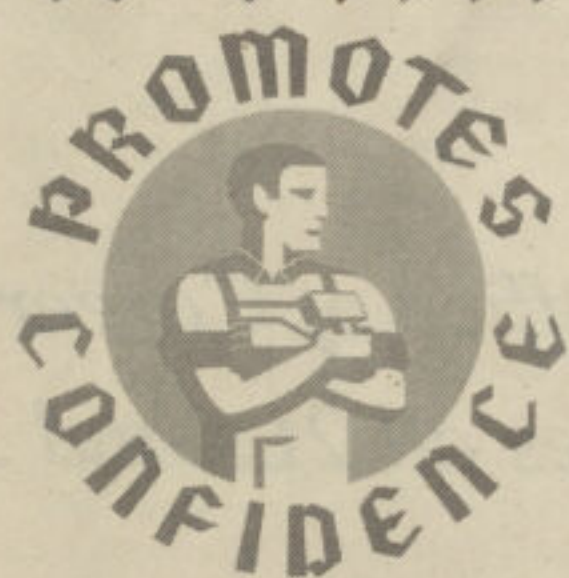


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By Sally Donahue
Director of Career Services

Carving out Your Own Career Path

This issue of *The Record* is a wonderful aggregation of advice from a host of people dedicated to helping all of you find the right job. Last year, my predecessor and Director of Career Services at Harvard Law School for close to 20 years wrote an article for the 1997 *Record Career Guide* entitled "Finding the Dream Job". I have, needless to say, read this very carefully. In fact, I have read all of last year's articles with great interest after having experienced the first three weeks of school this year in Career Services.

With a very strong market this year and a recent jump in starting salaries, the collective advice from last year's contributing authors seems particularly appropriate. Letting salaries or employer recruitment strategies determine your first career step is really short-sighted, and these pressures are difficult to resist particularly with the abundance of tempting offers that many of you are likely to collect.

What all articles in the 1997 Career Guide really held as their underlying theme was that you should focus on your own individual interests, work to weave together your life experiences, your education, and the jobs for which you are interviewing, and then choose the job that is most likely to offer you the work that you think you will enjoy, and in which you will interact with people you admire in a culture in which you think you can thrive.

Whether you are researching jobs in the private sector, public interest, academic, or non-legal areas, your method of "research" should include some basic steps if you want to produce information and results that will be tailored to *your* interests and skills. So how do you possibly accomplish this?

In deference to my predecessor, N. June Thompson, and, as an admirer of her basic common sense, I will list below my interpretation of her main ingredients in the quest to 'Find the Dream Job'.

#1: Know Yourself

Seems silly. Of course you should know yourself. And yet, of course, this is not at all so simple. Some of you are well down the road to a solid self-assessment; others have really never given this arduous task very much thought. In fact, with an average entering age of 24, many of you have had limited experience with much beyond the fairly well defined academic progression from grade school through college, and perhaps a year off for a fellowship abroad thrown in at some point along the way. This business of selecting firms with whom to interview or of choosing a first job out of law school is confusing. There is no one road map, no simple ranking of law firms, or of types of law firms, or of areas of practice or of successful progressions from one sector to the other, and, it turns out, the whole business of ranking begs the question of what exactly is being ranked, and does that hold any significance for you? Hard to tell unless you have wrestled with the old know yourself issue. Also, it is critical that you realize that knowing yourself is not at all the same as knowing what your classmates think, or of reading what others have to say about what you should "know".

Although you will no doubt shift jobs multiple jobs within your first ten years out of law school, your choice of a first job will impact your career path seriously. Take advantage of our Office of Student Life Counseling if you are not sure how

to fit your own interests into the job search, for this ability to carve out your own path will remain critical to your success both personally and professionally throughout your career.

#2. Listen

Goodness knows this is an old bit of advice, and yet, like self-assessment, it is one of the primary building blocks to a solid career search. Listen to your professors, to your family, to the multiple attorneys and professionals on campus this fall to talk to you about their professions. Listen to every piece of advice you receive on what you should do in your job quest, and then...

#3. Make Your Own Decisions

Remember that it is not your parents, nor your professor, nor your friends that will need to feel good about your first job. Although you may think that you really *should* go for the big salary, or the prestigious law firm, or the laudable public interest position, it is in general a pretty safe rule of thumb that "*should*" in the overall scheme of things is a giant red flag. If you are using this language, even if only in your heart of hearts, be honest with yourself, and move on in your job search until you are using language that includes simpler terms like "want" or "intrigued/stimulated by" (a particular job). Particularly in this time when the market is in your favor, you need not feel constrained by offers that seem 'too good to turn down'.

When making choices about a summer job, be somewhat adventurous and interview in that city that has always intrigued you, sign up to interview with one of the consulting firms if you think this might be a job you would enjoy, or split the summer between a job in a law firm and one with a public interest or human rights organization. Do not be driven exclusively by salary....it is simply *not* true that you can pay off your law school debt in a few years by working at a large, well-paying firm, and only then focus on what you would *really* like to do. An effective job search builds in the focusing first, and then considers salary and loan debt only as some of the many variables that legitimately influence your choice of a first job out of law school. If you are concerned about your loan debt as an influence on your choice of job, make an appointment to see Lisa Dealy, Director of our Low Income Protection Plan, to discuss the finer details of how your salary (and possible LIPP assistance) can support your loan debt. I can also help you begin to think about this relationship. We are fortunate to have one of the most generous and comprehensive loan repayment assistance programs at Harvard, and this has been maintained over the past twenty years precisely to *preserve your freedom of job choice* within the legal profession. Make your own decisions.

#4 Read, Attend Career Panels, and Use the Available Technology in your Career Search

I have included these steps in the same breath because they have become so interrelated with respect to the job search process. Stop by our Career Resource Center to research the hot topics or areas of law - we keep a number of newspapers on file regularly, have an expansive collection of other reference materials, and can point you in the direction of a number of on-line research products (Lexis, Infomation.com, etc.) to help you become an informed student in the real-life and ongoing "class" of career exploration. Learning this now will benefit you in your future job searches, which you will most probably be conducting at home on your personal computer in the evenings after a long day at the office.

While at Harvard, be sure to take advantage of our Distinguished Alumni Series, our World of Law Program, our

multiple career based panels and programs that are possible through the generosity and interest of our graduates and other practicing attorneys in a wide array of jobs to inform yourself of how lawyers choose their jobs, and then how they move from one job to the next in a logical progression that matches their unique set of interests and skills.

#5 Build Professional Relationships

Job searches conducted in a vacuum of technology and books are likely to prove ineffective and perhaps tedious to the point of exhaustion. There are many ways of describing this critical dimension to your ongoing career expansion; some people use formal mentoring programs, others find informal mentors or more experienced attorneys who are willing to devote time and energy to helping them in their career development. "Networking" is also a way of describing this integral skill. Whatever the label, the development of an ability to relate to others professionally, and to keep in touch with those with whom you have connected either on a professional or personal level is indispensable your career growth. Start with your classmates! One of the most tangibly translatable advantages of coming to a large law school is the abundance of contacts you will have throughout your career in your fellow HLS graduates. In fact, we often hear that graduates relocate into their second and third jobs exclusively through contacts with fellow Harvard Law School graduates, not by using either our office or in researching job opportunities on the internet.

Keep in touch with your professors, your classmates, and your friends. You will even find that interviewing attorneys from law firms other than that which you choose to join will be pleased to keep in touch with you, given a little effort on your part. Ask business contacts for their cards, and keep your contact information in an organized file so that when you do begin to think about your next job, you will have no problem locating this personally constructed career contact "database". And, finally,

#6 (This is my own) Take Thoughtful Risks

The safe route is well traveled, and sometimes might not be the right path for you. In many respects, law school training prepares you to be able to take risks. You have all worked hard for what you have achieved, and now that there is no longer a generic "map" to lead you to the next logical step in your career, you may need to take a few risks as you map out your own path. Through careful self-assessment, patient listening, honest decision-making, earnest research, and effective communication with others, you will have come to a state of mind I think that logically leads you to take thoughtful risks in your choice of jobs throughout your career.

Perhaps most important of all, *learn to take charge of your own career*. While here at HLS, we will provide you with the opportunity to interview with many law firms through our On Campus Interviewing program; our Office of Public Interest Advising will be able to put you in touch with many public interest and government attorneys to assist you in your job search; and our Office of Life Counseling will help you tailor your job search to your own unique set of interests. Take advantage of these resources, but remember to take charge of your career planning yourself. There truly are no formulas for success; no magic number of interviews to endure to assure you the "right" number of callback interviews and ultimately job offers; no set order to how you explore the wide range of possible jobs both within and outside the legal profession. Carve out your own path, and let us know when and how we can assist you in this ongoing effort!



Collier, Shannon,
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ON-CAMPUS INTERVIEWS

TUESDAY, OCTOBER 27

SIGN-UP AT THE PLACEMENT OFFICE



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Our culture is founded upon cooperation and mutual respect. We believe that the practice of law is enhanced by the life experiences of our lawyers. We value the individual. We actively seek diversity among our attorneys. The partnership is committed to maintaining a firm culture that encourages attorneys to have life experiences outside the law.

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By Joan Fondell and Mary Jo Russo

Does Your Resume Meet the Relevance Test?

Resume writing has always produced angst and inertia. In an effort to reduce anxiety, as well as apply our knowledge of the relevance test in evidence, let's begin breaking down the elements of an outstanding one-page resume. The two illustrations, "BEFORE" and "AFTER," will provide insights into how changes in the resume's elements change the presentation of a resume from ineffective to effective and irrelevant to relevant.

In your resume you are building a picture of who you are and what you have accomplished. Unnecessary filler or impertinent information can and will distract the reader. The school of thought when preparing a resume rests in the axiom, "less is more."

The first paragraph "Objective" in the "BEFORE" resume requires examination. Is the information provided relevant to a potential employer? No. The hiring partner or recruiting coordinator reading this first paragraph of his resume will not be impressed by this use of space in the resume and doesn't learn anything of pertinence regarding the candidate. Therefore, the "Objective" paragraph is excluded from the "AFTER" resume. CAVEAT: Salary should never be mentioned in a resume or in a cover letter when applying for a position. Salary discussions should be approached by the employer usually at a call-back interview or at the time the employer is serious about making the candidate an offer.

Nor is the second paragraph "Profile" in the "BEFORE" relevant. The information stated here is primarily generic information. Hence, the "Profile" para-

graph is excluded from the "AFTER" resume.

The "Education" paragraph is the most important paragraph in the law student or recent law school graduate resume. After all, given the limited legal experience of a law student or a recent graduate, a potential employer is most interested in the applicant's law school accomplishments. In the "BEFORE" resume, the form of how the educational information is presented is distracting. Instead, the information should be clearly and aesthetically placed in paragraph form, indented from the section heading, making it easier to read. Academic accomplishments, such as these, should jump off the page. Furthermore, the Phi Beta Kappa award and Note & Comment Editor designation listed in a separate paragraph below should be included within the "Education" paragraph.

The "Employment" paragraph is the next most important piece of information. Although the content of this information in the "BEFORE" resume is adequate, it lacks organization. Instead of capitalizing the name of position held, the use of bolding certain entries should highlight important information. For example, in the "AFTER" resume, the law firm, Gibson, Dunn & Crutcher is bolded. The name of the firm is more significant to a potential employer than the position held.

Although law firms are hiring again after several recessionary years, the number of extended offers have been reduced. As a result, not receiving an offer to join the firm as an associate after a summer associate position is not nec-

essarily fatal to a law student/graduate's opportunity to find other gainful employment.

After completing a summer associate position with Gibson, Dunn & Crutcher, but not having received an offer, the recent graduate honestly included that information within his resume. However, instead of using the first person "I," it should be reworded to read: "No offer extended."

Nor is the "Legal Training" paragraph of the "BEFORE" resume relevant to a potential employer. This information is provided in the law school transcript, along with the grade (which perhaps is more relevant to the employer). Hence, the "Legal Training" paragraph is excluded from the "AFTER" resume.

By excluding three unnecessary sections (Objective, Profile, and Legal Training) from the "BEFORE" resume on the first page alone, the goal of a powerful one page resume is within reach. One page resumes are preferred by most legal employers, particularly with law students or recent graduates. CAVEAT: The following circumstances would justify the use of a second page: where the legal profession is a second career, where several legal articles have been published and require noting, or where fluency in several languages need to be mentioned.

The "Legal Experience" paragraph in the "BEFORE" resume includes significant and relevant information. However, the corporate experience obtained at Gibson, Dunn & Crutcher should be included in the "Employment" entry.

The "Additional Experience and Qualifications" paragraph in the "BEFORE" resume briefly states that this recent law graduate wrote a published environmental article. Without further detail, this is easily overlooked. Instead, what should have been included under either the "Education" section or under a separate heading called "Publications" is the complete title of the Note, and when and where it appeared. The "AFTER" resume prominently highlights the Note by placing it under the Law Review entry.

The matter of how to handle references has frequently perplexed law students and recent law graduates. The answers are surprisingly simple. For a law student who has not yet worked for a legal employer the best reference provider is usually a law school professor who has witnessed the aptitude of the law student's legal reasoning or read the student's legal brief or final exam. However, for a law student or recent graduate who has legal work experience, the best reference provider is a past or present legal employer.

It is customary and appropriate within the legal industry not to provide the name of the reference provider until the employer has extended an offer contingent upon references. Before a name of a reference is provided, permission should have been granted.

Simply stating "References available upon request" is the recommended way to handle the issue on the resume.

In this particular graduate's resume, there is an important section which did not appear separately in the "BEFORE" resume. This candidate has taken the bar, is awaiting results, and is seeking employment. Therefore, that information should be noted separately under a paragraph called "Bar Admission."

The "AFTER" resume succinctly yet powerfully highlights the strengths of the graduate's relevant accomplishments in a clear and straightforward manner. The form of the resume draws the reader to take the presented information seriously.

All resume examples in this article are fictitious. Any reference to law school, undergraduate university, law firm, or personal information is purely fictional and created by the authors to illustrate examples. Any resemblance to actual persons, places, or circumstances are purely coincidental.

Joan Fondell and Mary Jo Russo have been legal recruiters for over 29 years combined in California, Colorado, and New Mexico. They are the authors of *Best Resumes for Attorneys* (John Wiley & Sons, 1994). To order your copy call (310) 277-1717.

"BEFORE" RESUME

Stanley P. Waters
342 Beach Avenue
Santa Monica, California 90403
(310) 3939-7244

OBJECTIVE

A position as a corporate associate within a sophisticated corporate department at a large law firm. I am interested in a position that pays at least a salary of \$85,000 annually.

PROFILE

Significant legal knowledge in most aspects of corporate practice. Thrive on challenging projects. Equally effective working independently or collaboratively. Strong writing and drafting skills.

EDUCATION

Legal	1997	Harvard Law School	J.D.	G.P.A. 5.678
Undergraduate	1994	UCLA	B.A.	Political Science (Major)

AWARDS AND ORGANIZATION MEMBERSHIP

Pending Admission	California Bar
Phi Beta Kappa	Undergraduate Honorary
Note & Comment Editor	Harvard Law Review

EMPLOYMENT EXPERIENCE

Summer 1996	SUMMER ASSOCIATE/LAW CLERK Gibson, Dunn & Crutcher Los Angeles, California I did not receive an offer.
Summer 1995	EXTERN Honorable Patrick Monahan Superior Court Appellate Department Los Angeles, California

LEGAL TRAINING

First Year: Contracts, Criminal Law, Civil Procedure, Real Property, Legal Methods, Torts, Ames Competition.
Second Year: Constitutional Law, Accounting, Labor Law, Evidence, Business Associations, Corporate Finance, Federal Taxation I & II.
Third Year: Secured Transactions, Uniform Commercial Code, Family Law, Environmental Law, Remedies, Trial Advocacy, Wills & Trusts.

"AFTER" RESUME

Stanley P. Waters
342 Beach Avenue
Santa Monica, California 90403
(310) 3939-7244

EDUCATION:

Harvard Law School
Cambridge, Massachusetts
J.D. 1997
Grade Point Average: 5.678
Note & Comment Editor, *Harvard Law Review*
Published Note, "Remediation Costs in Toxic Waste Matters,"
Harvard Law Review, April 1996.

University of California at Los Angeles
Los Angeles, California
B.A. *summa cum laude*, Political Science, 1994
G.P.A.: 4.0/4.0
Awards: Phi Beta Kappa

EMPLOYMENT:

Summer 1996

Gibson, Dunn & Crutcher
Los Angeles, California
Summer Associate/Corporate Department. Involved in drafting partnership dissolution agreements, opinion letters, non-profit incorporation documents, and application for tax exempt status. Significant client contact.
No offer extended.

Summer 1995

Honorable Patrick Monahan
Superior Court Appellate Department
Los Angeles, California
Extern.

BAR ADMISSION:

Awaiting Results, State Bar of California 1997

REFERENCES AVAILABLE UPON REQUEST

Stanley P. Waters
Page Two

LEGAL EXPERIENCE

Corporate and Business Law:

Assisted in drafting opinion letter for a corporate acquisition.
Drafted a partnership dissolution agreement.
Drafted letters to clients.
Dealt directly with clients over the phone.

Pro Bono Corporate:

Incorporation of a non-profit corporation and application for tax exempt status.

ADDITIONAL EXPERIENCE AND QUALIFICATIONS

Wrote and published an article on environmental topic.

REFERENCES

CATHERINE WALSH
Professor of Law
Harvard Law School
(617) 495-4567

MAXWELL RUBIN
Professor of Law
Harvard Law School
(617) 495-4567

MILDRED SANDS
Professor of Law
Harvard Law School
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By Carol Sprague

A Legal Recruiter's View: Do's and Dont's When Interviewing

Every year law students ask me for interviewing tips. Most of the time, I tell them to use common sense. However, what makes sense in law school does not always cross over to the law firm environment. So, here is my list of specific do's and don'ts to survive the on-campus interviewing process.

(1) When you sign up for an interview, make sure you know about the firm in advance of the meeting. At a minimum, you should be aware of what the firm does and where its offices are located. Nothing annoys interviewers more (and impresses them less) than speaking with someone who has no idea why they are there.

(2) Be able to discuss the specific items on your resume, i.e., law journal articles you have written. You would be surprised how many people forget what they wrote about. In addition, if you describe your work experience in depth on your resume, make sure you can discuss it.

(3) Have a general idea of what type of law you want to practice and tell the firm before you get there so they can set up your interviews appropriately. In addition, if you have specific concerns and would like them addressed during the interview process, let us know.

(4) Do not be upset if the firm is unable to accommodate all of your interests, or an attorney on your schedule cancels. Lawyers are extremely busy, and sometimes have erratic schedules; don't take it personally. In many cases, firms will allow you to come back and meet with more people. You can take care of any outstanding issues then.

(5) Speak with former summer associates or alumni/ae to get a realistic pic-

ture of what the firm is like. As difficult as it may be, don't listen to the law school rumor mill. In most instances, the information is out-of-date and exaggerated. Use Websites and Lexis/Nexis to obtain current information.

(6) Treat partners and associates with equal amounts of respect. Generally, partners will discuss their area of concentration and the firm's overall approach to the practice of law. Associates will then discuss the day-to-day aspects of their legal practice. Often students feel that they can be more familiar with associates (this is especially true at lunch) and sometimes forget they are still being interviewed. Remember, the hiring committee will review all of the interview evaluations. If they see indications that the law student is dismissive of associates, it will impact negatively.

(7) When interviewing with attorneys from different practice areas, don't tell them what you think they want to hear. Again, the committee sees all of the evaluations together, and if you tell a litigator that practicing litigation is your dream and a corporate lawyer that business is what you want to do, people will assume you're insincere.

(8) Use your gut — if you feel comfortable in an environment and you like the practice, go with it. Don't try to "time the market." You should work at something you love — the chances of being successful are greater.

(9) Don't vacation on the firm's time. When staying overnight for an interview, ask the firm for hotel and other travel suggestions. Most firms are affiliated with travel agencies and will be glad to arrange your stay. Do not expect to be reimbursed for personal expenses or ex-

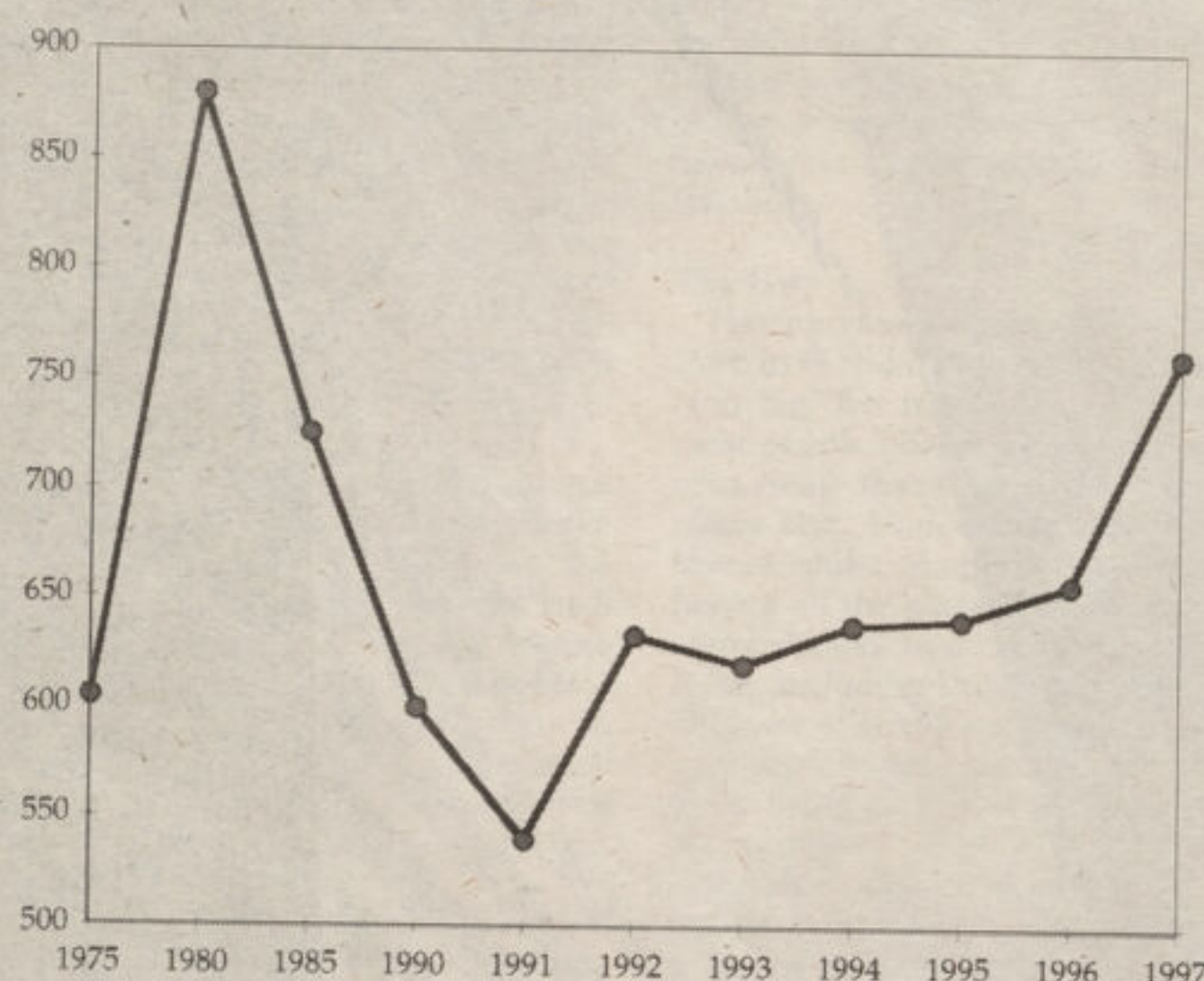
travagant meals. You may want to ask the firm for guidelines beforehand. Remember, law firms will talk with each other when the charges seem excessive, and we have discovered students double-billing expenses. Needless to say, they did not receive offers.

(10) When you receive an offer, acknowledge it one way or the other. And

always return phone calls. If you are interested, come back and meet more people. If you are not interested, let us know so we can make other plans. We won't take it personally.

Carol Sprague is director of legal hiring at Skadden, Arps, Slate, Meagher & Flom in New York.

NUMBER OF FIRMS INTERVIEWING IN CAMBRIDGE



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The Wall Street Journal, Monday, August 17, 1998

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For further information, please contact:

Virginia L. Quinn

Manager of Legal Recruitment

Tel: (212) 504-6290

e-mail: vquinn@cwt.com



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October 13

Last day to sign up for an on-campus interview with Kramer Levin

October 28

On-campus interviews with Kramer Levin at the Charles Hotel

Please call
Michelle Fracasso
212-715-9212

Kramer, Levin, Naftalis & Frankel
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By Ted Sichelman '99

Big Firm, Big City

Last summer, I worked in the quintessential "big city," New York, and probably at the quintessential "big firm," Cravath, Swaine & Moore. Yet, having talked with summer associates from other New York firms, it appears that there is no such thing as a typical Big Firm-Big City "experience." My best advice is to talk to as many people as possible about their summers at various firms. With that caveat, here goes.

The Work

Most of my summer was spent doing litigation projects on just a few cases, in particular one patent case. The work was extremely demanding, but very rewarding and at times very exciting. The clients were typically Fortune 500 companies and the stakes in the cases were pretty large. Initially, I did lengthy research memoranda on various legal issues that were only small blocks of the entire case. Many of the first-year associates at Cravath did similar research projects, but I don't think this is endemic to Big Firms — I worked at a medium-sized firm (45 lawyers) the previous summer and did research memos all summer.

As the summer progressed, however, I moved on to more hands-on projects. The patent case was staffed leanly, so I gained a large amount of responsibility very quickly. Within the first month, I flew with other lawyers on the case to the client's headquarters to interview personnel. At times, I asked most of the questions of the interviewees, even with the other lawyers there.

At the smaller firm, where half of the lawyers were partners, the partners and senior associates had all the client contact, drafted most of the briefs, and conducted most of the depositions. In contrast, at the larger firms, where most of the lawyers are usually associates — and junior ones at that — the young associates have a huge amount of day-to-day responsibility. On the patent case I worked on at Cravath, a second- and fourth-year associate took and defended most of the depositions, conducted discovery conferences, and wrote most of the correspondence to the partners on the other side. On the other hand, the partners generally argued in front of the judge in court, but I don't think that a

smaller firm would provide much more opportunity to go to court than a larger firm.

In addition to interviewing clients, I also drafted briefs, prepared the partners for oral argument on small but important issues, and did document production and review. I must admit that the document production was somewhat dull and at times a drag, but upon reflection, that type of nitty-gritty review of documents is essential to understanding the nuts and bolts of the facts of the case.

In sum, I was very happy with the type of work I was given during the summer. I had a relatively high level of responsibility for a summer associate, which I enjoyed and made the summer more exciting.

The Hours

The flip-side of a great deal of responsibility is that the hours can sometimes cause overload. People had warned me of the long New York days, but I didn't really believe them until this summer. On average, I worked about 50-60 hours a week, with some weeks approaching 75 hours in the office or traveling.

Litigating in a big New York firm will probably mean you'll travel a good portion of your time. I was gone for two to three days of about five out of the 13 weeks of my summer, often without much notice.

My hours were probably on the high-end for the summer associates, however. Most seemed to work about 45-50 hours a week and rarely came in on weekends. Nonetheless, there is always the chance at a big firm that you will have to stay late and hack out whatever needs to be done. From my view, this was the biggest drawback of the New York big firm.

Many of the regular associates, of course, rarely see the light of day. My officemate told me that he billed 3800 hours the prior year. Of course, he was one of the highest billers at the firm, and many of the associates billed around 2200 hours a year. My officemate looked as if he was going for partner, and while the party line states that the number of billed hours is not critical to making partner, it seemed that all of the associates going for partner were billing around 3000 hours.

Of course, an associate not on part-

ner track who laterals out of a firm like Cravath can usually make partner at another firm, although the pay may be under the just don't get the cool million dollars-plus of the partners at the "powerhouse" firms. Ultimately, the pay vs. hours decision comes down to personality and lifestyle choices. I strongly recommend that students get a realistic view of the number of hours you'll be working as a summer associate and an actual associate before choosing to go to a particular firm.

The People and Atmosphere

As might be expected, the big firm is not the warmest and most laid back of places. While I found the other associates to be generally friendly, honest, and cordial, most of the lawyers were so consumed with their work that there was not much time for relaxing. Obviously, some banter and informal conversation occurred (especially at the numerous summer lunches at some of New York's best restaurants), but not to the same extent as the medium-sized firm where I worked last summer.

The atmosphere was very professional and geared towards churning out high-quality "work product." At times, the mere pace of the work was stressful, such as the week other associates and I wrote seven briefs under strict deadlines in a two-week period. Yet writing those briefs did provide an extreme sense of accomplishment, and there was a lot of exciting teamwork that went into perfecting the briefs.

In my own mind, it's a tough tradeoff between the almost carping attention to detail and unspoken competitive atmosphere (as many more associates are vying for partner than spots available) and the sense of accomplishment that comes in producing an outstanding piece of work plus seeing the results of that work. Again, it comes down to making a personal choice about your vision of the role that work will play in your life.

The Perks

Related to all the above topics are the perks of big firm life. Big firms make a lot of money and spend a lot of money. Even as a summer associate, I had more



secretarial, paralegal, and library assistance than I could ask for. I really never had to leave my desk — and some days didn't — as anything I needed could be delivered and done by some assistant. Indeed, sometimes I found myself walking to the library

just to get some exercise.

The downside of all the help is that I was not out and about as much as I was at the medium-sized firm I had worked at, thus not intermingling with as many people as I might have.

Other perks included numerous lunches, outings to the theater, country club, etc. Most of the outings, however, were for the summer associates — it appeared that most of the perks for the regular associates came in their pay and at the office itself (though many of the associates capitalized on the gratis lunches).

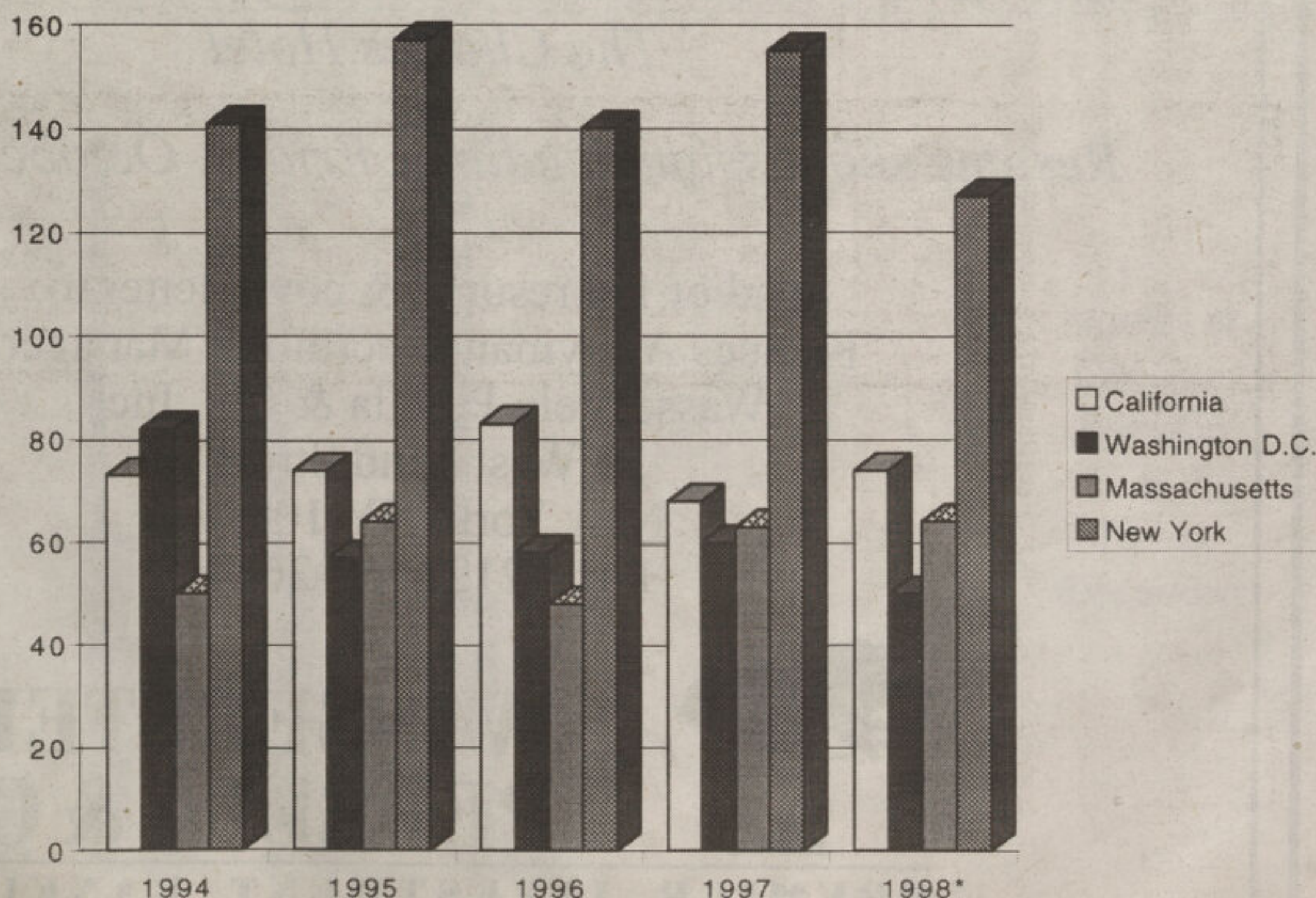
The City

Having grown up in a medium-sized town in Florida, I often found New York "too big" for my tastes, although like most people I know a number of people who swear that they couldn't live anywhere else. I can say that the food, museums, clubs, shopping, etc., were the best of all the places I've been, and the conveniences (e.g., delivery for everything, including laundry, groceries, and all types of food) were incredible. Despite my love-hate relationship with New York, I'm glad I lived there for at least the summer. Even if you plan to go somewhere else eventually, New York is definitely exciting for the summer, and as a summer associate you will definitely have much more time to enjoy it than if you decide to work there after law school.

Final Thoughts

Most people at HLS seem to choose the "Big Firm, Big City" route for the summer without thinking too much about it. I enjoyed my summer, but I know many people who worked at various big firms in New York who had fairly boring and uneventful summers. So to repeat my best advice — find out more than you need to know about where you'll be going.

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PREMIER INVESTMENT BANKING

By Stacy DeBroff and Alexa Shabecoff

Public Service as a Path to the Heart

When the RECORD called earlier this week to ask us to write this piece, we couldn't quite figure out in the midst of what we affectionately call the "Fall insanity" how we could take a step back from our non-stop ringing phones, back-to-back counseling appointments, crowds of students at our door, a Wasserstein Fellow visiting on Wednesday, Strategy Sessions for 2Ls and 3Ls on Wednesday and Thursday, planning a dinner we were holding for 2Ls and 3Ls on Friday, dozens of email messages awaiting reply, boxes of Public Interest Job Search Guides to be shipped around the nation, mail that hasn't even been opened yet ... the list seemed endless. But, we felt a need to be reflective about our work and the passionate call to public service that deeply binds together the diverse and multi-talented attorneys and staff working at the Office of Public Interest Advising (OPIA).

We believe that practicing law is about more than making a living or representing clients astutely and ethically. We believe that what makes law a profession, rather than a mere occupation, is a fundamental commitment to having an equitable and fair legal system. A just system should be accessed by both rich and poor persons, by those holding political power and those profoundly marginalized, for those issues embraced by the majority and those eschewed. These strongly held beliefs imbue our work at OPIA with a profound sense of mission. And they make working with those of you who will form the vanguard of your generation in public interest leadership roles, as well as those who will bring their public service ethos to doing pro bono work while in private practice, profoundly gratifying. We wake up excited to get to work in the morning and have focused our work at OPIA on helping you articulate and pursue a professional sense of self that enables you to achieve a confluence between what you do for a living and what you care about on a personal level. Some of you may have a good idea of the direction in which you will head after law school. But, we have realized, across the course of thousands of conversations with HLS students, that many of you may have ended up in law



school because you lack a strong sense of what you want to do for a living. Having left college without specific training, and knowing that further education is highly valued, you find comfort in a place that will not only give you more time to prepare for the "real world" but also give you

a skill that can be applied in numerous settings.

Yet, in the midst of trying to "keep options open," the system of law school and the legal market repeatedly funnels students toward what becomes perceived as the "main option": namely, going into private practice. In addition to prohibitive debt and the limited and challenging market for public interest jobs, there is the pressure of watching other students gravitate to private sector work. The added pressures of family, as well as friends, only can add to a sense of conflict about what type of work to pursue with your law degree.

You may need, as we have from the craziness of the fall, to step back from all of this to think about your aspirations in a broader context.

Clarify A Vision Behind Your Work

Take time to thoughtfully reflect on what you want to achieve professionally. One alum shared this advice: "Think first about what you like to do — not just what you're good at, what you think you should do, or what's the path of least resistance." Most people who love their work have found jobs that involve issues about which they feel passionate, as opposed to work at which they excel but dislike. In discovering what it is that you really want to do, recognize that your interests do not necessarily coincide with your talents. Allow yourself to separate your experience and your expertise from the work that you would find fulfilling. To find work that suits you uniquely, you need to confront issues such as what you love to do, what really matters to you in your work, what kind of work environment you will flourish in, and how much time you need away from work for a personal life.

Decide Whose Life Is This Anyway?

As you begin to think about what direction you want your career to take, be

sure to make your own values and passions your touchstone. Avoid being swayed by other people's expectations of you. This can be especially difficult, many of us having gone to law school in part as a "safe" professional choice, one that pleases parents and keeps options open. We grow accustomed to judging our achievements in terms of traditional measures of success, such as high grades, salary, and the praise of other people. Until you can focus on what you want and what you truly consider important, your efforts at finding meaningful work will most likely be thwarted.

Evaluate Your Ambitions and Values

You alone can decide what will make you happy. Figure out what you find important and satisfying. What have you liked and disliked in your prior life experiences, including work, volunteer positions, and academic pursuits? Sort out your priorities, needs, motivations, and interests. Write them down. Which might you be willing to compromise, and which not? Be careful to distinguish what you truly care about and enjoy from what you do well or believe is marketable; they may not overlap. Allowing yourself to be swayed by the latter without considering the former may result in making an expedient but ultimately unsatisfying career decision.

Build A Base of Experience

Law school provides you with an unparalleled opportunity to try to explore different practice options. You can start by brainstorming with our attorney advisers and Wasserstein Fellows-In-Residence. Our Visiting Wasserstein Fellows, outstanding public interest attorneys from around the country, can share with you insights about the positions they have held. To get a flavor of practice settings without even leaving your dorm room or apartment, you can read the narratives we have collected from alumni/ae in our Public Interest Job Search Guide and in both editions of our Alumni/ae in Action. You also can attend panels like the World of Law series and hear from public interest attorneys about what their work entails, what they like and dislike about their jobs, and how



you can pursue similar work if you are interested.

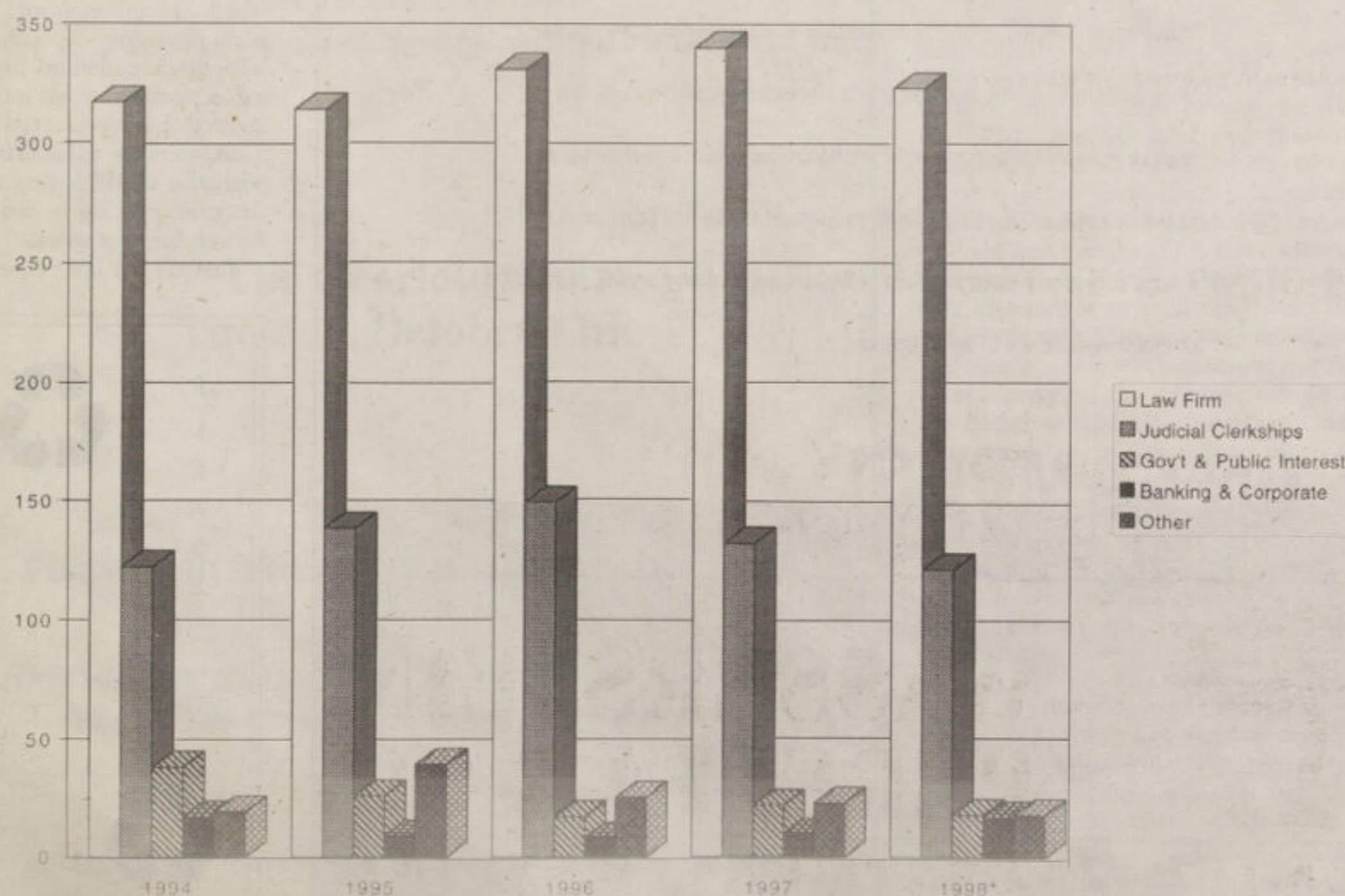
You also can talk to the hundreds of alumni/ae doing public service work around the country who have agreed to serve as mentors to HLS students and who often will be delighted to talk to you about their work. You can talk to the faculty in our Public Interest Faculty Guide who have agreed to advise students

in their area of expertise. And, of course, you can use your three years of law school to actually try out the kind of work that seems appealing to you. Naturally, the summers offer the biggest chunk of time in which you can sample a job. But, do not underestimate the value of work done through a student group, a volunteer job off-campus, or a clinical placement in helping you sort through what you enjoy in the practice of law. If you have a very good sense of what you want to do when you graduate, law school affords you the chance to try to confirm your expectations, to build a track record that will make you the most competitive candidate, and to make contacts in your chosen field.

Consider How You Define Success

Ultimately, we all need to take a long hard look at how each of us personally defines success, in terms of our careers and our lives. Rather than thinking of power in terms of paychecks, firm name recognition, or client wealth, many of us will choose to conceive of it as the ability to affect social change or to help individual clients protect their rights and dignity. By shifting our focus away from the perceived expectations of others, we become free to pursue our own values and passions. For many of us, this proves a difficult thing to do. Just try it. Take a look at what it is that your heart, not your intellect, tells you. By doing so, you can redefine success in terms of what matters to you and find a career that will be truly fulfilling. Hopefully, you will join the many alums who call and write to us at OPIA each week, marveling at the joy they find in their work.

Alexa Shabecoff is Director and Stacy DeBroff is past Founder and Co-Director of the Office of Public Interest Advising at Harvard Law School.



NUMBER OF
GRADUATES
EMPLOYED
BY
TYPE OF
EMPLOYMENT

By William D. McCants '00

Tasty is the Law: Bite It!

As Justice Anthony Kennedy remarked in his concurrence in *U.S. v. Lopez*, 514 U.S. 549 (1995): "It is well established that education is a traditional concern of the States." Having a natural interest in educational issues, based on my eight years as a public schoolteacher (first in south-central Los Angeles, and later in Lexington, Massachusetts) and as the author of two novels for teens, I, with the help of OPIA, sought out and secured a summer internship with the legal office of the Massachusetts Department of Education (DOE).

I hit the ground running. One of my first meetings was with the executive and legislative officials involved in the creation of charter school law, an area in which Massachusetts is widely thought to be the national leader. It is fascinating to participate in the interpretation and application of a brand-new area of law, as interest groups phone and fax in their objections, and raise difficult questions of statutory interpretation which require long, complex, and exhausting meetings involving highly-experienced lawyers and policymakers, none of whom

can ultimately offer, or indeed even expect, anything like clear or definitive answers.

I find as the weeks go by and my knowledge of this and other subjects deepens that my opinions and analyses are increasingly valued by these veteran attorneys and policymakers. And I begin to appreciate my own 1L experience in ways I had not expected. As I perform close analyses of charter schools' contracts with third-party vendors to check their compliance with the applicable statutes and regulations, for example, I am reminded of Professor Elhauge's low-key but relentless scrutiny of deceptively innocuous/straightforward contract provisions.

I draft a motion to dismiss for a case involving a highly-controversial provision of federal special education law, and remember Professor Slaughter filling Austin West with her incredibly high enthusiasm for Civil Procedure. She speaks convincingly about the need to preserve the dignity of the individual in court, but here I find myself advocating for the dignity of a state agency under legal attack, and by extension the interests of the hun-

dreds of thousands of students it strives to represent – including, of course, the one student now challenging it in this case. Filled with healthy irony is democracy.

A student is murdered by another student as he sits at his desk in the first class of the high school day. It is rumored that they had exchanged words, and more, earlier that morning, and this was the tragic outcome. Another senseless death, I think as I read the case history, remembering the boy student I knew by name who had died senselessly in a drive-by shooting in south-central L.A., and the girl student with the winning smile who was stabbed to death by an intruder after she fell asleep over her homework in her living room one Thursday night, right across the street from the classroom I taught in. I push those thoughts aside. I have a job to do. I will think about murder with proper, carefully-measured detachment, as I imagine Professor Weinreb does.

The parents sue the school in a tort action, claiming that its safety measures



were so woefully inadequate that they fall outside the bounds of discretionary immunity.

And so I think of Professor Rosenberg, and his talk of *ex ante* compensation. I behold the corpse of the deceased teenager, and my heart protests. "Look – we put a price on human life all the time!" Rosenberg tells me with undisguised contempt. Nevertheless, the wind spills out of his rhetorical sails, and the good ship "Law and Economics" is suddenly dead in the water. "I can be a good lawyer without worshipping at your particular altar, thank you very much," I say a bit too defensively as I head for the lifeboats. "Go to Yale!" I hear Rosenberg curse as I disembark and row away. But I smile in spite of myself, because I know that even as I pretend to leave him behind, he will no doubt forever heckle me from the fringes of my lawyerly thoughts – because after all, some of his taunts have the ring of truth to them.

I investigate whether or not the DOE must regulate internet education programs, and find that neither state nor federal statutes contemplate anything quite like internet education, and in fact seem rather reluctant to do so, even now. Using my Harvard-honed skills, however, I come up with what I like to think is a fairly lucid and elegant argument in favor of regulating such programs. But my approach goes over like, say, a few blatantly misleading professorial tips at a 1L Property review session would. This bureaucratic resistance does not annoy me as much as it might have in the past, however, because Professor Hay pointed out rather convincingly in my environmental law class last spring that administrative agencies which survive for any length of time are usually cautious creatures, trying not to use their quasi-legislative powers any too obviously, lest they be revoked.

In my internship I have also ventured into fascinating new areas of law as well – sexual harassment, labor, family, social welfare. In sum, the whole experience happily exceeded my highest expectations, so much so that I have elected to continue my association with the DOE during my 2L year, putting in ten to fifteen hours a week.

Tasty is the law. Bite it!

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By Mandy DeFilippo '00

The Art of Splitting Summer Public Interest Positions

When I arrived at HLS last year, I knew next to nothing about practicing law. Sure, I was a political science major, I knew about government, I had watched the "I'm Just a Bill" video along with "Mr. Smith Goes to Washington." But I felt completely uninformed about the varied types of jobs available in the world of legal employment. My only criteria for selecting a summer internship were getting lots of hands-on experience, not being stuck with what I consider to be "lackey work," and getting lots of feedback from supervising attorneys. An additional bonus would be to find a job at which I felt my work really meant something; to use the cheesy cliché, I wanted to feel that I had made a difference.

A conference with OPIA staff members combined with my background in the arts led me to a public interest split between two positions: one with the Office of General Counsel at the National Endowment for the Arts, and the other at Volunteer Lawyers for the Arts in New York City. I spent six weeks at each job, and while the logistics of moving between cities in the middle of the summer proved to be more complex than I would have preferred, the complementary nature of the positions and the experience I got at both were well worth the effort.

The National Endowment for the Arts (NEA) is a federal agency that funds the arts through grant programs across the country. The General Counsel's office basically functions as the legal advisor to the entire agency. Attorneys in the office answer all types of questions, ranging from tax to statutory construction and policy. This wide range of legal subjects enables interns in the office to research and work on a variety

of projects, most of which ultimately result in a determination of the Endowment's official policy on a relevant statute or regulation.

For example, one of the projects we worked on at length was rewriting the agency's access requirements under the Americans with Disabilities Act as they would apply to theaters requesting NEA funding. Additionally, the General Counsel's office handles some cases against the agency, as it did in *Finley v. NEA*, which was argued before the Supreme Court last term and handed down in June. All of the interns in the office were given substantive work, often involving extensive research. We also worked with other federal government entities, including the Department of Education and the Department of Justice. As one of the Deputies General Counsel told me in my interview, "We don't give our interns busy work. If you weren't working on [your project], we would be." This proved to be absolutely true.

Volunteer Lawyers for the Arts was created to provide legal advice and services to indigent artists and not-for-profit arts organizations in the New York metropolitan area. In theory, the operation is quite simple. The interns answer the "arts law line," and take down the caller's legal question. After discussing the matter with VLA's staff attorneys and/or doing some research on their own, the interns call each client back and explain the course of action she or he should take. Additionally, if a client qualifies for VLA's services, interns will bring her in for a consultation with a staff attorney, and refer the case out to another attorney who agrees to take the case pro bono. Sounds simple, right? In practice, of course, it's not so simple.

Since artists calling in with legal problems don't know anything about law as a general rule, interns fielding calls often have to parse through stories about friends who turned out to be (allegedly) back-stabbing, no-good jerks (among other things not printable in a school newspaper) in order to figure out what the legal issue is at all. There are callers with legal issues that VLA is not equipped to deal with, such as impending litigation. And there is a regular quotient of individuals who are, as one of the staff attorneys put it, "a little off" — people who claim that the government broke into their apartments, swiped all of their screenplays, and made them all into blockbuster hits like "Titanic" and "Armageddon."

Nonetheless, I found the experience of dealing directly with real people and real problems instead of reading about them in a casebook truly enlightening and challenging. There were frustrations in working at VLA: only one computer for five interns (a horrifying lack of resources which, I am told, is to be



remedied soon), very little office space, and an alarming number of people we couldn't help. But I found the experience I gained by working with the law in such a hands-on way completely worth the headaches I got in the process.

Please allow me to end my account with a shameless plug. Although OPIA generally does not recommend splitting summers between public interest employers, I feel that this particular split would offer invaluable experience to anyone thinking about a legal career in the arts. The NEA offers the experience of working at a federal agency from both an administrative law perspective and an arts perspective. By contrast, interns at VLA speak to artists first hand about their legal problems, which can range from contract disputes to allegations of copyright infringement to landlord-tenant conflicts. While I would recommend either position individually as a 1L summer job, the two internships, taken together, offer a wide range of legal experience from two different ends of the arts world spectrum.

By Tanya Bartucz '99

Public Litigation

Working at Public Citizen's Litigation Group (PCLG) last summer was the best job I've ever had. The work was interesting and worthwhile, the lawyers were brilliant and very, very nice, and I got to go to a fair number of law-related events. I think the position would appeal most to someone who likes talking about law and is interested in reforming "the system" without being too dogmatic.

The work and the staff at PCLG are both exceptional. Alan Morrison, who with Ralph Nader founded Public Citizen, has appeared before the Supreme Court nearly every term for years and has been instrumental in determining modern separation-of-powers law. All the PCLG lawyers do some Supreme Court work. The Supreme Court Assistance Project Fellow devotes her time to reading petitions for certiorari and identifying the cases PCLG might be interested in. If any of PCLG's staff lawyers is interested, PCLG then offers to help with the briefs and/or moot courts.

For one case this summer, Alan helped with a moot court preparing Jim Hamilton for his oral argument in *Hamilton v. United States*. (The issue was whether the attorney-client privilege survives the death of the client, with respect to Hamilton's notes of his last conversation with Vince Foster.) The PCLG summer interns got to read the briefs, discuss them with Alan, see the moot court, and then go see the actual oral argument. I can't imagine any summer job giving me better insight into Supreme Court litigation.

PCLG mostly does lower court work aimed generally at making the government, including the court system, more accessible and more accountable. The summer interns' major projects were treated almost as our own cases, though of course the supervising lawyer for each project read everything we wrote and recommended revisions. Feedback was generally detailed and very helpful.

One of my main assignments was a Freedom of Information Act case challenging a State Department information-withholding policy. I got to draft the complaint, the summary judgment motion, and a discovery motion. I also



drafted an affidavit for another case and met regularly with the affiant. The issues the other summer interns worked on included antitrust law, federal preemption doctrine, the Administrative Procedure Act, and anti-tobacco company litigation.

The lawyers, especially Brian Wolfman, who does the summer hiring, really want the summer interns to have a good and educational time. There's no expensive firm-type summer program, but the Group went to an Orioles game, there were several get-togethers at the lawyers' houses, and we had Public Citizen-wide intern lunches. I also got to see Brian testify before Congress, to go to various public interest lunches with speakers, and to see a NHTSA meeting on globalization. The hours are good too: David Vladeck, PCLG's director, discouraged the summer interns from staying past 6:00, and I usually came in between 9:00 and 9:30.

PCLG currently has eight full-time lawyers and two Fellows. Last summer there were three summer interns: two who had finished 2L year, and one who had finished 1L year. If you're interested in the type of litigation they do, there is nowhere better to work than PCLG. I don't know of any place I could have worked with better lawyers or learned more. Students should apply for summer positions no later than January 15.



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Whit Pidot, HLS'99
Summer Associate
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Meg Smith, HLS'98
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Angela Kim, HLS'93
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Dana Kirchman, HLS'97
New York
1-800-221-1026, ext. 7604

Aileen Lee, HLS'95
Los Angeles
213-312-4273

Trey Loughran, HLS'95
Atlanta
404-335-3786

Rob Orgel, HLS'93
Silicon Valley
650-842-5754

David Patent, HLS'92
New York
1-800-221-1026, ext. 8007

Chris Thorne, HLS'95
Cleveland
1-800-457-1017, ext. 4513

Allen Weinberg, HLS'93
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SÃO PAULO
SEOUL
SHANGHAI
SILICON VALLEY
STAMFORD
STOCKHOLM
STUTTGART
SYDNEY
TAIPEI
TOKYO
TORONTO
VIENNA
WARSAW
WASHINGTON, DC
ZURICH



By Dusan Stojkovic '00

A Lesson in "Civil"ity

The telephone receiver started feeling slightly unpleasant against my ear. I had finally done that which I had sworn to myself I would never, ever do. I had used the Harvard name for no other reason than my own personal benefit.

There I was, a week into my summer "apprenticeship" with Schön, Nolte, Finkelnburg & Clemm in Hamburg, receiving a phone call from a partner in the Frankfurt office who needed some

information from the headquarters library.

"No, I'm afraid you must have reached me in error," I urged, "I am Mr Stojkovic... you know, from the Harvard Law School," straining to repress the "Buss it, Sir: I don't do menial shit like that" which would have inevitably ensued in a slangy Serbo-Hessian accent.

Needless to say, my guilt trip turned out to be more like a short walk down the street. I would do this again, I decided.

Overall, the gig in Hamburg, brought to me by way of the OCS's International Placement Program, was very good.

I learned a lot of Corps, and most of my assignments dealt with Mergers & Acquisitions; truth be told, I saw much more of the former than the latter: mostly American firms setting up new subsidiaries on the Continent.

I learned more about reading statutes than I ever imagined feasible. Everything is codified in any given civil-law system, but this appears to hold even truer in the German law.

And, most important, I learned that I actually enjoy my chosen vocation: far beyond the sheer thrill derived producing briefs, memos, due diligence reports, legal opinions, transaction bibles; on a purely interpersonal level, I like advising real-life businesspeople with pressing business concerns. And that neither makes me a sellout nor a bad person. Of course, it doesn't make me an altogether normal person, either, but would I be where I am if I were? I don't think so.

"This is very different for you, there's really nothing quite comparable to this in American law," my supervisors would recite as an introductory sentence to each and every assignment at the onset of my eight-week apprenticeship in Hamburg. Oh yeah?! Why, then, is it so clearly analogous to such and such a provision contained in blahblah U.S.C. soandso? Listen, people, back in Cambridge I was exposed to a nifty little concept called *jus naturales* which leads me to believe that this is not such a wild variation after all; I will deal. And deal I



did.

But doubtless there are conspicuous differences, but for which I could (and probably would, owing to the higher remuneration rates) have spent my summer with a U.S. law firm.

Rechtschutzversicherung for one. Whaddyamean this insurance covers court costs

incidental to certain forms of liability?! And all this on top of "loser-pays?" You people just don't like keeping your kids fed, do ya?

The role of the judge in the civil-law scheme of *rea jures* is proactive by definition. Northern German fact-triers seemingly indulge in this role with more pleasure and sarcasm than their colleagues from other regions. Quips such as "Counsel, I feel compelled to inform you that you've been wasting your pricey breath for the past ten minutes, because we're not even reaching that issue under the instant facts" made me rejoice even when uttered to the detriment of members of the firm for which I worked. One would be rather hard-pressed to find feigned formalistic courtesy is the contemporary German courtroom.

Given the short amount of time spent working in Hamburg, I cannot honestly claim to have become an expert in any field of German law. Nevertheless, by being accorded the opportunity to directly compare it to another legal system, I feel that I have come to a deeper understanding of U.S. law. If for no other reason than that, my experience was worth it and I highly recommend partaking in the International Placement Program, particularly to this year's 1Ls.

INTERNATIONAL PLACEMENT PROGRAM BASICS

The Office of Career Services (OCS) established the IPP to enhance the opportunities of all J.D. students wishing to work as summer interns with foreign law firms around the world. Each year a number of longer-term placements are also made for graduating 3Ls.

In the past few years internship positions have been filled in many countries, including Australia, Austria, Belgium, Brazil, Czech Republic, Ecuador, Egypt, England, France, Germany, Israel, Italy, Japan, Korea, Mexico, The Netherlands, New Zealand, Scotland, Spain, Switzerland, Thailand and Venezuela. This year, IPP will commence in late October and continue through May. The first event will be an informational meeting to discuss program procedures and general guidelines; the date and place of this meeting will be announced in the *HLS Adviser*.

The great majority of the host firms in the program are foreign-based firms. Occasionally some of the larger American firms will hire through IPP. Most U.S. firms,

however, have their own in-house hiring programs and will consider only 2Ls or 3Ls for internships in a foreign branch office—application for these firms should be made through the on-campus interviewing program.

Some of the foreign firms participating in this program provide a reasonable living allowance and economy round-trip airfare. In exceptional cases housing may be provided, but this is strictly optional. Some firms are able to meet only a portion (or none) of the "customary" guidelines. For example, a firm may be able to provide a living allowance, but not airfare. Another may offer housing, but no allowance. Regardless of the terms of employment, OCS will advertise all available internships for student review.

Students interested in more detailed information about this program or about specific internships, please schedule an individual consultation with Jeanne Tai, International Placement Advisor, Pound 314.

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In 1997, "Presumed Equal: What America's Top Women Lawyers Really Think About Their Firms" named SR&Z the best firm for women in New York. In addition, the recently published AmLaw 100 ranked Schulte Roth & Zabel second in New York and tenth in the nation for its *pro bono* activities.



The atmosphere at SR&Z is ideal for a working team of professionals. I will look back on this summer as not only the beginning of an exciting professional life, but also as a vital piece of my legal education.

Eric Johnson,
Harvard '00

Summer Associate '98



My summer at SR&Z showed me that working at a large law firm can be challenging, stimulating, and fun at the same time.

Nicole Wilkes
Harvard '00

Summer Associate '98

By Larry W. Prescott

The Southwest Legal Market

Will 1998 be looked back upon as the peak year of the 1990s for the legal market? Time may be telling; are the law firms listening?

By any measure, 1998 has been a landmark year for the demand for lawyers in the Southwest. Incoming associate classes are the largest in years and summer programs have swollen. Starting salary packages at the leading firms have rocketed from \$75,000 a year ago to over \$90,000 for the class of 1998. Firms are dipping lower into the law school classes to meet their hiring needs. Attractive positions for experienced lawyers abound and the in house market has been red hot.

Remarkably, compensation for experienced associates has been boosted by approximately \$20,000 per JD class by the leading law firms, in a questionable attempt to retain their associates. (We think that this will have little impact on the typical law firm associate who wants to move in house for quality of life reasons.) Nevertheless, a 1994 JD saw his or her base salary jump from \$80,000 to \$100,000 in August, in the

rash of raises that swept through the leading Texas law firms, with another raise to \$108-110,000 coming in January. Plus bonus, of course. Gimlet-eyed in house attorneys, charged with controlling their employers' legal fee budgets, are lying in wait for expected attempts to raise hourly rates. And knowing associates are bracing for the inevitable pressure to bill more hours, to justify their handsome new levels of compensation.

These large new associate classes and voracious lateral hiring activities are being met by the convergence of problems in Russia, Asia and Japan; a sharp reduction in IPO's; depressed prices for oil and gas; and President Clinton's woes. However, with the exception of tort litigation and bankruptcy, the Southwest's mainstay practice areas remain strong for now, and heavy trade with Latin America has created a special need for attorneys who are fluent in Spanish.

In Houston, the world's energy capital, the deregulated gas and electricity industries have created huge new practice areas, to complement the already strong co-generation/independent

power and traditional oil and gas industries; but continued depressed prices for oil and gas are causing layoffs at some companies. Austin is benefiting from continued growth of its "Silicon Hills" high-tech industry, attracting several new branch offices of prominent high-tech law firms, but IPO activity has slowed recently because of economic concerns. Dallas's broad-based economy, which includes strong telecommunications and real estate segments, appears to be rolling forward, although real estate activity is cooling somewhat. The big question is whether the economy in the Southwest is just catching its breath, or whether a downturn is on the horizon.

A 1999 that merely approximates 1998 will sustain the current high level of demand for legal talent. Conversely, if the economy declines or stagnates as it did in the early 1990's, heads will roll more quickly than they did then, as law firms and corporations move to cut attorney overhead that is a 20% heavier burden than it was during the downturn in the early 1990's.

But one thing is certain. Law stu-

dents who demonstrate a sincere interest in living in the Southwest and who indicate a willingness to invest the hours required to become outstanding attorneys currently have an abundance of opportunities in the major cities. And those who have not lived in the Southwest before may find irresistible the open and friendly atmosphere, combined with buying power of their wages which is unmatched in other parts of the country.

Larry W. Prescott is the owner of Prescott Legal Search. The company is located in Houston, Texas and specializes in the Southwestern legal market. To contact Prescott Legal Search, call (713) 439-0911.



What? You found him cut up into little pieces and deep fried?



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By Ashley Langdon

The Southeast Legal Market

The late 90s have been a boom time for the Southeast. The Atlanta metropolitan area has seen over 100,000 people move-in each year since 1995, and Charlotte has started to see similar growth. So many people have relocated from the Northeast that North Carolina natives jokingly refer to Cary, an affluent suburb favored by many relocating Northerners, as the "Containment Area for Relocated Yankees."

A recent Cognetics, Inc. survey of business people nationwide named Atlanta, Birmingham, Orlando, Raleigh-Durham and Nashville among top 10 cities in which to start and grow a business. The university systems in Atlanta and Raleigh-Durham serve as catalysts to exciting new companies in biotechnology, telecommunications, computer technology and other high tech fields. All this means high growth in transactional

work for law firms.

Law firms in the Southeast are still hungry for well-credentialed students in most areas of practice. The mild climate, low cost of living, and livable hours requirements are cited as draws for many young associates. Atlanta starting salaries continue to rise, with the most recent increase to 72,000. Associates starting in North Carolina this fall can expect salaries of 67,000.

Georgia leads the nation in high-tech job growth, and the law firms reflect this with the growth of their intellectual property practices. Firms are recruiting patent attorneys with electrical, chemical and computer science backgrounds, corporate technology attorneys in telecommunications and computer science, and securities attorneys to assist with IPO's.

In addition to technology-based work, Atlanta firms are looking for exceptional

students interested in mergers and acquisitions, finance and lending, corporate tax, commercial real estate, employment law, commercial litigation and ERISA.

Charlotte ranks second behind New York for bank deposits. Among the firms with strong banking practices opening offices in Charlotte are Cadwalader, Wickersham and Taft, Hunton & Williams, McGuire, Woods, Battle & Boothe, Alston & Bird and Mayer, Brown & Platt. The firms in Charlotte are looking for attorneys in lending, corporate banking, finance and real estate.

The Research Triangle is seeing development driven by the university think tanks and resident pharmaceutical companies. Exceptional needs exist in biotechnology and corporate law. Throughout North Carolina, students will find firms with needs in commercial litigation, ERISA and corporate areas.

Florida has seen high growth in transactional areas and has continuing needs in trusts and estates work. In Southern Florida, Spanish language skills are particularly useful. Miami and Atlanta are leading the Southeast in an influx of foreign businesses.

Continued low unemployment rates and a commitment to business from local and regional governments support continued high growth in the Southeast. The top twelve firms in Atlanta saw an average 20% increase in revenues last year. It is an exciting time to move into both local firms and increasingly present satellite offices of national firms.

Ashley Langdon is a recruiter for Hughes & Sloan, Inc., an Atlanta-based legal placement company. Hughes & Sloan may be contacted at (404) 873-3421 or hsllaw@mindspring.com.

By Randy Beckwith

The California Associate Market: Growth, Change and Opportunity

Three interlocking components — growth, change and opportunity — characterize the California legal market. This article will address their effects on the law firm environment and the resulting impact on opportunities for young associates.

Growth

Dramatic law firm growth began in the exuberant 80's, with the expansion in size and number of offices of California-based firms. Moreover, many national firms from New York City, Washington, D.C. and the Midwest opened California branch offices, a larger number in Los Angeles, to share in the state's economic boom. Law firms hired both new and lateral associates, as well as partners, at previously unheard of levels.

This seemingly unending upward trajectory came to an abrupt halt in the early 90s, when the economy went into a very severe slump — longer and deeper in Southern California than elsewhere. There was a concomitant decline in law firm hiring and considerable "downsizing" within the associate ranks and "rightsizing" at the partnership levels. Some mid-sized and smaller firms completely dissolved and unprofitable branch offices closed.

Today, firms have a more cautionary perspective on growth since no one wants to repeat the hiring binge of the 1980's; however, as a result of the strong economic recovery in 1995, over two-thirds of California's largest 50 law firms expanded in 1996, and this trend is continuing.

The sheer size of today's legal market is staggering. There are over 130,000 active attorneys in California, and the State Bar's recent demographic study shows that 45% of them practice in the Los Angeles area, and 29% in the Bay Area. Numbers for each of the state's six largest legal markets are shown in the chart below.

The fastest increase statewide has been and continues to be in the Silicon Valley. Even during the recession this area was less affected because there was continued expansion in companies in-

involved in the high-tech, biotech, and communications industries, which fueled the intellectual property and corporate practices of the "Valley" firms. The Los Angeles market also has been very strong over the past couple of years and offers the widest variety of opportunities in all practice areas.

Change

Change is the second component of this very expansive and fluid market. First, the law firm model has evolved from a professional collegial club to a business entity; the emphasis now is definitely on the bottom line. Whereas "gentlemen" lawyers of old did not disclose revenues, profits, or partner compensation, today this information is displayed publicly in the American Lawyer and other publications.

Another major change is the increase of lawyer mobility. Attorneys no longer spend a career in one firm. Key to their movement is the large array of options — which proliferated as branch offices came into a city. When offered higher compensation, more managerial responsibility, or a chance to head up a practice area as opposed to being lower in the pecking order, many partners shifted firms. In the last year, five out-of-state firms have come into Los Angeles, each by acquiring several local partners with very profitable practices. Of course, local firms to acquire partners and practice groups also use these same enticements.

Many times associates follow the partner(s) to their new firm. However, the majority of associates move on their own for varying reasons. It is increasingly rare that an attorney's first job is his/her only job. Thus, in considering your first job the question is less "is this the right job?" and more "will this firm give me the training and experience to enhance my marketability for my next position?"

Opportunity

The third component, and undoubtedly the most important to you, is the opportunity that California offers to young attorneys. In a nutshell, it is tremendous! The accompanying table is an overview

of the search assignments for lateral associates from our clients. (This is not intended as the complete hiring picture for any market.) California offers a veritable cornucopia of firms: huge national and international firms (e.g., Gibson Dunn, Latham & Watkins, Skadden Arps, and Jones Day); indigenous multi-office California firms (e.g., Heller Ehrman, Cooley Godward, and Sheppard Mullin); mid-size one-office firms (e.g., Landels Ripley, Troop Steuber Pasich); boutique firms with one specialized practice (e.g., Quinn Emanuel — litigation, Knobbe Martin — intellectual property); and spin-off firms (e.g., Venture Law Group — five-year-old spin-off of Wilson Sonsini which now has 70 attorneys in Palo Alto and eight in Seattle).

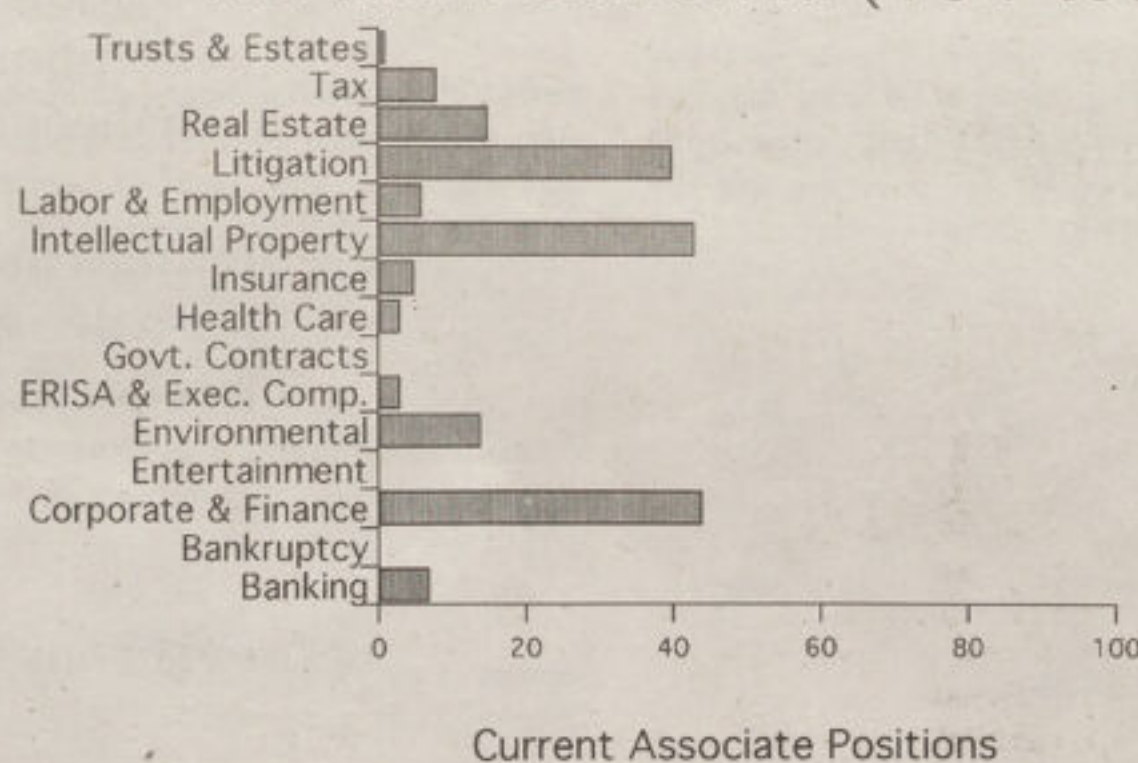
Hiring is up across the board. Hot practice areas include: corporate/securities (including venture capital, public and private offerings, mergers and acquisitions, joint ventures, project fi-

nance, and securities litigation), intellectual property, real estate, labor (including employment litigation, executive compensation, and employee benefits), antitrust counseling, international, and various types of litigation. Few areas are truly dead, but the demand for environmental compliance, bankruptcy, and bank regulatory lawyers is way down. And for those of you with "stars in your eyes": although Los Angeles is the entertainment capital, it is virtually impossible for a new graduate to break into that industry unless you know someone!

With all its growth, change, and opportunity, today's California associate market is a seller's market, especially for top law school graduates.

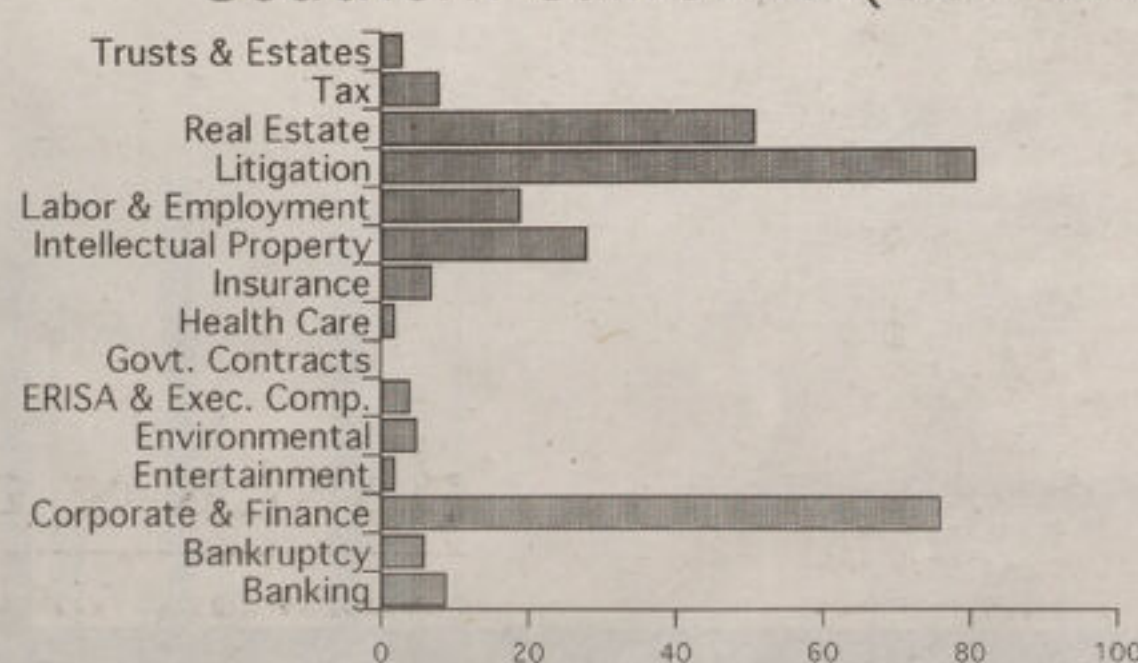
Randy Beckwith is a partner with Seltzer Fontaine Beckwith, Legal Search Consultants in Los Angeles. She can be reached at (310) 839-6000, sfbsearch@aol.com, or <http://www.sfbsearch.com>.

Northern California (184 total)



Current Associate Positions

Southern California (301 total)



Current Associate Positions

City	#Of Lawyers	#Of Firms
San Francisco	12,000	1,100
Silicon Valley (Palo Alto, Menlo Park, San Jose)	8,000	480
Los Angeles (Downtown, Century City, Beverly Hills, Santa Monica, Westwood, Pasadena)	33,000	3,500
Orange County (Costa Mesa, Irvine, Newport Beach)	8,000	1,000
San Diego	7,200	800
Sacramento	4,000	400

These figures include firms of all sizes.



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LEHMAN BROTHERS

By Margaret Tuitt

Judicial Clerkships

A judicial clerkship is an intensive research and writing position for a period of one or two years. It is generally viewed, in both academic and professional circles, as an excellent foundation for a legal career. In terms of professional value, the judicial clerkship has been equated with a medical residency. A fitting culmination of a legal education, it is where the law comes to life and the hypothetical and textbook cases come to life. And you are offered immediate responsibility and accountability. You are a front-line representative of your judge or court.

The process begins in the winter term of your 2L year and may stretch into the spring of your 3L year.

Approximately 20-25 percent of our graduating class opt to clerk. In 1998, there are 135 people clerking. HLS graduates are represented in every circuit region of the country:

- 123 at the federal level;
- 12 at the state level;
- 1 in foreign courts;
- in 32 states, the District of Columbia, 1 territory, and Canada.

Why Would I Want To clerk?

There is no easy answer or a single reason. The real question should be "What can I gain from this experience?" A clerkship provides many opportunities:

- 1) An excellent opportunity to develop and hone analytical, reasoning, research and writing, administrative, communication, and interpersonal skills.
- 2) An opportunity to gain a unique perspective into the judicial process.
- 3) An opportunity to observe attorneys in action (with various styles and degrees of experience) and to receive timely feedback on their performances from your judge.
- 4) An opportunity to experience a new location and/or become familiar with the bar where you plan to practice.
- 5) An extraordinary opportunity to keep your options open while gaining exposure to a broad cross-section of substantive legal areas before making a long-term commitment.
- 6) An opportunity for a strong, supportive mentoring relationship with a judge or judge(s).
- 7) Membership in an active network of the judge's former law clerks.

What Types of Courts and Clerkships Are Out There?

State and Federal courts include trial and appellate courts as well as courts of limited/special jurisdiction.

Federal

- U.S. Supreme Court: applications are submitted during 3L Winter Term.
- U.S. Court of Appeals [Article III Judges]: hire elbow and court clerks.
- U.S. District Court [Article III Judges]: hire elbow-clerks.
- Full-time U.S. District Court Judge Magistrates: hire elbow-clerks.

- U.S. Bankruptcy Court Judges [fixed-term appointments]: hire elbow and court clerks.
- Other Federal Courts [Article III Judges]: U.S. Court of Appeals for the Federal Circuit, U.S. Court of International Trade, U.S. Court of Federal Claims, U.S. Tax Court, U.S. Court of Appeals for Military Appeals, U.S. Court of Veterans' Appeals (Courts of special jurisdiction may require specific backgrounds).

Special Note: Many administrative agencies have administrative law judges. If interested, you should contact the agency directly.

State Courts [possibility of elbow and/or court clerks]

- All states have a Supreme Court or Court of Appeals.
- Many states have Intermediary Appellate Courts.
- All states have Trial Courts.
- Lower courts may not have clerkship positions.

Definitions:

Article III judge: Appointed by the President for life term.

Elbow-clerk: A clerk who works for a specific judge or justice.

Court clerk/Staff Attorney: A clerk who works with a variety of judges or justices throughout his term.

Elbow vs. Court Clerk

One can clerk for an individual judge or a court system, in the federal or state courts, at the trial or appellate court level. Clerks to an individual judge are often referred to as "elbow clerks" and may be one of 2-4 clerks working for an individual judge; or in the case of some "senior" judges the sole clerk to a judge. As a clerk to a court system [often referred to as a staff attorney], one is a member of a group of clerks serving a court, working for individual judges of the court on a rotation or an assignment basis over the term of the clerkship. Whether one is an elbow or court clerk, the judicial clerkship is an opportunity to become a member of a very intimate working environment and a team player and have an indispensable role in the judicial process. Some people would be uncomfortable in an intimate chamber and prefer the diversity of a court clerk position. Others have used the court clerk position to become familiar with the court and its judges, and then apply for an elbow-clerk position.

Who Do I Clerk For?

In general there is very stiff competition for most U.S. Court of Appeals and many District Court clerkships. Many students seem to approach the question of clerkships on the assumption that federal court clerkships are invariably superior (by whatever criteria the particular student has in mind) to state court clerkships. This might be a useful place to highlight that the value of a clerkship depends much more on the abilities of the particular judge (or

judges) than on questions of status (federal or state, trial or appellate) or geographic location.

The ability of a judge is an important factor to consider, since you are seeking an educational experience. Some subjective factors one can use to evaluate a judge are his: judicial philosophy, personality, personal relationship with clerks, and to a lesser extent, status, i.e. senior vs. active. However, this last point can be of little importance since a senior status judge carries a lighter docket but also hires fewer clerks.

Key information resources in your search are: 3Ls with clerkships, who have just finished this process; current clerks; faculty; practicing attorneys; and judicial opinions. Reference materials are available in Langdell Library, the Career Resource Center, and on-line databases such as WESTLAW and LEXIS.

2Ls will receive a detailed memo in their Hark Boxes mid-November which will include a list of clerks spanning three years as possible contacts, a bibliography of resources & on-line data sources, and much, much more.

Eligibility

In all instances, a judge or a court seeks to hire the strongest applicants. While grades are a major factor in the selection process for all clerkships, they are not the sole factor. It has not been possible to make a general statement correlating type or location of court with grades. Judges and courts are looking for intelligent, articulate, well-rounded individuals with strong lawyering, organizational, and interpersonal skills. Therefore, the weight given to credentials such as: law school grades, extra-curricular activities, undergraduate record, and law-related work experience will vary with the individual judge and court. Past hiring practices and rumors suggest that some judges only consider students on Law Review, and others, only students from particular schools. There are enough exceptions to these rumored criteria that you should not be dissuaded from testing them.

As one might expect, the most popular cities for judicial clerkships are Los Angeles, San Francisco, New York, Boston, Chicago, and Washington, DC. All levels of courts in these cities attract a large number of exceptionally well-qualified applicants from Harvard as well as other top schools [with the exception of California state courts which hire only career law clerks]. It follows that judges outside of these metropolitan city-centers do not receive as many applications, particularly from Harvard, and may be happy to consider candidates with academic records that are not quite as strong. Likewise, there is less competition from your fellow classmates for federal clerkships with two-year terms, courts of limited jurisdiction, and all levels of state court.

Citizenship Requirements

In general U.S. citizenship is required of applicants for paid federal judicial

clerkships (in the continental United States). The exceptions to this requirement are: 1) permanent residents who are eligible to be a U.S. Citizen and have filed a declaration of intent to apply for citizenship; and 2) foreign citizens whose country of origin has a mutual defense treaty with the U.S. If you are uncertain of your country's status in this regard, you should consult Margaret Tuitt, Pound 317. Unfortunately no list of eligible countries is available for circulation. Citizenship requirements for applicants to state courts will depend on the individual state's laws. Note that there may be no specific policy in place since foreign applications are extremely rare. You should contact the administrator of the specific court or the staff of the judge's chambers.

Nepotism Issues

Couples seeking clerkships in the same jurisdiction should keep potential nepotism rules in mind. There may be regulations against spouses working as clerks in the same jurisdiction.

THE APPLICATION PROCESS

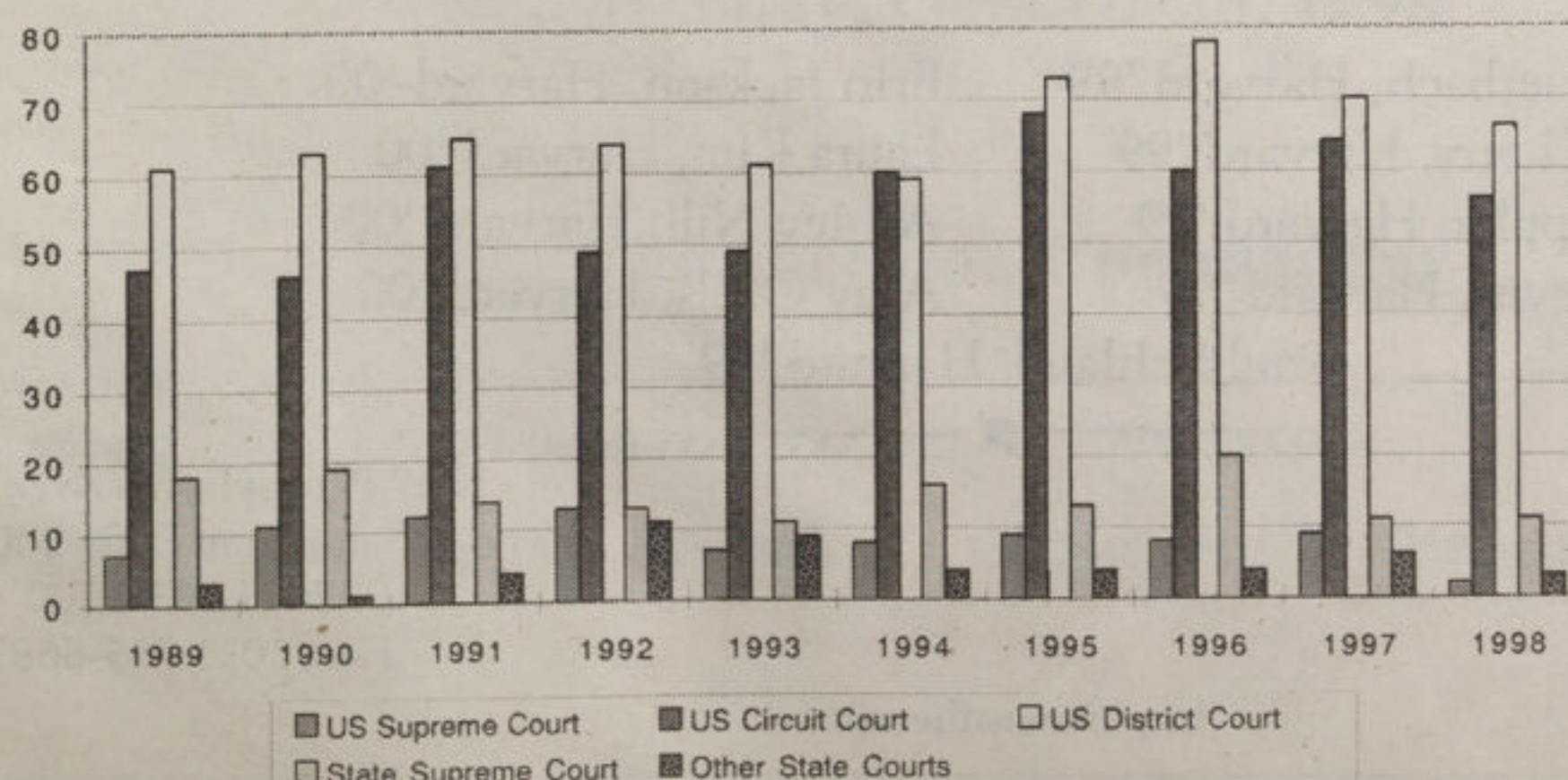
While you can apply to every judge in the country for a clerkship, there are several factors that will limit the number of applications you submit. First, you pay for your own fly-out expenses. Second, as mentioned previously, there is no enforceable uniform response date for clerkships. Therefore, you will not be able to sit back and compare offers or postpone a decision while awaiting your first choice. There is a lot of pressure to accept the first offer received and almost everyone succumbs. A judge may give you only 24 hours to consider and respond to an offer. You are therefore advised to send out your applications in waves if you intend to apply widely or to a large number of judges. Be prepared to wait. While there are guidelines regarding the start of the process, there are none regarding the end. Third, an unmanageable list places an undue burden on your recommendors and may convince them that you have not done your homework or given sufficient thought to the process.

Timing

In an effort to bring sanity to the application process, in September 1993, the Judicial Conference (a committee of federal judges representing the entire federal bench) voted unanimously to implement BENCHMARK guidelines for the process. A "Benchmark Date" refers to a date on or about which an action may begin. They are as follows:

- 1) For application submission — February 1. Thus, applications may be submitted to arrive in chambers on or about February 1, and;
- 2) For in-chamber interviewing — March 1.

Continued on page 20



JUDICIAL
CLERKSHIPS
ACCEPTED
BY
HLS STUDENTS
BY TYPE
OF COURT

In addition, all federal judges have been asked to allow candidates 24 hours to consider.

There are also several factors you should consider in the timing of your application:

- 1) Although you may submit all of your applications at the same time, judges respond randomly. Thus, your 10th choice may contact you before your 1st or 2nd choice has even begun reviewing their applications
- 2) The expense of the fly-out interview(s) is borne by you the interviewee. Therefore, you should contact other judges to whom you have applied in that area once you get your first callback.
- 3) Accepting an interview is tantamount to accepting the clerkship if offered (unless there are extenuating circumstances). This is true for several reasons, the most important of which is that a judge generally interviews a small number of applicants (4-12) and will make an offer very quickly once he finds the "right" candidate. Therefore, if you are uncertain about your geographic preference at the time of application, you should delay arranging an interview until you are more certain.

Federal vs. State

Although the federal court application process begins in the 2L Winter Term, most state court application processes begin anywhere from 2L Spring Term to 3L Fall Term. If you are particularly interested in state courts and are applying to both state and federal courts, you are advised to let the state court know of your preference. While this may not ensure early consideration of your application, it can't hurt.

HOW TO APPLY

There is no standard application form for clerkships. The actual mechanics of the judicial clerkship process are quite simple. An applicant submits an appli-

cation consisting of a cover letter, resume, law school transcript, writing sample, and two to three letters of recommendation. Once applications are submitted, it becomes a waiting game. The application consists of:

- a) A cover letter — A letter of transmittal indicating who you are, the position you are applying for, and listing the enclosures and your recommendors. If you wish, you may summarize your qualifications and background, and mention how you feel the clerkship experience will benefit you. You do not need to state your reasons for wanting a clerkship. Please try to keep it to one page. Do not put a lot of time into this unless there is a really compelling reason.
- b) A resume — Include your upcoming summer employer(s) if known (since the process may go on through the summer). If you have not done so in your cover letter, a list of your references (name, address, and telephone number) can be attached. Make sure your address and telephone number are accurate.
- c) A copy of your law school transcript — Unless an official copy is specifically requested, obtain one (1) COPY of your transcript from the Registrar's Office and make multiple copies. Make your request early; allow at least THREE (3) WORKING DAYS for your request to be processed.
- d) A short, self-edited, writing sample (approx. 10 pages.) — This should be a piece which demonstrates your research, writing, and analytical skills. It may be an excerpt from a larger work or work done for a clinical course, regular class or summer employer. Many people have used a section of their Ames brief. It may be an excerpt from a longer piece. In this instance, you will want to provide a cover sheet that provides points of fact and the context. However, do not sacrifice quality to achieve brevity. Published pieces may be submit-

ted, although they are not encouraged and should be accompanied by a self-edited piece.

- e) In addition, it is useful to submit a copy of your undergraduate transcript since you will have relatively few law school grades at the time of application. In fact, many judges will request your undergraduate transcript. Therefore, it is wise to request a transcript from your undergraduate institution as soon as possible.
- f) Two-three recommendation letters — Request recommendations from

people familiar with your legal research and writing abilities (preferably law school professors, clinical instructors, or summer supervisors) and request they be directly sent to the judge. Some applicants have used college professors, graduate school advisers, or former employers. If you choose to do this, be sure to emphasize to your recommender the nature of the position you are applying for. This will enable him to highlight your attributes and qualifications appropriately.

THE JUDICIAL CLERKSHIP TIMETABLE

October - December

- Talk to 3Ls, current clerks, faculty members, and lawyers you may know
- Begin to secure recommendors
- Prepare your writing sample
- Order your undergraduate transcript
- Research judges and courts
- Attend any forums where judges or court representatives will speak

November

- Read Clerkship Memo [will be delivered to all 2L Hark Boxes]
- Attend General Informational Meeting on Nov. 10 (see Adviser for details)
- Research judges and courts
- Prepare for exams

December

- Internal deadline for faculty recommendations is Dec. 1

January

- Attend J.C. Meetings [watch Adviser for details]
- Research judges and courts
- Formulate your list of judges
- Provide mailing information to recommendors
- Prepare application packets
- Register with Peg Tuitt in OCS

Last-week of January

- Begin sending out applications

February - March

- Attend J.C. Meetings [watch Adviser for details]

- Wait for responses

- Interview
- Send out second wave of applications
- MA State Court presentation [watch Adviser for details]

April-May

- Same as above
- Before leaving for the summer, register with Margaret Tuitt

September

- Same as above
- More possibilities stream in and the process continues!

This process requires equal parts luck, patience and perseverance!

Some of these dates may change as the year goes on. Please check the Adviser for any developments.

On Tuesdays and Thursdays from 9-11:30, the on-campus Lexis-Nexis representative can help with on-line research of clerkship opportunities.

P.S. If you are not sure whether you really want to clerk for one or two years, you may want to consider a judicial internship either during the school year or the summer. All judges and courts are open to this possibility. Specific announcements for judges are posted on the J.C. Bulletin Board, Pound 3rd Floor.

Foley, Hoag & Eliot LLP

Foley, Hoag & Eliot will interview
2L and 3L Harvard Law School students
for our Boston office on October 6 and 7, 1998
at the Harvard Faculty Club

*If you missed the Office of Career Services registration deadline of September 22
for our on-campus interviews, please contact our office directly*

For further information regarding FH&E,
contact Dina M. Wreede, Director of Legal Recruiting
at (617) 832-7060 or dwreede@fhe.com

or speak to your HLS classmates who participated
in our 1998 summer associate program.

Joshua Auerbach, Harvard '99
Miriam Cherry, Harvard '99
Burke Kappler, Harvard '99
Jeremy Levin, Harvard '99

Erin Jackson, Harvard '00
Laura Kim, Harvard '00
Ashley Nill, Harvard '00
Amy Ozols, Harvard '00

Paul Schlaud, Harvard '99

One Post Office Square
Boston, Massachusetts 02109
(617) 832-1000
Fax (617) 832-7000

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The Sheraton Commander

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Friday, October 9, 1998 (3Ls)

Hiring for summer associate and associate positions at our Los Angeles office

Visit our Website at <http://www.tuttletaylor.com> and our site on <http://www.infirmation.com>

CURTIS, MALLET-PREVOST, COLT & MOSLE
NEW YORK

We are an international law firm with strong Harvard Law School ties dating back to the 19th century. In keeping with this tradition, we are looking for Harvard Law Students for our Litigation and Corporate/International Departments for the 1999 Summer and Fall Associate Programs. If you are looking for the opportunity to work in a collegial and instructive environment, with significant responsibility and client contact early in your career, sign up and learn firsthand about us.

Interviewing:
Monday, October 26, 1998

at

The Sheraton Commander

NEW YORK	WASHINGTON, D.C.	HOUSTON	NEWARK	OMAN
MEXICO CITY	MILAN	PARIS	LONDON	FRANKFURT
				HONG KONG



MPRE INFORMATION!

EXAM: FRIDAY, NOVEMBER 13

FILING DEADLINE: FRIDAY, OCTOBER 16 (Postmarked)

FILING FEE: \$48

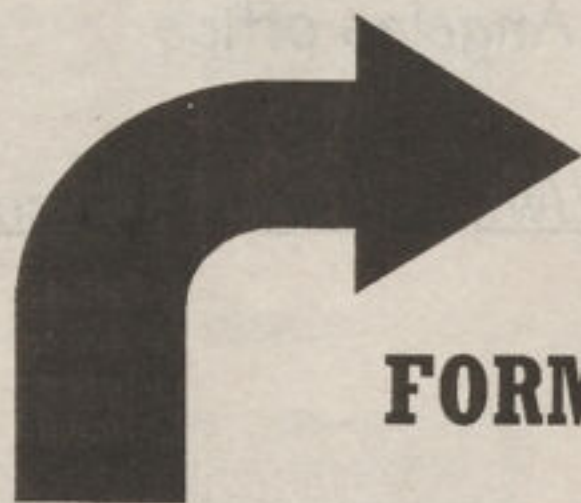
BAR/BRI COURSE AT HARVARD

SUNDAY, OCTOBER 25 @ 10AM

or

MONDAY, NOVEMBER 9 @ 6:30PM

STOP BY THE BAR/BRI TABLE FOR EXAM APPLICATION.



DON'T FORGET –
THE MPRE IS CHANGING
 BEGINNING WITH THE MARCH 1999 EXAM. THE
 FORMAT WILL REMAIN THE SAME, BUT THE SUBJECT
 MATTER TESTED WILL CHANGE.

WELCOME HARVARD CLASS OF 2001!

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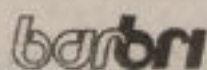
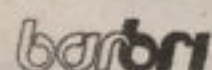
BEGINNING

TUESDAY, SEPTEMBER 15

(except Tues., Sept. 22 & Wed., Sept. 30)

FIND OUT ABOUT THE BAR/BRI FIRST YEAR REVIEW PROGRAM:

- THE FIRST YEAR REVIEW VOLUME
- FINAL EXAM REVIEW LECTURES
- SOFTWARE ON THE WEB
- AND MORE!



WELCOME BACK HARVARD CLASSES OF '99 & '00!

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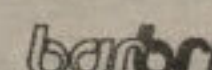
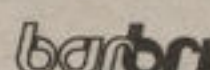
BEGINNING

TUESDAY, SEPTEMBER 15

(except Tues., Sept. 22 & Wed., Sept. 30)

ALL CURRENT ENROLLEES WITH \$75 DOWN MAY PICK UP:

- 1998-99 MEMBERSHIP CARD
- MPRE INFORMATION
- UPPER CLASS REVIEW VOLUME
(CONTAINING OUTLINES FOR CONSTITUTIONAL LAW, CORPORATIONS,
CRIMINAL PROCEDURE, EVIDENCE, TAXATION, TRUSTS & WILLS)
- NEW COFFEE MUG



Vault Reports Ranking of America's Top 50 Law Firms

Vault Reports, Inc., the New York career information company, has just released its first annual reputational ranking of America's Top 50 Law Firms: the Vault Reports 50. The ranking measures each firm's prestige, based on the survey of law firm associates that Vault Reports conducted in the spring of 1998. A total of 1,187 attorneys returned surveys to Vault Reports, with each attorney ranking the prestige of 70 major law firms on a scale of 1 to 10. Vault Reports averaged the score for each firm, excluding attorneys' ratings of their own firms, and then distilled out a final ranking of the 50 most prestigious firms in America.

The complete results are found in the new guidebook, The Vault Reports Guide to America's Top 50 Law Firms. Additional information on each firm may also be obtained by ordering a Vault Reports Law Firm Profile, a detailed 50-page report available for each of the firms in the survey.

To order, call Vault Reports at 1-888-562-VAULT or visit <http://www.vaultreports.com>.

See page 24 for Vault Reports' individual firm descriptions.

Rank	Law Firm	Score (out of 10)	Rank	Law Firm	Score (out of 10)
1	Cravath, Swaine & Moore (NY)	9.35	26	Willkie Farr & Gallagher (NY)	6.84
2	Wachtell, Lipton, Rosen & Katz (NY)	8.92	27	Mayer, Brown & Platt (IL)	6.78
3	Sullivan & Cromwell (NY)	8.91	28	Dewey Ballantine (NY)	6.75
4	Davis Polk & Wardwell (NY)	8.80	29	Morrison & Foerster (CA)	6.72
5	Skadden, Arps, Slate, Meagher & Flom (NY)	8.50	30	Jones, Day, Reavis & Pogue (OH)	6.67
6	Simpson Thacher & Bartlett (NY)	8.01	31	Hale & Dorr (MA)	6.58
7	Cleary, Gottlieb, Steen & Hamilton (NY)	7.89	32	Orrick, Herrington & Sutcliffe (NY)	6.58
8	Shearman & Sterling (NY)	7.87	33	Pillsbury Madison & Sutro (CA)	6.52
9	Covington & Burling (DC)	7.75	34	Cahill Gordon & Reindel (NY)	6.49
10	Latham & Watkins (CA)	7.59	35	Paul, Hastings, Janofsky & Walker (CA)	6.43
11	Paul, Weiss, Rifkind, Wharton & Garrison (NY)	7.52	36	Irell & Manella (CA)	6.34
12	Wilson, Sonsini, Goodrich & Rosati (CA)	7.50	37	King & Spalding (GA)	6.33
13	Debevoise & Plimpton (NY)	7.44	38	Morgan, Lewis & Bockius (PA)	6.28
14	Arnold & Porter (DC)	7.41	39	Fulbright & Jaworski (TX)	6.20
15	Kirkland & Ellis (IL)	7.37	40	Vinson & Elkins (TX)	6.15
16	Sidley & Austin (IL)	7.37	41	Baker & McKenzie (IL)	6.08
17	Weil, Gotshal & Manges (NY)	7.36	42	Winston & Strawn (IL)	6.05
18	Gibson, Dunn & Crutcher (CA)	7.26	43	Proskauer Rose (NY)	6.04
19	O'Melveny & Myers (CA)	7.22	44	LeBoeuf, Lamb, Greene & MacRae (NY)	5.92
20	White & Case (NY)	7.04	45	Fish & Neave (NY)	5.86
21	Munger, Tolles & Olson (CA)	7.01	46	Rogers & Wells (NY)	5.79
22	Williams & Connolly (DC)	6.99	47	McDermott, Will & Emery (IL)	5.75
23	Milbank, Tweed, Hadley & McCloy (NY)	6.91	48	Brobeck, Phleger & Harrison (CA)	5.74
24	Fried, Frank, Harris, Shriver & Jacobson (NY)	6.88	49	Dechert Price & Rhoads (PA)	5.64
25	Ropes & Gray (MA)	6.88	50	Schulte Roth & Zabel (NY)	5.42

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WE WILL CONDUCT INTERVIEWS AT
THE LAW SCHOOL ON

THURSDAY, OCTOBER 8, 1998

AND ENCOURAGE INTERESTED STUDENTS TO SIGN UP

HOUSTON

AUSTIN

DALLAS

LOS ANGELES

NEW YORK

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WASHINGTON, D.C.

HONG KONG

LONDON

The Vault Reports Ranking of America's Top 50 Law Firms

1. CRAVATH, SWAINE & MOORE

If Cravath lawyers think highly of themselves, plenty of others lawyers agree with them. Cravath, Swaine & Moore, though in many ways insular and antiquated, was chosen as the #1 law firm in our poll.

2. WACHTELL, LIPTON, ROSEN & KATZ

In three short decades, the M&A firm founded by four guys from NYU Law School has become one of the most prestigious and sought-after tickets in law, ranking #2 in our survey. Wachtell is tiny (about 140 attorneys and a nearly even partner-associate ratio) and rich — associates get bonuses that bring them closer to investment bankers' pay than to other law firms.

3. SULLIVAN & CROMWELL

Though insiders say Sullivan & Cromwell has "tomb-like" silence in its hallways, its ranking as the #3 law firm in the country shouts volumes. Major Sullivan client Goldman Sachs boosts the firm's fortunes, along with its highly developed overseas business.

4. DAVIS POLK & WARDWELL

The white-shoe, extremely nice firm of Davis Polk is widely acknowledged to be one of the premier law firms in the country, and ranks #4 in our survey. While some say Davis Polk's famed mellowness is hurting per-partner profits, the firm still boasts one of the finest securities practices in the country.

5. SKADDEN, ARPS, SLATE, MEAGHER

There are a lot of attorneys who work at Skadden, and many of them are even happy. This huge firm made its name representing the corporate raiders of the 1970s and 1980s. Today, Skadden employs over 1,200 lawyers, boasts 21 offices around the world, and ranks #5 in our prestige survey.

6. SIMPSON, THATCHER & BARTLETT

Simpson Thacher & Bartlett's famous "niceness" hasn't kept this firm from competing in the rough-and-tumble field of law; the firm ranks sixth in our survey. Clients like Intel and Credit Suisse First Boston mean this white-shoe law firm should keep its elite rep for years to come.

7. CLEARY, GOTTlieb, STEEN & HAMIL

Any way you cut it, #7 Cleary Gottlieb Steen & Hamilton is not your typical fusty New York-based law firm. The firm prizes freedom over structure, cooperation over competition, and diversity over sameness. And going its own way hasn't hurt Cleary one bit, ranking No. 11 in total revenues and No. 9 in profits per partner for 1997.

8. SHEARMAN & STERLING

Coming in at No. 8 in the prestige ranking is 625-attorney Shearman & Sterling, one of the oldest and largest law firms in the world. The firm is a leader in corporate finance and M&A, and offers its associates cutting-edge work — and a lot of it.

9. COVINGTON & BURLING

One of the most prestigious of law firms in the nation's capital, Covington & Burling takes its public service seriously, leading the nation in pro bono service each of the last two years. On the paying side, the firm represents more than 100 trade associations and industry groups. Covington came in as the highest-ranked D.C. firm in our survey, beating out Arnold & Porter and litigation powerhouse Williams & Connolly.

10. LATHAM & WATKINS

The "new kid on the block" in Los Angeles — located within blocks of older, more established competitors Gibson, Dunn & Crutcher and O'Melveny & Myers — Latham & Watkins has already outgrown its old digs. The firm has surpassed its venerable L.A. peers, and is now pushing to become the first non-New York firm to break into the highest echelon of American law firms. Latham is the only L.A. firm to break into the top 10 in the Vault Reports rankings.

11. PAUL, WEISS, RIFKIND, WHARTON

Paul Weiss: it's not just for litigation anymore. In fact, #11 Paul Weiss has numerous strong practices, from its corporate and international work to its much sought after entertainment practice. While Paul Weiss may have been slammed in recent press for insensitivity to women, insiders say the firm is just "loud."

12. WILSON, SOSINI, GOODRICH & ROSATI

Perhaps no other firm has ridden the wave of Silicon gold with more verve or success than Wilson, Sonsini & Rosati. In 1996 and 1997, the sonorously named Wilson Sonsini did more IPOs than any other law firms; its high tech clients include Hewlett-Packard and Sun Microsystems. A mere youngster among law firms, Wilson Sonsini, founded in 1961, now boasts 480 attorneys, all in its Palo Alto/Silicon Valley offices. Wilson Sonsini now hopes to extend its magic to other locations. First up: Seattle.

13. DEBEVOISE & PLIMPTON

Sliding in at No. 13 in our ranking is Debevoise & Plimpton, a firm that may not have the high-flying profile of its more flashy competitors, but is a major player in the New York legal community nonetheless. Its most prestigious

and largest department is mergers & acquisitions, which helps to explain why the firm is rolling in dough, ranking about seventh nationally in profits-per-partner.

14. ARNOLD & PORTER

Arnold & Porter may be the quintessential Washington firm, where lawyers routinely move in between private practice and public service. But Arnold & Porter isn't confined to the nation's capital — the firm also ranks in the top 20 firms in the country for mergers and acquisitions.

15. KIRKLAND & ELLIS

Topping our prestige ranking for the Windy City is Kirkland & Ellis, a firm where lawyers start working like dogs and cope with tremendous pressure from the minute they set foot inside. And they love it — associates report great satisfaction with their Kirkland careers. Top-drawer clients like GM and Amoco seem happy too.

16. SIDLEY & AUSTIN

If the competition between the top law firms in Chicago were a horse race, Sidley & Austin would have to go to a photo finish with Kirkland & Ellis. It is just that close. But whatever the outcome, Sidley is a thoroughbred firm that's sure to turn in a distinguished performance. (In the Vault Reports survey, Sidley ranked #16 in prestige, compared to Kirkland's #15 showing.)

17. WEIL, GOTSHAL & MANGES

Founded in 1931, New York-based Weil Gotshal & Manges has grown into the fourth largest law firm in the world with 675 attorneys located in 11 offices worldwide. The firm is arguably most well known for its bankruptcy practice, which is considered by many to be the legal world's best.

18. GIBSON, DUNN & CRUTCHER

One of Los Angeles' big three law firms, Gibson Dunn has bounced back from some rough times in the early 90s. In our prestige survey, the firm managed a higher ranking than its older L.A. competitor, O'Melveny & Myers, landing at #18.

19. O'MELVENY & MYERS

If it's law — no matter what the industry — O'Melveny will take the case. And ever since its representation of RJR Nabisco in its spectacular \$24.8 billion buyout by KKR in 1988, no one can safely ignore O'Melveny.

20. WHITE & CASE

Established in 1901, New York-based White & Case has grown into a giant international firm,

boasting more than 700 lawyers of 30 nationalities in 23 countries. The firm has grown quickly in the 1990s, adding more than 185 lawyers to its foreign offices between 1990 and 1996.

21. MUNGER, TOLLES & OLSON

Although not one of the best-known, or largest of law firms, #21 Munger, Tolles & Olson is one of the nation's most prestigious. Like its East Coast analogue, Williams & Connolly in Washington, D.C., Munger bases its reputation on high-end litigation work.

22. WILLIAMS & CONNOLLY

Founded by the renowned Edward Bennett Williams, Williams & Connolly is the premier Washington litigation law firm (in a city with a lot of litigation) handling some of the most high-profile work litigation work around. The firm represents President Bill Clinton, The Washington Post, and other awesomely powerful entities.

23. MILBANK, TWEED, HADLEY & MCCLOY

Those interested in an international approach to their law might want to consider Milbank Tweed. The firm has over sixty years of experience in Asia, and has had offices in Tokyo and Hong Kong since 1978. Milbank is also especially well-known for its peerless project finance practice, widely considered the best in the world. Only the dark cloud of a pending legal malpractice suit against Milbank (or possibly, the continuance of the current Asian economic crisis) might darken the bright horizons of the firm.

24. FRIED, FRANK, HARRIS, SHRIVER & JACOBSON

Fried Frank may be politically connected, but it's also well-known to bankers and litigants around the world. Fried Frank represented issuers in the NationsBank/Bank of America merger, and in the Disney/Capital Cities ABC joining. Known for particularly "blunt" and "loud" conversations in its offices, Fried Frank should be happy to trumpet its ranking of 24 in our prestige survey.

25. ROPES & GRAY

Founded in 1865, Ropes & Gray has become the pre-eminent firm in Boston. Ropes is best known for its corporate work and has well regarded trust and estates and health care practices.

26. WILLKIE FARR & GALLAGHER

Willkie Farr weathered some tough times in the early 1990s as it lost a couple of its mainstay clients, and laid off 22 associates in 1990. However, the firm has rebounded nicely: in 1998, Willkie Farr was ranked No. 15 in profits per partner at \$900,000.

27. MAYER, BROWN & PLATT

If you're a major corporation in Chicago with legal troubles, chances are good that your law firm has a first name, and it's M-a-y-e-r. Mayer, Brown & Platt has been a hot dog at making those legal troubles go away for well over a century. Among law firms, the firm ranks #27 in national prestige.

28. DEWEY BALLANTINE

Dewey Ballantine (that's a long I, like "valentine") is a distinguished and well-respected firm, which hopes to parlay its expertise in international trade law into an increased overseas practice. How will this affect firm culture? Hard to say — most Dewey Ballantine lawyers can't decide if their firm has one!

29. MORRISON & FOERSTER

If you're going to San Francisco, be sure to take a look at Morrison & Foerster (or MoFo), #29 on the list. If not, check your conservative sensibilities at the door and read our report.

30. JONES, DAY, REAVIS & POGUE

With 1,201 attorneys and 20 offices worldwide, Cleveland-based Jones, Day, Reavis & Pogue is among the top three law firms in both number of attorneys and gross revenues. The legal powerhouse provides significant representation, or serves as general counsel, to more than half of the companies listed in the Fortune 500.

The future of transportation is the
Thoroughbred of Transportation

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Law Department invites second
and third year students to
interview with us on campus

October 21, 1998

Norfolk Southern's Law Department offers a wide-range
and challenging in-house practice with a Fortune 500
transportation holding company headquartered in Norfolk
Virginia. Talk to us about employment opportunities
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31. HALE & DORR

Hale and Dorr lawyers love that dirty water down by the River Charles. Boston has been their home for 80 years. The firm is #31 in prestige nationally, but even more elite in its friendly Bostonian environs.

32. ORRICK, HERRINGTON & SUTCLIFFE

Orrick Herrington has in recent years ridden the booming US economy to new prominence. In fact, in 1997, a year in which Orrick's revenues increased 22 percent to \$185.2 million and profits per partner jumped 19 percent to close to \$600,000, the firm claimed the title of the Bay Area's most profitable firm.

33. PILLSBURY MADISON & SUTRO

Something's rotten in the city of San Francisco. A venerable full-service law firm, Pillsbury Madison & Sutro has some serious and persistent problems. Not only was the firm forced to shell out millions to settle an age discrimination suit in 1997, but it's struggling with a long overdue computer system overhaul. The firm's been doing so poorly that 1997 revenues were below the figure for 1991. Firm cheerleaders are putting a positive spin on the firm's financial troubles at the same time they watch less loyal colleagues jump ship.

34. CAHILL, GORDON & REINDEL

Through its representation of a slew of investment banks, mid-sized 219-attorney Cahill Gordon & Reindel rakes in the dough: for 1997, it was the No. 4 firm nationally in profits-per-partner at \$1,335,000. In addition, the firm has a high-profile first amendment practice headed by the renowned Floyd Abrams.

35. PAUL HASTINGS, JANOFSKY & WALKER

Thanks to a name-brand employment law practice, as well as a strong real estate group, Paul, Hastings has grown this decade to rival older upper-tier LA law firms like Gibson, Dunn & Crutcher, O'Melveny & Myers and Latham & Watkins. The firm, which remains a tier below the Big Three of LA in terms of prestige, ranking #33 in our survey, is intent on developing itself as a full-service, national firm.

36. IRELL & MANELLA

Irell & Manella was founded in 1941 as a tax law boutique by two attorneys, Eugene Berger and Laurence Irell, and built a strong practice around the tax situations of prominent entertainment figures. The firm has since expanded its practice to offer clients a full range of legal services. Today, a good deal of Irell's litigation work hearkens back to its Hollywood roots. But the firm is perhaps best known these days for its strong intellectual property practice. Irell also has a well-deserved reputation for its corporate acquisition and leveraged buyout practices.

37. KING & SPALDING

Soon after Sherman burned Atlanta, King & Spalding rose from its ashes to become the city's top law firm. Over a century later, it is #37 on our list and going stronger than ever.

38. MORGAN, LEWIS & BOCKLUS

Founded in 1873, Morgan Lewis & Bockius has since shed its once-sole focus on Philadelphia to build several other large offices around the world. The organizational structure of the nation's third largest law firm is marked by something of an identity crisis. While Morgan Lewis at least in name keeps it headquarters in the city where it was founded, its lawyers are quick to point out that it is not really a Philadelphia firm. The Washington D.C. and New York offices are actually larger than the Philadelphia office in terms of the number of attorneys, creating a three-headed monster of sorts.

39. FULBRIGHT & JAWORSKI

From deep in the heart of Texas comes Fulbright & Jaworski, a hard-workin', free-spendin', two-steppin' legal juggernaut. Fulbright is a renowned legal powerhouse (both in corporate finance and in litigation), and the largest law firm in Texas, and associate generally report high job satisfaction. Fulbright ranks #39 in national prestige.

40. VINSON & ELKINS

Vinson & Elkins is not the lone star of the Lone Star State, but it is one of the brightest. This litigation powerhouse ranks #40 in the Vault Reports survey.

41. BAKER & MCKENZIE

Baker & McKenzie isn't called McFirm for nothing — it's got branches and lawyers all over the planet. While Baker & McKenzie may not be tops in prestige — sliding in at #41 on our reputation survey — its 1997 revenues of \$697 million are nothing to sneer at.

42. WINSTON & STRAWN

Founded in 1853, Winston & Strawn is one of Chicago's oldest and most prestigious law firms. Winston's litigation department, led by the renowned attorney Dan K. Webb, is the firm's largest. With over 570 lawyers in five different cities on two continents, Winston's reputation and legal expertise over the years (and indeed the centuries) has grown to become truly international in scope.

43. PROSKAUER & ROSE

Scoring #42 in our ranking is Proskauer Rose, a New York firm with a high-profile sports law practice, catering to clients like the NBA, NHL and ATP tour. Still, Proskauer Rose is probably best known among lawyers for its labor and employment law practice, considered the champ of the legal industry.

44. LeBOEUF, LAMB, GREEN & MACRAE

The firm was founded in 1929 by Randall LeBoeuf, who was previously the Assistant Attorney for New York on water power matters from 1925 to 1927. Consequently, LeBoeuf was fully engaged in energy matters from its inception, and its energy practice continues to be a mainstay of the firm today. In 1994, the firm changed its name (somewhat) from LeBoeuf, Lamb, Leiby & MacRae to LeBoeuf, Lamb, Greene & MacRae.

45. FISH & NEAVE

Founded in 1878, New York-based Fish & Neave has blossomed into the country's premier intellectual property firm, with strengths in patent law, trademarks, and copyright. Litigation makes up 80 percent of the firm's work.

46. ROGERS & WELLS

Rogers & Wells is a storied New York law firm that is well-known for its intellectual property, international capital markets transactions, real

estate securities, and media law practices. Full of "Republican bigwigs" and "chummy" associates, the firm nonetheless can't seem to muster up a decent M&A practice.

47. McDERMOTT, WILL & EMERY

McDermott, Will & Emery may have had to turn and face the strain of many ch-ch-changes, but it still ranks among the most prestigious law firms in Chicago.

48. BROBECK, PHLEGER & HARRISON

Brobeck counts some of the most important California corporations among its steady clients — companies like banking behemoth Wells Fargo and networking master Cisco Systems. With the American economy in a mergin' mood these days, Brobeck's major clients have been sending the firm a steady diet of M&A work. Brobeck has lost key partners in recent years, prompting some to question its stability, but the firm points out that they have also been successful in attracting lateral partners and associates.

49. DECHERT, PRICE & RHOADES

Founded in 1875, Philadelphia-based Dechert Price & Rhoads may be overshadowed by its bigger rival Morgan, Lewis & Bockius in the city of brotherly love, but its reputation, especially in litigation, is among the nation's best. The firm's litigation department, under the helm of Robert Heim, is nationally renowned. Its Investment Banking Group, which provides mutual funds counsel to Goldman Sachs, among others, is ranked among the best in the nation. And Dechert's team-oriented environment is much admired in the legal community.

50. SCHULTE ROTH & ZABEL

Founded in 1969, Schulte Roth & Zabel has risen to become a player in the New York legal scene, despite its young age and middling size. While Schulte is a full-service law firm, the firm specializes in legal matters connected to hedge funds, trusts & estates, and white-collar criminal defense.

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By Jonathan Kissane, HLS '96

Find Professional Passion and Purpose in Consulting

A law degree from Harvard Law School represents a very powerful education. With this credential, graduates — like you — consistently proceed to accomplish amazing feats in various fields. HLS students study "the law" — an academic subject that defines and shapes the boundaries of acceptable social and business behavior. The HLS experience thereby enables graduates to understand how society functions at large. Successful HLS alumni learn the "Rules of the Game" in the classroom but then pursue exciting careers in areas such as business, education, academia, politics, finance, policy, and, yes, even law.

The Road Less Traveled

In my very personal choice to leave the practice of law to others, I developed a hypothesis that the most successful HLS graduates not only understand "the Rules of the Game," but they also use this knowledge to accomplish a purpose in which they believe strongly. In other words, the highest achievers seek to use their JD experience to build something that they view as constructive and beneficial — a career passion, if you will. Here is where I believe those that see the law as their passion often part ways with those that see the law as merely an intellectually stimulating academic field. The former see law as an end in of itself, while the latter see a legal education as a means to achieving another goal. Some who truly love the field of law find that teaching law is their true calling. Others decide that practicing law is their goal. Yet many more discover that legal knowledge is just one of their many skills, and that they have much to accomplish outside the field of law. There is no single "right" path, and each JD must make his or her own choice.

A number of indicators might suggest to you that, despite enjoying the study of law as an academic course, you might prefer to explore an alternative to practicing law. First, you might find yourself more interested in the business problems in your case readings as opposed to the legal problems. Second, you might be attracted to cross-registering at HBS or Sloan. Third, you might be stimulated by the financial structuring of deals, the strategic value of partnerships, and the business implications of policies more than the legal nuances. You might worry that your extroverted personality and a desire to have substantial client responsibilities might not find sufficient fulfillment at a traditional law firm.

The Decision to Leave Law

I took my own decision to leave the law very seriously. After all, I enjoyed the intellectual rigor and exploration offered at law school. The breadth and depth of antitrust, secured transactions, and intellectual property were especially exciting to me. The theories, policies, and implications of these fields so interested me that I accepted summer jobs with New York and Silicon Valley firms specializing in these fields. But the study of law is drastically different from its practice, and far too many jokes highlight the differences between the lives of law firm summer associates and real-life attorneys. Let's face it: the career paths and lifestyles of even the most successful attorneys are not what they used to be.

Recognizing that the practice of law was palatable, but did not meet my professional and personal expectations, I took a chance and spent a significant portion of my second summer as a Summer Consultant with The Boston Consulting Group in Boston. This was the best career decision I have made. At BCG, I met high-caliber MBAs from top schools like Wharton, Stanford, MIT and Harvard. I also met PhDs, MDs, and JDs who found their own professional passion in business.

It was during this summer between my second and third years of HLS that I

realized my true aspiration was to construct an intellectually satisfying career, not in law, but in business. My goals of working at Silicon Valley and New York City law firms were really roundabout means for entering the business world. I had been hesitant to shift completely out of law, and shuddered to think that I might spend three years at HLS and not practice law! I secretly had hoped that working in a high-powered law firm would enable me to switch over to an exciting business opportunity — my true career passion.

With perfect hindsight, I now recognize how strange it would have been to accept a position at a law firm with the hope of later shifting into business. My informal research indicates that most attorneys find it extremely difficult to transition over into anything but a general counsel position. For me, this circuitous path holds little promise in comparison with an offer from BCG: this top-tier consulting firm provided me with the opportunity to move directly into business in a position that most MBAs from the best business school programs covet.

My BCG Experience

During my fortunate summer experience, I saw how consulting offered substantial opportunities and how these suited me much better than being a practicing attorney. As a consultant with BCG over the last couple of years, I have confirmed these observations.

First, as a consultant, I can bring a more complete set of my skills to bear on business problems than I could to legal problems. While an attorney might rely upon structured verbal communication through memos, contracts, and court arguments, a consultant develops and applies many other skills in addition to oral and written communication.

For example, I have developed a set of much stronger analytical and finance skills consulting at BCG than I could have hoped to develop at a law firm. I understand how to evaluate tough business problems, break them down into manageable parts, and determine the best options for addressing these problems. I can examine a company's strategic market position and its historical financial performance, determine how it is off course, and work with management to change its direction for the better.

As a consultant I am continually building my management skills. I usually work in a team with other consultants and clients to tackle broad business problems. This requires that I learn how to manage other people, persuade them how to conquer a set of problems, and motivate them to perform their best while participating in a group. This process is collaborative, as opposed to adversarial, and the results depend heavily upon my creative efforts. To be frank, I never felt in my interviews that any of the law firms placed heavy emphasis on their partners' and associates' management skills.

In consulting, I have been provided with opportunities to develop my leadership skills. I enjoy substantial responsibility and often make my own decisions as how to achieve particular project goals. While the overall client project is the responsibility of a BCG partner, he or she looks to me to develop and provide the means for finding answers. The prototypical BCG partner often probes my analyses to determine the soundness of my approach, and contributes substantial experience and guidance to my examination of the issues. But more often than not he or she relies upon my explanations and judgment. This contrasts with the law firm model in which a partner will more often delegate a particular memo or contract for a junior associate to draft. In this way I believe I am much more involved and empowered than a typical law associate, who pines for "client exposure" and has little con-

trol over his or her work.

Aside from accelerating my personal development, working as a consultant at BCG has enabled me to debunk a number of myths about consulting. First, there are the concerns about consultants traveling all week, from Monday morning to Friday afternoon. I do not travel five days each week. While some firms do emphasize "face time" in the office and "camping out" at the client, I have found that BCG does not. As a result, I usually travel less than two days per week, and sometimes work from home. My officemate spent her entire first year with BCG without ever traveling on an airplane!

Second, I have heard concerns that JDs must work in the particular state for which they have taken the Bar. This is simply not true, since JDs perform the same work as the MBA consultants (which does not require Bar membership). Furthermore, most of BCG's consultants have ample opportunity to work overseas to take advantage of the firm's worldwide system of 46 offices. To support this opportunity, BCG has an Ambassador program, for which all JDs are eligible. This program enables selected participants to move and work in a foreign office for 12 to 18 months.

International work is not a requirement, and some consultants are understandably hesitant to move abroad for such a period of time. Many, though, are eager to work with clients overseas for a particular assignment, and they can usually find short-term opportunities in Asia, Europe, and Latin America. Last year, I volunteered to work in South America to practice my business Spanish, and enjoyed three months of working in Argentina, Brazil, and Colombia.

Third, law students worry that they lack the skills necessary to succeed at consulting. In fact, JDs have the right skills, but simply need quality instruction and coaching to develop and polish them. BCG offers substantial training and support to enable the JDs it hires to succeed.

The Case Interview

If these opportunities sound interesting to you, then preparing for consulting case interviews is an important next step. These interviews are different from typical law firm interviews in that the firms not only want to "get to know you" but also want to see how you think. An interviewer often set out a business scenario based on his or her experiences. The interviewer will ask open-ended questions to probe how you might approach a business situation. As with law school exams, there is usually not a single "right" answer. I found this type of interaction to be much more invigorating

than the standard law firm interview, since I had to consider a broad set of issues and communicate my thoughts succinctly.

Starting a few weeks before interview season, I prepared for these interviews by checking with three resources. First, I made sure to attend the BCG General Presentation (this year it will be at 6pm on Monday, September 28th, at the Charles Hotel) so I could better understand the consulting industry and BCG. Second, although I read the Wall Street Journal regularly, I made a particularly conscious effort to read it every day to put myself in a business mindset. I supplemented this with a few articles from a couple of editions of Business Week and the Harvard Business Review. Third, I conferred with my friends at Harvard Business School to gather their tips and views on consulting firms and their interview processes.

Looking Beyond Law Practice

Admittedly, consulting is not for everyone, nor for all JDs. However, for those that are looking for a great springboard directly into business, and want to establish themselves early in their careers as high-caliber professionals, consulting is a great path. HLS teaches you how to break down a complex set of facts, structure an analytical argument, and communicate clearly. All of these help JDs succeed in consulting. In fact, the head of the BCG Boston office holds a JD from HLS. Numerous other consultants at BCG also hold JDs from HLS and other top law schools.

Personally, I have felt that having a JD has served me well at BCG, and permitted me to serve our clients effectively. In return, my experience at BCG has expanded both my personal skills and career opportunities considerably. While I took the California Bar in case I ever decide to practice, I think BCG speaks louder on my resume as it represents my high-quality general management skills. Right now, with the opportunities I have consulting with BCG, I am extremely glad that I looked outside the practice of law to satisfy my professional ambitions. You too can be well positioned for a career in business if you take the time to explore options outside the practice of law.

Jonathan Kissane is a Case Leader with The Boston Consulting Group. He has worked with clients in Health Care, Telecommunications, Pharmaceuticals, Network Equipment, High-Technology, and Consumer Goods. A sample of other HLS JDs at BCG include David Matheson '80, Bob Victor '94, Ed Renwick '95, Cynthia Janower '96, David Jegen '97, and Ben Baum '98.

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Publisher:
Advertising Manager:
Editor:
Assistant Editor:
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Chih T. Cheung
Bom Kim
Ben Lehrer
Dusan Stojkovic
Kim Isbell

CONTRIBUTORS

Mirna Adjami
Tanya Bartucz
Randy Beckwith
Stacy DeBroff
Mandy DeFilippo
Sally Donahue
Joan Fondell
Jonathan Kissane
Ashley Landon

William D. McCants
Larry W. Prescott
Mary Jo Russo
Alexa Shabecoff
Ted Sichelman
Carol Sprague
Dusan Stojkovic
Margaret Tuit

H A R V A R D L A W S C H O O L

By Mirna Adjami '00

The Challenge of Human Rights in the Democratic Republic of Congo

I did not get arrested this summer. Although the Human Rights Program (and my poor parents) were greatly relieved to hear that I returned from my internship with a human rights organization in Lubumbashi, Demo-

cratic Republic of Congo (Country Formerly Known as Zaire) without any run-ins with the law (what law?!), I somehow feel like I missed out on an essential element of the experience of being a human rights activist. Then again, I visited the main prison in Lubumbashi and am grateful that I could pass on the experience.



Photo provided by Mirna Adjami

cratic Republic of Congo (Country Formerly Known as Zaire) without any run-ins with the law (what law?!), I somehow feel like I missed out on an essential element of the experience of being a human rights activist. Then again, I visited the main prison in Lubumbashi and am grateful that I could pass on the experience.

I ended up in Lubumbashi this summer as a result of several factors. I studied abroad in France as an undergrad and wrote my thesis on French African policy in Rwanda. As the 1L curriculum strayed far from my interests in international relations and foreign policy, I knew that I wanted to go abroad for the summer and reconnect with my IR past. I seized the opportunity to travel to francophone Africa to try my hand at human rights work. Citing articles from the Universal Declaration of Human Rights was the only "legal" element of my internship. Perhaps for that reason, I found the experience invigorating. It was such a fresh break from the "law" I was force-fed as a 1L. Yet, confronted with issues of human rights and development and the struggles of a transitional country in the midst (somewhat) of state-building, I was challenged to reconsider my notion of what law is, and how the rule of law molds society. The break-out of civil war in Congo on August 2 — two weeks before my scheduled departure — highlighted the limited impact of human rights groups in comparison to the decisiveness of the brute force of political and military power.

Working for a local human rights NGO in Congo not only taught me about what is involved in grassroots human rights monitoring, but also introduced me to the world of NGOs. My organization, the CDH, consisted of three full-time staff members and a handful of part-time workers. The CDH office, located in the center of town, opened its doors to the public six days a week and for the duration of my stay, I assumed all the responsibilities of a full-time staff member. Given the Congolese government's critical eye towards human rights activists, the CDH does not engage in extensive fact-finding, investigative missions. As a

result, the CDH takes on cases of human rights violations that are presented to it, either through a direct complaint or through the monitoring of various CDH "antennas" in the communes of the city and the region. During my stay, I was able to follow some big cases: an arbitrary arrest and detention of a man who was accused of not paying a debt to his neighbor; a similar arbitrary arrest of a Congo Airlines flight attendant who ticked off a government official by requiring him to pay for carrying excess baggage on his flight to the capital (and then ended up in jail); the humanitarian case of 17 Burundian Hutu refugees who were living on the floor of a hospice in Lubumbashi because the UNHCR (for many complicated reasons) refused to assist them. In each of these instances, I interviewed the complainants (family members of those arrested and the refugees), wrote letters to authorities (courts, police, secret service, military, Department of Social Affairs) to advocate their cases, and used the CDH

network to make these violations public. The authorities are actually quite sensitive about negative publicity, and the two who were detained were released.

On its letterhead, the CDH describes its mission as the "promotion and defense of human rights through information, training, popularization, monitoring, publication, documentation and library." In other words, almost no two days are alike in the CDH office, and the following narrative is not exhaustive of what I did this summer. I participated in seminars to train human rights activists and conferences organized by Church organizations to disseminate information on the Universal

Declaration of Human Rights. Three days a week, I interacted with many students from the University of Lubumbashi who were drawn to the CDH office to consult its library, a bookshelf of donated books and pamphlets mostly on human rights issues, as the University has no library of its own. I attended meetings of the "Civil Society" and the "Concertation of Human Rights NGOs in Katanga," two platforms that regroup members of the vibrant human rights and development communities in the region in order to coordinate their actions (each meeting started with the empowering statement "Union brings force!") Furthermore, I witnessed how the CDH wrote a project proposal to receive funding from a Canadian donor NGO (which was approved) and then assisted in the first two of a series of conferences to promote women's rights as embodied in the Congolese Family Code. In July, I edited the CDH tri-annual report, from April. Finally, to fill up my time, I interviewed representatives of many of the local and international NGOs, and local lawyers and judges to gauge varying

opinions on the effectiveness of the human rights movement in the region.

My summer was not only a fantastic learning experience, it was also great fun. I lived in a convent with seven wonderful nuns who showed me how to cook Congolese dishes and sing in Swahili. The lifestyle was very humbling: given that we only had electricity about four days of every week, I learned to read by candlelight and go to bed at 9 p.m. When we did have electricity, I was spoiled: hot water, coffee in the morning and the ability to catch news on short-wave radio. It hasn't been that hard to readjust to the normal routine of a 2L, but the perspectives I gained this summer constantly shed new light on how to approach classes, my social life and my thoughts on my future career.

I did get stopped by a police officer once for riding a bike at night without a headlight. Luckily after ten minutes of lecturing me on traffic safety, he let me walk my bike home. Traffic safety, civil war. There still is a lot to ponder over from my experiences in Lubumbashi this summer. Moral of the story: take a risk, try something new, enjoy yourself, and learn.



Photo provided by Mirna Adjami

Human Rights Program Internships

Each year, approximately 15-20 students — mostly 1Ls — take internships through the Human Rights Program, working at least ten weeks with non-governmental organizations (NGOs) or intergovernmental organizations (IGOs) concerned with human rights. Almost all of these internship placements are abroad, with the majority in developing countries.

Human rights internships offer a profoundly unique summer experience. In stark contrast to the research-oriented jobs generally provided by law firms, the Program emphasizes proactive organizations engaged primarily in grass-roots legal aid and mobilization, fact-finding and reporting, or relief and assistance. Human rights internships are an appropriate springboard for people interested in careers with human rights organizations, legal services offices, or NGOs and IGOs of any type. In addition, they provide a solid foundation for further work at HLS, such as journal articles, seminars, and independent clinical opportunities.

The role of the Human Rights Program is not to find internships for students, but to facilitate contacts, provide consultations, and grant supplemental funding to account for the higher travel and living expenses presented by work outside of this country. That said, projects Director Peter Rosenblum has substantial practical knowledge and experience from working in Human Rights, and Program Assistant Anje Van Berckelaer is helpful in making the process go as smoothly as possible.

Students interested in Human Rights Program internships should begin the application process early in the fall. The Program office in Pound 401 has two useful directories, the Human Rights Placement Directory containing organizations' descriptions of past placements, and the Student Evaluation Directory, containing feedback from past interns. In addition, the Program occasionally publishes notices in the Adviser of incoming placement opportunities and of important informational meetings for prospective interns. The Program can help put students in contact with past interns and with HLS students from

the country or region a student is interested in for first-hand information about organizations and living conditions.

While the application deadline for Human Rights Program internships is on February 1, students are encouraged to apply earlier in order to get the ball rolling on funding and visas. Extra time should be allowed to account for slow or unreliable mail and communications in many developing countries.

In order to receive funding from the Human Rights Program, eligible students must apply for summer Public Interest Funding through the Financial Aid Office. Students seeking placements with organizations in the United States must also apply for Work/Study, even if the host organization is not able to provide any funds towards the student's work. The Program provides supplemental grants on top of funding received through the Financial Aid Office up to a level between \$2500 and \$4000, depending on grant levels established for each region. The Program makes its funding decisions on March 1.

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to Career Services Office

Please indicate geographic preference in your cover letter

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North American, Australian, New Zealand Offices Contact:
Ms. Susan DiTullio
Phone 617-973-6030

The Boston Consulting Group
Exchange Place, 31st Floor
Boston, Massachusetts 02109

European Offices Contact:
Mrs. Lisa Lyons
Phone 617-973-6042

The Boston Consulting Group
Exchange Place, 31st Floor
Boston, Massachusetts 02109

Latin American Offices Contact:
Ms. Larissa Batta
Phone 52-8-368-0800

The Boston Consulting Group
200 South Wacker Drive, 27th Floor
Chicago, IL 60606

Asian Offices Contact:
Ms. Carolyn Scanlon
Phone 415-732-8050

The Boston Consulting Group
Two Embarcadero Center, Suite 2800
San Francisco, CA 94111