



# HARVARD LAW SCHOOL

## Center on the Legal Profession

### *Annual Report* *Academic Year 2016-2017*

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## PART ONE: REPORT OF ACTIVITIES

### A. SUMMARY OF ACADEMIC YEAR: 2016-2017

#### 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 on the global legal profession. Our activities are unique among research centers in that they are both highly interdisciplinary, focused 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 then using that research to engage and connect those practitioners more deeply with Harvard Law School (“HLS”) and the legal academy.

Integrated into the teaching curriculum and intellectual life of HLS, the Center is uniquely positioned to fulfill its mission of innovation and education. It is engaged with a variety of projects that are seeking, proposing, and implementing solutions to the key issues facing lawyers in the modern legal services environment. This work 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, and how these changes are in turn reshaping legal education, the delivery of legal services, and the rule of law. GLEE’s three initial countries of investigation were India, Brazil, and China where, over the past 7 years, there have been more than 50 on-the-ground researchers from a variety of disciplines and a number of institutions (including local universities) studying topics ranging from the growth of large law firms to the changing role of the general counsel to transformations in legal education.

During the 2016-2017 academic year, GLEE completed a number of major milestones pertaining to its research in India, Brazil, and China as well as the next stage of the project’s development. First, in June 2017, the Center was extremely proud to announce the publication of *The Indian Legal Profession in the Age of Globalization: The Rise of the Corporate Legal Sector and its Impact on Lawyers and Society* (David B. Wilkins, Vikramaditya S. Khanna and David M. Trubek, eds.), published by Cambridge University Press. The book, which contains over 20 original

empirical chapters across the host of topic areas, marks the completion of GLEE’s research in India. In the upcoming year, the Center expects to host a series of major events publicizing the book and its findings in India and the United States. Second, in fall 2016, *The Brazilian Legal Profession in the Age of Globalization* (Luciana Gross Cunha, Daniella Gabby, Jose Gracez Ghirardi, David M. Trubek and David B. Wilkins, eds.) was accepted for publication by Cambridge University Press and is currently in the final production processes. We expect the book to be formally published in winter 2017. Third, the manuscript (Sida Liu and David B. Wilkins, eds.) of the GLEE’s last initial country of investigation, China, was recently submitted to Cambridge University Press and the Center fully expects that book will be released in the spring 2018. Together, the India, Brazil, and China GLEE volumes represent the most systematic research ever done of the legal profession in these critical emerging economies—and will be the go-to resources for the years to come. Finally, in FY2017, GLEE has begun serious plans to expand the project to Africa, including the first stages of recruiting the research team, as well as Mexico, through a partnership with the Harvard University Mexico City office. The Center expects that GLEE’s research will continue to grow in size, scale, and importance over the coming years.

During the 2016-2017 academic year, CLP also focused significant attention and resources to studying and presenting work focused on career paths and diversity in the legal profession. Following up on the Center’s 2015 publication, *The Women and Men of Harvard Law School: Preliminary Results of the Harvard Law School Career Study* (David B. Wilkins, Bryon Fong, and Ronit Dinovitzer), CLP continued its groundbreaking research into the careers of HLS graduates and legal professionals with the publication of *Harvard Law School: Report on the State of Black Alumni II 2000-2016* (David B. Wilkins and Bryon Fong). The report, a major update to and expansion of the Center’s original report on the same topic published nearly 20 years ago in the 2000, represented a landmark study of the status of those alumni as well as a snapshot of the state of black lawyers in the U.S. The report contained both a comprehensive history section on the state of the black legal profession and, in particular, black HLS graduates between 2000 and 2016 (including a comprehensive timeline of developments across those years) as well as a robust data section on the career-paths of black HLS graduates derived from the 550+ responses to a career survey CLP rolled out in September 2016. The Center launched this important work in June 2017 at its 4<sup>th</sup> Annual Colloquium in Washington, D.C., co-sponsored by Bank of America Merrill Lynch, and at its 3<sup>rd</sup> Annual Awards Dinner, held at the Smithsonian National Museum of African American History and Culture.

CLP also continued its path-breaking research into the innovation in the legal profession. In November 2016, the Center hosted an Innovation Leadership Colloquium here in Cambridge. The event brought together over 50 “chief innovation officers” from both companies and law firms to discuss emerging trends within the field and featured substantial usage of the Center’s Microsoft technology. As part of this event, the Center continued its research into how to define and measure “quality” in legal services, including a presentation by CLP faculty director David B. Wilkins and Senior Research Fellow Ron Dolin on the topic. The ideas developed at this event were furthered discussed at the Financial Times’ June 2017 “Innovative Lawyers Summit” in London where the Center acted as the “Academic Partner.”

Center faculty and fellows continue to produce numerous scholarly works, professional publications, and case studies. In addition to the GLEE books noted above, Center personnel published dozens of research findings across a host of topics including in high-profile academic journals, such as *The Stanford Law Review* and *Law & Social Inquiry*, as well as in more practitioner focused publications, such as *The Practice* and *The Harvard Business Review*. The Center also supports new courses and innovative teaching methods to prepare the next generation of lawyers and legal leaders to face the challenges of modern legal practice. This includes the Center's role in helping to launch a new J.D. course, *The Legal Profession Seminar*, co-taught by David B. Wilkins and Bryon Fong which examines critical trends within the profession, including the changing nature of legal careers, the impact of globalization, and new disruptive innovations. The course ran for the first time in the spring of 2017 and will be repeated this upcoming academic year.

The Center also continues to develop and implement its bi-monthly digital magazine, *The Practice*. Launched in 2014, *The Practice* is a bridge between the research that the Center and other leading scholars conduct and those we study each and every day—practicing lawyers and legal professionals. *The Practice* offers deeply substantive articles that cover the most important issues facing the profession and drawn from the highest-quality objective, empirical research. *The Practice* is driven by a desire to not simply comment on the hot topics of the day but to offer nuanced perspectives on the major issues lawyers and legal professionals will face over the long-term. Leveraging the Center's global reach, *The Practice* provides this content not just for those in the field here in the United States but also around the world.

In the 2016-2017 academic year, *The Practice* published issues on a wide-ranging host of topics, including Why Law Firms Collapse, Diversity Nudges, Strategy in Law, Where are Black Lawyers Today?, and Marketing and Business Development. The Center also hired a full-time research associate and writer, Timothy Shea, to assist with the writing and development of *The Practice* and performed a comprehensive redesign of the publication's website, making it easier for readers to navigate, and update subscription options. These updates are already producing results. Not only are subscriptions (individual and corporate) up, but general readership numbers have increased. Over the last 3 months, more than 14,500 unique visitors have read content from *The Practice*. Given the Center's core mission of bridging the gulf between the academy and the practitioners (the main readers of *The Practice*), the Center has the utmost pride in the publication—and is excited about the continuing its growth.

In FY17, the Center continued to partner and collaborate with the other global organizations on the topics impacting the legal profession. As noted above, in June 2017, CLP was the Academic Partner of the Financial Times' Innovative Lawyers Summit in London. The Center also maintained a continued presence at the International Bar Association, including participating in a September 2016 event on "Valuing Lawyers as Professionals and as Citizens" held at the Norwegian Embassy during the IBA's annual meeting. Working to expand its international collaborations, CLP also established a Research Partnership with the University of London Cass Business School's Center for Professional Service Firms, led by Professor Laura Empson, a CLP Senior Research Fellow. CLP also continued its partnership with Thomson Reuters, including publishing two articles in their magazine, *The Forum*, and co-hosting launch events for Advisory

Board member Ben Heineman's book *The Inside Counsel Revolution* and planning upcoming book events for CLP Distinguished Fellow Heidi Gardner and Laura Empson.

This combination of collaborative, innovative, and complimentary research and outreach continues to raise the Center's profile and generate considerable momentum. 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. In May, the Center held its annual Advisory Board meeting, hosted by one of its newest members, Sabine Chalmers, at the corporate offices of AB InBev in New York City. The Center's Advisory Board, comprised of a diverse group of leaders in the field, provides the Center with support and also affords the Center an opportunity to build relationships with and between senior legal practitioners. These relationships create opportunities for both a praxis-centered approach to developing new ideas for expansion and improvement of the Center's activities and for a real-time implementation of that work within the Board Members' spheres of influence.

## **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:

**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 seven 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 is contributing to theoretical debates in globalization, sociology of the legal profession, and law and development literatures, and has and will continue to produce knowledge that helps legal practitioners address globalization challenges they face in their day-to-day work.

Since launching GLEE in 2010, CLP has:

- Expanded to all three of its initial target countries: India, Brazil, and China.
- Began partnerships to expand into new regions, such as Mexico and Africa.
- Assembled a world-class research team of 50+ faculty and fellows.
- Produced research on a broad range of topics from corporate firms to public interest lawyering.
- Hosted 10 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.
- Published its first volume, *The Indian Legal Profession in the Age of Globalization: The Rise of the Corporate Legal Sector and its Impact on Lawyers and Society*, with Cambridge University Press.
- Submitted the second volume, *The Brazilian Legal Profession in the Age of Globalization: The Rise of the Corporate Legal Sector and its Impact on Lawyers and Society* for production with Cambridge University Press with an expected publication date of Winter 2017.
- Submitted the China volume prospectus to Cambridge for review with an expected publication date of Spring 2018.

GLEE has also generated robust country-specific findings.

#### GLEE India

- *The Indian Legal Profession in the Age of Globalization* was published in June 2017 by Cambridge University Press. A low-cost, South Asian version will be published in the coming months.
- The book was officially launched at an event in London at the Inner Temple on June 21, 2017. The event, which was held where both Gandhi and Nehru studied law, attracted over 35 leading lawyers, including the leaders of the top eight Indian law firms.
- The book will also be promoted during a series of events in December 2017 in India as well as at a Spring 2018 event to be held in conjunction with the Harvard India Conference.

## GLEE Brazil

- *The Brazilian Legal Profession in the Age of Globalization* is scheduled to be published by Cambridge University Press in spring of 2017.
- The book contains 10 empirical papers spanning all core GLEE topic areas, including law firms, in-house legal departments, legal education, and political economy.
- A book launch for the Brazil project in Brazil is being planned for Spring 2017.

## GLEE China

- GLEE China volume is currently in the editorial phase and will soon be sent for publication. Cambridge University Press has expressed strong interest in publishing.
- David B. Wilkins, Sida Liu, and David M. Trubek published preliminary findings from the GLEE China project in the *Asian Journal of Law and Society* (2016) in an article entitled “Mapping the Ecology of China’s Corporate Legal Sector: Globalization and Its Impact on Lawyers and Society.”
- GLEE China recently added two new pieces of original research, the first by CLP Research Fellow John Bliss on the professional identity formation of Chinese lawyers and the second by CLP Affiliate Fellow Gail Hupper on lawyers in Chinese outbound investment.
- GLEE China scholars also hosted an event in Hong Kong in March 2017 on “The Changing Role Chinese General Counsel,” which attracted over 35 leading Chinese in-house lawyers. The event was funded through the Center’s grant from the Harvard China Fund.

While GLEE’s research into India, Brazil, and China is wrapping up, GLEE is actively pursuing its expansion to other countries and regions, most notably areas in Africa. During the past year, CLP has taken a variety of steps in the further development of this project, including participating in the Law and Society Africa Symposium at the University of Cape Town in December 2016. During the year, the Center also supported recruitment of HLS faculty with specialties in different areas of legal expertise on the African continent and developed proposals for funding two research fellows. GLEE is also in discussions with the Harvard University Mexico City office about expanding the project to Mexico and is in the process of setting up a planning meeting this October in Cambridge.

**Careers and the Future of Work.** The Center completed its study on the career paths of Harvard Law School black alumni, culminating in the production and release of its new publication, *Harvard Law School: Report on the State of Black Alumni II 2000-2016*. (This project would not have been possible without the collaboration of several HLS departments, including Admissions, Empirical Research Services, Academic Affairs, and OCS). Launched at the Center’s Annual Colloquium and Awards Dinner in June 2017, this report is based on a major career survey the Center designed and distributed in 2016. The Report, which updates a similar one produced by CLP in 2000, is the most comprehensive study ever done of the careers of black HLS graduates, including their perspectives on race relations in America during the Age of Obama. The Center plans to present the data at several events in the upcoming year and

will publish the data online, including via an issue of *The Practice*, to make it accessible to a wide audience.

This project, along with *The Women and Men of Harvard Law School: The Preliminary Results from the HLS Career Study* and the *After the JD* project, is part of ongoing research and will be a component of the Center's future Professional Careers Summit. Faculty, staff, and research fellows are actively seeking new ways to present and share the information from all of these careers studies, including the original *Report on the State of Black Alumni*, and are considering multiple options.

The Center also continues to act as a bridge between the academy and the profession by sharing its work in forums designed for practitioners, including the June 2017 Financial Times' Innovative Lawyers Summit in London. Marking the second year that CLP has served as the Summit's Academic Partner, this year's event focused on the "future of work" and featured keynotes from Professor Wilkins on the topic and by Heidi Gardner on teamwork and collaboration as well as a series of CLP-planned breakout groups on the topic.

### **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 continuing research initiative led 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. In FY17, CLP's research on this topic found a wider audience through additional popular and academic publications, including a piece in *Bloomberg Law* (March 2017) and an article to be published in the *Journal of the American Bar Association*. The research was also accepted for publication in the peer-reviewed journal *Law and Social Inquiry*.
- **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 ground work 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 other 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 innovative 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. The survey is in the field and continues to garner support and responses.

As the project has developed, CLP faculty have increased its reach by convening industry leaders to share expertise and insights. To that end, in Fall 2016 CLP hosted the Innovation Leadership Colloquium, held at HLS (and hosted in collaboration with HLS Executive Education), which brought together 25 “chief innovation officers” of law firms and 25 legal operations leaders of companies to discuss what innovation means to clients and providers and to begin a dialogue on how the two might work together. The Colloquium included presentations by the head of legal operations at Google and the General Counsel and legal design lead of IDEO; it also included breakout groups utilizing the Center’s Microsoft technology. The featured keynote was from Dan Nova, partner of Highland Capital, on the “Future of Work.” This event will serve as a springboard to the Center’s future work in this topic, including a survey examining what innovation means to law firms and in-house legal departments. The project also supports the ongoing work of the Quality Metrics Project, which was launched last year to fill a knowledge gap by measuring quality in the delivery of legal services, whether delivered in a traditional method or an innovative and disruptive way. Led by David Wilkins and Senior Research Fellow Ron Dolin, the Quality Metrics Project is aimed at developing workable, *real-world* quality metrics in law. Initial findings were published in a 2016 issue of [Legal Business World](#) as well as on Dolin’s blog.

- **Project on Leadership in the Profession.** Notwithstanding the increasing importance of technology, the practice of corporate law is—and is likely to remain for the foreseeable future—a human capital business. As a result, law firms must continue to attract, develop, and retain talented lawyers. Unfortunately, the traditional approach, which divides responsibility for professional development among law schools, which are supposed to teach students to think like lawyers, law firms, which are expected to train associates to “be” lawyers, and corporate clients, whose job it is to foot the bill, is no longer well aligned to the current realities of the marketplace.

In an article entitled “The Leadership Imperative: A Collaborative Approach to Professional Development in the Global Age of More for Less” published in the Summer 2017 *Stanford Law Review*, Professors David B. Wilkins and Scott Westfahl document the causes for this misalignment and propose a new model of professional development in which law schools, law firms, and corporate clients collaborate to train lawyers to be lifelong learners in the full range of technical, professional, and network-building skills they will need to flourish throughout their careers. They offer specific proposals for how to achieve this realignment and confront the resistance that will inevitably greet any attempt to do so.

- **Initiative for Women and Minorities Attorneys.** Led by CLP Senior Research Fellow Paola Cecchi-Dimeglio, the Research Initiative for Women and Minorities Attorneys examines the changing role of lawyers, including in-house counsel, 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.

This work continues to generate significant interest from the industry, including two recent publications: "To Hire More Women, Follow These Steps" and "Does Your Firm's Website Repel Women?," both in *The American Lawyer* (Fall 2016). The research was featured in the January 2017 issue of *The Practice*. David B. Wilkins and Paola Cecchi-Dimeglio are also currently completing a related article and will present the research at the upcoming National Association of Women Lawyers conference in September 2017.

- **Lawyer Socialization in China.** CLP 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's 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.
- **"Public Interest Drift" in Law School.** Do law students "drift" away from public-interest career goals during law school? This widely discussed "public interest drift" has been framed as a pervasive and distressing problem both for social justice causes and for the self-realization of aspiring public-interest lawyers. The dominant explanation in the literature suggests that students are converted from public-interest idealists to amoral hired-guns for any cause through an intensive socialization in the Socratic 1L classroom. However, this view has largely drawn on anecdotal evidence and polemical perspectives. This article presents the first systematic empirical study of students' identity-processes and job-path orientations throughout the law school timeline. Drawing on an innovative five-year multi-method qualitative research design consisting of interviews, ethnography, and identity mapping in an elite-school context, CLP Research Fellow John Bliss presents evidence that contradicts both fundamental premises of the dominant public-interest drift narrative: that first-year students tend to transition from set public-interest ambitions to set corporate-law ambitions; and that

the 1L curriculum re-wires students' orientations toward professional identity. Instead, Bliss argues that larger shifts in job and identity orientations occur in 2L. Bliss' data suggest that the narrative- and identity-work that students undergo during law-firm interviews leads them to reconstitute themselves in alignment with their often negative views of corporate lawyers. This revised socialization timeline suggests that legal education might not forcefully induce a widespread public interest drift. Nevertheless, Bliss' research argues that these findings point to a sharp critique of the standard 1L curriculum for omitting an education in legal career paths and professional identity.

- **Research in Access to Justice.** CLP continued to provide administrative and financial support for the work of the Access to Justice (“A2J”) project led by James Greiner. This research is very much in keeping with the core mission and values of CLP. As the ways in which people access legal resources and support continue to shift amid economic and political transition and turbulence, A2J seeks to produce rigorous evidence of best practices in making legal services accessible, transform the culture among lawyers, judges, and their funders to one that demands rigorous evidence, and grow practice-grounded researchers. FY17 was a time of significant growth for A2J; current major studies include the Consumer Financial Distress Project, the Intimate Partner Violence Triage Study, and the Problem of Default Study. Over 50 HLS students are currently involved in the various projects running throughout the U.S. The project also continues to expand its reach; its April 2017 Showcase Event attracted over 60 legal aid and access to justice leaders and featured an evening keynote by Chief Justice of the Supreme Judicial Court of Massachusetts Ralph Gants.

Because of its significant research growth in FY17, the A2J Lab increased its staff support, adding a full-time grant administrator, and is also planning to expand its administrative capacity further by adding a new full-time staff person for finance and operations. This internal growth will allow the expanding team of researchers to have adequate support as they engage in their time-sensitive research. For more information please visit their new website - <http://a2jlab.org/>.

Complete A2J research and activities will be summarized in a supplemental report provided by Professor Jim Greiner.

- **Collaboration Project.** In Spring 2017, CLP Distinguished Fellow, HLS Lecturer, and former Harvard Business School Professor Heidi Gardner published her book *Smart Collaboration*. This publication was the culmination of a research partnership with CLP that examined 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?

CLP helped arrange a series of book events, including an HLS library book talk as well as an evening panel discussion with Advisory Board Member Roger Meltzer (DLA Piper Americas co-chairman), which attracted more than 75 people.

### **Other Activities/Events:**

**IBA-CLP Event** – As part of the activities of the 2016 International Bar Association Annual Meeting, CLP cohosted a small luncheon entitled “Valuing Lawyers as Professionals and Citizens.” The event was cohosted by Wiersholm and Advisory Board Member and Wiersholm managing partner, Nils Thommesen, at the Norwegian Embassy in Washington D.C. The event attracted approximately 25 leading general counsel and managing partners from around the world at the Norwegian Ambassador’s residence and was the second time that CLP hosted an event in conjunction with the IBA’s Annual Meeting.

**Book Launch Event – *Smart Collaboration***. Held on March 28, 2017, at the event Dr. Gardner presented key themes from her book, *Smart Collaboration*. A panel of experts, including Jeff Carp, Chief Legal Officer of State Street Corp; Susan; Gianinno, Chairman of Publicis Worldwide (NA) Mandy DeFilippo, Chief Risk Officer (International) of Global Capital Markets at Morgan Stanley and Roger Meltzer, Global Co-Chairman, DLA Piper. Over 75 people attended the event.

**CLP Awards Dinner – *A Celebration of the History of Black Lawyers***. On June 5, 2017, the Center’s hosted its Third Annual Awards Dinner at the Smithsonian National Museum of African American History and Culture in Washington, D.C., featuring a roundtable discussion between the recipients of the Center’s Award for Professional Excellence, Kenneth I. Chenault, CEO of American Express, Sherrilyn A. Ifill, President and Director-Counsel of the NAACP Legal Defense and Educational Fund, and Judge Robert Wilkins, United States Circuit Judge of the United States Court of Appeals for the District of Columbia Circuit, as well as inspiring remarks from the recipient of the Center’s Award for Global Leadership, Vernon E. Jordan, Jr., distinguished civil rights lawyer and Senior Counsel at Akin Gump. Mr. Jordan’s remarks at the event were subsequently published in [\*The New Yorker\*](#). With over 320 people, including many prominent black lawyers, in attendance, the event was the largest and most successful ever held by the Center, celebrating its work and increasing its profile in the legal community and beyond.

**CLP Colloquium – *A History of Black Lawyers: Research Across the Decades***  
Co-sponsored by Bank of America Merrill Lynch, the Center’s Fourth Annual Colloquium was the first public discussion of CLP’s new publication, *Harvard Law School: Report on the State of Black Alumni II 2000-2016*. Featuring a presentation of the research by David Wilkins followed by a moderated panel discussion between several leaders in the field, the colloquium brought together over 125 leading practitioners in the Washington, D.C. area to discuss the evolving role of black lawyers in the profession.

## 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 are 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 to welcome all HLS faculty input to our Center 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 FY17

### Affiliated Faculty and Fellows:

- Swethaa Ballakrishnen – Post-Doctoral Fellow, NYU
- Fabio De Sa e Silva – Assistant Professor, University of Oklahoma
- Ronit Dinovitzer – Associate Professor of Sociology, University of Toronto
- Gail Hupper—Affiliated GLEE Fellow
- 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 – Professor, Korea University
- Ryon Lancaster – Assistant Professor of Sociology, University of Chicago
- Sida Liu, Assistant Professor, University of Toronto; GLEE China Coordinator
- 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
- Lionel Paoella – 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
- Sean H. Williams – Assistant Professor, University of Texas School of Law

### 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 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 Professor David Wilkins and serves as the Program and Communications Coordinator for the Center on the Legal Profession. He graduated with a B.A. 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 the assistant research director at the Center on the Legal Profession at Harvard Law School. At the Center, he manages the Center's institutional research activities, including its flagship Globalization, Lawyers, and Emerging Economies project and its ongoing research to lawyer career paths. He is also the managing editor of the Center's digital magazine *The Practice*. Since 2016, he has served as a lecturer on law at Harvard Law School teaching *The Legal Profession Seminar* with Professor David B. Wilkins.

His publications on the legal profession include: *The Women and Men of Harvard Law School: Preliminary Results from the HLS Career Study* (with David B. Wilkins and Ronit Dinovitzer); *Mapping India's Corporate Law Firms* (with David B. Wilkins and Ashish Nanda); and *The Harvard Law School Report on the State of Black Alumni II: 2000-2016* (with David B. Wilkins).

Fong earned his B.A. from Georgetown University and his MSc and PhD from the London School of Economics and Political Science (LSE).

**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.

Most recently, Hakim obtained his M.B.A. in International Management and Marketing from Northeastern University's D'Amore-McKim School of Business. He previously received his B.A. 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** served as a research associate at the Center on the Legal Profession until winter 2016, where she assisted 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 B.A. 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.

**Timothy Shea** is a research associate at the Center on the Legal Profession, where he writes for the Center's bimonthly digital publication, *The Practice*, and contributes to other academic initiatives. Prior to joining CLP, Tim worked at the U.S. Department of State's Bureau of Educational and Cultural Affairs supporting academic programs for students and scholars to and from the Middle East and North Africa region.

Tim graduated with B.A.s in Political Science and Philosophy from the University of Massachusetts Amherst's Commonwealth Honors College. During his time in Amherst, Tim worked for the UMass Donahue Institute's Civic Initiative and was Team Leader for its Pakistani Young Leaders Exchange Program.

#### 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.

#### 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.

**Lewis B. Kaden** is Chairman of Markle's Board of Directors. In early 2013, Kaden retired from Citigroup as Vice Chairman, a position he held since 2005. At Citi, he had responsibilities for many global functions and was a member of the Executive and Management Committees. He also served as Chairman of Citi's Public Sector Clients Group, Chairman of the Business Practices Committee and Chairman of the Citi Foundation. Prior to joining Citigroup, Kaden was a Partner at Davis Polk & Wardwell, where his practice included corporate governance, mergers and acquisitions, and advocacy before appellate courts, including the United States Supreme Court. He regularly advised directors and senior management of major corporations.

Kaden joined the law firm as counsel in 1982, while he was Professor of Law and Director of the Center for Law and Economic Studies at Columbia University. Kaden serves as Lead Independent Director of ArcelorMittal. He also serves on the Boards of Trustees of the Asia Society, where he is Vice Chairman, and of the Century Foundation, and Human Rights First. He is a member of the Council on Foreign Relations. Kaden served as Chairman of the United States Government Overseas Presence Advisory Panel from 1999 to 2000, and of the Industrial Cooperation Council of the State of New York. From 1987 to 1992, he was Chairman of Governor Mario Cuomo's Commission on Competitiveness.

### 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.

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.

**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 2016-17 academic year included:

**David Wilkins**

*Legal Profession (Fall 2016)*

*The Problem Solving Workshop (Winter 2017)*

*The Legal Profession Seminar (Spring 2017; new course)*

**John C. Coates, IV**

*Corporations (Fall 2016)*

*Boards of Directors and Corporate Governance (Fall 2016)*

*Mergers and Acquisitions Processes and Structures (Spring 2017)*

**Bryon Fong**

*The Legal Profession Seminar (Spring 2017; new course)*

**Heidi K. Gardner**

*Understanding Law Firms as Businesses (Spring 2017)*

**D. James Greiner**

*Civil Procedure 1 and 2 (Fall 2016)*

*Experimentation in the Law: Randomized Control Trials (Fall 2016 Reading Group)*

**Guhan Subramanian**

*Corporations (Spring 2017)*

***Legal Profession.*** (Wilkins, Fall 2016)

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

***The Legal Profession Seminar.*** (Wilkins and Fong, Spring 2017)

This seminar examined the changing nature of the legal profession, focusing on three main themes: legal practice and legal careers, disruptive innovation, and globalization.

Topics included: Feedback in the Workplace, Diversity Programs and Institutional Nudges, Professional Identity Formation, Adaptive Innovation and Quality Metrics, Artificial Intelligence in the Law, Chinese Lawyers, IP Law in Africa, and others.

***Corporations.*** (Subramanian, Spring 2017)

This course surveys the role of legal controls on business organizations with emphasis on the control of managers in publicly held corporations. Aspects of the law of agency, partnership, and closely held corporations are reviewed to highlight continuities and discontinuities with the publicly held corporation. Topics include basic fiduciary law, shareholder voting, derivative suits, executive compensation, reorganizations, and control transactions. The emphasis throughout is on the functional analysis of legal rules as one set of constraints on corporate actors among others.

***Boards of Directors and Corporate Governance.*** (Coates, Fall 2016)

The primary course goal is to teach you what it means to be a director. You will gain an understanding of the legal, financial, strategic and behavioral issues with which directors must contend. When you enter a boardroom in the future, you will do so with a framework for understanding the complex dynamics among directors, executives, and their shareholders. You will also have an understanding of key elements of the work boards must do including, strategic reviews, selecting, evaluating and compensating CEOs and other senior executives, director selection, and dealing with various corporate crises. You will also gain an appreciation of the costs and rewards of board service.

A related goal is to acquaint you with the broader corporate governance systems in the U.S. and other major countries. The phrase “corporate governance system” refers to the institutional system of stock markets, government regulatory agencies, professional firms, as well as boards, which are expected to oversee corporate activities. From this perspective, the course will also provide an understanding of why there have been so many corporate and financial failures and scandals in recent years. We also shall discuss the changes in boardroom processes being made in the hope of preventing such problems in the future.

While the primary focus will be on U.S. public companies, we shall also devote time to consider these issues not only in other countries but also in the governance of private companies, e.g. private equity, venture capital backed enterprises, family-owned and non-profit organizations.

***Mergers and Acquisitions Processes and Structures.*** (Coates, Spring 2017)

A merger or large acquisition is often the most significant event in the life of a firm, and can have dramatic consequences for all of a firm's constituencies--from shareholders, directors, and managers to employees, customers, and communities. The process through which mergers and acquisitions are evaluated, structured, and implemented is bound up with the law in many respects. The course covers contract, corporate, and securities law

issues relevant to mergers and acquisitions of large companies, both public and private, including the Williams Act, proxy rules, state case law, and important forms of private ordering (such as letters of intent, poison pills, lockups, earn-outs and side agreements). It also touches on basics of antitrust procedure relevant to such transactions. The approach is practical rather than theoretical. Students will work in assigned teams of 4 or 5, and grades will be based on team projects, including a jointly written final paper, as well as a 1-hour in-class exam completed individually.

***Understanding Law Firms as Businesses.* (Gardner, Spring 2017)**

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 1 and 2.* (Greiner, Fall 2016)**

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

***Experimentation in the Law: Randomized Control Trials.* (Greiner, Fall 2016 Reading Group)**

This reading group will address the question of why the randomized field experiment, the gold standard for causal inquiry outside of law and a foundational tool that helped turn medicine from an art into a science, has engendered resistance and contempt among legal practitioners and judges. We will review the history of the randomized control trial, read studies that have taken place in the law, discuss why law (in contrast to medicine) chose

not to transform itself into an evidence-based field, argue whether this situation is undesirable, and (if so) speculate about what might be done to change it.

#### **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). In FY17, The Center had four student research assistants, including three enrolled at HLS and one from Harvard College. In addition to providing these students with research experience and mentorship, the Center invited these students to professional events, allowing them to leverage their relationship with CLP as they seek to broaden their professional networks.

The Center’s commitment to students is also demonstrated by its ongoing participation in several important efforts to modernize the JD curriculum, including developing two new courses, *The Legal Profession Seminar* (David B. Wilkins and Bryon Fong, spring 2017 and spring 2018) and Law 2.0: Technology’s Impact on the Practice of Law (Ron Dolin, spring 2018). In addition, the following recent initiatives deserve highlighting:

##### **Student Research Funding**

The Center’s desire to engage with 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.

***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.

***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 36 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 \$1,000 cash prize:

**2017 Winner:**

- Daniel West (J.D. 2017) for "Finding the Lost Lawyer: Pro Bono Service as Continuing Education"

**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 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. In the coming year, CLP will seek to continue to evaluate and evolve this successful program in order to maximize its benefit to students and the entire HLS community.

During the 2016-17 academic year, the Center hosted 24 events attended by more than 900 students, faculty, and fellows, an increase of 12% from the previous year. 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. To this end, CLP collaborated on these events with several other offices, including the Office of the Dean, HLS Tax Program, the East Asian Legal Studies Program, The Fairbank Center for Chinese Studies at Harvard University, The Harvard Asia Law Society, the HLS Law and International Development Society, HLS TaxHelp, and the Office of Career Services. CLP also remains committed to using the series to increase the visibility of a diverse group of scholars, researchers, and practitioners and to share an international perspective; the past year's speakers included eight women and topics included six presentations on projects related to CLP's GLEE research.

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 events were conducted on the following topics by the following practitioners and scholars:

- ***Tax Talk and New York Tax Practice***  
John C. Hart, Tax Partner and Head of Tax Department, Simpson Thacher & Bartlett  
Stephen Shay, HLS Senior Lecturer
- ***Big Law: Strategic Positioning for Tomorrow's Legal Landscape***  
Robert Couture, Executive Director of McGuireWoods  
[Watch Video](#)
- ***Transitioning into Practice: The Formation of Professional Identity among U.S. and Chinese Lawyers***  
John Bliss, CLP Resident Postdoctoral Research Fellow  
[Watch Video](#)
- ***Foreign Investment in China: From Starting Up to Winding Up***  
Sabine Stricker-Kellerer, Senior China Counsel, Freshfields Bruckhaus Deringer  
Prof. Charles Booth, Professor of Law at the William S. Richardson School of Law at the University of Hawai'i
- ***Righteous Practice: The Intersection of Business Law and Human Rights***  
John Sherman, General Counsel and Senior Advisor, Shift  
[Watch Video](#)
- ***The Brazilian Legal Profession: Perspectives from the Corporate Sector***  
Pedro Teixeira, Vice-President Legal, Compliance & Sustainability of thyssenkrupp Companhia Siderurgica do Atlantico  
Gisela Dantas, General Manager on the Legal Department, FIRJAN  
Bruno Barata, founding partner of Correa de Mello, Tolomei, Giglio, Damian e Barata Advogados  
[Watch Video](#)
- ***The Lawyer, The Incubator, and the Egg: Innovation in Financial Services Companies***  
Alexander C. Gavis, Senior Vice President & Deputy General Counsel of FMR LLC  
Philippe Mauldin, Managing Director, Fidelity Center of Applied Technology  
[Watch Video](#)
- ***Thinking Like Google to Increase Diversity in the Legal Profession***  
Caren Ulrich Stacy, Founder & CEO, Diversity Lab  
[Watch Video](#)

- ***The Securitization of Management of Foreign NGOs and Foundations in China: What We Know So Far***  
 Mark Sidel, Doyle-Bascom Professor of Law and Public Affairs, University of Wisconsin-Madison
- ***Is the Legal Ethics Sky Falling? The Role of the Big 4 in the Global Legal Ecosystem***  
 Prof. David B. Wilkins, Faculty Director, Center on the Legal Profession  
[Watch Video](#)
- ***Implementing the G20/OECD'S BEPS Standards in Developing Countries***  
 Valerio Barbantini, Senior Advisor to the OECD  
 Stephen Shay, HLS Senior Lecturer
- ***Reframing International Law and Development: Building Markets Through Legal and Regulatory Reform***  
 Katrin Kuhlmann, President and Founder, New Markets Lab  
[Watch Video](#)
- ***The Rule of Law: Why It Matters to Society and the Legal Profession***  
 Ian McDougall, Executive Vice President and General Counsel, LexisNexis, Legal & Professional division of RELX Group  
[Watch Video](#)
- ***Book Talk – Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos***  
 Heidi K. Gardner, Lecturer on Law and CLP Distinguished Fellow  
[Watch Video](#)
- ***When One Door Closes: Reflections from an Accidental General Counsel***  
 Dan Troy, Senior Vice President & General Counsel, GSK
- ***The Attributes of Leadership: Establishing Your Style***  
 Jami Wintz McKeon, Chair, Morgan Lewis
- ***Upgrading Justice***  
 Richard Susskind, Society for Computers and Law, Oxford Internet Institute, Lord Chief Justice of England  
[Watch Video](#)
- ***African Development from the Outside: Lessons from the TRIPS Agreement and Intellectual Property Multilateralism***  
 Ruth L. Okediji, William L. Prosser Professorship, University of Minnesota Law School
- ***Big Law vs. Consulting: A View from Both Sides***  
 Hugh Simons, Former Senior Partner, The Boston Consulting Group (BCG)  
[Watch Video](#)

- ***Lawyer Activism in Authoritarian Contexts: The Case of China***  
Sida Liu, Assistant Professor of Sociology at the University of Toronto  
[Watch Video](#)
- ***An Engineer's Journey Through the Legal System***  
Ron Dolin, CLP Senior Research Fellow  
[Watch Video](#)
- ***RSG's Big Questions: Can and Do Lawyers Really Innovate?***  
Reena Sengupta, Founder, RSG Consulting  
[Watch Video](#)
- ***Book Launch & Panel Discussion of Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos***  
Dr. Heidi K. Gardner and Guests  
[Watch Video](#)
- ***Unlearning How to Think Like a Lawyer: A Corporate Lawyer Reflects***  
Jeffrey Lipshaw, Professor of Law, Suffolk University Law School  
[Watch Video](#)
- ***Why Partnerships Work: What Goes On Behind the Closed Doors***  
Professor Laura Empson, Cass Business School

## 5. Connections to the Profession

**Website.** In 2013 CLP initiated a complete redesign of its website, the site 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 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 <http://clp.law.harvard.edu/>.

*The Practice*. In 2014, The Center launched its digital magazine, *The Practice*. *The Practice*, which is released every other month in a digital-only format, is a unique publication that aims to be a bridge between the research that the Center and other leading scholars conduct and those we study each and every day—practicing lawyers and legal professionals. *The Practice* offers deeply substantive articles that cover the most important issues facing the profession and drawn from the highest-quality objective, empirical research. *The Practice* is driven by a desire to not simply comment on the hot topics of the day but to offer nuanced perspectives on the major issues lawyers and legal professionals will face over the long-term. Leveraging the Center’s global reach, *The Practice* provides this content not just for those in the field here in the United States but also around the world.

In FY2017, *The Practice* published issues on a wide-ranging host of topics, including Why Law Firms Collapse, Diversity Nudges, Strategy in Law, and Where are Black Lawyers Today?, and Marketing and Business Development. Moreover, based on the helpful comments of our readers, the Center also made some significant changes to *The Practice*’s functionality. The first change comprised an update of *The Practice*’s website. On the homepage, readers now see a host of new features, such as a “Most Read” section, “topic” based navigation options, upcoming Center on the Legal Profession events, and social media feeds. We have also made the reading experience more streamlined with intuitive navigation menus. Second, we have introduced new ways of subscribing to *The Practice*. All our content is now available to readers, subject to a defined viewing limit. If you exceed that limit, readers are asked to become digital subscribers with full, unlimited access. As part of this, we announced the introduction of corporate subscriptions, through which all members of a company gain access to *The Practice* simply by entering their organizational email address. And, as part of all of this, we streamlined the actual subscription process.

These changes, and *The Practice*’s continuing commitment to providing deeply impactful, high-quality-content, have yielded results. Not only are subscriptions (individual and corporate) up, but general readership numbers have skyrocketed. For instance, over the last 3 months, more than 14,000 unique visitors have read content from *The Practice*. Given the Center’s core mission of bridging the gulf between the academy and the practitioners (the main readers of *The Practice*), the Center has the utmost pride in the publication—and is excited about the continuing its growth.

## **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 have and will continue to provide us with the platform and infrastructure to collaborate on our work with the dozens of global scholars and practitioners with whom we have partnered. In FY2017, the Center would be remised not to make special mention of its collaborations in the research and publication of the *Report on the State of Black Alumni II: 2000-2016*. The report would not have been possible without assistant from the HLS Library’s Empirical Research Services (Arevik Avedian); The Office of Admissions (Jessica Soban); Academic Affairs (Kristen Flower); Alumni

Affairs (Karen Chance Mercurius); and the Office of Career Services (Mark Weber). The Center also maintained its ongoing collaborations around the GLEE project with the East Asian Legal Studies, the Harvard Center Shanghai and the David Rockefeller Center for Latin American Studies. We also continued our collaborations with Professor Robin Ely and the Harvard Business School Gender Initiative.

Additionally, 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 21<sup>st</sup> Century essay.

In academic year 2017-18, we plan to work with additional 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.