

OCS Weekly Bulletin

February 11, 2009

Upcoming Programs/Events & Career-Related Articles

What's Inside

Upcoming Programs/Events, Pages 1-2

Career-Related Articles, Pages 2-7

List of Past Articles, Page 7

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.

Upcoming Programs/Events

- **“Law Firm Economics 101”**- Thursday, Feb. 12th at 12:45pm - Rm 280B (open to all students)
- **Live Chat with Tino Cuellar on *SLSConnect* - The Obama Administration**- Friday, Feb. 13th at 9:00am PST (open to all students)
- **Alternatives to Big Law: Business Strategy & Consulting**- Friday, Feb. 13th at 12:45pm - Rm 230 (open to all students)
- **Academia Panel**- Wednesday, Feb. 18th at 12:45pm - Rm 280B (open to all students)

“Law Firm Economics 101”- Thursday, Feb. 12th at 12:45pm (open to all students) in Room 280B

Join Trent Norris, a partner with Arnold & Porter LLP, as he explains:

- How law firms make money
- How to assess a firm's financial strength
- How to read the AmLaw 100 data
- How law firms are structured

Please RSVP in *Symlicity*

Live Chat with Professor Tino Cuellar on *SLSConnect*- Friday, Feb. 13th at 9:00am PST (open to all students)

Tino Cuellar, Professor of Law and Deane F. Johnson Faculty Scholar, talks about the Obama administration - the transition, the first few weeks of Obama's presidency, and finding opportunities within the new administration. Professor Cuellar served as an immigration advisor to the Obama campaign and has been very involved in Barack Obama's transition to the White House.

Upcoming Programs/Events (cont.)

Alternatives to Big Law: Business Strategy & Consulting- Friday, Feb. 13th at 12:45pm - Rm 230 (open to all students)

Not sure that practicing law in a private firm is what you want to do the rest of your life? Looking to see what opportunities can arise from your experiences in law? Come hear three SLS alums with extensive experience in business strategy discuss their career paths and future plans.

Andrei Manoliu, PhD, SLS '82, is the Principal of Growth Plans LLC. A former AM LAW Top 100 firm partner, Andrei provides legal, business and financial consulting services to emerging growth companies from the start-up phase through public offering and beyond. As a board member of both public and private companies, he advises clients on strategic transactions, M&A, VC funding.

Michael Sears, JD/MBA '88, is an Investment Partner at Siemens Venture Capital specializing in investments in energy, materials, and industrial solutions. Never having practiced law, Michael previously was a managing director at Atrium Capital and he has held general management positions at various public and private technology companies.

Peter Stone, SLS '82, joined Aeris in 1996 as vice president of business development. He has more than 20 years experience with telecommunications, software and other technology companies. Prior to joining Aeris, he was a partner at an AM LAW Top 100 firm serving technology companies. Peter has participated in negotiating and structuring a significant number of new company formations, private financings, public offerings, mergers and technology licenses.

Lunch will be served. Please RSVP through *Symlicity*.

Academia Panel- Wednesday, Feb. 18th at 12:45pm - Rm 280B (open to all students)

Thinking of teaching law one day?

Want to find out more about the steps to becoming a law professor?

Join us for a panel with Prof. Barbara Fried and Prof. Alan Sykes on Wednesday, Feb. 18th at 12:45pm in Room 280B

Career-Related Articles

• **Is the Work-Life Balance Tipping in Work's Favor?**..... Pages 3-4

Work-life balance discussions, once so prevalent among firm management and young lawyers alike, have been overshadowed by the current economic environment. But have the initiatives been completely relegated to the back burner?

• **Will Regional, Mid-Tier Firms Emerge as Winners in the Current Crisis?**..... Pages 4-5

The current economic crisis is pressing the need for alternative billing arrangements forward in a way never before seen. This isn't news to our readers, not even to the legal market at large -- one need only look to the most recent coverage of Cravath, Swaine & Moore chairman Evan Chesler's appeal to kill the billable hour in the New York Times as confirmation.

• **Dewey to Shutter San Francisco Office, Keep Silicon Valley Presence**.....Pages 5-6

Dewey & LeBoeuf said Tuesday it is transferring all of its San Francisco attorneys and their staff to its East Palo Alto, Calif., office to "centralize" its Bay Area presence of about 30 lawyers. No jobs will be eliminated, a spokesman said. If the firm is going to eliminate a Bay Area office, it makes sense to shutter San Francisco, said one recruiter. "If you are going to say you are an international law firm that gets technology, it's awfully hard to explain why you don't have a presence in Silicon Valley."

• **Just How Much do Law Firm Layoffs Save? A lot**..... Pages 6-7

Is the Work-Life Balance Tipping in Work's Favor?

Gina Passarella

The Legal Intelligencer

February 05, 2009

Work-life balance discussions, once so prevalent among firm management and young lawyers alike, have been overshadowed by the current economic environment. But have the initiatives been completely relegated to the back burner?

Some say yes. They say the economic recession in which the country now finds itself could be bridging the gap between Generation X and the baby boomers, with both sides focusing more on office time and billable hours.

But others see the harsher environment as an opportunity to bolster flex-scheduling or telecommuting programs.

BECOMING OBSOLETE?

A Miami Herald article published in early November titled, "Many Working Harder to Hold Onto Their Jobs," said a lot of work-life balance programs are a "thing of the past" because just having a job has become more important than having a flexible one.

In the legal profession, standards for performance reviews are getting tougher and being applied more stringently. That means more attorneys are putting an emphasis on face time, billing hours and proving their worth.

Cherry Hill, N.J.-based consultant Joel Rose said he was surprised to hear from clients about how attorneys have responded to the economic downturn.

He said he expected firms to freeze salaries, give more modest bonuses or extend the partnership track, which he said they are doing, but it was the attitude shift of the associates and junior partners that surprised him.

Rose handled two retreats for two different clients earlier this year, and one of the big concerns for the partners at these firms was how to handle concerns of the upcoming generation when it came to work-life balance. When Rose checked back with those clients recently, the story had changed.

The leadership of these firms, each from a different part of the country, said associates are working longer hours and asking for more work from partners to help ensure they hold onto their jobs.

"Associates are trying to present themselves to partners as individuals who are really concerned about being busy as opposed to the quality of life issues that had been addressed," Rose said.

Some Philadelphia-area young attorneys agreed that the pressure isn't necessarily coming from the firms, but from the young attorneys themselves.

Erin Coyne, an associate with Reed Smith, said, "People are generally stressed about the economy and about keeping their jobs. The focus [from firms] is not to bill more hours, but it is what happens.

Ultimately, you bill more hours."

Dechert associate Jennings Durand echoed that sentiment: "It's self-motivated pressure. I have not seen any kind of policy shift from my firm about different expectations."

Michael Hayes, an associate with Montgomery McCracken Walker & Rhoads, agrees young lawyers are stepping up on their own, but says it has more to do with the larger climate.

"There are bigger factors than working more hours to secure your position," Hayes said. "Firms don't depend on one person's hours to thrive. I think if you asked folks across the firms, they are more concerned about the economy in general" than about responding to any sort of firm pressure.

Rose found those sentiments among his clients as well. While firms had been heavily focused on work-life initiatives in order to attract and retain associates, Rose said some of his clients are finding that the attorneys themselves are realizing quality of life concerns won't matter if they don't have a job at all.

"To the extent they already cut flex-time deals, they want to live up to it, but they are thinking twice about doing this more," Rose said of law firm management.

GET CREATIVE

Deborah Epstein Henry, founder of consulting firm Flex-Time Lawyers, said the down economy creates a "tremendous opportunity" for firms to experiment with flexible or reduced-hour scheduling.

Firms run into problems by reducing

headcount, because when the market picks up, they will have a deficit of attorneys. And the image inspired by layoffs can often haunt firms for years, Henry said. That combination, she said, is a mandate for firms to get creative.

Rather than laying off attorneys, firms can give talented lawyers the chance to work on a reduced schedule with a commensurate reduction in pay. That allows the lawyers to easily pick back up when the economy turns and creates a sense of loyalty between the attorney and the firm.

Many firms are scared about using reduced scheduling too often, but Henry said now is the time to test the waters. Now that hours are slower, it's a "no-risk proposition," she said, because the salary gets lowered, too.

Corporate America has done a good job of redistributing talent in a downturn, recognizing the value of certain employees, Henry said, adding that law firms need to do a better job of that process.

Many of Henry's clients, particularly in New York, are starting annualized salary plans. Similar to reduced scheduling, attorneys might work only 60 to 80 percent of their time, but they aren't working every week. They might work full-time, around-the-clock on a project and then take two months off before being re-assigned to another matter.

But young attorneys are also taking the initiative to manage their schedules. According to associate Julia Swain, who joined Fox Rothschild in 2003 after having her first child, "the firm had a strong commitment to focusing on work-life balance issues before I arrived, and it continues to do so by engaging in open discussions regarding maternity and paternity leave and by permitting flexible schedules to accommodate the needs of its lawyers."

She continued, "The recessionary trend of the economy has not caused any change in policies at my firm relating to hourly demands or in implementing more restrictive part-time schedules."

Durand, who explains, "I have four kids, and work-life balance is critical to me," suggests looking inward in these difficult financial times: "Think carefully about what your priorities as a person are.

Is the Work-Life Balance Tipping in Work's Favor?

Continued from page 3

It may mean spending time with family; it may mean having a professional career. You have to conclude for yourself where those priorities lie."

Catherine "Kit" Chaskin, a partner in Reed Smith's Chicago office, is chairwoman of the firm's women's career advancement initiative. She said the challenge to keep talented women in a good market is that they are constantly being recruited, and in a bad market they may become bored or disaffected.

At Reed Smith, Chaskin said there has been a renewed interest in work-life balance programs. In general, a down time -- as long as it doesn't last too long -- can be a nice reprieve, she said. Partners more often take associates to lunch or stop in offices to chat. Coyne, a Reed Smith as-

sociate, agreed that the balance remains important, but says younger attorneys are less concerned about flexibility for now.

"I work in a big firm [where] flexibility is built into culture. I don't think that it's going to change dramatically, but I do think the focus is on [people] keeping their jobs, so maybe other things take the back burner for a while," Coyne said.

Another factor is the idea that the downturn will impact practice groups differently. Some practices will be busy during the downturn, not reducing hours, Chaskin said. "But let's assume that M&A is slow," Chaskin said. "It would make sense for a woman in M&A, if she was ever going to cut back, now would be the time and the firm would probably appreciate it from a fiscal point of view."

Durand said his view is a little different. "It is going to vary by practice group. I work in litigation and have had no change or pressure from the economy," he said.

Chaskin said the business case for these policies should never be the driver, but, instead, retention should be the goal. It's important for firms and attorneys to look at these initiatives through a long-term view. She said they need to realize that, for the short amount of time a person works reduced scheduling, it is worth it in the long run to retain quality attorneys.

Jazmin McNeal also contributed to this article.

Will Regional, Mid-Tier Firms Emerge as Winners in the Current Crisis?

Zach Lowe

The American Lawyer

February 5, 2009

The current economic crisis is pressing the need for alternative billing arrangements forward in a way never before seen. This isn't news to our readers, not even to the legal market at large -- one need only look to the most recent coverage of Cravath, Swaine & Moore chairman Evan Chesler's appeal to kill the billable hour in the New York Times as confirmation.

The larger firms of The Am Law 100 might struggle with this. But for law firms that are willing, and able, to offer cash-strapped general counsel quality services at a lower price, the current crisis presents an opportunity for more business. This includes specialized boutiques. It also includes mid-sized regional firms with contacts at Fortune 500 companies, according to several lawyers, general counsel and law firm consultants.

General counsel at large companies -- including Allstate, Johnson & Johnson, and Waste Management -- today are sending more litigation and deal work to regional firms that, in the past, they've relied on for less intensive matters, according to half a dozen consultants we talked to.

"We are seeing a huge surge in interest in regional law firms," says Pa-

mela Woldow at Altman Weil. "I get calls constantly with general counsel asking, 'Where can I move to get lower rates?' This is the first time in my life I've seen corporate counsel as the market makers."

Among the beneficiaries, Woldow says, are regional firms with 100 to 300 lawyers who have advised these bigger clients before, albeit on smaller matters. The consultants we spoke to single out several firms, including mid-Atlantic firm Saul Ewing, Parker Poe Adams & Bernstein in North Carolina, Butler Snow in Mississippi, and Lightfoot, Franklin & White in Alabama.

"That's exactly the thought process we went through in going with Saul Ewing," says Robert Feit, general counsel at Ametek, an electronics manufacturer based in Paoli, Pa., when explaining his company's decision to throw more work to the mid-size firm. "We do a lot of transactions, and we use the larger New York firms. But that is very expensive. So we decided, 'Let's try someone in our back yard that has all the capabilities we need.'"

In recent months, the 260-lawyer firm has served as Ametek's lead counsel on at least two big deals, according to Saul Ewing managing partner David Antzis. It's

a first for the firm, which has represented Ametek in the past, just not on major corporate matters.

"It's half the cost, at least," says Ametek's Feit, who would not detail billings or name the larger firms Ametek has siphoned work from. "And you don't have to pay a lot of associates to educate themselves. For a \$50 billion deal, you're still going to want a firm like Wachtell, Lipton, Rosen & Katz, but for your bread and butter work, the (regional) firms clearly are more than capable."

Some corporate counsel recognized the benefits of working more closely with regional firms even before the credit crunch hit.

Allstate's legal department decided to divvy up all its outside legal work among 13 firms instead of tapping more than 100 providers, as it routinely used to do. According to Allstate managing counsel Bruce Goldberg, the system allows the insurance giant to work out alternative fee arrangements with these 13 firms (about half of them are smaller regional firms in the northwest, Ohio, West Virginia, and New Jersey).

In recent months, Goldberg has instructed lawyers on his staff to steer more

Will Regional, Mid-Tier Firms Emerge as Winners in the Current Crisis?

Continued from page 4

work toward these firms, he says. (Goldberg declined to name the firms, citing confidentiality agreements.) And he even invited lawyers from the regional firms for face-to-face meetings with his legal staff as a way to enforce the plan.

“We’re definitely telling our lawyers to broaden their consideration,” Goldberg says.

Charles Johnson, a partner at Butler Snow, says the Jackson, Mississippi-based firm is handling an increasing amount of work from longtime pharmaceutical clients, including Johnson & Johnson and Merck. The firm typically handled litigation for these and other pharma mainstays; now the clients are tapping Butler to tackle deals and corporate work.

“We know that you’re not going to take a law firm from Jackson, Mississippi to Wall Street or into the halls of the Food and Drug Administration,” Johnson says. “But that doesn’t constitute the bulk of the legal spend for most of these companies. Regional firms and local firms can handle

the rest of the work just as well as the larger firms.”

Butler Snow is willing to ditch hourly billing and arrange a lump sum for the chance to land good work and deepen a client relationship. Johnson is negotiating with a client who normally spends about \$5 million each year on employment law, he says. Butler Snow hopes to get the work by offering to do it for \$3.5 million.

That’s the right attitude, according to Woldow and Susan Hackett, senior vice-president and general counsel of the Association of Corporate Counsel. More in-house counsel are putting out requests for proposals, hoping for such arrangements, Woldow and Hackett say.

“[Regional] firms aren’t cheap,” says Hackett, “but they are more capable of working to establish budgets.”

Still, being a regional firm doesn’t guarantee immunity from the problems connected to the recession. Parker Poe laid off 13 lawyers and 15 staff members in early January, and Saul Ewing cut 12

administrative staffers, also in January. “Like many law firms, we are not immune to the effects of the economy’s downturn,” Saul Ewing said in a statement announcing the layoffs.

The key for regional firms will be to convince the Fortune 100 companies to keep sending them high level work even when the economy turns. Partners at those firms say they are confident the inroads they make now will last beyond the current crisis.

“I think this downturn is going to set the stage for some changes that are going to be permanent,” Butler Snow’s Johnson says.

This article first appeared on The Am Law Daily blog on AmericanLawyer.com

Dewey to Shutter San Francisco Office, Keep Silicon Valley Presence

Amanda Royal
The Recorder
February 4, 2009

Dewey & LeBoeuf said Tuesday it is transferring all of its San Francisco attorneys and their staff to its East Palo Alto, Calif., office to “centralize” its Bay Area presence of nearly 30 lawyers.

No jobs will be eliminated, and the firm has not determined when the San Francisco office will fully close, a firm spokesman said in an e-mail. The firm provided no other comment beyond an official statement.

“The San Francisco office will remain open for the foreseeable future to support clients and attorneys currently conducting business in San Francisco,” the statement said. “Once the office move is completed, Dewey & LeBoeuf will continue providing service to clients in the San Francisco metropolitan area from the Silicon Valley office.”

Dewey & LeBoeuf is the result of a late 2007 marriage between two New York firms, Dewey Ballantine and LeBoeuf, Lamb, Greene & MacRae. The firm cited

slow business when it closed three offices in late 2008, in bank-heavy Charlotte, N.C.; Jacksonville, Fla.; and Hartford, Conn. At that time, Dewey executive director Stephen DiCarmine said the firm plans to focus on international expansion. It opened an office in Doha, Qatar, in December and has plans to open an office in Abu Dhabi this year.

Carl Baier, a recruiter in Silicon Valley, said he’s not surprised the firm is still consolidating offices, given the 2007 merger. Before the merger, the Silicon Valley office belonged to Dewey Ballantine, and the San Francisco outpost was LeBoeuf Lamb’s.

If the firm were going to eliminate an office in the Bay Area, Baier said, it makes sense to shutter San Francisco.

“If you are going to say you are an international law firm that gets technology, it’s awfully hard to explain why you don’t have a presence in Silicon Valley,” Baier said. Dewey is not currently a client

of Baier’s, but “they certainly have been interested in seeing what’s available in Silicon Valley,” he said.

A major piece of business for the East Palo Alto office is the Brocade backdating litigation, a factor that may have helped the office rebound after the firm struggled to maintain headcount following failed merger talks with Orrick, Herrington & Sutcliffe in January 2007. After a height of 25 lawyers, the office shrank to eight attorneys in mid-2007, with just one full-time partner. In 2008, the office brought three in-house lawyers on board as partners from biotech company Affymetrix.

The combined office should have about 28 lawyers, nine of them partners. On Tuesday, the firm’s Web site listed 10 lawyers who spend all their time in Silicon Valley, four of them partners. It lists another three who split their time in San Francisco and one who splits time in New York. In San Francisco, the firm lists 13 resident lawyers and one who splits time

Dewey to Shutter San Francisco Office, Keep Silicon Valley Presence

Continued from page 5

in Moscow.

The move comes on the heels of a turbulent 2008 for the San Francisco legal business. To brace for 2009, large firms have laid off hundreds of associates and staff, instituted salary freezes and closed offices.

Bingham McCutchen said in late January it will downsize its Walnut Creek office, moving 19 out of 20 lawyers who worked there to San Francisco and laying off half the staff.

The layoffs add to a mounting toll of unemployed legal professionals in the Bay Area following the collapse of two big San Francisco firms in 2008, Heller Ehrman and Thelen.

Last week, Morrison & Foerster laid off 201 people, and Wilson Sonsini Goodrich & Rosati and Cooley Godward Kronish each laid off more than 100 people. Fenwick & West will cut 36 staff but no attorneys.

Last fall, Orrick cut 75. Gunderson Dettmer Stough Villeneuve Franklin & Hachigian cut at least eight associates, and Pillsbury Winthrop Shaw Pittman recently acknowledged quiet layoffs in 2008.

Consulting firm Hildebrandt International and Citi Private Bank, which counts a large proportion of Am Law firms among its clients, issued a joint report on Monday predicting continuing challenges

for the legal business in 2009.

Among other recommendations, the report urges firms to consider how well each office contributes to its long-term strategy.

“Firms should take a careful look at those office locations that are strategically important to their core practices and those that are not,” the report says.

Just How Much Do Law Firm Layoffs Save? A lot.

Leigh Jones / Associate editor

The National Law Journal

February 9, 2009

Attorney layoffs have become industry standard in recent months, with at least 50 of the nation’s top law firms ushering practitioners out their doors and into a torpid job market.

Law firms cite a declining demand for legal services, decreased fees for the work that’s left and a lack of usual attrition as reasons for cutting attorneys loose.

But just how much do law firms stand to save by slashing ranks? A lot, as it turns out, considering the options.

Law firm leaders and industry consultants say a firm cuts costs by an average of \$250,000 for each attorney let go. For each legal assistant or other staffer laid off, a law firm saves about \$100,000.

And because they don’t have much room elsewhere to shave expenses, it is little wonder that the head count of the departed is rising.

For most big law firms, about 85% of their revenue goes to rent and personnel costs, say firm leaders, which means that the money saved by scaling back on copies, car services, partner retreats and marketing comes from a small percentage of their revenue.

“There’s only so much you can save by pulling the tea and cookies out of the conference room,” said the chairman of a major U.S. law firm that has laid off

attorneys during the economic downturn. In order to speak candidly about his firm’s finances, he requested anonymity for this story. “The rent you’re stuck with, so you’re left with this huge megillah of compensation,” he said.

Replicating attrition

Because associates are clinging to their positions as the economy declines, law firms are finding it necessary to replicate the attrition they’ve come to expect, he explained. “We have an entire machine built around 25% attrition,” the firm chairman said. “We have to engineer that just to stand still. The only comfort one can find in this is that you get the attrition you want.”

But it is cheaper to have attorneys leave on their own accord than to lay them off. Severance packages that firms are giving to pink-slipped lawyers vary, but the firm chairman said that, in general, every \$10 million saved in compensation is offset by \$7 million paid in severance.

He said it is difficult to let any attorney go, but terminating new lawyers is the most emotional. “Somehow, it feels worse when they don’t have any performance [to consider],” he said.

The need to hold onto cash is the big

driver behind the layoffs, and getting rid of associates can increase liquidity. But the decisions by law firm leaders to drop associates also serve another purpose, said Friedrich Blase, an executive partner with KermaPartners, a consultancy.

“They also do it to show partners that they are in control of the situation, that the partnership is doing the right thing,” he said.

Partners working at firms that have tried to increase cash availability by deferring partner profit distributions, reducing partner draws, making cash calls to equity partners or asking nonequity partners to provide capital also want to see that the firm is making sacrifices at lower levels, Blase said.

However, cuts on the bottom rungs may not be the smartest move, he said. He gives the example of a law firm with \$100 million in revenue, with 30% of that amount going to associate salaries. Layoffs that trim 5% of associate costs are the equivalent of just 1.5% of revenue.

“If you think about saving money, culling associates is really not the big game. It’s the easy game,” he said. Blase added that, under his scenario, a mere 3% savings requires a firm to lay off 10% of its associates.

The tougher choice is to make cuts at

Just How Much Do Law Firm Layoffs Save? A lot.

Continued from page 6

the nonequity and senior counsel levels, he said. Not only are those attorneys typically very expensive for law firms during slow times, but some of those lawyers, out of desperation, hoard work from the attorneys below them, he said.

Intense pricing pressure from clients has forced a chairman at another top U.S. law firm to make some difficult decisions, he said. He also requested anonymity to speak openly.

“There’s less diplomacy in the discussion [with clients] about discounts,” he said. “They’re not inviting you to a discussion. They’re saying ‘it’s 10 or 15%, and if you can’t help us out, maybe we’ll go somewhere else.’”

Although his firm hasn’t implemented attorney layoffs — at least not yet — it has cut legal staff. “What we’re going to try to do is reduce secretarial-to-lawyer ratios,” he said. “We haven’t gone as far as we think we can go.”

In addition, the law firm has scaled way back on lawyer travel and is asking attorneys to connect with clients through teleconferencing, he said. Reducing face-to-face contact has its price, he said, and

the firm “is not sure how big of a price that is.”

The real cost savings of any attorney layoffs, he said, take about nine months to see. “The question is: When do we get to the point that we decide we’re ready to do that?” he said, adding, “Mission No. 1 is to preserve the partnership.”

In addition to freezing salaries, the law firm canceled a planned partner retreat. Such events, said the chairman, are “highly visible” to clients and nonpartner attorneys. He said that “symbolically, it’s a good thing” to call off the event, given the circumstances. The law firm also had planned a complete overhaul of its Web site, which it has postponed. “We’re looking in every corner of the firm,” he said.

Not digging deep enough

But many law firms aren’t digging deep enough to find where they can reduce expenses, said Bennett Gross, president of Callydus Group, a New York-based company that helps law firms increase efficiency. The drop in business, he said,

is forcing law firms to implement efficiencies they should have initiated years ago.

“Suddenly, law firms that were resistant to change are open to whatever can be done,” he said.

His company scrutinizes expenses such as publication subscriptions, black car services, document management, human resource searches and temporary labor, to find out where to cut the fat. Minor changes add up, he said. For example, one law firm had hired a mail service that was performing pickups at its offices five times a day. Another client was outsourcing all of its printing and copying, at above-market prices. Because law firms have grown accustomed to passing on their costs to clients, they have been lax in getting the best deals, Gross said.

Past Articles

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

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

Wednesday, January 21

“Firms, GCs to Develop a ‘Best Practices List’ for Diversity, Work-Life Balance”

“Staying Employed: Remain Visible and Flexible”

“Newcomers Confront Changing Reality in Asia”

Tuesday, February 3

“Hildebrandt, Citi: 2008 Was Bad, 2009 Will be Worse”

“The Accidental Laterals”

“Self-Marketing is Key to Being a Top Lawyer”