



**UNIVERSITY OF MISSOURI
GUIDELINES FOR OUTSIDE COUNSEL
2013**

INTRODUCTION

We appreciate your willingness to assist us in representing the University of Missouri, the state's land-grant, public research and doctoral level institution. You have been asked to do so because of your demonstrated professionalism and expertise.

These guidelines are intended to summarize certain basic principles concerning the retention of outside counsel by the University System's Office of General Counsel ("OGC") and to give structure and predictability to our relationship. Our goal is to provide quality legal representation in a cost effective manner. As a public institution we must expend resources efficiently and we look forward to working with you as our partners to achieve this goal while together we provide best-in-class legal services.

THE RELATIONSHIP

In order to assist you in representing the University, one of the attorneys from our office has been (or will be) assigned to supervise the representation and to act as your in-house liaison. This attorney will be your principal contact with the University and its employees. The supervising attorney will facilitate client contacts, approve your budget(s), participate in drafting and review of significant documents and court filings, assist with discovery, attend meetings, depositions and trial where appropriate and review your invoices. We expect that your contact with the supervising attorney will be such that we will have no surprises as to strategies, outcomes, or fees and expenses.

All matters between outside counsel and the University shall be handled through the OGC. Outside counsel shall not accept retention or assignments from other University employees or representatives without the approval of the OGC. This does not apply to workers' compensation related matters or subrogation cases referred by Risk and Insurance and Management.

If you have been hired to assist us in litigation, we anticipate at least the following meetings with your supervising attorney:

- Initial meeting with supervising attorney from our office
- Initial case evaluation and proposed budget
- Pre-mediation meeting and mediation

- Pre-trial meeting
- Post-trial meeting

Additionally, the supervising attorney should be provided for review, in advance, significant documents such as dispositive motions and mediation statements. The supervising attorney will assist you in complying with discovery obligations, including e-discovery, so as to ethically and efficiently meet the University's obligations in this regard. Legal research memoranda, major motions and similar documents may already exist in our office's document bank. Please consult with the supervising attorney before undertaking any significant fact or legal research.

COMMUNICATION

Absent other arrangements, in each matter the supervising attorney should routinely receive copies (electronic format preferred) of:

- All substantive pleadings
- Copies of legal research or factual investigative memos
- Summaries of written discovery responses, including medical records, which address how the information may affect previous assessments of liability and damages
- Risk and Insurance Management may also request information or other reports.

POTENTIAL CONFLICTS OF INTEREST

We expect our outside counsel to be vigilant in identifying and avoiding conflicts of interest, or the appearance of such conflicts. Outside counsel must discuss any existing or potential conflict with the supervising attorney at the onset of the representation or as soon as the conflict or potential conflict becomes apparent. All potential or actual conflicts must be resolved to the satisfaction of the General Counsel before the representation may begin or continue. Should the University elect to waive the conflict, it will do so in writing. Any such waivers will be granted on a case-by-case basis. In no case will the University agree in advance to a blanket waiver of unknown future conflicts involving the assertion of a claim or charge against the University.

BUDGETS

General. We ask that we be presented with no surprises with respect to the cost and expense of legal work on behalf of the University. Unless waived by the OGC, counsel should present anticipated budgets and strategies for discussion at an early stage of the representation and on a regular basis thereafter.

The Initial Budget. The initial budget estimate should be provided within 30 days of assignment to outside counsel. No separate budget is necessary for matters estimated to require fewer than twenty (20) hours of attorney time or less than Ten Thousand Dollars (\$10,000.00) in total fees and expenses; provided, however, that if such matters approach the twenty (20) hour or

\$10,000.00 threshold, a budget should be submitted before the applicable threshold is reached.

Format. All budgets must contain the scope of work, broken out by tasks, with the estimated fees and expenses allocated to each task, and the names of attorneys and paralegals with their proposed billing rates for each task, if possible. ABA task codes may be used, but are not required.

Revisions. Revisions to budgets should be done as soon as possible and before exceeding an existing budget.

Proposed Rates. As a publicly funded university, we expect you will give the University the most favorable hourly rate that you and your firm give to any other similar client (e.g., a university, school district or not-for-profit organization). Rates should not be increased without pre-approval of the supervising attorney.

Non-Attorney Expenses. Experts should be approved in advance and requests for the use of an expert should include a budget for the work. If you anticipate computerized research for which you expect the University to pay, this must be included in your budget and approved by the University.

Alternative Fee Arrangements. We are open to proposals for alternative fee arrangements such as consultation retainers, pricing by subject matter or task, and welcome such proposals.

STAFFING

Number. In general, your work on University matters should be staffed with the minimum number of attorneys consistent with high quality legal services. Generally, no more than one partner and one associate should be assigned to a matter without the permission of this Office.

Staffing of meetings, depositions, mediations and arguments should be as efficient as possible. In general, only one person from the firm should attend unless more are required to accomplish the purpose and the firm has obtained prior approval from the supervising attorney.

Level. All matters should be handled at the most cost effective level (partner, associate, paralegal, clerk or secretary) consistent with such high quality legal services. Partner time should be billed only for partner-level work, e.g. sophisticated legal work requiring partner-level experience and expertise; associate time only for associate-level work; and paralegal time for non-clerical work. Generally, cases/matters should be assigned to an attorney that has the lowest billing rate, while still possessing the requisite experience and expertise to handle the matter with a high degree of quality. Bills should indicate the person doing the work and detail the work sufficiently so that it is clear that the level of work is appropriate to the level of the person performing it.

Continuity. The initial budget should identify who will be working on the matter and the role each is expected to play. Generally, lawyers initially assigned to a case/matter should

remain assigned to it, absent extenuating circumstances. If staffing changes, it should be first approved by the supervising attorney. Similarly, lawyers should not be assigned to a case/matter on a “spot” or one-time basis, absent extenuating circumstances and approval from the supervising attorney. The University should not be charged for transition or learning time from such staffing changes.

Work by OGC. Outside counsel should consider what tasks can/should be handled by inside counsel and offer inside counsel the opportunity to perform them.

BILLING

General. We expect your invoices to show the same high quality and care you take with your legal work. Fees and expenses should be reviewed by the appropriate firm attorney before the bill is submitted to the University. Fees and expenses, or portions thereof, that are not necessary for the task or are inconsistent with these guidelines should be deleted or modified before they are submitted to the University. Your invoices and the fees and costs you submit should be such that you would be satisfied if you were the one billed for them and such that you will not be concerned if they are audited or made publicly available.

Fees. The hourly rates to be charged by attorneys, paralegals and other professionals should be stated at the outset of the representation, agreed to by the supervising attorney and included in any budget or budget revision. As a public university, we expect you will charge the University no more than the most favorable hourly rate that you and other members of your firm provide to any other client. Rates should not be increased without the pre-approval of the supervising attorney.

Invoice Information. All bills should contain at least the following information on fees:

- The date the task was performed
- The name of the person performing the task
- A brief but detailed and specific description of each individual task
- The time devoted to each task recorded in one-tenth of an hour increments
- The cost of each task

Descriptions of tasks should be sufficiently detailed so that OGC can readily understand what was done and why it took the amount of time charged for it without further reference to other items or descriptions. General or cryptic descriptions of tasks will not be paid without further explanation. Impermissible descriptions include “review file”; “review correspondence”; “interoffice conference”; “draft pleadings”; “draft discovery”; “phone call with” an individual; etc.

Block Billing. There should be no summary or combined billings for the day. Each task should be set out separately with an amount of time associated with it. Block-billed time records that lump together several tasks with a single total for the time spent to perform those tasks are not acceptable and will be returned for further clarification.

Legal Research. Legal research time should be billed separately, with each topic researched identified, the time spent researching that topic, and whether the research was done via Lexis or Westlaw.

Summary Information. Bills should contain a summary for the period covered by the bill of time and charges for each person billing and indicating the amount of the budget and the total fees and expenses invoiced to date.

Prohibited Fees. Fees for the following time will not be permitted:

- Preparation of budgets, invoices or responses to billing questions
- Clerical (as opposed to attorney or paralegal) work performed by attorneys or paralegals
- Training or educating of personnel
- Administrative time
- Basic research on matters presumed to be within the firm's expertise, e.g. local rules
- Unnecessary internal conferences about a University matter
- Miscellaneous charges

Expenses. In general, bills should contain an itemization of disbursements and costs, including the date incurred and at whose request each disbursement was made. Unless otherwise specifically addressed by these guidelines or pre-approved in writing by the supervising attorney, an expense is to be billed at the firm's actual out-of-pocket cost. Out-of-pocket expenses for amounts larger than seventy-five dollars (\$75.00) must be accompanied by receipts.

Travel Related Expenses. Expenses for lodging, meals and transportation are to be at reasonable rates. The University will not reimburse the cost of air travel other than coach and expects that travel arrangements will take advantage of any cost-effective discounts or special rates, including planning ahead to get lower fares. Out of town mileage will be reimbursed at the current rate applicable to University personnel. [Reimbursement Rates for Employee Travel](#)

Prohibited Expenses. The following charges are not permitted:

- Secretarial, word-processing, proofreading, or other clerical services
- Photocopy expenses at more than actual cost or 10 cents a page, whichever is less, (unless specifically authorized)
- Internal computer time
- Lexis, Westlaw, or other computerized research unless approved in advance by the University
- Costs associated with the maintenance of offices
- Local telephone expenses
- Local travel
- Local outgoing or any incoming faxes
- Other overhead or capital expenses
- Unidentified or "Miscellaneous" charges
- Meals unless related to out of town travel
- Messenger invoices

- Postage
- Fax Charges
- Entertainment or personal expenses

Frequency. Bills must be sent quarterly unless some other billing frequency is agreed to by the supervising attorney.

RESEARCH

The results of all research should be forwarded to OGC for potential future use.

COMPLIANCE

Unless these guidelines have been followed, the University may withhold or refuse to pay all or portions of noncompliant bills.

CONCLUSION

We look forward to working with you. We hope you find these guidelines helpful and welcome any suggestions as to how they may be improved. If you believe one or more of the guidelines should be modified in light of your particular facts and circumstances, please give us a call. We will confirm the approval of any modifications in writing.

Thank you for your service to the University of Missouri.

THE UNIVERSITY OF MISSOURI
OFFICE OF GENERAL COUNSEL