I have been accompanied by state troopers, I have had people threaten to hit me, and my office has received bomb threats—this in addition to the everyday management of many companies at the same time.

Surprisingly enough, I have seen the inside of more court rooms across the country than I would have if I had stayed with the law firm in Knoxville.

What I have realized from my experience is that it was not the practice of law that I was reluctant to pursue upon leaving law school, but what I perceived to be the structure and control of a traditional law firm. Theretofore, even though I am still practicing law, I have achieved my goal of having unexpected events occur on a daily basis, which makes every day interesting. After all, most of us want to get up in the morning and look forward to the work we do that day. If you have that feeling, the nature of the work is almost incidental.

Although students may feel as I did and perceive a traditional law practice as being boring, I am no longer sure that perception is correct. However, there are many jobs other than those of a traditional lawyer in which your law experience and degree will be not only helpful but required and in which you can enjoy every day of your work experience. I would advise anyone considering a different path not to be put off by what may seem to be a boring job in the beginning, as you can never tell to what paths it may lead. What was originally a stop-gap job while I determined what I wanted to do has become an endlessly fascinating career.

As an additional note, my life is also made exciting and unpredictable by having adopted two sons, the second one from Russia.



Jeffrey Copeskey, Class of 1986
Director of Government Affairs,
Mississippi Manufacturers
Association

A law degree won't make a lousy teacher, engineer, accountant or administrator a great one. But it can make a good one better.

Even though I don't practice law, I use what I learned in law school everyday. As much as I loathed the sometimes mean-spirited Socratic teaching methods, the rigors of preparing day after tortuous day for the intellectual challenges of the classroom *did* provide me with invaluable critical thinking skills.

In the seven years since receiving my J.D., I worked, up until a year and a half ago, as a newspaper and later a television reporter covering state government and politics. I was able to parlay my communication skills and working knowledge of how political and governmental bureaucracies work into the position I now hold. This sounds a bit trite, but as Director of Government Affairs for the Mississippi Manufacturers Association, I use everything I have ever learned every day.

Specifically, how has my law degree helped me achieve success? Parenthetically, I have to say I have never defined my career milestones in terms of success or lack thereof. Be that as it may, I have been fortunate to hold challenging and

interesting jobs that pay the bills and still leave enough quality time to enjoy my three-year-old twins.

Down here deep in Dixie, with our Cajun Louisiana neighbors nearby, you sometimes hear a word, which to me, sums up how I think my law degree has helped my career. The word is “lagniappe” (pronounced lan-yap’). It’s literally a small gift given to a customer by a merchant at the time of a sale. But it really means a little special something extra, many times unexpectedly.

A legal background isn’t a requirement for what I do. But, for better or worse, *the law* is omnipresent in American life. Just being able to decipher a legal document, a Latin phrase, a court opinion, a statute or regulation into lay terms is an asset. Meanwhile, good, sound legal advice is extremely important—and I don’t pretend to give it. However, it may be just as or more important to know when and why you better get some good, sound legal advice, and that I think I can do.

I thoroughly enjoy my job. I get much satisfaction helping members of our trade association solve the problems they are having in the plant. As an advocate for industry and jobs, I strive to make sure the members’ voices are heard in the statutory and regulatory process. I get immense satisfaction out of taking an idea or a problem, drafting legislation to meet the need, shepherding it through the legislative process, and finally, picking up the state code and seeing the new law on the books.

My job frustrations are few and the ones I have don’t have anything to do with having a law degree. The only legal-related annoyance that might fall into the “frustration” category is the number of times I’ve been asked, “Why aren’t you practicing law?”

My advice for all law students, not just those thinking about non-

traditional law practice, is that it is much preferable to choose an alternative career than be forced to find an alternative career. I know people falling into both categories, and I can tell you it’s better to be the former than the latter. I don’t know if a law degree has yet risen to the stature of an M.B.A., but it can certainly be a valuable commodity in today’s work place. A law degree won’t make a lousy teacher, engineer, accountant or administrator a great one. But it can make a good one better.

Finally, if you choose an alternative career, you’ll never get over that “what-might-have-been” pang when you read in the newspaper that one of your former classmates just won a \$15 million tort case. Let’s see 30 percent of \$15 million is. . . .

“I shall be telling this with a sigh—Somewhere ages and ages hence:—Two roads diverged in a wood, and I—I took the one less traveled by,—And that has made all the difference.”—Robert Frost

Kenneth Cutshaw, Class of 1978 Deputy Assistant Secretary, U.S. Department of Commerce, International Trade Administration

What carried me through...years of nontraditional legal practice was the challenge of major international events, politics and the opportunity to serve two presidents.

Since my graduation from the University of Tennessee College of Law in 1978, my career has alternated from nontraditional legal positions to politics to government service. After 13 years of several nonlegal career opportunities, I entered the private practice of law in 1991 specializing in international trade law. What carried me through the 13 years of nontraditional legal practice was the challenge of major international events, politics and the opportunity to serve two presidents.

After graduation, I served as an attorney with the General Assembly of the State of Tennessee. This offered me a hands-on learning experience of the governmental experience, lawmaking and political interaction with the Tennessee legislature. Having served as legal counsel for the judiciary committees and various other committees, I was able to expand my legal experience for future endeavors.

In 1980, I accepted the position as senior counsel for the 1982 World’s Fair. From 1980-83, I received a heavy concentration of legal experience in a variety of legal areas. My responsibilities for the World’s Fair ranged from the financial aspects of coordinating the loan for the World’s Fair, to construction and real estate matters, to intellectual property issues, to negotiations for thousands of contracts with participants at the fair. This experience allowed me to practice a wide range of legal issues and serve as a

corporate counsel involving many outside lawyers.

Although my chosen profession was law, I had the opportunity to become active in Tennessee politics. I was elected to the executive committee of the Tennessee Republican Party from the Sevier/Blount County senatorial district. In 1983-84, I managed the U.S. Senate campaign for Victor Ashe. This was approximately a two-year endeavor where Ashe ran for the U.S. Senate against Albert Gore, Jr. The manager responsibilities of the campaign and participation with the Republican party broadened my perspective of government, law and business.

During this period of time, I also elected to invest in restaurants, which has lead to several successful investments in restaurants in Tennessee and Washington, D.C. Entrepreneurial ventures are a necessary component of a well-rounded career.

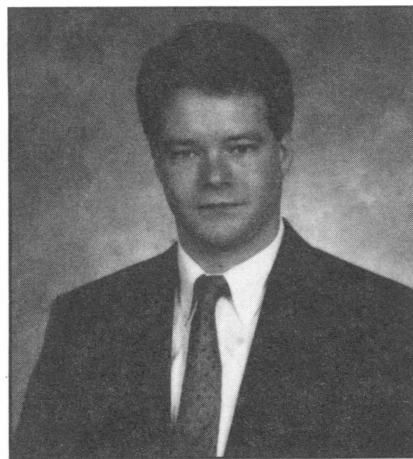
In 1985, I accepted an appointment in the Reagan administration to serve in the U.S. Department of Commerce and its International Trade Administration. Although a political appointee does not technically serve as a lawyer for the U.S. government, my appointments involved the administration of international trade laws. For two years, I assisted with the administration of the import relief laws that permit U.S. industry relief from improper foreign imports of merchandise. From 1987-91, I accepted the political appointment to enforce the export control laws of the U.S. government.

During the Bush administration, I became the Deputy Assistant Secretary overseeing export enforcement. This allowed me to serve as a manager of approximately 200 staff and 100 field special agents with eight offices around the U.S. Our responsibilities were to administer the Export Administration Act and other related export acts and

prevent the illegal exports of U.S. commodities and technologies. It was a particularly exciting time because of the changes with the world political order. The focus of the export control laws was the Soviet Union and its Warsaw Pact allies. Since this political order changed drastically during my tenure, I was charged to negotiate with many foreign government officials in foreign capitals concerning their export control policies. This position allowed me to travel extensively around the world for a period of two years and meet with government leaders.

In 1991, I chose to pursue a law practice focusing on international trade. I initially located my practice in Washington, D.C., to pursue an international trade regulatory practice focused primarily on import and export procedures. In addition, I have been involved in international joint ventures, foreign trade zones and related international activities. My exposure to the U.S. government has also permitted me to represent clients in coordinating their activities and issues with U.S. government officials. In recognizing the trend of international globalization, I am moving my law practice to Atlanta, Georgia, to join the law firm Troutman Sanders. I will continue my international trade practice and focus upon international activities from a Southern base.

I encourage all law graduates to pursue nontraditional legal careers and to expand their exposure to government, politics and business while they pursue their careers in the legal profession.



Kyle Michel, Class of 1992
Personal Assistant to Vice
President Albert Gore

I decided... to go to law school because I thought it was the best way to maximize opportunities at a time when I did not know what I wanted to do next. But I now find that along the way I honed critical thinking skills and learned much about the mechanics of how the world works.

I can't say that I have aimed at a non-traditional legal career. In fact I have never aimed at any particular career at all. I am one who follows opportunity without an overriding concern for where it may lead. It is not a particularly secure way to operate, but it is certainly interesting.

Presently, I am working for Vice President Al Gore. I have been working for him since just after graduation from law school in 1992. I came to this position through a series of opportunities that really did not have much to do with law school. Nevertheless, my legal education has equipped me to be able to go from this job to some even more amazing opportunities.

After graduating from Texas A & M University in 1986, I had an opportunity to work on a congressional campaign in Missouri. I did and we lost, but it aroused my interest in someday running for office. I

thought it would be good to know about Congress before being elected, so I came to D.C. to work somewhere in politics. After a very entry-level position, I stumbled upon a job with Senator Gore. I worked with him for two years, during which time my desire to run for office diminished. I decided to return to Tennessee to go to law school because I thought it was the best way to maximize opportunities at a time when I did not know what I wanted to do next (other than go to law school).

Law school was a nice change of pace, though I was never very well-suited to academic demands. I've never been very good at sitting still and reading and writing. I found it a challenge trying to ask insightful questions in class after having done minimal reading. But I now find that along the way I honed critical thinking skills and learned much about the mechanics of how the world works.

I didn't really want to take the bar exam or start a legal career at the end of law school, so I was delighted when then-Governor Clinton asked my former boss to be his running mate. I was given the opportunity to travel with then-Senator Gore as his personal assistant as a result of the relationship we had built when I worked for him. The job was way below my skill level and much more exciting than anything I have ever done. Needless to say, it did not require legal skills. I'm not even sure it required reading proficiency.

After the election, I was put in charge of making sure friends and former workers from the Gore office were not forgotten as the administration began to fill jobs. I have been doing that until now. It is an intensely political job. It is a very people-oriented job, and it does not require an ounce of legal skills. But

most of the work is now done, and in line with the President's 25 percent reduction of White House staff, I will soon move on.

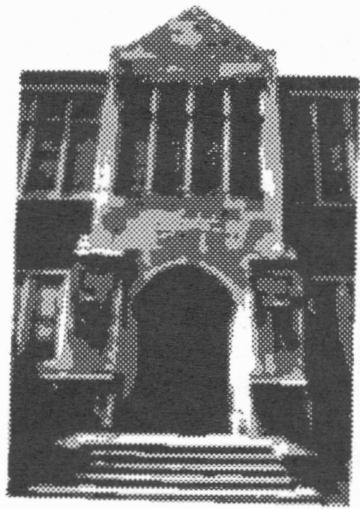
This is where the law degree is key. I am going to work with a large law firm—anathema to me two years ago. But I am going to practice government relations, and I will come to the firm with valuable resources beyond my law degree. I have a working knowledge of how the present administration and Congress work, as well as many contacts throughout the administration. Because I took the time to get my law degree, I will now be paid to do what I very much enjoy doing—working primarily with people (not books) every day, assisting them with political problems.

Being a government relations lawyer in Washington is somewhat of a non-traditional legal pursuit. The common perception is of a cigar-chewing, alligator shoes-wearing, overweight good ole boy walking the halls of Congress with a briefcase full of cash for campaign donations. In fact, the vast majority of work is trouble-shooting for clients who are unfamiliar with how to cut through the bureaucratic quagmire to get to an answer they need. Additionally, much of the work is advising clients of what I, as the lawyer working daily with the government, see on the horizon that may affect them. There will be a measure of lobbying, but respected lawyers are not hardball arm-twisters. Rather, they educate lawmakers on the effects prospective legislation will have on their clients. It is

not out of the legal arena, but it's not Perry Mason.

I should note that I am deliberately moving into a law firm at this point to preserve my legal career. I have been soberly advised that before getting too old and too many years from my J.D. I should get basic legal experience. I have realized that after three or four years of practicing, one is able to come and go from legal practice with little difficulty. However, if those first few entry years are deferred, it gets harder and harder to start and there is a risk of never "becoming a lawyer." I stressed through too many exam weeks to let that occur.

In the end, I am finally formally merging my two interests of the past seven years, politics and law. The great thing about this mixture is that it makes for a very fun, dynamic practice. The down side is that living and working inside the beltway is tiring and a little plastic compared to a homier place like Knoxville, Tennessee. I plan to move South later. I'm not sure with what job, but that is a worry for another day. This is a great opportunity!



Teaching

**Joe F. Beene, Class of 1975
Associate Professor and Program
Head, Administration of Justice
Program, Northern Virginia
Community College**

In law school I wanted to know the BLACK LETTER LAW, just as my students do today. Occasionally I give it to them, but I also emulate UT law professors Joe Cook and Neil Cohen by trying to give students the skills to collect and analyze the facts and think the problem through, coming up with their own correct response.

A few months after graduation from law school in May, 1975, I returned to the Naval Investigative Service (NIS) as a civilian Special Agent. I spent three years in the field investigating a wide variety of crimes, specializing in procurement fraud. In view of my legal education, my supervisor also felt I was the person who could keep him out of trouble by "running a good evidence storage room," supervising line-ups and show-ups, and teaching all the law-related training sessions.

In January, 1979, I transferred to NIS headquarters in Washington, D.C., as Deputy Head of the Fraud Division. We reviewed our world-wide fraud investigations offering advice and suggestions as would an assistant U.S. Attorney. We made sure that acceptable investigative standards were used and reviewed all cases for constitutional issues.

For the next (and last) six years of my career with NIS, I was the Deputy Counsel and then Supervising Special Agent Attorney (essentially another name for General Counsel, however I did not work for the Navy's Office of the General Counsel), managing a legal office with two civilian and two military attorneys. We offered the wide range of legal services one would expect of that office: providing legal

advice to headquarters and field agents regarding changes in constitutional and criminal law and the Federal Rules of Evidence; reviewing all disciplinary matters and representing the agency before the Merit Systems Protection Board when agency personnel appealed disciplinary actions; supervising the release of information requested under the Freedom of Information and Privacy Acts; preparing all NIS responses to constituent inquiries forwarded by the President and members of Congress; writing many chapters in and reviewing all NIS investigative and administrative manuals for legal sufficiency; preparing all Title III consensual and nonconsensual intercept requests; teaching military criminal law and procedure to NIS Special Agents at the Federal Law Enforcement Training Center, Glynco, Georgia; and as Sonny and Cher might have sung, "And the list goes on. . ."

The last five years were high-pressure, ten to twelve hour work days with constant interruptions and sometimes few rewards other than the fact that you knew you had given it your best effort.

All of that prepared me for what and where I am now: Associate Professor and Program Head, Administration of Justice, Northern Virginia Community College, Annandale campus. The federal career was nice, but this is fun. I teach four sections per semester of criminal law, evidence and procedure I & II, as well as occasional courses in corrections law, law of private security, introduction to criminal justice, and report writing for Administration of Justice personnel.

I find real satisfaction in working with a mixture of young college students, career police officers, and private security officers and administrators who are eager to learn. In law school I wanted to know the BLACK LETTER LAW, just as my students do today. Occasionally I

give it to them, but I also emulate UT law professors Joe Cook and Neil Cohen by trying to give students the skills to collect and analyze the facts and think the problem through, coming up with their own correct response. It gives me great joy to see the lights come on and watch my students grow in the law.

My greatest joy came in the summer of 1993, while participating in an "Effective Teaching Seminar" at the College of William and Mary. I ran across one of my former community college students, who is now studying at the William and Mary Law School. When he was my student he wanted to become a police officer. He told me that after being in my criminal law and evidence classes, he knew that he wanted to find satisfaction and a career in law. I was deeply moved and pleased at his choice.

The "administrivia" that goes with being the Program Head is certainly nothing that is beyond the capability of a Tennessee lawyer. As lawyers, we have learned how to be problem solvers. An administrator, even of a relatively small program, with 225 full-time enrolled students and four full-time and twelve adjunct professors, has to solve problems, resolve disputes, and counsel and advise students (and occasionally their parents). Although I have not seen much courtroom action, I have experienced the thrills and satisfaction of being a house counsel, advisor and friend. I thank the University of Tennessee College of Law for giving me that opportunity. I wish you success should you choose to find your niche outside the mainstream. You will be well-prepared and should have an enjoyable career.



Melinda Branscombe, Class of 1980
Professor, University of Puget Sound Law School

I have approached my career with the question, "What ought the law provide for all of us as a society," not just "What can a lawyering job provide for me?"

After graduating from UT in 1980, I clerked for then-Chief Justice Brock on the Tennessee Supreme Court. Clerking was a wonderful opportunity. In that position I was able to see attorneys as the judge sees them, from "the other side of the bench." I was reminded that there is no substitute for preparation, clear self-expression and thoughtfulness in approaching a Supreme Court argument. I next served for about two years in the Tennessee Attorney General's office, enjoying such assignments as representing the state departments that oversee the environment and social services.

My career as a labor lawyer materialized when United Paperworkers moved its international headquarters to Nashville from New York in 1982. Representing employees was challenging and demanding—never a dull moment. In a given week, I might enforce a contract in Michigan, provide for union elections in Florida, or litigate post-strike recall rights in Alaska. To my clients, especially those isolated in

remote rural paper mill towns or coastal islands, the fact that someone from the "outside world" would stand up for their legal rights made me a hero. To me, they were the heroes, as they worked to better inadequate or unsafe working conditions, in most cases working with management to resolve problems without the intervention of us attorneys.

I have approached my career with the question, "What ought the law provide for all of us as a society," not just "What can a lawyering job provide for me?" Currently, I am dwelling daily in that first question, for I am teaching at the University of Puget Sound Law School. I live on an island off the Seattle coast and take the ferry to work each day. I am truly in my "element." I offer a series of labor and employment courses, and I also teach torts to first year students. Teaching is a privilege, and the students are a delight—interested and interesting. I doubt that they can know how important they and their learning are to me.

I am also a volunteer community mediator in Seattle, Olympia and Kent, Washington. In mediation we are trained both to preserve relationships and to empower parties to resolve their own underlying dispute. Personal autonomy and interpersonal relationships are often more important to people than their underlying legal questions or contested property, though in the current adversary system, attorneys often are unaware of or unable to respond to this fact. The litigation system sometimes leaves parties less powerful (because lawyers often tend to assume control), less in control of their dispute's outcome (because the judge rather than the parties will resolve the issue), and with more hostility for their opposing party. Mediation is not a panacea for all the problems of the court system, nor is it appropriate in all cases. However, I think that we

lawyers must begin seeing traditional litigation as merely one option to be considered for resolving disputes; we must give citizens access to other high-quality dispute resolution mechanisms.

Not only do I love my job and my life, but my exposure to academia has given me complete confidence in the quality of legal education I received at the University of Tennessee (an unsolicited compliment!).

Bethany Dumas, Class of 1985
Associate Professor of English,
University of Tennessee-
Knoxville

I suggested that the central concerns of the linguist—the nature and function of language—seemed also to be central to the concerns of our legal system.

Shortly before graduating from the UT College of Law, which I attended while also teaching full-time as an Associate Professor of English (Linguistics) at UT, I spoke on the topic, “Humpty-Dumpty and the Law: Or, Everything You’ve Always Wanted to Know But Were Afraid To Ask About Why a Linguist With Tenure Is Going to Law School.” I suggested that the central concerns of the linguist—the nature and function of language—seemed also to be central to the concerns of our legal system.

In a later presentation, “Language in the Judicial Process: Why You Can’t Say What You Mean & Can’t Mean What You Say, & Why It Won’t Get Recorded Even If You Do,” (given at a local church and at a Brushy Mountain State Prison Lifers’ Club Annual Banquet), I explored additional ways in which the nature and function of language seem to control legal process.

I mention these talks because their titles suggest both my rationale for studying law and my reasons for remaining involved with it even after I decided not to change careers and become a practicing attorney. Instead, I have continued to explore the domain of the courtroom from the perspective of applied linguistics.

Our legal system is the institutional arena in which both language use and expectations about language use matter most. It is clear, for instance, that linguistic structure is the foundation of such diverse topics as jury instruction comprehensibility, witness credibility, and

the identification and correct naming of imitated and camouflaged speech acts. Jury instruction comprehensibility can be improved by simplifying sentence structure. Witness credibility is judged by jurors in terms of witnesses’ uses of powerful as opposed to powerless speech. And speech acts have special relevance in legal cases because it is sometimes difficult to recognize indirect speech acts such as libel, slander, solicitation and conspiracy.

My involvement with such issues takes three forms. First, much of my sociolinguistic research explores topics with legal significance. I have, for example, conducted empirical research into the adequacy of federally mandated cigarette package warnings. Second, I have developed and now teach courses, both in UT’s Department of English and in the College of Law, in Language and Law in which such topics are explored.

Third, I sometimes serve as a consultant or expert witness in legal cases in which language is in some way at issue. When I serve as a consultant, I am either conducting research or applying research principles and findings to novel fact situations; and when I testify, I am really performing the same function I perform in the classroom. I am instructing students—a judge or a jury—in the structure and function of language. Thus, I continue to function as an applied linguist working in the special and important arena of our legal process.

Gregory Gundlach, Class of 1985
Assistant Professor of Marketing,
University of Notre Dame

Regarding advice to aspiring law students, in the tradition of marketing strategy, I might counsel that they attempt to differentiate themselves from others. One way to do this . . . may be achieved through combining degrees.

I am currently an assistant professor of marketing at the University of Notre Dame. My original career intentions included earning a joint J.D.-M.B.A. degree from the University of Tennessee and then practicing trade law in the corporate area. At Tennessee, as part of a summer/fall clerkship experience, I served as a consultant intern with the Policy Planning Office of the Federal Trade Commission in Washington, D.C. During this period, I was provided the opportunity to interact with distinguished scholars in marketing and economics, and policymakers addressing substantive issues in consumer protection and antitrust. I was intrigued with the theoretical issues being wrestled with in the policy development process. This exposure to the underpinnings (in contrast to the applied side) of the law led me to continue my graduate studies in business toward a Ph.D. in marketing and eventually to a position here at Notre Dame.

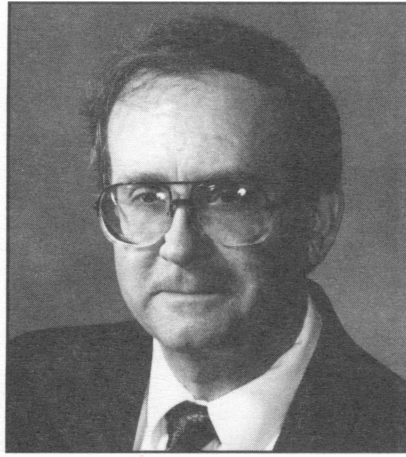
The legal education I received at Tennessee has helped me to gain a differential advantage in the marketing academic arena—both in research and teaching. As a junior member of the profession, the majority of my time involves research. My research activities focus upon issues which interface marketing and the law. These include such efforts as examining the role and limitations of the law (i.e., contract law); alternative regulatory approaches for exchange relationships; and evaluations of current law in

the areas of antitrust and contract law. The possession of both a legal and marketing education has helped tremendously in my scholarly research pursuits.

Both backgrounds have also been useful in my teaching development. Having been exposed jointly to law and marketing has enhanced my understanding and therefore my ability to enlighten others as to the interface of these areas.

Perhaps the most satisfying aspect of my career (beyond seeing Tennessee beat Notre Dame in football) involves the challenge of addressing and researching theory underlying the law and marketing and helping others to understand its complexities. This challenge also provides frustrations, however. Attempting to extend current understanding of a phenomena (i.e., make a contribution) and passing that on to others is a particularly demanding undertaking.

Regarding advice to aspiring law students, in the tradition of marketing strategy, I might counsel that they attempt to differentiate themselves from others. One way to do this, of course, involves the traditional paths of participation in Law Review, Moot Court and other law school activities. Students should also understand, however, that such a differentiation may be achieved through combining degrees. While patience and more time may be required, the intrinsic and extrinsic rewards can be fruitful and worthwhile.



**Michael Johnson, Class of 1983
Professor of Psychology,
University of Tennessee-
Knoxville**

A former associate dean in the College of Law once remarked to me that "psychology and law represent the two great secular religions in modern society."

My reasons for attending law school and becoming a lawyer are not typical, and there is a sense in which it was almost an accident. After several years as a member of the faculty of the Psychology Department at the University of Tennessee, I was able to obtain funding to spend a sabbatical year at the University of Minnesota as a fellow of the Center for Research in Human Learning. Although I went primarily to work on my research in metaphor and language comprehension, while there I met two people who changed my focus. One was directing a research laboratory studying professional problem-solving, reasoning and expertise in physicians; the other was working on a project to develop computer-assisted Continuing Legal Education (CLE) materials in conjunction with the National Institute for Trial Advocacy and the American Bar Foundation. I found the study of professional reasoning fascinating, and (in conjunction with the second project) met a number of interesting lawyers.

One thing led to another, and when I arrived back in Knoxville after a year I began work on a project designed to study professional reasoning and expertise in lawyers, which was eventually funded by the National Science Foundation. I soon discovered that if I wanted to study lawyers I needed to know some law; an intense three years, as both a full-time law student and psychology faculty member, was the result.

Since receiving my J.D., I have continued to be a member of the psychology faculty at the University of Tennessee. I have maintained an interest in lawyer expertise (I am initiating a project designed to look at personality factors involved in expert performance), as well as other aspects of the psychology-law interface. Professor Neil Cohen and I have collaborated on two extensive research projects involving the insanity defense and other excuse defenses in criminal law. I have taught a course in psychology and law since 1980, and I have been able to teach the law and the mentally disabled seminar in the College of Law a few times. I also consult with lawyers in cases involving product warnings and eyewitness identification.

I have long been convinced that some of the most intellectually stimulating and challenging research and scholarship opportunities occur at the intersection between disciplines, and my law degree has allowed me to take advantage of some of these opportunities as both an insider and outsider. The law has traditionally insulated itself from the influence of other disciplines, but I think this is changing. A former associate dean in the College of Law once remarked to me that "psychology and law represent the two great secular religions in modern society." As such, and since they both deal with human affairs, they have a lot to offer each other. I have especially

valued my contact with colleagues in the College of Law.

The one danger in working in an interdisciplinary area is that you run the risk of being perceived as neither fish nor fowl. There have been times, especially when I was actually working on my degree, when my colleagues in the Psychology Department were uncertain as to how to interpret what I was doing. People are used to dealing with traditional categories in the academy, and there are times when you have to put some effort into overcoming this. The fact that in recent years there has been a marked increase in the number of psychologists interested in law-related issues helps.

There are now several institutions that offer joint Ph.D.-J.D. degrees in psychology and law and many more that offer courses in this area. These programs and courses need faculty, and for anyone interested in an academic career, psychology and law is an area worth exploring.



**Cheryl Massingale, Class of 1985
Associate Professor, College of
Business Administration,
University of Tennessee,
Knoxville**

To be able to practice the legal profession in a non-adversarial environment and to help students learn about their legal rights and duties is for me the best of all worlds.

When I began the study of law at the University of Tennessee, I assumed that upon graduation I would enter the traditional practice of law. During law school, I was fortunate to have very good clerking experiences in Knoxville and Nashville, and I looked forward to a career as a practicing attorney. A combination of planning and luck led me to a very different career, however, as professor of business law at the University of Tennessee.

By the end of my first year in law school, I determined that I liked the business area of law, but because I had no prior business experience I felt that I needed to “beef up” my knowledge of business. I decided to pursue the dual degree program offered by UT that enables students to receive an M.B.A. along with the law degree. This proved to be more challenging than I anticipated, but it was a decision that certainly served me well.

Before entering law school I taught at a private school in Knox-

ville for several years, and I loved teaching. Although teaching at the college level was always attractive to me, I didn’t seriously consider this option because UT, like other universities, rarely hires its own graduates, and I knew that I would remain in Knoxville following graduation. When I learned, quite by accident, of an available position teaching business law in UT’s College of Business Administration, it seemed like the perfect opportunity to combine my teaching experience with my law and business degrees. The degree required for teaching business law is the Doctor of Jurisprudence, but undoubtedly my teaching experience and the M.B.A. gave me a competitive edge for the position. Fortunately, the university decided that my education and experience suited their needs, and I was offered the position. Eight years ago, I began my career as assistant professor of business law. Two years ago, I was tenured and promoted to associate professor.

In the beginning I thought that I might teach for a few years and then practice, but from day one I knew that I had made the right choice and that teaching, not the practice of law, would be my career. One of my greatest concerns when I began my new job was that I never liked speaking in front of large groups, and when I first started teaching, my classes were very large—over 100 students. Frankly, the thought of standing in front of that many people terrified me! I even took a Dale Carnegie course the summer before my first classes to help me overcome my fear of public speaking. The course plus lots of practice have gotten me to the point that I am now quite comfortable dealing with groups, but it certainly wasn’t something that came easily for me.

Today I can honestly say that I enjoy every aspect of life in academia. I love spending time in an atmosphere where I am continu-

ously learning. The university offers endless opportunities to interact with colleagues from my own and other academic disciplines through classes, seminars, meetings and social events.

My work requires me to stay on the cutting edge of changes taking place in law, business and education. Teaching forces me to continually read and learn about developments in the law and how they will impact business. Academic life requires the continual pursuit of research and writing in the quest to publish. I wasn't originally sure how I would like this, but I have learned that my research is not only interesting and challenging, but it is also of great benefit in the classroom. I also greatly value the flexibility of my schedule. I work at home often when I am writing or grading. I like to get up very early and work while there are no interruptions, and then I am able to occasionally take time during the day to pursue interests or spend time with family and friends.

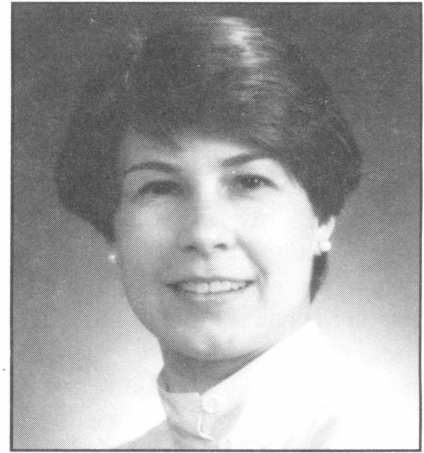
The very best part of my job, however, is the students. It is a joy to see them develop and grow during their years at the university. A number of my students decide to pursue careers in law, and for at least some, their study of business law had a positive influence on that decision.

One difficulty in teaching business law is that it covers many legal topics and demands a fairly broad knowledge of many subjects. Since business law covers so many different subjects, you can never focus on one or two topics like contracts or torts. Development of expertise in a particular area must be gained through research interests. I have chosen to focus on legal issues in employment law and have published primarily in this area. This interest has proven helpful in teaching in the M.B.A. curriculum since employment law is a central theme in legal studies for our M.B.A. students.

One of my greatest challenges has been to learn to use a computer. Before beginning work at the university I had never used word processing or E-mail and had little experience with spread sheets. Legal research has changed considerably since I finished law school when legal data banks like Lexis and Westlaw were still very new and used sparingly. While I enjoy research and writing, the omnipresent pressure to publish is reminiscent of being a student in that I feel that I'm never finished, and I never seem to have enough time to do it all! The advantage now is that I have control over what I want to study.

I guess that if I were to advise law students about future careers, I would say be open to all possibilities and keep open as many doors as possible. Get the best education available and give it all you've got. Set goals, but be flexible enough to adjust if opportunities are available that aren't exactly what you originally envisioned.

I would encourage students to at least consider alternatives to the traditional practice of law. The profession is crowded, and there are numerous interesting and rewarding careers in which a law degree would be valuable. If you ever have the opportunity to teach law, part-time or full-time, I think that most would find it very rewarding. You'll be amazed at how much you learn! To be able to practice the legal profession in a non-adversarial environment and to help students learn about their legal rights and duties is for me the best of all worlds. Maybe it would be for you too!



Lara Womack Short, Class of 1983

Professor of Business Law, Middle Tennessee State University

I enjoy much of the flexibility and independence that I would have expected from being self-employed, but I also have access to resources that only large organizations can provide.

After graduating from the University of Tennessee College of Law in 1983, I was employed as an associate with a law firm in Murfreesboro. I also taught one business law course per semester at Middle Tennessee State University. In 1986 a full-time position opened at MTSU, and I was encouraged to apply for it. I did so with the intention of teaching full-time one to two years and then returning to practice full-time. I found, however, that I enjoyed my association with college students and other teachers more than I had expected, and I have now been employed at MTSU for seven years. I continue to be involved in the practice of law, but on a very limited basis.

My position involves three major responsibilities. My primary responsibility is the instruction of business students. The classes I teach are designed to make future business people aware of the legal issues they may face, to encourage them to institute practices which will avoid legal problems, and to

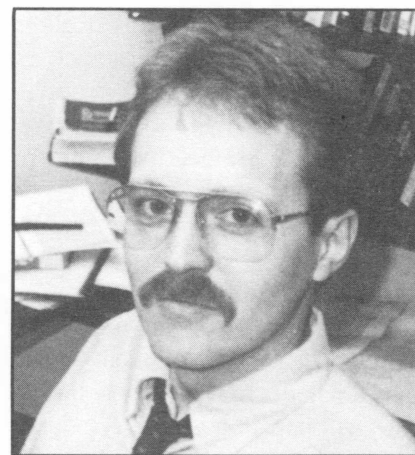
promote a general awareness of the legal system. My second responsibility is university and public service. In this regard, I serve on several committees in the Department of Accounting, the College of Business and at the University level. I am involved in the MTSU Faculty Senate, serve as an advisor to the Alpha Kappa Psi Professional Business Fraternity, and have recently been appointed to the Tennessee Board of Regents Committee on Academic Policies. I have also served as a consultant to new businesses through the Tennessee Small Business Development Center. The third responsibility is scholarly activity, which includes research and publication. I have presented my research at regional and national conferences of the Academy of Legal Studies in Business, and locally at alumni appreciation seminars for accountants. My research has been published in the *Tennessee Bar Journal*, the *Banking Law Journal*, *Business Officer*, the *Journal of the Legal Profession*, and the *Employees Responsibilities and Rights Journal*.

Although I am involved in an "alternative" career, mine is a position which requires a legal education. In addition to business law courses, there are courses taught by lawyers in the Colleges of Education, Mass Communications and Liberal Arts. These courses include copyright law for recording industry management majors, family law and torts for students with a minor in paralegal studies, and criminal law for criminal justice majors.

The greatest satisfaction of my job is the opportunity to work with college students. The classes I teach are required for business students; they are not ones the students choose for themselves. This gives me an opportunity to demonstrate that a law class can be relevant to other fields of study, and the students usually gain an appreciation for the impact of the legal system on business.

Other factors which make my job rewarding are the extent to which faculty are encouraged to participate in the process of making decisions which affect the university and the degree to which we are allowed to define our own role. I enjoy much of the flexibility and independence that I would have expected from being self-employed, but I also have access to resources that only large organizations can provide. Unfortunately, being employed by a state institution also involves a substantial amount of paperwork that sometimes seems to detract from our primary job of educating students.

My advice to students who may be thinking about an alternative to traditional law practice is to keep your options open. I happened into an alternative career only because I did not immediately rule out an opportunity. I had no idea when I met with the Dean of the College of Business that I would be working in higher education seven years later. My experience has been that every employment opportunity is worth serious consideration.



**Christopher Smith, Class of 1984
Professor of Political Science,
University of Akron**

In essence, an academic career for a lawyer involves surrendering income in exchange for autonomy.

When I enrolled at the UT College of Law as a transfer student in search of a law school offering multiple courses on criminal law and procedure, a summer job with a law firm had already given me doubts about my desire to practice law. After receiving my law degree, I spent a brief period trying to figure out what job option to pursue before embarking on an academic career, an option that had been one of my interests since my undergraduate years.

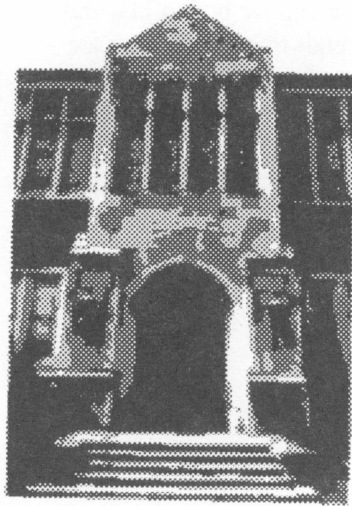
I enrolled in the Ph.D. program in Political Science at the University of Connecticut to study under a professor who specialized in the politics of criminal justice—someone whose name and work I had encountered in Professor Neil Cohen's Criminal Law Theory seminar during law school. Because I had earned a masters degree prior to law school, I was able to complete my Ph.D. coursework in less than two years. My law degree enabled me to teach my own courses at a University of Connecticut branch campus during graduate school and to land a tenure-track faculty position in Political Science at the

University of Akron while I was still writing my Ph.D. dissertation.

My law degree and legal training have contributed significantly to my success in teaching and writing about the Supreme Court, constitutional law, the federal courts and criminal justice. Because most political scientists who teach and write about the judicial branch do not have law degrees, my legal background has given me additional insights into the work of courts and the functions and consequences of law. Moreover, judges and attorneys often seem more willing to permit me to interview and observe them during the course of my research because I am a fellow member (albeit inactive) of the legal profession.

I have used my skills in legal research and writing to write seven books and 35 law journal articles on courts and law during my six-year academic career. Like practicing attorneys, I am able to use my creativity in employing legal analysis and constructing legal arguments. However, unlike attorneys, I have the freedom to choose subjects that seem interesting and important to me because my research topics are not dictated by the needs of the clients. My writing gives me some measure of national recognition and a sense of accomplishment. In addition, teaching can be a challenging and immensely satisfying experience, especially when working with upper-level students who are genuinely interested in the study of the courts. In essence, an academic career for a lawyer involves surrendering income in exchange for autonomy. In an era of tight university budgets, especially at state universities, salary stagnation can be very frustrating.

It is extremely difficult to secure teaching positions at law schools unless you have a degree from a so-called "top ten" law school. However, there are many people with law degrees who teach at colleges and universities, especially courses in business law or criminal justice. In an arts and sciences discipline, such as political science, you must have a Ph.D. degree in addition to a law degree. Although it takes extra time to earn a Ph.D., the relative shortage of people who have both a J.D. and a Ph.D. tends to make it easier for such people to obtain faculty positions specializing in public law, especially when compared to the oversupply of applicants in other specialties within political science, such as international relations and comparative politics.



Educational Administration



Julia P. Hardin, Class of 1978
Executive Director, Center for
Research and Development of
Law-Related Education, Winston-
Salem, NC

LRE develops students' critical thinking, analytical, research, and communication skills. Sound familiar? Such skills are essential to the lawyer, but just as important to any citizen in a participatory democracy.

All those years of watching Perry Mason outwit Hamilton Burger in search of "the truth" were undoubtedly behind my desire to become a lawyer, even though I claimed to have an understanding of "the reality" of law practice. It wasn't until a fellow first-year law student drew my attention to the activities taking place on the fourth floor of the law school that I began to appreciate the variety of opportunities available to lawyers outside the traditional arena of law practice. I didn't even know there *was* a fourth floor to the law school, much less something called "law-related education."

A whole new way of looking at the law was waiting for me on the fourth floor, in the form of the Public Law Research and Service Program, later called the Public Law Institute. Fifteen years later, I was lucky enough to find a way to turn that experience into a full-time career.

In the 1970s, Grayfred Gray led the law school's first "official" efforts in the field of law-related education, and many students found that teaching and writing about the law for a non-lawyer audience is one of the best ways to learn about the law. Of course, the University of Tennessee was an established leader in the field of continuing legal and judicial education. In addition, the Public Law program had an extensive training program for non-lawyer judges. The next step was to educate everyone else.

The public's need to have a basic understanding of the law is at the heart of law-related education, otherwise known as LRE. The LRE movement gained considerable momentum with the energy and enthusiasm for legal rights and responsibilities that characterized the 1960s. Lawyers also became concerned about the public's misinterpretation of why the legal system seemed to be so cumbersome and imperfect. The operating theory behind many LRE efforts was that if young people understood why the system worked the way it did, they would be more inclined to work for improvements within it instead of rebelling against it.

LRE develops students' critical thinking, analytical, research, and communication skills. Sound familiar? Such skills are essential to the lawyer, but just as important to any citizen in a participatory democracy.

Federal, state, and bar association funding for LRE grew rapidly in the early '70s. The Public Law Institute was poised to lead Tennessee in the field, and it did so for many years with publications and teacher training programs. I was one of many GCT law students who worked on these projects. In my last year of law school, I was editor-in-chief of the *Judicial Newsletter*, the Public Law Institute's quarterly publication for state judges. When I graduated from law school, I be-

came a staff attorney for the Public Law Institute.

My first experience in a high school classroom erased any doubts I might have had about the need for LRE. I was invited to field-test one of our publications over a fifteen-week period at Rule High School in Knoxville. I was not prepared for the students' abysmal awareness of the impact of "the law" on their daily lives, but I was gratified by their enthusiasm to learn. A simple role-play of a policeman ticketing a young driver for speeding led to exciting discussions on such topics as due process as well as the rights of juveniles in our society. Somewhere along the line, I decided that LRE was always going to be a part of my life as a lawyer in one way or another.

For the next ten years, I served as assistant and then associate dean for the law school, during which time federal and state funding for LRE projects declined along with any extra time students might have had for such public service projects. As fascinating as law school administration can be (seriously!), my passion for law-related education never faded.

In 1990, a most fortunate referral from my former LRE mentor, Grayfred Gray, led me to the best job I could possibly imagine: Executive Director of the Center for Research and Development in Law-Related Education (CRADLE). At CRADLE, I am in a position to help teachers and lawyers throughout the United States develop and share creative ways of teaching students, from kindergarten through twelfth grade, about the law and the legal system. With funding from the U.S. Department of Education, we are also able to provide assistance to LRE programs in all 50 states, including Tennessee.

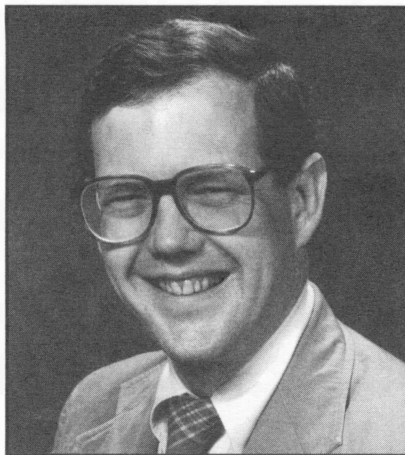
Yes, LRE is alive and well in Tennessee. The statewide high school mock trial competition was initiated by UT's Public Law

program in 1978, and today it is one of the most visible and worthwhile projects conducted by the Tennessee Bar Association and its Young Lawyers' Conference. There are several local and district-level LRE programs in Tennessee as well, and thanks to the persistence of such LRE leaders as Dorothy Skeel and Tennessee Supreme Court Justice William Harbison, the Tennessee Bar Association has recently hired a part-time director of LRE for the state.

As long as you don't mind living on "soft money"—from one grant to the next—there are rewarding opportunities for lawyers in this field. Most states have at least one fairly comprehensive LRE program, often in conjunction with the state bar association, and other states are gradually building their programs. There are several nationwide LRE programs as well.

I suggest you volunteer to be a law student advisor for a mock trial team; many graduates have fond memories of their experiences working with high school students, regardless of whether they pursue LRE as a career. Get involved with young lawyer groups, and volunteer your services as a classroom resource person. Talk to me (call 1-800-437-1054) or Grayfred Gray there at ole GCT.

"The truth" always triumphed in Perry Mason's cases because that's what the public wanted. Through law-related education, we can help the public understand why the American justice system works the way it does in its search for "the truth" and why it sometimes fails. Dare to be different. I think Perry would approve.



**Peter B. Irvine, Class of 1979
Director of Planned Giving,
University of Pittsburgh**

Look for human needs and figure out a way to fill them. And rather than being part of the problem (whatever it may be), try to become part of the solution.

As Director of Planned Giving for the University of Pittsburgh, I raise funds for academic, medical and other programs of the University through wills, trusts and estates. One might call my area of specialization "charitable estate planning."

I got into this line of work through concentrating in estate planning during my two years in private practice and then developing an interest in the financial support of charitable organizations, particularly in higher education. After two years with Chambliss and Bahner in Chattanooga, I entered the development (or fund raising) field at Seton Hall College in Gettysburg, Pennsylvania.

Following three years as a grant writer and researcher, I was promoted to the position of Director of Development, in which I oversaw all the external relations of the college. With the help of my training in tax and estate law, I started a planned giving program at Seton Hall. Discovering that I wanted to do planned giving full-time prompted me to take a position at

the University of Pittsburgh in the planned giving office.

I now work with donors to structure their gifts to the University in an advantageous manner. I edit a newsletter on topics in planned giving and present seminars on charitable estate planning to development staff and alumni of the University. I served this past year as president of the Pittsburgh Planned Giving Council, a member council of the National Committee on Planned Giving.

The greatest satisfaction of my work is knowing that I am helping students gain an education by generating the funds necessary to get the job done. I enjoy working with donors to structure their gifts, especially meeting some of the interesting people who make major gifts to higher education and to other charities. These people are the salt of the earth. They are committed to making the world a better place to live.

My greatest frustration is dealing with the immense bureaucracy that is part and parcel of a large state-related university. If you have ever been dismayed by the system of red tape encountered as a student, rest assured that it does not go away when you reach the "real world."

My advice to students seeking alternative careers is simply this: think creatively about how your legal training can be used. Look for human needs and figure out a way to fill them. And rather than being part of the problem (whatever it may be), try to become part of the solution. Lawyers are trained to be problem-solvers; their job is to resolve disputes, not to exacerbate them. Let's have a few more lawyers whose goal it is to keep their clients out of the courtroom.



Chloe T. Reid, Class of 1988
Assistant Dean of Students,
Whittier College of Law

Even though legal jobs are tight, I remind my students that every aspect of our lives is governed by the law, therefore they should not limit their job search to practicing law. I also tell them that it is up to each of them to determine what their strengths are and to concentrate their job searches on positions in which they can best utilize their skills.

When I graduated from law school in 1988, I never would have dreamed that I would have moved over 2,000 miles from home. Furthermore, I wouldn't have believed that three years later I would move back to the Northeast to work in the cold, and return a year later to sunny Southern California. And, believe it or not, in today's economy, all the moves were vertical, not lateral!

So how does one do it? I can hardly say that I waved a magic wand and "presto," I landed my jobs. However, I had to more or less conduct a self-inventory. I had to discover where my interests lay and determine which skills I wanted to utilize in a job. I received a good undergraduate education at UTK and my law degree from UT was an enhancement. I considered communication with people to be one of

my better skills. Also, autonomy was important to me, and I knew that I needed a job which afforded me room to grow and be creative. Moreover, I knew that I needed to be in an environment where I had direct contact with people. For me, I believe the jobs happened because I knew what I had to offer, I was flexible in terms of what I was willing to do, and I was willing to relocate outside of Tennessee.

As an undergraduate at UTK, I worked for four years in the Chancellor's office. Through several conversations with faculty members, some deans, and my job in the Chancellor's office, I discovered an interest in educational administration. As a student worker I saw the inner workings of the institution, how it operated and who the decision-makers were. Moreover, for me it was intriguing to witness an idea promulgated in a staff meeting materialize into the everyday life of a student.

When I enrolled in law school, I still had an interest in higher education, and in fact worked part-time with the UTK Commission for Blacks. However, I thought that I might wish to practice law upon graduation. So I, like my other colleagues, clerked during the summers to get experience and to find my "niche." My first summer I worked at the Tennessee Department of Health and Environment, and my second summer I worked for the Tennessee Attorney General's Office. Both were interesting jobs, however I didn't feel a "passion" for what I was doing. I didn't feel like what I did mattered to any particular person's life. I wanted and needed to be able to see the fruits of my labor. As I continued in law school my interests varied, and I considered the possibility of working with an educational institution as an option.

Upon graduation it was fortuitous for me that the law school had a position available as Admissions

Recruiter. For several months, I traveled the Southeast recounting my law school experiences to prospective applicants, and meeting a number of colleagues. The travel was both fun and exhausting; nonetheless, I enjoyed it. Working at UT for eight months as the recruiter inspired me to consider entering the world of law school admissions as a profession. I began my search for a job and saw an advertisement for the position of Director of Admissions at Whittier College School of Law in an educational journal. Of course the advertisement required several years of experience, and I had none. With nothing to lose and a job to gain, I applied. Within several days of mailing my resume, I received a phone call and a few weeks later I was on a plane to Los Angeles to interview for the position. A month later I moved to Los Angeles.

Being Director of Admissions at a small, relatively "young" school was a challenge. I had to engage in a full-scale marketing plan, which included planning and implementing a national recruitment program and developing recruitment publications. I was also responsible for conducting presentations, identifying and procuring a computer software package for the college's use, awarding scholarships, as well as counseling prospective applicants and admitting students to the law program.

Where did all this lead me? After three years, I decided that I had met the challenge and surpassed all of my goals. Statistically speaking, I had been responsible for bringing in the largest entering class in the history of the law school, instrumental in increasing the diversity of the school, as well as increasing the entering credentials of the first year class. It was time for a new challenge. In the spring of 1992, I was hired by the Law School Admission Council (LSAC) as Assistant Director of Council Af-

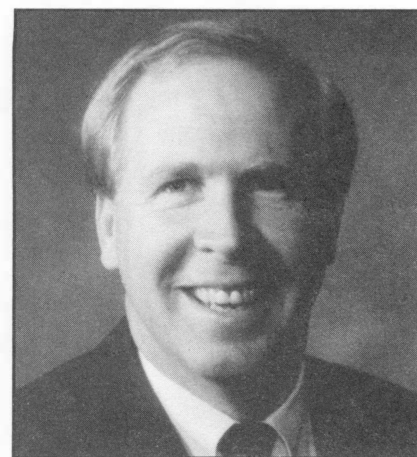
fairs. The LSAC, a nonprofit organization and the parent institution of Law Services, is most widely associated with the Law School Admission Test. Since this was a national organization, I received much exposure in the law school community. I was responsible for acting as a liaison between the member law schools, prelaw advisors at the undergraduate level and the Council. I also coordinated many programs and projects involving test-takers, prelaw advisors and admission professionals.

I was with the organization for a little over a year when the Dean at Whittier contacted me with an offer I couldn't refuse: Assistant Dean of Students. So after a year and a half of the rain and snow, I ventured back to the West. My current position as Assistant Dean has been extremely rewarding. I trouble-shoot and problem-solve all day long. Students come to me with their most intimate problems and together we try to solve them. My goal is to get them through our law program. For some people that may mean hand-holding, for others it may mean my acting as their shrink. For most students, though, I believe they view me as a "safe" place to go. I have a listening ear and oftentimes a shoulder to cry on. Having gone through law school gives me much credibility when someone is contemplating giving up on their dream.

My law degree has been extremely helpful in all of my jobs. It has given me confidence and credibility. The fact that one has a law degree makes people stop and listen, if only momentarily. Without the degree, I know that I would not have been considered qualified for the jobs I attained. Even though legal jobs are tight, I remind my

students that every aspect of our lives is governed by the law, therefore they should not limit their job search to practicing law. I also tell them that it is up to each of them to determine what their strengths are and to concentrate their job searches on positions in which they can best utilize their skills.

I would like to close with something I try to live by, that is, "life is much too short not to be happy." Finding a job or career that gives you joy and makes you excited to get up in the morning is the most important thing.



W. Timothy Rogers, Class of 1980
Dean of Students, University of Tennessee, Knoxville

My advice to those considering an alternative to traditional law practice is to "seize the moment" and seek to meet the unique challenge that sparks your interest.

I currently serve as Dean of Students at the University of Tennessee, Knoxville, and have primary administrative and fiscal responsibility for a myriad of 12 university departments which range from Greek Affairs to Student Conduct. Other departments under my supervision include: Disabled Student Services; Student Orientation; Aquatics and Recreation Services; Student Publications; Student Activities; University Center; Off-Campus Housing; and Student Activities Business Office.

While my appointment within higher education may appear aberrant given my legal training, it is not entirely without design. Like so many of those graduating with me from Eastern Kentucky University in 1973, I did not know exactly what I wanted to do with the rest of my life. Bachelor of Arts in hand, graduate school seemed to offer the perfect reprieve from meeting my responsibility to identify a vocation. I was admitted to graduate school and appointed to a Graduate Assistant position within Student Affairs

Administration. While pursuing my Master of Science in Counseling Psychology and serving as a Graduate Assistant, I came to realize two very strong interests. The first was my affinity for higher education administration, and the second was my thirst for more knowledge about "the law" and its implications for higher education. Upon completing my Master of Science and obtaining some counseling experience working with adult and juvenile offenders in the state of Florida, I came to the University of Tennessee, Knoxville, and entered a doctoral program in Higher Education Administration.

After completing my doctoral coursework in 1978, I entered George C. Taylor College of Law. I received my Doctor of Jurisprudence in 1980. Currently, I am licensed to practice law in the state of Tennessee and serve, upon special appointment, as an Administrative Law Judge. In addition to my present appointment as Dean of Students, I have served as Associate Dean of Students, Associate Dean of Student Conduct and Orientation, and Residence Hall Director at UT.

My law degree has proven invaluable to me in my service to the university. While serving as Associate Dean of Student Conduct and Orientation, I had primary administrative responsibility for processing all disciplinary cases at the university. Because the Tennessee Uniform Administrative Procedures Act allows those students accused of violating university standards of conduct to receive a hearing before an administrative law judge, I found myself communicating, negotiating, and/or hearing cases with other attorneys almost daily. Currently, I utilize my legal education in review

of the hundreds of contracts processed annually through my department. In addition, I continue to have administrative responsibility for the processing of all university disciplinary cases. I also utilize my legal education when I sit as an administrative law judge for the state.

Perhaps most importantly, I find that my legal education has served to enhance my personal ability to deal with the increasingly "legalistic" society in which we live. I am certain that I would feel "intellectually naked" without the benefit of this education. I believe that personal rewards such as an enhanced potential for professional mobility, a strong sense of accomplishment, and improved self-esteem are made possible when one's legal education is accompanied by a strong work ethic and an appropriate moral compass.

Frustrations exist in any vocation, inside or outside of the legal arena, and the Dean of Students is not immune to them. My greatest frustrations evolve from the realization that too often those involved in disputes refuse to take advantage of informal remedies such as mediation and/or conflict resolution opportunities. As a result of this intransigent posture, these disputes often become protracted and consume an inordinate share of very limited resources.

On the other hand, I more often realize immense satisfaction from my job. Typically, this satisfaction results from assisting a student who is at the brink of despair and experiencing a sense of helplessness. The Office of the Dean of Students serves as a "catch basin" for student problems. Parents and students often seek help during times of crisis or great frustration. Having the knowledge necessary to identify resources available to assist at such times is very rewarding. Again, my legal education is often a contributing factor in assisting parents and students.

My advice to those considering an alternative to traditional law practice is to "seize the moment" and seek to meet the unique challenge that sparks your interest. The satisfaction you realize in pursuing this personal interest will offer rewards well beyond those that may (or may not) be realized in a traditional practice.



Bar Associations

Gilbert Campbell, Class of 1957
Executive Director, Tennessee
Bar Association

Just as lawyers solve individual legal problems, so does the Tennessee Bar Association attempt to find solutions to problems which plague our profession as a whole.

Upon graduation from law school, I decided to utilize my legal education in the area of business management. I spent five years in advertising in Knoxville where I was privileged to work with John Ward; I consider him to be the most versatile advertising executive I have known.

In 1963, I moved to Atlanta and spent 20 years in Chamber of Commerce management in that area. I returned to Tennessee in January, 1983, to become the executive director of the Tennessee Bar Association. The fact that I had a law degree, coupled with my experience in association management, was the determining factor in my securing the position.

Tennessee has a voluntary bar association; membership is not a prerequisite to practice, as it is in many other states. I assist in recruiting members on a continuing basis. My position is, therefore, no different from that of a chief staff executive of a Chamber of Commerce or of any voluntary trade or professional association. The lawyers of Tennessee do not routinely join organizations, including legal organizations—they must be recruited. The recruitment of members and the motivation of those who carry out our program of work is one of my major responsibilities.

When I arrived at the TBA in 1983, I found there was no legislative agenda, only a minimal continuing education program, and a staff of five to serve the needs of over 5,000 members. Now there is, I respectfully believe, a solid legislative effort, which includes the

services of a full-time lobbyist. The Association currently has the largest continuing legal education program in Tennessee, the staff has grown to 14, and membership has increased to 6,900. While I hardly can take all the credit for the Association's progress, it is pleasing to note that many of our members are stepping forward to make things happen and that, I have concluded, is the essence of association management.

I gain much satisfaction from the "people business." Just as lawyers solve individual legal problems, so does the Tennessee Bar Association attempt to find solutions to problems which plague our profession as a whole. Seeing positive results from a collective effort developed through group motivation makes what I do very rewarding.

I am occasionally asked, given my career decision, if I would again pursue a legal education. The answer is an unqualified "yes." I have used my legal background in every facet of my career. The contacts I made and the friendships I cultivated at the University of Tennessee College of Law have been invaluable to me.

Allan F. Ramsaur, Class of 1977
Executive Director, Nashville Bar
Association

In 1984, I became president of the Tennessee Young Lawyers Conference. . . . Through this, I learned that the organized bar was a progressive force devoted to justice.

As the Executive Director of the Nashville Bar Association (NBA), I provide policy support for the NBA Board and committees, and administer a staff of nine in a parent corporation and two charitable subsidiaries, Nashville Pro Bono Inc. and the Nashville Bar Foundation. Programs of the bar include continuing legal education, minority opportunities, mentoring, communications, community affairs, lobbying, and membership benefits programs. As the official voice of lawyers in Nashville, the NBA is involved in judicial and legislative issues affecting the administration of justice and the legal profession.

The career path which took me to the Nashville Bar Association really began at the UT College of Law. As a research assistant in the Public Policy Institute and later a law student intern with the Tennessee General Assembly (a program which is now defunct due to the change from the quarter to the semester system), I was introduced to the role of a lawyer as a policy analyst and advocate. Upon graduation, I went to work as legal counsel with the Tennessee Department of Mental Health and Mental Retardation. That office counsels and advises the commissioner on rules, regulations, legislation and policy, and lobbies for legislation for the department.

Because of my interest in using my law degree and experience to do social good, in 1980 I became the lobbyist for poor people and legal services programs with the Tennessee Association of Legal Services

(TALS). TALS provides backup and support to local legal services programs, and conducts legislative and administrative advocacy on behalf of poor people with the legislature and state and federal agencies. After two years in the office, I also assumed responsibility as director of the association office and first obtained administrative experience and training. My tenure as a poor person's lobbyist included adoption of legislation leading to the enhancement of child support enforcement, major changes in the Tennessee welfare program, and adoption of a mandatory school breakfast program in Tennessee schools.

One additional responsibility at legal services was dealing with bar groups. Beginning in 1981, Legal Services Corporation came under attack from the Reagan administration. We recognized that one of the staunchest allies of this program to assure equal access to justice was the organized bar. When I wasn't lobbying for the poor or administering the office, I spent a substantial amount of time working with the organized bar. In 1984, I became president of the Tennessee Young Lawyers Conference as a result of that work. Through this, I learned that the organized bar was a progressive force devoted to justice.

After a brief stint with a congressional campaign, I learned that the Nashville Bar Association was in the process of hiring its first-ever executive director. Since this position offered an opportunity to represent the views of the organized bar with the legislature, the courts and various administrative agencies,

I sought and was fortunate to be hired as the first executive director of the NBA. Since that time, bar programs have expanded four-fold. The NBA is recognized for its efforts in pro bono, mentoring, community affairs, member service and judicial reform. The bar in Nashville has led efforts to enhance our living will and durable power of attorney for health care statutes and reform the jurisdiction of the Tennessee Supreme Court.

It is my sense that the analytical rigor of my law school training has prepared me well as a legislative advocate. I do have to say that I found law school a somewhat narrowing experience as it pertains to the administrative side of my job. I would advise students who find themselves in administration to broaden their training and experience into finance and human resources in particular.



Resources

Transferable Skills Acquired in Law School

Reprinted with permission from *The Road Not Taken: A Practical Guide to Exploring Non-Legal Career Options*, Kathy Grant and Wendy Werner (National Association for Law Placement, 1991).

Ability to analyze facts—Necessary for identifying business problems and working toward a solution. Problem-solving is the lawyer's primary art.

Ability to work in teams or groups—Most law students will work on a moot court project, a trial skills program, or in a study group. The ability to divide responsibilities and come up with a cohesive outcome with more than one person is useful in any project-oriented enterprise.

Ability to work with little supervision—Much of the study of law is independent study. Many law clerk jobs teach the law student to work on a project without a great deal of supervision. These self-start skills are appreciated by any employer.

Awareness of risks—Legal education teaches students to be aware of the potential risk involved in transactions, products, policies and programs. This skill can alert the lawyer as an employee to risks that an organization may be taking and will be very useful in creating preventative policies, products or programs.

Counseling—Many law students take classes or clinics that involve client counseling. Broken down further, these counseling skills include abilities to establish rapport, to listen, to reflect concerns back to clients, to empathize, and to problem solve, to name a few. These skills can be employed in almost any position that involves client or co-worker contact.

Familiarity with legal terminology—Documents such as contracts, leases and statutes are easy for you to read and understand.

These skills will assist the company in predicting the long-term impact legal documents may have on their organization. You will also be comfortable communicating with persons who work with legal matters.

General knowledge area—Many students take coursework that is directly related to a field or industry; examples include studies of insurance, health care, tax, criminal law, and corporations. This knowledge, combined with an undergraduate degree that specializes in a certain area, makes the student a potential employee with a great deal of knowledge to offer to an employer. The student is also a potential employee with a strong background to build upon.

High motivation—Law students are expected to respond to an enormous amount of pressure while balancing a very heavy work load. They are expected to meet deadlines and juggle multiple responsibilities simultaneously. As high achievers they have a history of success and the ability to complete projects. These abilities are highly valued by employers.

Independent thinking—Law students are encouraged to think independently about issues and problems. They are taught to do more than simply look for answers: to identify issues. This skill can offer an employer someone who has creative thinking skills and the ability to see the whole picture.

Negotiation skills—Persuasive presentations open the doors to new clients and new business. Negotiation skills will enable you to "close the deal."

Persuasiveness—A good skill for convincing clients, other managers, staff or peers.

Preparation—Law school demands that you are always prepared and able to respond quickly and

accurately. Businesses must react and respond to new information and changes in their industry to stay profitable.

Presentation skills—Ease in front of an audience will capitalize on your professionalism in presenting facts, information or business proposals.

Research skills—Necessary for preparation of any business proposal.

Writing ability—Law students and lawyers spend an extensive amount of time learning how to write in a clear and precise manner. This is a skill that could be utilized in almost any type of business communication. Good writing skills are in high demand.

Books

The following books can be checked out from the Career Services office. Each one has its own bibliography of resources to assist you with non-traditional legal career development.

Federal Law-Related Careers, Second Edition, Linda P. Sutherland, Richard L. Hermann and Beth Fishkin, eds. (Federal Reports, 1990).

Goodworks: A Guide to Careers in Social Change, Jessica Cowan, ed. (Barricade Books, 1991).

Lawyers in Transition: Planning A Life in the Law, Mark Byers, Don Samuelson and Gordon Williamson (The Barkley Company, Inc., 1988)

Life After Law: Second Careers for Lawyers, Mary Ann Altman (The Wayne Smith Company, Inc., 1991).

Nonlegal Careers for Lawyers in the Private Sector, Frances Utley with Gary A. Munneke (American Bar Association, 1980).

Running from the Law: Why Good Lawyers Are Getting Out of the Legal Profession, Deborah L. Arron (Ten Speed Press, 1989).

The Road Not Taken: A Practical Guide to Exploring Non-Legal Career Options, Kathy Grant and Wendy Werner (National Association for Law Placement, 1991).

What Can You Do With A Law Degree? Career Alternatives Inside, Outside and Around the Law, Deborah Arron (Niche Press, 1988).

Career Titles

The diversity of jobs and employer types for recent law graduates is illustrated by this chart, which provides a representative sample of descriptions reported to the National Association for Law Placement (NALP) for the Class of 1992.

American Association for Retired Persons
ABA Publications
ACLU
Ad Agency
Adjunct Professor
Administrative Hearing Officer
Administrator
Admissions Recruiting
Admissions Director
Adult Probation
Aerospace
Air Traffic Controller
Alumni Relations
American Cancer Society
Analyst Foreign Exchange
Archeology
Architect
Art Education
Art Institute
Assemblyman
Assistant Copywriter
Associate Dean of Admissions
Athlete Representative
Attorney Regulation Discipline
Auditor
Autorace Engine Consultant
Bailiff
Banker's Association
Blue Cross
Board of Education
Broker
Budget Analyst
Building Dept. Land Use Control
Business Manager
Campaign Operations Manager
Caseworker
Catholic Charities
CBS News Reporter
CEO, Dental HMO
CEO of own Communications Business
Chamber of Commerce
Chemist
Chicago Board of Education
Chicago Board of Trade
Chief Forensic Pathologist
Children's Welfare

City of Chicago, Revenue
City Solicitor
Claims Examiner
Collective Bargaining
College Administration
College Professor
Compliance Manager
Comptroller of Currency
Computer Programmer
Computer Systems Design
Congressional Office
Congresswoman
Consultant to Dept. of Energy
Consumer Affairs
Contract Negotiator
Controller
Counselor
County Commission
Court Administrator
Court of Appeals
CPA
Credit Union
Curriculum Assessment
Data Analyst
Dept. of Energy
Dept. of Transportation
Dept. of Treasury
Deposition Digesting
Design of Print Press Productions
Director, Estate Planning
Director, Legal Marketing
Director, Marketing Operations
Director, Neighborhood Association
Director of Endowments
Director of Financial Aid
Director of Human Resources
Diving Company
Docket Facilitator
Editor
Electronics Troubleshooter
Employee Benefits
Enforcement of Civil Rights
Engineer
Engineering Firm
Entertainer
Environmental Auditor
Environmental Manager
EPA
Executive Director
FBI
FDIC
Federal Agency, General Counsel Office
Federal Communications Commission
Federal Aviation Administration
Federal Elections Commission

Financial Consultant
Firefighter
Flight Attendant
Food Broker
Food Service Management
Foreclosure Consultant
Freight Carrier
Government Contracts
Governor's Legislative Office
Graphic Design Firm
GSA Board of Contract Appeals
Head of Theater Department
Health Care Consultant
Health Maintenance Organization
Hearing Officer
Hearing Officer with NLRB
High School Teacher
Highway Patrol
Hospital Administration
Housing and Urban Development
Housing Authority
Human Resources Consultant
Illinois Tollway Authority
Insurance Agent
Insurance Commission
Intergovernmental Affairs
Inventory Manager
Investigator
Investment Advisor
Investment Banking
IRS Agent
Journal of Nursing
Journalism
Judge's Secretary
Labor Consultant
Labor Union
Lease Negotiator
Legal Editor
Legal Research Corp.
Legislative Assistant
Legislative News Service
Legislative Service Bureau
Litigation Support Specialist
Lobbyist
Manager, Technical Support
Manufacturing Rep
Marine Claims Manager
Market Support
Marketing
Marketing for Theater
Maryland General Assembly
Mayor
Mediator for Schools/Courts

Medical Malpractice Defense
Medical Videos
Merchant Marine
Messenger Service
Mortgage Company
Motel Manager
Motion Picture Production
Music Production
Mutual Funds
NASDAQ
National Center for Law and Deafness
National Security Agency Analyst
NCAA
News Director of Radio Station
Nonprofit Family Aid
Nuclear Utility
Nursing Home Coordinator
New York City Council
Oil Company
Organizer
Pennsylvania House of Representatives
Paralegal Instructor
Peace Corps
Pharmaceutical
Placement Office
Police Dept. Librarian
Police Officer
Polygraph Examiner
Port of New York/New Jersey Authority
Post Office
President of Advertising Firm
Press Secretary
Principal
Private Adjudication Center
Pro Bono Project
Probation Officer
Product Development
Program Coordinator
Project Coordinator
Project Superintendent
Property Manager
Public Relations Coordinator
Public Service Commission
Publishing House
Real Estate Appraisal
Real Estate Broker
Real Estate Development Co.
Rebuild LA
Recreation Manager
Retail and Franchising
Risk Management Specialist
Risk Manager in Hospital
Sales Account Manager

South Carolina Association of Counties
Secretary of Public Safety
Secretary of State
Securities and Exchange Commission
Senator Aide
Senator Campaign
Sheriff's Dept.
Small Business Administration
Small Business Owner
Social Services
Social Worker
Sole Proprietor
Special Education
Special Events Manager/Marketing
Staff Accountant
State Bar Ethics Committee
State Legislature
State Treasurer
Talent Agency
Tax Accountant
Teacher at Community College
Telecommunications Consulting
Theater Management
Title Insurance
Trade Association
Training Specialist
Transit Agency
Trust Administration
Trust Officer
TV Reporter
United Nations Environment Program
Underwriter
United Way
University Security
U.S. Customs Regional Counsel
U.S. Dept. of Commerce
U.S. Dept. of Interior
U.S. Trustees Program
Utility Rate Analyst
UW AG Economics Department
Virginia Waste Management Agency
Vice President, Chemical Company
Vice President, Economic Development
WI Paper Council
Women's Legal Center

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UT Knoxville does not discriminate on the basis of sex or handicap in its educational programs and activities, pursuant to requirements of Title IX of the Education Amendments of 1972, Public Law 92-318; Section 504 of the Rehabilitation Act of 1973, Public Law 93-112; and the Americans With Disabilities Act of 1990, Public Law 101-336, respectively. This policy extends both to employment by and admission to the University.

Inquiries concerning Title IX, Section 504, and the Americans With Disabilities Act of 1990 should be directed to the Office of Affirmative Action, 403-C Andy Holt Tower, The University of Tennessee, Knoxville, Tennessee 37996-0144; (615) 974-2498. Charges of violation of the above policy also should be directed to the Office of Affirmative Action.

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