

OCS Weekly Bulletin

November 20, 2007

1L Job Opportunities, Diversity Fellowships & Career-Related Articles

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About OCS

The Office of Career Services (OCS) serves as a bridge between students, alumni and employers. The staff helps students and alumni to shape and realize their career goals. We also provide counseling, workshops and resources on judicial clerkships, international opportunities and non-law alternatives.

OCS is open Monday through Friday from 8 a.m. to 5 p.m. The office is located on the first floor in Room 143 in the Law School's office building on Nathan Abbott Way.

1L Job Opportunity

1L Job Opportunity with Nagashima Ohno & Tsunematsu, Tokyo, Japan

NO&T is one of the largest law firm in Japan, now with well over 290 lawyers. As one of the largest, and probably the most "international," of Japanese firms in the country, the firm's work and client-base are first-class, and pretty much cover the entire gamut of "big firm" - type legal work; i.e., capital markets, securities regulations and corporate financing, real estate, M&A, joint-venture arrangements, real estate and other forms of securitizations, IP and other licensing work, banking and finance, tax, anti-trust, etc.

They are looking for bright, outgoing individuals who are interested in and receptive to other cultures, particularly those of East Asia (but not necessarily so). While helpful, Japanese language skills are not required. All lawyers in the firm speak English. However, strong native English writing skills are a must.

The applicant should be prepared to spend a minimum of 9 to 10 weeks with us in Tokyo. Compensation to be paid to our summer associates will be 200,000 Yen per week (after Japanese taxes). We also pay for an economy class roundtrip airline ticket for the summer associate. To apply, please send a cover letter and resume to Keith Suzuka, keith_suzuka@noandt.com. Please visit Symplicity (<https://law-stanford-csm.symplicity.com/students>) for the full job posting.

1L Diversity Fellowship Opportunities

- **Davis Wright Tremaine LLP**- 1L Diversity Scholarship Program (Seattle, WA or Portland, OR)
- **K&L Gates LLP**- National 1L Diversity Fellowship (Seattle, WA)

Davis Wright Tremaine 1L Diversity Scholarship Program

At Davis Wright Tremaine we believe that a diverse work force provides better service to our clients and a better work environment for our attorneys and staff. We have thus made recruitment, retention and promotion of attorneys who add to our overall diversity, including attorneys of color and underrepresented groups, a priority for our firm. To help us meet our commitment to diversity, we have established the DWT 1L Diversity Scholarship Program.

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1L Diversity Fellowship Opportunities (cont.)

This year, DWT will offer three scholarships, which consist of a paid Summer Clerkship (two positions in our Seattle office and one position in our Portland office) and \$7,500 for the student's second year tuition and expenses.

Criteria

The Diversity Scholarships are open to all first-year law students of color, or others of diverse backgrounds, who:

- Have a record of academic achievement in both undergraduate school and the first year of law school which demonstrates promise for a successful career in law;
- Are committed to civic involvement that promotes diversity and will continue that commitment upon entering the legal profession; and
- Will commit to becoming a Summer Associate in DWT's Seattle or Portland Office between the student's first and second years of law school.

To Apply

Please submit the following materials, unstapled and one-sided:

- DWT checklist (available at www.dwt.com/checklist);
- Current resume;
- Copy of your complete undergraduate transcript;
- Copy of your grades from the first semester of law school (if grades are not available by the application deadline, please supplement the application as soon as possible);
- One-page essay indicating the applicant's eligibility for and interest in the scholarship;
- Legal writing sample un-edited by third party; and
- List of two or three references, one of whom should be a person qualified to comment on the applicant's law school work.

Although demonstrated need may be taken into account, applicants need not disclose their financial circumstances.

Applications for the coming year must be received on or before January 25, 2008. Interviews will be scheduled for finalists before scholarships are awarded.

Materials should be directed to:

SEATTLE SCHOLARSHIP
Davis Wright Tremaine LLP
1L Diversity Scholarship Program
Attention: Carol Yuly
Suite 2200, 1201 Third Avenue
Seattle, WA 98101-3045
carolyuly@dwt.com

PORTLAND SCHOLARSHIP
Davis Wright Tremaine LLP
1L Diversity Scholarship Program
Attention: Dan DiResta
Suite 2300, 1300 SW Fifth Avenue
Portland, OR 97201-5630
dandiresta@dwt.com

K&L Gates National 1L Diversity Fellowship

K&L Gates is a large, full-service law firm comprised of attorneys with varied backgrounds, who are dedicated to serving our diverse community. In order to promote diversity in the legal profession and within our firm, we are proud to sponsor the K&L Gates Diversity Fellowship for a national first-year law student.

One diverse first-year law student will receive:

- A paid, first-year summer associate position with our firm
- A \$7,500 scholarship

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1L Diversity Fellowship Opportunities (cont.)

Applicants must submit the following:

- Resume
- Undergraduate transcript and list of fall quarter 2007 law school courses
- Personal statement of up to 500 words describing the contribution you would make to the legal profession and to K&L Gates in particular (this may serve as your cover letter)
- A list of three references with contact information included

Deadlines:

January 23, 2008 Submission Deadline.
Application materials must be received by this date.

February 2008 Interviews with semi-finalists at K&L Gates.

February 15, 2008 Fellowship recipient announced (candidates will
be contacted directly by firm on this date).

Please e-mail your application materials to: Dana Mills, Recruiting Administrator at dana.mills@klgates.com.
If you have any questions, please contact Dana Mills at dana.mills@klgates.com or 206.370.5744.

**** As a reminder, per NALP guidelines, first-year students cannot initiate contact with employers or apply for summer positions prior to December 1st. ****

A current list of Diversity Scholarship opportunities is on the OCS website at: <http://www.law.stanford.edu/experience/careers/ocs/students>.

Career-Related Articles

• **Why Associates Bail Out of Law Firm Life -- and Why It Matters**..... Pages 4-6

The National Association for Law Placement recently released statistics indicating that almost 80 percent of attorneys at large law firms no longer work there five years later. This news comes as no surprise, considering the factors that drive this rate.

• **Commentary: Guerrilla Tactics Can Help You Survive the Recruiting Jungle**.....Pages 6-7

The best legal jobs don't always grow on trees, and finding them often requires a nose like a bloodhound and teeth like a cheetah. It takes pluck and imagination to land the job of your dreams, especially when you're out by your lonesome in the middle of the jungle -- a place where the recruiters don't call and can't find you. Lawyer and professor Cameron Stracher offers a few guerrilla job tactics to find that dream job when it doesn't come looking -- even if it involves being a stalker.

• **For Summer Associates, Size Does Matter**..... Pages 7-9

Summer associates of 2007 craved real work and lots of attention. They found it at small to midsize firms.

(See following pages for complete articles)

Career-Related Articles

Why Associates Bail Out of Law Firm Life -- and Why It Matters

Kate Neville

Legal Times

November 14, 2007

The National Association for Law Placement recently released statistics indicating that almost 80 percent of attorneys at large law firms no longer work there five years later. This news comes as no surprise, considering the factors that drive this rate.

Attrition driven by shifts in the business market is to be expected in a large firm: A particular area of practice can dry up or greatly expand, depending on clients' needs. An additional degree of attrition is, of course, necessary, as large firms hire significantly more associates than they plan to share equity with as a partner.

Indeed, anyone who does the math recognizes that large firms need significant attrition in order to remain profitable. Tom Goldstein, founder of Group Magellan, a legal search firm based in Washington, D.C., explains it as part of the large firm business model: "Large firms are under constant pressure to keep their profits per partner high: If a firm cannot do so, it will lose its major rainmakers to another firm that will." Under this model, attrition rates are, to some extent, the price of doing business.

In my role as a personal career consultant to attorneys, I have met with lawyers at all levels of experience who are interested in leaving large-firm practice. The reasons they were initially attracted to a large firm vary: to pay off loans, to earn a high income, to get training and marketable skills, to learn what it was like, for the prestige, because they felt it was expected or because they were uncertain what else to do.

Regardless of why they came, what has kept them there or how long they stay, the majority of attorneys at large firms leave. While some do so because they are not made partner or are asked to start looking, most come to recognize on their own that they do not want a long-term future there.

Today, the issues involved in large-firm attrition are broad. Individuals incur enormous debt and devote long hours of hard work to become attorneys. Large law firms invest huge sums of money and

spend a great deal of time each year to recruit, interview, hire and train associates. Looking beyond the obvious reasons for large-firm attrition rates -- changes in market demand and maximizing profits per partner -- to explicitly acknowledge the range of forces that drive attrition can help attorneys on both sides of the table maximize their return on investment.

BEYOND MARKET DEMAND

1. The legal profession attracts many bright students who are not sure what else to do next, a substantial portion of whom come straight from college without any workplace experience. Lawyers go to law school for a wide array of reasons, hoping to pursue a broad range of interests. Those without an attorney as a close friend or family member typically arrive with only a vague understanding of what practicing law is like, heavily influenced by TV and movie portrayals. After three years in school, the vast majority of lawyers from top-tier schools become associates at large law firms. For many, it is their first full-time job.

Large firms hire the vast majority of their associates from their summer class of second-year law students. And in the strict timetable of large-firm interviewing and hiring, many law students interview with and accept permanent offers based on virtually no legal experience, with little knowledge of what work in various practice areas requires and without having investigated their employment options.

2. Matches between large firms and incoming associates are made on very little information. Similarly, large firms hire these law students with very little information on which to anticipate their performance on the job, extending offers in the fall of a student's third year of school, based primarily on interaction with the candidate as a summer associate. With summer programs often focused more on lunch and happy-hour conversations than on work, evaluating summer associates' time there gives law firms little basis to project their future performance.

Nonetheless, most summer associates at large firms receive permanent offers. As a consultant to many large firms explains, those that do not extend permanent offers to all of their summer class risk triggering a recruiting backlash the following year as well as signaling a decline in business. Calculating that it is more important to preserve their recruiting pipeline, these firms extend offers as a default position to new attorneys whose summer performance was borderline or even below par.

Required to accept or decline by Nov. 1, most third-year law students, in turn, accept their offers as a default position. Students who are uncertain quickly discover that the large-firm market is drastically smaller in their third years and that other employers will not even post openings until the spring. The thought of turning down a large firm's offer can, as one student put it, "feel like jumping off a cliff," even for those who do not face the looming reality of paying off enormous loans.

3. Firms often hire attorneys into a specific practice area, and changing practice areas proves increasingly difficult the more experience an attorney has. Decisions made straight out of law school can dictate an attorney's career for years to come. While a few large firms allow new associates to rotate among their practice areas before assigning them, the majority of firms make offers to incoming associates in a certain practice area where they need coverage at that time.

Having invested resources in getting an associate up to speed in one area of the law, it is not cost-effective for a firm to allow that individual to change practice areas. A large firm may allow an associate to switch but only when the needs of the desired department have grown so that there is a hole to be filled. Even if there is a need, however, Dan Binstock, managing director with BCG Attorney Search in Washington, D.C., notes that associates who switch practice areas within a large firm can find themselves caught up in political and turf wars between different partners.

Some associates then decide to try

Career-Related Articles (cont.)

Why Associates Bail Out of Law Firm Life -- and Why It Matters

(continued from page 4)

their luck on the lateral market. The range of opportunities available to them, however, depends heavily on timing. Attorneys who have been out of school for more than a few years can face difficulties convincing a prospective employer to let them “start over” in an area where they have no expertise. As Goldstein notes, firms have little reason to hire such associates, who will need nearly as much training as first-years right out of school or second-years coming off clerkships.

In those rare cases where firms are willing to bring on an associate transitioning into a new practice area, the candidate is typically asked to “take a haircut,” coming in at a more junior level with a substantially lower salary. It is not uncommon for attorneys -- particularly, those who make a move on the premise that a change of firm and personalities will improve their work life -- to leave their second firm a few years later, further adding to attrition numbers.

4. Large firms select associates largely on law school grades. Success in law school depends very little on interacting with others, and business development skills are, typically, unmentioned there. Though critical to success in large firms, such skills often remain undeveloped among associates. Junior attorneys are rarely invited to attend “beauty contests” where firms pitch their services to clients, so they have little opportunity to see how it is done. Perhaps not surprisingly, a primary reason cited for talented lawyers not making partner at large firms is their lack of rainmaking.

At large firms, investing time and resources to train associates in business development carries a potential conflict of interest. It creates a risk for seasoned attorneys that an associate will develop clients independently, therefore becoming less available to bill time to service the more senior attorney’s clients and less dependent upon the firm. Further, training junior colleagues to generate business raises the very real possibility that they will use the skills they learn to leave the firm and even take existing clients with them.

5. The skills needed to become a successful lawyer are very different from those required to successfully manage employees. Attorneys who advance through the ranks of a large firm must supervise a number of employees in order to get their work done, though typically receive no training on how to do so. This absence of management expertise is apparent to associates in a number of ways. Many report receiving little to no feedback on their projects and long-delayed annual reviews that communicate very little of substance. Junior associates often bristle at their lack of ownership of their work, being told they are not competent to make certain decisions “at your pay grade” or, conversely, that doing work that bores them is “why we pay you the big bucks.”

Further, while large firms rely on high salaries to keep their associates, they compensate all of them in a certain class year the same amount in lockstep rather than rewarding individual performance. Other than the distant possibility of becoming a partner, at most large firms the primary reward for doing high-quality work is simply additional work assignments. Some firms have begun to tie the amount of associate bonuses to the number of hours billed as a proxy for performance, in effect penalizing anyone who is particularly efficient in doing more work in less time.

6. The lack of work-life balance in large firms drives younger associates elsewhere. Though held out as the ultimate reward, many hiring partners and legal recruiters report that fewer junior associates are interested in making partner at a large firm. Young associates see junior partners rewarded by increased business development responsibilities on top of their workload for existing clients and are keenly aware that even senior partners work extremely long hours. Many conclude, as one junior associate explained, “It’s more important to me to have a life than a career.”

Here, too, the lack of work experience of incoming associates exerts an influence on their perspective. For those who have never worked other places, it is easy to believe the grass is always greener. Only

after leaving a large firm do many attorneys understand that while the workload there requires an often grueling schedule, a number of work environments require longer hours than one would like but with substantially lower salaries and far less support than law firms provide.

STEPS FIRMS CAN TAKE

Large firms have an interest in anticipating attrition and preparing for its impact.

The forces driving attrition have developed over several decades and will not be resolved quickly. In the meantime, a few steps one might begin with to lessen the toll attrition takes on the legal profession follow.

1. Broaden efforts beyond those regarded as “keepers.” Over the last few years, law firms have implemented programs developed to help “keep the keepers,” including mentoring, hiring in-house professional development directors, providing additional training on content issues that also satisfy CLE requirements, creating bonuses for top billers and offering paid sabbaticals.

2. Recognize the value of the firm’s alumni network. A growing number of firms have come to appreciate their long-term interest in maximizing the potential of departing associates as future clients. Just because a job at a large firm proved not to be a good fit does not mean the attorney will not be incredibly successful elsewhere. Maintaining good relations with alumni can include hosting “departure parties” and alumni cocktail events, paying for outplacement services for those who do not have a future at the firm and providing a professional career consultant for every attorney.

3. Make it possible for attorneys to negotiate different roles within the firm. Some large firms have created opportunities for attorneys whose skills they value to remain at the firm in a different capacity, including: a nonequity partnership status to retain experienced attorneys who can handle work independently, supervise

Career-Related Articles (cont.)

Why Associates Bail Out of Law Firm Life -- and Why It Matters

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junior associates and generate billable hours for the firm but are not expected to bring in new business; director of recruiting; director of professional development; director of marketing; and director of pro bono work.

4. Provide training on business development. Binstock notes that he routinely speaks with mid- to senior-level associates who are content at their current firms but are still interested in considering moving to another firm that will provide a better platform for long-term client development: "These business-focused associates realize that a book of business often reigns supreme, and their primary loyalty seems to be to their own career, not a particular employer."

A few of the more forward-looking firms are providing business development training to all of their associates as a way of preparing the keepers for partnership

and encouraging all associates to practice fundamentals like client service, relationship-building and networking.

5. Improve management skills. In the end, many associates leave large firms for the same reasons any other ambitious professional leaves a job. They feel that their contributions are unrecognized, their performance is not rewarded, policies seem illogical and it takes too long to advance to a position with decision-making authority.

Firms could provide management training to partners and senior associates to help them be more effective in supervising junior attorneys -- both for the sake of decreasing attrition and improving service to the firm's clients.

Recent attention has focused on attrition rates in large firms among minorities and women, as well as the tension created by incoming "Generation Y" associates

who consider changing jobs to be the norm. While addressing these challenges is critical to the growth of the profession, the issues involved in large-firm attrition are, in fact, much broader. The willingness of associates who are doing well at a firm to leave is clearly not in a firm's interest, but higher stakes are at risk when firms focus exclusively on the "keepers." Well-placed alumni who think highly of their former firm can help with recruiting and name recognition as well as provide a potential client base and opportunities for business referrals, but the reverse is also true. A firm's alumni will always reflect upon its reputation -- for better or worse.

Kate Neville is founder of Neville Career Consulting, which guides attorneys who are navigating career moves. She is based in Washington, D.C.

Career-Related Articles

Commentary: Guerrilla Tactics Can Help You Survive the Recruiting Jungle

Cameron Stracher

The American Lawyer

November 9, 2007

The leaves are falling, and so are your job prospects. So you didn't score an on-campus interview? Don't despair. The best jobs don't always grow on trees, and finding them often requires a nose like a bloodhound and teeth like a cheetah. It takes pluck and imagination to land the job of your dreams, especially when you're out by your lonesome in the middle of the jungle -- a place where the recruiters don't call and can't find you.

Here are a few suggestions to find that dream job when it doesn't come looking.

At New York Law School, where I teach, most successful job hunters do not wait for the phone to ring. They're doing the ringing themselves.

Take one student, whom I'll call Justin, who sent out 122 letters and received 116 rejections. Refusing to take no for an answer, he worked the phones, calling the sister of an ex-girlfriend who was an as-

sociate at a big New York firm and a gym buddy whose uncle worked at another top corporate firm. Both of them got him interviews. Eventually, he got cheeky and called the recruiting coordinator directly at the corporate law firm where he wanted to work. She told him that the firm had completed its on-campus interviews and was not accepting new résumés. But he persisted, volunteering to come in to the office the very next day, a Friday. As a result of his enthusiasm, he not only landed the interview but he got the job. According to the recruiter, he had her at hello.

Adam Hahn played the stalker, waiting outside on-campus interview rooms with his résumé in hand. During breaks, he begged the interviewers for five minutes to speak with them. Ninety-five percent of the time, he says, they acquiesced, and eventually, he landed his big-firm job that way.

Other students I know call alumni; network through former employers, friends and family; and even crash law firm cocktail receptions. It may not be pretty sticking your toe in the door just as it slams -- but it sure stops the door.

These students know a truth about guerrilla job tactics: Partners want to hire associates who want to work for them. A good attitude and a lot of enthusiasm go a long way, especially after a stack of plain-vanilla résumés and candidates.

If there's one thing a partner wants to know when it's time to finalize a brief or bind a prospectus: Whom can she count on, and who will retreat for the hills?

My own experience with guerrilla job tactics happened accidentally, but out of necessity. When I returned to New York after a four-year absence in which I attended graduate school and got engaged, the headhunters could barely land me an

Career-Related Articles (cont.)

Commentary: Guerrilla Tactics Can Help You Survive the Recruiting Jungle

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interview. I was suddenly unemployable and desperate, dependent on the kindness of my fiancée and my parents. Was there anyone I knew? a headhunter asked. Anyone who could help wedge open the door? I got my first interview at the firm that would eventually hire me when the hiring partner happened to recognize my name on a résumé: He had recruited me at another firm as a summer associate. I got my next job at CBS Corp. with the help of one of my best friends, who directed me to his cousin, who made a phone call to the

head of litigation on my behalf. And so on.

Since that time, every job I have been offered has come about as a result of a personal connection, including my current position at New York Law School -- arising from my days as a graduate student at the University of Iowa, when I became acquainted with the future dean of NY Law, who was on the Iowa law faculty at the time.

Some of the connections have been tenuous -- six degrees of separation -- but I have worked the phones (and now the

Internet) to stay employed and well-fed.

In the end, no one can really afford to wait to be hired. We've got to plunge into the wild, beat on the drums and hope we don't get eaten first.

Writer, lawyer and professor Cameron Stracher is the author of "Dinner With Dad: How I Found My Way Back to the Family Table," (Random House, 2007).

Career-Related Articles

For Summer Associates, Size Does Matter

Paul Jaskunas

The American Lawyer

November 19, 2007

Small is beautiful, at least in the eyes of 2007's summer associates. While respondents to our Summer Associates Survey liked big firms, they liked life at small to midsize firms even better. Students craved juicy assignments, friendly offices and lots of attention, and the firms that best satisfied these needs tended to be medium-size shops with relatively small summer programs.

Of the top 20 firms, only four had summer programs with more than 100 clerks, while nine hired 30 or fewer summer associates. Students most commonly cited firm reputation as a factor influencing their clerkship decision, but that doesn't mean that the behemoths of the legal world always have the upper hand in winning over law students.

"They go out of their way to make you feel like a part of the family from day one," wrote an enthused summer at first-ranked Nutter McClennen & Fish, which had only 11 clerks. His comments were echoed by a clerk at third-ranked Buchanan Ingersoll & Rooney, which hired 25 summers: "The firm truly incorporates the summer associates into the firm life and treats each summer associate as a first-year." One of the 17 summer associates at second-ranked Fox Rothschild called it "a big firm where you can live a small-firm lifestyle." Students at these top three firms

gave their employers the highest scores in the country for "real" and "interesting" work, training and guidance, and partner interaction.

For firms, the recruiting game is getting tougher, say several hiring partners. Small firms, Wall Street investment banks, academia and nonprofits are competing with The Am Law 200 for top talent, these partners say. "Students are considering, right off the bat, career options outside the law firm environment," says Thomas Golden, chair of the professional personnel committee at eighth-ranked Willkie Farr & Gallagher. "In the past few years I've seen students who seem to be exploring smaller firms with greater frequency than they used to."

More than 10,000 law students flocked to work at the 195 firms in our survey this past summer, and more than 7,300 supplied evaluations of their firms. As in previous years, the overwhelming majority gave good reviews, awarding an average 4.513 on a scale of 1 to 5. Even the lowest-scoring firms, Andrews Kurth and Nossaman Guthner Knox & Elliott, managed a still-respectable 3.957. But some firms got extra kudos. Thirteen firms from last year's top 20 made the top 20 again, suggesting that they've found a repeatable formula for success.

Other firms made big jumps to land

in the top ranks, including second-ranked Fox Rothschild (No. 110 last year); fifth-ranked Mintz, Levin, Cohn, Ferris, Glovsky and Popeo (No. 70 last year); and Willkie Farr (No. 113 last year).

The No. 1 firm, 155-lawyer Nutter McClennen, earned perfect fives in eight of the nine scoring categories. The program's small size goes a long way in explaining its success, says Alexander Glovsky, chair of the firm's hiring committee: "A firm like ours has the opportunity to really embed our summer class." In addition to taking part in weekly "nuts and bolts" legal seminars, clerks at Nutter spent their summers working with attorneys in and out of the office. "We aggressively encourage partners and associates to bring summer associates along to court, to closings, to events where they can see lawyers at all levels in action," says Glovsky.

The firm's efforts did not go unnoticed. "This is a place where you can become a good lawyer. People care about your professional development and about you," one intern wrote.

That kind of personal attention was exactly what most students seemed to be looking for. Firms that did well in the survey, whether large or small, focused on training and mentoring and pushed partners to involve summers in exciting projects. Thomas Burton III, co-chair of Mintz

Career-Related Articles (cont.)

For Summer Associates, Size Does Matter

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Levin's Boston hiring committee, credits the firm's improved ranking to its decision to keep the summer program small -- just 32 clerks -- and to a renewed emphasis on mentoring. "We really reached out to lawyers and shook them down and said, 'What are you doing today? What are you doing tomorrow? What can you take a summer associate to?'" says Burton. To make sure that students received plenty of feedback on their completed work, the firm gave interns Starbucks gift cards so they would take partners out to coffee once an assignment was finished.

This structured yet informal approach to mentoring paid off: Mintz Levin received the third-highest score in the training and guidance category. "Everyone has an open door, is willing to answer your questions, and wants to teach you how to produce good legal work," wrote one Mintz, Levin summer associate.

One of the few big programs at the top of the chart, Philadelphia's Morgan, Lewis & Bockius maintained its strong ranking -- fourth this year, seventh last year -- by making sure that its 120 clerks had plenty of real work. "I was amazed at how quickly I was given access to clients," wrote one summer associate. "On my second day (before we even completed training), a partner grabbed me to attend a client meeting. Subsequently, I worked along with that client for multiple assignments throughout my summer to the point where the client knew me personally." For many, another winning aspect of the Morgan summer was its plethora of pro bono opportunities. One-third of the class took part in a Public Interest Community Service (PICS) program, through which students split their time between the firm and a nonprofit, like The John F. Kennedy Center for the Performing Arts and National Public Radio in Washington, D.C., and the AIDS Law Project of Pennsylvania in Philadelphia.

Morgan Lewis wasn't alone in emphasizing pro bono projects. Asked about the summer's most memorable moments, many students mentioned representing Hurricane Katrina victims, political asylum applicants and prisoners. "I assisted an attorney in a pro bono matter by writing her brief for the appeal. The judge

called us and the prosecutor into chambers and told us that he thought our argument in the brief was more compelling than the prosecutor's, which effectively forced a deal. So basically I won my first case this summer," boasted a clerk at second-ranked Fox Rothschild.

Others found exotic legal adventures abroad. "My most enjoyable experience was going to Cairo, Egypt, for a Foreign Corrupt Practices Act assignment for a week," wrote a Willkie summer associate. "A four-and-a-half-hour horseback trip across the desert was the most memorable part of it." A summer at Cleary Gottlieb Steen & Hamilton recalled her six-week stint in Paris: "The firm got me an awesome apartment in the Marais, and we had great events throughout the summer, like the French Open." At Orrick, Herrington & Sutcliffe, summer associates with the appropriate language skills rotated through Hong Kong, Beijing, Shanghai or Tokyo. Several hiring partners say they have noticed an increase in the number of recruits wanting to work overseas. "They're much less domestic and more international," says Orrick's West Coast hiring partner, James Kramer, of today's law students. "A lot of the folks talking with us see the benefits of being outside the U.S."

Wherever they spent their summers, law firm clerks were, as always, lavishly entertained. Clerks were treated to skyboxes at baseball games, cooking classes, musicals, symphony concerts, whitewater rafting trips and scavenger hunts. A summer associate at Skadden, Arps, Slate, Meagher & Flom enjoyed "grazing on Kobe beef sliders and contemplating [Picasso's] Les Femmes d'Alger" at a private showing and dinner at New York's Museum of Modern Art. Across town, Jones Day summers downed cocktails at the United Nations. On the West Coast, a Cooley Godward Kronish summer remembered "sailing under the Golden Gate Bridge one weekend and flying under it in a helicopter the very next." An Orrick clerk reported "much debauchery at the weekend retreat to Half Moon Bay." She added: "I'll spare you most of the hairy details, but I do want to brag that litigation dominated over corporate at just about every flip cup game."

The pay was good, too. In step with first-year associate salaries that have reached \$160,000 in cities like New York, Boston, and Chicago, average weekly gross pay for clerks at surveyed firms jumped 8.6 percent, to \$2,856. Some interns found it funny that they were being paid so much. "It used to be taboo to talk about salary," says Scott Brandman, chair of the North American hiring committee at Baker & McKenzie. "But now they're kind of joking, 'Wow, this is a lot of money.'"

For a few students, it wasn't enough, like the summer associate at Milbank, Tweed, Hadley & McCloy who whined about "how much I had to pay in taxes." Others suggested they would gladly trade some of the riches for less time at the office. "Give people an option of opting out of the salary increase in return for less billable hours," advised a clerk at Pillsbury Winthrop Shaw Pittman. "Stop raising salaries, it is just going to hit us in hours in the end," grumbled a summer associate at Hogan & Hartson.

Indeed, interns got a taste of how arduous law firm life can be. On average, they worked 44 hours per week. An Orrick summer grimly remembered "watching the sun go down and come back up and not even realizing the time had passed as I worked all night to finish a memo." At LeBoeuf, Lamb, Greene & MacRae, a clerk recalled "sending an e-mail to an associate past 1 a.m. and getting a reply in less than two minutes. Scary." For most respondents, long hours weren't appealing. When asked to identify factors influencing whether they would accept a full-time job offer, students cited "work/life balance" 54 percent of the time. No other factor was chosen more often. The desire to live in a particular city was the second most common factor, selected by 48 percent of respondents.

In general, though, the firms that ranked lower in the survey results lagged not because they forced too much work (or too much money) on their summer charges, but because the clerks felt just little bit neglected. All but one of the bottom 10 firms scored below 4.0 in training and guidance.

At Nossaman Guthner, which tied with

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For Summer Associates, Size Does Matter

(continued from page 8)

Andrews Kurth for last place, summer associates gave the California firm relatively low marks on questions concerning “real” work, training and guidance, and how clearly the firm communicated its expectations. “Many of the assignments had vague goals, and I found myself trying to guess at what the partner expected,” complained one Nossaman Guthner summer. “Give the summer associates more real work! I want to write motions, not just research motions,” groused another.

“We feel good about our summer associate program,” Ron Grace, recruitment committee chair, wrote in an e-mail. “However, in the context of this survey, we’ll have to take a closer look at our cur-

rent program and work as we do each year to find ways to improve it.”

At Houston’s Andrews Kurth, only a dozen of 48 summer associates responded to the survey, but those 12 found the work and training underwhelming. In written comments, three clerks complained about the firm’s lack of diversity -- a common criticism at all firms, including those rated very highly. “We are surprised by the ranking in light of our high acceptance rate to date, and wish that more of our summer clerks had responded,” hiring partner Alexis Gómez said in an e-mail.

But even at the lower-ranked firms, associates came away impressed with their taste of big-firm life. From Manhattan’s

megafirms to small shops in Indiana, lawyers once again convinced a new group of law students that they can be a pleasure to work with. Hundreds of summers expressed surprise at how amiable, laid-back and all-around fun their future colleagues seemed. “I love the people here,” gushed a summer at Philadelphia’s Blank Rome, ranked sixth. “Everyone is incredibly friendly, always willing to help, and a lot of fun to be around. I haven’t laughed this much in a long time. It’s been like summer camp for law students.” Big law firms may be facing more competition for law students in the recruitment wars, but they’re still holding their own.

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