Annual Report
Academic Year 2014-2015

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PART ONE: REPORT OF ACTIVITIES


1. Executive Summary

The mission of the Center on the Legal Profession (the “Center” or “CLP”) is to make a substantial contribution to the modern practice of law by increasing understanding of the structures, norms, and dynamics of the global legal profession. To this end we:

- Conduct, sponsor, and publish world-class empirical RESEARCH on the profession
- Innovate and implement new methods and content for TEACHING law students, practicing lawyers and related professionals about the profession; and
- Foster broader and deeper connections BRIDGING between the global universe of legal practitioners and the academy.

The Center on the Legal Profession is the world’s leading research center and academic think tank on the evolving global legal profession. Our activities are fairly unique among research Centers in that they are both highly interdisciplinary – focusing at the intersection of law and social science – and deeply pragmatic – focused on harnessing the diverse perspectives of individuals and institutions comprising the legal profession for our scholarly research and in turn using that research to engage and connect those practitioners more deeply with HLS and the legal academy. Although the Center was founded nearly two decades ago, it only became a full-fledged and well-resourced research Center around 2004. Despite its recent vintage, CLP was the first Center of its kind. Its pioneering efforts have since attracted many imitators around the world.

Well integrated into the teaching curriculum and intellectual life of Harvard Law School (“HLS”), the Center is uniquely positioned to fulfill its mission of innovation and education. It is engaged with a variety of projects seeking, proposing, and implementing solutions to the key issues facing lawyers in the modern legal services environment. This includes not only research and scholarship on the rapidly-changing legal profession, but also substantive proposals for change intended to improve the lives of lawyers.

The Center’s Globalization, Lawyers and Emerging Economies (“GLEE”) Initiative was launched in 2010. This unprecedented project brings together leading scholars and practitioners from around the world to examine how economic liberalization and other forces of globalization are reshaping the corporate legal profession in important emerging economies such as India, China and Brazil – and how these changes are in turn reshaping legal education, the delivery of legal services and the rule of law.

In FY15, CLP continued its groundbreaking research into the careers of HLS graduates and legal professionals around the around with the publication of “The HLS Career Study Preliminary Report.” At its core, the HLSCS provides a snapshot of lawyers’ lives across a quickly changing era of global social and economic relations in the legal profession. The study tracks male and female graduates from ten to more than fifty years out into their careers, focusing on a set of key themes: demographic profiles; first jobs; current jobs; private law firms; work/life integration;
the value of law school; and satisfaction. In each case, gender is a critical variable of interest and, in particular, whether women present differently than their male colleagues. The data is comparable to the ongoing “After the JD” study, such that some country-wide evaluations and comparisons can be made. In the fall of 2013, preliminary data was presented to over 500 HLS alumni at Celebration 60. The presentation and response was very positive. The final preliminary report was published in April 2015. Throughout FY15, CLP collaborated with HLS’s Empirical Research Services Department (housed in the HLS library) on data analysis.

The Center’s first Awards Dinner was highlighted by a conversation on Women and Global Leadership and a Q&A with Ambassador Samantha Power, U.S. Permanent Representative to the UN, who received the Center’s Inaugural Global Leadership Award. The Center also formally released the Harvard Law School Career Study, which for the first time documented the careers of the school’s female and male graduates. The Center gave awards for Professional Excellence to: Roberta Cooper Ramo, the first woman to lead both the American Bar Association and the American Law Institute; Mary Ann Hynes, the first female general counsel of a Fortune 500 company; and Regina Pisa, the first woman elected managing partner of an Am Law 100 firm. Additionally, incoming ABA President Paulette Brown assisted in conferring the Awards. The Awards Dinner was a complete success, raising more than $200,000, from more than 150 attendees representing approximately 25 national and international law firms and corporations.

In FY 2015, the administrative and substantive oversight for the Case Development Initiative (“CDI”), was transferred to Lisa Rohrer, the former Executive Director of HLS’s Executive Education and new Executive Director of CDI. CDI uses interviews, data, and research to develop written and video summaries of ongoing strategic and organizational issues that law firms and other professional service firms face. More than 60 cases have been published and are available for sale and use in law schools, business schools, executive education and in-house Centers. Though CDI is an essential part of the “DNA” of CLP’s mission, in so far as it integrates our Center’s three core objectives, the sale of CDI cases has been folded into the larger HLS Case Studies Portal. Through our ongoing collaborative efforts with Executive Education, our Center will continue, where appropriate, to integrate CDI in our plans and activities.

Center faculty and fellows continue to produce numerous scholarly works, professional publications, and case studies. They regularly design new courses and innovative teaching methods to prepare the next generation of lawyers and legal leaders to face the challenges of modern legal practice. The Center has deepened its connections with the HLS community through enhanced financial support and guidance for independent student research. During FY15, the Center expended significant time and resources to develop a completely new and modernized website with new outreach functionalities and research clearinghouse tools. In addition, Center staff collaborated to plan, develop, and implement a bi-monthly digital magazine aimed at disseminating CLP research and highlighting major topics of interest in the legal profession. The Practice was developed as a unique digital magazine highlighting the most critical topics and issues facing the global legal profession. Bridging academic research and practical advice, The Practice offers thoughtful analysis on the legal profession for a global audience. In addition to the bridging the Center’s research with the profession, it is the Center’s intention that The Practice provide an additional source of revenue to support the Center’s mission.
The Center hosted a number of substantive academic meetings and conferences in FY15 including a conference on Professionalism in the 21st Century. The conference on “Lawyers as Professionals and as Citizens: Key Roles and Responsibilities in the 21st Century,” was held on April 10, 2015 at Harvard Law School in Cambridge, Massachusetts. The purpose of the conference was to bring together thought-leaders throughout the profession to discuss and respond to the recently published essay that was co-authored between David B. Wilkins (HLS Professor, CLP Faculty Director), Ben W. Heineman, Jr., (Former General Counsel of General Electric Co. and Distinguished Senior Fellow, CLP) and William F. Lee, (Partner & Former Managing Partner, WilmerHale). The conference proved to be very successful with more than 100 prominent academics, lawyers, policymakers, and thought leaders from around the world in attendance. In addition, the Center continued to host its weekly speaker series bringing nearly 20 guest speakers from around the world to present topics relating to the global legal profession.

This combination of innovative and complimentary research and outreach continues to raise the Center’s profile and generate considerable momentum on a number of fronts. Going forward, we will continue to raise the bar on pragmatic scholarship and education on the legal profession in order to build additional bridges and enhance opportunities for the academy and practitioners to learn from one another.

The year concluded with our Annual Advisory Board Meeting which grew with the addition of three new advisory board members. The Advisory Board meeting was hosted by one of our newest advisory board members, at the corporate offices of Colgate Palmolive Company in New York City.

In order to accomplish the past year’s events and research activities and in order to successfully achieve its objectives in FY16, the Center collaborated and will continue to collaborate with HLS Executive Education in sharing employee resources. In fact, in FY15 the Center and HLS Executive Education hired a joint-position with its new Marketing and Communications Specialist and expanded the role of CLP’s administrative director position to include special projects manager/finance & metrics manager for Executive Education. Currently, the Center shares the administrative support and assistance of the Center’s administrative director, Hakim A. Lakhdar, and anticipates that his services will continue to be shared in the next academic term. In FY16 both organizations will be sharing administrative and academic office space when they move into Pound Hall’s remodeled second floor.

Finally, at the urging of our Advisory Board, the Center sought the approval of the Dean of HLS to change the name of the Center to “The Center on the Legal Profession.” It was our Advisory Board’s belief that the use of “Center” in our name more appropriately captures the breadth and scope of our past, present, and future activities.

2. Research, Scholarship, and Project Activities

The Center seeks to make a substantial contribution to the modern practice of law by increasing understanding of the structures, norms, and dynamics of the global legal profession. To this end, the Center is involved in numerous scholarly research projects in various stages of development. Among these are our:
Globalization, Lawyers, and Emerging Economies ("GLEE"). In an age of rapid globalization, few lines of inquiry in social and legal studies seem more pressing than the development of the legal profession in emerging economies. The legal profession has traditionally operated primarily within national borders. As globalization intensifies economic, political, social, and cultural relations across borders, an increasing number of transactions are affected by multiple legal orders. At the same time, as economic power shifts, emerging economies are becoming central players in the global legal industry, creating new economic relationships and bringing new perspectives to law and global governance. As a result of these developments, the legal profession stands on the brink of a fundamental transformation. Emerging economies like India, China, and Brazil are at the frontiers of these changes. Their impressive growth creates new demands for legal services. Both indigenous and foreign law firms are trying to seize these market opportunities. Governments strive to harness globalization to promote national development by engaging in legal reforms. A new generation of lawyers challenges traditional notions of legal practice and legal expertise. Legal education is modernizing. These efforts occur within a matrix of international and regional norms which help shape the contours of national law. Since globalization may produce vast inequalities, it also raises questions of corporate lawyers’ social responsibility.

GLEE investigates the impact of globalization on the corporate legal sector in major emerging economies and the effect of changes in this sector on other parts of the legal order, including legal education and the provision of legal services to underrepresented populations. It is the first comprehensive attempt to analyze the transformation of corporate legal sectors in major emerging economies and how these developments may in turn reshape legal practice in established markets such as the United States and most nations of the European Union.

GLEE focuses on developments in India, China, and Brazil but intends to expand to other jurisdictions in the future (e.g. Africa, Middle East, and Russia). GLEE researchers collaborate on the design and implementation of empirical scholarship to assess the significance of the changing nature of the corporate sector for domestic legal orders, economic, social and political development, and global governance. GLEE is contributing to theoretical debates in globalization, sociology of the legal profession, and law and development literatures, and will produce knowledge that helps legal practitioners address globalization challenges they face in their day-to-day work.

Four (4) primary areas of study currently fall under the umbrella of GLEE:

- Investigating the impact of globalization on the major corporate legal service providers like elite law firms, in-house counsel, and legal process outsourcing companies;
- Analyzing the effect of globalization on the regulation of law practice, cross-border transactional lawyering, and legal capacity building in international dispute settlement;
- Examining the interplay between the corporate legal sector and traditional sectors of the legal profession including the courts, legal education, and public interest; and
- Exploring how the transformation of the corporate legal sector affects national development goals and trajectories and global governance.
To compliment these areas of study, CLP has been working on a new sub-initiative within GLEE: the Political Economy Project (“PEP”). PEP examines the role of lawyers in the political economy of Brazil, India, and China brought about by the internationalization of their legal fields and the rise of the corporate law sector. With the opening to the West in China and liberalization of the economies of India and Brazil, the domestic corporate law sector including in-house counsel and elite firms has grown rapidly. Large domestic firms have been created in all three countries to handle legal issues of domestic and foreign companies. These firms are organized along lines similar to firms in the US and Europe. All offer expertise in a wide range of legal areas, and many have global reach. At the same time, in China and Brazil foreign law firms have expanded their presence and in all three countries foreign firms have played an increasing role in the domestic market.

This new, evolving, and complex subject area was launched in the winter of 2013 and is spearheaded by CLP senior research fellow and GLEE co-director Professor David Trubek with assistance from CLP fellow and researcher at the Institute for Applied Economic Research (IPEA), Fabio de Sá e Silva, who also joined us in Cambridge as another one of our resident fellows for the 2015 calendar year.

In addition to the Political Economy Project, one of the most exciting new aspects of GLEE has been the launch of a major survey of general counsels. Developed in 2013, the survey asks questions about the professional background and roles of general counsels of major Indian, Brazilian, and Chinese companies (as well as major US companies operating in those countries) and about how they make decisions about legal services. The survey will provide a clearer insight to the thinking of general counsels from across GLEE’s focus countries and generate a critical dataset on their views of the legal service industry. The data will help facilitate problem solving, foster innovation, and highlight the practical advancements in the legal profession and in-house legal departments more directly. The survey is also a companion to CLP’s Corporate Purchasing Project where CLP will have a unique dataset profiling the corporate law departments from the world’s most important and fastest growing economies that may then be used in comparisons with the US industry.

In the spring of 2014, CLP launched its Corporate Counsel survey in two of GLEE’s target countries – India and Brazil. The China version was launched at various events in Beijing and at CLP’s Chinese Legal Profession GLEE Conference, which was held in Shanghai in early August 2015. In India, the survey is supported by Khaitan & Co. and has been endorsed by leading Indian general counsel, including Bharat Vasani, GC of Tata. In Brazil, the survey was launched at an event hosted by CLP Advisory Board Member Firm, Pinheiro Neto Advogados, where Professor Wilkins spoke to the over 50 general counsel in attendance. The data will provide a direct pipeline into the minds of general counsels from across GLEE’s focus countries and will generate a critical dataset on their views of the legal service industry. Next, CLP intends to continue the data collection in India and Brazil (expected completion in fall of 2015) while following up on the newly launched surveys in China.

To compliment this survey in some way, in the spring of 2014, CLP launched its Law Firms survey in India and Brazil (the China version will launch in FY16). The survey is targeting the top 50 law firms in their respective countries and asks basic, objective questions having to do with firm size (e.g. number of partners and associates), revenue, compensation, recruiting and hiring patterns, and practice areas. Each question is asked over four time
periods: Founding, 1990, 2000 and the Present. Upon completion, CLP will have a unique database of core law firm attributes across time. In particular, it will provide data in the context of the globalization and liberalization trends that began in the 1990’s. Ultimately, this unique dataset will offer GLEE researchers hard-nosed, empirical data as to how the law firm sector has changed and is changing in response to globalization and liberalization. Next, CLP will continue its data collection in India and Brazil with expected completion by fall of 2015 and continue to move work forward in China.

GLEE research objectives are achieved in part through a consortium of individuals and institutions. GLEE is coordinated and managed by an executive committee within CLP, composed of HLS faculty, research directors, and research coordinators. All academic and editorial decisions are made exclusively by this CLP executive committee. However, to execute the GLEE research, CLP must partner with researchers from various universities as well as institutions in emerging economies including Direito GV, Fundação Getulio Vargas (FGV) Law School in São Paulo Brazil and KoGuan Law School at Shanghai Jiao Tong University in China, all of which will be involved in events and research throughout the upcoming academic year and beyond.

In the four years since its launch, GLEE has:

- Expanded to all three (3) of its initial target countries: India, Brazil, and China
- Assembled a world-class research team of more than 50 faculty and fellows
- Produced research on a broad range of topics, ranging from corporate firms to public interest lawyering
- Hosted six (6) major conferences across three continents, all of which have attracted hundreds of top policymakers, lawyers, practitioners, and academics
- Built strong relationships with universities and professionals around the world
- Increased practical knowledge and advanced public understanding of the complex relationship between globalization, the legal profession, and emerging economies through the production of academic papers, high-profile, high-impact public events and an ever-increasing network of professional and personal relationships
- Developed knowledge about how legal professionals do their jobs and understand their roles in a changing world

In the past year, the GLEE Initiative research team has produced an incredible amount of analyses and data on a number of GLEE issues. Some country specific achievements and updates are provided below.

**GLEE in India**

- Winter 2013 – CLP launched the Corporate Counsel in India and Law Firms in India surveys
- CLP completed the majority of India GLEE research papers
  - CLP Research Fellow Nicholas Robinson’s paper entitled “India’s Grand Advocates: a legal elite flourishing in the era of globalization” (with Marc Galanter) was published in the peer-reviewed *International Journal on the Legal Profession*.
- Fall 2015 – CLP expects the publication of a GLEE India volume
GLEE in Brazil

- Spring 2014 – CLP launched the Corporate Counsel in Brazil survey at a major event hosted by CLP Advisory Board Member Firm, Pinheiro Neto Advogados
- Spring 2014 – CLP launched the Political Economy Project (PEP), which examines the role lawyers play in the political economy of Brazil
- Fall 2015 – CLP expects the papers on all major GLEE topic areas to be completed
- Fall 2015 – CLP will work with partners and prospective co-sponsors to host a major international conference to be held in Brazil

GLEE in China

- Spring 2015 – CLP research into all of GLEE’s major topic areas is on-going with final papers
- Summer 2015 – CLP rolls out the Corporate Counsel in China survey and with the anticipation of also rolling out the Law Firms in China survey
- August 2015 – CLP works with GLEE partners and utilizes funds from its China grant to host a major international conference in Shanghai, China

CLP Faculty Director, Professor David B. Wilkins, was awarded a grant from the Harvard China Fund to host a conference in at the Harvard Center Shanghai as part of CLP’s ongoing GLEE research project. The conference, which took place in the first week of August 2015, presented the results of GLEE’s research on the legal profession in China, addressed the relevance of recent changes in the profession for the country’s economic, political, social, and cultural development, and compared what is happening in China with the research GLEE is currently conducting in India and Brazil.

By the end of the 2014-2015 academic year, CLP successfully secured contracts with Cambridge University Press to publish the Brazil and India books.

Additionally, Professor Wilkins was awarded a grant from the David Rockefeller Center for Latin American Studies to host a conference in in Brazil as part of CLP’s ongoing GLEE research project. The Brazil conference, which will take place in late fall 2015, will present the results of GLEE’s research on the legal profession in Brazil, address the relevance of recent changes in the profession for the country’s economic, political, social, and cultural development, and compare what is happening in Brazil with the research GLEE is currently conducting in India and China.

Now having expanded to all three of its initial target countries, CLP continues to serve as the nerve center for this collaborative initiative, connecting scholars that work on India with scholars from China, Brazil and the U.S. These growing relationships have set the stage for comparative study and potential expansion into other emerging markets in the Africa, the Middle East, and Russia and the former Soviet bloc.

In fact, CLP continues to expand its flagship GLEE research project to Africa. The International Monetary Fund (IMF) predicts that over the next 30 years, Africa will be the fastest-growing region in the world; by 2050, combined with the Middle East, Africa will encompass 21% of global GDP. To jumpstart discussions, in February 2014, CLP hosted two events which brought together academics, practitioners and leading thinkers to discuss the
intersection between Africa and the legal profession (*Africa's Emerging Energy Economy: The American Lawyer's Role*) (watch the video [here](#)) and *Africa Working Group with John Comaroff* (Harvard Professor of African Studies; Fellow, ABF). And again during the 2014-2015 academic year, Professor Wilkins visited Nigeria and Kenya to discuss the project and foster further university, law firm, and corporate counsel connections. Next, CLP still intends to convene a working group in Spring 2016 to create an initial research agenda for GLEE Africa.

For more information on the many projects and activities associated with this CLP initiative, please visit our new website: [clp.law.harvard.edu/clp-research/globalization](http://clp.law.harvard.edu/clp-research/globalization).

**The Harvard Law School Career Study.** Inspired in part by HLS’ C55 celebration of 55 years of JD alumnae and discussion of the effects of gender on their careers, the HLS Career Study (“HLSCS”) was launched in Fall 2008. HLSCS is a far-reaching effort empirically studying the legal profession in order to expand and deepen the overall understanding of lawyers and their careers by plumbing a uniquely comprehensive dataset of HLS JD alumni cohorts across several decades – specifically by surveying the Classes of 1975, 1985, 1995 and 2000, which yielded an impressive response rate of about 35%. Areas of interest that the study is evaluating include patterns of significant investments in work at various stages of legal careers and whether (and why) personal and professional transition patterns vary for women and men. The study also aims to understand the impact of globalized social and economic relations on matters such as legal practice settings, client relationships, and the training and development of lawyers.

The study examines where, when, and how career trajectories converge and diverge. Findings of the HLSCS will help to identify the factors most significant in generating career changes. Specifically, the analyses should isolate and quantify the extent to which preferences, social attitudes, and institutional structures impact career choices, opportunities for advancement, quality of life issues, and myriad other factors.

Over the past year, CLP has reviewed and analyzed the significant amount of data generated by the HLS Career Study Initiative. As previously reported, in September 2013, Professor Wilkins presented findings of the HLSCS to over 500 HLS alumni at *Celebration 60* – an event held to celebrate the 60th anniversary of women at HLS. With the attention received from the *Celebration 60* event in FY14, CLP completed the HLSCS Preliminary Report and in May 2015 presented its findings to the general public at a Colloquium hosted by Bank of America/Merrill Lynch and at CLP’s Awards Dinner at the Lincoln Center for the Performing Arts in NYC.

**Additional Projects/Studies**

Center faculty, fellows, and staff continue to work on a variety of additional scholarly projects within the scope of the Center’s mission and research agenda, including the following:

- **Disruptive Innovation.** CLP continues to engage leading professionals in this space in order to advance this project. As previously reported, in March 2014, CLP hosted a major conference entitled Disruptive Innovation in the Market for Legal Services
The conference featured plenary addresses from Clayton Christensen, Professor, HBS; Mike Rhodin, Senior Vice President, IBM Watson; Christopher Kenny, Chief Executive, UK Legal Services Board; and William Hubbard, Incoming President of the American Bar Association. Underpinning the event were four Working Groups, in which more than 15 legal start-ups offered demonstrations of their legal technologies grouped around four buckets:

- Innovation in Access to Legal Services and Knowledge
- Innovation in Legal Analytics and Big Data
- Innovation in Lawyers and Technology
- Innovation in Corporate Matching and Pricing

The conference was attended by over 250 people, including numerous general counsel, law firm leaders, and international participants. The conference generated numerous high-profile articles in the press and was the most active social media event in the history of HLS (read the news article here). Also in attendance, were CLP Advisory Board Members, Lewis B. Kaden, Jacob Bier, and Laura Stein.

Stemming from the success of this conference, CLP continues to remain in discussions with the IBM Watson Team and GCs from major U.S. companies about designing a major new research project to understand (i) how advanced technology, big data analytics, and predictive intelligence might disruptive the market for legal services; and (ii) how that might in turn help measure “quality” in the delivery of legal service. As an entry-point to thinking about disruptive innovation in the law, in the late winter or early spring of FY16 CLP is considering the possibility of hosting a round-table of top GCs and members from IBM Watson, led by Professors Wilkins and Christensen, to assess how Watson’s big data analytics and predictive intelligence might be deployed to conduct real legal work. Additionally, in FY15 CLP connected with Ron Dolin, a philanthropist, attorney, researcher and one of the first 100 employees at Google, and recruited him as a Senior Research Fellow to have him help lead the efforts of this new and interesting Disruption Project (read Ron’s bio here).

- **Randomized Control Trial Study to determine the effectiveness of counsel in cases involving individuals in financial distress.** In the spring of 2013, CLP began collaborating with HLS Professor, Jim Greiner, on his newest research project, which seeks to examine what does and does not work in terms of assisting persons in financial distress and/or who find themselves in a position needing legal assistance to defend a collection action. The research study aims to provide a window into how the debt collection industry works in addition to measuring the effectiveness of counsel in such circumstances.

Professor Greiner’s research is very much in keeping with the core mission and values of CLP. Understanding, through research, the role of the modern day lawyer in the most devastating economic collapse since the Great Depression will have broad implications towards the effectiveness of pro bono counsel and the need for lawyers in non-criminal related proceedings. This past year Professor Greiner, with help from
CLP, obtained commitments from, or are in active negotiations with academics at three law schools, a provider of financial counseling, Maine’s principal legal aid provider, representatives of the credit bureaus and of companies that generate credit scores, and the Maine Judiciary. In the beginning of FY15, the Project received a generous grant from the National Science Foundation to fund field research. Further funding continues to be pursued and secured in order to support the costs associated with the support staff that this project might require in the future. CLP remains supportive of this work and these efforts and to further solidify our support for this work, Professor Greiner continues to serve as an affiliated faculty member of our Center.

- **Legal Education.** In the spring of 2013, HLS Professors Coates, Spier, and Fried conducted an online survey of 124 attorneys at major law firms in order to learn how HLS can better advise and train its students. The survey focused heavily on business-methods courses (e.g., finance, accounting) and was created with help from Dean Martha Minow and over a dozen HLS faculty. The survey is meant to assist students in selecting courses by providing them with data about the relative importance of currently-offered HLS courses and to provide faculty with information about how to improve the curriculum and advise students.

The attorneys participating in the survey came from the 11 largest employers of HLS students over the last several years. Each firm was asked to recruit attorneys to participate from a range of positions and practice areas. The surveyed attorneys represented varying amounts and kinds of experience. The most salient result from the survey is that students should learn accounting and financial statement analysis as well as corporate finance. Accounting and financial statement analysis and corporate finance are viewed as particularly valuable, both for lawyers in litigation and for lawyers working in corporate/transactional practice areas. The survey is a high-impact, high-visibility project with coverage in the Wall Street Journal (learn more here) as well as numerous legal profession outlets. The study has been the top downloaded paper from CLP’s Research Paper Series, tallying more than 2,500 individual downloads.

- **Current State of the Legal Profession.** Former General Electric GC, CLP Advisory Board Member and Distinguished Senior Fellow, Ben Heineman together with WilmerHale attorney, William Lee, and Professor Wilkins, published an academic paper on the concept of legal professionalism in the 21st Century. On April 10, 2015 CLP hosted a conference which presented the paper to more than 100 practitioners and academics. The conference on “Lawyers as Professionals and as Citizens: Key Roles and Responsibilities in the 21st Century,” was held at Harvard Law School in Cambridge, Massachusetts. The purpose of the conference was to bring together thought-leaders throughout the profession to discuss and respond to the recently published essay that was co-authored between David B. Wilkins (HLS Professor, CLP Faculty Director), Ben W. Heineman, Jr., (Former General Counsel of General Electric Co. and Distinguished Senior Fellow, CLP) and William F. Lee, (Partner& Former Managing Partner, WilmerHale). The conference proved to be very successful with more than 100 prominent academics, lawyers, policymakers, and
thought leaders from around the world to attend. This publication and project aim to address the following:

- current writing on professionalism
- under-representation of many due to lack of access and price of legal services
- lack of gender and race diversity in leading positions
- baleful over-emphasis on monetary rewards of practice
- attitudes of lawyers at different stages in their careers (assumption that high percentage of young and old express dissatisfaction with profession)
- importance of inter-disciplinary experience to define "problems properly"
- need for broader leadership training for lawyers many of whom will have careers requiring more skills than pure technical competency
- general challenge for law schools with changing economics and aspirations of profession

- **Collaboration Project.** CLP’s research initiative led by CLP Distinguished Fellow, HLS Lecturer and former Harvard Business School Professor Heidi Gardner continues to examine the question “Why is it often so difficult to get law partners to collaborate and cross-sell?”

  - What are the benefits to the partner(s)?
  - What are the benefits to the firm? To the client?
  - How can firm leaders foster more productive and effective collaboration?

Dr. Gardner has conducted an empirical analysis of data, including timesheets and financial records, of two global law firms (over a ten-year period) and has interviewed 100’s of top legal professionals. Her results point to the power of collaboration – in both the best and worst of times. Her research continues to generate a great deal of interest and attention in both the legal and business worlds, with a series of articles about her research published in Bloomberg BNA (see articles [here](#)). Dr. Gardner presented details and additional findings at CLP’s Spring Colloquium, May 11th at the offices of Bank of America/Merrill Lynch in NYC, prior to its Annual Advisory Board meeting on May 12th.

- **The Impact of Non-Lawyer Ownership on Access to Legal Services.** In his second year as a CLP Resident Research Fellow, Nicholas Robinson studied how reforms in the U.K. and Australia, which now allow for non-lawyer ownership, have effected access to legal services in these jurisdictions for low and moderate income populations. His research examines the impact of non-lawyer owned companies involved in legal services in the U.S. such as online legal service companies (i.e. LegalZoom) and social security disability representation companies. In these case studies, the entry of non-lawyer ownership has transformed certain sectors of the legal services market (particularly personal injury), but not necessarily led to more access. As the role of technology increases in the delivery of legal services this will likely favor the corporate firm, which raises new conflict of interest and ethical concerns.
Other Activities/Events:

*Lawyers as Professionals and as Citizens: Key Roles and Responsibilities in the 21st Century.* The conference was held on April 10, 2015 at Harvard Law School’s Milstein Conference Center in Cambridge, Massachusetts. The purpose of the conference was to bring together thought-leaders throughout the profession to discuss and respond to the recently published essay that was co-authored between David B. Wilkins (HLS Professor, CLP Faculty Director), Ben W. Heineman, Jr., (Former General Counsel of General Electric Co. and Distinguished Senior Fellow, CLP) and William F. Lee, (Partner & Former Managing Partner, WilmerHale). The conference was generously co-sponsored by WilmerHale and the day’s events consisted of a series of plenary panels, a working group lunch, a cocktail reception and dinner, featuring some of the leading voices in our profession including a keynote address by The Honorable Jed Rakoff, United States District Court for the Southern District of New York. The conference proved to be very successful with more than 100 prominent academics, lawyers, policymakers, and thought leaders from around the world in attendance and generating greater traffic to the project site and publication (Click here for more information, press coverage, featured comments, and the essay itself).

*CLP Awards Dinner – Women as Lawyers and as Leaders.* The Center’s first Awards Dinner, held on May 12th at New York’s Lincoln Center for the Performing Arts, was aimed at honoring female pioneers in the profession and was highlighted by a conversation on Women and Global Leadership and a Q&A with Ambassador Samantha Power, U.S. Permanent Representative to the UN, who received the Center’s Inaugural Global Leadership Award. The Center also formally released preliminary results from the Harvard Law School Career Study, which for the first time documented the careers of the school’s female and male graduates. The Center gave awards for Professional Excellence to: Roberta Cooper Ramo, the first woman to lead both the American Bar Association and the American Law Institute; Mary Ann Hynes, the first female general counsel of a Fortune 500 company; and Regina Pisa, the first woman elected managing partner of an Am Law 100 firm. Additionally, incoming ABA President Paulette Brown assisted in conferring the Awards. The Awards Dinner was a complete success, raising more than $200,000, from more than 150 attendees representing approximately 25 national and international law firms and corporations.

Faculty and Fellows:

The Center’s human capital resources offer substantial depth and ensure the Center’s ability to deliver exceptional scholarly and practitioner-oriented output on its programmatic priorities, research projects, and curricular innovations. Our faculty is each deeply integrated into the Center’s research, teaching, and programming initiatives. We continue to look for ways to increase the number of faculty involved in the Center and continue to welcome all HLS faculty input to our Centers and research.

Our research fellowship and support programs have continued their successful expansion along with our research agenda. In addition to our small administrative staff, this past fiscal year the Center has hosted a resident fellow at the postdoctoral level and three senior fellows, a distinguished fellow, and a number of ad hoc student research assistants. In the meantime, our postdoctoral and affiliated research fellow alumni continue to excel in their plans to
successfully enter the academic and professional market. Below is a list of all FY15 Affiliated Faculty and Fellows:

- Nisha Agarwal – Director of the Health Justice Center, New York Lawyers for the Public Interest (NYLPI)
- Swethaa Ballakrishnen – PhD Candidate in the Sociology of Education, Stanford University
- Paola Cecchi-Dimeglio – Research Fellow, Center on the Legal Profession
- Ron A. Dolin – Senior Research Fellow, Center on the Legal Profession
- Curtiss Cobb – Quantitative Researcher, Growth & Internet.org, Facebook
- Michele DeStefano – Professor of Law, University of Miami Law School
- Ronit Dinovitzer – Associate Professor, University of Toronto
- Heidi K. Gardner – Distinguished Fellow and Lecturer, Harvard Law School
- Ben W. Heineman, Jr. – Distinguished Senior Fellow and CLP Advisory Board Member
- Dalie Jiménez – Associate Professor, University of Connecticut School of Law
- Vikramaditya S. Khanna – William W. Cook Professor of Law, Michigan Law School
- Young-Kyu Kim – Faculty of Korea University
- Ryon Lancaster – Assistant Professor of Sociology, University of Chicago
- Lois R. Lupica – Maine Law Foundation Professor of Law, University of Maine School of Law
- Pavan Mamidi – Professor, Indian Institute of Management, Ahmedabad
- Robert L. Nelson – Professor of Sociology & Law, Northwestern University and Director and MacCrate Research Chair in the Legal Profession, American Bar Foundation
- Erik Ramanathan – Senior Fellow, Center on the Legal Profession
- Nick Robinson – Resident Postdoc Fellow, Center on the Legal Profession
- Galit Sarfaty – Assistant Professor of Legal Studies and Business Ethics, The Wharton School of the University of Pennsylvania
• Jocelyn Simonson – Supervising Attorney in the Criminal Defense Practice, The Bronx Defenders, Inc.

• Ann Southworth – Founding Faculty, University of California Irvine School of Law

• David M. Trubek – Senior Research Fellow, Center on the Legal Profession

• Cory Way – Lecture of Sociology, Harvard University

• Sean H. Williams – Assistant Professor, University of Texas School of Law

• Bhargavi Zaveri – Visiting Researcher, Harvard Law School

Faculty Director

David B. Wilkins is the Vice Dean for Global Initiatives on the Legal Profession, the Lester Kissel Professor of Law, and the faculty director of the Center on the Legal Profession at Harvard Law School. He is also a senior research fellow of the American Bar Foundation and a faculty associate of the Harvard University Edmond J. Safra Foundation Center for Ethics. Professor Wilkins has written extensively on the legal profession in leading scholarly journals and the popular press and is the co-author (along with his Harvard Law School colleague Andrew Kaufman) of one of the leading casebooks in the field.

His current scholarly projects on the profession include After the JD, a ten-year nationwide longitudinal study of lawyers’ careers, the Harvard Law School Career Study, a quantitative and qualitative examination of how corporations purchase legal services, an empirical project on the development of “ethical infrastructure” in large law firms based on a series of focus groups with leading practitioners and regulators, an examination of the practice of “offshoring” legal work to India, and over 200 in-depth interviews in connection with a forthcoming Oxford University Press book on the development of the black corporate bar.

Professor Wilkins teaches several courses on lawyers and other related professionals, including the country’s first four credit Legal Profession course, and seminars on Legal Education for the Twenty-First Century: Global Perspectives on Preparing Lawyers for Global Careers, Cause Lawyers, and The Future(s) of the Large Law Firm. He is also one of seven Harvard Law School faculty members who will teach the school’s new required course for all first-year students entitled Problem Solving Workshop. Professor Wilkins is a principal faculty member in the Law School’s Executive Education program, where he teaches courses on Leadership in Law Firms and Leadership in Corporate Counsel. He has also served on several Law School and University committees, including the University-wide Task Force on Professional Schools.

Professor Wilkins is a frequent speaker at academic institutions and conferences, bar organizations, and law firms and other professional service organizations in the United
States and around the world. He has received numerous honors and awards, including being selected as the 2009 Commencement Speaker at the University of Iowa College of Law and the 2008 Distinguished Scholar by the Order of the Coif. In 2012, he was elected to membership in the American Academy of Arts and Sciences

Education
AB, Harvard College, 1977
JD, Harvard Law School, 1980

Executive Director

Derek Davis is the current executive director of the Harvard Law School Center on the Legal Profession (CLP). Prior to joining HLS, Derek worked as a business attorney for more than twenty-three years in a legal practice focused on corporate and public policy related matters involving privately held companies, public corporations, and non-profit organizations and institutions of higher education. As executive director of CLP, Derek works collaboratively with a talented team of professionals, research fellows, and faculty to examine the structures, norms, and dynamics of the global legal profession.

Prior to joining HLS, Derek was a partner at several Boston area law firms. His legal experience covers a broad spectrum of corporate transactional matters including venture capital financings, private placements of securities, mergers and acquisitions, and public project finance. Derek also has extensive experience representing non-profit and tax-exempt institutions on matters relating to education law, public law, and corporate governance.

Derek was a member of the Board of Overseers of Boston University for eleven years, where he has served on various committees including the athletics committee. Since 2009, Derek has served as the Chair of the Board of Trustees of Cambridge College, a private, non-profit institution dedicated to providing academically excellent, time-efficient, and cost-effective higher education for a diverse population of working adults.

As an active member of the Greater Boston community Derek has also served as a member of the Board of Trustees of the USS Constitution Museum, the Corporation of the Perkins School for the Blind, the Corporation of Milton Hospital, and the Board of Directors of Greater Boston Legal Services. He is a both a BA and JD graduate of Boston University.

Research Director

John C. Coates, IV joined the faculty in 1997 after private practice at the New York law firm of Wachtell, Lipton, Rosen & Katz, where he was a partner specializing in mergers and acquisitions, corporate and securities law, and the regulation of financial institutions, including mutual funds. At the Law School, he teaches courses on Mergers & Acquisitions, Financial Institutions Regulation, Contracts, Corporations, and The Legal Profession. He was promoted to Professor in 2001, and was named the John F. Cogan Jr.
Professor of Law and Economics in 2006. Prof. Coates also teaches courses at Harvard Business School on Corporate Governance and on Finance.

He is a frequent panelist and speaker on M&A and financial institution regulation, and a consultant to the SEC, law firms, mutual funds, hedge funds, and other participants in the M&A and capital markets.

He is a member of the American Law Institute. He is the author of numerous articles on corporate, securities, and financial institution law, and for seven years co-authored the leading annual survey of developments in financial institution M&A.

His current research at Harvard includes empirical studies of the purchasing of legal services by S&P 500 companies, the regulation and taxation of mutual funds, the causes and consequences of the completion or failure of M&A transactions, and the causes and consequences of CEO and CLO turnover.

Staff

Nathan Cleveland is the executive assistant to Professors David Wilkins and Scott Westfahl as well as a Center coordinator for the Center on the Legal Profession. He graduated with a BA in Political Science & Government from Tufts University in 2007 and is currently pursuing a Master’s Degree in Sustainability and Environmental Management at Harvard University.

Prior to joining CLP, he worked as a faculty assistant to Professors Howell Jackson, Jesse Fried and Jim Greiner at Harvard Law School. Before joining the staff at Harvard Law School in 2010 he served as a college advisor through Tufts University’s College Advising Corps Center as well as an assistant coach to the Tufts University Men’s Track & Field team.

Chandra Craven started with the Center in June 2014. She served as the Marketing & Communications Specialist for the Center on the Legal Profession (CLP) and Executive Education at Harvard Law School. Before joining these Centers, she worked at Boston Children’s Hospital, and has a long history of marketing and communications in the healthcare sector. Chandra is a graduate of the University of New Hampshire and earned her Master’s in Communications from Syracuse University. Her interests include creative writing, travel, and reading science fiction but her primary joy is spending time with her husband and daughter (departed in June 2015).

Bryon Fong is an assistant research director at the Center on the Legal Profession, where he manages the Center’s Globalization, Lawyers, and Emerging Economies (GLEE) research project as well as is responsible for the framing, execution, and analysis of CLP’s other core research activities.

He earned his BA in government from Georgetown University and his MSc and PhD in international relations from the London School of Economics and Political Science (LSE). His academic research centers on the intersection between domestic politics and
international relations, and how to make analytical and disciplinary sense of that division. His research focus also includes International Relations theory, globalization, and European and global politics. While at the LSE, he taught a course on theories and problems of nationalism as well as coordinated a departmental paper series. Prior to his time at the LSE, Bryon was the senior legislative correspondent for then-Senator Joseph R. Biden, where his issue areas included the judiciary, foreign affairs for South America and Africa, and health policy.

**Hakim A. Lakhdar** is the administrative director of the Center on the Legal Profession at Harvard Law School and also serves as finance and metrics manager for HLS Executive Education. Since joining HLS in March 2010, Hakim has provided financial oversight, project management, and fundraising/development support in order to advance the goals and many research activities of the Center both inside and beyond Harvard Law School. Additionally, Hakim's role at HLS Executive Education involves serving as a liaison between both Centers and helping to lead efforts related to larger project management, Center R&D and the marketing of Exec Ed courses. In addition to his work with these two programs, Hakim serves on the HLS Joint Council as its Management Chair and is a founding member of the Emerging Leaders @ HLS Advisory Board.

Mostly recently, Hakim obtained his M.B.A. in International Management and Marketing from Northeastern University's D'Amore-McKim School of Business. However, he previously received his BA from Florida State University and later his M.A. in Middle East Studies from Indiana University. Soon after obtaining his degree from IU, he held positions in elementary education, recruitment and international support. Prior to joining HLS, Hakim worked with the American Bar Association’s Rule of Law Initiative in Washington, D.C.. While there he managed their Pro Bono Legal Specialist Center and later, as a Center Officer and the Legal Profession Reform Deputy Coordinator, went on to develop and manage various legal reform Centers in Kyrgyzstan and Tajikistan, many of which were funded by USAID, the U.S. State Department, the U.S. Department of Justice and several smaller international funders.

In addition to his legal reform work, Hakim has spent time in Haiti to assist in relief efforts and served on the Board of the Southwest Florida Haitian Relief Organization, a nonprofit dedicated to assisting medical and non-medical personnel with transportation, supplies, and logistics from North America to, and within, Haiti. Hakim has extensive experience living and working abroad in areas such as the Middle East, Morocco, Central Asia and Europe.

**Other Involved HLS Faculty**

**Jim Greiner** is a professor of law at Harvard Law School; he teaches courses on civil procedure, access to civil justice, expert witnesses, and voting regulation. After graduating from the University of Michigan Law School in 1995, Jim clerked for the Honorable Patrick E. Higginbotham on the U.S. Court of Appeals for the Fifth Circuit, then spent six years practicing law in Washington, three for the United States Department of Justice, and three for Jenner & Block. He tried to focus his practice on employment
discrimination, voting rights, and the Decennial Census, but alas, he also had to learn how airplanes get on and off aircraft carriers (in the A-12 litigation, originally filed in 1990 and still going), as well as how to deal with structural injunctions in long-running housing desegregation cases. At the end of these six years, Jim entered the graduate Center at the Department of Statistics at Harvard and emerged in 2007 with his Ph.D. His research focuses on the application of rigorous quantitative methods to legal issues, particularly to problems inside and surrounding adjudicative systems. His current projects include the development of quantitative methods useful for redistricting litigation as well as a series of randomized experiments designed to measure the effectiveness of legal assistance, ADR, and educational interventions. His work has appeared in such diverse venues as the Harvard Law Review, the Yale Law Journal, the Journal of the Royal Statistical Association, the Annals of Applied Statistics, and Jurimetrics.

Guhan Subramanian is the Joseph Flom Professor of Law and Business at Harvard Law School and the H. Douglas Weaver Professor of Business Law at Harvard Business School. He is the only person in the history of Harvard University to hold tenured appointments at both HLS and HBS. At HLS he teaches courses in negotiations and corporate law. At HBS he teaches in several executive education Centers, such as Strategic Negotiations, Changing the Game, Managing Negotiators and the Deal Process, and Making Corporate Boards More Effective. He is the faculty chair for the JD/MBA Center at Harvard University and the Vice Chair for Research at the Harvard Center on Negotiation. Prior to joining the Harvard faculty he spent three years at McKinsey & Company in their New York, Boston, and Washington, D.C. offices.

Mark Wu is an Assistant Professor of Law at Harvard Law School, where he teaches international trade and international economic law. Previously, he served as the Director for Intellectual Property in the Office of the U.S. Trade Representative where he was the lead U.S. negotiator for the IP chapters of several free trade agreements. He also worked as an engagement manager for McKinsey & Co. where he focused on high-tech companies. He began his career as an economist and operations officer for the World Bank in China, working on environmental, urban development, health, and rural poverty issues. He has also served as an economist for the United Nations Development Center in Namibia. After earning a J.D. from Yale Law School, he clerked for Judge Pierre Leval on the U.S. Court of Appeals for the Second Circuit and was an Academic Fellow at Columbia Law School. He received his M.Sc. in Development Economics from Oxford University, which he attended on a Rhodes Scholarship, and earned his A.B. summa cum laude in Social Studies and East Asian Studies from Harvard University.

Postdoctoral Resident Research Fellows

Nick Robinson spent seven years in South Asia before joining the Center on the Legal Profession. There he clerked for the Chief Justice of the Indian Supreme Court, taught at National Law School Bangalore, Jindal Global Law School, and Lahore University of Management Sciences, and was a senior fellow at the Centre for Policy Research in New Delhi. He has written extensively about judicial process, the legal profession, and public
law in South Asia. At the Center on the Legal Profession his work focuses on the regulation of legal services, particularly comparatively.

He has written on non-lawyer ownership of legal services, elite litigators at the Indian Supreme Court, and legal education in India. His research interests also include occupational licensing and access to legal services. Nick has a B.A. from the University of Chicago and a J.D. from Yale Law School.

Distinguished Senior Fellows

Ben W. Heineman, Jr. is Distinguished Senior Fellow of the Center and senior fellow of the Belfer Center for Science and International Affairs at the Kennedy School of Government. He is a graduate of Harvard College (1965), a former Rhodes Scholar at Oxford (1967 - graduate degree/political science), and holds a law degree from Yale Law School (1971), where he was the editor-in-chief of the Yale Law Journal. After graduation, he clerked for Associate Justice Potter Stewart at the U.S. Supreme Court. Mr. Heineman practiced law in Washington before serving at HEW from 1977-1980, ending his tenure there as Assistant Secretary for Planning and Evaluation. He was then managing partner of the Washington office of Sidley & Austin, focusing on Supreme Court and test case litigation. In 1987, Mr. Heineman became Senior Vice President, General Counsel and Secretary of the General Electric Company located in Fairfield, Connecticut. In 2004, he was named GE’s Senior Vice President for Law and Public Affairs. Mr. Heineman is a member of the American Law Institute; a member of the Council on Foreign Relations; a member of the Board of Trustees of the Center for Strategic and International Studies; a member of the Board of Transparency International-USA; a member of the Board of Managers and Overseers of Memorial Sloan Kettering Cancer Center; and a former member of the Board of Trustees of the National Constitution Center. He is the author of books on British race relations and the American presidency. He is a frequent speaker and lecturer.

Senior Research Fellows

Ron A. Dolin received his B.A. in math and physics from U.C. Berkeley before heading to Geneva to work at CERN, the high-energy physics lab. After a few years there, he left for graduate work, obtaining a Ph.D. in Computer Science from U.C. Santa Barbara with his dissertation on scalable search. Ron ended up as one of the first 100 employees at Google, and left after several years to attend law school and is a licensed attorney in CA.

Ron is an angel investor, focusing on legal technology startups, and has taught legal technology and informatics at Stanford Law School and Notre Dame Law School. Ron has taught MCLE courses on document automation for the CA Bar, and was on the executive committee of the Bar’s Law Practice Management and Technology section.

He co-founded the Program for Legal Technology and Design with SLS alum Margaret Hagan and has worked on legal innovation at the Stanford Center on the Legal Profession. He is an Adjunct Assistant Professor at Notre Dame Law School. Ron has been asked to participate on panels and give talks at universities such as Stanford and
Harvard, and organizations such as COLPM, ILTA, and ACC, on issues related to legal technology and innovation. A selected list of his presentations can be found at his blog, http://radicalconcepts.com/. Ron was selected as one of the 2014 Fastcase 50, and 2014 ALM Recorder’s Innovator Award recipient.

**David M. Trubek** is Voss-Bascom Professor of Law and Dean of International Studies Emeritus at the University of Wisconsin-Madison. A graduate of UW-Madison and the Yale Law School, Professor Trubek served as law clerk to Judge Charles E. Clark of the 2nd Circuit Court of Appeals and as Legal Advisor to the USAID Mission to Brazil before entering the academy.

He joined the UW Law School faculty in 1973 and served as Associate Dean for Research from 1977 to 1984. During this period he also was Director of CLRP, the Civil Litigation Research Project, which was supported by the US Department of Justice. In 1985 he founded the UW’s Institute for Legal Studies which he directed from 1985-90. Professor Trubek was appointed as University Dean of International Studies in 1990 and became the founding director of the UW-Madison International Institute in 1995. After stepping down as Dean and Director of the Institute he ran the UW Center for World Affairs and the Global Economy (WAGE) from 2001 to 2004.

He has taught at Yale and Harvard Law Schools, the European University Institute in Florence (EUI), the Catholic University Law School in Rio de Janeiro and the FGV Law School in São Paulo and has been a Visiting Scholar in Residence at EUI, the Fundação Joaquim Nabuco in Recife, Brazil, the London School of Economics, and the Maison des Sciences de L’Homme in Paris. He received the Kalven Prize from the Law and Society Association and in 2002 was appointed Chevalier des Palmes Academiques by the French Government in recognition of his work on globalization.

Dean Trubek has written extensively on international and comparative law as well as other topics in legal studies and has published articles and books on the role of law in development, human rights, European integration, the changing role of the legal profession, and the impact of globalization on legal systems and social protection schemes. He has also made contributions in critical legal theory, the sociology of law, and civil procedure.

His most recent books are Law and the New Developmental State: the Brazilian Experience in Latin American Context (with Alviar, Couthinho & A.Santos) (2013), The New Law and Economic Development: A Critical Appraisal (with A.Santos) (2006) and Direito, Planejamento e Desenvolvimento do Mercado de Capitais Brasileiro 1965-70 (with Gouveia Viera and Sa) (2nd edition 2011) He was Principal Investigator of LANDS, the project on Law and the New Developmental State and is an organizing member of CGLAD, the Conference on Global Law and Development. Currently he serves as co-Director of GLEE, CLP’s project on Globalization, Lawyers, and Emerging Economies.
Distinguished Fellows

Heidi K. Gardner teaches, researches, speaks and consults on topics related to leadership, collaboration and management in knowledge-based organizations, focusing especially on professional service firms. At Harvard Law School she is a Distinguished Fellow in the Center on the Legal Profession, a Lecturer on Law, and the Faculty Program Chair of the HLS Executive Education Accelerated Leadership Program for Law Firm Partners.

Previously on the faculty at Harvard Business School, she continues to teach executive courses at HBS, Harvard Kennedy School and Harvard’s learning centers in Shanghai, China, and Doha, Qatar. She is also an International Research Fellow at Oxford University’s Said Business School.

Dr. Gardner is currently conducting a large-scale empirical study of partner-level collaboration across multiple professional service firms, investigating how leadership and organizational design support collaboration, innovation, and high-quality client service. She is presently writing a book on the topic.

Dr. Gardner’s research was awarded the Academy of Management’s prize for Outstanding Practical Implications for Management. She has published articles in the Academy of Management Journal, Administrative Science Quarterly, Journal of Organizational Behavior, Harvard Business Review, Law Practice Today, and the Financial Times. She has also published numerous book chapters focusing on organizational behavior, cultural intelligence, multinational teams, professional collaboration, and the management of professional service firms. Her research has been featured in media such as The Economist, Boston Globe, MSN.com, CNN Money, Fortune.com and CBSNews.com.

Dr. Gardner has lived and worked on four continents. She previously worked as a management consultant for McKinsey & Co. in London, Johannesburg, and New York, and as a manager for Procter & Gamble. She also held a Fulbright fellowship in Germany, and studied and taught in Japan. She earned a BA in Japanese Studies from the University of Pennsylvania (summa cum laude, Phi Beta Kappa), a Masters from the London School of Economics (highest distinction) and a second Masters and PhD from London Business School.

3. Contributions to HLS Teaching Center and Faculty Participation. Center faculty continue to develop and implement courses and innovative teaching methods that help prepare the next generation of lawyers for the changing dynamics of modern legal practice. These courses are designed to address the practical aspect of lawyering, and to provide students with the management and business skills required to compete in the current legal market. Curricular offerings at HLS during the 2014-15 academic year included:

David Wilkins
Legal Profession (Fall 2014)
Challenges of a General Counsel (Fall 2014)
Problem Solving Workshop C (Winter 2015)

John Coates, IV
Corporations (Fall 2014)
Topics in Mergers and Acquisitions Law (Fall 2014, Spring 2015)
Board of Directors and Corporate Governance – HLS/HBS course (Spring 2015)
Finance 2 – HBS (Spring 2015)

Heidi K. Gardner
Understanding Law Firms as Businesses (Fall 2014)
Working in the Law Firm of Today and Tomorrow: Shifts, Strategies and Success (Spring 2015)

D. James Greiner
Civil Procedure (Fall 2014)

Challenges of a General Counsel. (Wilkins and Heineman, Fall 2014)
Taught with CLP’s Distinguished Senior Fellow Ben Heineman, this course will explore the three fundamental roles of lawyers---acute technician, wise counselor and lawyer as leader---in a series of problems faced by general counsel of multi-national corporations. The "cases" in this course involve questions beyond "what is legal" and focus on "what is right", using specific illustrations drawn from the contemporary business world -- e.g. the BP oil spill, Google’s clash with the Chinese government, the Mark Hurd resignation from Hewlett Packard, the News Corp hacking scandal. These cases involve a broad range of considerations: ethics, reputation, risk management, public policy, politics, communications and corporate citizenship. The course will advance for critical analysis the idea of the general counsel as lawyer-statesman who has a central role in setting the direction of the corporation but who must navigate complex internal relationships (with business leaders, the board of directors, peer senior officers, the bureaucracy) and challenging external ones (with stakeholders, governments, law firms, NGOs and media in nations and regions across the globe). The course advances a broad view of lawyers’ roles and examines the skills, beyond understanding law, required in complex problem-solving by the lawyer-statesman. Students will be expected to write short 2-3 page "response papers" on the readings each week. Students will also write a short 10-12 page paper, either responding to a scenario similar to the ones discussed in class, or on another topic approved by the instructors. Grades will be based 50% on class participation and the response papers (which will be graded pass/fail) and 50% on the paper at the end of the term.

This seminar does not satisfy the Professional Responsibility requirement.

Distinguished Visitor from Practice Michael Solender, General Counsel at Ernst & Young LLP, also will participate in the seminar.
Legal Profession. (Wilkins, Fall 2014)
This course offers a look at the organization, economics, operation, and ideology of the legal profession. We will discuss history, current trends and recent developments in the organization and operation of law firms, legal services offices, government legal offices, and corporate legal departments. We will consider professional autonomy, commercialism, and regulation (by clients, by the courts, and by regulatory agencies). We will contrast US legal practice and regulation with other professions in the US (e.g., medicine, accounting, engineering), as well as with legal practice and regulation in other countries, and the prospect for changes driven by globalization and cross-border trade in legal services. We will consider the effects of increasing demographic diversity on the profession. We will discuss ethical problems most often encountered in legal practice, and the effects of the regulation of legal practice on the organizations and institutions that deliver legal services. We will focus on issues and problems faced by entrepreneurs considering whether to start-up a new legal services organization. Enrollment is limited to sixty students.

Problem Solving Workshop C. (Wilkins, Winter 2015) This is a required course for 1Ls only.
The course is intended to help prepare you for the actual practice of law by allowing you actively to engage in the sorts of discussions and activities that occupy real lawyers every day, combining their knowledge of law with practical judgment to help clients attain their goals within the bounds of the law. It is also intended to help you become the kind of thoughtful practicing lawyer who can see the theoretical issues lurking behind every day events.

What sorts of problems do lawyers solve? How do they solve them? What intellectual constructs do they bring to bear? What practical judgments? This workshop-style course will help answer these questions by giving you a chance to practice confronting client problems the way lawyers do, from the very beginning, before the facts are all known, before the clients goals are clarified, before the full range of options is explored, and before a course of conduct is chosen. You will undertake these tasks by working in teams on a number of different problems in different lawyering settings. You will be writing short memos of the kind written by practicing lawyers, identifying facts that need to be gathered, questions the client needs to answer, and options that should be considered as well as writing memos interpreting laws that impinge on the problem and recommending a course of action. You will also engage in simulated interviews of clients.

The Problem Solving Workshop is the only class 1Ls take during winter term. Classes meet in the mornings, between the hours of 9am and 12pm most days; afternoons are devoted to team meetings, with, on many days, written assignments prepared by each team due by the end of the afternoon. Class attendance every day is required as well as participation in the afternoon team work. There is no final exam, but there are required exercises, including on the evenings of January 14th and 22nd presentations to practitioners.

The course is intended to help prepare you for the actual practice of law by allowing you actively to engage in the sorts of discussions and activities that occupy real lawyers every
day, combining their knowledge of law with practical judgment to help clients attain their goals within the bounds of the law. It is also intended to help you become the kind of thoughtful practicing lawyer who can see the theoretical issues lurking behind every day events.

**Corporations. – HLS (Coates, Fall 2014)**
This course surveys the role of legal controls on business organizations. Topics include choice of legal entity, basics of agency and partnership, asset partitioning and creditor protection, fiduciary duties, shareholder voting, derivative suits, executive compensation, control transactions, and insider trading. Some of the course will draw on problems in transactional settings, as well as some work in groups (that will be randomly assigned) and in-class graded quizzes. Students should have a familiarity with rudimentary accounting and finance concepts at the level of Analytical Methods for Lawyers. Please consult the syllabus of Analytical Methods if you are unsure whether your background is sufficient.

**Topics in Mergers and Acquisitions. – HLS (Coates, Fall 2014/Spring 2015)**
Research and writing seminar on advanced topics in M&A. Grade to be based on an original research paper on topic to be approved by professor. Fall semester will be spent reading and discussing existing research on a number of topics (hostile takeovers and defenses; short-termism and activist investors; risk-allocation and earn-outs; dispute management and arbitration; shareholder litigation and forum bylaws; deal structure and currency; post-merger integration; non-financial factors affecting pricing; etc.). Spring semester will be spent on student papers and presentations.

**Boards of Directors and Corporate Governance. – HBS/HLS (Coates, Spring 2015)**
This upper-level course covers uses case studies to examine the central role of the board of directors in the governance of business corporations, and the relationships between the board and other key actors in corporate governance. This course is taught jointly with Harvard Business School Professor Jay Lorsch. Students who take this course will be required to meet at HBS, and to work together in teams with HBS students on joint projects. Grades will be based on participation and team-based paper projects. Students with questions on course format and content should direct them to Professor Coates. (A prior version of this course included all of the material normally taught in Corporations courses; this version will require Corporations as a pre-requisite, and is aimed at those wanting a more in-depth look at corporate law in practice.)

- **Why This Course?**
  - Most HLS graduates will directly advise corporate boards, and many will also serve on them. Boards are the ultimate authority in all companies, public and private, around the world. Many HBS and HLS graduates will manage or advise private equity, hedge or other funds invested in corporations, or advise large shareholders of corporations, and many will engage in professional services related to corporate transactions that require board and/or shareholder approval. For these reasons, understanding what boards are supposed to do, how they function, what issues they have to confront - both legal and practical - are essential knowledge for HLS graduates. The course is designed to include equal numbers of both HBS second-year and Harvard Law School third-year
students and will be co-taught with Professor Jay Lorsch from the business school. This is to enable students from HLS and HBS to learn together about boards and corporate governance and also to understand each other’s professional perspectives. To even the most experienced leaders, corporate governance is complicated and dynamic. The responsibility and functioning of corporate boards are often unclear and misunderstood. The relationships among boards, shareholders, and senior executives, especially the CEOs, are varied and complex, and sometimes fraught with conflict. One goal of this course is to lift this foggy uncertainty and provide you a clear understanding of corporate governance: what boards do and why many are effective, while others fail, leading to problems for their company, its executives, and shareholders, as well as the board itself. A clear understanding of how boards function is a prerequisite for being effective not only as a director, but as a senior executive and as a shareholder. Such understanding will also be helpful in a career as a consultant, investor, or corporate lawyer by providing you with tools that will allow you to be an effective advisor to top management and corporate boards.

Course Objectives

Thus the primary course goal is to teach you what it means to be a director. You will gain an understanding of the legal, financial, strategic, and behavioral issues with which directors must contend. When you enter a boardroom in the future, you will do so with a framework for understanding the complex dynamics among directors, executives, and their shareholders. You will also have an understanding of key elements of the work boards must do including, strategic reviews, selecting, evaluating and compensating CEOs and other senior executives, director selection, and dealing with various corporate crises. You will also gain an appreciation of the costs and rewards of board service. A related goal is to acquaint you with the broader corporate governance systems in the U.S. and other major countries. The phrase corporate governance system refers to the institutional system of stock markets, government regulatory agencies, professional firms, as well as boards, which are expected to oversee corporate activities. From this perspective, the course will also provide an understanding of why there have been so many corporate and financial failures and scandals in recent years. We also shall discuss the changes in boardroom processes being made in the hope of preventing such problems in the future. While the primary focus will be on U.S. public companies, we shall also devote time to consider these issues not only in other countries but also in the governance of private companies, e.g. private equity, venture capital backed enterprises, family-owned and non-profit organizations.

Course Content and Organization

The course consists of twenty classes. The first module provides a basic introduction to the institutions that affect boardroom dynamics. We will also begin with an examination of the role of shareholders and their relationship to boards, and focus briefly (as a recap for law students and an intro for business students) on the legal situation of board members. In the
second module, we shall discuss the activities of boards under normal circumstances, including who serves on boards, the nature of director and CEO dynamics, the board’s role in strategy, in selecting, evaluating and rewarding the CEO, and in assuring transparent financial reporting. The next module will focus on the governance of private companies, e.g. family-owned, private equity and venture capital-backed companies as well as nonprofit organizations. In the final module, we will examine how boards deal with the many crisis situations they face, such as hostile takeovers, CEO dismissals, succession and compensation, and unhappy shareholders. The course will be open to both HBS and HLS students, and we will seek to have a rough balance between the two. Finally, both HBS and HLS students will be expected to complete group projects related to the course content. Students will be divided into teams consisting of both HBS and HLS students, with the goal of encouraging each group of future professionals to develop an appreciation for the characteristics of the others background, skills and training. Projects should focus on issues recently faced by boards of a public or private company or of a non-profit. They may also examine changing norms and regulations within the broader corporate governance system in the U.S. or other countries. The faculty will provide assistance in identifying relevant topics, and must approve each group’s topic.

Finance 2. – HBS (Coates, Spring 2015)
This course builds on the foundation developed in Finance I, focusing on three sets of managerial decisions:

- How to evaluate complex investments.
- How to set and execute financial policies within a firm.
- How to integrate the many financial decisions faced by firms.

  - The Finance II course is divided into four blocks of material:
    - Tools of financial analysis (credit market analysis, option pricing, valuation of interest tax shields, weighted average cost of capital)
    - Financial policy choices of firms (whether to finance with debt or equity, distributing cash to shareholders)
    - Financial market imperfections (costs of financial distress, transaction costs, information asymmetries, taxes, agency conflicts)
    - Deals and transactions (mergers and acquisitions, leveraged buyouts, hostile takeovers, initial public offerings)

Understanding Law Firms as Businesses. (Gardner, Fall 2014)
This course helps law students understand the fundamental strategic, operational and human components of law firms, equipping them to face the demands of a rapidly changing legal arena. The classes include interactive lectures, business-school case discussions, and hands-on exercises designed to provide students with practical skills they can use throughout their careers. Guests –including General Counsel and law firm partners & executives –play a major role.
This course contains four modules. The first covers firm strategy and client relationship management, exploring business development challenges from the perspective of aspiring “rainmakers,” firm leaders and clients. Topics include globalization, strategic positioning, and the rise of new competitors. The second module focuses on talent management, including how law firms attract, hire, motivate, and promote professionals. We explore how these processes affect lawyers’ experiences including career progression, diversity, and work-life balance. The third module centers on collaboration and teamwork. Students gain experience leading and working in teams, and we examine related challenges inside law firm. The final module focuses on succeeding and thriving as a professional and defining one’s own career success.

This course is especially well-suited for students who have some experience working in an organization (law firm or other), but that is not strictly essential. It is also appropriate for students in the JD-MBA program and cross-registrants from other graduate programs.

Requirements include several team-based exercises, a research-based written assignment, and a final exam (any-day, take-home).

*(Gardner, Spring 2015)*

Lawyers increasingly face a dilemma: they must collaborate with colleagues to meet ever more complex client demands, but are usually rewarded and promoted based on their individual achievement. This tension is one of several core themes that our Reading Group will explore as we examine how work is changing for attorneys, how well law firms are keeping up with those shifts, and how lawyers can equip themselves to be successful at different stages in their careers. Collaboration is one area we will explore in depth. A recent HLS study of practicing attorneys at major law firms revealed that they viewed non-traditional skills, such as teamwork, as more important than ever. With an emphasis on developing practical understanding, our activities will include the following:

- Read articles based on empirical research and theory, including classic publications and cutting-edge, not-yet-released work.
- Dig into analyses, trying to explain why the results emerged and developing insights about how teamwork and collaboration do – and don’t – affect important outcomes for lawyers, their firms and their clients.
- Consider the impact of technology such as social media, along with trends related to shifting demographics, multicultural clients, and workforce diversity.
- Uncover gaps in our understanding of collaboration and point the way toward future research that is needed.
- Discuss concrete, practical ways that lawyers gain from collaboration and avoid costly mistakes.

We will also focus on the changing shape of legal careers and the associated choices facing today’s lawyers. Finally, we will study the ways that contemporary law firms – and other types of legal service providers – attempt to shape attorneys’ behaviors and
choices through their talent management processes (hiring, promotion, compensation, etc.).

The class will meet on Tuesday evenings for 6 sessions over the course of the semester.

_Civil Procedure_. (Greiner, Fall 2014)
This course covers what should, should not, and does happen when someone files (or considers filing) a civil lawsuit.

4. **Participation of HLS Students in Center Activities and Other Connections to the HLS Community**

The Center remains deeply committed to strengthening its presence within HLS and to expanding its connections with the HLS faculty, fellows, and student body. This commitment is reflected visibly in the Center’s website design, which has a section devoted entirely to the needs and interests of students (click here to learn more). It also is demonstrated by the Center’s ongoing participation in several important efforts to modernize the JD curriculum. Additional links to the HLS community have been established through the work of Center faculty, the Center’s executive director, administrative director and assistant research director to supervise student research on the legal profession and the professional services industry (involving more than a dozen students from 2009-15). In addition, the following recent initiatives deserve highlighting:

**Student Research Funding**

The Center’s desire to engage and provide opportunity to the HLS student body is reflected in several programs designed to provide financial and scholarly support to students conducting research on the legal profession and to those working in public interest settings:

*Student Empirical Research Grants.* The Student Empirical Research Grants (“SERG”) is designed to enhance and contribute to practice-related student research at HLS. These student grants include access to the Center’s research resources, the opportunity to meet and discuss research with faculty and peers, and up to $2,500 in financial support to enable each student to conduct empirical research and writing projects that might otherwise be cost-prohibitive. SERG funding can be used to cover empirical dataset access, survey design and administration, travel costs for site visits, interviews, and other field research and related out-of-pocket expenses. The research project must be empirical in nature and must study the legal profession or a related aspect of the delivery of professional services. In order to increase the flexibility of the grants in light of the sometimes protracted process of empirical research, SERG was modified during academic year 2009-10 to offer rolling application and deliverables deadlines tailored to each student’s needs, within a maximum one year term. Click here to see recent and past year recipients.

*Public Interest Research Grants.* The purpose of the Public Interest Research Grants (“PIRG”) is to encourage and help fund HLS student research projects focusing on the
professional structures and norms, practice dynamics, and career challenges of public interest legal practitioners and other aspects of public sector legal service delivery. Research grants are accompanied by access to the Center’s research resources and the opportunity to meet and discuss Center-related research with faculty and peers. The awards help to defray a range of costs, including travel and interview expenses and the creation, distribution, administration, and analysis of survey instruments. All HLS students may apply and approved applicants are granted up to $2,500 in funding, which may be aggregated with other funding, such as winter term research grants. Our PIRG fellow for the 2014-2015 academic year was:

- **Becca Donaldson, JD Class of 2016**
  Becca’s research will assess whether and how Washington state’s new Limited License Legal Technician (“LLLT”) model can achieve its goal of increasing access to justice in family law and in general. By adopting the model, Washington became the first state in the country to sanction non-lawyers to offer legal advice, albeit in an eponymously limited fashion. Washington may find LLLT practice so limited that the model struggles to increase access to justice in earnest. At the same time, the launch of the LLLT model offers constructive insights as other states consider its adoption. Becca will study the model directly from the pioneer cohorts of LLLTs through analyzing their motivations, expectations, and plans. Becca also serves as Editor-in-Chief of the Harvard International Law Journal and has interned with Namati: Innovations in Legal Empowerment, which supports the work of community paralegals around the globe.

**Davis Polk Paper Prize.** The purpose of the Davis Polk Paper Prize, sponsored each academic year by Davis Polk & Wardwell LLP, is to encourage deeper reflection and consideration by HLS students about their chosen profession, its role in society, and the many challenges that lawyers face in a rapidly-changing world. Paper topics must relate to the legal profession itself or to a related aspect of the delivery of professional services. This includes topics such as legal careers, the role, structure and management of law firms, in-house legal departments, and other public and private sector legal service providers, diversity or gender-related issues, the impact of globalization or other social trends upon the profession, the role of lawyers and legal institutions in society, changes in the profession over time, and comparisons between lawyers and other professional service providers. The Center received 28 submissions (up from 23 in FY14) for the 2014-15 academic year and the Center’s faculty director and executive director selected the following two papers for recognition at graduation, with the winner awarded a $1000 cash prize:

**Winner:**
- Cody Gray (JD 2015)- “A New Model for the Delivery of Legal Services Designed to Vindicate the Right to Vote”

**Honorable Mention:**
- Peter Williams (JD 2015) & Brandon Whittaker (JD 2015) – “From Thinking to Doing: A Student Proposal for Reforming HLS”
CLP Speaker Series. The Center has continued to dedicate a great deal of time and resources to improving the learning experience of students at HLS. CLP’s Speaker Series has established itself as a permanent fixture during the academic year and gained considerable attention from students, faculty, and staff alike by creating opportunities for students and others from the HLS community to interact with legal practitioners and interdisciplinary law and sociology academics and engage in focused discussions on specific issues facing the legal profession.

During the 2014-15 academic year, the Center again hosted nearly 20 events attended by more than 800 students and numerous HLS faculty and fellows. Furthermore, CLP has remained committed to engaging and partnering with other groups within HLS and Harvard to enhance the visibility, reach, and impact of these events. Some of the programs, departments, or offices with which we have worked closely include but are not limited to the Office of Dean Martha Minow, Office of Career Services, Harvard Law School Library, Office of Public Interest Advising (OPIA), Harvard’s International Legal Studies (ILS), Office of Clinical and Pro Bono Programs, Harvard’s Institute for Global Law and Policy (IGLP), Petrie-Flom Center for Health Law Policy, Harvard Legal Aid Bureau (HLAB) and the pan-Harvard India Student Group (HISG).

Throughout the year CLP obtained strong, positive feedback (above 4 out of 5) from its comment cards, which focused on the speaker rating, topic relevance, likelihood of attending another CLP event and (if students) what the value was of these events to one’s own education. These increasingly well-attended events were conducted on the following topics by the following practitioners and scholars:

- **Trouble in Paradise: Hostile M&A deals in family-owned businesses in India**
  Bharat Anand, Partner, Khaitan & Co.; Rishi Shroff, Associate, Khaitan & Co
  Watch Video

- **Big Law: Where are We and How Did We Get Here?**
  Aric Press, Senior Vice President, Editor in Chief, ALM
  Watch Video

- **Adventure Capital: A Lawyer’s Decade and a Half in VC Land**
  Sarah Reed, General Counsel, MPM Capital
  Watch Video

- **The Brazilian Legal Profession in an Age of Globalization**
  Panelists: David Wilkins Lester Kissel Professor of Law, Vice Dean, Global Initiatives on the Legal Profession, Director, Center on the Legal Profession; David M. Trubek Voss-Bascom Professor of Law Emeritus & Dean of International Studies Emeritus University of Wisconsin-Madison, Senior Research Fellow, CLP; Luciana Gross Cunha Professor, FGV Law School; José Garcez Ghirardi Professor, FGV Law School
  Watch Video

- **What Keeps the Chairman of Milbank Up at Night…and What Does it Mean for Your Career?**
  Scott Edelman ’88, Chairman of Milbank

Watch Video
• **Innovation in the Practice of Law**  
  Jonathan Sacher, Partner, Berwin Leighton Paisner LLP  
  [Watch Video](#)

• **CLP Fall Showcase**  
  David B. Wilkins and the CLP team showcase the Center's name change, updates on current and new research initiatives, to peruse the new CLP website and take a walk-through the Center's new digital magazine, The Practice

• **Even Superheros Need Lawyers: A Conversation with Jay Kogan**  
  Jay Kogan, Vice President Business & Legal Affairs for DC Entertainment

• **Global Pro Bono: Perspectives from Latin America**  
  Panelists: David B. Wilkins, Louise Trubek, Fabio Sa de a Silva, Daniel Bonilla and Scott Cummings.  
  [Watch Video](#)

• **Addressing the Access Gap in Civil Legal Services: Is Non-Lawyer Ownership the Answer?**  
  Nick Robinson, Research Fellow, HLS Center on the Legal Profession  
  [Watch Video](#)

• **Foreign Law Firms in China: Past, Present and Possible Future**  
  Jingzhou Tao, Managing Partner, Asia Practice of Dechert LLP.  
  [Watch Video](#)

• **Religious Sensibilities and the Freedom of Speech in India**  
  Neeraj Kishan Kaul, Additional Solicitor General of India; Nakul Dewan, Counsel, 20 Essex Street; Moderator: Nick Robinson, HLS Center on the Legal Profession

• **Transforming the Delivery of Legal Services in Canada: Findings of the Canadian Bar Association’s Legal Futures Initiative**  
  Fred Headon, Assistant General Counsel, Labour and Employment Law, Air Canada  
  [Watch Video](#)

• **Finding Bliss: Innovative Legal Models for Happy Clients & Happy Lawyers**  
  Debbie Epstein Henry  
  [Watch Video](#)

• **High Level Decision Making: A day in the life of a law firm General Counsel**  
  Mary Strother, Deputy General Counsel, WilmerHale  
  [Watch Video](#)

• **The Future of Legal Education in India: Philanthropy, Excellence and Institution Building**  
  Professor Dr. C. Raj Kumar Vice Chancellor, O.P. Jindal Global University  
  [Watch Video](#)
Incorporating Rights: The Role of Lawyers in Business and the Human Rights Movement
Erika George, Co-Director Center for Global Justice, College Of Law, University of Utah
Watch Video

Millennials and ‘Running from Office’: Evidence from a Survey and Interviews of Harvard Law Students
Shauna Shames, Assistant Professor, Rutgers-Camden

5. Connections to the Profession

Website. The Center’s old website went live in early September 2007 and, after a major overhaul in the fall of 2010, CLP initiated a complete redesign of the site in May 2014, retaining a local web and marketing consultant, Jumping Jackrabbit. Unlike previous updates, the overall structure and material organization of the site has not remained the same. In addition to the name change to “Center,” the architecture, organization, and presentation of content on the site has been changed dramatically and functionality has been greatly improved to make the site more user-friendly and appealing to Center constituents and the public generally. CLP administrative director, Hakim Lakhdar, served as the project manager for both CLP and Executive Education’s website redesign. Hakim consulted colleagues and worked with Jackrabbit to design the site in such a manner as to allow for it to serve as the focal point for significant interest in the Center’s research, events, student initiatives, and other offerings for faculty, students, and researchers around the world. In addition to managing the process of the CLP website design, Hakim Lakhdar was also responsible for overseeing the design and content population for HLS Executive Education’s new website by the same designer. This was done with the intent of creating clear linkages between CLP and HLS Executive Education so as to leverage the success, offerings, and target audiences of each Center. As CLP continues its self-publication efforts, the website, our email news-blasts, and a subscription model based digital publication will continue to function as the Center’s platform for disseminating the findings of its ground-breaking research projects and scholarship on the legal profession.

During her tenure, the former CLP/Executive Education Marketing and Communications Specialist helped with the website content population for the Executive Education site and later helped to collect and post video recordings of CLP’s events. These videos are uploaded to CLP’s YouTube Channel and that link is then featured right on the new CLP website. These many updates, along with well-established connections to social media sites (e.g. Facebook, Twitter, LinkedIn, blogs, etc), will allow for the Center’s research and events to reach a larger audience than in years past. To explore the new site, please visit www.clp.law.harvard.edu.

The Practice. CLP staff, in collaboration with a part-time copy-writer/editor and pro bono digital publication consultant, have designed and assembled a digital magazine entitled The Practice. In November 2014 with its first free issue “The Global Age of More for Less,” CLP launched The Practice using a subscription-based digital publication model together with the launch of its newly designed website. Managing this
project, Hakim Lakhdar worked with colleagues, internal and external collaborators, and members of the Jackrabbit team to build a more sophisticated micro-site with its own URL to exist just off of The Practice tab on the main CLP site. The site offers readers a user-friendly experience to learn more about CLP research, connect with contributors to the e-magazine, read and comment on articles, and engage with CLP in these kinds of research topics and issues. The e-magazine will showcase CLP’s world-class research and highlight key trends in the global legal profession targeted at practitioners and other legal professionals.

Additionally, CLP worked with Jackrabbit, HLS’s ITS and Communication Offices and an independent developer to build a customized e-commerce component to the new website, which allows for the capture of visitor contact info and subscription payment info. Access is currently offered annually as $195 individual and $495 institutional (20 licenses) subscriptions, which staff members from CLP manage in various capacities as customer service and business/finance points of contact. Click here to subscribe or learn more about The Practice.

6. Collaborations with Other Schools and Departments at Harvard

The Center remains fully committed to maintaining and expanding its robust network of collaborative relationships within the Harvard University community. Our marquee research initiatives – the Globalization, Lawyers and Emerging Economies, Career Studies, Disruptive Innovation and now Professionalism in the 21st Century – have and will continue to provide us with the platform and infrastructure to continue our work with the dozens of collaborators we have partnered with from all over the world.

Our original programming is highly collaborative in nature. Through our few public interest activities, CLP will continue to involve HLS students, faculty, staff and fellows and participants from other law schools around the world. As previously mentioned, many of our weekly speaker series and other events have been co-sponsored or otherwise involved material collaboration with other Centers and HLS affiliates including the Berkman Center for Internet & Society, Office of Career Services (OCS), HLS International Legal Studies (ILS), HLS Institute for Global Law and Policy (IGLP), Office of Public Interest Advising (OPIA), HLS Library, East Asian Legal Studies (EALS), the Harvard Kennedy School of Government, the Institute of Politics (IOP), HLS Human Rights Center, Harvard Legal Aid Bureau (HLAB), Office of Clinical and Pro Bono Programs, Petrie-Flom Center for Health Law Policy and the pan-Harvard India Student Group (HISG).

Adding to these connections, Professor Wilkins remains a fellow with the Harvard University Edmond J. Safra Foundation Center for Ethics, and most recently, a fellow of the American Association of Arts and Sciences. The Center also continued its ongoing relationship with the Belfer Center for Science and International Affairs at the Kennedy School of Government through its Distinguished Senior Fellow, Ben Heineman, who holds a joint appointment with both Centers, taught with Professor Wilkins this past academic year and co-authored the Professionalism in the 21st Century essay together.
In academic year 2015-16, we plan to work with other Harvard schools and departments to host collaborative programming and events with outside organizations and institutions including but not limited to the Harvard Kennedy School of Government, the Harvard Institute of Politics, the International Bar Association, the Southeast Asia Initiative, India’s Centre for Professional Responsibility, the Jindal Global Law School, Fundação Getulio Vargas Law School in São Paulo, Shanghai Jiao Tong University, Drexel University and the University of Wisconsin. Throughout the year Center faculty and staff will work together to evaluate various ideas regarding collaboration with other departments, schools and practitioner organizations in research, conference series, and special HLS events.