

STATE BAR OF MICHIGAN

**21<sup>st</sup> CENTURY**  
**PRACTICE**  
TASK FORCE

## FUTURE LAW GLOSSARY

This is a glossary of the terms, acronyms, jargon, and concepts used in the conversation about the future of the delivery of legal services. It includes new terms that have developed recently, as well as existing terms that are acquiring new meaning and relevance as the delivery of legal services evolves. It is not intended to provide an exhaustive definition of a particular term.

## ACRONYMS

**ABA:**  
American Bar Association

**ABS:**  
Alternate Business Structure

**ADR:**  
Alternative Dispute  
Resolution

**AFAs:**  
Alternative Fee  
Arrangements

**AI:**  
Artificial Intelligence

**ALSPs:**  
Alternative Legal Services  
Providers

**BPA:**  
Business Process Analysis

**CLE:**  
Continuing Legal Education

**DTM:**  
Digital Transaction  
Management

**DTR:**  
Discrete Task Representation

**KM:**  
Knowledge Management

**LLLT:**  
Limited License Legal  
Technician

**LPO:**  
Legal Process Outsourcing

**LSA:**  
Legal Services Act of 2007

**LSP:**  
Legal Services Provider

**LSR:**  
Limited Scope  
Representation

**MCLE:**  
Mandatory Continuing Legal  
Education

**MDP:**  
Multidisciplinary Practice

**MJP:**  
Multijurisdictional Practice

**MOOC:**  
Massive Open Online Course

**NOBC:**  
National Organization of Bar  
Counsel

**ODR:**  
Online Dispute Resolution

**PM:**  
Legal Project Management

**PMBR:**  
Proactive Management  
Based Regulation

**SDF:**  
Service Delivery Framework

**SEO:**  
Search Engine Optimization

**SRL:**  
Self-Represented Litigant

**TADRS:**  
Technology-Assisted Dispute  
Resolution Systems/Services

**TBDRS:**  
Technology-Based Dispute  
Resolution Systems/Services

**TRIPLE LT:**  
Limited License Legal  
Technician

**UPL:**  
Unauthorized Practice of Law

**VLO:**  
Virtual Law Office

## DEFINITIONS

### A

#### **Alternative Business Structure:**

[Alternative Business Structure](#) (ABS) is an alternate model for providing legal services through businesses/entities that are not the traditional law firm environment. There is a variety of ABS models, including: (1) business entities providing both legal and non-legal services with identified restrictions on licensure and ownership; (2) business entities providing both legal and nonlegal services without restrictions on licensure and ownerships; (3) business entities providing only legal services with identified restrictions on licensure and ownership; and (4) business entities providing only legal services without identified restrictions on licensure and ownership.

#### **Alternative Dispute Resolution:**

Alternative Dispute Resolution (ADR) is a process designed to resolve a legal dispute without court adjudication. See [MCR 2.410](#).

#### **Alternative Fee Arrangements:**

[Alternative Fee Arrangements](#) (AFAs) are mutual agreements between law firms and clients in which the billing for legal services does not rely solely on traditional hourly billing. AFAs include fixed, contingent, hybrid, and other creative fee arrangements. They are intended to reflect what is fair and reasonable to both the client and lawyer based on the value the client receives from the legal services and how the client perceives the value.

#### **Alternative Legal Services Providers:**

Alternative Legal Services Providers (ALSPs) refers to individuals who are not attorneys, and businesses other than law firms, providing some type of legal service to the public. Washington's LLLTs are an example of regulated ALSPs. [LegalZoom](#) and [Rocket Lawyer](#) are examples of unregulated ALSPs. [The Relevant Lawyer](#), Chapter 3, p 63.

#### **American Bar Association:**

The [American Bar Association](#) (ABA), founded in 1878, is a voluntary professional organization committed to supporting the legal profession with practical resources for legal professionals, improving the administration of justice, accrediting law schools, establishing model ethics codes, enhancing diversity, and advancing the rule of law throughout the United States and around the world. Membership is open to lawyers, law students, and others interested in the law and the legal profession.

#### **Artificial Intelligence:**

Artificial intelligence (AI) is the use of technology to automate systems to limit the direct ongoing involvement of humans in certain steps of a matter. Uses for AI in the law include automated intake forms, data-mining in e-discovery, legal research, predictive coding, online dispute resolution, eMediation, document review, evidence management, trial organization, and case and law analysis. ABA, [How automation is changing the legal profession](#).

**Alternative Licensure:**

[Alternative Licensure](#) is a regulatory system that provides a license to practice law to persons who are not lawyers. Washington's LLLT regulatory scheme exemplifies an alternative licensure regulatory system. See the [National Organization of Bar Counsel](#) (NOBC) summary [table](#) of status of alternative licensure programs.

**B****Big Data:**

"Big data" is defined as data of sufficient volume, complexity or velocity that exceeds the capability of conventional current technology or methodology to process or analyze conventionally. To help meet the challenges, a multi-disciplinary area of data science has been tapped to pick up where conventional methods leave off. [ABA Section of Science & Technology Law: Big Data](#).

**Business Process Analysis:**

Business Process Analysis (BPA) is the review and assessment of business processes and procedures to identify inefficiencies and obstacles for delivery of high quality and affordable services. "The seven basic business processes in a law office are production, marketing, personnel, finance, systems and technology, communication, and managing." ABA, [The Seven Basic Business Processes in a Law Firm](#).

**C****Client-centric:**

[Client-centric](#) describes providing legal services with a focus on clients' needs.

**Collaborative Practice or Collaborative Law:**

Collaborative Practice or Collaborative Law, presently used primarily in family law cases, is a voluntary dispute resolution process enabling parties to settle matters without resort to litigation. A team of professionals that includes lawyers, mental health counselors, financial advisors, coaches, realtors, and others professionals as needed, work collaboratively to assist the parties in reaching an agreement that meets their needs. [www.collaborativepractice.com](http://www.collaborativepractice.com); <http://www.collaborativepracticemi.org/>.

**Commoditization of Legal Services:**

[Commoditization of Legal Services](#) describes the delivery of legal work that has a relatively steady volume (such as patent filings or employment litigation) at a fixed rate over a fixed period of time.

**Continuing Legal Education:**

Continuing Legal Education (CLE) refers to educational programs designed to maintain or sharpen the skills and knowledge of licensed attorneys and judges. Accredited courses typically provide updates on changes in the law, examine new areas of the law, or review basic practice and trial principles.

Continuing Legal Education programs are sponsored by state, local, and federal bar associations, law firms, law schools, and groups such as the American Bar Association and the American Law Institute.

**Convergence:**

[Convergence](#) is reducing a company's network of law firms and legal service providers from the possible hundreds that are currently on the company's roster to a selected set of preferred legal advisers. The client guarantees a certain volume of work, and in return the panel members provide increased value

through a variety of means, including fixed or other alternative fee arrangements, discounts, secondees (see “seconded”) and other “free” value-added services.

**Co-Pay Clinic:**

A [Co-Pay Clinic](#) is a nonprofit clinic that delivers legal services on a sliding-scale fee to low and moderate income populations.

**D**

**Digital Immigrant:**

A [Digital Immigrant](#) is a person born before the beginning of digital technology who was instrumental in the invention of digital technologies, such as the Internet, microchips, and cloud-based applications. They achieve goals quickly, use focused resources to build things to scale, and revitalize or repurpose existing institutions.

**Digital Native:**

A [Digital Native](#) is a person born during or after the beginning of digital technology who routinely and effortlessly uses digital technology. Digital natives are said to exhibit a willingness to collaborate across boundaries and to build “horizontal” solutions (low capital investment, reduced complexity, and smaller scaled projects).

**Digital Transaction Management:**

[Digital Transaction Management](#) (DTM) is the use of technology to manage business transactions by improving the process, increasing efficiency, and reducing cost. Electronic signature, the most common use of DTM, eliminates the need for scanning originals, obtaining ink signatures, and storing paper documents.

**Discrete Task Representation:**

Discrete Task Representation refers to a lawyer performing specific, limited tasks, instead of handling all aspects of a matter. Discrete task representation is often referred to as the “unbundling” of legal services. “Depending upon the context, the availability of unbundled legal services allows clients to limit their legal costs by coming to a lawyer for specific advice and paying for only that, without having to pay the lawyer the added expense of drafting an agreement, conducting negotiations, filing an appearance, going to court, or preparing additional pleadings.” SBM Informal Ethics Opinion [RI-347](#).

**Disruptive Innovation in the Law:**

[Disruptive Innovation in the Law](#) refers to the changes rapidly reshaping the legal profession. The changes most commonly cited are globalization of economic activity, the rise in information technology, and the blurring of traditional boundaries defining the professions. To be [drivers of positive change](#) rather than the unconscious victims of disruptive innovation, law firms are encouraged to experiment in three areas: (1) structure—accommodate experiments in new models for delivering legal services; (2) attorney-client relationship—provide greater value to clients through [AFAs](#), new work flow systems that deliver legal services efficiently and consistently, and the use of emerging technologies; and (3) collaboration—connection and collaboration within the law firm and externally to detect the need for change.

#### Document Assembly:

[Document Assembly](#) is software used to automate preparation of legal documents to reduce preparation time and increase efficiencies.

#### Drivers of Change:

[Drivers of Change](#) consists of the “more for less” challenge, liberalization of legal services, and information technology. The “more for less” challenge refers to delivering more legal services at less cost; liberalization permits nonlawyers to provide legal services; and disruptive technologies challenge and change legal work.

## E

#### E-filing:

E-filing, short for “electronic filing,” describes the submission of legal documents to the court in electronic form.

#### E-learning:

E-learning is the use of simulated legal practice and virtual legal learning environments.

#### Electronic Legal Marketplace:

Electronic Legal Marketplace refers to three types of online systems used by clients and lawyers. “Online reputation systems” allow clients to share their views on the performance and levels of service of their lawyers. “Price comparison systems” put the prices and rates of different legal advisers and law firms online. “Online legal auctions” market legal services in a manner made familiar through eBay.

#### Enhanced Member Directory:

An Enhanced Member Directory is one in which the member can provide additional professional information, such as practice areas, a biography, links to publications, and awards. The [State Bar of Michigan’s enhanced directory](#), powered by [zeekbeek](#), is an online legal marketplace where consumers can find lawyers, and lawyers, legal professionals, and law students can connect with each other. Developed in partnership with the State Bar of Michigan, zeekbeek® is the first online, bar-centric site created to improve consumer access to legal services and also address the needs of practicing lawyers.

#### Entity Regulation:

[Entity Regulation](#) describes the regulation of entities that provide legal services, rather than the traditional regulatory scheme that only regulates attorneys. The regulated entity (law firm) must run the business and employees must carry out their role in the business effectively and in accordance with proper governance, including clear reporting lines, as defined by the regulator. The regulator can refuse to authorize an entity if it is not satisfied that the governance arrangements are adequate to safeguard the regulatory objectives. The UK has adopted entity regulation as part of the changes initiated by the Legal Services Act of 2007. Australia, Canada, England, and Wales presently use some form of entity regulation.

## F

#### Fee Shifting:

[Fee Shifting](#) laws require a party to pay the attorney’s fees incurred by the opposing party in a litigation matter. Fee shifting is designed to attract lawyers to public interest cases. Michigan follows the

American Rule, which allows an award of attorney's fees if expressly authorized by statute, court rule, or a recognized court-made exception. Examples include Michigan's offer of judgment rule, [MCR 2.405](#); case evaluation sanctions, [MCR 2.403](#); fee awards in domestic relations cases, [MCR 3.206\(C\)](#); and the Michigan Civil Rights Act, [MCL 37.2801](#).

## G

### Gamification:

Gamification is the use of digital game mechanics and techniques in non-game applications. In the context of the law, gamification would take a process such as filling out an online client intake form and add entertaining game elements that would motivate the client to complete the form. [The Relevant Lawyer](#), Ch 7, p 126.

### Gatekeeper:

A Gatekeeper assists unrepresented persons with their legal needs by directing them through the process and assisting with the completion of pre-printed standard forms approved for use in the legal court system. See also "Lay Navigator."

## H

### Holistic Defense:

[Holistic Defense](#) is an innovative model of public defense pioneered by The Bronx Defenders that combines aggressive legal advocacy with a broader recognition that "for most poor people arrested and charged with a crime, the criminal case is not the only issue with which they struggle."

## I

### In Pro Per:

A person proceeding "in pro per" is someone who is attempting to resolve a legal matter without the assistance of a lawyer. See also "Pro se" and "Self-Represented Litigant."

### Indigent Defense:

[Indigent Defense](#) refers to the right to legal representation afforded under the Sixth Amendment of the United States Constitution, and is deemed a primary safeguard of a defendant's rights within the criminal justice system.

### Insourcing:

[Insourcing](#) describes a trend by corporate legal departments to control budgets and cut costs, including limiting the use of outside counsel/law firms. General counsel and other inside lawyers are used directly to address legal, ethics, public policy, corporate citizenship, and other concerns, relying on technology to improve their internal infrastructure to support insourcing. Insourcing advocates cite the benefits of the inside counsel's exclusive service orientation to the company and deeper understanding of the corporate business.

## K

### Kaizen Event:

A [Kaizen Event](#) is a one-week improvement blitz aimed at overhauling a core work process to increase efficiency, improve customer satisfaction, and cut costs. The term kaizen is Japanese, meaning to change (kai) for the better (zen).

### Knowledge Management for Law Firms:

[Knowledge Management for Law Firms](#) (KM) is the process of connecting people to tacit and explicit knowledge they need to do their job. Factors driving the adoption of KM are found [here](#). KM is [who and what we know and how we operate](#). KM can involve a [wide array of activities](#), including document management, records management, precedent development, legal research, business or competitive intelligence, CLE and professional development, Intranet deployment, e-Discovery support, project management, client support (virtual deal rooms), document automation, and the creation of smart systems for clients. The [KM tools](#) needed by a lawyer vary depending on responsibilities.

## L

### Latent Market for Legal Services:

A [Latent Market for Legal Services](#) is an untapped market for legal services with ready consumers, often estimated in the U.S. at \$45B annually. [Data](#) indicate that 50 percent of the middle income households in the U.S. experience one legal problem per year, but only 20 percent seek legal assistance from an attorney, while 26 percent do nothing.

### Lay Navigator:

A Lay Navigator is a person or entity trained to assist unrepresented litigants through the legal maze of their particular legal issue(s) and integrates them into a triage system, such as currently operating [Legal Assistance Centers](#) and [Michigan Legal Help](#). [New York State](#) has recently implemented a Lay Navigator program on a trial basis.

### Lean Law:

The objective of [Lean Law](#) is the removal of waste to focus on processes that add value to consumers of legal services. Lean Law requires [creative thinking](#) about the delivery of legal services to generate greater value with fewer resources by optimizing the use of technologies to improve processes to deliver legal services faster, more reliably, and less expensively.

### Legal Aid:

[Legal Aid](#) refers to non-profit organizations that provide free legal services to low-income persons.

### Legal Health Checkup:

A Legal Health Checkup is a system to help people identify everyday legal problems that may be harmful to healthy living and to get help for them. Examples of such programs include [Ontario's programs](#) funded through legal aid and the California Bar's [Legal Health Checklist](#).

### Legal Incubator:

A [Legal Incubator](#) is a post-graduate program to support and assist law school graduates in starting their own solo, small firm, or non-profit practices. Incubator participants receive the infrastructure and basic training needed to get their practices up and running, and serve the local community's legal needs at an affordable cost. *Incubator Guide*, The California Commission on Access to Justice, p 3.



**Legal Operations:**

[Legal Operations](#) describes a multidisciplinary field of professionals collaborating to design and build systems to manage legal problems. The intended result of the collaboration is to accomplish the legal goal better, faster, and cheaper.

**Legal Process Outsourcing:**

[Legal Process Outsourcing](#) (LPO) is the use of a third party to complete tasks which have traditionally been completed by an attorney or staff person in the firm. Often these tasks include document review, contract management, and due diligence.

**Legal Project Management:**

[Legal Project Management](#) (PM) describes a deliberate system for improving efficiency in the delivery of legal services. LPM techniques are intended to identify best practices for determining the scope of a matter, effectively communicating across the team handling the matter, managing a budget, and monitoring progress.

**LegalRnD:**

[LegalRnD](#) is a curriculum at Michigan State University College of Law dedicated to improving legal-service delivery and access across the legal industry through research and development of efficient, high-quality legal service delivery tools and systems. The LegalRnD curriculum teaches students various elements of lean thinking.

**Legal Services Act of 2007:**

The [Legal Services Act of 2007](#) was enacted by the Parliament of the United Kingdom to liberalize and transform the regulation of the market for legal services in England and Wales, to encourage more competition, and to provide a new route for consumer complaints.

**Legal Service Provider:**

A [Legal Services Provider](#) (LSP) typically refers to a non-profit organization that provides free legal services to low-income persons.

**Legal Triage:**

[Legal Triage](#) is a process for sorting through the legal needs of consumers to identify the specific legal services needed, establish a priority and system for addressing them, and refer consumers to legal services and nonlegal services providers for assistance based on the triage assessment.

**Limited License Legal Technician ( "TRIPLE LT"):**

A [Limited License Legal Technician](#) (LLLT or Triple LT) is a nonlawyer authorized through a license to deliver legal services to clients in a limited manner. The LLLT model was first developed and implemented in the state of Washington to provide more affordable legal services to persons of low or moderate income. The [Washington State Bar](#) administers the program.

**Limited Scope Representation:**

[Limited Scope Representation](#) (LSR), also "unbundling," refers to attorneys providing only discrete legal services that are agreed upon in advance, rather than full representation. LSR often involves providing legal advice, coaching and document preparation for parties representing themselves without the use of a lawyer. LSR attorneys are also used to mediate conflicts, negotiate settlements, or make limited appearances in court on behalf of clients who otherwise represent themselves in their case.

#### Low Bono:

[Low Bono](#) refers to legal services provided at a regular lower rate for services, not a discount for work performed, generally to under-represented communities.

## M

#### Mandatory Continuing Legal Education:

[Mandatory Continuing Legal Education](#) (MCLE) is a compulsory system of continuing the professional education of lawyers in order to maintain or sharpen their professional competence. Continued licensure is conditioned on compliance with the MCLE requirements.

#### Massive Open Online Course:

[Massive Open Online Course](#) (MOOC) is an [online educational course](#) with unlimited participation and open access via the [web](#). In addition to traditional course materials such as filmed lectures, readings, and [problem sets](#), many MOOCs provide interactive user forums to support community interactions between students, professors, and [teaching assistants](#) (TAs). MOOCs are a widely researched development in [distance education](#) first introduced in 2008.

#### Multijurisdictional Practice:

Multijurisdictional Practice (MJP) describes legal services provided by a lawyer licensed to practice law in a United States jurisdiction, who is not disbarred or suspended in any jurisdiction, providing legal services in another jurisdiction where the lawyer is not licensed to practice law. [MRPC 5.5](#); [ABA Model Rule 5.5](#).

#### Modest Means:

[Modest Means](#), used interchangeably with moderate means, generally refers to the economic status of individuals who do not qualify for free legal services but cannot afford the expertise of attorneys at the standard rate. To qualify for many Modest Means programs, individuals must have incomes less than or equal to 200 percent to 250 percent of the federal poverty guidelines, depending on the program. Individuals meeting the income criteria pay a significantly reduced hourly fee for legal services. The [ABA](#) has a comprehensive list of Modest Means programs offered nationally.

#### More for Less Challenge:

The [More for Less Challenge](#) refers to the need for attorneys to deliver more legal services at less cost in the face of increased competition and efficiencies enabled by technology.

## N

#### National Organization of Bar Counsel:

The [National Organization of Bar Counsel](#) (NOBC) is a non-profit organization of legal professionals whose members enforce ethics rules that regulate the professional conduct of lawyers who practice law in the United States, Canada and Australia.

## O

#### Online Dispute Resolution:

[Online Dispute Resolution](#) (ODR) uses Internet technology to facilitate the resolution of disputes between parties regarding legal matters rather than court adjudication. It primarily involves negotiation, mediation or arbitration, or a combination of all three. [Benefits](#) claimed for ODR include cost savings,

speed of resolution, convenience, and individually-tailored processes. Other terms used for ODR are Internet Dispute Resolution (iDR), Electronic Dispute Resolution (eDR), Electronic ADR (eADR) and Online ADR (oADR).

## P

### Poverty Measure:

[Poverty Measure](#) is the method used by the federal government to measure poverty.

### Practice Management and Case Management Programs:

[Practice and case management software](#) automates the management of client and case information, including contacts, calendaring, and documents, as well as billing. Many programs link with personal digital assistants (PDAs). The software is increasingly Internet-based, providing access to all features at any time and anywhere. View ABA Software comparison chart [here](#).

### Practice Management Software:

Legal [Practice Management Software](#) automates all the relevant information about a case or matter—calendaring, task management, people management, and case/matter management—so that litigation and transactions can be easily accessed.

### Predictive Coding:

“[Predictive Coding](#)” is the use of keyword search, filtering, and sampling to automate portions of an e-discovery document review. The goal is to reduce the number of irrelevant and non-responsive documents that need to be reviewed manually.

### Pricing Professional

A [Pricing Professional](#) is part of the law firm leadership whose areas of responsibilities include alternative fee arrangements (AFAs), profitability analysis, RFPs, budgeting, client fee discussions, and pricing training.

### Proactive Management Based Regulation:

[Proactive Management Based Regulation](#) (PMBR) refers to software programs designed to promote ethical law practice by assisting lawyers with practice management. PMBR programs typically have three features: (1) proactive programs to complement traditional professional discipline; (2) emphasis on responsibility of law firm management to implement policies, programs, and systems designed to prevent misconduct and unsatisfactory service, referred to as an “ethical infrastructure;” and (3) the goal of improving legal services and reducing problems by establishing information-sharing and collaborative relationships between regulators and service providers.

### Pro Bono Publico Service:

Pro Bono Publico Service is the provision of “professional legal services at no fee or a reduced fee to persons of limited means, or to the public service or charitable groups or organizations. A lawyer may also discharge this responsibility by service in activities for improving the law, the legal system, or the legal profession, and by financial support for organizations that provide legal services to persons of limited means.” [MRPC 6.1](#).

### Pro Se:

Pro se litigant, or person proceeding pro se, refers to someone who is attempting to resolve a legal matter without the assistance of a lawyer. See also “In Pro Per” and “Self-Represented Litigant.”

## S

### Search Engine Optimization:

Search Engine Optimization (SEO) is the process of maximizing the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine.

### Secondee:

[Secondee](#) is a law firm lawyer hired by a corporation for a set period of time on a full-time, fixed-price basis. A secondee works in the corporation's offices and is integrated into the corporation's business and legal teams during the secondment.

### Secondment:

[Secondment](#) is the hiring by a corporation of a law firm lawyer for a set period of time on a full-time, fixed-price basis. The law firm lawyer providing the legal services to the corporation is called a secondee.

### Secure Client Portal:

A [Secure Client Portal](#) is an online storage area that offers an alternative to email for communicating and collaborating with clients.

### Self Help Legal Center:

A [Self Help Legal Center](#) is a court-based center that provides a variety of legal information and resources, e.g., court forms and glossary of legal terms, to assist self-represented litigants who wish to resolve their legal matters without the assistance of a lawyer. The Self Help Legal Center is usually free; however, there may be a charge for some forms to cover copy charges. Persons staffing a Self Help Legal Center are trained to only provide legal information and not legal advice.

### Self-regulation—Legal Profession:

Self-regulation in the legal profession is the exclusive authority by the legal profession to determine who is licensed to practice law, to set the professional standards that lawyers in the profession must adhere to, and discipline lawyers who fail to meet the required professional standards. In Michigan, the Michigan Supreme Court has the exclusive, inherent power to regulate lawyers and the practice of law, promulgate rules for admission and discipline of lawyers practicing before the state courts of Michigan, and to promulgate rules regarding the operations of the State Bar of Michigan. [Ayres v Hadaway, 303 Mich 589 \(1942\)](#).

### Self-Represented Litigant:

A Self-Represented Litigant (SRL) is a person who represents himself/herself in a legal dispute. A SRL may also be referred to as "pro se" or "in pro per." See also "Pro Se" and "In Pro Per."

### Service Delivery Framework

Service Delivery Framework (SDF) is a standard method for developing and delivering reliable solutions and services quickly and collaboratively, industrializing delivery to support high performance and consistent, predictable, and reliable solutions.

### Specialty Certification for Lawyers:

[Specialty Certification for Lawyers](#) refers to voluntary programs that are consistent with the ethical requirements of a particular licensing jurisdiction, permitting lawyers in that jurisdiction to claim achievement of a certain level of skill and expertise in a particular practice area, as evidenced by established criteria such as examinations, peer references, experience, continuing legal education, etc.

**Standardization:**

Standardization is the process of developing and implementing systematic procedures to ensure a consistent and high quality process.

**Systematization:**

Systematization is standardizing a method to accomplish desired outcomes to improve processes.

**T****Technology-Assisted Dispute Resolution Systems/Services:**

[Technology-Assisted Dispute Resolution Systems/Services](#) (TADRS) refers to the use of technology to augment alternate dispute resolution processes that exist independently of the technology.

**Technology-Based Dispute Resolution Systems/Services:**

[Technology-Based Dispute Resolution Systems/Services](#) (TBDRS) refers to those systems where technology plays an active role in conducting the dispute resolution.

**U****Unbundling:**

Unbundling, also Limited Scope Representation (LSR), refers to attorneys' providing only discrete legal services that are agreed upon in advance, rather than full representation. LSR often involves providing legal advice, coaching and document preparation for parties representing themselves without the use of a lawyer. LSR attorneys are also used to mediate conflicts, negotiate settlements, or make limited appearances in court on behalf of clients who otherwise represent themselves in the case. See Informal Ethics Opinion [RI-347](#).

**Unauthorized Practice of Law:**

The Unauthorized Practice of Law (UPL) describes the conduct of persons or entities providing legal services or representing/designating themselves as lawyers or law firms without authority to do so. See [MCL 600.916](#); [MCL 450.681](#); [MRPC 5.5](#); [ABA Model Rule 5.5](#).

**V****Virtual Law Office:**

A [Virtual Law Office](#) (VLO), also referred to as a virtual law practice, is a method used by lawyers to deliver legal services to clients using a secure, online portal. This delivery method is intended to be convenient for clients because the technology typically allows clients to access information and documents and to obtain status updates regarding their matters at their convenience. This method of delivering legal services is also referred to as [elawering](#). See also discussion about VLO [here](#).