

Law Firm Practice



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Index of Narratives

A. Northeast Firms

Employer	Alumnus/a	Location	Practice	Page
Cravath Swaine & Moore	Yaw Amin J.D. 2010	New York, NY	Litigation	29
ESOP Plus	Robert Brown, LL.B. 1970	Rochester, NY	ESOP and employee ownership	29
Davis O'Sullivan & Priest	Lisa N. Davis, J.D. 1990	New Haven, CT	Estates & Probate, Elder Law, Special Needs Trusts, Nonprofit Organization Law	31
Dechert	Ella Detrizio, J.D. 1984	Princeton, NJ	Business/ Corporate Law, Securities, Venture Capital	33
Skadden Arps Slate Meagher & Flom	Regina Olshan, J.D. 1989	New York, NY	Employee Benefits and Executive Compensation	34
Wachtell, Lipton, Rosen & Katz	David A. Schwartz, J.D. 1995	New York, NY	Antitrust Law	35

B. Mid- Atlantic Firms

Employer	Alumnus/a	Location	Practice	Page
Dechert	Brian Savage, J.D. 2009	Philadelphia, PA	Antitrust/ Competition	36
Guerrieri, Clayman, Bartos & Parcelli	Jeffrey A. Bartos, J.D. 1990	Washington, DC	Labor Law (Union-Side)	36
McGuireWoods	Tennille J. Checkovich, J.D. 2001	Richmond, VA	Appellate Litigation, Business and Securities Litigation, Environmental Litigation and White Collar Crime	38

C. Southern Firms

Employer	Alumnus/a	Location	Practice	Page
Sutherland Asbill & Brennan	Allegra J. Lawrence-Hardy, J.D. 1996	Atlanta, GA	Class Action Defense; Complex Business Litigation; Insurance; Internal Investigations; Labor& Employment; Litigation; Education, Government & Civil Rights; Crisis Management; Telephone Consumer Protection Act (TCPA)	39
Wyche	Jo Watson Hackl, J.D. 1988	Greenville, SC	Corporate, Securities, Mergers and Acquisitions	41

D. Midwest Firms

Employer	Alumnus/a	Location	Practice	Page
Goldberg Kohn	Stephanie Jacobs Luger, J.D. 2008	Chicago, IL	Banking/Finance, Business/Corporate Law, Real Estate	43
Kirkland & Ellis	Benjamin P. Clinger, J.D./MBA 2008	Chicago, IL	Mergers and Acquisitions, Private Equity, Venture Capital	44

E. Western Firms

Employer	Alumnus/a	Location	Practice	Page
Coppersmith Schermer & Brockelman	Sam Coppersmith, J.D. 1982	Phoenix, AZ	Transactional Law, Real Estate and Land Use, Business Organizations, Nonprofit Governance	45
Cozen O'Connor	Charles E. Wheeler J.D. 1978	San Diego, CA	Commercial Litigation, Insurance	46
Fenwick & West	Stuart P. Meyer, J.D. 1988	Mountain View, CA	Computer and Technology	48

F. Abroad

Employer	Alumnus/a	Location	Practice	Page
Excluded from public version				

G. Public Interest Law Firms

Employer	Alumnus/a	Location	Practice	Page
David Rosen & Associates – Thomas Emerson Fellow	Andrea Armstrong, J.D. 2007	New Haven, CT	Prisoners Rights	51
Heller, Huron, Chertkof, Lemer, Simon & Salzman	Tammany Kramer, J.D. 2002	Washington, DC	Employment Law, Discrimination, Civil Rights	52
Lewis Feinberg Lee Renaker & Jackson	Julie Wilensky, J.D. 2007	Oakland, CA	Civil Rights, Employment, Employee Benefits, Litigation, Class Action	54
Sanford & Heisler	Katherine Kimpel, J.D. 2006	Washington, DC	Civil Rights/ Liberties, Employment, Litigation, Class Action	55

INTRODUCTION

More lawyers work in law firms than in any other sector of legal practice. Recent lawyer demographics indicate that 75% of all lawyers work in law firms.¹ Law firm practice is also a very popular job choice among graduating law students. According to the National Association for Law Placement's national statistics, 51% of all law school graduates in 2013 began their legal careers in law firms.² Here at Yale, looking at our graduates' first non-clerkship job choices, approximately 60% of graduates commence their legal careers in law firms.

The purpose of this guide is to provide an overview of law firm practice by discussing the variety of law firm practice settings, offering guidance for assessing law firms, describing the law firm hiring process, and providing advice on resources useful in the law firm job search process. The guide also includes perspectives on law firm practice from alumni.

CHAPTER 1 PRACTICE SETTINGS

Although law firms come in all shapes and sizes, they still have many characteristics in common. They are for-profit associations of lawyers in the business of servicing the needs of their clients. They are typically organized as partnerships, with the partners receiving a share of the profits at the end of each fiscal year, and the associates receiving a salary. Most law firms utilize a pyramid structure, with a base of junior level associates, fewer senior associates, and a small number of partners at the top of the pyramid.

When referring to law firms, people often categorize them by size. However, the description of a law firm as "large," "mid-size," or "small" is directly tied to its location. In New York City for example, many law firms have more than 600 attorneys in the NYC office alone, and sometimes more than 2,000 attorneys in all offices combined. In that type of market, a 200-attorney firm is considered "mid-size" and a 50-attorney firm is "small." In Indianapolis, IN, on the other hand, the largest firms in the city have around 200 lawyers. A 100-attorney firm in that city is considered large, a 50-attorney firm is mid-size and a 10-attorney firm is small. As a result, it is impossible to characterize a firm's size without also understanding its geographic location.

Within each of the law firm practice settings described below, there are a multitude of legal areas of practice available to pursue. Visit the law firms section of CDO's website www.law.yale.edu/studentlife/cdostudentslawfirms.htm for links to numerous resources about legal practice areas. One of the best resources, NALP's *Official Guide to Legal Specialties: An Insider's Guide to Every Major Practice Area*, is available only in print in the CDO library. The guide provides information about 30 major practice areas and addresses issues such as where you can find attorneys who specialize in these areas; what types of clients these attorneys assist; what types of daily activities flow from these practice areas; what steps to take to prepare yourself for a career in a particular practice area; and what skills are necessary to succeed in each area of practice. Additional practice area specific resources are described in Appendix A.

¹ Excerpted from Lawyer Demographics table at http://www.americanbar.org/content/dam/aba/administrative/market_research/lawyer-demographics-tables-2014.authcheckdam.pdf compiled by the ABA Market Research Department in 2014.

² NALP Employment for Class of 2013, Select Findings, <http://www.nalp.org/uploads/Classof2013SelectedFindings.pdf>

A. Large Firms

The clients serviced by large firms are most often large multinational corporations. To serve their clients' needs, these firms are usually organized into many departments, with corporate and litigation often the two largest. Smaller departments may include tax, employee benefits (ERISA), real estate, bankruptcy, trusts and estates, intellectual property, and public finance. Because many of the legal matters addressed by these firms are substantial in size and often complex, cases are typically staffed with many attorneys. As a result, junior associates often work with a team of attorneys on a particular matter, and receive assignments and report to a more senior associate who then reports to the partner in charge of the matter. Because these firms have longstanding client relationships, associates (and sometimes even partners) are expected to handle the work of existing clients without worrying about generating new business.

Most of the companies that hire these firms are involved in business transactions that are both national and international in scope. As a result, these firms often have offices in more than one location in the U.S. and in cities throughout the world. In many firms, all of the offices operate similarly in terms of the nature of their work, the clients they serve, the salaries their attorneys earn, and the hours that they work. Other firms are comprised of many offices that operate more independently of each other. Students considering firms with multiple offices should research these issues on a firm-by-firm basis. For more about international offices, see Section F below.

Large law firms are a popular destination for Yale law students and graduates. The majority of Yale law students spend all or part of the summer after their second year with a large firm in a major metropolitan area – most typically in New York, DC or California. Many of these students will commence full-time employment with these firms after graduation or after a judicial clerkship. Results from CDO's 5th Year Career Development Survey indicate that around 50% of graduates work for law firms five years after graduation.

Yale Law students and graduates choose large firm employment for a variety of reasons, including their interest in living in a large metropolitan area; the perception that these firms have sophisticated practices, rigorous training, and offer mobility in the future; the relative ease of finding employment with these law firms by virtue of their significant on-campus recruiting presence, early hiring timetable, and constant need for new hires; and the prospect of a high income. On the flip side, alumni report that some downsides of large firm practice include the billable hour expectations; the competitiveness (triggered by the fact that the chances of making partner are slim); the lack of control over work and time; and the limited client contact for junior associates. According to CDO's 5th Year Career Development Survey, less than one third of law firm respondents report being very satisfied with their jobs. These practitioners most frequently cite inability to balance work and life, lack of control over work, and high billable hour expectations as reasons for their lack of job satisfaction.

Consult Appendix A for a list of resources to assist you in learning about large law firms. Some of the more useful resources include:

- ALM Legal Intelligence Surveys, Lists and Rankings from *The American Lawyer*, *Corporate Counsel*, *National Law Journal* (www.almlegalintel.com). Click on the "Surveys and Rankings" tab to access dozens of law firm surveys and rankings including: the A-List; AmLaw100 and 200; Global 100; Midlevel Associates Survey; Pro Bono Survey; and Summer Associate Survey. **This site must be accessed through Yale's VPN. Instructions are available at <http://its.yale.edu/services/wifi-and-networks/vpn-campus-access>.**
- *Chambers and Partners* (www.chambersandpartners.com). The Chambers Guides rank lawyers and law firms within practice areas. Select from Chambers UK, Global, Europe, USA, Asia Pacific or Latin America. Each guide is searchable by geographic location and practice area. Within each

practice area, Chambers ranks firms by designating them as “Band 1– 6,” with Band 1 ranking highest.

- *The NALP Directory of Legal Employers* (www.nalpdirectory.com). Offers information about demographics, salaries, practice areas, hiring needs and employment plans of law firms, public interest organizations, government agencies, and corporations throughout the United States.
- *Vault Career Insider* (www.law.yale.edu/vaultonlinelibrary). After creating an account, students can access Vault’s multitude of law firm rankings and can also view and download pdf versions of Vault’s many career guides, including the *Guide to the Top 100 Law Firms*, guides to top firms by location, and guides to firms by practice area.
- *Yale Law Student Summer Employment Evaluations*. Use these evaluations to get the inside scoop on law firms from your fellow students. These evaluations are available through CDO’s Career Management System, which students can access from the Quick Links section on the YLS Inside Page.

B. Mid-Size Firms

Unlike the large firms in the major metropolitan areas, whose clients are often international in scope, mid-size firms thrive on generating business from regional clients. These firms typically represent both corporate clients and individual clients in a broad array of legal areas, including real estate, general corporate and litigation, environmental law, trusts and estates, and employment law. Because of the nature of their practices, cases are staffed with fewer lawyers, commonly with an associate and a partner handling each matter. As a result, associates often receive more client contact and a role in decision-making earlier in their careers than their colleagues in the larger firms. Mid-size firms sometimes expect senior associates to bring in clients. This usually means taking an active role in the community to develop relationships with potential clients.

Because their clients are typically regional in scope, the legal work conducted by mid-size firms is dependent on the legal issues prevalent in their area of the country. For example, oil and gas law is a common specialty in Texas, computer law and intellectual property (patent, trademark, copyright, licensing) are common in Silicon Valley, water rights is predominant in Western states, regulatory and lobbying work abounds in Washington, DC, and financial and international work tends to be most prevalent in New York.

Many of the resources listed in the large firm section above will also provide information about mid-size firms. In addition, go to the Vault Career Insider (www.law.yale.edu/vaultonlinelibrary), and under the “Companies” tab, select “The Best Law Firms” to view Vault’s Top 150 under 150. Another useful resource is www.martindale.com, an online directory of law firms containing information about firms of all sizes. Search for law firms by name, location, practice area and/or firm size. Search for lawyers by name, location, practice area and/or law school attended.

C. Small Firms

Small law firm practitioners can serve as generalists or can focus on particular areas of the law, such as intellectual property, tax, real estate, or family law. Some small firms tend to be truly general practice firms, handling everything from tort matters to wills to divorces. Typical areas of practice for smaller firms include employment, family, trusts and estates, personal injury and criminal law. There are also smaller firms with practices that are very similar to large law firms. The differences are that the matters are often on a smaller scale and there are fewer people to handle the work. Because smaller firms may charge lower fees for their services, they attract more individual clients than corporate clients. In addition, smaller firms often represent clients who are plaintiffs pursuing claims against well-financed adversaries, while larger firms often defend the well-financed against these claims of wrongdoing.

Attorneys with smaller firms usually have more autonomy, more substantive work earlier in their careers, and more client contact than their counterparts in larger law firms. Attorneys in these firms are usually expected to bring clients to the firm more quickly than they would in the large firm setting. Although this is a generalization, smaller firms often place more emphasis on balancing work and personal time and less emphasis on billable hours. This is not to say that small firm practitioners do not work hard. In some firms, they work just as many hours as attorneys in large firms. However, there seems to be more of an understanding that a lawyer who has a healthy balance between her professional and personal life will be a better lawyer. In addition, attorneys in smaller firms are usually not earning the same salaries as their counterparts in larger firms.

In addition to the resources listed in the mid-size firm section above, use the following resources to learn more about small law firms:

- Fellow students with small law firm experience. Appendix E of this guide contains a list of small firms/regional firms where our students have recently worked and includes alumni and students who have agreed to serve as mentors. This list is also available on the law firms section of our website at www.law.yale.edu/studentlife/cdostudentslawfirms.htm under CDO Law Firm Resources.
- Our alumni mentor network, YLS Career Connections found on CMS (<https://law-yale-csm.symplicity.com/students/>). Using the “Employer Type” field, you can search specifically for alumni with experience in smaller firms and public interest firms.
- The interview process. Ultimately, you may need to rely more heavily on the interview process itself to get a good sense of them firms that are best suited to you.

D. Boutique Firms

Boutique firms are law firms that concentrate their work on one particular area of practice. For example, some boutique firms concentrate solely on issues relating to intellectual property, others focus only on litigation. There are some distinct advantages in working for a boutique firm, including the ability to work with and learn from experts in the field; the added respect from clients, fellow practitioners, and often judges who assume that boutique lawyers know about their field; and the high salaries that many boutique firms offer to attract attorneys with specialized skills. The disadvantages include the lack of exposure to other areas of the law in which you may have an interest; the potential inability to address tangential legal issues faced by a client; and the possibility that significant statutory or economic changes will eliminate the need for your practice.

The Vault Career Insider (www.law.yale.edu/vaultonlinelibrary) contains law firm rankings by practice area by selecting “best law firms” under the “Companies” tab. Although the lists include some general practice firms, many of the larger boutique firms are listed, especially in the intellectual property and litigation boutique sections. The *National Law Journal* authors the IP Litigation Hot List, Litigation Boutiques Hot List, and Appellate Hot List which are available to students through ALM Legal Intelligence at www.almlegalintel.com by clicking the “Surveys and Rankings” tab. **This site must be accessed through Yale’s VPN. Instructions are available at <http://its.yale.edu/services/wifi-and-networks/vpn-campus-access>.**

E. Public Interest Firms

A public interest law firm is a private, for-profit association of lawyers, like any other private law firm. However, public interest law firms are distinguished from other private firms in that their primary mission is to assist underrepresented people or causes, rather than to make money. This difference in mission creates a difference in billing practices and client selection. Clients may be chosen with more emphasis on their need for the firm’s services, and the cause to which their claim relates, than on their ability to pay.

Sliding scale fees, free work, attorney fee cases, and contingent fee cases are common. Public interest law firms can be distinguished from public interest organizations by the fact that they are not 501(c)(3) organizations, and typically do not get significant grant, foundation, or government funding.

Having said all this, the reality is that deciding whether a particular law firm fits within the definition of a “public interest law firm” is not always a simple task. For example, there are many plaintiffs’ firms who represent individuals or members of a class on various matters, including personal injury claims. While this work is often your standard personal injury work not befitting a public interest designation, it sometimes involves claims with broader social issues, such as with defective consumer products. While some may not view this work as public interest in nature, others will see it as serving the needs of the underrepresented individual against the more powerful institution. The bottom line is that the definition is somewhat fluid and the determination of an individual firm’s classification will require additional research into the firm’s overall philosophy, its clients and cases.

Typical areas of practice for public interest law firms include plaintiffs’ employment discrimination, civil rights, criminal defense, environmental law, and disability rights. Because these types of cases are often not profitable, the firm may take other types of matters, such as medical malpractice or other tort cases, to help pay the bills. Some public interest law firms specialize in class actions, while other firms represent individual plaintiffs.

These firms are typically quite small. Like other small firms, cases are usually staffed by only an associate and partner, enabling associates to receive significant responsibility early in their careers. Because of their public interest nature, attorneys in these firms do not earn the same salaries as their counterparts in larger firm settings. Some of these firms align their salaries with the federal government salary structure, with starting salaries around \$50,000. Other firms’ salaries are more similar to nonprofit organizations, with starting salaries in the mid \$30,000 range, while others approach regular private firm starting salaries. At some public interest law firms, mid-level associates may earn as much as \$135,000; at other firms, the salaries can be much lower. Billable hour requirements can run the gamut at public interest firms, with some alumni reporting annual billing between 1,700 and 1,999 hours/year and others at more than 2,500 hours/year. Read more about law firm salaries and billable hour requirements in Chapter 2 below.

In addition to the resources listed in the small and boutique law firm sections above, use the following resources to learn more about public interest law firms:

- The Public Interest Law Firms section of the CDO website (www.law.yale.edu/studentlife/cdoadvice_publicinterestlawfirms.htm)
- Harvard Law School’s Private Public Interest Firm Guide (<http://hls.harvard.edu/content/uploads/2015/08/Private-Public-Interest-and-Plaintiffs-Firm-guide.pdf>)
- www.psjd.org, which is a database of public interest employers. To locate public interest law firms, click advanced search and then select “search for employer profiles”. Select “Law Firm – Public Interest Focus” as the employer type. To narrow your search further you can select particular practice areas.

F. International Firms⁵

1. Where International Lawyers Practice

Many YLS students express interest in practicing “international law.” In a law firm setting, this may mean working for a U.S. law firm in the U.S.; working in the foreign office of a U.S. law firm; working for an international law firm either in the U.S. or abroad; or working for a foreign law firm.

U.S. law firms with international offices and international law firms (usually U.K. law firms such as Allen & Overy, Linklaters, and Freshfields) are the most likely to hire lawyers trained in the U.S. The clients serviced by these firms are usually companies based in the U.S. or conducting business in the U.S. As a result, these firms need lawyers trained in the U.S. to assist these international clients with their legal work. Foreign law firms, on the other hand, typically assist foreign clients who conduct little business in the U.S. These firms need lawyers trained and certified in their own countries. That said, lawyers assisting with international ventures may be asked to deal not only with U.S. law, but also with the equivalent laws in the other countries involved in the transaction. In these situations, U.S.-trained lawyers will typically seek the assistance of foreign lawyers. Occasionally, U.S. lawyers will become admitted to the Bar in a foreign jurisdiction.

In deciding whether to commence your legal career in the U.S. or abroad, there are a variety of factors to consider. By working for some period of time with the main U.S. office of a firm, you are likely to benefit from the training programs and the legal expertise of the attorneys, receive the most sophisticated legal work in a broader array of legal issues, establish a network in the U.S. that may prove useful in the future, and find it easier to make a lateral move to another U.S. law firm.

However, there can also be some benefits to commencing your legal career abroad. You are likely to have immediate access to a specialized area of international work and develop an expertise in that field, and you will more easily have the opportunity to network with other international practitioners. In addition, the sooner that foreign language skills are acquired and mastered, the sooner you will be able to negotiate deals, provide sophisticated legal advice on the laws of a non-U.S. jurisdiction, and generally become an indispensable element in transnational deals.

2. Typical Practice Areas

Typical areas of practice of international lawyers include international corporate (particularly mergers and acquisitions, technology and financial transactions), international dispute resolution, and international trade. In a typical M&A project, a U.S. lawyer will represent a U.S. company in acquiring one or more foreign companies. In this situation, much of the legal work will be based on the law of the foreign company’s country since that company is a creation of, and governed by, foreign law. In handling this project, the U.S. lawyer will deal with company law, labor and tax law, to name a few. She will handle very detailed negotiations over the contents of the acquisition agreement and, unless she is certified to practice in the foreign jurisdiction, she will seek the assistance of a foreign lawyer to explain the important aspects of the foreign law to the American buyer.

International corporate practice often encompasses technology issues, because an increasing portion of the U.S. international presence is driven by this sector. In a typical cross-border technology matter, a U.S. lawyer will represent a U.S. software company that licenses its technology to foreign companies or public-sector entities (i.e., Ministries, utilities or mixed public-private sector companies that are especially common in Europe). The foreign customer invariably wants their licensing agreement to be in their

⁵ This section was written with the assistance of Christopher Mesnooh ’83, partner in the Paris office of Field Fisher Waterhouse LLP.

language and governed by the law of their country. As a result, the U.S. lawyer, with the assistance of her colleagues in the foreign country, must “localize” the agreements and adapt clauses in the standard U.S.-law agreements to make them conform to local law and practice. The contract, in addition to the maintenance and professional service agreements, must then be negotiated and the technology delivered to the foreign purchaser.

Financial transactions often involve international law, as more companies in the U.S. turn to the international capital markets for raising capital and foreign companies seek capital and the prestige accorded by listing on a U.S. exchange. For example, a group of U.S.-based financial institutions might undertake the purchase and securitization of millions of dollars of mortgages owned by a group of foreign banks. Or, a foreign investment bank may need assistance with debt and equity issues into the overseas securities market. In either situation, a U.S. lawyer will write and negotiate documents to secure the transfer of money among banks, governments, and companies, making sure that the deal does not violate U.S. law or international law. In project finance deals, developing countries may seek capital for infrastructure development. U.S. lawyers may be involved in these transactions by representing investors, construction companies, financial institutions, or even local governments.

However, it is useful to note that not all international work is corporate in nature. Another area of practice where U.S.-trained lawyers are highly visible is in international arbitration, which involves an alternative way of resolving disputes, usually between companies from different countries. Initially seen as less formalized and more rapid than traditional litigation, international arbitration is particularly popular in complex areas such as construction, infrastructure projects, and contracts involving public-sector entities. A U.S. lawyer working abroad can practice in this area without being admitted to the Bar of the country in which she or he resides, which makes it a particularly appealing field. One international law firm, Herbert Smith Freehills (www.herbertsmithfreehills.com), has a summer international arbitration internship program for first-year law students in their Paris office.

Litigating in a foreign country is yet another option but, unlike arbitration, requires admission to the local Bar as well as an excellent command of the local language, since the overseas litigator will be drafting pleadings, analyzing the evidence and arguing before judges in the local language and invoking principles of local law. As a result, few American lawyers, even those in the more dynamic legal markets of London, Paris, and Hong Kong, tend to litigate on a regular basis.

Lastly, international trade law is another area of private international practice. International trade involves transactions for goods and services that cross national boundaries. Trade practice involves both the Commerce Department, which decides whether imports are being sold at a fair price, and the International Trade Commission, which decides whether imports cause or threaten injury to a U.S. industry. In the U.S., this practice is centered in Washington, DC, where most law firms have a trade practice; in Europe, much of this work takes place in Brussels (as well as the national capitals). Although some U.S. lawyers handle international proceedings before dispute settlement panels established under the World Trade Organization, most deal with U.S. laws and regulations. More specifically, the practice is largely based on administrative law, often relating to antidumping laws. A U.S. trade practitioner may represent a foreign manufacturer in antidumping proceedings on high tech products in the U.S.; advise importers, as well as foreign governments, on U.S. textile and other trade policy matters; and advise U.S. industrial exporters on U.S. countervailing duty proceedings abroad.

3. Salaries

Many U.S. law firms provide their international associates with salaries comparable to their U.S. associates. In addition, some firms will pay a cost of living allowance to associates living in expensive international cities such as London. Generally, U.S. associates working abroad earn more than their international associate counterparts working for international firms. Because firms have varying salary structures for their international associates, it is important to discuss this topic prior to accepting an international position.

4. Resources

Chambers and Partners (www.chambersandpartners.com) offers numerous international law firm directories covering the U.S., Europe, the U.K., Latin America and more. The online databases are searchable by firm name, individual attorney name, geographic location and practice area. In the practice area section, Chambers provides an overview of the practice area, ranks firms based on the practice area, and describes the work of each firm listed.

IFLR1000 (www.iflr1000.com) is an online guide to the world's leading financial and corporate law firms. The guide provides law firm and lawyer rankings by practice area and jurisdiction. After registering for free, select a country and then a particular financial practice area (including capital markets, M&A, project finance, private equity) to view rankings and descriptions of firms active in those areas.

To learn about U.S. law firms with international offices, www.nalpdirectory.com is a helpful tool. On the main search screen, check the "Law Firm" box and hit search. Then, in the sidebar "Refine/Save Your Search," scroll down to "Other Location" and then enter the international city or country name. The search results will include all NALP law firms with an international office in the location you selected.

Appendix C of this guide contains a list of foreign offices that have employed YLS students in the past five years. Appendix D contains a list of current students with experience in international firms who have offered to serve as Student Mentors to students interested in these types of opportunities.

CHAPTER 2

ASSESSING LAW FIRMS

There are thousands of law firms around the country and the world seeking to hire law students. It is up to you to determine which firm will be a good fit for you. Establish the factors that are important to you in a law firm (e.g., intellectually-challenging work, livable hours, early responsibility) and then keep them in mind as you go through the process of seeking summer and permanent employment. This chapter offers you some suggestions for what you may wish to consider when selecting a law firm and mentions resources to help you make an informed decision. In addition, use our alumni mentor network, YLS Career Connections (<https://law-yale-csm.symplicity.com/students>), to contact alumni and learn from their law firm experiences.

A. Firm "Culture"

For better or worse, you will spend more time with your work colleagues than with many of your friends and family. It is important that you respect their judgment, enjoy their company and believe that you can learn and develop into a good lawyer under their tutelage. Assess the firm's "culture." Is there a sense of

collegiality? Are doors in the office open or closed? Are there photos of family, friends or outside hobbies in attorney offices? Are the attorneys of certain political affiliations? How do the attorneys treat the support staff? What opportunities does the firm provide for social and professional interaction among attorneys? Are there opportunities to join clubs or sports teams with colleagues from work? Consider all of these factors in analyzing the firm's corporate culture and your fit within that environment.

You can assess a firm's culture yourself through the interview process, and you can gain insight from students and alumni with knowledge of the firm. Use the following resources to learn more about a firm's culture:

- Chambers Associate (www.chambers-associate.com) provides associates' views of the culture of their firms.
- The Vault Guide to the Top 100 Law Firms (www.law.yale.edu/vaultonlinelibrary) also shares insight into firm culture.
- The American Lawyer's annual Midlevel and Summer Associates Surveys (available to students through www.almlegalintel.com under the "Surveys and Rankings" tab) assess firms based on associate job satisfaction, including relations with partners and other associates, the interest and satisfaction level of the work, training and guidance, policy on billable hours, management's openness about firm strategies and partnership chances, the firm's attitude toward pro bono work, compensation and benefits, and the respondents' inclination to stay at their firm for at least two more years. **This site must be accessed through Yale's VPN. Instructions are available at <http://its.yale.edu/services/wifi-and-networks/vpn-campus-access>.**

B. Clients and Legal Issues

For many practitioners, the types of clients with whom they have contact, the amount of that contact, and the types of legal issues confronting those clients have an enormous impact on job satisfaction. Some lawyers would prefer to represent individuals, while others wish to work on behalf of large corporate clients. Legal issues addressed by attorneys representing individual clients can include family law, employment, trusts and estates, tax, tort, civil rights, and residential real estate. Attorneys representing corporate clients are more likely to be involved in corporate legal issues, including securities, mergers and acquisitions, environmental law, and commercial real estate. They may also represent the company in employment and other contract matters.

Different areas of practice require different sets of skills. Do you enjoy analyzing complex statutes and regulations? Then perhaps environmental, telecommunications, or tax law is for you. Would you prefer to have little client contact and instead spend time researching, drafting motions, and arguing in court? Then maybe you should consider appellate law. Take a close look at the work being performed by the junior associates in a particular practice group for a better understanding of what your responsibilities are likely to be. Understand what your skills and interests are and then find a practice area that best fits you. Young associates who are unsure of what practice area is best may benefit from starting with a firm that offers a department rotation system or does not assign associates right away.

The following resources can assist in contemplating clients and legal issues:

- Vault's Online Library for YLS (www.law.yale.edu/vaultonlinelibrary) has law firm rankings, including practice area rankings, in the "Best Law Firms" section under the "Companies" tab. Vault also has a *Practice Perspectives: Vault's Guide to Legal Practice Areas*, available under the "Vault Guides" tab.
- The website for Chambers USA (www.chambersandpartners.com/guide/usa/5) contains practice area definitions under "Useful Links" and also ranks law firms by practice area.

- The NALP Directory (www.nalpdirectory.com) and Martindale (www.martindale.com) enable you to search for firms by practice area.
- Print resources for learning more about law firm practice areas include NALP's *Official Guide to Legal Specialties*, *MLA's Law Firm Practice Area Summary*, *Building a Better Legal Profession's Guide to Law Firms: The Law Student's Guide to Finding the Perfect Law Firm Job*, all of which are available in CDO.
- CDO's annual Law Firm Practice Area Forum provides the opportunity for students to interact with lawyers representing dozens of practice areas.

C. Training and Development

The amount, type and quality of training that you will receive can vary from firm to firm. Learn about the training opportunities that are offered. Often, the larger law firms provide mock programs as a means of providing experience to new attorneys. Smaller firms, with cases staffed with fewer lawyers, are more likely to allow you to interface with clients early in your career and obtain more “on the job” training.

NALP's Directory of Legal Employers (www.nalpdirectory.com) provides profiles for law firms that include information about training opportunities in the professional development section. Virtually every large firm provides one or more of the following: in-house training, external firm-paid seminars, continuing legal education, organized formal mentor programs, observation opportunities, and practice group training. Most firms also offer trial advocacy training and retreats. Some firms go beyond the typical substantive training programs to also offer practical lawyering skills such as effective writing to clients and client presentations. Smaller firms also provide training and mentoring, although typically through more informal methods. For example, instead of a deposition skills workshop, a junior associate may shadow a senior associate during depositions to learn the ropes. To help determine how important training is to a firm, find out how involved partners are in the training process and how the firm credits hours devoted to training. Chambers Associate (www.chambers-associate.com) and the Vault Guide to the Top 100 Law Firms (www.law.yale.edu/vaultonlinelibrary) evaluate law firm training opportunities.

You may also wish to seek out firms who allow associates to contribute in a meaningful way to the firm and its clients. Firms who are serious about associate development have written goals for associates that list the tasks that associates should have completed at each stage of their careers. They assist their associates in meeting those goals by staffing cases leanly and making sure that associates get to work on different types of matters with a variety of partners. Find out whether and to what extent associates are involved in firm business matters. Do associates participate in firm committees? Are they involved in recruiting? Do they attend business development meetings? If so, that serves as another indication that the firm is serious about developing its associates into leaders within the firm. More and more firms are hiring professional development directors to assist associates in navigating their career paths.

The attorney review process is also an essential part of associate development. Associates are more likely to thrive in settings where their expectations are clearly defined, their performance is periodically evaluated, and they receive regular feedback on their work. Most law firms implement some type of formal and/or informal performance reviews of their associates. Many firms employ annual reviews; others conduct semi-annual reviews. A small percentage use “360 degree” evaluations, where each category of employees evaluates all others. Self-evaluation is common, with firms requiring attorneys to sum up their own performance. Find out how frequently associates are evaluated and whether they are expected to seek feedback on their own or whether partners are expected to review all associates with whom they work. Inquire about whether the firm has written goals for associates that provides tasks associates should have completed at each stage of their careers.

D. Compensation and Benefits

The most common system of base compensation for associates is the set lock-step system, where associates in each class year receive the same base salary. Least common is the pure merit system, in which firms compensate attorneys according to their performance. In addition to these two systems, firms may use a combination lock-step and merit system or a variable lock-step system with a range per class year. Among the factors that may be taken into account in systems other than the set lock-step are the number of hours billed, quality of work, pro bono hours, overall contribution to the firm through activities such as recruiting and participation on internal committees, and business development. Consult firm websites, the NALP Directory (www.nalpdirectory.com) under the “Compensation & Benefits” tab and Chambers Associate (www.chambers-associate.com) to learn about a law firm’s compensation structure.

There are different views as to which system of compensation is better. The set lock-step system may minimize competitiveness, but it does not reward outstanding performance. Although the merit system compensates star performers, it may create pressure to meet or exceed performance goals at each level. On the other hand, a merit system might allow flexibility for an attorney to receive a lower salary in exchange for working fewer hours. Ask attorneys in firms of interest to you whether and how the compensation structure affects the firm’s work environment. It is also important to understand the partner compensation system because that too can influence a firm’s culture and attitude toward training and mentoring of its associates. For example, in firms that reward partners only for their client billable hours, partners may be less willing to devote time to associate development.

Actual salary levels vary widely among firms depending on their location and size. Some students see the salaries offered by the largest law firms and forget that there are other considerations in assessing employment opportunities. There is no question that large firm salaries are extraordinary, with starting salaries in large firms in New York and California around \$160,000 plus bonus. One issue to keep in mind is that different cities can have vastly different costs of living. Although the NYC salary of \$160,000 seems fabulous, it might be surprising to find out that a \$160,000 New York City salary is equivalent to \$101,429 in Austin, TX and \$98,476 in Chicago, IL. Compare the cost of living in different cities with an online salary calculator like the one available at www.bestplaces.net/col.

First Year Associate Salaries

<u>Firm Size</u>	<u>Median</u>
2-25 lawyers	\$78,000
26-50 lawyers	\$105,000
51-100 lawyers	\$110,000
101-250 lawyers	\$105,000
251-500 lawyers	\$160,000
501-700 lawyers	\$125,000
over 700 lawyers	\$135,000

*2014 Associate Salary Survey,
NALP (2014)*

In good economic times, many firms augment associate salaries with end-of-year bonuses. These typically have a merit-based component and may take into account hours billed, quality of work, overall contribution to the firm, business development, and pro bono hours. A handful of firms expressly consider other factors such as community activities and leadership. In addition, some firms offer hiring bonuses to entry-level attorneys who have completed judicial clerkships; the overall compensation package depends on the time credited for the clerkship and the resulting class year in which the attorney is placed. Although it may not be of immediate concern to you, more firms are starting to provide longevity bonuses and sabbaticals to associates who remain with the firm for at least five or six years.

In addition to salaries and bonuses, benefits make up an important part of any compensation package. Click on the “Compensation & Benefits” tab in the NALP Directory (www.nalpdirectory.com) to view the benefits offered by firms. Typical benefits include a 401(k) plan, health and dental insurance, family leave, relocation expenses, and long term disability insurance. Some firms also provide workout facilities, on or off-site childcare, dry cleaning, meals for those working after hours, and more.

E. Billable Hours

It is also important to understand that the high salaries of the large firms come at a high price—billable hours. Law firms make money by billing their clients by the hour for their services (litigation contingency fees and other methods of billing do exist, but even associates in these areas must keep track of their billable hours). The more hours billed by the attorneys, the greater the profits for the firm. Attorneys must keep track (usually in six-minute increments) of the time they spend working on each client’s behalf. Some firms provide information about “target,” “expected,” “minimum,” or “average” billable hour requirements for associates on their NALP Directory profile (www.nalpdirectory.com) under the “Hours & Lifestyle” tab. Those figures are typically between 1,800 and 2,500 hours per year. For a detailed description of the toll it takes on your life to bill 1,800 or 2,200 hours per year, see CDO’s *The Truth about the Billable Hour* advice.

Generally speaking, students who hope to be involved in outside activities, or who simply do not wish to spend so many hours working, should consider working for a smaller firm, in a smaller city, or both. Although salaries for these firms are not as high as those offered by the largest firms, they are still more than enough to live on, and the trade-off in terms of improved lifestyle may be well worth it. In addition, a few firms are experimenting with alternative billing structures for associates such as providing more than one billable hour track. Associates can opt for the greater billable hour track thereby receiving more compensation, or they can opt for fewer hours at less pay. Time will tell how these new systems will fare.

F. Pro Bono and Split Public Interest Summer Opportunities

Pro bono comes from the Latin “pro bono publico” and means “for the public good.” The ABA defines pro bono legal services as providing legal assistance without expectation of pay to persons of limited means or to organizations in matters addressing the needs of persons with limited means. Most firms view this more broadly to include work for nonprofits and for social causes such as civil rights and the environment. Many students who decide to pursue positions with law firms specifically seek firms that offer meaningful pro bono opportunities.

Firms provide a great deal of information touting the opportunities they offer for students and attorneys to pursue pro bono work. The formats of these programs differ widely, as do the levels of commitment and organization on the part of firms. There are five main attributes to look for in assessing a firm’s pro bono program:

- A meaningful and sensible definition of pro bono
- A strongly written pro bono policy
- Institutional support and partner role models
- Associate initiative and input into pro bono commitments and firm priorities
- Crediting pro bono hours on the same basis as billable hours

Refer to CDO's *Critically Evaluating Pro Bono Policies and Programs*, for suggestions on how to evaluate a law firm's commitment to pro bono work. Additional useful resources include:

- Law firm profiles on www.nalpdirectory.com under the "Pro Bono/Public Interest" tab.
- Chambers Associate (www.chambers-associate.com), which includes pro bono as a category within each firm's profile.
- Vault's Guide to Law Firm Pro Bono Programs available online at www.law.yale.edu/vaultonlinelibrary.
- The American Lawyer's annual Pro Bono Survey available through ALM Legal Intelligence (www.almlegalintel.com) under "Surveys, Lists & Rankings". **This site must be accessed through Yale's VPN. Instructions are available at <http://its.yale.edu/services/wifi-and-networks/vpn-campus-access>.**

There are many ways to explore pro bono work during the summer, including working for a firm that offers a sponsored split public interest summer. Participating firms allow summer associates to work part of the summer at the firm and the other part at a public interest organization, with the firm paying the entire summer's salary. If you seek community focused, pro bono friendly firms, you should consider working with a firm that offers a sponsored summer program. See CDO's brochure, *Firms Sponsoring Split Public Interest Summer Programs*, for a listing of firms that offer these opportunities.

G. Diversity Efforts

Below is a list of resources you can use to learn about the efforts firms are making to increase the diversity of their attorneys and how successful those efforts have been.

- The *Minority Law Journal's* annual Diversity Scorecard (available to students through ALM Legal Intelligence at www.almlegalintel.com under the Surveys and Rankings tab). **This site must be accessed through Yale's VPN. Instructions are available at <http://its.yale.edu/services/wifi-and-networks/vpn-campus-access>.** The Scorecard contains information on minority legal staffing levels at law firms in the NLJ 350 and Am Law 200 firms.
- Vault's list of the "Best Law Firms for Diversity" and separate lists for women, minorities, LGBT, individuals with disabilities, and veterans. These lists are available online at www.law.yale.edu/vaultonlinelibrary by clicking the "Companies" tab and then "Best Law Firms".
- Vault and the Minority Corporate Counsel Association's Law Firm Diversity Database available at <http://mcca.vault.com/>. Use this database to learn more the hiring, leadership and attrition of diverse attorneys at law firms.
- Chambers Associate at www.chambers-associate.com provides information on diversity in its firm descriptions.
- NALP's *Diversity Best Practices Guide* provides best practices for diversity in the areas of leadership; retention, culture, and inclusion; professional development; and recruitment. It's available through www.nalp.org by clicking the "Resources & Initiatives" tab in the "Diversity & Inclusion" section. The guide also shares information about specific law firm diversity initiatives.
- Through www.nalpdirectory.com, you can access demographic information on firms and read descriptions of their diversity recruitment and retention efforts. According to that data, most firms participate in minority job fairs and bar-sponsored programs, recruit at schools with large minority enrollments, and communicate with law student groups. Some firms sponsor programs such as minority moot court competitions and diversity scholarships. To retain diverse attorneys, some firms make direct mentoring efforts and involve employer committees.

Sometimes simply looking at a firm's website will give you insight into their diversity efforts. For example, some firms include a specific section on diversity, which may highlight the firm's recruiting efforts, provide its non-discrimination policy, and describe its support of diverse law students and attorneys. Find out whether diverse attorneys are members of the law firm's leadership. Finally, when scheduling callback interviews, ask to meet with diverse attorneys. Ask them how the firm supports an open and affirming environment for all lawyers.

H. Work/Life Balance Policies

How firms deal with work/life balance issues is often an important consideration for students. One way to assess a law firm's work/life balance efforts is to learn about their parental leave and flexible work policies. Keep in mind that while most large firms have written policies in place, many smaller firms handle these issues just as well, but on a more ad hoc basis. In addition, remember that work/life balance policies are meaningless if the firm either implicitly or explicitly discourages attorneys from utilizing them.

Most large firms have written parental leave policies that include coverage of adoptions and children of domestic partners. In addition to offering leave, some firms provide a stipend to defray the cost of adoption. Firms may base their policies on gender or the attorney's status as primary caretaker. Find out whether a non-primary caretaker is eligible for leave. Even for those attorneys eligible for leave, whether the leave is paid and the duration of that leave will vary from firm to firm. Beyond learning the specifics of the firm's leave policy, find out what effect, if any, taking a leave has on advancement in the firm. Inquire whether attorneys who have taken a leave have continued to progress on the partnership track and/or have gone on to make partner.

Typical types of flexible work options offered by firms include part-time, telecommuting, flex-time, and job sharing, with part-time work being the most common option. Some firms require attorneys to provide justification for seeking alternative work options. Of the firms that offer these options, almost all allow them for attorneys with family obligations (children, spouses, or dependent parents); fewer firms allow attorneys to exercise these options for personal reasons. Firms may restrict the availability of an alternative work arrangement to attorneys who have worked at the firm for a specified amount of time (often one-year). In some firms, certain practice groups are more amenable to attorneys working an alternative schedule than other groups. Some firms require that a part-time attorney work a certain percentage of hours of a full-time attorney (often 60%). If the attorney exceeds his/her agreed upon hours, some firms compensate the attorney with additional time off, some provide a salary adjustment, and others add that factor when considering end of year bonuses. A few firms limit offers of partnership to full-time attorneys.

Useful resources include:

- Center for Work/Life Law at UC Hastings (<http://worklifelaw.org/>) has a variety of resources on work/life balance.
- "Cheat Sheet" by Flex-time Lawyers (<http://www.flextimelawyers.com/pdf/art3.pdf>) provides sample questions to ask prospective employers relating to the following topics: statistical and background information; partnership and advancement; leadership and accountability; business development and networking; workplace flexibility; and mentoring.
- Ms. JD (<http://ms-jd.org/>) is an online community that provides a forum for dialogue and networking among women lawyers and students.
- NALP Directory (www.nalpdirectory.com) provides information in each firm's profile, in the "Hours & Work Arrangements" tab, regarding alternative work options and non-traditional track attorneys.

- Working Mother/Flex-Time Lawyers Best Firms for Women List (<http://www.workingmother.com/content/2014-working-mother-amp-flex-time-lawyers-50-best-law-firms-women>).
- Yale Law Women’s Top Ten Family Friendly Firms List (<http://yalelawwomen.org/top-ten-list/>).

I. Partnership Track

While you may or may not intend to remain at a firm through partnership, it is still important to understand the partnership process and structure at firms. Traditionally, law firms had only one type of partner—an equity partner who shared in the profits of the firm. Now, many firms have two tiers of partnership. They have nonequity partners who do not share in the profits of the firm and are not the firm decision-makers, in addition to equity partners. Also, the number of years it takes to make nonequity or equity partner varies from firm to firm. Find out what that is. Some firms will hire lateral partners while other firms tend to promote only from within. The NALP Directory (www.nalpdirectory.com) provides partnership track information under the “Partnership & Advancement” tab. NALP has also authored *The Emergence of Nontraditional-Track Lawyer Career Paths: A Resource Guide for Law Firms and Law Schools* (www.nalp.org/uploads/2014NCMTFResourceGuide.pdf).

J. Law Firm Rankings and Reputation

As has been referenced above, law firms are ranked in a whole host of ways. Through ALM Legal Intelligence, you have access to surveys, lists and rankings including The AmLaw 100 and 200; the law firm “A-List”; the Midlevel Associates Survey; and the Summer Associates Survey, just to name a few. Visit www.almlegalintel.com under the Surveys and Rankings tab. Vault also provides various rankings (available through the Vault Online Library at www.law.yale.edu/vaultonlineibrary) including the Top 100 Law Firms; The Best 20 Firms to Work For; regional rankings; diversity rankings and more. (**ALM and Vault must be accessed through Yale’s VPN. Instructions are available at <http://its.yale.edu/services/wifi-and-networks/vpn-campus-access>.**) Chambers USA (www.chambersandpartners.com) ranks firms by practice area. While these rankings may provide you with some guidance in determining which firm is right for you, it is critical that you have some understanding of the universe of employers being ranked (typically only the largest law firms); the criteria used to create the ranking (subjective attorney opinions or objective data); and the agenda of the publisher (if any). Use rankings as one source of information about potential employers, but do not assume that just because a firm ranks well that it will be right for you.

Some students start their law firm research by gauging the relative “prestige” of law firms, and then aim to work at the most “prestigious” firm they can find. The problem with that approach is that as with beauty, prestige is in the eye of the beholder. Simply because a firm ranks #1 on the *AmLaw 100* list (for example), does not necessarily make it a better place for YOU to work than a firm that isn’t even on the list. If you want to maximize your chances of securing employment with a law firm best suited to your personality, work style, and practice interests, you cannot cut corners by relying on someone else’s definition of prestige.

K. Transition Opportunities

For some students, an important factor in selecting a law firm is what opportunities that position will afford them when they decide it is time to move on. Perhaps you want to transition to a different type of law firm, a public sector position, or legal academia after a few years. While all of these are viable options, there are certain factors you should keep in mind as you chart your career path. First, review

CDO's advice on [Maximizing your Time in Big Law](http://www.law.yale.edu/studentlife/cdoadvice_TipsBigLaw.htm) (http://www.law.yale.edu/studentlife/cdoadvice_TipsBigLaw.htm). Use our alumni mentor network, YLS Career Connections (<http://law-yale-csm.symplicity.com/students/>), to view the varied career paths of our graduates. In addition, many firms devote a section of their websites to their “alumni,” depicting the career paths of attorneys who have left their firms for other opportunities.

1. Large Firm to Small Firm or Public Interest

Most students assume that after a stint with a large, well-known law firm, smaller law firms and public interest organizations would be eager to hire them. That is not always the case. Fortunately, as a YLS graduate, you have a leg up on the rest of the market. However, what will be most important to the smaller firm or public interest organization, especially if you have worked in a large firm setting for a few years or more, is the type and quality of work you've been involved in. If you have spent four years working only on international mergers and acquisitions and are now seeking a position with a small plaintiffs' employment firm, you will likely have a challenging transition. Don't simply rest on your laurels. If you know you eventually want to work in the employment arena, take advantage of every opportunity your large firm offers to learn about that field—do pro bono projects, attend the employment group's practice meetings, participate in bar activities relating to the subject. Then, when the time comes for you to make the transition, you will have substantive experiences to point to. For public interest employers, your resume needs to demonstrate commitment to public interest; your experience with a corporate law firm may not demonstrate the needed skills or knowledge. Again, be sure you do lots of pro bono work, and maintain and cultivate contacts in the public interest community. Finally, don't get stuck with golden handcuffs—live within a tight budget knowing that once you make the transition, your big firm salary will be a thing of the past.

2. Small Firm or Public Interest to Large Firm

At some point in your job search you will likely hear that you should start with a large firm because you can always transition to a smaller firm or public interest, but that you cannot go from one of those organizations to a large firm. In terms of the ease of finding large firm work, it is true that you will never again have the Fall Interview Program, with its wealth of large firms at your fingertips. However, if your legal experience relates to the work of the large firm such that you can tell a compelling story as to why they should hire you, there is no reason that you can't make that transition. Litigators in the public interest often make smooth transitions to private practice. Similarly, attorneys who have developed knowledge of government regulation in an area of interest to a firm often make lucrative career changes. To the extent that your experience is unrelated to your desired large firm job, and you have been in that position for a significant period of time, you must work harder to change jobs. The issue is not really private versus public, but moving to fields where the skills, knowledge and contacts gained in your work experience are relevant.

3. Law Firm to Academia

If you are interested in going on the law teaching market, there are many factors that will be significantly more important to your candidacy than the type of law firm where you work after completing law school. These factors include publications, judicial clerkship experience, additional advanced degrees, and recommendations. In fact, while several years of practice experience is generally an asset in the law teaching market, candidates with four or more years often face more challenges on the market. For additional information about law teaching, read CDO's guide *Entering the Law Teaching Market* (<http://www.law.yale.edu/studentlife/cdoguides.htm>).

CHAPTER 3

GETTING HIRED

A. The Hiring Process Generally

The basic steps of the job search process are fully discussed in the *Introduction to Career Development* guide (<http://www.law.yale.edu/studentlife/cdoguides.htm>). However, there are a few aspects of the law firm job search that deserve special attention.

Large law firms in major metropolitan areas have organized summer programs for which they will hire many second-year students and a handful of first-year students as “summer associates.” For example, in 2014, Sullivan and Cromwell hired 103 second-years and one first-year student as summer associates. These firms typically make permanent job offers to their second-year summer associates in the hopes of having them return upon their graduation or upon completion of a judicial clerkship. For those firms that hire first-years, some make permanent job offers at the end of the summer, while others give an offer to return for part of the following summer. In general, smaller firms hire few, if any, summer associates and are more likely to hire those students permanently only if their workload demands it.

Some first-year students who seek large firm summer positions get discouraged when those opportunities do not come their way for the summer. This is the nature of large firm hiring—those same firms are typically eager to interview those same students in their second year. First-year students who have the most success landing law firms positions for the summer focus their job search efforts in their home towns. This is especially true for students who are not from large metropolitan areas such as New York City, Washington, DC, or Los Angeles. Appendix B contains a list of law firms who have recently hired first-year students.

If you have your heart set on working for a law firm, but are unsuccessful in securing a law firm position for your first summer, consider working for an organization that will enable you to improve your knowledge base and skills in the practice area of interest to you. For example, if you are interested in litigation, consider working for a district attorney or U.S. Attorney for summer. If you are interested in securities law, pursue an internship with the SEC. Ultimately, law firms don’t really care where you worked your 1L summer, but it makes for an easier interview experience if you have done work that aligns with your interests.

1. Timing

NALP guidelines restrict first-year students from contacting employers to apply for employment until December 1. At that point, students may feel free to commence applying to law firms. Larger firms hiring first-year students expect to hear from them in December or early January and are likely to make offers by February. The NALP Directory (www.nalpdirectory.com) provides information under the “Recruitment and Hiring” tab about whether a firm plans to hire first-year students, and if so, when they wish for them to apply.

Second- and third-year students interview with large firms during Yale’s Fall Interview Program in August, in which over 100 employers (mostly larger law firms) interview for summer and permanent positions. That hiring is typically completed by October. Consult NALP’s Standards for the Timing of

Offers and Decisions (<http://www.nalp.org/fulltextofnalpprinciplesandstandards>) for more information about the timing of offers and when students must make decisions. Smaller law firms typically hire students on a later time frame, and often only when they have a particular need. First-year students interested in applying to these firms should commence their job searches in December, but may need to continue reaching out to employers well into the spring. Upperclass students should conduct their research and begin applying to smaller firms in the fall, keeping in mind that it may be April, May, or after graduation before hiring decisions are made.

2. Credentials

Law firms generally seek students who are intelligent, motivated, mature, articulate, confident, and enthusiastic about the firm and the practice of law. Firms generally do not hire students, especially first-year students, based on their legal acumen. Instead, they seek candidates who have the basic skills necessary to succeed with the hope that those students will develop into good lawyers. Some firms with specialized practices seek students with particular backgrounds (*e.g.*, engineering or biochemistry for intellectual property), but these firms are the exception, not the rule. Law firms are also keen on hiring students who are likely to return to the firm after the summer. As a result, demonstrating a sincere interest in the location of the firm and the firm's practice are keys to success.

For many large firms, law school grades are a factor in assessing a candidate's qualifications. When interviewing Yale students, a firm may want to see one or more honor on a student's transcript. For smaller firms, the candidate's fit with the firm, good judgment, and ability to hit the ground running are often primary considerations. Public interest law firms seek a demonstrated commitment to the work of the firm. Law firms hiring students for a foreign office seek relevant language skills. See Appendix F for sample law firm candidate evaluation forms to learn how law students are judged by firms during interviews.

3. Application Materials

All law firms expect to see the resumes of students applying for summer or permanent positions. Law firm resumes should be tailored, when possible, to demonstrate an interest in the substantive work of the firm, experience with the types of clients served, and the ability to research and write effectively. Refer to the Credentials section above and gear the content and descriptions on your resume toward demonstrating those qualities.

Students applying for positions through either the Spring or Fall Interview Programs need not provide employers with cover letters. For all other job searches, a cover letter is necessary. Like the resume, the cover letter is a writing sample and, as such, should be brief (preferably one page), persuasive, well-reasoned, and grammatically perfect. If the firm has a recruiting department (as most larger firms do), direct the cover letter to the recruiting director. For firms without recruiting departments, use the firm's website or call the office to find out to whom you should direct your letter. When applying to a foreign office of a U.S. law firm, cover your bases by emailing a letter and resume to both the international office and the recruiting director in the main U.S. office. Check their web sites for application instructions. For specific resume and cover letter advice, including samples, consult CDO's *Introduction to Career Development* guide (www.law.yale.edu/studentlife/cdoguides.htm).

At some point in the interview process, firms may request a writing sample, a transcript, and/or a list of references. Most often firms want only a transcript at the initial interview and may request a writing sample and/or list of references at a later stage of the interview process. Some law firms do not request those materials at all. The smaller the firm, the more likely it is that they will want to see these materials. Law firms interviewing at the Spring or Fall Interview Program inform students, through the CMS web

site, which materials they wish for students to bring to their interview. Consult CDO's advice *Basics of Writing Samples, Transcripts and References* (www.law.yale.edu/studentlife/cdoadvice_writingsamples.htm) for further advice on preparing these documents.

4. Interviews

Law firm interviews are not known for being particularly rigorous. The interviews are a conversation, with the interviewer using your resume to ask questions to see if you have a sincere interest in their practice and if you would be a good fit with their firm. Substantive legal questions are rarely asked. Large firm interviewers may refer to your transcript during the interview as well. By reviewing the list of courses you have taken, the interviewer can assess the sincerity of your interest in the firm's practice areas. Because large firms are typically grade conscious, they may also use your transcript to see whether you have any honors.

Your first interview with a prospective law firm is usually called a "screening interview." Screening interviews can be at the firm, but more typically take place during an interview program, such as the Fall Interview Program. During FIP, screening interviews are 25 minutes in length. In other settings, they may last as long as an hour. If the screening interview is viewed positively by the firm, the usual next step is to invite a candidate to the firm for a "callback" interview.

During a callback interview, the firm has already seen your resume and talked with you, is impressed with you, and has chosen to spend a substantial amount of time to get to know you better. Typical callback interviews last for half of a day, and involve you meeting individually for 20 to 30 minutes with four or more attorneys. The firm will often have two or more junior attorneys take you out to lunch after the interviews are completed.

Useful interview advice resources include:

- CDO's *Introduction to Career Development* guide (www.law.yale.edu/studentlife/cdoguides.htm).
- CDO's interviewing advice available on our website in the Toolkit for Jobseekers at www.law.yale.edu/studentlife/cdostudentsadvicejobseekers.htm. Appendix F of this guide contains sample law firm candidate evaluation forms.
- "The Cheat Sheet," written by Deborah Epstein Henry of Flex-Time Lawyers and available at www.flextimelawyers.com/pdf/art3.pdf. Provides ideas about questions to ask law firms related to statistical and background information; partnership and advancement; leadership and accountability; business development and networking; workplace flexibility; and mentoring.

5. Splitting the Summer

Some firms allow students to split their summer between two employers. The NALP Directory (www.nalpdirectory.com), under the "Recruitment & Hiring" tab in the Summer Associate Hiring Questions section, asks employers to indicate whether they will allow students to split the summer, and if so, how many weeks the student is required to spend at their firm. If a firm allows their summer associates to split with another employer, they may place limitations on that split, including requiring that the other employer not be another firm; requiring that the student spend the first half of the summer with their firm; and/or requiring that the student spend a certain number of weeks with their firm (typically seven or eight). Some firms allow students to split the summer between two different offices of their firm. This happens most typically when the firm has a U.S. and international office. Students can inquire about this type of opportunity at interviews. The possibility of splitting your summer between two different law

firms is remote—most firms require the first 6-8 weeks, and most firms end their summer programs in early August. On top of that, you may wish to participate in FIP in mid-August.

Some firms offer students the opportunity to work for the firm for part of the summer and a public interest organization for the other part, with the firm paying the student’s entire summer salary. See CDO’s *Firms Sponsoring Split Public Interest Summers* (www.law.yale.edu/studentlife/cdoadvice_firmssponsoring_splitsummers.htm) for additional information about this unique split summer option.

The consensus in CDO is that splitting during the first-year summer may not be a good idea, but splitting during the second-year summer may be a wise choice. Our split summer statistics mirror this advice. Typically around 10% of first-year students and less than 25% of second-year students split their summer between two employers. For additional information about the pros and cons of splitting the summer, consult CDO’s *To Split or Not to Split, That is the Question* advice (http://www.law.yale.edu/studentlife/cdoadvice_tosplitornottosplit.htm).

B. Suggested Timetables for Law Firm Job Search Activities

First Year Students

Month	Activities
September/ October	<ul style="list-style-type: none"> ▶ Attend lectures, programs and events about law firm practice. (While CDO does not provide counseling to 1Ls until late October, 1Ls are invited and welcome to attend CDO-sponsored programs throughout the fall). ▶ Join a student organization or journal that will enable you to explore your career interests (e.g., Yale Entertainment and Sports Law Association, Yale Law and Business, Yale Forum on International Law, <i>Yale Journal of International Law</i>, <i>Yale Journal of Health Policy, Law and Ethics</i>).
Late October/ November	<ul style="list-style-type: none"> ▶ Attend CDO’s 1L Summer Job Search program and resume and cover letter workshop. ▶ Draft resume and then see your assigned CDO counselor to discuss career goals and review resume. ▶ Begin habit of reading CDO’s weekly email to students. ▶ Conduct research into potential summer opportunities using CDO resources including the list of law firms who have hired first-year students in the past and the CDO Summer Employment Evaluations written by students. ▶ Create your list of desired employers.
December	<ul style="list-style-type: none"> ▶ Email cover letters and resumes on or after December 1 to larger law firms and to law firms in your hometown, especially if you plan on traveling home for the winter break. ▶ Follow up in two weeks by telephone to reiterate your interest in interviewing. ▶ Attend CDO’s interviewing workshop and conduct a mock interview. ▶ Attend law firm holiday receptions over winter break. ▶ Consider enrolling in a clinic in the spring term to develop practical skills. ▶ Plan course selection to reflect and prepare for your employment interests (i.e., Antitrust, Bankruptcy, Business Organizations, Corporate Taxation, Property, Advanced Legal Writing, Financial Institutions and Capital Markets).
January/ February	<ul style="list-style-type: none"> ▶ Continue follow up with employers to whom you have applied. ▶ Apply to smaller law firms at this time. Consider applying to other sectors that may be appealing to you, including government and in-house. ▶ Participate in Spring Interview Program if interested in the law firms attending. ▶ Consider expanding your search to include additional firms and/or geographic areas.

March	<ul style="list-style-type: none"> ▶ Continue to follow up and apply to additional employers. Talk to a CDO counselor if you have any career questions or concerns about your job search. ▶ Attend the Law Firm Practice Area Forum and other CDO events.
April/May	<ul style="list-style-type: none"> ▶ Attend program on having a successful law firm summer experience. ▶ Tell CDO about your employment plans!
June/July	<ul style="list-style-type: none"> ▶ Read CDO's summer emails containing important information about the Fall Interview Program and other career related events. ▶ If possible, leave your summer position with a writing sample and one or more references in hand (and an offer!). ▶ If in a geographic location where you wish to work next summer (and the location is remote from Yale), consider trying to set up interviews/informational interviews. ▶ Use YLS Career Connections to network with alumni in your location in the legal field of interest to you. ▶ Update resume to reflect summer position and review with CDO counselor. ▶ Attend summer law firm recruiting functions.

Second Year Students

Month	Activities
July/August	<ul style="list-style-type: none"> ▶ Complete the Student Summer Employment Evaluation form online. ▶ Speak with a CDO counselor to discuss career goals. ▶ Research FIP employers, and bid on FIP employers of interest to you. ▶ If not participating in FIP, or if supplementing FIP, research non-FIP firms and send resumes and cover letters. ▶ Prepare for interviews by reading CDO's <u>Interviewing Tips</u> handout, viewing CDO's interview skills workshop, and conducting a mock interview. ▶ Conduct interviews during FIP. ▶ Attend law firm receptions and hospitality suites. ▶ Attend CDO's Turning a Callback Into an Offer program.
September/ October / November	<ul style="list-style-type: none"> ▶ Conduct callback interviews. ▶ Be aware of NALP's Timing Guidelines, including that you should respond to offers from NALP firms within 28 days from the date of the offer letter. ▶ Attend law firm offer dinners and be sure to respond promptly to law firm invitations and/or outreach ▶ Continue researching and contacting non-FIP firms. ▶ Speak with a CDO counselor regarding job search progress.
December	<ul style="list-style-type: none"> ▶ Consider enrolling in a clinic to develop practical skills. ▶ Plan course selection to reflect and prepare for your employment interests.
January/ February	<ul style="list-style-type: none"> ▶ If no job offer, talk to a CDO counselor about strategies, including using YLS Career Connections to reach out to alumni.
March	<ul style="list-style-type: none"> ▶ Attend CDO's Law Firm Practice Area Forum and other programs even AFTER you have obtained a job—no job is forever!
April/May	<ul style="list-style-type: none"> ▶ Attend program on having a successful law firm summer experience. ▶ Respond to CDO's request for information about your summer employment plans. ▶ Learn about Bar Examination requirements online (National Conference of Bar Examiners: www.ncbex.org) and by reading CDO's Bar Exam brochure. ▶ Tell CDO about your employment plans!

Month	Activities
June/July	<ul style="list-style-type: none"> ▶ Read CDO summer emails containing important information about the Fall Interview Program and other career related events. ▶ If possible, leave your summer position with a writing sample and one or more references in hand (and an offer!). ▶ If in a geographic location where you wish to work next year (and the location is remote from Yale), consider trying to set up interviews/informational interviews. ▶ Use YLS Career Connections to network with alumni in your location in the legal field of interest to you. ▶ Update resume to reflect summer position and review with CDO counselor.

Third Year Students

Month	Activities
July	<ul style="list-style-type: none"> ▶ Fill out the Student Summer Employment Evaluation form online.
August	<ul style="list-style-type: none"> ▶ Meet with a CDO counselor to discuss career goals. ▶ If you receive a permanent offer from your summer law firm, take time to reflect on whether you wish to accept that offer. ▶ Bid on FIP employers of interest to you. ▶ If not participating in FIP, or if supplementing FIP, research non-FIP firms and send resumes and cover letters. ▶ If interested, speak with a CDO counselor about strategies for reaching out to firms who offered you a summer position about permanent employment. ▶ Refresh your interviewing skills by viewing the interview skills workshop program. ▶ Conduct interviews during FIP and attend employer receptions. ▶ If you have not done so already, learn about Bar Examination requirements online (National Conference of Bar Examiners: www.ncbex.org) and by reading CDO's Bar Exam brochure.
September/ October	<ul style="list-style-type: none"> ▶ Conduct callback interviews. ▶ Continue researching and contacting non-FIP firms. ▶ If, you received a permanent offer from a summer NALP employer by September 2, you must respond to that offer by October 1. If the offer was provided after September 2, you have 28 days to respond.
November/ December	<ul style="list-style-type: none"> ▶ For NALP employers that did not previously employ you, you must accept an offer within 28 days of the offer letter or seek an extension. ▶ If no job offer through FIP, or if seeking employment outside of FIP, talk to a CDO counselor about strategies, including using YLS Career Connections to reach out to alumni and branching out to smaller firms in different cities.
January/ May	<ul style="list-style-type: none"> ▶ Attend CDO's Law Firm Practice Area Forum and send off event for 3Ls embarking on law firm practice. ▶ Tell CDO about your employment plans!

CHAPTER 4

ALUMNI PERSPECTIVES

A. Practicing in the Northeast

YAW AMIN, J.D. 2010

Associate

Cravath Swaine & Moore, New York, NY

Areas of Specialization: Litigation

430 Attorneys in office; 518 Attorneys Total

I am an associate in the Litigation Department at Cravath, Swaine & Moore LLP. I have been at Cravath since December 2011, following a one-year clerkship in the United States District Court for the Southern District of New York. One of Cravath's most well-known features is its "rotation" system, under which incoming litigation associates (and summer associates) are assigned to work with a particular litigation partner, typically for periods ranging from 12-24 months depending on the stage and progression of the matters on which the particular partner is working, and then are continually rotated to other partners for similar periods of time. (In Cravath's Corporate Department, rotations work similarly except that associates rotate through partner groups, organized by practice area—e.g., securities or mergers and acquisitions—instead of through individual partners). Accordingly, I represented clients on antitrust matters in my first rotation, and am now representing other clients on intellectual property, bankruptcy, contract and white collar defense matters in my current rotation.

My initial plan when I arrived at Cravath was to stay for two, maybe three years, then to leave for something else. However, I have come to enjoy my work and the people here to the point where I have had to revise those plans. It starts with the rotation system. It provides a unique opportunity to work closely with and under the tutelage of expert practitioners, who have an incentive to mentor and train their associates, since effective associates create effective teams. The partners with whom I have worked (and the associates on their teams, with whom I typically communicate more frequently), have been, to a person, great to interact with, both personally and professionally. Additionally, the Cravath system is great for anyone who, like me, is interested in general litigation practice and wants to be exposed to a wide variety of practice areas. For anyone looking to live and work in the New York area, I would definitely recommend it.

2015

ROBERT BROWN, LL.B. 1970

Partner

ESOP Plus, Rochester, NY

Areas of Specialization: ESOPs and employee ownership

7 Attorneys

Our law firm is one of a handful of highly specialized national boutiques firms that practice in the middle market Employee Stock Ownership Plan (ESOP) arena. We advise our clients about matters related to business succession and exit planning in addition to ESOPs.

We have three offices in Columbus, OH, Rochester NY and West Hartford CT, and we have 7 lawyers. Our partners have equal votes and equal compensation. All of our lawyers are well known as national ESOP advisors.

We guide corporate and individual clients, their attorneys and other trusted advisors through the use of employee ownership and other strategies to create exit plans, succession plans and incentive compensation systems. We also represent lenders and independent fiduciaries in ESOP transactions. Unlike many of our middle market competitors, we are an “ESOP Plus” firm that will point clients toward outright sales, private equity infusions, management buyouts or other exit tools if an ESOP is not appropriate.

Our typical transaction size ranges between \$5 million and \$50 million, but we have represented clients in \$100 million, \$500 Million and \$1.1 billion transactions in the last few years. Our subject matter expertise draws on tax, M&A and employee benefits law. For over 30 years I was a member of the executive committee of the Tax Section of the New York State Bar Association. Our lawyers are also members of The ESOP Association, the National Center for Employee Ownership and the Alliance of Merger and Acquisition Advisors (Mid Market Alliance) and the American College of Employee Benefits Counsel.

The bulk of our employee ownership practice is driven by the demography of the baby boom, so we are somewhat less affected by cyclical economic trends than are other merger and acquisition specialists. Our positioning as a small, low overhead boutique with deep subject matter expertise and experience gives us a competitive advantage over traditionally organized law firms. There are only a few large firms, including Morgan Lewis and McDermott Will that compete effectively in our space. We have worked on a number of transactions with those firms. Our ESOP Plus practice is described more fully at: <http://esopplus.com/>.

For me and for my colleagues, living in relatively small cities with a sophisticated practice has meant travel. It has also meant that local participation in civic and professional activities is important to the economic development of our firm. I have been fortunate to be able to serve on the boards of the local public radio station, the Rochester Philharmonic Orchestra and many other civic and social welfare organizations. I was chair of the Monroe County Democratic Committee and served eight years on the Rochester City School Board.

These opportunities for me and for our other lawyers have enabled us to have access to the financial, social and political circles that our local clients need. The size of our cities and the opportunity to make positive changes in the community also offer wonderful advantages to us individually by contributing to lifelong learning and continuous personal growth.

Stress in my life arises principally out of concern for whether I have done the best job for my clients. The relatively easy logistics of living in Rochester, West Hartford and Columbus allows our lawyers to juggle job, family, and other commitments with comparative ease. I spend 40 to 55 hours per week on matters related to our practice.

We earn an average partner compensation that is similar to that earned at other successful small firms in Western New York, central Connecticut and central Ohio. Our partner compensation is not high by absolute dollar comparison with the top compensation in New York or Washington, but it is comparable when adjusted for the relative cost of living. More importantly, we can preserve the lifestyle values that are important to us and to our families.

You owe it to yourself to consider smaller (I think Yale calls them “modest”) cities and a highly specialized boutique practice. You can be a big fish in a small pond, you can still participate in national and international practice areas and you can live a more rounded life than your classmates who work 2,500 billable hours per year in New York, Washington or London without any reasonable guarantee of job security.

2015

LISA N. DAVIS, J.D. 1990

Davis O’Sullivan & Priest LLC, New Haven, CT

Areas of Specialization: Estates & Probate, Elder Law, Special Needs Trusts,

Nonprofit Organization Law

3 Attorneys

My life as a lawyer has included practice in the state’s largest firms (including two years as partner in now-defunct Tyler Cooper & Alcorn), three years as a solo practitioner, and five years in my own small firm. Davis O’Sullivan & Priest, was founded in 2009 with two congenial partners; we hoped to combine the fun and self-determination of solo practice with the support, collegiality and breadth of knowledge available in a firm. In addition to these varied experiences, I worked as secretary and paralegal in small firms prior to attending law school and as a law clerk during law school, as well as serving as a clerk to a Connecticut Supreme Court justice, David M. Shea. Altogether, I feel this gives me considerable perspective on the practice of law in Connecticut.

I describe my practice as “elder law and special needs, estate planning and probate, and nonprofit organization law.” That is, these are the areas I know most about and in which I seek new business. As soon as I “went out on my own,” I was quickly overwhelmed with business in the elder law and special needs areas, work which eluded me at larger firms and which some larger firms actively rejected; over the years, my practice in traditional wills and estate settlement has expanded. By contrast, it has been difficult to maintain a substantial practice in nonprofit organization law. In most cases, only large firms or specialists have a large number of nonprofit organizations able to pay attorneys’ fees. I have generally focused my efforts in this field on advocacy nonprofit clients and acting as a tax and corporate advisor to smaller or newer organizations.

In what seems now like ages ago, when I was working in larger firms, I felt a slave to the billable hour—that hated dictator loathed by all associates. The irony is that now I am my own boss, I am probably working even more hours than I did as an associate! The difference is self-determination. In the old days, to achieve the firm’s goal for associates of billing 1,800 hours, while still taking holidays and vacations, I had to bill about eight hours per day. However, the fields in which I am interested require a large investment of time to stay current, to develop contacts, to develop a reputation, and to attract new clients. There are people to take to lunch, email discussion groups in which to participate, journals to read, forms to design, and articles to write. As a result, I found that my workday was close to 12 hours a day, and I still fell short, and was acutely conscious of my failures and acutely anxious about what that might mean to my future. Since setting out on my own, my day still seems to wind up as a 12-hour day, with precious little vacation! There is a difference, however. I don’t work 12 hours because a boss demands that I reach a particular goal, but because the needs of clients can be overwhelming and the demands of being an entrepreneur who must meet a payroll and make sure the computers work. Now, my billables range from two to eight per day and I don’t bother with a monthly total. My eye is on the dollars that come through the door, not the time spent. And with lower overhead, I have the flexibility to charge what feels right—even when sometimes that means helping someone out by charging a nominal fee.

Having children greatly impacted my feelings towards my working life. When I was working in large law firms, my children were young. Although they had the care of my now ex-husband (then a stay-at-home dad), they ate lunch, came home from school, did their homework, and even had their dinners without me. I regret missing those moments of their lives. I tried to compensate by bringing them into the office on weekends and spending all my free time with them. They enjoyed the chance to play in a different environment, to meet new people, and to discover a different city than the small one in which they live. As they grew older, they didn't need or miss me as much, and I like to think that they have appreciated having a mother who finds her job meaningful. This is, however, a difficult situation for any parent, and not to be taken lightly. On the bright side: now that my children are adults, I have been able to hire my children to work with me as office staff (when it suits them, that is!) and have discovered that the boss-employee relationship can sometimes be more cordial and relaxed than the sometimes stressful parent-child relationship. I'm aware that not all parents are lucky enough to have this opportunity.

What I never imagined, however, was how much my work would mean to me and teach me about the world. I've visited a 96-year-old in a nursing home who quoted Buddhist teachings from her bedside. I've consoled the loving husband and D-Day veteran whose wife of 50 years now requires round-the-clock care that will wipe out a lifetime of savings, unless I can help him get government assistance. I've been hugged by three old ladies when I "saved" the family homestead from a Medicaid lien. I'm honored and humbled to witness the unflinching sacrifice of clients caring for bedridden spouses day after day. I've learned about the unfair treatment in our society of those with mental illness and what a social worker actually does. I've learned about disease, and hospitals. I have enough stories to fill 100 novels that maybe I'll write someday. I've also been able to dabble in the cool intellectual pleasures of tax law and Excel spreadsheets, as well as tasting the artistic pleasures of web design and PowerPoint. To some extent your job is what you make it. Once you get to the point when your field interests you enough that you voluntarily think about it on weekends, you have a career, not a job!

Last but not least: I've been able to choose a working environment I love. Almost every day I get to gaze out the big wood-framed windows at a breathtaking view of sky and the New Haven Green, in the city where I've worked for over thirty years. One day a week I work from home, away from telephones and interruptions, enjoying my quiet house and my cats. I like and appreciate each person I work with. These things can be as much or more important than the money you earn or even the particular field of law in which you practice. I cannot emphasize enough how important it is to like those around you and to feel comfortable in your surroundings, and to feel your judgment is trusted and respected. These are rare commodities in this day and age.

My experience as a solo and with my own small firm has taught me much. First, that it is a long, hard road to earn a reputation and a following! Second, the great thing about being a lawyer (at least in my field) is that ultimately it comes down to you and your own clients and therefore, there is nothing you "have to" accept if you choose not to do so. You have the luxury of being idiosyncratic—or principled --if you so desire and are willing to take a few risks. Third—society is not kind to small business and those going it alone. What you get signing on to a company may be unavailable to you as a solo. But there are usually tradeoffs between freedom and safety!

The popular saying these days in firms is that "after all, law is a business." To me, the practice of law is only enjoyable as long as it is a profession first, and a business only second. The "business" is certainly necessary, so that you can pay the bills, both personal and office, and keep the work flowing in. That's understood. But the drive to succeed, in and of itself, may not provide the necessary adrenalin to get through the days, weeks, months and years you will spend as a lawyer. An environment of affection and respect, and a field of law that is meaningful and interesting to you, can satisfy you as no amount of

prestige and money can. Above all, my advice would be to spend time learning how to sense that you have found such an environment, and to know yourself well enough to recognize when you have found something that matters to you.

One final bit of pontification. Entering the solo trenches, I first saw the real evidence of “bad lawyers” and felt the bite of disapproval from regular folks who mistrust the entire profession as a result. Sometimes it’s no fun being a member of what may be the second most hated profession. It is critical never to forget that the law is a profession and always to hold oneself to the high ethical standards that are the hallmark of a “profession.” If this distinction disappears and only the profit motive remains, then inevitably one can expect to hear more about greedy lawyers, untrustworthy lawyers, and even lawyers who steal. We owe it to each other to keep the law a profession we can be proud of.

2015

ELLA DETRIZIO, J.D. 1984

Partner

Dechert LLP, Princeton, NJ

Areas of Specialization: Business/Corporate Law, Securities, Venture Capital

10 Attorneys in office; Over 1,000 Attorneys Total

I graduated from the Yale Law School in 1984 and clerked for the first (and then only) female justice on the NJ Supreme Court from September 1984 through August 1985. While I found clerking to be a rewarding and enjoyable experience, my clerkship, coupled with my summer associate internships, convinced me that the life of a litigator was not for me. I just didn’t enjoy legal research and drafting pleadings. I joined a medium-sized suburban NJ law firm and did a smattering of non-litigation type work, but found corporate transactional work was personally most rewarding. In 1987, I joined Dechert Price & Rhoads, a large, international law firm (now Dechert LLP) in its newly-formed Princeton, NJ office, where I quickly learned the joys of working in a small office with big firm resources. Because Princeton and its environs was/is a hotbed of pharmaceutical companies and the biotechnology companies that they have spawned, life as a transactional lawyer in central-New Jersey was quite exciting and the work was cutting edge.

I eventually became a partner in Dechert’s Life Sciences Practice Group, which provides strategic legal services to a broad range of companies that include biotechnology and medical device companies in all stages of growth, as well as the incubators, investment banks, and venture capital firms that support them. Our group handles seed and venture financings, strategic alliances, mergers, acquisitions, initial public offerings, secondary offerings and 1934 Act compliance.

The most rewarding aspect of my work also happens to be its most challenging—that is, counseling and working with entrepreneurs and their emerging growth companies. The reason I find this work to be so rewarding is because I feel that I actually become a part of my client’s team. Very often, corporate transactional lawyers work on one-off transactions and then move on to the next transaction for the next company. And while they get to know the particular company pretty well during and for the purposes of that transaction, they do not develop relationships that transcend the transaction. Many of my client relationships permit me to watch my clients grow from small companies with brilliant products in-the-making, to well-funded companies primed for an acquisition or initial public offering (or, alternatively, during down cycles, corporate dissolutions.) Watching companies that you help nurture and grow become successful and that view you as a critical participant in that success is very fulfilling indeed.

The challenge that accompanies these long-term relationships is that large firm fee structures are not always compatible with the representation of smaller companies in the short-term and there are pressures to eschew such companies for larger, more lucrative clients. In addition, while most entrepreneurs are very good at what they do (e.g., creating medical devices or drug compounds), they are often unsophisticated business people who require extraordinary patience and guidance from their corporate counsel. Overall, though, the experience of representing such entrepreneurs and their corporate offspring has been satisfying enough to keep me coming into the office for over 27 years.

As you might discern from my narrative above, lawyers who do what I do on a daily basis need to have strong people skills, patience and common sense, and, because this profession is a service business, a strong work ethic. In order to substantively prepare for this career path, I recommend classes that would help you to develop a basic understanding of securities and tax laws and corporate finance.

2014

REGINA OLSHAN, J.D. 1989

Partner

Skadden Arps Slate Meagher & Flom LLP, New York, NY

Areas of Specialization: Employee Benefits and Executive Compensation

888 Attorneys in office; Over 2,000 Attorneys Total

I am a partner at Skadden Arps in the Employee Benefits/Executive Compensation group. I arrived as a lateral associate and made partner three years later. My work particularly focuses on structuring executive compensation in M&A and other corporate transactions, as well as dealing with employee benefits issues that arise in such transactions. I work in New York City and live in Westport, CT with my husband and three children.

As to my job, the pace, hours and stress can be very intense when a big deal is being signed. Because deal work is cyclical, however, there are also “off” periods, as well as more “routine” work like negotiating employment agreements, structuring compensation arrangements, etc. I enjoy my specialty because it provides an opportunity for cutting edge work designing structures in the context of applicable tax, securities and corporate law. I also enjoy the personal contact with CEOs and others whom I tend to relate to on a more personal level than other corporate law attorneys. And certainly the work I do is very topical—often ending up on the front page of *The New York Times*, *The Wall Street Journal* or *Business Week* (not always in a flattering context of course.)

Many types of people can and do succeed in “Big Law.” Yes, you have to be committed and prepared to work hard. You also have to enjoy (and not shy away from) intellectual challenge and a rather rough-and-tumble give-and-take atmosphere. It is also as close to a true meritocracy as I have seen, far more so than most of our corporate clients, for example. And the amount of responsibility placed on a young attorney is huge.

I think the worst aspects of big firm associate (and to some extent partner) life are the demanding hours which (particularly as an associate) are very largely outside your control. There are definitely Friday evenings that you may find out you are spending the weekend at the office. I must note that as a partner, this problem is less pressing because the associates will often do much of the “footwork” and drafting and you are in more (but far from total) control of your hours and your life. The best aspects of this job are the intellectual challenge, the fun and excitement of “doing deals,” the bright and interesting (yes, really!) people you work with, and the money which, as a partner, is handsome. I rarely (if ever) meet people whose jobs or lives I envy.

2014

DAVID A. SCHWARTZ, J.D. 1995
M.A. (1995) and M.Phil. (1997), Economics, Yale Graduate School
Partner
Wachtell, Lipton, Rosen & Katz, New York, NY
Area of specialization: Antitrust Law
248 Attorneys

Snapshot of a Husband, Father, and Antitrust Lawyer

I spend most of my time working as an antitrust lawyer at Wachtell, Lipton, Rosen & Katz. It's a terrific job. My practice focuses primarily on competition issues relating to mergers and acquisitions. I study companies considering a merger or acquisition, their competitors and industry characteristics in an attempt to predict how a proposed transaction will affect competition. I advise my client how government antitrust regulators will likely react to the transaction to help them decide whether to move forward. During contract negotiations, I counsel my client on allocating the risk that the transaction will be enjoined or subject to conditions due to competition concerns. Then, once the contract is signed, I communicate with the government to explain why the transaction should be allowed to proceed without conditions. On occasion, a client that will be harmed by the adverse competitive effects of a transaction between third parties asks me to communicate its competitive concerns to the government.

At the beginning of a matter, my research involves reading as much as possible about the merging parties, their competitors and the industry generally. This research is often done without the benefit of client input because most transactions are highly confidential and the employees with relevant information frequently do not yet know about it. Clients are frequently amazed at how much we can learn about their business and industry without their input. Once the relevant employees are aware of the transaction, I supplement what I have learned by talking to them. Occasionally, I visit the client to tour its facility to better understand the relevant product, how it is made and the ease with which others could enter the industry. I enjoy my job primarily because I am always learning about new industries.

I also enjoy my job because I have been given significant responsibility. Even when I was a young associate, I was asked to draft letters to the government and to take primary responsibility for analyzing the competitive impact of a large transaction with respect to certain products. I regularly talked with my clients and with the government. Now, as a partner, I handle my own matters. Although responsibility brings with it a significant amount of work, I also have greater control over when I do my work, which is very important to me. A night owl, I prefer to come in late and work late, frequently arriving at 10 a.m. and occasionally not leaving until after midnight.

Although I very much enjoy my job, the commitment would not be possible without the support of my family. I have a supportive wife, who fortunately is also a night owl. She is almost always up when I get home, even after midnight. We then usually spend time together catching up and hearing about each other's day. I also have three remarkably understanding children. Additionally, I am a Sabbath observer, so I always have at least one day off every week, and I spend most of this day with my family. Thankfully, Wachtell, Lipton, Rosen & Katz is supportive of my religious observance. Nonetheless, I have just as much work as others in the antitrust department, and I am expected to complete all of it during the other six days of the week.

Finally, I have two pieces of advice. First, for all law students, take full advantage of your summer positions to find a job that you will enjoy. Your Yale law degree will open many doors. Keep searching until you find something you want to do. Second, for those of you with a family, make sure you talk with

your family about the demands your new job will make. You will have a tough time without their support to get you through the long hours and time away from home. And keep talking to your family about the impact your job has on them. Even a terrific job is worth leaving if its toll on those you love is too great.

Best of luck in your search for the perfect job!
2015

B. Practicing in the Mid-Atlantic

BRIAN SAVAGE, J.D. 2009

Associate

Dechert, Philadelphia, PA

Areas of Specialization: Antitrust/Competition

213 Attorneys in office; 875 Attorneys Total

I am an Antitrust/Competition associate in Dechert LLP's Philadelphia office. I arrived at Dechert in the fall of 2010 after completing a one-year clerkship in the Eastern District of Pennsylvania. Having decided to return to Philadelphia following my 2009 graduation from Yale, I was concerned that I might not find the same professional opportunities here as in other major cities. Happily, these concerns were unfounded.

My work at Dechert has at all times been challenging, interesting, and rewarding. I represent national and international clients in a variety of complex antitrust and commercial matters, mostly on the litigation side of things. My work varies from simple research assignments, to drafting pleadings, motions, and other court filings, to providing strategic advice to clients involved in contract and other commercial disputes, to supervising large-scale document reviews and productions. Dechert is a truly national firm, and I regularly interact with lawyers from its other U.S. offices. To its credit, Dechert operates largely as a meritocracy: hard, good work is recognized and rewarded with greater responsibility. Dechert also leads the Philadelphia market in terms of compensation. Of course, as with any firm of Dechert's size, the hours here can be long and unpredictable. On this point, I offer the advice of a wise friend (and fellow Yale Law grad): work hard when things are busy, and leave at 5 when things are slow. It also helps to have a supportive and understanding wife. On the whole, I am quite satisfied with my experience at Dechert, and I highly recommend the firm to those interested in living and working in Philadelphia without sacrificing the challenge and excitement of a large (and highly sophisticated) litigation practice.

2014

JEFFREY A. BARTOS, J.D. 1990

Partner

Guerrieri, Clayman, Bartos & Parcelli, PC, Washington, DC

Areas of Specialization: Labor Law (Union-Side)

8 Attorneys

In my law school application essay back in 1987, I wrote somewhat naively that I hoped to practice labor law. At the time, I did not really understand what that practice involved, or how to make my way into it. I've been fortunate enough to end up working in this field for the past 18 years, all at the same small law firm.

I graduated from Yale in 1990. I had a great experience in the Yale Homelessness Clinic, and went to work at a Georgetown University Law Center clinical program immediately after law school. I supervised law students and had my own case load, mainly representing children who needed special education. I greatly enjoyed the representation, but also learned that I was not too interested in clinical education.

After completing the Georgetown program, I received an offer from my current firm. I was also offered a job by a 30-lawyer litigation firm with a union-side labor practice, a number of other Yale Law School alumni, and “big firm” salaries. I went there. The other associates (and the pay) were great, I learned a lot about litigation, but the work quickly became tedious. I did no labor work and I simply didn’t care at heart about what I was doing. In 1993, that firm began to split up. Having learned my lesson, I contacted my current firm and asked if they would still take me. Thankfully, they did.

I took a 50% pay cut and was delighted to do it. The firm had 14 lawyers, and specialized in representing unions in the airline and rail industries. These industries have their own labor law (the Railway Labor Act) and are not within the NLRB’s jurisdiction, so the work was primarily litigation. The firm split more or less in half a few years later, and I was made a partner shortly thereafter.

Our practice has evolved over time. We still specialize in Railway Labor Act representation. It’s a relatively small and pretty collegial field on both sides of the fence, so after a while you know and are known by most of the practitioners. We also advise and represent unions under the Labor Management Reporting and Disclosure Act, which governs internal union political processes and the fiduciary duties of union officers, among other things. I have also developed a plaintiffs’ antitrust and consumer protection practice.

I particularly enjoy the variety of our labor cases. I have defended many of our clients against suits by employers alleging that an illegal strike, “sick out” or slow down has occurred; and have frequently sued employers to prevent the contracting out of work. I have represented one union in a suit by another union in a “raid.” I frequently defend union decision-makers in cases challenging collective bargaining agreement terms or the handling of grievances and arbitrations. I represent individual employees who have been terminated for union activity. I represented a locally-famous disc jockey who was fired for on-air remarks and then sued by his employer for damages. I have helped plan for hundreds of internal union elections, and have helped resolve disputes arising out of those elections. I have also had the chance to train local union officers in how to run union elections in compliance with federal law.

The common thread in all that work is that, in nearly every instance, we are assisting workers directly or else strengthening the organizations which represent them. This, either directly or indirectly, provides tangible economic benefits to working people, a cause I am proud to be a part of.

I also enjoy dealing with the people who are involved in the labor movement. I am grateful to have the opportunity to work with and for people from all walks of life who are motivated by the goal of improving the lot of workers and fighting back against employer greed and overreaching. They are also much more fun than most corporate types.

In addition, the hours are pretty good. The needs of our clients do fluctuate, and litigation has its demands, but on the whole the work has proven very manageable. Our firm’s economy does not demand that everyone work weekends, or that vacations should be foregone. This is one aspect of small firm life that should not be overlooked. By the same token, of course, the pay is also well below large firm rates.

One aspect of the practice that I did not anticipate is the responsibility attendant on being a co-owner of a small business, our law firm. This brings with it involvement in all sorts “non-legal” and “non-labor” activities, such as lease negotiations, management of capital expenditures and 401(k) plan offerings, and so on. It also carries an obligation to our employees to run a successful business. On the whole, it’s not too onerous, but it is certainly not something I planned for or learned about in law school.

On the union side of labor law, most legal work is either performed by unions in-house, or by small firms. Because the law firms in this field are generally small, job vacancies are unpredictable and not very well

publicized. There are some, but not many, summer associate positions at firms, although many international unions have summer positions or school-year internships. Many firms look to hire associates who have had a clerkship or have worked for a year or two, rather than hire directly out of law school. If you are looking for work in this field, it pays to network as much as possible. I have had many meetings with law students or recent graduates to help them understand the nature of the work and the firms which might be hiring at any given moment, and am always happy to do that. Job listings are also available through the AFL-CIO, which has a “Lawyers Coordinating Committee.”

2014

TENNILLE J. CHECKOVICH, J.D. 2001

Partner

McGuireWoods, Richmond VA

Areas of Specialization: Appellate Litigation, Business and Securities Litigation, Environmental Litigation and White Collar Crime

222 Attorneys in office; 972 Attorneys Total

Even before I came to law school, I knew that I wanted to be a litigator. So, when I graduated from Yale Law School in 2001, I headed straight into a clerkship with Federal District Court Judge Barbara S. Jones in the Southern District of New York. From there I went to Cravath, Swaine & Moore LLP as a Litigation Associate working primarily on securities litigation from 2002 through 2004. In the fall of 2004, I relocated to my home state of Virginia and went to work for McGuireWoods at its flagship office in Richmond. I became a partner at the Firm in January 2012.

Primarily for marketing and management purposes, McGuireWoods has separated its lawyers into numerous departments that fall loosely into either corporate or litigation practice areas; however, because many lawyers practice in more than one area, each lawyer may join or “minor” in additional practice areas. I am a member of the Business and Securities Litigation Group, and I have minored in the Environmental Litigation and White Collar Crime Groups. My practice in all three groups includes a significant amount of Appellate Litigation, and I am an active member of the Firm’s Appeals and Issues Team. I focus on general and bankruptcy-related appellate matters and multi-jurisdictional litigation, handling cases on appeal and at the trial level in state and federal courts throughout the country. I also conduct litigation monitoring to address appellate and business concerns and advise corporations concerning compliance with federal and state statutes as well as investigations and enforcement actions by federal and state agencies.

McGuireWoods currently expects its associates to bill a minimum of 1950 hours each year. It has been my impression that, unlike many larger firms, the litigation departments at McGuireWoods often seem to be the revenue centers of the Firm, and typically litigation associates bill more hours on average than transactional associates. As an associate, my billable hours fluctuated between 2100 and 2600 hours per year. McGuireWoods has a two-tier partnership system. As a non-equity partner, my billable requirement has been reduced to 1850 hours per year, but my billable hours continue to trend over 2000 for the year.

One of the things that I enjoy most about a litigation practice in a large firm is the varied nature of the work. Each case presents the opportunity not only to learn about a particular area of law or procedural practice, but also to learn about the industry or technology that is at the center of the lawsuit. Among other things, as part of my practice, I have gained in-depth knowledge about semi-truck engines, acid-reducing medications, landfill waste hauling and barging, horse racing track surfaces, coal mining, power plant construction, Russian trophy hunting, and large-scale confined hog farming. The variations in the subject matter of my work keep it from becoming tedious and help what can be long hours fly by. Indeed, because of the varied nature of the cases on which I work, it is nearly impossible for me to describe a typical day. In the same month, I spent one week working on a federal criminal trial in Houston

concerning alleged illegal hunting from helicopters in Russia (we won acquittals) and the next week in Missouri touring a large hog farm, meeting with clients' employees, and defending their depositions in a complex series of nuisance litigations. I may spend my morning in team meetings and conference calls in the office, but then travel to a juvenile corrections facility to spend the second half of the day meeting with a pro bono client and his counselor concerning an upcoming sentence review hearing.

Despite long hours and frequent travel, I truly enjoy my work. Nonetheless, the pace required at a large law firm is not for everyone, and there are days when I would prefer to have more time to spend at home with my family, but client business requires that I remain at the office. That said, I am very fortunate to work with an understanding group of attorneys at McGuireWoods who encourage me to take time out whenever possible to be with my children. I am also lucky to have a spouse who is an academic and, therefore, has an extremely flexible schedule. As a result, he is able to handle childcare emergencies and the like. So, for students who are already married or have children at the time of their graduation from law school, I would recommend that you take into consideration the flexibility of your spouse's work arrangement when selecting a career path of your own. It is the combination of your careers that must strike the appropriate balance between work and home. The flexibility in my husband's schedule allows me to dive into a very demanding job without regrets. I cannot say that I would be in the same position if my husband were not able to be at home and support my career goals as wholeheartedly as he does.

2014

C. Practicing in the South

ALLEGRA J. LAWRENCE-HARDY, J.D. 1996

Partner

Sutherland Asbill & Brennan, Atlanta, GA

Areas of Specialization: Class Action Defense; Complex Business Litigation; Insurance; Internal Investigations; Labor & Employment; Litigation; Education, Government & Civil Rights; Crisis Management; Telephone Consumer Protection Act (TCPA)

187 Attorneys in Office; 450+ Attorneys Total

If you're a person who can see the big picture, who enjoys turning over a problem and analyzing all sides of an argument, who enjoys standing up for what's right and being in constant motion, then you might be a litigator.

That's what I do each day as a litigator at a national law firm and I assure you that "typical day" has never been part of my vocabulary. On any given day, I meet with clients, sometimes to discuss a specific matter, but often just to gain a better understanding of their business. There are conference calls with other attorneys and clients, depositions, stand-up court appearances, and firm management and strategy meetings. Several evenings a week find me having dinner with clients. Because my practice is a national one, I spend a lot of time in airports and hotels, traveling most weeks of the year.

All this activity is focused on one goal – solving our clients' most complex problems.

Here are a few things to consider as you take stock of whether litigation is for you.

You don't have to be an extrovert, but you must be a team player

Do you like working in a team? Litigators cannot work alone. As a senior litigator, part of my job is to select and bring together a team of attorneys who have the legal talent as well as the soft skills that can move us to a win. As a younger attorney, it's essential for you to have both the intellectual capacity as well as the emotional intelligence that it takes to work in a group setting with other attorneys and business

professionals. Be assured, those groups will be packed with big egos. You'll need the confidence and skills to be both assertive and collaborative at the same time.

You don't have to be an extrovert, but you must develop confidence. The entertainment industry and news media might lead you to believe that every litigator is a charismatic extrovert. Certainly, a big personality isn't going to hurt you, but I know plenty of successful litigators who don't fill the room with their presence. They're effective leaders because they have the confidence that comes from preparation and knowledge. Experience calms any jitters they might have about standing up in court or leading meetings.

Preparation and listening are the keys to success

I happen to be an extrovert, but my effectiveness as a litigator comes from my commitment to helping clients and the many hours I invest in preparation and team building. And although I enjoy talking, I've also learned that listening is a more valuable skill. The ability to read people is a competitive advantage, and the importance of listening and watching are often underrated. There is plenty of room for the confident introvert in litigation.

Time management is essential

You must also become an expert in time management. The law—especially litigation—is demanding. There's no sugarcoating it—big firm or small firm, you will work long, sleep-depriving hours. The deadlines are relentless and there's always someone—a client, a colleague—who needs your counsel after hours or on the weekend. If this is the life you've chosen, you have to commit to learning time management and setting personal priorities. I have to be extremely organized to find time to be the wife and mother I want to be. In our family, we believe that no success outside of the home will compensate for failure in the home. That takes work.

Take advantage of all that Yale offers

As a student at the Yale Law School, you're enormously privileged to learn from some of the best professors in the world. Be sure you get all you can from courses on evidence, federal procedure and all of other the black letter law courses, as well as some of the excellent clinics the Law School sponsors. But Yale offers a lot more. One of the best courses I took at Yale was "The Book of Job and Justice." While the course didn't teach me any hard rules, it taught me a great deal about the power of the law to shape our society. Don't miss opportunities that develop your intellect, broaden your horizons, and develop your perspective.

While litigation can sometimes unfortunately be combative, the goal is to utilize the legal system to resolve problems and find solutions. It will make you think creatively each day, constantly test your ability to react to changing circumstances and give you the satisfaction of helping clients who face challenges. If you find that appealing, you might be a litigator.

2015

JO WATSON HACKL, J.D. 1988

Of-Counsel

Wyche, P.A., Greenville, SC

Areas of Practice: Corporate, Securities and Mergers and Acquisitions

30 Attorneys in office; 33 Attorneys Total

I practice corporate and securities law in a 33-person law firm located on the banks of the Reedy River in Greenville, SC. During law school I was fortunate to work on the Notes Topics Committee of *The Yale Law Journal* with brilliant, interesting, dedicated and witty fellow students. When I began to evaluate law firm practices, my goal was to replicate that peer experience as much as possible. I believe that I have succeeded. My firm offers a wonderful combination of complex and interesting work, an ideal setting and truly brilliant, interesting, dedicated, and witty colleagues.

Two other things convinced me to join my firm. The first consideration was the values demonstrated by attorneys in the firm. Our firm has a tradition of hiring with a view toward the long term, bringing aboard only attorneys it believes are capable of being admitted to membership in the firm. Our firm also values service to the community and has a long tradition of community leadership. In addition, during my interviews, I was impressed with the understatement demonstrated by its lawyers. One senior lawyer, also a Yale, drove me around during my interview in his 10-year-old car. During my clerkship, another Yale, also a senior lawyer with the firm, toiled me around town in his 1970's woodsided station wagon. During this time, I was considering other firms where luxury cars were standard issue among partners. I found it refreshing to be in a firm where attorneys did not feel the need to show off. I should note that lawyers in our firm we do have our share of nice cars, but I enjoy practicing in a place where people feel comfortable putting their money quietly to work, rather than in expensive cars.

The second consideration was the location. I wanted to spend my days overlooking a waterfall, not a parking garage. For twenty six years now, my office has looked over the falls of the Reedy River. My career path has been somewhat unusual for a Yale Law School graduate as I am still with the firm at which I began my career. After a one-year clerkship on the Eleventh Circuit Court of Appeals, I joined my firm as an associate and achieved membership in 1994. Our practice is vibrant and varied. I've firstchaired registration of over a billion dollars of securities, helped achieve a variety of cross-border M & A transactions, and addressed a wide range of corporate governance issues. After the birth of our first child, (we now have three) I decided to be a part-time member. My firm was fully supportive of this decision and tried everything in its power to make this work. But I found that, like many other part-time lawyers, as long as I was a primary client contact, part-time was illusory because I would work night and day to meet the inevitably tight deadlines. Only after I decided to go "of-counsel" (and relinquish much primary client contact) have I been able to achieve real flexibility. This is made possible by wonderfully supportive colleagues, a team approach, and remote access to the office computer system.

The Guide asked that I comment on whether I had experienced any surprises or things that I wish that I had known as a student. In law school I focused on doing well academically and viewed as a side benefit the relationships I formed (and now treasure). I have since realized that the less-readily measured interpersonal skills are far more important than academic records in building a practice. Clients come to you with problems and projects that are very important to them. No matter how clever your solution and how quick your response, they need to know that you genuinely care about the project and them. Clients come and stay because of the relationships that they develop with lawyers in our firm. It is that focus on the importance of building and maintaining relationships that many law school students (including me) do not fully appreciate until they are in private practice.

Relationships within a firm are also very important. I am proud to say that I genuinely call my colleagues

friends. Our firm has weekly breakfast meetings in which all attorneys are invited to participate. Wyche values mentorship at every level, both formal and informal, and has many programs in place to ensure that associates have the support and encouragement they need to be successful. Our associates participate in frequent training programs that advance their personal and professional development. The Associate Book Club has become a long-standing tradition and a place where associates can discuss new ideas based on thought-provoking books and Ted Talks. Several attorneys share hobbies. Staff and attorneys gather as a firm once a month to celebrate birthdays, and anniversaries with the firm, baby showers, and other life events. We have a firm-wide newsletter distributed once a week featuring accomplishments and life events of our team. The newsletter regularly includes a Family Edition that features news of staff and attorney children and grandchildren. Other activities at the firm that promote relationships include the Women of Wyche (WoW), an affinity group that promotes mentorship, professional development, and business development for our female attorneys. The group meets monthly to discuss each of these topics and to support one another professionally and personally. The firm also sponsors the Forum, a group of both attorneys and staff at Wyche who are committed to generating ideas for new ways to support Wyche's unique culture through initiatives that continue to make the firm a great place to work. Our firm also actively encourages healthy life habits, and it's not unusual to see attorneys or staff whipping up a smoothie in our Vitamix in the kitchen or heading out the side door in biking, yoga, or workout clothes.

When I joined the firm, one of the senior members told me that he was looking forward to growing old with me. He sincerely meant it and I absolutely enjoyed the twenty years we spent together. In our recruiting we look for people who value relationships, who work well with others and with whom we believe we will enjoy working. Approaching a job as a life-long opportunity makes it more important than ever to let the little things go and look for ways to foster connections. We have a true team culture in which we celebrate one another's successes and look for ways to support each other. Every one of my colleagues is involved in community service. With the full support of my firm I have chaired the local legal services agency, served on the local United Way campaign cabinet, served as legal counsel to the local performing arts center, served as president of the county bar association, chaired an economic development board, served as president of an arts organization, chaired a community foundation board, served as co-chair of the state-wide Liberty Fellowship Economic Development Forum, hosted and produced a local access cable program providing information about legal topics to members of the lowincome community, lectured to non-profits, and founded a website [outdoorosity.org \(https://www.facebook.com/outdoorosity\)](https://www.facebook.com/outdoorosity), providing inspiration and information to encourage people to spend more time outdoors. I have also been active in our church and our children's schools. It is a full but satisfying plate.

Henry Parr, one of my colleagues, recently remarked in an article recognizing him for the "Super Lawyers South Carolina" listing that he chose Wyche because he knew that "you will become like those around you." I believe that is true and I am very glad that I chose Wyche. In addition to complex and interesting legal work and substantial pro bono legal activities, attorneys in our firm have been able to carve out time to lead interesting lives and pursue community passions. One of our lawyers published a hiking guide and six books of nature photography, another sings in a chorale group, another writes fiction and plays the bassoon in a local orchestra, another plays the flute and one performs in a rock band. Almost all of my colleagues enjoy the outdoors and hikes and rafting trips are regularly available. As for me, in addition to founding Outdoorosity, I am an intrepid gardener, and an active black and white photographer. I have written two novels (both, alas, as yet unpublished but I have an incredibly talented literary agent working to change that). I don't think that I would have the varied interests—or the time to devote to them—in another setting. So Greenville and the Wyche law firm have absolutely been the right decision for me. My wish for you is that you find yourself as well-satisfied with your choices 27 years out of law school.

2015

D. Practicing in the Midwest

STEPHANIE JACOBS LUGER, J.D. 2008

Associate

Goldberg Kohn, Chicago, IL

Areas of Specialization: Banking/Finance, Business/Corporate Law, Real Estate

85 Attorneys

I have been working as an associate in the corporate group at Goldberg Kohn Ltd., a midsize Chicago law firm, for five years. I came to Goldberg after working as an associate in Sidley Austin's Chicago office for almost two years in their insurance and financial services group. While both positions were transactional in nature, my experience at Goldberg Kohn has been quite different from that at Sidley Austin. Both have been incredibly positive experiences.

I don't believe that one can really generalize about the "culture" of Sidley Austin. Particularly in the Chicago office, there are so many different groups and each group tends to have its own "culture." The insurance and financial services group was relatively laid back, especially for a large law firm. The associates and partners I worked with were friendly and sociable and generally very fun to be around. My colleagues at Sidley were also very hard working and definitely put in the long hours. I think that there are ups and downs in work flow in any transactional practice (especially given the changes in the economy in recent years) and I certainly experienced some extreme highs and lows with respect to work flow during my time at Sidley. Nevertheless, despite the frustration of unpredictable and often long hours, the work I did at Sidley was challenging and I often found it quite interesting.

The type of work that I did during my time at Sidley was transactional and was mainly focused on large insurance and reinsurance industry players. I worked on mergers and acquisitions and corporate governance matters for such companies and spent a good amount of time researching and analyzing insurance laws for our clients. Despite being a very junior associate, I did have some direct client contact and I know that as associates in my group became more senior, their interactions with clients as well as their responsibilities were increased.

The reason I decided to switch to a smaller firm was because I wanted to broaden my practice to more general corporate matters and to work with a variety of clients beyond the insurance and reinsurance arena. I also felt that I might prefer the more intimate setting of a smaller firm.

My experience at Goldberg Kohn has exceeded my expectations. The culture is very unique for a law firm. The size of the firm enables all associates, partners and staff to know one another. Everyone I work with is friendly and sociable, and I really feel that people here take an interest in getting to know each other on more than just a superficial or work-related level. The associates and partners that I work with are extremely intelligent and are very hard working. They also respect their own lives outside the firm as well as the lives of the other associates and partners that they work with. With respect to hours, I think that it varies from practice to practice and from group to group. As with any transactional practice, my hours are often unpredictable. However, I have not found the highs and lows in work flow to be very severe and I find that I have a greater degree of control over my schedule here in comparison to my experience at a larger firm.

It is hard to describe a typical day, as each day is different from the next. I am typically working on several different deals at once. I may spend a few hours reviewing documents, a few hours drafting or revising agreements (perhaps for the same deal or perhaps for different deals), thirty minutes on the phone with a client and another hour in a meeting with a colleague. My next day may be entirely focused on reviewing documents and the following day I may be running from meeting to meeting and call to call. It

all just depends on which deals I am working on and which phase of the deal I am at (as is true with most corporate attorneys, as a closing nears, things get busier and busier). The clients that I work with are as varied as the work I may do in a day. In the four years that I've been with the firm, the clients I've worked with have included, among others, technology, financial, investment, media, publishing, food, drink, insurance, sporting goods, healthcare and medical supply companies. I have truly enjoyed the variety of types of clients I've been exposed to as well as the increased amount of interaction I've had with such clients. Most deals that I work on are staffed very leanly, and I spend a lot of time speaking directly with clients. I think that having the opportunity to communicate directly with clients as a junior associate is a function of the size of the firm as well as the types of clients that my group deals with (mostly small to medium size companies).

2015

BENJAMIN P. CLINGER, J.D./M.B.A. 2008

Partner

Kirkland & Ellis LLP, Chicago, IL

Areas of Specialization: Mergers & Acquisitions, Private Equity, Venture Capital

650 attorneys in office; 1500 total attorneys

I am a partner at Kirkland & Ellis LLP where my practice consists primarily of advising private equity firms in acquisitions and divestitures. I graduated from Yale Law School and Yale School of Management and did my undergraduate studies at Northwestern University. While I began my career at K&E in Chicago, in April of 2014 I moved to Houston, Texas to help open the firm's twelfth office. Since then, it has grown to well over 30 lawyers, all of whom are primarily focused on energy transactions.

Like many law students, I had reservations about starting my career as a lawyer. One reason for this was my early exposure to attorneys that viewed law and business as distinct career paths. I have always viewed the practice of law as a business and the role of a lawyer, particularly an M&A lawyer, as that of a business advisor. I ultimately settled on K&E, because the people I met there understood this.

In choosing a law firm, the single most important (and admittedly difficult) factor for law students to consider is fit. While many big law firms have much in common, there are meaningful distinctions worth examining. I chose K&E for a number of reasons, including its entrepreneurial culture, propensity to reward performance with above market compensation, reputation among its peers and impressive client base. Becoming a trusted advisor will require a significant time commitment. Be sure the law firm you choose has a culture that recognizes and rewards such commitment as much as it respects the time you carve out for family, friends and personal development.

While it is undeniably true that deal work is rarely nine to five and is often hectic and stressful, it is also challenging, exciting and personally and professionally rewarding. Being a good deal lawyer does not mean being the smartest person in the room. It requires judgment, creativity, perspective and certain soft skills like being able to build a team, connect with your client and partner with opposing counsel.

K&E clients have come to expect that their lawyers understand the issues they care about and, more importantly, that this understanding informs the advice given and judgment exercised by their counsel. Having a background or experience in (or at least some familiarity with) corporate finance, economics, accounting and tax is helpful and will flatten the short term learning curve; however, the primary learning happens on the job and nothing will substitute for experience.

If you are heading into big law I would strongly encourage you to stretch and challenge yourself. Ask for more responsibility than you think you can handle and develop judgment by exercising it. Remember that

the greatest learning occurs when you venture out of your comfort zone. As for the inevitable long hours, think of them as credits in the bank to be spent later when you cash in on your experience.

2014

E. Practicing out West

SAM COPPERSMITH, J.D. 1982

Partner

Coppersmith Brockelman PLC, Phoenix, AZ

Areas of Specialization: Transactional Law, Real Estate & Land Use, Business Organizations, Nonprofit Governance

20 Attorneys

The most important choice I made upon graduating law school wasn't the one I worried most about. What proved to be most significant wasn't my initial job, but rather where I went for my clerkship. While a law student, I worried a lot about types of employers, sizes of firms, and different types and styles of practices (whatever I thought that meant), but what actually affected my future the most is where I went after graduation. For me, geography was destiny.

Once you make that first choice of place, you probably will find that you have more flexibility regarding types of employers than with new locations. Even if you're just starting out, the longer you stay, the more you belong to the community. Eventually, a relationship, community activities, business ties, children, or even inertia will keep you where you are, and at some point, you really get too old (or at least feel too old) to want to take another bar exam.

That was my experience, anyway. I originally came to Phoenix for a one-year clerkship, not intending to stay, but I never left. I even took the California Bar exam the summer before my clerkship started, which is not something one does lightly. Despite arriving on a 114° day and having a federal circuit court clerkship that had almost nothing to do with the legal community here, I wound up committing to Phoenix after only 6 months here. This was in no small part due to the fact that I was fixed up by a mutual friend with my wife, to whom I became engaged after 10 months here.

After my clerkship, I spent a couple of weeks working on a friend's mayoral campaign and after his upset victory, served as his assistant. When that stint ended, I commenced work in a 20-lawyer firm that by Phoenix standards in those days was considered medium-sized. I then spent two years at a 6-lawyer spin-off from a larger Phoenix firm, then moved to a 14-lawyer firm. I left that firm after four years to run for Congress, and in an even bigger surprise than that Phoenix mayoral election, I won. After my service in Congress ended (it was 1994, and I'm a Democrat), I decided to start my own firm with my friend and Chief of Staff, which is where I still practice today.

My practice is centered around business and real estate transactions, for both for-profit and nonprofit businesses. My firm has a strong specialty in healthcare and employment work, and we represent a number of Arizona-based and national hospital and healthcare systems. We also represent individuals and small businesses with business, employment, white collar defense, and commercial litigation issues.

I have worked at my own firm the longest I have held any job; we just celebrated our 20th anniversary. Having your own firm forces you to enjoy your work; there's nobody else to blame for unhappiness, which is a powerful incentive for responsibility. It also forces you to be flexible, both in types of work and in dealing with different types of people.

What else I've learned is that the most important thing is working with good people. You will spend most of your time with your colleagues, and you need to enjoy being with them or days can get awfully long. Second, you need to do good work, which also you think is worth doing. Much of legal practice is work, and you need to be able to take pride in what you do. We represent a lot of nonprofit organizations and individuals, and have managed to convert our volunteer work in election law into a sometimes-paying sideline. And personal relationships matter far more than the type of work you do. I wind up doing a lot of routine stuff for people I like, and the quality of the relationships with the clients determine my levels of satisfaction much more than any abstract intellectual rigor in the work itself.

So, to extrapolate wildly from my own experience (in the typical way that almost all lawyers think their own choice is what you should do, too): Think most closely about where you're going, not what you will do initially. Then in choosing a job, choose people you enjoy, because you'll spend a lot of time at the office. Find work that allows you to do good, because you'll spend too much time and effort doing it to not care about it—and if you don't care enough, your work won't be good enough. And finally, work for good clients, people, and institutions you like and respect and for whom you're willing to work hard, because you will.

2015

CHARLES E. WHEELER, J.D. 1978

Cozen O'Connor, San Diego, CA

Areas of Specialization: Commercial Litigation, Insurance

14 attorneys in office; 550 total attorneys

After I graduated from Yale, I worked for four years for a mid-sized law firm in Los Angeles. For the last 32 years, I have worked for two Southern California regional offices of East Coast law firms: the Los Angeles office of Rogers & Wells (1982-1994) and the San Diego office of Cozen O'Connor (1994-present).

Cozen's San Diego office has had 14-20 attorneys ever since I started. Cozen has grown to over 500 attorneys, with its main office in Philadelphia and major regional offices throughout the United States. In general, Cozen expects all of its attorneys to bill 1950 billable hours each year, with 50 pro bono hours.

I have always done commercial litigation. Since 1987 I have primarily represented and advised insurance companies on liability insurance coverage issues. Most of my time is spent in the office. Although I often represent insurance companies in large, multi-insurer litigation, as a practical reality such litigation requires few court appearances, depositions, and trials. The last time I tried a jury trial in an insurance coverage case was in 1989. This is typical of most commercial litigation today, as highly competent mediators can settle almost any commercial dispute. Big law firms are not for attorneys who want to spend their time in the courtroom.

Like most commercial litigation, insurance coverage is document-oriented, and most of my time is spent in analyzing documents, especially insurance policies, and researching case law interpreting such documents. This is not as dull as it sounds. Sophisticated legal work, which is the bread and butter of big law firms, involves a surprising amount of uncertainty about applicable law which requires interpolation of what little authority is available. Sophisticated legal work is an act of creation, because often there simply is no precedent to rely on.

What keeps me interested in practicing as a commercial litigator is the "puzzle" of the legal issues presented to me. In addition, law is still a business which depends on personal contact with other people: clients, other lawyers at Cozen, and opposing lawyers. I still find most big firm lawyers, including opposing counsel, to be honest professionals who are intelligent and interesting to work with. I like the

enthusiasm of associates, and always have an “open door” policy for everyone, associates and partners alike, who want to take a seat and discuss a troubling matter. That kind of informal training of associates remains one of the strengths of big law firms, even though it is not always billable under clients’ billing guidelines.

Apart from monetary compensation, the principal benefit of working for large law firms is that the work is sophisticated and therefore interesting. Because the expense of obtaining advice is substantial, large law firms tend to get complicated and/or messy matters that have to be sorted out. This often entails the efforts of a team, which large law firms like Cozen can assemble immediately. For example, there may be a coverage issue where the policy is issued in Texas but the accident occurs in California. Typically we will need to look at the relevant coverage law in both Texas and California (which may diverge to a surprising degree), and I work with coverage lawyers in Cozen’s Dallas and Houston offices to analyze the issues. As I have known and worked with our Texas lawyers for years, and respect their expertise, I enjoy working with them. I also like them as people, as I do the other members of my department nationwide. I feel that I am part of the best national insurance coverage department in the country, with about 75 lawyers who can deal with insurance issues in all 50 states. Such esprit de corps is typical of departments of most national law firms.

As I am one of only five California insurance department attorneys, my “client” in many cases is the attorney in a different Cozen office who receives an assignment from an insurance company that has a California law component. In general, the attorney receiving the assignment prefers to control the external contact with the client, which is occasionally awkward. This situation is similar to associates, for whom the “clients” that they must please are other attorneys in the law firm assigning them work. Associates who have a reputation for doing good, timely work attract more work.

Over the years, I have found that the greatest challenge that any lawyer has at a large law firm is to say “no” to the client of another attorney. The other attorney has a vested interest in keeping the client happy by confirming that the client can do what it wants to do. I’m senior enough at this point to stick to my guns, but junior attorneys have to learn how to say “no.” The consequences of going along with what the client wants, rather than what the attorney thinks is right, can often be disastrous.

From the standpoint of a young attorney, the departmentalization of all large law firms should be an important consideration. Cozen and most large law firms recruit for specific departments, such as tax, real estate, commercial litigation, or insurance. Cozen has always done a lot of lateral hiring, particularly in the insurance department. Cozen has a good summer program in the home office, but we typically hire hourly law clerks from local law schools in San Diego.

At least in litigation, the range of cases that an associate in a home office works on is much more limited than the range of cases that associates in regional offices or mid-sized law firms work on. I have always found that my first four years at a mid-sized firm working on a variety of cases, such as will contests and real property disputes, gave me the flexibility to change as the spectrum of legal work I was doing changed. Change in the practice of law is inevitable, and seems to be accelerating. Starting in a department at a large firm typically does not encourage the flexibility that is essential over the course of a career.

Compensation at any private law firm, large or small, is ultimately based on revenue allocation. This creates numerous strains at large law firms, which develop various schemes for crediting revenue between lawyers. For most associates and partners at Cozen, the principal method of determining compensation is amount of revenue collected by the lawyer for work performed. Each lawyer is treated as a separate profit center. The lawyer’s “profitability” is determined by comparing individual revenue with individual compensation plus allocated overhead. The overhead allocation is a perpetual problem for regional

offices, which typically do not use many of the services (word processing center, comprehensive library, etc.) which are provided in the home office only, but are “charged” to the regional office attorneys. This presents a problem in acquiring small regional firms to build up regional offices, because the overhead charge may reduce the compensation of small firm lawyers to an unacceptable degree.

Insurance companies have never been willing to pay the billing rates that major corporations and institutions are willing to pay. Accordingly, as a practical matter the insurance lawyers at Cozen are paid less than the corporate practice attorneys in the home office. I have always been willing to take less pay in return for steady work, which is what insurance companies offer. Insurance claims are not dependent on the status of the economy, because the claims arise out of fortuitous events. However, I have also had the advantage of a spouse who has been able to earn as much as I do, which has given me the option to practice insurance law while raising a family.

In general, I stay out of the compensation wars which take place between shareholders or equity partners. These compensation wars primarily involve which attorney receives credit for revenue from institutional clients for work performed by other attorneys. In general, the revenue generated by “personal clients” of shareholders (i.e., clients that the shareholder brought to the firm and would be able to take if she left) is not difficult to allocate. Institutional clients, however, are not in the “pocket” of any individual attorney, so there is a perpetual turf war over the revenue of that client for purposes of compensation. This was true of the national stockbroker clients of Rogers & Wells, and it is true of the major insurance clients of Cozen O’Connor.

Life in a big law firm is never a bed of roses. You have to accept the culture of the firm and the office, or there will be a more or less amicable divorce. The quality of the people I have worked with for the last 36 years has kept me working for big law firms. I am currently thinking I will call it quits with big firms when I turn 66 in 2019, although I will probably keep doing something in the legal world. My wife is also trying to convince me to cut back to 80 percent (i.e., 4 days a week, with commensurate reduction in billable hours and compensation), which is an option that is available and I may look into at some point.
2014

STUART P. MEYER, J.D. 1988

Partner

Fenwick & West, Mountain View, CA

Areas of Specialization: Computer and Technology

268 Attorneys in office; 279 Attorneys total

I first became interested in law while I was in college at Carnegie Mellon University in Pittsburgh, Pennsylvania. I was an electrical engineering student, and my primary extracurricular activity was serving as the engineer and chief operator of the university’s radio station. In my tenure there, we got involved in two disputes that mixed technical and legal issues. The first was with a distant television station trying to get its signal into Pittsburgh; they claimed that our radio signal caused interference. The second was with the University of Pittsburgh, just down the street; both Pitt and CMU wanted to expand their operations in ways that were mutually exclusive. As a result of these disputes, I started spending a great deal of time with outside engineering consultants and outside legal counsel. I quickly learned two important lessons. First, most lawyers and administrative law judges had a very difficult time dealing with technology issues. Second, I really enjoyed the juncture between law and technology. Furthering these interests, upon graduation from college I joined an engineering consulting firm and continued working with communications lawyers on such issues.

Over time, I decided that my instincts in college were right and I greatly enjoyed dealing with law and technology issues. After a couple of years working as an engineer, I decided that I wanted to go to law

school. I did not, however, want to abandon engineering. To the contrary, I wanted to make sure that I could still stay deeply involved in technology. Accordingly, I determined that before going to law school, I would return for a year to graduate school to get my masters degree in electrical engineering and computer science.

At about the same time that I entered my graduate engineering work, I started applying to law schools. Even though Yale did not offer very many courses geared toward law and technology, I very much believed in the school's philosophy. As my law school career progressed, I became more and more enamored with intellectual property as a perfect vehicle for satisfying my law and technology interests. I spent a great amount of time and energy looking at the various law firms that worked with intellectual property. This area provides a number of choices: small firms v. large firms, general practice firms with strong IP practice groups v. IP "boutique" firms, and the like.

My process of interviewing with law firms was fascinating. One of the most important things I learned was how critical the aspects of a firm not reflected on a NALP form were. I originally thought that if one were to put a hundred attorneys together in a firm, the individuals' characteristics would meld together making most firms alike. I quickly learned that firms had very distinct personalities of their own. Some seemed to favor like-minded attorneys while others enjoyed a more diverse set of views. Some seemed more institutional while others were more familial. Most importantly, I could tell just looking into my interviewers' eyes whether they really enjoyed their careers or were simply paying the mortgage. As a result of all of my research into law firms, I chose to become a summer associate at Fenwick & West in Palo Alto, CA in 1987. I was delighted that my summer was spent not so much exploring the firm as confirming the truth of what I thought I discovered in my interviewing process.

Upon graduation from Yale Law School, I joined Fenwick & West full-time and again was delighted to simply confirm that life as a newly minted attorney was as I thought it would be. In particular, my goal was to make sure that I had the freedom to grow my practice the way I wanted to in the "fertile soil" of a supportive firm. I did not want to have to compromise my goals simply to conform to an existing structure. Rather than go through in detail how my practice has evolved since that time, suffice it to say that I still enjoy the mixture of law and technology provided in my practice at Fenwick & West.

As a partner, my practice today is of course not like it was when I was a first year associate. At each stage of my career, though, I have enjoyed my work and looked forward to the next stage of my professional development. I have enjoyed the fact that new technologies continually spawn new legal issues never considered before. The primary life-lesson I would like to pass on is that time spent in advance thinking about what you want to do is time very well spent. I've found it very reassuring to simply confirm the decisions made after much homework and introspection.

"The primary life-lesson I would like to pass on is that time spent in advance thinking about what you want to do is time very well spent."

In recruiting law students over the past two and a half decades, I have seen many who appear too busy to really figure out what they want to do the next summer or upon graduation. They often make decisions more to keep their options open than to follow any dream they may have. This is particularly common with students who split their summer positions because they can't decide between two opportunities. My own, personal view (and I realize reasonable people can differ on this) is that many of these people still have trouble deciding after spending a few weeks at each, and that it would have been better for them to front-load the decision-making rather than putting it off.

I suppose an even more fundamental lesson to pass along is that the practice of law is a wonderful career. It provides us with tremendous flexibility and the ability to take our careers virtually anywhere we want. I am grateful, indeed, for the opportunity to have taken this path.

2015

F. Practicing Abroad

Narrative is removed from public version of guide.

G. Practicing in a Public Interest Law Firm

ANDREA ARMSTRONG, J.D. 2007
Former Thomas Emerson Fellow
David Rosen & Associates, New Haven, CT
Areas of Specialization: Prisoners Rights
2 Attorneys

Although I am now teaching at Loyola University New Orleans, College of Law, my first job post-graduation was as a Thomas Emerson Fellow at David Rosen & Associates. David Rosen & Associates is a small law office consisting of attorneys David Rosen and Barbara Goren, both YLS grads, the current Thomas Emerson Fellow(s) and a great team of three paralegal assistants. The office focuses on large, complex civil litigation on behalf of individuals, particularly those with a public interest component. The practice includes cases addressing human and civil rights, discrimination and employment law, and wrongful death, personal injury, medical malpractice and product liability law. The office may also specifically take on cases addressing the current Fellow's thematic interest.

One of the main benefits of working at a small firm like David Rosen & Associates is the work and exposure to every aspect of litigating a case. From discussing broader themes and strategies in complex cases to the minutia of drafting complaints, discovery, and jury instructions to negotiating and responding to opposing counsel, as one of only three or four lawyers in the office, you either have a front row seat or are actually doing the work yourself. Over the course of my fellowship year, I probably touched on almost every rule of Connecticut and federal civil procedure. Moreover, because the firm is so small, you are involved on a wide variety of substantive issues—from municipal liability to the availability of punitive damages to excessive force.

Training and mentorship by a vastly more experienced attorney is another benefit particular to but not necessarily inherent in small law firm practice. Over the course of his career, David Rosen has litigated a wide variety of cases. Yet he also balances that experience with an openness to new ideas and strategies. The result is a working partnership that promotes participation by the untrained attorney, but also provides a stable enough framework for the new attorney to learn and absorb broader lessons about the practice of law.

Another important aspect of working at David Rosen & Associates is the humane work schedule and flexibility of a small office. When the office is trying a case, of course, the work and the hours are frenzied. But when not at trial or facing crucial dispositive deadlines, the hours are family-friendly. Most days I could pick up my daughter at daycare and most weekends were my own.

What does this mean for you? It means a certain level of independence in your work. If you prefer a certain amount of oversight or micromanagement, small law firm practice may not be for you. Practicing in a small law firm also means that although your substantive interests are certainly taken into account,

the practice consists of a wide variety of cases and you will likely have a role to play in most of them. You may not have the opportunity to develop a particular area of expertise or focus solely on a specific issue. Although this is a fellowship, and training and mentorship is certainly a great benefit of the job, at the end of the day, a certain amount of work must be accomplished for the practice to continue to thrive and succeed. But if you value the opportunity to learn the art and practice of lawyering in a supportive but independent environment, working in a small law firm may be the right fit for you.

2015

TAMMANY KRAMER, J.D. 2002

Former Associate

Heller, Huron, Chertkof, Lerner, Simon & Salzman, PLLC, Washington, DC

Areas of Specialization: Employment Law, Discrimination, Civil Rights

8 Attorneys

For eight years, I worked for Heller, Huron—a plaintiff’s-side employment discrimination firm founded by six friends in 1997. The firm’s origins mean that the day-to-day atmosphere at Heller, Huron is supremely collegial and humane, along with being intellectually rigorous and hardworking. All of the partners are highly respected in the field (e.g., Doug Huron and Jim Heller were Ann Hopkins’ lawyers in her landmark case against Price Waterhouse), and the firm does incredible work. Their aim is to create good law while helping individual plaintiffs. Most of what they do is employment discrimination litigation, but they handle other civil rights and employment matters as well.

I became interested in public interest firms during my third year. Like many others, I came to law school knowing that I wanted to serve the public interest. Thanks to Yale’s summer fellowship program (supplemented by loans, of course!), I had the luxury of spending both law school summers at constitutional rights organizations. The work was terrific, the people were amazing and committed, and the experience was really rewarding and exciting. I greatly enjoyed doing impact litigation, but I also came to realize that I wanted to combine this with working on more garden-variety litigation in the aid of ordinary individuals. I didn’t want to take a short-term one- or two-year position, so the fellowship route wasn’t appealing to me either. The combination of smaller firm and civil rights orientation seemed like the best of all possible worlds.

After graduating in 2002, I took a bit of a detour to get to my job at Heller, Huron. I think my experience demonstrates that you don’t need to tread the familiar path or adhere to the usual timelines to get where you want to go. I was trying to coordinate my career and my geographic location with my husband’s, which was proving a bit tricky since his own plans were up in the air. In the spring of my third year I still wasn’t sure what I was going to be doing after graduation, or where I’d be doing it. Although this was a little unsettling, especially as most of my classmates were secure in the post-graduation plans they’d made in our second year, I figured things would work out one way or the other. This desire to balance a personal life with a professional life shaped my work habits and my overall approach to the practice of law.

A short while after I took the bar exam—and took the long vacation all survivors of the exam definitely need and richly deserve—I saw that Heller, Huron was looking to hire an associate. I knew that this firm was exactly what I was looking for, and I knew that this kind of firm is not that common. It’s definitely worth taking your time to wait and look for the right fit. Don’t feel rushed or pressured into making a decision that isn’t right for you. You work too hard in law school and invest too much of yourself to settle for anything less than a job you’re excited and enthusiastic about.

For anyone interested in joining a small firm like Heller, Huron, a potential difficulty is that small firms don’t always hire on the same kind of schedule that big firms, clerkships, and fellowships are on, and

hiring can be infrequent. If you want to work at a public interest firm, be sure to do your research into specific firms. Be persistent, and don't hesitate to seek out informational interviews, even if a place isn't hiring at the moment and even if you're not yet a 3L. Take courses and/or work on journals in related fields—for example, at a place like Heller, Huron they look for someone who has taken employment discrimination and perhaps trial practice or additional constitutional law classes. Keep in touch with firms of particular interest, check into professional organizations for leads for potential employers, and definitely use YLS Career Connections to network with alumni.

Being at a small firm is fantastic in so many ways. I had a lot of autonomy, and from day one I had a lot of responsibility. Nobody wanted me to sit around writing internal legal memoranda, and it often worked by the principle of “see one, then do one.” I was taking depositions in my first year, and then began running my own cases with some supervision. I spent my day doing a little of everything—conducting client interviews, writing court filings, negotiating with opposing counsel, reviewing key documents in a case, etc. I was fortunate that individual employment discrimination cases don't tend to be overwhelmingly document-intensive, so I did not spend days and weeks doing document review. The whole litigation process is fun and challenging. The most difficult thing was dealing with recalcitrant opposing counsel, and one of the most fun things was strategizing the case and figuring out the interesting legal questions. To me, the combination of practical and conceptual elements was what made litigation so interesting. One of the most rewarding things was getting a good result for a client, and helping him or her feel that some measure of justice had been served and some wrong had been righted. A good case outcome really can change somebody's life.

It was important to me to work in a place with humane hours as well as a relaxed, informal atmosphere. Heller, Huron had both of these things. Everybody there wants to have a life outside of work, and the partners want you to have a life as well. There is no concept of “face time.” There is a trust and commitment that the work will get done, with very decent hours and few weekends working (other than for trial or some other key crunch time). When I was in the office, there was a fair amount of batting ideas around, discussing cases, commiserating or celebrating the twists and turns of various cases and, crucially, fun and laughter. I cannot overstate the importance of liking the people you work with. The firm was also very accommodating as far as family life goes. I took an extended maternity leave, and had a schedule that let me go home in the late afternoon, so I could spend time with my toddler. It's hard to balance the work schedule of an attorney with being a parent, but a flexible employer can help immeasurably.

One admitted downside of being at Heller, Huron was that there weren't as many non-partners—I didn't have other associates around, and there was only one person of counsel. This just meant that it was more important to make connections with associates at other firms and other people in the legal community. The other downside of being at a public interest firm is that you will never, ever get rich. My friends at big firms are making infinitely more than what I was earning.

But, I loved what I did. There were times when I was so excited to get to work that I literally sprinted down the sidewalk from the Metro station to my office. In my opinion, that sense of joy in what you do is invaluable, and you should stay true to whatever made you decide to become a lawyer and hold out for that sense of enjoyment and fulfillment.

Although working at a small firm allowed me to strike a good work-life balance, the work-life balance sometimes tilts more towards work and other times tilts more towards life. I had decided to take a hiatus from practicing law so that I could be with my young daughter full-time. I was thrilled about this decision and at the same time continued to remain involved in professional activities. At present I am doing some consulting and a fair amount of pro bono work, which allows me to enjoy the practice of law and to be in the courtroom without committing to the demands of a full-time litigation position. However, down the

road I plan to resume practicing full-time. While it may not always be easy to make this kind of a decision to tilt away from work, at any particular time in your life and your career it's important to do what feels right for you and what works for your personal situation.

2015

JULIE WILENSKY, J.D. 2007

Shareholder

Lewis, Feinberg, Lee & Jackson, P.C., Oakland, CA

Areas of Specialization: Civil Rights, Employment, Employee Benefits, Litigation, Class Action

15 Attorneys

I'm a litigator at a 15-lawyer, plaintiff-side public interest firm in Oakland that focuses on civil rights, employment law, and employee benefits (ERISA) class actions. I joined the firm as an associate following a one-year public interest fellowship and two clerkships. I was recently promoted to become a shareholder of the firm.

My work is split across the firm's practice areas. I currently work on several disability access class actions, a wage and hour class action on behalf of low-wage home care workers, and individual employee benefits lawsuits involving same-sex spouses who were wrongfully denied spousal benefits. My firm co-counsels class actions and other complex cases with other firms and nonprofit organizations. In the past few years, I've worked with attorneys from the Legal Aid Society – Employment Law Center, the National Center for Lesbian Rights, the NAACP Legal Defense & Educational Fund, and the Disability Rights Education and Defense Fund, among others.

It's hard to say what I do in a typical day, other than that I am usually writing something – a brief, a letter, and of course, lots of emails. In the last two weeks, which were unusually hectic, I took a deposition of a corporate witness, worked on a mediation brief and attended a mediation, interviewed potential clients, went to a conference and spoke on a panel about LGBT employee benefits, and negotiated a discovery plan with opposing counsel.

For me, working at a private public interest firm hits an elusive sweet spot: my firm has more resources and higher salaries than a nonprofit organization, but the work is more mission driven and involves fewer hours than working at a commercial firm. That said, small firms vary widely in terms of type of work, hours, salary, and firm culture. I would encourage people considering a small firm to learn as much as possible from talking to current or former attorneys. I view my job as an alternative to a litigation position at a nonprofit or perhaps a government civil litigation job. It's very different from working at most commercial litigation firms.

I feel very lucky to have found my firm – the work is meaningful and challenging, and I have great colleagues, which is especially important given the small firm size and amount of time we spend together. My firm is family friendly, which was a consideration when I was looking for a long-term job. On a typical work day, I leave the office shortly after 5 pm to pick up my kids, though I often do some work on weeknights after they go to bed. Also, litigation inevitably involves some longer days, for example, when I have a deposition or a major deadline. But my work is case-driven rather than hours-driven, and my firm has no billable hours requirement or target.

Like most public interest firms, my firm does not hire associates on a predictable schedule. We also do not hire very far in advance, though we sometimes advertise in the spring for associate positions to begin in the fall. If you are looking to work at a public interest firm, even if there's no job posting, it helps to ask for an informational interview to learn more about the firm and put yourself on the radar of the attorneys there. You never know when a job will open up. When I was finishing up a clerkship and

looking for a long-term public interest job in the Bay Area, I asked for an informational interview even though the firm wasn't hiring. An associate position opened up a few months later, and I formally applied and got the job.

For those considering public interest firms, I recommend being open to exploring different practice areas. I was initially drawn to Lewis Feinberg for its employment discrimination and civil rights work, but I knew nothing about ERISA, a major practice area of the firm. Turns out, I enjoy working on ERISA cases. In particular, I've played a major role in developing and leading cases about employee benefits for same-sex spouses and domestic partners. These cases involve complex legal issues at the intersection of ERISA, employment law, and LGBT rights, and working on them is an especially rewarding aspect of my practice.

2015

KATHERINE KIMPEL, J.D. 2006

Managing Partner and Executive Board Member

Sanford Heisler Kimpel, LLP

Washington DC

Areas of Specialization: Civil Rights/Liberties, Employment, Litigation, Class Action

30-35 attorneys

I work as a plaintiffs' attorney, litigating class action civil rights cases. The bulk of my work centers on employment discrimination, although I also handle some other types of public interest litigation. I came to law school looking, as I said in my YLS application essay, to "get bigger guns in the fight for social justice," and I feel very fortunate to have a job that allows me to dedicate myself to that fight on a daily basis. For some reason, plaintiffs' civil-rights firms seem to be an often-overlooked aspect of the public-interest community, but now that I'm here I can't imagine working anywhere else.

While at law school, I spent as much of my time as possible in the clinics (with the rest of my time being spent in Vicki Schultz classes). In many ways, I feel my firm is a continuation and amalgamation of those two environments. Our office, if very collaborative and collegial, notably lacks the typical hierarchies you think of when you hear "firm." It is a dynamic, often chaotic, always interesting environment. We handle more cases than seems possible for our number of staff and win more victories than seems possible in light of the state of the federal judiciary. In the midst of it all, we have a lot of fun—firm happy hours every Friday, occasional dance parties during late nights, etc. Students interested in doing public interest work need to take the time to really research the places they may go to work and the environments in those offices—far more than do students who are going to a traditional firm. As hard as we have to work to make up for the inequities between our resources and that of the defendants', the work environment makes it so that I never feel burdened by that hard work, which is a blessing I know can't be assumed or taken for granted just because a workplace is "public interest" oriented.

The non-traditional aspects of my firm have also translated into immense opportunities for me as a professional. In my first year, I took and defended over thirty depositions of corporate representatives, experts, and fact witnesses; personally managed all aspects of written discovery for two nation-wide class actions; drafted and submitted briefs to both the district and circuit courts; second-chaired successful private settlement negotiations of both small individual claims and large class claims; and handled a court-approved settlement. After having been at the firm only a few years, I became a partner. In that role, I've served and continue to serve as Lead Counsel in numerous employment class actions—most rewarding being our victory in the largest gender discrimination class action ever to go to trial (*Velez v. Novartis*). I also am a named partner and serve as one of the three people on the executive board that manages the entire firm.

I strongly encourage people considering public interest work to ask specific questions about the sort of work they will do in the first year, the second year, etc. Along with asking about the “day-to-day” activities, it is important to get a sense of when, in your tenure with an employer, you can expect to be responsible for managing your own cases (individual and class action), taking and defending depositions, authoring your own briefs, etc.

If someone is really interested in doing public interest litigation at a place like my firm, I cannot overstate the importance of getting as much clinical experience as possible. Because small firms like mine do not have the time to invest in training or double-staffing, attorneys are expected to hit the ground running. I also encourage law students to spend both summers, if possible, doing public-interest oriented (and, if possible, litigation-oriented) work. Our community is a small one, so securing summer work with a well-respected plaintiffs’ public interest firm does a lot to get your foot in the door. It is also important for applicants to convey a passion for our work—it is essential to making up for the inequities in resources. In trying to get a job at a public-interest firm, patience and flexibility are key. Civil-rights shops like ours can’t do regular hiring. Often, we can make a young attorney a “litigation fellowship” offer, which can turn into a full-time position if the firm’s resources and work-flow accommodate. I began with the firm as a fellow, and even if I had had to go back on the market after a year, I would have been far more marketable than I was prior to the experience.

The same flexibility and patience is important when it comes to compensation. A good bench-mark for expected salaries is the DOJ pay scale, although salaries may be a bit higher at more successful firms. In addition, at our firm bonuses based on individual performance (and firm health) can far outpace what you would earn in the government. An attorney at a firm like mine certainly won’t make money at the rate of our peers who go to BigLaw, but it is a more livable alternative to some of the staff attorney jobs available at the non-profits.

2015

Appendix A

Law Firm Resources

Law Firm Resources

There are many resources available in CDO and via the Internet that offer a wealth of information about law firm practice. Following are descriptions of the resources Yale students have found most useful.

CDO Resources	Description
<p><i>CDO Advice on law firm practice available on CDO website (www.law.yale.edu/cdo) by clicking CDO Advice under “Quick Links” and then selecting the Law Firms tabs</i></p>	<ul style="list-style-type: none"> • Assessing Law Firms: Culture, Clients, Compensation and Beyond • Critically Evaluating Pro Bono Policies and Programs • Firms Sponsoring Split Public Interest Summers • Law Firm Summer Associate Dance • Public Interest Law Firms • Sample Law Firm Evaluation Forms • Small Law Firm Employers of YLS Students • Tips for Maximizing your Time in Big Law • The Truth About the Billable Hour • What are Firm Sponsored Split Public Interest Summers • What to Do When You Don’t Get an Offer From Your Summer Employer
<p><i>CDO Advice on applying and interviewing available on CDO website (www.law.yale.edu/cdo) by clicking CDO Advice under “Quick Links” and then selecting the Job Search Skills tab</i></p>	<ul style="list-style-type: none"> • Accepting and Declining Employment Offers • Basics of Writing Samples, Transcripts and References • Frequently Asked Resume Questions • Inappropriate Interview Questions and How to Handle Them • Interview Advice from FIP Interviewers • Interviewing Tips • Resume Formatting in Microsoft Word • Turning a Callback into an Offer • Sample Resumes, Cover Letters and Thank You Letters • Sample Interview Questions
<p><i>YLS Career Management System (CMS) (https://law-yale-csm.symplicity.com/students/) for YLS Career Connections and Student Summer Employment Evaluations</i></p>	<p>Use <i>YLS Career Connections</i> to learn about more than 1,500 alumni from YLS who wish to provide career advice to students. The Detailed Search Tab can assist you in narrowing your search to alumni in different types of law firm practice or geographic areas.</p> <p>Use <i>Student Summer Employment Evaluations</i> to review upperclass student’s evaluation forms discussing their summer employment experiences. These evaluations serve as an excellent resource for learning about firms’ summer programs. Choose Summer Evaluations in CMS under Short Cuts and use the search tab to conduct detailed searches of the database.</p>

Law Firm Directories	Description
<p><i>Chambers and Partners</i> www.chambersandpartners.com</p>	<p>The Chambers Guides rank lawyers and law firms within practice areas. Select from Chambers UK, Global, Europe, USA, Asia, or Latin America. Each guide is searchable by firm name, individual attorney name, geographic location and practice area. Within each practice area, Chambers ranks firms by designating them as “Band 1– 6,” with Band 1 ranking highest. Chambers Associate, their newest guide, provides profiles of firms drawing on information from Chambers, the firm and associates.</p>
<p><i>IFLR 1000</i> www.iflr1000.com</p>	<p>The International Finance Law Review 1000 is an online directory of financial law firms in the U.S., Europe, Asia, Latin America, the Caribbean, the Middle East and Africa. After registering for free, select a country and then a particular financial practice area (including capital markets, M&A, project finance, private equity) to view rankings and descriptions of firms active in those areas.</p>
<p><i>Martindale-Hubbell</i> www.martindale.com</p>	<p><i>Martindale-Hubbell</i> is an extensive directory of law firms and corporate in-house counsel. It is a great way to locate YLS alumni in law firm practice and is the primary means of learning about smaller law firms. Each law firm entry contains a list of representative clients and a bio about each attorney. Through the website, you can search by geographic areas, areas of practice, firm size and law school.</p>
<p>NALP’s <i>National Directory of Legal Employers</i> www.nalpdirectory.com</p>	<p>Provides snapshots of hundreds of the largest law firms around the country including lawyer demographics, practice areas, compensation & benefits, partnership & advancement, recruitment & hiring, hours & lifestyle, pro bono/public interest, diversity & inclusion and professional development. Students can use this site to create mail merge documents for use in applying to NALP employers.</p>
<p><i>Vault Law Firm Directories available through the Vault Career Insider at</i> http://careerinsider.vault.com</p>	<ul style="list-style-type: none"> • Guide to the Top 100 Law Firms • Guide to the Top 50 UK Law Firms • numerous regional law firm directories • numerous guides by practice area
Resources for Mid- Size and Small Firms	Description
<p><i>CDO’s List of Small Law Firm Employers of YLS Students available on CDO website</i> (www.law.yale.edu/cdo) by clicking <i>CDO Advice</i> under “Quick Links” and then selecting the <i>Law Firms</i> tabs</p>	<p>Sortable excel document listing smaller law firms where YLS students have worked. Current students who worked for the firm and alumni currently working for the firm who have agreed to serve as mentors are included in list.</p>
<p><i>The National Law Journal</i> at www.almlegalintel.com and click the “Surveys and Rankings” tab</p>	<p>NLJ’s annual IP Litigation Hot List, Litigation Boutiques Hotlist, Midsize Hot List and Appellate Hot List are accessible through this site. <i>Site must be accessed through Yale’s VPN. Instructions are available at http://its.yale.edu/services/wifi-and-networks/vpn-campus-access.</i></p>

<p><i>National Lawyers Guild</i> www.nlg.org</p>	<p>The NLG is an association of progressive lawyers. Check its web site to learn more about its work, including the work of its various committees. Click <i>Law Students</i> to learn more about student involvement with NLG. Click <i>Find a Lawyer</i> on the left side to access their Referral Directory which contains name, address, email, and telephone information for NLG members, most of whom work for very small, public interest oriented law firms.</p>
<p><i>Private Public Interest and Plaintiffs' Firm Guide</i>, 2013 (Harvard Law School—available as a handout in CDO) www.law.harvard.edu/current/careers/opia/index.html under career guides</p>	<p>Available as handout in CDO or via Harvard's Office of Public Interest Advising website by clicking <i>Explore Our Career Guides</i> under <i>Current Students</i>, then click on <i>Private Public Interest Firm Guide</i>. Guide provides an overview of public interest law firms and a list of public interest law firms by state which includes information about areas of practice and hiring.</p>
<p><i>PSJD</i> www.psjd.org</p>	<p>PSJD is a database of public service employers in the U.S. and abroad. To locate public interest law firms, click <i>Search</i> and then under Advanced Search select "Search for Employer Profiles." Select <i>Law Firm—Public Interest Focus</i> as the employer type. To narrow your search further you can select particular practice areas. Each entry provides contact information, an organization description, a link to the employer's web site if available, and a link to opportunities if available.</p>
<p><i>Vault Career Insider at</i> www.law.yale.edu/vaultonlinelibrary</p>	<p>Under the "Companies" tab, select "The Best Law Firms" to view Vault's Top 150 under 150.</p>
<p>Resources for Law Firm Practice Areas</p>	<p>Description</p>
<p><i>ABA Section of International Law International Internship Program</i> www.americanbar.org/groups/international_law/students.html</p>	<p>Site contains an online database of international law firms interested in hiring JD and LLM students for summer legal internships. Many firms seek volunteers, but some offer stipends.</p>
<p>ALM Legal Intelligence Surveys, Lists and Rankings from <i>The American Lawyer, Corporate Counsel, National Law Journal</i> available through www.almlegalintel.com by clicking the "Surveys and Rankings" tab</p>	<p>Dozens of law firm surveys and rankings are available through ALM Intelligence including: the IP Litigation Hot List; Litigation Boutiques Hot List; and Litigation Department of the Year. <i>Site must be accessed through Yale's VPN. Instructions are available at http://its.yale.edu/services/wifi-and-networks/vpn-campus-access.</i></p>
<p><i>Careers in International Law</i>, ABA, 3rd Edition, 2008 (available in CDO library)</p>	<p>Provides information for U.S. lawyers interested in working for law firms or international companies abroad. Provides narratives from attorneys practicing in these areas.</p>
<p><i>Careers in International Law: A Guide to Career Paths and Internships in International Law</i>, ASIL, 2013-2014 (available in CDO library)</p>	<p>Contains advice for students interested in both private and public international law careers. Overviews of practice areas discuss career paths and employment trends, and give suggestions on career preparation. The guide also contains essays written by international practitioners.</p>
<p><i>Law Firm Practice Area Summary</i>, 2013 (available as a handout in CDO)</p>	<p>The attorney search consultants, Major, Lindsey & Africa, have authored this handout which provides bullet point descriptions of over 40 of the most prominent practice areas in today's larger law firms.</p>

<p><i>The Official Guide to Legal Specialties</i>, 2000 (available in CDO library)</p>	<p>Provides in-depth analysis of 30 practice areas, including information about the daily tasks of an attorney working in that area, where lawyers in that field of law work, the training and skills necessary to succeed in the field and what courses and law school experiences are recommended for students interested in entering the field.</p>														
<p><i>Patterson's Guide to Intellectual Property Career, Interviewing and Job Selection</i> (available as a handout in CDO)</p>	<p>Katherine Patterson, from Patterson Davis Consulting, has authored this handout that provides advice for IP students in the job market. There is also a Quickie List Guide to Bay Area Patent and IP Firms.</p>														
<p><i>Vault Guide to Legal Practice Areas and numerous Practice Area Guides</i> available on the Vault Career Insider at http://careerinsider.vault.com by clicking the Companies tab and then "Best Law Firms"</p>	<ul style="list-style-type: none"> • Guide to Legal Practice Areas (new 2013) • Guide to Corporate Law Careers • Guide to Litigation Law Careers • Guide to Careers in Labor and Employment Law • Guide to Bankruptcy Law Careers • Guide to Law Firm Pro Bono Programs • Guide to Tax Law Careers 														
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Resources Discussing Diversity, Women's Issues & Alternative Work Arrangements</th> <th style="width: 60%;">Description</th> </tr> </thead> <tbody> <tr> <td data-bbox="154 919 552 982"> <p>Center for Work/Life Law at UC Hastings (http://worklifelaw.org/)</p> </td> <td data-bbox="646 919 1206 951"> <p>Has a variety of resources on work/life balance.</p> </td> </tr> <tr> <td data-bbox="154 1003 576 1136"> <p>Cheat Sheet, 2006 www.flextimelawyers.com/pdf/art3.pdf (and available as a handout in CDO)</p> </td> <td data-bbox="646 989 1510 1121"> <p>Handout authored by Flex-Time Lawyers is a tool for those interested in seeking to assure the success of women law students and lawyers. Sheet is organized around six indicia of an employer's commitment to women's retention and advancement in law firms.</p> </td> </tr> <tr> <td data-bbox="154 1163 597 1295"> <p><i>Minority Law Journal's</i> Diversity Scorecard www.almlegalintel.com and click the "Surveys and Rankings" tab</p> </td> <td data-bbox="646 1163 1494 1295"> <p>The Diversity Scorecard contains information on minority legal staffing levels at law firms in the NLJ 350 and AmLaw 200. <i>This site must be accessed through Yale's VPN. Instructions are available at http://its.yale.edu/services/wifi-and-networks/vpn-campus-access.</i></p> </td> </tr> <tr> <td data-bbox="154 1304 349 1373"> <p>Ms. JD blog http://ms-jd.org/</p> </td> <td data-bbox="646 1318 1510 1451"> <p>Ms. JD is an online community started by a group of women law students that provides a forum for dialogue and networking among women lawyers and aspiring lawyers. Provides calendar of upcoming events across the country related to women and the law.</p> </td> </tr> <tr> <td data-bbox="154 1459 617 1633"> <p>NAWL 2012 National Survey on Retention and Promotion of Women in Law Firms (October 2012) http://www.nawl.org/p/cm/ld/fid=82</p> </td> <td data-bbox="646 1474 1494 1577"> <p>Survey reports on the current status of women in leadership positions in law firms; the compensation gap between men and women in law firm practice; and the impact of current firm policies relating to retention.</p> </td> </tr> <tr> <td data-bbox="154 1654 613 1787"> <p><i>Vault/MCCA Guide to Law Firm Diversity Programs</i>, 2008 available on the Vault Career Insider at http://careerinsider.vault.com</p> </td> <td data-bbox="646 1640 1502 1738"> <p>Vault and the Minority Corporate Counsel Association partnered to create this resource which provides "the scoop" on diversity programs at law firms around the country.</p> </td> </tr> </tbody> </table>		Resources Discussing Diversity, Women's Issues & Alternative Work Arrangements	Description	<p>Center for Work/Life Law at UC Hastings (http://worklifelaw.org/)</p>	<p>Has a variety of resources on work/life balance.</p>	<p>Cheat Sheet, 2006 www.flextimelawyers.com/pdf/art3.pdf (and available as a handout in CDO)</p>	<p>Handout authored by Flex-Time Lawyers is a tool for those interested in seeking to assure the success of women law students and lawyers. Sheet is organized around six indicia of an employer's commitment to women's retention and advancement in law firms.</p>	<p><i>Minority Law Journal's</i> Diversity Scorecard www.almlegalintel.com and click the "Surveys and Rankings" tab</p>	<p>The Diversity Scorecard contains information on minority legal staffing levels at law firms in the NLJ 350 and AmLaw 200. <i>This site must be accessed through Yale's VPN. Instructions are available at http://its.yale.edu/services/wifi-and-networks/vpn-campus-access.</i></p>	<p>Ms. JD blog http://ms-jd.org/</p>	<p>Ms. JD is an online community started by a group of women law students that provides a forum for dialogue and networking among women lawyers and aspiring lawyers. Provides calendar of upcoming events across the country related to women and the law.</p>	<p>NAWL 2012 National Survey on Retention and Promotion of Women in Law Firms (October 2012) http://www.nawl.org/p/cm/ld/fid=82</p>	<p>Survey reports on the current status of women in leadership positions in law firms; the compensation gap between men and women in law firm practice; and the impact of current firm policies relating to retention.</p>	<p><i>Vault/MCCA Guide to Law Firm Diversity Programs</i>, 2008 available on the Vault Career Insider at http://careerinsider.vault.com</p>	<p>Vault and the Minority Corporate Counsel Association partnered to create this resource which provides "the scoop" on diversity programs at law firms around the country.</p>
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Working Mother/Flex-Time Lawyers Best Firms for Women List (http://www.workingmother.com/content/2014-working-mother-amp-flex-time-lawyers-50-best-law-firms-women).	Report recognizes firms that have developed the best practices for retaining and promoting women lawyers.
YLW Top Ten Family Friendly Firms List (http://yalelawwomen.org/top-ten-list/).	YLW survey that explores indicators of family friendliness such as billable hour requirements, part and flex time options, parental leave policies and more.
General Law Firm Info	Description
ALM Legal Intelligence Surveys, Lists and Rankings from <i>The American Lawyer, Corporate Counsel, National Law Journal</i> available through www.almlegalintel.com by clicking the “Surveys and Rankings” tab	Dozens of law firm surveys and rankings are available through ALM Intelligence including: the A-List; AmLaw100 and 200; Global 100; Midlevel Associates Survey; Pro Bono Survey; and Summer Associate Survey.
<i>From Finals to the Firm</i> , 2009 (available in CDO library)	This booklet, “The Top Ten Things New Law Firm Associates Should Know,” helps students avoid some of the pitfalls awaiting the unwary new associates.
<i>Jobs & JDs: Employment and Salaries of New Law Graduates, Class of 2013</i> (available in CDO library)	This NALP publication provides national salary data based on data submitted by close to 200 law schools.
<i>Leadership Directories</i> available at www.leadershipdirectories.com (accessible without a password if on a Yale computer or connected to Yale through a VPN; please contact CDO for a username and password if accessing the site from an outside computer)	<i>Leadership Directories</i> is an online database containing biographical and contact information for leaders in U.S. business, government, professional, and nonprofit organizations. Altogether, <i>Leadership Directories</i> provides information on almost a half million people at over 40,000 organizations, including many law firms. The “Build a List” and “Search” tools allow you to find individuals at law firms by many different criteria, including law firm location, area of expertise, and educational background.

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CDO Publications:	<i>Criminal Defense</i> <i>Criminal Prosecution</i> <i>Entering the Law Teaching Market</i> <i>Environmental Law</i> <i>International LL.M. Career Planning Guide</i> <i>International Public Interest Law</i> <i>Introduction to Career Development</i> <i>Judicial Clerkships in the U.S.</i> <i>Law Firm Practice</i> <i>Lawyers in Business</i> <i>Opportunities with International Tribunals and Foreign Courts</i> <i>Public Interest Careers</i> <i>Public Interest Fellowships Vol. I</i> <i>Public Interest Fellowships: Sample Applications Vol. II</i> <i>The Fall Interview Program</i> <i>U.S. Supreme Court Clerkships</i> <i>Working on Capitol Hill</i>
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