

Paula Schaefer

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Current Academic Appointment, Leadership, and Service

University of Tennessee Winston College of Law
Interim Dean & Art Stolnitz Distinguished Professor of Law

August 2008 – present

Prior College Leadership Positions:

- Associate Dean for Academic Affairs, 2019-2023
- Inaugural Director of Winston Fellows Program, 2025-2026
 - The Winston Fellows program provides full tuition, fees, stipends, mentorship, research support, and programming for eighteen fellows in two cohorts: the Winston Public Interest Law Fellows and the Winston Business Law Fellows

Courses:

- Professional Responsibility, Civil Procedure – In Practice, Lawyering & Professionalism, Semester in Residence Seminar

Recent College Service & Leadership:

- 3+3 Degree Programs. Lead college efforts to collaborate with the Baker School for Public Policy and Herbert College of Agriculture to establish new 3+3 degree pathways, 2024-2026.
- ABA Self-Study Committee, Chair 2021-2023
- Academic Standards & Curriculum Committee, Chair 2012-2014 and 2016-2018, ex officio member 2019-2023
- Academic Success Director Search Committee, Chair 2019-20
- Assessment Task Force, 2019-2023
- Cambridge Study Abroad Program, Faculty 2017
- Communications Director Search Committee, Chair 2023
- Communications & Marketing Advisory Committee, Chair 2023-25
- Faculty Appointments Committee for Director of Center for Advocacy & Dispute Resolution, Chair 2024-25
- Faculty Appointments Committee for Director of Institute for Professional Leadership, Chair 2025
- Faculty Appointments Committee for Director of Externships, Chair 2025-26
- Governance Committee, ex officio member 2019-2023; member 2009-2010 and 2024-26
- Institute for Professional Leadership Advisory Board, 2014-present
- Strategic Plan Implementation Committee, Chair 2023-25

University Leadership & Service:

- Academic Assessment Council, 2019-present
- Provost's Tenured Faculty Advisory Council, 2023-2025
- Development Director Search Committees, 2015, 2016, 2020, 2022
- Graduate Academic Operations Group (in response to COVID-19), 2020
- SEC Academic Leadership Development Program, 2019-2020
- University of Tennessee Visioning Committee, 2020-21

Professional Service & Leadership

AALS Section on Shared Governance

- Chair 2026-2027
Founding member of section aimed at providing resources for new law faculty about their role in shared governance; helping law school deans and faculties recognize the importance of shared governance for protecting academic freedom, preserving democratic norms, and accreditation compliance; and providing comparative data and resources on law schools' faculty governance policies through a central database.

AALS Committee for Academic Freedom and Tenure

- Appointed by AALS President to a three-year term, 2023-2025

AALS Professional Responsibility Section

- Chair 2021
- Executive Committee Member, 2015-2021

Southeastern Association of Law Schools

- Program Committee, 2015-present

Contributor to the Column "Schooled in Ethics" published in the Knoxville Bar Association's monthly journal DICTA, 2010-present

Hamilton Burnett Chapter of the American Inns of Court

- Member

Multistate Professional Responsibility Exam, National Conference of Bar Examiners

- Subject Matter Expert, 2018-present

Awards & Recognition

Bass, Berry & Sims Award for Outstanding Service to the Bench and Bar, 2011, 2019

Carden Award for Outstanding Service to the Institution, 2010, 2017, 2024

Extraordinary Leadership & Service Award, 2021

Harold C. Warner Outstanding Teacher Award, 2012

DICTA Award for Outstanding Contributions to the Journal, Knoxville Bar Association, 2023

Publications

Law Review Articles and Essays

A Critical Analysis of the Attorney Well-Being Movement for Legal Educators, work-in-progress, accepted for presentation at Law & Society Annual Meeting, May 2026.

Conditional Admission and the Hazards of Lawyer Assistance Programs Operating Without Transparency or Oversight, 78 OKLA. L. REV. 169 (2026).

The Motherhood Myth, Traditional Firms, and the Underrepresentation of Women, 20 FIU LAW. REV. 287 (2025).

Collaborating to Create a 1L Professional Identity Curriculum, 20 U. ST. THOMAS L. J. 722 (2024) (with Joy Radice) (invited article).

Lawyers as Caregivers, 12 ST. MARY'S J. ON LEGAL MALPRACTICE & ETHICS 330 (2022) (invited article).

Behavioral Legal Ethics Lessons for Corporate Counsel, 69 CASE W. RES. L. REV. 975 (2019) (invited article).

Standing on the Shoulders of Giants, 86 TENN. L. REV. 647 (2019) (invited article).

"Trust Me" Versus Transparency in Civil Document Discovery, 50 U. TOL. L. REV. 491 (2019) (invited article).

Building on the Professionalism Foundation of Best Practices for Legal Education, 14 U. ST. THOMAS L. J. 320 (2018) (invited article).

Attorney Negligence and Negligent Spoliation: The Need for New Tools to Prompt Attorney Competence in Preservation, 51 AKRON L. REV. 607 (2017) (invited article).

Attorneys, Document Discovery, and Discipline, 30 GEO. J. LEGAL ETHICS 1 (2017).

In Pari Delicto Deconstructed: Dismantling the Doctrine that Protects the Business Entity's Lawyer from Malpractice Liability, 90 ST. JOHN'S L. REV. 1003 (2017).

On Balance: Leading by Leaving, 83 TENN. L. REV. 931 (2016) (invited article).

- Excerpt reprinted in: Hannah Brenner & Renee Knake Jefferson, *Gender, Power, Law & Leadership*.

A Primer on Professionalism for Doctrinal Professors, 81 TENN. L. REV. 277 (2014).

Technology's Triple Threat to the Attorney-Client Privilege, 2013 J. PROF. LAW. 171 (2013) (selected from an AALS Professional Responsibility Section call for papers).

Injecting Law Student Drama Into the Classroom: Transforming an E-Discovery Class (or Any Law School Class) with a Complex, Student-Generated Simulation, 12 NEV. L. J. 130 (2011).

Transactional Lawyers and Inadvertent Disclosure, 13 TRANSACTIONS: THE TENN. J. BUS. LAW 107 (2011).

Harming Business Clients with Zealous Advocacy: Rethinking the Attorney Advisor's Touchstone, 38 FLA. ST. U. L. REV. 251 (2011).

The Future of Inadvertent Disclosure: The Lingering Need to Revise Professional Conduct Rules, 69 MD. L. REV. 195 (2010).

Protecting a Business Entity Client from Itself through Loyal Disclosure, 118 YALE L.J. POCKET PART 152 (2009).

Books and Book Chapters

CIVIL PROCEDURE FOR THE REAL WORLD (Foundation Press forthcoming 2027).

PROFESSIONAL RESPONSIBILITY IN THE LIFE OF THE LAWYER, 3^D EDITION (West Academic Publishing 2024) (with Alex Long & Cassandra Burke Robertson).

DEVELOPING PROFESSIONAL SKILLS: PROFESSIONAL RESPONSIBILITY (West Academic Publishing 2017) (with Alex Long).

Integrating Professionalism into Doctrinally Focused Classes, in BUILDING ON BEST PRACTICES: TRANSFORMING LEGAL EDUCATION IN A CHANGING WORLD (Lexis 2015).

DEVELOPING PROFESSIONAL SKILLS: CIVIL PROCEDURE (West Academic Publishing 2013).

Recent Bar Journal Columns

Permissible Provisions in an Engagement Agreement that Can Trigger a Request to Withdraw Under TRPC 1.16(b)(5), DICTA (July 2026).

Beyond Turning Over the File: A Lawyer’s Obligation to Provide Unmemorialized Information to a Former Client and Successor Counsel, DICTA (March 2026).

Ethical Duties of Lawyers Acting as Mediators, DICTA (December 2025).

GAI Failures by Judges and Lawyers: Reflections on the Duty to Supervise, DICTA (September 2025).

Are You a Safety-Sensitive Worker? DICTA (May 2025).

Refereed Business Law Journal Articles

Business Litigation in the Electronic Age: Recognizing and Addressing the Hazards of Privilege Disclosure Orders, 22 MIDWEST LAW J. 61 (2008).

- Award for Best Article in 2008 Volume

Overcoming Noneconomic Barriers to Loyal Disclosure, 44 AM. BUS. L. J. 417 (2007).

- Hoeber Award Recipient for Outstanding Article

Prior Professional Experience

University of Central Missouri August 2004 – May 2008
Assistant Professor of Business Law
Harmon College of Business Administration
Courses: Graduate and undergraduate business law and business ethics courses

Bryan Cave LLP August 2002 – August 2004
Associate
Commercial Litigation Practice Group; Appellate Practice Group

Shook, Hardy & Bacon LLP August 1997 – August 2002
Associate
Business Litigation Section

Supreme Court of Missouri August 1996 - July 1997
Law Clerk to the Honorable Ann K. Covington

Bar Admission

Tennessee; Missouri (inactive status); Kansas (inactive status)

Education

University of Missouri School of Law

Columbia, Missouri

Juris Doctor, 1996

Notable Honors:

- Order of the Coif
- Missouri Law Review, Note & Comment Editor
- Charles G. Young, Jr. Memorial Award for Best Work in Professional Responsibility
- Guy A. Thompson Prize for Best Case Note

University of Missouri

Columbia, Missouri

Bachelor of Arts with Honors in Political Science, Magna Cum Laude, 1993

Notable Honors:

- Phi Beta Kappa
- Senior Honors Thesis, Campaign Finance for Statewide Office: Toward Reform in Missouri
- Curators Scholar, McNair Scholar

Selected Academic Presentations

A Critical Analysis of the Attorney Well-Being Movement for Legal Educators, Law & Society Annual Meeting, San Francisco, California, May 30, 2026.

Regulating Attorney Well-Being, Hamilton Burnett Chapter of the American Inns of Court, Knoxville, Tennessee, May 12, 2026.

Licensure and Pathways to the Legal Profession, Orr Symposium: Closing the Rural Justice Gap: Innovation and Regulatory Reform, Knoxville, Tennessee, April 16, 2026 (moderator).

Labeling Lawyers Safety-Sensitive Workers, Faculty Exchange, Georgia State University College of Law, Atlanta, Georgia, February 16, 2026.

Faculty Governance: A Crucial but Often Overlooked Component of the Law Professor's Professional Life, AALS Annual Meeting, San Francisco, California, January 8, 2025 (organizer and moderator).

Leadership in the Bar and Our Communities, A Symposium on Leadership in Law and Lawyering, University of Tennessee College of Law Institute for Professional Leadership, Knoxville, Tennessee, October 25, 2024 (moderator).

Attorney Well-Being Discussion Group, Southeastern Association of Law Schools Conference, Fort Lauderdale, Florida, July 25, 2024.

Mindfulness: What it Means to Us and How We Teach It, Southeastern Association of Law Schools Conference, Fort Lauderdale, Florida, July 23, 2024.

Integrating Attorney Well-Being into the Professional Responsibility Curriculum, Conference on Professional Responsibility and Professional Identity Formation, Holloran Center for Ethical Leadership in the Professions, University of St. Thomas School of Law, Minneapolis, Minnesota, April 20, 2024.

Teaching Tips for New Law Professors: How to Incorporate Professional Identity Formation in Your Teaching, Foundation Press Webinar, August 23, 2023.

From Student to Lawyer: Infusing Professional Identity Formation into the Required Curriculum, Southeastern Association of Law Schools Conference, Boca Raton, Florida, July 26, 2023.

Mindfulness in Legal Education, Southeastern Association of Law Schools Conference, Boca Raton, Florida, July 26, 2023.

Creating a Professional Identity Curriculum for 1Ls through Collaboration, Holloran Center for Ethical Leadership in the Professions, University of St. Thomas School of Law, Minneapolis, Minnesota, April 22, 2023 (with Joy Radice).

Gender, Power, Law & Leadership Roundtable, 7th Global Meeting on Law & Society, ISCTE University Institute of Lisbon, Lisbon, Portugal, July 15, 2022.

Big Law, Big Discovery, Big Trouble: Arnold & Porter and the Opioid Discovery Controversy, Jacob Burns Center for Ethics in the Practice of Law, Cardozo School of Law, April 7, 2022.

Lawyers as Caregivers, St. Mary's Twenty-First Annual Symposium on Legal Malpractice & Ethics, San Antonio, Texas, January 28, 2022.

From Watergate to Insurrection: Fifty Years of Legal Ethics in the U.S., American Association of Law Schools, January 7, 2022 (with John Dean, Ted Lieu, and others; organizer and moderator).

Professional Responsibility in Our Turbulent Times, Southeastern Association of Law Schools Conference, Amelia Island, Florida, July 29, 2021.

Incorporating Racial Justice Issues in the Classroom, Southeastern Association of Law Schools Conference, Amelia Island, Florida, July 26, 2021.

Roundtable with John Dean and Professional Responsibility Professors, Professional Responsibility Section, AALS, May 12, 2021 (organizer and moderator).

Effective Individual and Institutional Responses to Bias, Women's Leadership in Academia Conference, University of Virginia School of Law, Charlottesville, Virginia, July 18, 2019 (with Melanie Wilson, Teri Baxter, and Joy Radice).

Behavioral Legal Ethics Lessons for Corporate Counsel, Leet Symposium: Fiduciary Duty, Corporate Goals, and Shareholder Activism, Case Western Reserve University School of Law, Cleveland, Ohio, November 2, 2018.

"Trust Me" Versus Transparency in Civil Document Discovery, Toledo Law Review Symposium on the Role of Technology in Professional Advice, University of Toledo College of Law, Toledo, Ohio, October 12, 2018.

Leadership Challenges and Solutions Over the Course of a Career, Women's Leadership in Academia Conference, Athens, Georgia, July 19, 2018 (with Melanie Wilson and Joy Radice).

Attorney Negligence and Negligent Spoliation, Akron Law Review Civil Discovery Symposium, University of Akron School of Law, Akron, Ohio, April 6, 2018.

The Ethics of Legal Education, American Association of Law Schools Annual Conference, San Diego, California, January 6, 2018 (organizer and moderator).

Reinforcing Student Understanding of Civil Procedure Using Skills Exercises, San Diego, California, January 5, 2018.

Building on Best Practices: Professional Identity, Role Assumption, and Other Professional Skills Across Learning Experiences, Midwest Clinical Legal Education Conference, Lawrence, Kansas, October 14, 2017 (with Melanie DeRousse and Carolyn Kaas).

Integrating Professionalism Throughout the Curriculum, Villanova University School of Law, Villanova, Pennsylvania, March 29, 2017.

Building on the Professionalism Foundation of Best Practices for Legal Education, Symposium on the Next Steps of a Professional Formation Social Movement in Legal Education and the Legal Profession, University of St. Thomas School of Law, Minneapolis, Minnesota, February 18, 2017.

Selected Presentations to the Bar & Community

Attorney Supervisor Ethics and Generative AI, Knoxville Latino Bar Association, Día de los Muertos CLE, Knoxville, Tennessee, November 2, 2025.

Ethics Rules Every Corporate Lawyer Should Know, KBA Corporate Counsel CLE, Knoxville Bar Association, Knoxville, Tennessee, September 25, 2025.

Ethics of Entity Formation in Tennessee, TBA Business Law Forum 2025, Tennessee Bar Association, Nashville, Tennessee, April 24, 2025.

Attorney Ethics in the Use of—and Refusal to Use—Generative Artificial Intelligence, Día de los Muertos CLE, Knoxville Latino Bar Association, Knoxville, Tennessee, November 3, 2024.

The Changing Ethical Landscape for Business Lawyers, University of Tennessee College of Law, Knoxville, Tennessee, September 20, 2024 and November 1, 2024 (with Lonnie T. Brown, Jr.).

Professional Conduct Issues in Succession Planning, Hamilton Burnett Chapter of the American Inns of Court, Knoxville, Tennessee, April 9, 2024.

The Motherhood Myth, East Tennessee Lawyers Association for Women, Knoxville, Tennessee, January 31, 2024.

Government Ethics for New Tennessee Legislators, Baker Center for Public Policy, University of Tennessee, January 4, 2023 (with Doug Overbey).

Government Lawyer Ethics 2022, Nashville Bar Association Government Practice & Professionalism Institute, Nashville, Tennessee (via Zoom), December 9, 2022.

2022 Attorney Ethics Update, University of Tennessee College of Law, Knoxville, Tennessee, October 21, 2022 (with Lonnie T. Brown, Jr.); Tennessee Attorney General's Office, Nashville, Tennessee (via Zoom), June 16, 2022; and TENSOS Conference, Chattanooga, Tennessee, May 13, 2022 (with Alex Long).

Ethical Challenges for Government Lawyers, Nashville Bar Association Government Practice & Professionalism Institute, Nashville, Tennessee (via Zoom), December 10, 2021.

2021 Attorney Ethics Update, Tennessee Attorney General's Office, Nashville, Tennessee (via Zoom), December 9, 2021.

Knoxville Bar Association's Ethics Bowl, Program Co-Host and Contributor, Knoxville, Tennessee, 2014-2021.

Government Lawyer Ethics, Nashville Bar Association Government Practice & Professionalism Institute, Nashville, Tennessee (via Zoom), December 11, 2020.

Attorney Ethics in Appellate Practice, Tennessee Supreme Court Academy, Knoxville, Tennessee, November 4, 2020.

2020 Attorney Ethics Update, Tennessee Attorney General's Office, Nashville, Tennessee (via Zoom), October 29, 2020.

Ethical and Legal Obligations of Supervising Lawyers Under Tennessee's "Supervised Practice" Rule, Knoxville and Memphis, Tennessee, May 20, 2020 (with Jodi Wilson and Brad Morgan).

Ethics for Government Lawyers, Nashville Bar Association Government Practice & Professionalism Institute, Nashville, Tennessee, December 18, 2019.

Ethics in Civil Litigation Practice, Tennessee Defense Lawyers Association Conference, Knoxville, Tennessee, September 20, 2019.

Gender Bias and Professional Conduct Obligations: A Practical Approach, ETLAW, Knoxville, Tennessee, July 25, 2019.

2019 Attorney Ethics Update, Tennessee Attorney General's Office, Nashville, Tennessee, June 13, 2019.

Professional Conduct Obligations, Gender Bias, and the Legal Profession, ETLAW & Law Women CLE Program, Knoxville, Tennessee, April 17, 2019.