

2012 Update

Center Participates in Discussions about Legal Education Reform

Is Legal Education in Crisis?

Criticism of the legal education model is nothing new, but the last year has seen increasing concern. Disaffected students with crushing debt burdens and declining employment prospects have been venting in blogs with titles such as “Shilling me Softly,” “Jobless Juris Doctor,” and “Exposing the Law School Scam.” A November 20, 2011, front-page *New York Times* article, “What Law Schools Don’t Teach: Lawyering,” criticized law schools for sticking to an antiquated teaching model and emphasizing expensive faculty scholarship over teaching of practical skills. And a November 25, 2011, *New York Times* editorial declaring a crisis in legal education summarized the situation as follows: “The economic downturn has left

many recent law graduates saddled with crushing student loans and bleak job prospects. ... [while] more and more Americans find that they cannot afford any kind of legal help. Addressing these issues requires changing legal education and how the profession sees its responsibility to serve the public interest as well as clients. Some schools are moving in promising directions. The majority are still stuck in an outdated instructional and business model.”

Stanford Law School hosted two events during the winter quarter to discuss this important topic. The Center on the Legal Profession sponsored a panel discussion, *Who Should Train Lawyers?*, featuring Stanford Law School Dean Larry Kramer, Orrick CEO Ralph Baxter, and former Hewlett-



Larry Kramer, Ralph Baxter, and Michael Holston

Packard General Counsel Michael Holston. Baxter, who has led Orrick through many transformative initiatives over the years, and Holston, who made Hewlett-Packard one of the first major companies to hire in-house attorneys directly out of law school, are both innovators in the profession. In March, more than a dozen SLS student groups invited Center Director Deborah Rhode and Professor Paul Campos of Colorado Law School to participate in a conversation about rising tuition and the future of legal education. Campos has been very critical of the law school **(Continued on Page 2)**

Center Hosts Events Highlighting Strategies to Enhance Diversity

The Center sponsored programs throughout this year focused on diversity in the legal profession and on corporate boards. As discussed in the leadership article on page 6, the Center co-hosted a program featuring several women of color who have become leaders in the social justice movement. This year’s annual lecture focused on collective efforts among corporate general counsel and law firm leaders to enhance diversity in the legal profession. Finally, building on a 2009 conference and a 2010 research paper by Deborah Rhode and Amanda Packel on diversity on corporate boards, the Center sponsored a program to provide advice to women about attaining corporate board seats.



Robert J. Grey, Jr. and Michelle Mayes

CLP's 2011 Annual Lecture

In November, CLP hosted its 2011 annual lecture, *Leadership Council on Legal Diversity: Talent, Teams, and Tomorrow*, featuring two leaders on the issue of diversity in the legal profession: Robert J. Grey, Jr., Executive Director of the Leadership Council on Legal Diversity (LCLD) and a partner at Hunton & Williams, and Michele Coleman Mayes, General Counsel of Allstate Insurance Company and a board member at LCLD.

Grey explained that **(Continued on Page 5)**

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From the Director



"American legal education is in crisis," announced a 2011 *New York Times* editorial, and that view has been widely shared. Many of the concerns facing law schools parallel those confronting the profession generally: rising costs and competition, and a more demanding clientele. It's a timely moment for a center on the legal profession.

Over the past year, we have addressed the challenges for both legal education and the legal profession. One widely attended program on *Who Should Train Lawyers?* featured Dean Larry Kramer as well as two of the Center's Advisory Forum members, Ralph Baxter, CEO of Orrick, and Michael Holston, former General Counsel of Hewlett Packard. Another program focused on diversity and the challenges it presents for both law schools and the practicing bar. Robert Grey, Executive Director of the Leadership Council for Legal Diversity, joined by Michele Mayes,

General Counsel of Allstate Insurance Company, talked about new initiatives to level the playing field for lawyers and aspiring law students of color.

The Center also continued its support of initiatives concerning access to justice, leadership, and the changing dynamics of the profession. My report on access issues in legal education and research for a consortium on Access to Justice grew out of a Center forum last year cosponsored by the American Bar Foundation and the Harvard Program on the Legal Profession. The report will be forthcoming in the *Journal of Legal Education*. The Center brought in several leaders in social justice and public service, including Justices Carlos Moreno and Cruz Reynoso of the California Supreme Court, Michael Greco, Chair of the ABA Human Rights Commission, and Senator Russ Feingold. Our research on the future of the legal profession, funded by a grant from the Sidley Austin Foundation, has supported three research fellows, whose backgrounds and research interests are profiled on page 7. In terms of leadership, we have sponsored programs for leaders of student organizations, as well as assisted development of a new course for next fall on leadership and social change.

We welcome your thoughts and involvement and hope to see you at events in the coming year.

Deborah L. Rhode
Director, Stanford Center on the Legal Profession

Legal Education Reform (Continued from Page 1)

instructional and business model on his blog, *Inside the Law School Scam*.

In her welcoming remarks at the CLP event, Deborah Rhode noted, "In the wake of the recent recession, law schools have been facing rising costs, falling endowments, reduced government assistance, declining applications, and crushing student debt burdens." She stated that it was "a good time to step back ... and ask – if not is legal education in crisis – at least are there some problems in the way that we are currently structuring our methods for training lawyers."

Inappropriate Focus on Employment Outcomes

Dean Kramer reacted to the "cascading avalanche of criticism of legal education," which essentially argues that law schools cost too much and deliver too little in terms of practical skills. Kramer pointed out that the arguments focused on employment outcomes for graduating students are flawed because they focus on short-term results rather than long-term returns, and fail to compare whether some alternative degree

would have been a better investment. Kramer also remarked that employment trends should not be the driver for legal education reform; the debate should focus on what schools should be doing, and the answer "should not change significantly ... in a tight job market ..."

The panel also discussed significant changes in the profession that will continue long after the economy recovers. Although the current economic difficulties have affected the nature and number of career opportunities for everyone, the panelists agreed that some trends will continue to affect legal jobs even in a booming economy. Baxter claimed that "There will never again be ... as many professional opportunities for law school graduates in settings like Big Law as there once were because lots of other changes are underway driven by the fundamental economics of every business and every client in the world." Baxter and Holston agreed that more work once assigned to lawyers would continue to be handled by technology and non-lawyers, but that the tasks that remain for lawyers will be more interesting.

What Should Law Schools be Teaching?

Kramer acknowledged that law schools should teach more practical skills, but they "don't need to be trade schools" because those skills "can easily be taught and picked up in actual practice." Law schools should, however, strive to define the broader set of intellectual and other necessary skills that law schools have a comparative advantage over employers in teaching. According to Kramer, law schools have generally made significant improvements on this front, but many commentators – and even many law school professors – aren't aware of the full range of the curriculum. Kramer stated that "legal education has moved quite a distance from the 1980s version that is still reflected in the press today."

Baxter stated that "preparing students for jobs ... is not quite the right focus" because "law is a profession and we ought to prepare [students] for a profession." In Baxter's view, "the role of law schools in preparing lawyers for their professional lives is to immerse them in basically how the law works – how it's made, how you evaluate it, how you construe it, apply it, how you represent people in

disputes." Baxter remarked that integrating more clinical programs and business skills into legal education is valuable to a point, but that most of the real learning needs to be done once students begin practicing law with real clients.

Kramer outlined three changes that law schools should make. First, they should "move from a form of education that is focused around teaching problem spotting to a form of education that builds in sophisticated problem solving skills" and takes advantage of "what is being taught at the rest of the university where they are training the future clients how to solve their problems." Second, law schools should offer "more and broader clinical education" and possibly institute a clinical education requirement. Third, the professional side and the responsibility side should be "more of a part of the education so that the public interest is not just for those who want public interest as career."

Rising Cost of Legal Education

The panel discussed some potential obstacles to reforming and reducing the cost of legal education, including the ABA accreditation standards, state bar association standards, the antitrust laws (which prevent law schools from working together to make changes), and the *U.S. News and World Report*

law school rankings. The conversation with Paul Campos in March picked up the discussion about rising law school tuition and increasing debt burdens in much more detail.

Campos reported that the tuition of elite private law schools, as measured in inflation-adjusted 2011 dollars, has essentially doubled over the past 20 years and quadrupled over the past 40 years. The cost of public law school education has risen even more rapidly, quintupling over the last 25 years. One factor driving the rising tuition fees, Campos explained, is the fourfold increase in pecuniary and non-pecuniary compensation for faculty since the 1980s. Average law school faculty-to-student ratios have been cut in half over the past 30 years, while direct faculty compensation has basically doubled in real terms over the same period.

Campos explained that median household income has not really changed in the last 40 years in real terms, which results in students taking on an enormous amount of debt to finance law school. The current class of 1Ls at elite private law schools is projected to graduate with a median of \$125,000 of law school debt. At the same time, job prospects for many graduating law students are grim.

Campos observed, "The cost of law school is skyrocketing; the legal market is contracting,

especially at the low end but at the high end as well. This is an unsustainable business model. It still works at Stanford. It works almost nowhere else." Rhode criticized the current accreditation structure for driving many of the cost increases and "failing to recognize in form what's true in fact – that legal practice is increasingly specialized." She called for "diversity in the criteria by which we accredit law schools, [... permitting] more competition, more innovation, more options for students to choose schools that emphasize teaching rather than scholarship and that have a much lower cost structure."

Rhode, reflecting on her three decades of teaching and writing about legal education, requested that we take advantage of "this rare moment ... [when] the students, the faculty, [and even] the public, [are] engaged with questions about the basic design of legal education and who it's serving." Rhode noted the need for more lawyers "who really take these issues seriously after their legal education is finished and once they get into positions of power." She believes that "we as a profession have enormous potential for control over the conditions of our own practice, and we haven't used them effectively in the area of regulating legal education."

The Center Continues Its Focus on Access to Justice; Center Director Rhode Honored by White House as "Champion of Change"

Stanford's Center on the Legal Profession continued its commitment to access to justice initiatives and programs throughout the 2011-12 academic year by hosting several programs and continuing its collaboration with the Access to Justice Consortium to promote research and teaching on the issue.

Champions of Change

In October 2011, Deborah Rhode was honored in a ceremony at the White House by Attorney General Eric Holder as one of 16 "Champions of Change" for a lifetime's work in promoting access to justice. After his opening remarks, General Holder hosted two separate panel discussions with the "Champions" to discuss their successes and the challenges that remain. Stanford was one of more than 100 law schools to participate in the conversation by submitting questions in advance and livestreaming the event. For more information about the event and the honorees, please visit <http://blogs.justice.gov/main/archives/1644>

Human Rights and Access to Justice: The Lawyer's Responsibility

In September 2011, the Center welcomed Michael S. Greco, former President of the ABA and current Chair of the ABA Center for Human Rights, who discussed "the role of the legal profession in defining and, more importantly, in protecting human rights in our respective countries." Greco argued that "all the lawyers of the world must view ourselves as colleagues in



Attorney General Eric Holder hosts a panel with several honorees, including Deborah Rhode, to discuss how to increase access to justice.

one world legal profession, not as isolated, national legal professions having to withstand separately the frequent attacks of governments when rights of fellow citizens are trampled upon, or when the independence of lawyers or the independence of the judiciary is attacked by those seeking to protect their power or special interests." Greco reviewed the important work of the Center for Human Rights, whose objectives include (1) increasing public understanding of and respect for the rule of law, the legal process and the role of the

legal profession at home and throughout the world; (2) holding all governments accountable under law; and (3) working for just laws that protect human rights.

Greco also urged all lawyers to engage in pro bono work because they have a "pivotal role in ensuring that the justice system operates efficiently and fairly, and that everyone has access to that justice system to protect their rights and freedom." Greco argued that "it is the moral as well as ethical obligation of every lawyer – in the US and throughout the world ... to share the expertise we have, to utilize for the public good the privileged stature that society bestows upon us because we are the problem solvers and the rights protectors." Greco also noted that lawyers who provide pro bono representation not only do a great service to the individuals they help, they do a great service to themselves by experiencing "the exhilaration that only comes from knowing that you have made a difference in someone's life, that you have saved a human life in some fashion."

Justices Talking Justice

This year CLP partnered with the Levin Center for Public Service and Public Interest Law on several programs related to social change and access to justice, as described in our featured events. One of the highlights of our collaboration was *Justices Talking Justice*, a screening of the documentary film about former California Supreme (Continued on Page 6)

Featured 2011-2012 CLP Programs

Access to Justice

Human Rights and Access to Justice: The Lawyer's Responsibility. CLP welcomed Michael S. Greco, former President of the ABA and current Chair of the ABA Center for Human Rights, who discussed the current state of human rights protection in the United States and internationally, the interplay between human rights and access to justice, and the responsibility of the lawyer in that interplay. (September 29, 2011)

Webcast of Champions of Change. The Center hosted a webcast of an online conversation among law students, faculty, public service lawyers, and Attorney General Eric Holder to honor White House "Champions of Change" for a lifetime of work in advancing access to justice. Center Director Deborah Rhode was among the 16 honorees profiled to serve as an inspiration to students to add their talents to the effort to secure basic rights for all Americans. The event was hosted in Washington, D.C. by the White House Office of Public Engagement, the Access to Justice Initiative, and the U.S. Department of Justice. (October 13, 2011) (see accompanying article on page 3)

Brad Seligman: What the Wal-Mart Case Means for the Future of Class Actions. CLP and the John and Terry Levin Center for Public Service and Public Interest Law co-hosted a discussion with Brad Seligman of the Impact Fund on public interest impact litigation and the Supreme Court's decision to overturn the certification of the class in the sex discrimination case against Wal-Mart (November 9, 2011)

Justices Talking Justice. CLP and the Levin Center co-sponsored a screening of the Abby Ginzberg's documentary film, Cruz Reynoso, *Sowing the Seeds of Justice*, about the career of the former California Supreme Court Justice. The movie was followed by a dialogue between former California Supreme Court Justices Reynoso and Carlos Moreno. (March 1, 2012)

Unbundling and the Future of Legal Services Delivery. CLP and CodeX (the Stanford Center for Legal Informatics) co-sponsored a discussion with Stephanie Kimbro. She described her own web-based virtual law office, the ethical issues involved in delivering legal services online, and other trends in web-based unbundled delivery that demonstrate how technology can help increase access to justice. (May 2, 2012)

Leadership



Challenges for General Counsel: A Discussion with Mark Chandler, General Counsel of Cisco. CLP sponsored a dialogue with Mark Chandler, General Counsel of Cisco and a leading innovator in the provision of legal services, on leadership issues, ethical challenges, and career possibilities for in-house counsel. (October 17, 2011)

Law Firm Leadership, CLP Works-in-Progress Lunch with Deborah Rhode. As part of its ongoing series presenting faculty research, CLP hosted a workshop on leadership in law firms and lessons from law firm failures based on a draft chapter from Deborah Rhode's forthcoming book, *Lawyers and Leadership* (December 13, 2011)

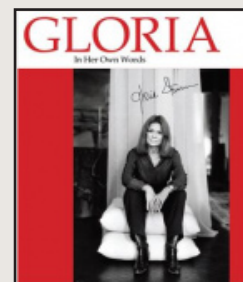
A Conversation with Former Senator Russ Feingold on Leadership and Ethics in Public Service. CLP and the Levin Center co-hosted a discussion with former Senator Russ Feingold about the ethical and leadership challenges he faced in public service tackling issues such as national security and campaign finance reform. (March 7, 2012)



Leadership Issues Workshop for Student Organization Leaders. CLP and the Office of Student Affairs hosted interactive sessions with outgoing and incoming leaders of Stanford Law School student organizations and journals to discuss transition and other leadership issues. (October 4, 2011 and May 8, 2012)

Diversity

Leadership Council on Legal Diversity: Talent, Teams, and Tomorrow. The Center on the Legal Profession hosted a conversation on diversity in the legal profession with Robert J. Grey, Jr., Executive Director of the Leadership Council on Legal Diversity (LCLD) and partner at Hunton & Williams, and Michele Coleman Mayes, General Counsel of Allstate Insurance Company and a board member at LCLD. The panelists talked about the current state of diversity in the profession and the opportunities and challenges for enhancing diversity. (November 1, 2011) (see article on page 1)



Gloria: In Her Own Words: Documentary Screening and Discussion. As part of the campus-wide celebration of the 40th anniversary of Ms. Magazine, the Center, along with the Michele Clayman Institute for Gender Research, presented a screening of the HBO documentary chronicling Steinem's life and her emergence as a driving force in the modern women's movement, followed by a discussion on the future of the women's movement. (January 17, 2012)

Women's Path to the Corporate Boardroom. The Center, along with the Arthur and Toni Rembe Rock Center for Corporate Governance and Catalyst, co-hosted a panel discussion on how women, starting early in their professional careers, can best position themselves to build a path towards a corporate board seat. Moderated by Deborah Campbell of Catalyst, the panel featured Lon Allan, Chairman Emeritus, Silicon Valley NACD; Mari Baker, Director of Velti plc and Director, John Wiley & Sons, Inc.; and Nora Denzel, Director, Overland Storage Inc. and Director, Saba Software, Inc. (April 18, 2012) (see article on pages 3 and 6)

Women of Color and Social Justice Leadership. CLP and the Levin Center co-hosted a panel discussion with Arcelia Hurtado, former Executive Director of Equal Rights Advocates and current Deputy Director of NCLR; Kimberly Thomas Rapp, Executive Director of the

Center Continues to Support Leadership Programs and Education

Throughout the year, the Center continued its focus on leadership education, initiatives, and programs. Professor Deborah Rhode once again taught her Leadership course, using the book that she and Executive Director Amanda Packer co-authored, *Leadership: Law, Policy, and Management* (Aspen 2011). In connection with the course, the Center brought in as guest speakers several leaders from the profession, including Robert Dell, Managing Partner of Latham & Watkins, who discussed leadership in law firms; Thomas A. Saenz, President and General Counsel of MALDEF, the nation's leading Latino legal civil rights organization, who discussed leaders and social change; and Kavita Ramdas, the former head of the Global Fund for Women, who discussed leadership in international human rights.

The Center also hosted several programs

for students and the public focused on leadership issues. CLP Advisory Forum member Mark Chandler, General Counsel of Cisco, spoke to a packed room about the leadership challenges running an in-house legal department of more than 250 professionals. Chandler, who is regarded by the legal industry as a leading innovator in how to provide in-house legal services more efficiently, described how he approaches decisions about whether to hire outside counsel, complete work in-house, or use technology to eliminate the need for lawyers.

CLP continued to collaborate throughout the year with the Levin Center for Public Service and Public Interest Law on several events related to public service, social change, and leadership. In March, former three-term Senator Russ Feingold discussed ethics and leadership in public service, touching on topics covered in his recent book, *While America Sleeps: A Wake-Up Call for the Post-9/11 Era*. Many student questions focused on the challenges of working in an extremely partisan environment in Washington, particularly around the issue of campaign finance reform.

These two centers also co-sponsored a

discussion on Women of Color in Social Justice Leadership with Arcelia Hurtado, former Executive Director of Equal Rights Advocates and current Deputy Director of NCLR; Kimberly Thomas Rapp, Executive Director of the Lawyers' Committee for Civil Rights for the San Francisco Bay Area; Harsimran Kaur, Legal Director, The Sikh Coalition; and The Levin Center's own Titi Liu, former Executive Director of Asian Law Caucus. The panel focused on the special challenges, opportunities, and satisfactions for women of color in social justice work, and strategies for building social justice leadership skills.

With the assistance of Dean of Student Services Cathy Glaze, CLP also began working with student organization and journal leaders to help develop leadership skills. In two programs in the fall and spring, Professor Rhode led interactive discussions with student leaders about lessons learned, challenges faced, and topics that they would like to see addressed. In the upcoming fall quarter, the Center will host a session on the styles and characteristics of leadership, the first in a series of workshops that will be offered for student leaders throughout the academic year.

Lawyers' Committee for Civil Rights for the San Francisco Bay Area; Harsimran Kaur, Legal Director, The Sikh Coalition; and Titi Liu, former Executive Director of Asian Law Caucus and current Director of International Public Interest Initiatives at SLS. The participants shared thoughts about challenges and opportunities for women of color doing social justice work and suggested strategies for law students and young lawyers in positioning themselves for leadership positions in social justice. (April 26, 2012)

Legal Ethics

Committing Fraud, Accepting Responsibility, and Going to Prison: One Person's Story. Former federal prosecutor Hank Shea engaged in a dialogue with Mark Faris, former vice president of a Minnesota computer services company, about how a series of small ethical missteps eventually grew into an illegal scheme to defraud Cisco, followed by an arrest and prison time. Assistant U.S. Attorney Richard Cheng, who prosecuted the case, also shared his perspectives. (November 16, 2011)

Authoritarian Legal Ethics, CLP Works-in-Progress Lunch with William Simon. As part of CLP's series of workshops gathering faculty to discuss relevant research, Professor Simon presented his draft article, "Authoritarian Legal Ethics," which argues that neither libertarianism nor authoritarianism is a plausible starting point

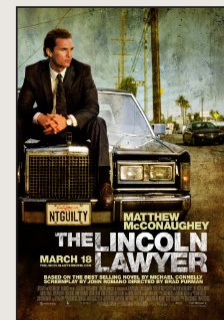
for a general approach to legal ethics. (October 27, 2011)

A Question of Integrity: Politics, Ethics, and the Supreme Court. The Stanford Constitutional Law Center, the Center on the Legal Profession, and Stanford's chapter of the American Constitution Society co-sponsored a screening of the Alliance for Justice's short film, *A Question of Integrity: Politics, Ethics and the Supreme Court*, followed by a panel discussion with Professor (and former federal judge) Michael McConnell and Professor Deborah Rhode. The event focused on whether the Supreme Court should be held to the same ethical standards as other federal courts and whether the Court's recusal process requires reform. (February 16, 2012)

Attorney Advertising and the Contingency Fee Cost Paradox, CLP Works-in-Progress Lunch with Nora Freeman Engstrom. In CLP's final faculty workshop of the year, Professor Engstrom presented her draft article, which focuses on the changing nature of personal injury practice and aims to reopen and reorient the seemingly settled debate that attorney advertising lowers the cost of legal services. (March 20, 2012)

Talking About The Lincoln Lawyer. CLP sponsored its second annual conference on pop culture and the law with a screening of Lionsgate's *The Lincoln Lawyer*, followed by two panel discussions. The first panel featured novelist Michael Connelly and

screenwriter John Romano, with moderator David Ginsburg, Executive Director of the UCLA School of Law's Entertainment and Media Law and Policy Program, in a discussion of the creative process involved in bringing the story to page and screen. The second panel, moderated by Professor Michael Asimow, included SLS legal ethics professors Robert Gordon, Deborah Rhode, and William Simon analyzing the ethical



dilemmas portrayed in the film. (May 4, 2012)

Legal Education

Who Should Train Lawyers? A Debate About the Future of Legal Education. CLP presented a discussion about whether legal education is really in crisis, and what law schools and the profession can do to address it. Deborah Rhode moderated a panel including Dean Larry Kramer, Ralph Baxter, CEO of Orrick, and Michael Holston, former General Counsel

Diversity Programs (Continued from Page 1)

LCLD grew out of conversations among corporate general counsel and law firm managing partners who felt that, while they were doing their individual best to enhance diversity, they ought to work collectively as leaders of the legal profession to create “an environment where talent will flourish [and] be fully developed.” LCLD attempts to enhance diversity in the profession through multiple programs that seek to: (1) increase the pool of candidates in the pipeline, (2) foster talent, (3) facilitate partnerships between law firms and clients that advance diverse groups, and (4) identify the attributes and initiatives of law firms and corporate law departments that are most effective in promoting diversity and inclusion.

To be successful, Grey believes that diversity “has to be part of the DNA, part of the desire of corporations to say they are going to explore all the talent available” He added that, in a competitive environment, firms and law departments cannot afford to leave any talent on the table. Mayes stated that we cannot turn our backs on the fact that “women and minorities simply are not rising to the top at the same rate you would assume if you look at the pool of availability.” But she cautioned that efforts to enhance diversity cannot turn into “we versus them,” which means “everybody does need to be at the table.” She added, “The minute you have divisiveness kick in, you have the foundation for stopping progress.” Mayes described some of the successes and shortcomings of LCLD’s programs to enhance diversity in the profession, noting that when they fail, the goal is to “fail fast, learn from it, and move on. If you plant the seeds, you never know how and where they are going to grow. There is no one-size-fits-all [solution] ... no guarantee that any of this is going to deliver immediately. But I guarantee you that if you do nothing, you will get nothing.”



Deborah Campbell of Catalyst moderated the panel, *Women’s Path to the Boardroom*

Women’s Path to Corporate Boardroom

In April, the Center partnered with Catalyst and the Arthur and Toni Rembe Rock Center for Corporate Governance to host *Women’s Path to the Corporate Boardroom*, a panel discussion on how lawyers and other professional women can best position themselves to build a path toward a corporate board seat. Moderated by Deborah Campbell of Catalyst, the panel included perspectives

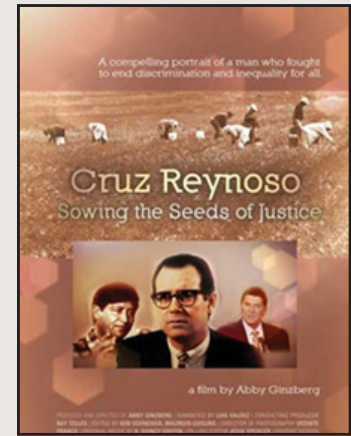
from Lon Allan, Chairman Emeritus, Silicon Valley NACD; Mari Baker, Director of Velti plc and Director, John Wiley & Sons, Inc.; and Nora Denzel, Director, Overland Storage Inc. and Director, Saba Software, Inc.

Campbell introduced the topic by citing statistics about the underrepresentation of women on corporate boards. Although 50 percent of the U.S. workforce and more than half of professional and management positions in Fortune 500 companies are made up of women, only 16 percent of Fortune 500 corporate board seats are held by women, and locally, only 9 percent of Silicon Valley corporate board directors are women. Campbell stated, “In spite of women’s strength as consumers, employees, and stakeholders, women are largely missing from leadership where important decisions are made.”

Baker noted that before serving on public company boards, she was a director at a small local nonprofit and small private companies, as well as a trustee of Stanford University. These positions exposed her to many different organizational styles and situations, which “starts to build an experience base that you can leverage to provide perspective, which is what in the end people are looking for board members to contribute.”

In reflecting on her selection for board positions, Denzel remarked that “the common denominator was always intellectual capital and social capital.” She advised aspiring board members to “decide what post-it note is on their shoulder, and don’t be a jack-of-all-trades and a master of none.” Allan counseled that aspiring board members should be thinking not only about how to obtain a seat on a board, but also about whether they want to be a part of that particular board. Allan stated, “You want to join a board only where your skill set will add value to [complement those of the other board members] and where your evaluation of the other directors is that it’s a functional and not a dysfunctional group so that you will be able to accomplish something.”

As for specific expertise that boards might be looking for, the panelists agreed that there is a very broad range among the more than 10,000 public companies and many more private companies, including commonly cited skills such as financial or legal expertise. Baker identified expertise in new technology and social media as a key factor in some recent board appointments, particularly of young women. Denzel mentioned that we may see a surge in board’s focus on people with expertise in sustainability and corporate social responsibility. Allan suggested that we may see an increase in demand for people with special skills in organizational behavior whose main contribution will be getting other directors to function most effectively.



Access to Justice (Continued from Page 3)

Court Justice Cruz Reynoso, followed by a dialogue between Justice Reynoso and recently retired Justice Carlos Moreno.

Documentary filmmaker Abby Ginzberg was present to introduce her film, *Cruz Reynoso, Sowing the Seeds of Justice*, part of her “Justice Trilogy” of documentaries about courageous lawyers who make a difference. The film profiles Reynoso, “who felt the sting of injustice as a child and later, as a lawyer, judge and teacher, fought for over five decades to eradicate discrimination and inequality for all.” Reynoso, born into a Spanish-speaking farm worker family of eleven children, went on to graduate from UC Berkeley Law School, and later became the first Latino Director of California Rural Legal Assistance, one of the first Latino law professors in the country, and the first Latino justice on the California Supreme Court. After losing his seat on the court through a heated recall campaign focused on the death penalty, Reynoso continued to pursue his lifelong devotion to public service.

Technology’s Role in Increasing Access to Justice

CLP also teamed up with the Stanford Center on Legal Informatics, known as CodeX, to co-host the program, *Unbundling and Future of Legal Services*. The discussion featured Stephanie Kimbro, who operates a web-based virtual law office and is the author of *Virtual Law Practice: How to Deliver Legal Services Online*, October, 2010, and *Limited Scope Legal Services: Unbundling and the Self-Help Client*, March 2012. She discussed overcoming the ethical and practical challenges of delivering legal services online to clients a lawyer has never met. Kimbro also explained how technology used in virtual law offices and other trends in web-based unbundled delivery can help increase access to justice by making legal services more affordable to many people previously priced out of the market for assistance.

Center Faculty and Staff



Deborah L. Rhode
Director,
E.W McFarland Professor
of Law

Deborah L. Rhode is a graduate of Yale College and Yale Law School, and served as a law clerk to Justice Thurgood Marshall. She is a former president of the Association of American Law Schools, a former chair of the American Bar Association's Commission on Women in the Profession, the former founding director of Stanford's Center on Ethics, and a former director of Stanford's Institute for Research on Women and Gender. She also served as senior counsel to the Minority members of the Judiciary Committee, the United States House of Representatives, on presidential impeachment issues during the Clinton administration. She is the most frequently cited scholar on legal ethics and a fellow of the American Academy of Arts and Sciences. She has received the American Bar Association's Michael Franck award for contributions to the field of professional responsibility, the American Bar Foundation's W. M. Keck Foundation Award for distinguished scholarship on legal ethics, the American Bar Association's Pro Bono Publico Award for her work on expanding public service opportunities in law schools, and has been recognized by the White House as a Champion of Change for a lifetime's work on increasing access to justice.



Amanda K. Packel
Executive Director

As Executive Director, Packel coordinates all aspects of the Center's activities, including developing the direction and goals for the Center and overseeing operations, publications, programs, research, and other inter-disciplinary projects. She conducts research and writes on topics such as diversity on corporate boards and in the legal profession, ethics in nonprofits, and, with Deborah L. Rhode, she co-authored *Leadership: Law, Policy, and Management* (Aspen, 2011). Packel joined Stanford Law School in 2008 after practicing white collar criminal defense and conducting corporate investigations as an associate at Covington & Burling and at Orrick. She has also worked in a research capacity in the Economic Studies Program at the Brookings Institution. Packel received her B.A. in Economics from Princeton University and a J.D. from the University of California at Berkeley School of Law in 2001, where she was an Articles Editor of the *California Law Review*.

After graduating from law school, Packel served as a law clerk to Judge Marsha S. Berzon of the U.S. Court of Appeals for the Ninth Circuit.



Dena Evans
Project Coordinator

As Project Coordinator for the Center on the Legal Profession, Dena Evans assists the Executive Director in producing Center publicity materials, maintaining the website, and other ongoing projects. Most recently, she served as a program coordinator for the Stanford Center on Ethics. Evans is a 1996 Stanford graduate in American Studies, and holds an M.A. in Secondary Education from the Stanford Teacher Education Program.

2012 CLP Research Fellows

Supported by a generous grant from the Sidley Austin Foundation, CLP is hosting three research fellows who are participating in a multi-year study on the state of the legal profession, which seeks to understand trends and emerging developments in the profession, develop policy recommendations to help law firms adapt their business models to better meet the needs of their clients and of a rapidly changing legal market, and consider the implications of these changes for legal education.



Manuel Gomez

Manuel Gomez is an associate professor at Florida International University College of Law. His academic interest covers a broad range of issues pertaining to Latin American jurisdictions, most notably: cross border and complex litigation, international arbitration, legal and institutional reform, private ordering, social networks, innovations in legal education and the globalization of the legal profession. Together with Lawrence M. Friedman and Rogelio Pérez-Perdomo, Gomez is undertaking a multi-country study geared to explore the trends affecting the development of the legal profession and its impact on the training of future lawyers in Latin America and Latin Europe. Gomez and colleagues are interested in exploring the penetration of "big law" in the different Latin American and Latin European markets, what strategies they have relied on, what type of clients they serve, and how they have coped with the rising competition from increasingly strong local firms, including their alliances and partnerships. They are also exploring the growth of non-US law firms, and

will compare how foreign firms evolved vis-à-vis their US counterparts, and the impact of non-US law firms on the growth and transformation of the global market for legal services.



Patrick M. Hanlon

Patrick M. Hanlon received a doctorate in political science from Harvard University in 1974 and a JD from Harvard Law School in 1976. After a year clerking for Chief Judge Irving R. Kaufman of the U.S. Court of Appeals for the Second Circuit, he joined Shea & Gardner in Washington DC. For the next 30 years he practiced as a litigator at Shea & Gardner and (after a merger in 2004) Goodwin Procter, concentrating in complex litigation, class actions, and mass toxic and environmental torts. From 2008 through 2011 he was on the faculty of Boalt Hall, where he taught torts and professional responsibility. In 2012 he joined Stanford as a Research Fellow at the Center on the Legal Profession, where he is studying the impact of globalization and technology on the world of "Big Law." Hanlon has a special interest in examining the forces that have led to an unprecedented number of law firm failures in recent years.



Molly Selvin

Molly Selvin serves as Associate Dean for Interdisciplinary Programs and an Adjunct Professor at Southwestern Law School, where she oversees the JD/MBA program with the Drucker School at Claremont Graduate University and the Certificate Program with the Pardee RAND Graduate School. She is associate editor of the *Journal of Legal Education*; and teaches courses in media and the history of public policy. Just prior to joining Southwestern, Selvin served as Interim Dean of the Frederick S. Pardee RAND Graduate School (PRGS) where for 25 years she has taught courses on the U.S. Constitution, the uses of history in policy analysis, and the role of the media in public policy. From 1990 to 2008, she was on the staff of the Los Angeles Times, as an editorial writer and news reporter, focusing on civil and criminal justice, the legal profession, local government, land use, and reproductive rights. Selvin has also been a Senior Fellow in UCLA's School of Public Affairs for several years. In 2012, she became a research fellow at the Stanford Center on the Legal Profession, where her research focuses on changes in the market for corporate legal services.

Selected Outreach Events 2011-12

"Lawyers as Leaders," Faculty Workshop Series, Loyola Law School, Los Angeles, CA, September 2011

"Developing Leadership," Fourth Annual Lecture on the Legal Profession, Georgetown Law School, Washington, DC, September 2011

"What Lawyers Lack," Symposium on The Lawyer's Role and Professional Formation, St. Thomas School of Law, Minneapolis, MN, September 2011

"Comparative Perspectives on Legal Regulation," Globalization and the Legal Profession, Fordham Law School, New York, NY, October 2011

National Pro Bono Summit, sponsored by the American Bar Association Standing Committee on Pro Bono and Public Service, Washington, DC, October 2011

"Corporate Board Diversity," Stanford Women on Boards Forum, December 2011

"What Are Leaders Made Of?," Philosophy Talk, Berkeley, CA, January 2012

"Inside the Law School Scam: A Conversation on the Rising Costs of Legal Education in America," with Paul Campos and Deborah Rhode, Stanford Law School, March 2012

"Managing Diversity," Stanford Leadership Academy, March 2012

"Access to Justice, Legal Ethics, and Professional Responsibility," Roundtable discussion with JusticeCorps, Haas Center, Stanford University, March 2012

"Leadership Capabilities: Influence and Decision Making," Leadership Education Roundtable IV: How We Teach: Developing Core Competencies on Both Sides of the Gap, Santa Clara Law School, March 2012

"Women and the Path to Leadership," Opening Plenary Address, Gender and the Legal Profession's Pipeline to Power, Michigan State University College of Law, April 2012

"Legal Education: Rethinking the Problem, Reimagining the Reforms," Pepperdine Law Review Symposium, April 2012,

"From Platitudes to Priorities: Diversity and Gender Equity in the Workplace," Elizabeth D. Gee Distinguished Lecture in Ethics, Ohio State University, May 2012

"Issues and Opportunities for Women in Leadership Today," Forbes Executive Women's Roundtable Dinner and Discussion, Palo Alto, CA, May 2012

Center Advisory Forum

William F. Abrams, *Bingham McCutchen*

Ralph Baxter and Neel Chatterjee, *Orrick*

Mark Chandler, *Cisco*

Gordon K. Davidson, *Fenwick & West*

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Lawrence C. Marshall, *Professor of Law, Associate Dean for Clinical Education, and David and Stephanie Mills Director of the Mills Legal Clinic*

Paul Oyer, *Professor of Economics, Graduate School of Business*

Norman W. Spaulding, *Nelson Bowman Sweitzer and Marie B. Sweitzer Professor of Law*

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