Annual Report
Academic Year 2015-2016

For more information, kindly contact:

Derek Davis
Executive Director, Center on the Legal Profession
Harvard Law School
1563 Massachusetts Ave.
Pound Hall, Suite 204
Cambridge, MA 02138
Tel: 617-496-6151
Fax: 617-496-8489
E-mail: davis@law.harvard.edu
Website: clp.law.harvard.edu
PART ONE: REPORT OF ACTIVITIES

A. SUMMARY OF ACADEMIC YEAR: 2015-2016

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 program around 2004. Despite its recent vintage, CLP (formerly PLP) 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 FY16, CLP continued its groundbreaking research into the careers of HLS graduates and legal professionals with the publication of “The HLS Career Study Preliminary Report” (“HLSCS”). 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 the previous fiscal year, CLP collaborated with HLS’s Empirical Research Services Department (housed in the HLS library) on data analysis to produce the study.

In May 2016, the Center’s hosted its second Awards Dinner at Lincoln Center in New York City that was highlighted by a conversation on The Changing Role of the Global General Counsel and a Q&A with Brad Smith, CEO and Chief Legal Officer of Microsoft Corporation, who received the Center’s Inaugural Global Leadership Award. The Center also formally announced the launch of the Corporate Purchasing Project Study (CPP2), a follow up to the Center’s original Corporate Purchasing Project (CPP) completed in 2009 that will examine among other things the patterns and practices of global general counsels purchasing of legal and professional services, since the end of the previous study; paying particular attention to the effects of the recession which began in 2007. The Center gave awards for Professional Excellence to: Brackett Denniston, former GE General Counsel, Bharat Vasani, General Counsel of the Tata Group, and Sabine Chalmers, Chief Legal and Corporate Affairs Officer of Anheuser Busch InBev. The Awards Dinner was a complete success, raising nearly $200,000, from approximately 150 attendees representing over a dozen national and international law firms and corporations.

In FY 2016, the administrative and substantive oversight for the Case Development Initiative (“CDI”), remained with Lisa Rohrer, until her departure, at which time CLP and HLS Executive Education resumed responsibility. 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. The website(s) that the Center developed in the previous fiscal year continues to assist the Center’s outreach efforts. Center staff continue to develop and implement its bi-monthly digital magazine, The Practice, 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 remains the hope of the Center that The Practice may provide an additional source of revenue to support the
Center’s mission. In FY16, the Center hired a part-time editorial writer, Pauline Lewis, to assist with the writing and development of *The Practice.*

In FY16, the Center partnered and collaborated with the other global organizations on the topics impacting the legal profession. In April 2016, the Center co-sponsored a conference and book launch with Thomson Reuters (“TR”) at TR’s world corporate headquarters in New York City. The conference was built around the launch of the Center’s Distinguished Senior Fellow and author, Ben Heineman’s new book “The Inside Counsel Revolution: Resolving the Partner-Guardian Tension.” Over 75 general counsel and leading lawyers attended a panel discussion moderated by Heineman in which David Wilkins participated.

In June 2016, the Center collaborated as the only academic partner at the Financial Times/RSG Consulting Innovative Lawyers Summit in London, England. The three-day conference modeled on the early “davos” meetings, aimed to capture the spirit of ideas and forward momentum for the legal profession. The Summit attracted nearly 400 attorneys from around the world including commentators and business innovators who shared thoughts, ideas, and visions of a changing legal landscape. The Summit was also sponsored by Thomson Reuters, Integreon, FTI Consulting and Pinsent Masons.

This combination of collaborative, 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 in May, 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, Brad Karp, at the corporate offices of Paul Weiss 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, during the past fiscal year, the Center entered into an arrangement whereby the Center shares Hakim Lakhdar’s skills and services as the Associate Director of Finance & Operations, which began in August 2015. The administrative support and financial assistance is anticipated to continue through the next academic term. In FY16 both organizations shared administrative and academic office space when they moved into Pound Hall’s remodeled second floor.

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.

The Center’s headline Globalization, Lawyers, and Emerging Economies (GLEE) project has spent the last six years investigating 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.

In the six years since its launch, GLEE has:

- Expanded to all three of its initial target countries: India, Brazil, and China.
- Assembled a world-class research team of 50+ faculty and fellows.
- Produced research on a broad range of topics ranging from corporate firms to public interest lawyering.
- Conducted a major survey of corporate counsel across India, China, and Brazil with more than 250 responses.
• Hosted 8 major conferences across three continents, which have attracted hundreds of top policymakers, lawyers, practitioners and academics.
• Increased practical knowledge and advanced public understanding of the complex relationship between globalization, the legal profession, and emerging economies.

It has also developed robust country-specific findings.

GLEE India
• *The Indian Legal Profession in the Age of Globalization* is scheduled to be published by Cambridge University Press in the Spring 2017. It will have simultaneous publishing in India.
• The book contains 22 empirical chapters of original research written by over 15 world-class academic and practitioner contributors from around the world.
• The research is comprised of hundreds of survey responses and countless hours of interviews with legal professionals from India.
• Findings from GLEE’s India GC survey were presented at 2016 CLP New York events, in the May 2016 issue of The Practice, and in the Fall issue of Thomson Reuters’ magazine The Forum.

GLEE Brazil
• *The Brazilian Legal Profession in the Age of Globalization* is scheduled to be published by Cambridge University Press in the Spring or Summer 2017.
• The GLEE Brazil team had an October 2015 meeting in São Paulo, Brazil funded by a research grant from the Harvard David Rockefeller Center for Latin American Studies.
• The book contains 10 empirical papers spanning all core GLEE topic areas, including law firms, in-house legal departments, legal education, and political economy.
• Preliminary findings from GLEE’s Brazil GC survey were presented at 2016 CLP New York events, in the May 2016 issue of The Practice, and in the Fall issue of Thomson Reuters’ magazine The Forum.

GLEE China
• GLEE China volume is scheduled to be complete this fall. Cambridge University Press has expressed strong interest in publishing.
• CLP research fellow John Bliss, a mandarin speaker, recently returned from China doing 25+ interviews with 10+ firms on the professional identity of Chinese lawyers.
• CLP hosted a major event at the Harvard Center Shanghai in August 2015. Over 60 Chinese general counsel were in attendance as well as the entire GLEE China team. The event was funded by a grant from the Harvard China Fund.
• Preliminary findings from GLEE’s China GC survey were presented at 2016 CLP New York events, in the May 2016 issue of The Practice, and in the Fall issue of Thomson Reuters’ magazine The Forum.
• David B. Wilkins, David Trubek, and Sida Liu published an article in the *Asian Journal of Law and Society* entitled *The Chinese Legal Profession in the Age of Globalization*. 

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While GLEE’s research into India, Brazil, and China is wrapping up, GLEE is actively planning its expansion to other countries and regions, most notably Africa. The 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. In no uncertain terms, understanding the role and status of the legal profession throughout Africa is of critical importance. Over the past three years, Professor Wilkins visited South Africa, Tanzania, and Nigeria to discuss the project and to form university, law firm, and corporate counsel connections. CLP anticipates hosting a web-meeting this winter when Professor Wilkins is in South Africa to bring together contributors to the project.

For more information on the many projects and activities associated with the GLEE project, please visit our new website: clp.law.harvard.edu/clp-research/globalization.

**Careers and Work.** This year the Center also continued its groundbreaking work into careers and work. *The Women and Men of Harvard Law School: The Preliminary Results from the HLS Career Study*, released at the May 2015 Annual Dinner, continues generate intense interest and has been cited in publications ranging from the Washington Post to Glamour. The Preliminary Report presents the results of the Harvard Law School Career Study (HLSCS). Begun with a generous grant from a visionary group of women alumnae in connection with the 55th celebration of the graduation of the school’s first female students in 1953, the study seeks to deepen the understanding of the career choices made by HLS graduates by providing for the first time systematic empirical information about the career trajectories of graduates from different points in the school’s history. In the Preliminary Report, the Center offers a first look at the Study’s findings about the salient similarities and differences between the careers of the school’s female and male graduates. You can download the report [here](#). The Center continues to explore collaborating with Harvard Business School and others on a Professional Careers Summit to examine and learn from career choices and trajectories from across the professions (e.g. law, business, medicine, etc.).

The Center also conducted a survey of law firm leaders about the strategies they are deploying to recruit and retain millennial lawyers. The survey asked questions about the use of IT, non-traditional work arrangements (e.g. open offices), remote work and telecommuting, and other factors commonly associated with millennials. In addition to examining millennials in the legal profession, the Center is also conducting a follow-up survey to the 2000 HLS Black Alumni Report, surveying all African-American HLS alumni with respect to their professional and personal trajectories. Both of these projects are ongoing and will be a component of the Center’s future Professional Careers Summit.

In Spring 2016, CLP also announced the publishing of *Diversity in Practice: Race, Gender, and Class in Legal and Professional Careers*, edited by David Wilkins and a team from the American Bar Foundation. The book contains 13 chapters examining diversity issues across a host of professional contexts based on empirical research. In particularly, it analyzes the disconnect between expressed commitments to diversity and practical achievements, revealing often obscure systemic causes that drive professional inequalities. In conjunction with the HLS Library, the Center hosted a book talk this past spring, which included Frank Dobbin from Harvard’s sociology department and Bob Nelson from the American Bar Foundation.
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:

- **The Reemergence of the Big Four in Law.** The Reemergence of the Big Four in Law is a new research initiative lead by David B Wilkins and Maria Jose Esteban, a researcher from Spain, which examines the reemergence of the Big Four’s legal offerings in Europe, the emerging economies, and elsewhere. Over the last decade the Big Four accounting firms have quietly rebuilt their legal networks, integrating these services into a new model of “globally integrated business solutions,” and aggressively promoting this model in emerging economies in the Asia-Pacific, Latin America, Africa, and Middle East regions. Recent trends toward relaxing restrictions against “alternative business structures” and “multidisciplinary practice” are likely to accelerate the growth of the Big Four’s legal networks. Initial findings from this research were published in the January 2016 issue of The Practice as well as featured in Thomson Reuters' magazine The Forum. In the summer of 2016, Wilkins and Esteban launched a follow-up project on how the rise the Big Four in law impacts professional values and ethics, presenting initial data at the International Legal Ethics Conference event in New York City.

- **Disruptive Innovation.** CLP continues its research into disruptive forces in the legal profession. As previously reported, in March 2014, CLP hosted a major conference entitled Disruptive Innovation in the Market for Legal Services which laid the groundwork for the project. Since then, CLP has been actively recruiting a team of researchers to understand and study disruptive forces within the legal profession from a variety of angles, including: the role of technology, innovations in human capital management; changing business models, the use of big data and other forms of market analytics, the application of design thinking, and others forms of innovative thinking. As step one in understanding these disruptive forces, CLP has been conducting a survey of law firm and in-house “chief innovation officers”—individuals charged by their organizations with leading efforts to innovate existing structures and ways of doing business. The survey seeks to understand who these people are (e.g. are they lawyers or non-lawyers), what they are exactly charged with (e.g. are they tasked with simply with technological innovation or do they have a broader mandate), whether they have resources (e.g. budgets and/or people), and other associated questions. This survey will form the basis of an October 2016 meeting at Harvard Law School in which the Center will bring these chief innovation officers together, both to learn more about who they are and what they do as well as to get feedback from them on our proposed quality metrics.

In addition to its work into these potentially disruptive forces (and the people tasked with understanding them), there is a core question of quality—and, more specifically, how to measure quality in the delivery of legal service, whether delivered in a traditional method or an innovative and disruptive way. For that reason, the Center launched a Quality Metrics Project, led by David Wilkins and Senior Research
Fellow Ron Dolin, aimed at developing workable, real-world quality metrics in law. For the past 6 months, Dolin and Wilkins have interviewed over 25 individuals within companies and law firms—often called “legal operation” personnel—to better understand their “pain points” in the delivery of legal services, and therein to develop a set of quality metrics that can be used by legal professionals to help make informed decisions about the cost, type, value, and overall quality of legal services.

- **Professional Identities of Lawyers.** Led by CLP resident research fellow John Bliss, the professional identities of lawyers project examines how law students internalize professional identity as they navigate career decisions, political motivations, and lessons in legal epistemology and the lawyer ideal of neutral partisanship. Legal scholars and sociologists have claimed that U.S. legal pedagogy inculcates an amoral and apolitical vision of lawyer professionalism, which may result in experiences of alienation and a decline in altruistic career motivations. The literature has focused on the front-stage dynamics of the law school classroom, but has paid less attention to students’ internal experiences of these norms.

The research takes a qualitative, micro-dynamic look at professional identity formation in an elite law school context, drawing on 153 semi-structured longitudinal interviews and a novel identity mapping. These interviews follow law students over the first two years of law school, and in the case of the earliest cohort, through their first three years of practice. Interview data is supplemented by extensive ethnographic observations at law-firm interview programs and other career-development events. Bliss finds that transformations in professional identity between the first and second year varied substantially according to job path. Students bound for large corporate law firms tended to report increasing professional role distancing. In contrast, students who pursued jobs in the public-interest sector tended to sustain a more proximate conception of professional identity, overlapping with racial, gender, political, and other centrally constitutive roles. These findings lend support to calls for a more integrated norm of lawyer identity, while at the same time challenging a crude dichotomy between moral public-interest lawyers and immoral (or amoral) corporate lawyers. Bliss concludes with several theory-building contributions for the sociology of the professions, underscoring the contingent, processual, and flexible nature of professional identity. The project was featured in a recent issue of The Practice.

- **Initiative for Women and Minorities Attorneys.** Led by CLP research fellow Paola Cecchi-Dimeglio, the Research Initiative for Women and Minorities Attorneys examines the changing role of lawyers, including in-house counsels, and their impact on organizational and societal changes. Rather than focusing primarily on the individual traits either of the female and minority lawyers who seek to build careers in today’s legal profession, or the largely white and male lawyers who continue to control the profession, the Initiative for Women and Minorities Attorneys approach directs attention to the institutional level of how organizations (for example large law firms and in-house legal departments) operate, and why these practices disproportionately disadvantage women and minority lawyers, including by pushing them to adopt human capital strategies, that while rational in terms of what they face,
are ultimately counterproductive to their long term success in the workplace.

In April of 2016, CLP co-hosted with HLS Executive Education a one-day Roundtable for female managing partners of large law firms. At the event CLP announced a major research initiative designed to address this important institutional dimension. Specifically, the initiative will focus on strategies for de-biasing institutions – rather than individuals – by defining and implementing specific “institutional nudges” to increase the hiring, retention, promotion, and inclusion of women and minority lawyers in law firms and legal departments. This project will include both research and programming and will employ sophisticated data analytics and the latest social science research on cognitive bias to develop and test institutional practices that can help to counteract the effects of implicit bias and other traditional practices that continue to disproportionately disadvantage women and minority lawyers. In the coming months and years, CLP will conduct in-depth research on law firms and in-house legal departments that have already begun to implement specific “nudges” with respect to attracting, hiring, retaining, and promoting lawyers. The goal will be to create systematic and objective data about what kinds of “nudges” are appropriate in particular contexts, as well as practical steps that law firms and legal departments can take to implement successful “nudges” in their own organizations.

- **Lawyers in Politics.** Led by former CLP resident research fellow Nick Robinson, the Lawyers in Politics project examines the number of lawyers in US politics. Drawing on an innovative dataset developed by Robinson, the project documents the percentage of lawyers in Congress since founding to today. While in the late 19th and early 20th century 65% to 80% of Congress was comprised of lawyers, today it is less than 40%. The research puts forward a set of arguments about why lawyers have traditionally had such success in U.S. politics and then argues lawyers political decline is the result of changes in the incentive structures facing lawyers, as well as the emergence of a competing full-time professional political class. It explores what this change will mean for lawyers self-identity and how law schools should train lawyers for political roles. Robinson’s research has been featured in the Washington Post as well as in a past issue of The Practice, in which former Massachusetts governor Deval Patrick offered commentary.

- **Lawyer Socialization in China.** CLP resident research fellow John Bliss began conducting interviews for a qualitative study of Chinese legal training and professional identity formation in Beijing and Shanghai in 2015. This project explores new Chinese lawyers’ ideals and conceptions of the lawyer role as they transition from legal education into practice. What lessons are these lawyers-in-training receiving about professional identity, international norms of professionalism, and legal ethics? Where do they learn these lessons? And how and to what extent are these norms internalized? This study will contribute to CLP’s upcoming book on the Chinese legal profession through the Globalization, Lawyers, and Emerging Economies project. This data will also serve as a springboard for a larger, longitudinal examination of Chinese legal education and professional socialization.
• **Non-Lawyer Ownership.** CLP is actively engaged in thinking about how regulatory changes that allow for non-lawyer ownership of legal services and other similar regulatory changes might impact the legal profession. Countries like Australia and England and Wales now allow for non-lawyer ownership of legal services, and other jurisdictions are considering a similar shift. Proponents of non-lawyer ownership claim it increases competition, drives down prices, and provides consumers with more choices. At the same time, opponents fear that the outside influence it brings will undercut the distinct values of the profession and create new conflicts of interest. This project explores the different forms non-lawyer ownership has taken so far and its impact in jurisdictions that have adopted it. Reforms like non-lawyer ownership are an important part of how regulators are transforming legal markets around the world.

Former CLP resident fellow Nick Robinson is actively engaged in this topic area and has written extensively on the professional ramifications of non-lawyer ownership. You can read his paper on the topic [here](#). CLP also hosted Chris Kenny, the head of the UK body in charge of regulating so-called Alternative Business Structures (“ABS”) as well as William Hubbard, the ABA President, at its March 2014 Disruptive Innovation conference, at which both debated the merits of non-lawyer ownership.

• **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 initiative, 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.

Beginning of FY15, the Project received a generous grant from the National Science Foundation to fund field research. In January of 2016, Professor Greiner received a grant of $3.6 million, payable over three years from the Laura and John Arnold Foundation. This grant together with other smaller grants awarded to Professor Greiner will be used to fund the Access to Justice Lab (“A2J Lab”). The A2J Lab will be led by Professor Greiner and the Center will provide the administrative and financial oversight for the A2J Lab. The A2J Lab will conduct randomized control trials across the United States testing the effectiveness of counsel in various legal settings, both criminal and civil. The A2J Lab will be staffed with a program coordinator (office manager) and three researchers who will all be supervised by Professor Greiner. Please see Part II of this Annual Report for a detailed financial description of these grants and the financial support provided for the A2J Lab.
• **Current State of the Legal Profession.** In the Spring of 2016, Former General Electric GC, CLP Advisory Board Member and Distinguished Senior Fellow, Ben Heineman authored a new book entitled “The Inside Counsel Revolution – Resolving the Partner-Guardian Tension.” In April 2016, in collaboration with Thomson Reuters, the Center co-hosted over 75 general counsel and law firm leaders representing domestic and international corporations and firms for a panel discussion and reception at Thomson Reuters’ world corporate headquarters in New York City.

• **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 has previously presented details and additional findings at CLP’s Spring Colloquium and other CLP events, and on December 2, 2015, Dr. Gardner presented her research at a CLP event hosted by Goodwin Procter in downtown Boston. Additionally, Dr. Gardner was a contributor to an issue of CLP’s online magazine, *The Practice*. CLP continues to think about creative ways to support and promote this research.

**Other Activities/Events:**

**Chinese Legal Profession in the Age of Globalization Conference.** On August 7-8, 2015, the Center held two events in China. These events were sponsored and supported in part by a grant awarded from the Harvard China Fund.

The Center had two goals for the events in China. The first goal was aimed at launching a survey research project of general counsel in China. To that end, the Center invited over 60 general counsel from major companies based in China to attend, of which nearly 40 were in attendance. The session featured a keynote presentation by David Wilkins on *The Changing Role of the General Counsel: What We Know and What We Don't Know about In-House Legal Departments in China and other Emerging Economies* as well as a lunch panel of leading researchers examining the legal profession in China. As part of the event, the Center endeavored to have as many of the general counsel in attendance take the survey on premises as possible. To that end, the Center utilized both the public computers provided by the Harvard Center-Shanghai as well as recruited eight local law students from Shanghai University of Finance and Economics to act as Research
Assistants. (The law dean of Shanghai University of Finance and Economics, Xueyao Li, is a GLEE researcher). The Center was able to secure nearly 20 survey responses with commitments from all other attendees to take the survey at home. The publicity and goodwill generated by the event has allowed the Center to continue to add survey responses since the August event.

The second goal of these events was geared towards the research papers being conducted on the Chinese legal profession as part of the GLEE project. Assembling the entire GLEE China research team together was invaluable in helping us to both think through the project as a whole as well as refine individual papers. To that end, the Center hosted six panels spanning a host of topic areas. For each panel, GLEE researchers presented their papers with distinguished China-based practitioners and academics offering commentary. Among many others, our group included the former dean of Tsinghua Law School, the managing partner of Dechert LLP’s China office, the law dean of Shanghai University of Finance and Economics, the dean of Shanghai Jiao Tong University, KoGuan Law School, and the general counsel of General Electric’s China office. Through the course of the day and a half, these scholars and practitioners engaged in robust conversations about how the Chinese corporate legal market has evolved over the last 15 years, its strengths and weakness today, and where it may be going over the next 15 years. A constant theme of the conference was the increasingly important role the Chinese corporate legal system plays, both within China as it attempts to make inroads into the service and other high-value sectors as well as its relationships around the world (including in Africa, where GLEE is headed next). Indeed, in an instance of fortuitous timing, as the GLEE team was gathering in Shanghai, a major U.S./U.K. law firm and a major Chinese law firm where in the process of merging to created the largest law firm in the world—Dacheng-Dentons.

A number of important milestones came out of the conference. First, as noted, the general counsel survey continues to be in the field garnering responses. Second, GLEE papers are being updated to reflect the discussions coming out of the conference. These papers will be compiled into an edited volume which we hope to have to a publisher by the winter of 2016 or early spring 2017 (GLEE’s other two volumes on Brazil and India are being published by Cambridge University Press, which has also expressed strong interest in the China book). Third, as a direct result of the lessons learned from the conference, GLEE has decided to publish an article in the Asian Journal of Law and Society outlining major findings of the China studies. Finally, as a result of the connections made with numerous Chinese scholars the Center is in the process of incorporating their work into GLEE’s research agenda.

**Brazilian Legal Profession in the Age of Globalization Conference.** As part of David Wilkins’s faculty grant from Harvard’s David Rockefeller Center for Latin American Studies and in conjunction with GLEE research partner Fundação Getulio Vargas School of Law - São Paulo (FGV), the Center hosted conference in São Paulo on November 10, 2015 entitled The Brazilian Legal Profession in the Age of Globalization. Attended by over 75 academic and practitioners, the conference had four main panels addressing a series of core questions:
• What impact has globalization had on the corporate legal market in Brazil and, in particular, on the development of the law firms handling the bulk of corporate legal work?
• How have in-house legal departments and the role of the general counsel changed in light of globalization and, in particular, the influx of foreign companies and capital into Brazil?
• Given the new legal demands brought on by globalization, how are Brazil’s new corporate lawyers being trained? How has the regulation of the legal profession responded to globalization and the internationalization of legal services? How has Brazil responded to the need for lawyers capable of handling international commercial law, such as in the WTO? What is the impact of the global corporate legal market on Brazilian pro bono?
• How do GLEE’s findings change our understanding of the role lawyers are playing in Brazil today? About the impact of globalization on the profession? About the importance of lawyers in processes of globalization?

Participants included top Brazilian academics, including the dean of FGV Law School, as well as leading Brazilian lawyers, such as CLP Advisory Board member and Managing Partner of Pinheiro Neto, Alexandre Bertoldi. The event also set the stage for the final publication of Brazil volume (under contract with Cambridge University Press) of the GLEE series of books.

CLP Awards Dinner – The Changing Role of the Global General Counsel. On May 10, 2016, the Center’s hosted its second Awards Dinner at Lincoln Center in New York City that was highlighted by a conversation on The Changing Role of the Global General Counsel and a Q&A with Brad Smith, CEO and Chief Legal Officer of Microsoft Corporation, who received the Center’s Inaugural Global Leadership Award. The Center also formally announced the launch of the Corporate Purchasing Project Study (CPP2), a follow up to the Center’s original Corporate Purchasing Project (CPP) completed in 2009 that will examine among other things the patterns and practices of global general counsels purchasing of legal and professional services, since the period of the previous study; paying particular attention to the effects of the recession which began in 2007. The Center gave awards for Professional Excellence to: Brackett Denniston, former GE General Counsel, Bharat Vasani, General Counsel of the Tata Group and Sabine Chalmers, Chief Legal and Corporate Affairs Officer of Anheuser Busch InBev. The Awards Dinner was a complete success, raising nearly $200,000, from approximately 150 attendees representing over a dozen 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 any and all FY16 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
- Fabio De Sa e Silva – Affiliated Fellow, Center on the Legal Profession
- Ronit Dinovitzer – Associate Professor of Sociology, University of Toronto
- Curtiss Cobb – Quantitative Researcher, Growth & Internet.org, Facebook
- Michele DeStefano – Professor of Law, University of Miami Law School
- 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
- Fengming Liu – Senior Fellow, Center on the Legal Profession
- 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 Emeritus and MacCrate Research Chair in the Legal Profession, American Bar Foundation
- Mihaela Papa – Affiliated GLEE Fellow, Center of the Legal Profession
- Lionel Paolella – Assistant Professor, Cambridge University Judge Business School
- Nick Robinson – Affiliated Fellow, Center on the Legal Profession
- Galit Sarfaty – Assistant Professor of Legal Studies and Business Ethics, The Wharton School of the University of Pennsylvania

- Romeen Sheth – Affiliated Fellow, Center on the Legal Profession


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

- 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, The Future(s) of the Large Law Firm, and Challenges of a General Counsel. He is also one of seven Harvard Law School faculty members who teaches 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. Until October 2014, Derek also served for ten years 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 is the John F. Cogan, Jr. Professor of Law and Economics and research director of the Center on the Legal Profession at Harvard Law School. He 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. Before coming to HLS, he taught on the adjunct faculties of New York University School of Law and Boston University School of Law. He was promoted to Professor in 2001, and was named the John F. Cogan Jr. Professor of Law and Economics in 2006.

His current research at Harvard includes empirical studies of the purchasing of legal services by S&P 500 companies, the causes and consequences of the completion or failure of M&A transactions, mutual funds and the effects of their regulation, and the causes and consequences of CEO and CLO turnover. He teaches courses on Mergers & Acquisitions, Financial Institutions Regulation, Contracts, Corporations, and the History of Capitalist Institutions. Professor Coates is a principal researcher on the Program’s Corporate Purchasing Project, a quantitative and qualitative examination of how corporations purchase legal services. He also instructs at the Program’s Executive Education courses.

Professor Coates is a frequent panelist and speaker on M&A, and a consultant to the SEC, law firms, mutual funds, hedge funds, and other participants in the M&A and capital markets. In 2016, Professor Coates was appointed to the Investor Advisory Committee, Securities and Exchange Commission in Washington, D. He also is a member of the Legal Advisory Committee of the New York Stock Exchange and is a past director of the American Law and Economics Association. 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.

Staff

Nathan Cleveland is the executive assistant to Professors David Wilkins and serves as the Program and Communications 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. He also serves as the Chair of the Energy and Sustainability Committee for the Town of Stoughton.

Prior to joining CLP, Nathan 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 program as well as an assistant coach to the Tufts University Men’s Track & Field team.

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 Associate Director of Finance & Operations of the Center on the Legal Profession at Harvard Law School and 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.

**Pauline Lewis** is a research associate at the Center on the Legal Profession, where she assists with the digital publication, *The Practice* as a staff writer. Her experience as a writer includes academic writing, free-lance editing, and blogging.

She earned her BA in History and Arabic Studies at the University of Michigan, and she is currently working on her doctorate in Middle Eastern history at UCLA. Her research
focuses on the relationship between technology and social change, and the nineteenth century roots of globalization. During her time at UCLA, Pauline also worked as a writing consultant at the Graduate Writing Center.

Prior to her time at UCLA, Pauline worked as a program officer at an international development organization in Washington, DC. She has traveled extensively throughout the Middle East, and has lived in Istanbul and Cairo.

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.

Postdoctoral Resident Research Fellows

John Bliss holds a JD from Berkeley Law (2010) and recently completed his PhD in UC Berkeley’s Jurisprudence and Social Policy Program. His dissertation, *The Dynamics of the Professional Self: Findings from Law School and Early Law Careers*, examines law school socialization through interviews, ethnography, and identity mapping. At the
Center on the Legal Profession his work focuses on lawyer role distancing (featured in Law and Social Inquiry), pro bono rationales and case selection in AmLaw firms, and professional identity formation among Chinese lawyers.

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

**Paola Cecchi-Dimeglio** is the Co-Chair of the Executive Leadership Research Initiative for Women and Minorities Attorneys (ELRIWMA) at the Center for the Legal Profession at Harvard Law School (HLS) and a Senior Research Fellow, jointly appointed at HLS and Harvard Kennedy School. Her areas of inquiry and expertise examine the evolution of the legal profession, focusing on Leadership, Gender & Diversity, Alternative Dispute Resolution (ADR), and Organizational Behavior.

She analyses the changing role of lawyers, including in-house counsels, and their impact on organizational and societal changes. Her research offers actionable strategies and mechanisms, notably in the area of negotiation, gender equity and diversity, as these demonstrate inclusion and drive growth. She has published widely on negotiation and dispute resolution, leadership, gender equality and diversity at Fortune 100 companies and major law firms. She has developed and taught courses in the interdisciplinary field of law, gender, and organizational behavior. Her landmark research includes a multiyear empirical analysis of gender equality, diversity, and inclusion at Pfizer Inc., one of the largest pharmaceutical companies in the world. It focuses on the role of the general counsel and legal department in negotiating and implementing corporate social responsibilities (CSR) policies within the organization and in relationships with business partners. Currently, she conducts an empirical study of the financial impact of (women) general counsels on the performance of S&P 1500 companies.
Dr. Cecchi-Dimeglio chairs the committee on Law and Gender for the UN Global Compact, PRME initiative. She was Co-chair of the American Bar Association International Committee on the Future of ADR and was nominated as an Expert-Coordinator for several projects on ADR, lawyers, and gender that were funded by the EU and the UN. As a lawyer-mediator, she has been involved in settling several complex, international multi-million dollar cases and applies her expertise in practice by helping organizations to develop their diversity and inclusion policies. Prior to joining Harvard, she served as Research Director of Comparative Law at Den Hague University and practiced law for Landwell & Associés and for Baker & McKenzie.

Dr. Cecchi-Dimeglio earned a JD, LL.M., a Magistère-DJCE degree in Common and Civil Law, a Ph.D. in Social Sciences (Summa Cum Laude) and held a postdoctoral appointment Harvard Law School and Harvard Kennedy School. She has published several books and articles on these and other topics. She authored Beyond Traditional Analysis of International Franchise Contracts, edited Interdisciplinary Handbook of Dispute Resolution; and appeared in leading journals, such as the Journal of the Legal Profession, Conflict Resolution Quarterly and TDM Journal (Transnational Dispute Management), United Nations (PRME) publication.

As a professor Dr. Cecchi-Dimeglio teaches at the graduate and executive level. She developed courses on Corporations, Law & Business, Legal Profession, Professional Responsibilities, Law and Gender, Gender and Leadership, as well as Complex Litigation, Alternative Dispute Resolution, Arbitration, and Corporate Social Responsibilities. Among her awards and recognitions, Dr. Cecchi-Dimeglio received the Harvard Law School Program on Negotiation Next Generation Grant; the American Bar Association (ABA) Dispute Resolution Section Scholarship; the David Thomasma Scholarship, Academy of Law and Mental Health; Weinstein Fellowship, JAMS Foundation; and the Distinguished Teaching Award, Hague University. She has lived and worked in on several continents, serving in legal, academic, and consultative capacities.

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.

**Laura Empson** has dedicated more than two decades to researching professionals and professional service firms. She is Director of the Cass Centre for Professional Service Firms and Professor in the Management of Professional Service Firms at Cass Business School in the City of London, UK.

Her current research focuses on leadership and governance in professional service firms; she has also researched topics such as mergers and acquisitions, the professionalisation of management, organizational and identity change, knowledge management, and diversity in a professional service firm context. In 2013 she was honoured by the *Financial Times* for her research into leadership in professional service firms and she has been awarded numerous research grants by the Economic and Social Research Council of Great Britain (ESRC’s).

She is committed to translating her academic research for a practitioner audience, most notably in her 2007 book, *Managing the Modern Law Firm* (Oxford University Press), which was described by *The Times* as marking a ‘seminal moment in the development of management theory in this sector’. She has published numerous articles in leading international academic journals and is lead editor of the recently published *Oxford Handbook of Professional Service Firms* (2015, Oxford University Press). At Cass Business School she teaches the Cass MBA elective “Succeeding in Professional and Financial Services”.

She is Chair of KPMG LLP’s Public Interest Committee (i.e. Senior Independent Non-Executive). She is a Member of the Editorial Boards of the *Journal of Management Studies, Organization Studies*, and the *Journal of Professions and Organizations*. She is also a Member of the ESRC’s Peer Review College.

She was previously a Reader at the University of Oxford’s Said Business School and remains a Supernumerary Fellow of St Anne’s College, Oxford. Before becoming an academic, Laura worked as an investment banker and strategy consultant.

She acts as an advisor to many of the world’s leading professional service firms in the areas such as: law, accounting, law, investment banking, actuarial and management consulting. Through her consultancy work she translates her scholarly research into actionable insights into a range of issues that challenge leaders in professional service firms.

For further details on publications: [http://www.cass.city.ac.uk/experts/L.Empson](http://www.cass.city.ac.uk/experts/L.Empson)

**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 2015-16 academic year included:

**David Wilkins** *(on sabbatical from FY15 through FY16)*

**John C. Coates, IV**  
*Topics in Mergers and Acquisitions Law* (Fall 2015)

**Michele DeStefano**  
*Legal Profession* (Fall 2015)

**Heidi K. Gardner**  
*Working in the Law Firm of Today and Tomorrow: Shifts, Strategies and Success* (Fall 2015)  
*Understanding Law Firms as Businesses* (Spring 2016)

**D. James Greiner**  
*Civil Procedure* (Fall 2015)
Topics in Mergers and Acquisitions. – HLS (Coates, Spring 2016)
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.

Legal Profession. (DeStefano, Fall 2015)
This course examines the organization, operation, and ideology of the legal profession. It has three objectives. First, the course attempts to demonstrate that lawyers are often confronted with difficult ethical decisions. Therefore, students will be encouraged to assess the practical consequences and theoretical justifications for various responses to these ethical questions. Second, the course will examine the changing ways in which legal services are provided and regulated both within and outside the United States and how these changes affect 1) the character and ideology of the legal profession; 2) the organization and operation of legal service providers (including large corporate law firms, legal services offices, public interest practice, corporate legal departments, and alternative or disruptive law-related offerings like virtual law firms, law consulting, compliance, and litigation funding; and, 3) the careers of lawyers. Lastly, the course will challenge students to analyze the competing conceptions of lawyers, how lawyers are portrayed in the media and how they brand themselves, what roles they play (or are expected to play) and how they work (independently, collaboratively, and/or globally). Through course materials and a few team projects, this course will encourage students to think critically about the legal profession, the impact globalization and technology has had on the delivery of legal services, what it means to be a lawyer, and what type of lawyers they want to be.

Note: This course satisfies the Professional Responsibility requirement.

Subject Areas: Legal Profession, Legal Ethics & Professional Responsibility

Working in the Law Firm of Today and Tomorrow: Shifts, Strategies and Success. (Gardner, Fall 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.

Understanding Law Firms as Businesses. (Gardner, Spring 2016)
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).

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 2009-16). 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 2015-2016 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 30 submissions (up from 28 in FY15) for the 2015-16 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:**
- Rebecca Donaldson (J.D. 2016) - “Law by Non-Lawyers”

**Honorable Mention:**
- Petra Plasilova (J.D. 2016) - “How Law Firms Can Empower Women to Attain and Retain Leadership”

**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 2015-16 academic year, the Center again hosted nearly 20 events attended by more than 800 students and numerous HLS faculty and fellows. Michele DeStefano, a visiting faculty member for FY16 from the University of Miami School of Law, served as a surrogate for David Wilkins, introducing speakers and assisting the Center by bringing in new guests for
the weekly series. 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), The HLS Tax Program, 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:

- **Clearspire in Retrospect and Observations on the Current Global Legal Landscape**
  Mark A. Cohen, CEO, Legalmosaic
  [Watch Video](#)

- **The Compliance Officer's Art: How to Navigate the Rapids**
  Chuck Senatore, Executive Vice President & Head of Regulatory Coordination, Fidelity Investments
  [Watch Video](#)

- **The Future Ain’t What It Used to Be – The Five Forces Reshaping the Business of Law**
  Kenny Tung, co-founder, In Gear Legalytics
  Bill Novomisle, co-founder, In Gear Legalytics
  [Watch Video](#)

- **Fighting Fair: Legal Ethics for an Adversarial Age**
  Allan Hutchinson, Associate Dean, Osgoode Hall Law School
  [Watch Video](#)

  *The Emerging Jurisprudence of Indian Competition Law*
  Rahul Singh, Assistant Professor, National Law School of India University – Bangalore
  [Watch Video](#)

- **Alternative Legal Solutions: How One Lawyer Found a Home at the Forefront of Law**
  Dan Lear, Director of Industry Relations, Avvo
  [Watch Video](#)

- **From Asbestos to Tobacco: The Non-Obvious in High Stakes Litigation**
  Jim Farraro, Principal, The Ferraro Law Firm
  [Watch Video](#)
• **The Brazilian Legal Profession in the Age of Globalization**  
GLEE Conference at FGV Law School in Brazil

• **Managing Outside Counsel and The Role of In-House Lawyers**  
Richard Salomon, Founder & CEO, Vantage Point Consultants  
[Watch Video](#)

• **Perspectives from Brazil: Legal, Political, Social**  
Leonardo Picciani, Congressman, Rio de Janeiro, Brazil  
David B. Wilkins, Faculty Director, Center on the Legal Profession  
Fabio De Sa e Silva, Resident Fellow, Center on the Legal Profession  
[Watch Video](#)

• **Transfer pricing, “BEPS” and the OECD: An American Negotiator in Paris**  
Michael McDonald, Financial Economist, Office of Tax Analysis, U.S. Department of the Treasury

• **Panel Event and Book Launch: Leadership for Lawyers: Essential Leadership Strategies for Law Firm Success**  
Dr. Heidi K. Gardner, Harvard Law School  
Rebecca Normand-Hochmann, Venturis Consulting Group  
Laura Empson, Cass Business School  
Peter Zeughauser, Zeughauser Group

• **Innovation Webinar – Implementing Innovation: How to unlock your legal organization’s potential and measure it**  
Ron Dolin, Senior Research Fellow, Center on the Legal Profession  
Daniel Lewis, CEO, Ravel Law

• **The Future of the Professions**  
Richard Susskind, Professor, Oxford University  
Daniel Susskind, Lecturer in Economics, Balliol College, Oxford  
[Watch Video](#)

• **Challenges & Rewards for Women in the Legal Profession: A Conversation Between Hilarie Bass and Patricia White**  
Hilarie Bass, Co-President, Greenberg Traurig LLP  
Patricia White, Dean, University of Miami School of Law  
[Watch Video](#)

• **Legal Innovation: Game Changers in the Portuguese Legal Market**  
Margarida Saragoca, Business Development & Clients Director, Vieira de Almeida & Associados (VdA)  
[Watch Video](#)

• **From the Outside Looking Back In: Confessions of a Former In-House Counsel**  
Maria Hernandez, Partner, Eversheds  
[Watch Video](#)
• **The Ecology of Law Firm Growth in China**  
  Sida Liu, Associate Professor of Sociology and Law, University of Wisconsin-Madison  
  [Watch Video](#)

• **The Future is in Your Hands: From “Up or Out” to “Out or Up”?**  
  Moray McLaren, Director, Redstone Consultants; Elena Garrigues, Director of Business Development, Garrigues  
  [Watch Video](#)

• **Branching Out: Leveraging the Law for Entrepreneurship from the Co-Founder of the SyFy Channel**  
  Laurie Silvers, President, Hollywood Media Group  
  [Watch Video](#)

• **The Transformation of Lawyer’s Practice and the Role of In-House Counsel**  
  Horacio Gutierrez, General Counsel, Spotify, Inc.  
  [Watch Video](#)

• **The Big Fight: Appointment of Judges in India and Its Impact on the Legal Profession**  
  Prof. C. Raj Kumar, Vice Chancellor, O.P. Jindal Global Law School

• **Book Talk – Diversity in Practice: Race, Gender, and Class in Legal and Professional Careers**  
  Robert L. Nelson, Director Emeritus, American Bar Foundation  
  David B. Wilkins, Faculty Director, Center on the Legal Profession

5. **Connections to the Profession**

**Website.** In the previous fiscal year CLP initiated a complete redesign of its website, having retained a local web and marketing consultant, Jumping Jackrabbit. Unlike previous updates, the overall structure and material organization of the site did not remain the same. The architecture, organization, and presentation of content on the site was changed dramatically and functionality has been greatly improved to make the site more user-friendly and appealing to Center constituents and the public generally. As hoped, the site now serves 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. As previously reported, CLP and Executive Education Associate Director, 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 blasts, and our subscription model based digital publication, *The Practice*, 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.
In addition to events, activities and research being featured on our site, CLP Program and Communications Coordinator, Nathan Cleveland, has taken on much of the responsibility of managing CLP’s online presence and content. This includes building event information pages, updating CLP “in the news” press coverage on the homepage, refreshing internal webpages and uploading digital content and videos to the site for visitors to enjoy. The majority of the video content that is featured on the site is from CLP’s weekly Speaker Series or conferences. 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 CLP site, please visit www.clp.law.harvard.edu.

**The Practice.** In November 2014 CLP published its first free issue “The Global Age of More for Less,” which signified CLP’s launch of *The Practice* using a subscription-based digital publication model together with the launch of its newly designed website. This project had also been managed by Hakim Lakhdar as part of the previously-mentioned CLP and Executive Education website build-outs. The Jackrabbit team built a more sophisticated micro-site with its own URL to exist just off of *The Practice* tab on the main CLP site. The online publication 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.

Originally, 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. Though this has worked relatively well since the online magazine’s inception, CLP is now exploring other vendors who may be able to update and/or rebuild this component of the site to allow for greater control and more enjoyable user experience. Subscription options are not expected to change from where they are now, which are currently offered annually as $195 individual and $495 institutional (20 licenses) subscriptions. 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, Professionalism in the 21st Century and now Access to Justice – 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 research and 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), the HLS Tax Program, 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 in past academic years and co-authored the Professionalism in the 21st Century essay.

In academic year 2016-17, we plan to work with even more 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.