

OCS Weekly Bulletin

December 11, 2007

Announcements, 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.

Announcements

Spring 2008 On-Campus Interviews (OCI):

We know you're in the midst of finals, but we just wanted to give you a heads-up about the dates for the upcoming Spring OCI Program. Spring OCI will take place from **Thursday, January 24, 2008 to Wednesday, January 30, 2008**. There will be no interviews on Saturday or Sunday. We will send out more information as we get closer to the program.

Winter Closure and OCS Office Hours:

The Office of Career Services will be closing as part of the University Winter Closure at the end of the day on Friday, December 21, 2007. We will reopen on Thursday, January 3, 2008. Please be advised that our counselors will have limited access to e-mail and may not be able to review cover letters/resumes during this time. Therefore, if you wish to have your cover letter/resume reviewed, please make an appointment prior to our office's closure.

1L Diversity Fellowship Opportunities

- **Boston Lawyers Group (BLG) 1L Diversity Clerkship Program**
- **Heller Ehrman LLP- 2008 First-Year Student Diversity Fellowships**

Boston Lawyers Group (BLG) 1L Diversity Clerkship Program

The Boston Lawyers Group (BLG) announces its 2008 1L Diversity Clerkship Program. The Clerkship is for first-year law students of color. Clerks will spend the first five weeks of the ten-week program working in the Boston office of one of the BLG's participating law firms and the second five weeks working in the Boston law department of one of the BLG's corporate partners or government agencies. A start date for the program will be determined by the participating law firm and corporate legal office.

(continued on next page)

1L Diversity Fellowship Opportunities (cont.)

Students must meet the following criteria:

- 1L Student of Color Currently Attending an Accredited Law School
- Candidate Must Demonstrate a Connection to Boston
- Preference Will Be Given to Metro-Boston and New England Area residents

Application packets will be reviewed by a panel from participating BLG member organizations. The review committee will evaluate each student's resume, supporting documents and grade point average. Due to the limited number of slots available, only those students selected by the committee will be granted interviews. All applicants will be notified by the end of the selection process. The BLG will then match each student (to the extent of available openings) with a member organization for an interview. Selected students will be paid a salary determined by the BLG participating member. Clerks will receive an attorney mentor for the duration of the Clerkship. The clerks will participate in professional and social activities designed to highlight the benefits of practicing law and living in the progressive and dynamic city of Boston, Massachusetts.

Applicants Should Submit the Following Due-Friday, January 25, 2008:

1. Resume
2. Copies of college and first semester law school transcripts*
3. A writing sample
4. A brief statement explaining how he or she will benefit from participating as a first year law clerk and what role he or she will play in the BLG's mission to advance diversity in Boston's legal community*

*If first semester law school grades are not available by the application deadline, applicants should submit any available grades with their application and submit additional grades as they become available. First semester transcripts will be due no later than Friday, February 15, 2008.

*All written documents will be reviewed for content as well as preparation quality.

SUBMIT TO:

Boston Lawyers Group 1L Diversity Clerkship Program
C/o Carolyn Golden Hebsgaard, Executive Director
The Boston Lawyers Group
P.O. Box 962065
Boston, MA 02196

You will note that our criteria focuses on students of color with strong ties to Boston. This criteria is in line with our mission to create a pipeline of talent so that our members can "identify, recruit, advance and retain attorneys of color" for our Boston legal community. If you have any questions about this Clerkship, please do not hesitate to contact BLG's Executive Director, Carolyn Golden Hebsgaard, at 617-856-8557 or cghebsgaard@brownrudnick.com.

Heller Ehrman LLP- 2008 First-Year Student Diversity Fellowships

As one of our diversity initiatives, Heller Ehrman is pleased to offer four first-year student diversity fellowships. Each fellowship includes a paid 2008 summer associate position and a \$7,500 scholarship for the 2008-2009 academic year. Students may apply to work in our Los Angeles, New York, San Diego, San Francisco, Seattle, Silicon Valley or Washington, D.C. offices. First-year law students who contribute to the diversity of their law school student body and who will contribute to the diversity of the legal community are eligible to apply.

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1L Diversity Fellowship Opportunities (cont.)

Selection Criteria

- Current enrollment at an ABA-accredited law school
- A record of academic or professional achievement, a commitment to community service and significant personal accomplishment
- A demonstrated interest in promoting diversity within your law school community and the legal profession

Application Materials

- Resume
- Undergraduate transcript (an unofficial copy is acceptable)
- A personal statement of no more than 500 words addressing your qualifications vis-à-vis the selection criteria and describing your interest in the fellowship opportunity
- A 5–10-page writing sample reflecting your legal analysis
- Two references who can comment on your academic or professional experience
- A ranking of the top two offices in which you would prefer to work

Application Procedure

Instructions for submitting application materials are provided at www.HellerEhrman.com/careers (click on “Summer Associates”). Early applications are encouraged and initial interviews will be scheduled during holiday vacations in December and January to the greatest possible extent. The application deadline is Friday, January 18, 2008.

A Reminder About Diversity Fellowships:

The National Association for Legal Career Professionals (NALP) maintains an on-line list of current Diversity Fellowship opportunities. If you are interested in applying for a Diversity Fellowship, check out the list here: <http://www.nalp.org/content/index.php?pid=55>

Career-Related Articles

• **Manatt Phelps to Swallow Steefel**.....Page 4

Eager to reach critical mass in San Francisco, Los Angeles-based Manatt, Phelps & Phillips announced it will acquire Steefel, Levitt & Weiss, a 45-lawyer real estate finance and business litigation firm. The combination is likely to lift Manatt into the Am Law 100 -- it landed at No. 112 in 2006 when it had revenue of \$212 million -- while underscoring the endangered status of firms of Steefel’s size.

• **Boutique Firms Maintain Their Hold on Market**.....Pages 5-6

The recent dissolution of two prominent litigation boutiques in Philadelphia renewed questions about the health of such firms in a market that continues to focus on consolidation. But analysts say the small boutique firms aren’t going anywhere. Although the recent spate of salary increases has affected small firms in terms of their ability to recruit laterals from large firms, Howard Davis says his 20-attorney firm offers a different lifestyle and gives associates direct incentives for originating work.

• **Few Lawyers Work Part-Time, Most Who Do Are Women**.....Pages 6-7

(See following pages for complete articles)

Career-Related Articles

Manatt Phelps to Swallow Steefel

Petra Pasternak
The Recorder
12-03-2007

Eager to reach critical mass in San Francisco, Los Angeles-based Manatt, Phelps & Phillips announced it will acquire Steefel, Levitt & Weiss, a 45-lawyer real estate finance and business litigation firm.

The merger is expected to be completed by Feb. 1.

The combination is likely to lift Manatt into the Am Law 100 -- it landed at No. 112 in 2006 when it had revenue of \$212 million -- while underscoring the endangered status of firms of Steefel's size.

Manatt's managing partner, William Quicksilver, said that growing in the Bay Area -- where Manatt also has a Palo Alto office -- is part of a larger strategy to expand nationally, particularly in New York, Washington, D.C., and Southern California. He said the 350-lawyer firm will continue to look for additional talent in the Bay Area though not necessarily through another merger.

"Part of our strategic plan is to look at complex litigation, corporate transactions, intellectual property, health care and financial services," he added.

Manatt opened a small office in San Francisco in August, and those lawyers will move into Steefel's space at One Embarcadero Center.

"The combination will allow us a bigger platform to recruit from," said Christopher Wanger, the de facto managing partner of Manatt's San Francisco office. "It's more difficult to recruit with an office of 10 attorneys, so by getting 40 attorneys, suddenly we are a sizable presence in San Francisco."

Manatt is known for its entertainment and financial practices. Its lawyers also represent clients in energy and natural resources, health care and telecommunications and technology.

Steefel has struggled in recent years, dropping from about 80 lawyers in 2004 as partners, including marquee real estate lawyers and litigators, left for larger San Francisco firms.

Still, Barry Lee, who has led Steefel in recent years, said he doesn't "think small

or medium-sized firms are doomed."

Robert Zeavin, a Steefel partner based in the firm's small L.A. office, said Friday that the firm's lawyers aren't "combining because we are not succeeding financially -- we are entering into this combination because when we put everything together in our heads, we believe that this is the best way to provide the kind of client service that we want to provide, and we want to provide all our lawyers and associates with professional growth."

Quicksilver said Steefel's financials match up pretty well with his firm's. "Steefel is probably a firm with revenues between \$30 million and \$35 million and revenue per lawyer of about \$750,000," he said. Manatt's RPL in 2006 was \$750,000.

Rates match up pretty well, too, Quicksilver said, adding that he didn't expect Steefel partners would be asked to jack up their rates. When and where rate increases do occur, he said he doesn't expect them to be a problem. "I believe that clientele that Steefel has in their nonprofit and wealth management area will have the ability to bear the same kind of rates as our current clients do."

Quicksilver said his firm hadn't been in merger talks with other firms. Steefel engaged law firm consultant Ralph Savarese 18 months ago to evaluate the firm's operations and options.

"As part of our process, we explored possible combinations with a number of different firms and other alternatives that did not involve combinations," Lee said.

Not all of Steefel's partners will join Manatt's equity tier. The vote by Steefel partners was unanimous, Lee said. Steefel partners didn't seek, and weren't offered, guaranteed compensation, he said.

Steefel was formed in 1980 by litigator Lenard Weiss, real estate lawyer Edward Steefel and tax attorney Alvin Levitt. Despite adopting plans for growth in 2004 and again in 2006, the firm wasn't able to reach the headcount of 110 to 125 lawyers that Lee said last year would be optimal.

Last fall, the firm closed its small Stamford, Conn., office.

Lee and other Steefel partners declined to discuss current clients.

"Manatt's a well-managed firm," said consultant Peter Zeughauser. "In that sense I think it will be a strong move for the Steefel people."

Wanger, who opened Manatt's S.F. office in August with 10 lawyers and 10 consultants, will co-manage the S.F. office with Clayton Gantz, who is currently Steefel's managing partner.

Career-Related Articles

Boutique Firms Maintain Their Hold on Market

Gina Passarella

The Legal Intelligencer

12-10-2007

The dissolution of two prominent litigation boutiques in Philadelphia this quarter renewed questions about the health of such firms in a market that continues to focus on consolidation.

But analysts say, and at least one firm shows, the small boutique firms aren't going anywhere.

At nearly 70 years old, 20-attorney Kleinbard Bell & Brecker has made a business model of bringing in lawyers from large firms to service middle-market clients in the Delaware Valley.

When the firm's lease was up at 1900 Market St., Kleinbard Bell had to make a decision about its future. Despite the fact that it received merger offers from out-of-town national firms and local firms on a regular basis, managing partner Howard J. Davis said the attorneys joined a smaller firm for a reason and wanted to keep it that way.

Kleinbard Bell signed an 11-year lease for 20,400 square feet of space in One Liberty Place. The firm moved in earlier this month and has space for a maximum of 26 lawyers.

Davis said the firm wants to hit that number, but only if it is the right fit. Co-managing partner David Hyman said Kleinbard Bell would be interested in bringing on an attorney at the partner level in any of the firm's four main practice groups who has a book of business and is a cultural fit.

About 70 percent of Kleinbard Bell's work is on the business side with the rest focusing on litigation. The firm handles typical transactional work, acts as general counsel to midmarket companies, does commercial litigation and has a government relations group.

It serves as the outside general counsel to Wireless Philadelphia and has become involved with gaming as well.

"The business community in the Delaware Valley is a middle-market community, and that is our client base," Davis said.

He said the firm has "absolutely" benefited from the shedding of practice areas or clients by the larger firms. Kleinbard Bell is able to offer more competitive rates and more efficient staffing than the large

firms, Hyman said. The firm's rates are probably more akin to the "smaller, large firms," Davis said.

Kleinbard Bell doesn't hire associates right out of law school and staffs matters with attorneys of "appropriate expertise," Davis said. That is a selling point to clients, he said.

The firm has been able to remain successful in the market less because of the mix of practices and more because of the team it built, Hyman said. During the past three or four years, Kleinbard Bell has added five or six attorneys and has never lost a lateral.

Hyman said their commitment to the small-firm model -- having joined from larger firms -- is very strong.

Kleinbard Bell's biggest market challenge, Davis said, is the growth of its own clients.

"When our clients grow quickly, there are times when we can no longer service all of their legal needs," he said.

The firm then serves as an outside general counsel and refers out matters it can't handle.

Although the recent spate of salary increases has affected the firm in terms of its ability to recruit laterals from large firms, Davis said Kleinbard Bell offers a different lifestyle and gives associates direct incentives for originating work.

When 40-attorney litigation boutique McKissock & Hoffman broke up in October, firm leadership spoke of the challenges a boutique firm had and the need for a larger platform. Miller, Alfano & Raspanti, a litigation boutique that will disband at the end of the year, was seeing its practices increasingly diverge and conflicts arise. Some of its members plan to join a large Philadelphia firm, while others will join a smaller Pittsburgh firm to avoid conflicts in the Philadelphia market.

Michael Coleman of Coleman Nourian said the breakups of the two firms were probably case specific and do not point to a trend.

He said several small firms in the city have been doing very well, pointing to firms like Harkins Cunningham; Conrad O'Brien Gellman & Rohn; Bazelon Less & Feldman; and Fine, Kaplan & Black.

If those firms were to have issues in the future, Coleman said, it would probably be more to do with succession than with structure or size. If a small firm can find the right niche that has market value, it can thrive, he said.

Consultant Robert Denney of Wayne, Pa., said recently that midsize firms have sometimes survived in this market by default. He said many had tried to merge over the past few years only to find out they weren't attractive merger candidates.

These firms were not on the verge of collapse, so they then had to refocus their strategic plans on solidifying the midsize-firm model, he said.

Although it seems to be the litigation boutiques that are closing down instead of refocusing their strategic plan, Coleman said he thinks they generally have an easier time working at their size than small, business firms.

Corporate work generally means dealing with large, public corporations, which, typically, look for large law firms, he said. It also helps to have a tax or mergers and acquisitions practice right down the hall, he said.

"Whereas, if you're a good litigator, you're a good litigator," Coleman said.

Pittsburgh attorney John W. Lewis II sees things a bit differently.

Lewis co-founded now 26-attorney Metz Lewis with partner LeRoy L. Metz II in 1997, and the firm's practice is evenly split between business law and litigation.

Clients don't generally establish their primary legal relationship with a litigator because a need for litigation means there might be trouble for the company, Lewis said. In order to get good litigation work, a firm needs a good relationship with a business client, he said. Oftentimes, good litigators find their best career options to be in larger firms as a result, Lewis said.

Metz Lewis' model has seemed to work over the past decade it has been in existence. Lewis said the firm receives merger inquiries about six to 12 times a year, but they are happy as a smaller group.

A boutique firm may have an advantage in Pittsburgh over other markets, he said.

Career-Related Articles (cont.)

Boutique Firms Maintain Their Hold on Market

(continued from page 5)

The city is “a little bit more of a receptive legal market for boutiques.” With some of Pittsburgh’s largest firms growing internationally and raising rates, Lewis said his firm has become the beneficiary.

Larger companies will use the firm, he said, as alternative counsel on certain matters for which they don’t want to pay big rates.

Lewis said he doesn’t view Pittsburgh as a high-growth market. The firm is look-

ing to bring on between one and three new attorneys, but that would be the most at this point. The firm’s biggest market challenge is hiring talented, younger lawyers who have the same entrepreneurial spirit as his generation does. The salary increases have made it very difficult, he said, for a boutique firm to get attorneys that fit that bill.

“People north of 45, they didn’t grow up in an environment where people

were paying them big money right out of school,” Lewis said.

The six-figure salaries have “completely distorted” the view of what it takes to be a successful lawyer, he said.

Few Lawyers Work Part-Time, Most Who Do Are Women

NALP Press Release

12-05-2007

Most large law firms make part-time schedules available to their experienced attorneys, but just 5.4% of attorneys were working part-time in 2007, and most of them, about 75%, were women. This reflects the fact that women are much more likely to be working part-time than men. Among women attorneys overall, 12.7% work part-time; among female partners, 11.7% are working part-time; and among women associates the figure was 9.6%. This contrasts with a rate of just over 1% among all male attorneys. These are among the findings of the most recent analyses of the NALP Directory of Legal Employers, the annual compendium of employer information published by NALP. The 2007-2008 NALP Directory comprises listings from primarily large law firms and includes part-time use information from over 1,500 individual law offices and firms and almost 135,000 lawyers.

In 2007, nearly all offices, 98%, allowed part-time schedules, either as an affirmative policy or on a case-by-case basis, but as has been the case since NALP first compiled this information in 1994, very few lawyers are working on a part-time basis, just 5.4% overall. Associates are more likely to be working part-time (4.8%) than partners (3.0%), but other lawyers, such as of counsel and staff attorneys, show the highest rate of part-time work, over 19%. Nearly all associates working part-time (91.2%) are women; among part-time partners, 71.2% are women. (See Table 1.)

The three largest markets, Chicago, New York City, and Washington, DC,

account for one-third of the lawyers reflected in the Directory, and show a sharp dichotomy. Part-time partners are more than twice as common in Chicago and Washington, DC, at 4.2%, than in New York City (1.6%), as are women partners working part-time, over 15% versus about 7%. Part-time associates are also more common in Chicago (4.8%) and Washington, DC (5.3%), compared with New York City (4.2%). About 10% of women associates work part-time in Chicago and Washington, DC, compared with 8.3% in New York City.

Looking at all cities, the presence of part-time partners varies even more. (See Table 2.) For example, part-time partners are most common in Sacramento, San Francisco, and Seattle, with 5-6% of partners working part-time. Part-time women partners were most common in these same cities, along with Baltimore, Boston, Hartford, and Portland, OR. But in a number of cities fewer than 1.5% of partners are working part-time, and in ten cities no male partners were reported as working part-time.

Cities also vary with respect to part-time associates. (See Table 3.) In Birmingham and Las Vegas, less than 2% of associates, none of them men, worked part-time. Other cities in which no male associates were reported as working part-time include Austin, Dallas, Ft. Lauderdale/W. Palm Beach, Grand Rapids, Houston, Kansas City, Miami, Nashville, New Orleans, Northern Virginia, Orlando, and Sacramento. In Cincinnati, Richmond, Sacramento, and Seattle, 8-10% of

associates worked part-time. These same cities also report the highest percentage of women associates working part-time, 16-19%.

Six states, or portions of states, not covered by the cities above, had sufficient information for a parallel analysis. Following the national patterns, all had higher percentages of part-time associates than part-time partners. The percentage of partners working part-time was highest in Connecticut outside of Hartford (5.2%); the percentage of women partners working part-time was highest there (13.2%) and in New York state outside of New York City (13.5%). This area of Connecticut also had the highest percentage of part-time associates, at 10.5%, and of women associates working part-time, at 19.5%.

Entry-level lawyers in search of part-time schedules found their options more limited. Nationally, 56% of offices that offered a part-time option precluded entry-level associates from using that arrangement, and just 9% had an affirmative part-time policy that made the option available to all attorneys. Nonetheless, an entry-level lawyer’s chances of finding part-time work were somewhat higher in Cincinnati, Cleveland, Columbus, Grand Rapids, and Richmond. The cities least likely to offer a part-time option to entry-level attorneys were Austin, Baltimore, Kansas City, New Orleans, and Sacramento.

Part-Time Lawyer Ratios Differ from the Workforce at Large

Career-Related Articles (cont.)

Few Lawyers Work Part-Time, Most Who Do Are Women

(continued from page 6)

Interestingly, the dearth of part-time lawyers at law firms distinguishes private law firm practice from both the U.S. workforce as a whole and from more defined segments of the workforce. According to

the Bureau of Labor Statistics (BLS), just over 14% of employed individuals during 2006 usually worked part-time, as did a similar percentage of those employed in professional specialties (e.g., engineers,

architects, physicians). These rates contrast markedly with the 5.4% rate among lawyers at major law firms.

To view the accompanying tables and numbers for each geographic region, go to:<http://www.nalp.org/press/details.php?id=74>

Past Articles

To access the Bulletin Archive, click on the following link:

<http://www.law.stanford.edu/experience/careers/ocs/students/bulletin>

Friday, November 30

“Firms Lend Associates to Clients”

“Survey: Women in Large Firms Advance at Same Rate, but Earn Less Than Men”

“Learning the Skills of Working ‘Low Bono’”

Tuesday, November 20

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

“Commentary: Guerrilla Tactics Can Help You Survive the Recruiting Jungle”

“For Summer Associates, Size Does Matter”

Friday, November 9

“McDermott Will to Add Lower-Paid Associates”

“Why Are Minority Female Associates Leaving Law Firms?”