2009



























INTHEIR OWN WORDS

Reflections from California's new partners, from our annual anonymous survey

We sent our anonymous online survey to about 300 new partners. Excerpts of their answers follow. Forty-one responded: 44% percent are women and 56 percent are men; almost two-thirds are Caucasian; and one-fourth are Asian, Indian/South Asian or Latino/Hispanic (another 12 percent declined to describe their ethnicity). The size of their firms runs the gamut, from 1 to 25 to more than 1,000 lawyers. Their estimates of the associate-to-partner track at their firms also vary widely: The majority offered lengths of seven, eight or nine years, but the spectrum ran from three to four years at the low end to eight to 12 years at the high end. They represent more than a dozen practice areas.

1. What do you think was the most important factor in your making partner?

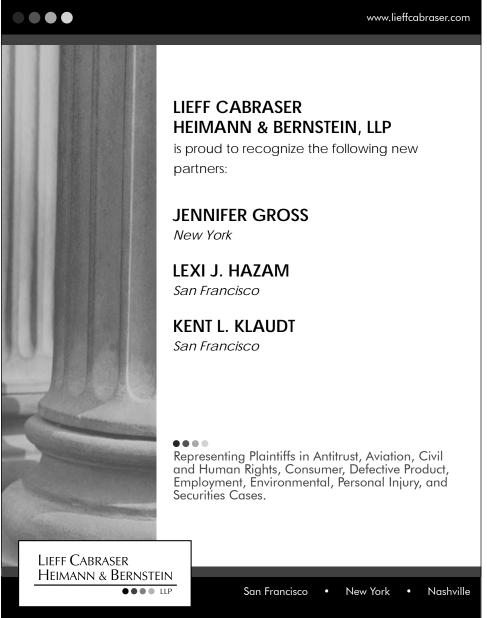
- "My ability to manage others"
- "My work ethic"
- "An excellent and supportive mentor"
- "Perceived value I could bring to the firm"
- "My specialty"
- "One of the most important factors was having a profitable client"
- "Becoming the go-to guy in my practice area and development of client trust"
- "My business development skills and making my hours"
- "Performing at partner level while still an associate"
- "Relationships with supportive partners"
- "Solid all-around litigation skills"
- "Relationships (within and outside of firm) and personal skills and industry name recognition"
- "Being a necessary and critical part of the practice group"
- "Hard work; teamwork; commitment to the firm"
- "I became more knowledgeable than the partners in a few critical areas"
- "Longevity at the firm"
- "Quality of work and opportunities to work with many partners within the firm."
- "Analytical skill"
- "Earning the trust and respect of my colleagues"
- "Attention to details"
- "Having an 'ownership mentality' every day as an associate"

2. What advice would you give about lateralling, or not lateralling?

"Having a lateralling plan provides one with better bargaining power."

"Lateral if you are in a bad situation that is unlikely to improve. Don't lateral to make a few extra bucks."





"For law students: Try to select a law firm where you could actually spend the next 10 years. So many folks select a firm that they only expect to spend a few years at and then, as a third year, they must research and shop all over again for a firm that is the right fit. If you are starting a family during that time (as many are) it makes the dislocation even more challenging."

"If you don't believe in your law firm, your success will be hindered. Choose your firm and your partners carefully, and change firms if the fit isn't right, even if the switch could delay partnership."

"I was a lateral to my firm. Discuss the realistic partnership track with your new employer before you accept the offer. This is not a good time to be making a lateral move with the economy and number of layoffs in the legal community."

"Do it in the first three years if it's on your agenda, and make sure you do enough research to land at a firm that you could be happy working with through partnership."

"Make up your mind early in your career. The amount of time you've been at your new firm will be as important (if not more so) to the partnership decision than the amount of time you've been in practice."

"Lateralling is much harder after about the fourth or fifth year. By that point, you'll want to be settled someplace."

"I was a lateral as a fourth year and it worked out fine. I think the key is not to move too early or too late in your career."

"The most important factor is whether the new firm will give you early opportunity to work directly with [a] key client."

"Try to negotiate a long term deal (2 to 3 years) regarding salary and promotion prior to joining the firm."

"Make sure you understand the most you can about [the] culture and finances of [the] firm you are lateralling into."

"Go to a place where you are comfortable with their style of management. Don't expect firms to change for you — you need to adapt to the firm."

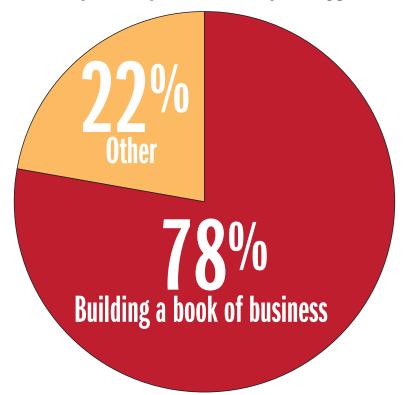
"Know what you are getting into. It always helps to know people at other places that you are considering."

"Don't overreach and don't overpromise. It is better to underpromise and overperform."

"Research either the busier areas of the prospective law firm, or plan to bring your own work, to ensure you are busy."

"Lateralling was a great career decision for me, but can be a very difficult path. A lateral has to prove immediately that he/she is capable, hardworking and diligent. If these attributes are not shown very early on after a lateral has moved firms, then they can get lost in the firm and receive no recognition."

3. Now that you're a partner, what's your biggest worry?



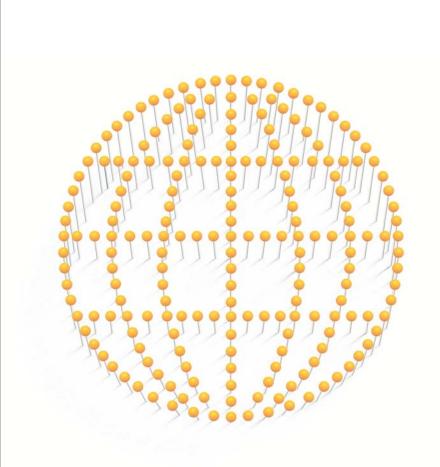
4. What wisdom would you offer about choosing a practice area?

"Do not pick one too early. Give yourself enough time to figure out where you fit best, not only today, but in 10 years."

"Choose early! Which means, as early as law school, start talking to folks about what they do and discuss it with professors and career counselors."

"Determine early in your career whether you prefer litigation or transactional work. Finding out eight years after you've been litigating that you don't enjoy the adversarial

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IS PLEASED TO ANNOUNCE

ADRIAN J. SAWYER

AND

MICHAEL K. NG

HAVE BECOME PARTNERS IN THE FIRM.

MR. SAWYER RECEIVED HIS LAW DEGREE MAGNA CUM LAUDE FROM THE UNIVERSITY OF CALIFORNIA, HASTINGS COLLEGE OF LAW IN 1999 AND SERVED AS A LAW CLERK TO THE HONORABLE WILLIAM H. ORRICK, JR., OF THE UNITED STATES DISTRICT COURT FOR THE NORTHERN DISTRICT OF CALIFORNIA.

MR. NG RECEIVED HIS LAW DEGREE CUM LAUDE FROM HARVARD LAW SCHOOL IN 2001.

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ABOUT THE FIRM AND OUR GROWING PRACTICE:

www.kerrwagstaffe.com

NEWPARTNERS 2009

SURVEY _

Continued from page 21

system will be detrimental to your health."

"Choose a practice area about which you are passionate. You may make less money, but you'll be more successful and you, your clients and friends will be happier."

"I would look for industries/clients that you find interesting and lawyers you love to work with. Your practice area is secondary and will flow from these two things."

"Pick an area that interests you and not because it is 'hot.' Your career is [a] marathon and decisions should be made with a long-term horizon."

"Ask yourself, do I genuinely have an interest in this area, and is this a type of practice that will continue to flourish in the industry or could it contract or even die out."

"Don't be afraid to explore high-technology practice areas just because you've got a liberal arts degree."

"Intellectual property is by far the most interesting, rewarding area of the law. Especially patents. It is worth it to get a technical degree."

"Don't forget to consider the lifestyle demands of a particular practice area. For example, consider the travel demands or predictability of [the] schedule and how they may or may not impact your lifestyle."

"Choose an area that you can excel at and demonstrate a special expertise."

5. What single factor at work has had the biggest impact on your satisfaction level?



b b

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DEREK LIM

AND

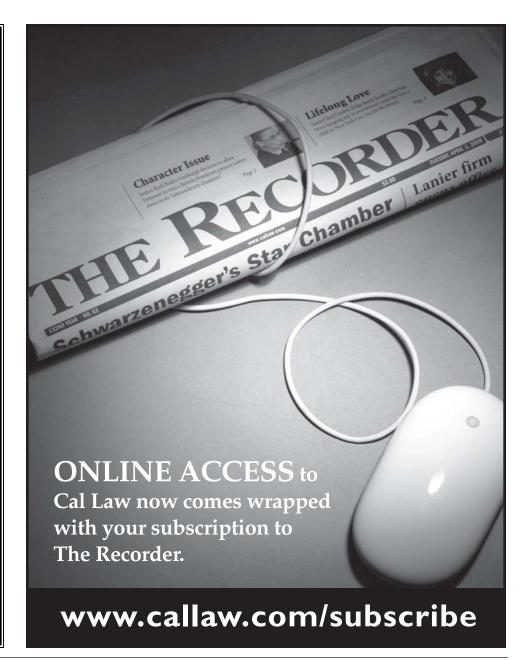
ROHIT SABNIS

HAVE BEEN NAMED PARTNERS OF THE FIRM

Mr. Lim is an experienced trial lawyer. He will continue to represent corporations, small businesses and professionals in complex civil litigation with an emphasis on business, transportation, environmental and employment litigation. Mr. Lim recently recorded two successful trial results. Both cases involved matters of admitted liability. However, following Burnham Brown's persuasive trial defense presentations, Plaintiffs were awarded less than 5% (combined) of their multi-million dollar demands. Mr. Lim received his B.A. from UCLA and his JD from Boston College Law School.

Mr. Sabnis will continue to concentrate his practice in the areas of commercial litigation, products liability and toxic torts. Mr. Sabnis obtained a B.S. in Biochemistry and Cell Biology from the University of California, San Diego. He received his J.D. from the University of Minnesota.

1901 Harrison Street | 11th floor | Oakland, CA 94612 Telephone: 510.444.6800 | Facsmilie: 510.835.6666 | www.burnhambrown.com



6. What percentage of your billings last year would you estimate was generated by your own clients?

0% 15% 80%

Lowest

Median

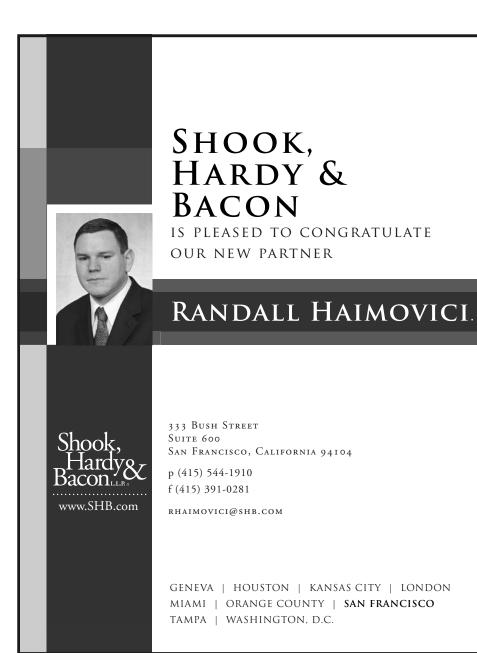
Highest

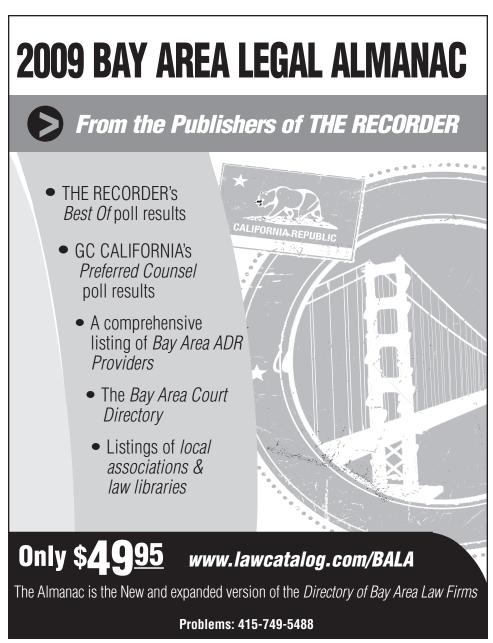
7. If you could change the partnership process at your firm, what would you change?

More than a quarter of respondents said "nothing." From the rest, the most common suggestion was to make the process more transparent — to communicate with associates earlier and in more detail about the criteria, the compensation, how the selection process works, when they'll be up for consideration, who is up for nomination and who's been nominated. A handful of others suggested more organized and open reviews; year-by-year feedback on where they stand; removing office politics from the process; and a more case-by-case look, beyond business generation, at the contributions someone makes to a practice group. There were also suggestions to eliminate the equity/non-equity distinction, the up-or-out model, and the need for a unanimous decision.

8. What's been your most effective way of developing new business?

- "Keeping in touch with everyone I have ever met"
- "Networking through friends/former classmates"
- "Doing good work and not being shy about having family and friends market you"
- "Lunches"
- "Good relationship with a senior partner"
- "Developing and maintaining relationships with clients and opposing counsel, and a strong reputation by doing a good job on the work you have"
 - "Reaching out to other partners and expanding relationships with existing clients"
 - "Giving presentations, authoring articles and providing good service to captured clients"
 - "Public speaking, roundtable events discussing practical issues in my practice area"
- "Involvement in community/industry organizations (especially those not already saturated with lawyers from my field)"
- "Being active in the community and church" ❖









Julie Greer



Jeffrey Hartlin



Laurie Carr Mims



Matthew Harrison

This Year's Class

At least 300 California attorneys have been promoted to partner since July 1

Anders Aannestad

Morrison & Foerster University of Arizona College of Law, 1997

Larry Adkison

Greenberg Traurig Georgetown University Law Center, 1999

Zachary Alinder

Bingham McCutchen UC-Berkeley School of Law, 2000

Chris Almand

Kirkland & Ellis UCLA School of Law, 2002

César Alvarado

Archer Norris UCLA School of Law, 1997

Joshua Anderson

Sidley Austin UCLA School of Law, 2000

Luke Anderson

Loyola Law School, 2000

Sofija Anderson

Littler Mendelson Marquette University Law School, 2002

James "Jim" Andrew

Ellman Burke Hoffman & Johnson Stanford Law School, 1999

David Antheil

Akin Gump Strauss Hauer & Feld New York University School of Law, 1995

Mazda Antia

Cooley Godward Kronish Northwestern University School of Law, 2000

Elizabeth Balfour

Sheppard, Mullin, Richter & Hampton Harvard Law School, 1999

The Personalities Behind the Photos

This year 16 new partners took part in our first portrait series: Their pictures appear on this page as well as the cover. And in our New Partners slideshow online, they share what they wish they'd known sooner, and more. About a dozen, including the four on this page, also took us up on our invitation to incorporate something very "them" in their portraits — something, say, that might be recognized by colleagues (or that might even surprise them). Watch the slideshow online at www.callaw.com.

Appearing on the cover: Top row: Timothy Cremin, James Andrew, Jennifer Field, César Alvarado. Middle row: Jennifer Lloyd Kelly, Ori Katz, Victor Shum, Chrystal Jensen. Bottom row: Frieda Garcia, Vijay Toke, Allison Schutte, Rebekah Kaufman.

Photos by Jason Doiy

Justin Barnes

Fish & Richardson UCLA School of Law, 2001

Michele Barnes

K&L Gates Santa Clara University School of Law, 1996

Robert Begland

Manatt, Phelps & Phillips University of Virginia School of Law, 2000

S. Scott Beizaie

Carlsmith Ball UCLA School of Law, 2000

Maria Bellafronto

Hopkins & Carley Santa Clara University School of Law, 1992

Sarah Benator

Arent Fox UC-Berkeley School of Law, 1999

Pascal Benyamini

Reish Luftman Reicher & Cohen UC-Davis School of Law, 1999

Jennifer Berland

Hanson Bridgett
University of San Francisco School of Law, 2001

Farah Bhatti

McDermott Will & Emery St. John's University School of Law, 1997

Michael Blacher

Liebert Cassidy Whitmore Loyola Law School, 2001

Kimberly Blake

Gordon & Rees UC-Davis School of Law, 1997

Stephen Blevit

Sidley Austin University of Southern California Law School, 1995

Hannah Blumenstiel

Winston & Strawn Capital University Law School, 1997

Philippa "Pippa" Bond

Proskauer Rose New York University School of Law, 1998

M. Madeleine Boshart

Wilson Sonsini Goodrich & Rosati Tulane University Law School, 1997

Yanna Bouris

Knobbe Martens Olson & Bear Stanford Law School, 2003

Kirsten Bowman

Richards, Watson & Gershon University of West Los Angeles School of Law, 1995

Todd Boyer

Littler Mendelson Santa Clara University School of Law, 1999

Marshall Brenner

Gordon & Rees California Western School of Law, 2000

Todd Briggs

Quinn Emanuel Urquhart Oliver & Hedges Hastings College of the Law, 2000

Ellen Bronchetti

Littler Mendelson Northeastern University School of Law, 2003

Brian Buddell

Brydon Hugo & Parker Golden Gate University School of Law, 1993

William Burford

McDermott Will & Emery University of Michigan Law School, 1991

Peter Burke

Paul, Hastings, Janofsky & Walker University of Virginia School of Law, 1996

Daniel Burns

Fish & Richardson Loyola Law School, 2001

Manuel Cachán

Munger, Tolles & Olson Harvard Law School, 2000

Hamilton Candee

Altshuler Berzon New York University School of Law, 1983

Rodger Carreyn

Perkins Coie University of Michigan Law School, 2000 **Bryce Carroll**

Gordon & Rees University of San Francisco School of Law, 2000

Theodore Chandler

Sidley Austin Harvard Law School, 2000

Wendy Wen Yun Chang

Hinshaw & Culbertson Loyola Law School, 1995

Winston Chang

O'Melveny & Myers UC-Berkeley School of Law, 2000

Gregory Chin

Latham & Watkins Harvard Law School, 1999

Cara Ching-Senaha

Jackson Lewis Santa Clara University School of Law, 1995

Steven Chinowsky

Latham & Watkins University of Pennsylvania Law School, 1998

Rena Chng

Mayer Brown Vanderbilt University Law School, 2000

Alex Cho

Allen Matkins Leck Gamble Mallory & Natsis University of Southern California Law School, 1999

Jervll Coher

Luce, Forward, Hamilton & Scripps Loyola Law School, 1986

George Colindres

McDermott Will & Emery UCLA School of Law, 1999

Carol Malenka Collins

Hanson Bridgett Hastings College of the Law, 1983

Kevin Colton

Baker & Hostetler UCLA School of Law, 1980

Craig Compton

Fish & Richardson UC-Berkeley School of Law, 2001

James Conley

Baker & McKenzie University of Wisconsin Law School, 2001

Erin Connolly

Alston & Bird Vanderbilt University Law School, 2001

Jason Cooksey

Seyfarth Shaw UC-Davis School of Law, 2000

Justin Cooper

Orrick, Herrington & Sutcliffe Harvard Law School, 2001

Stephanie Coutu

Howard Rice Nemerovski Canady Falk & Rabkin Boston University School of Law, 1997

Brian Covotta

O'Melveny & Myers UC-Berkeley School of Law, 1998

Timothy Cremin

Meyers Nave Riback Silver & Wilson UC-Berkeley School of Law, 1991

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BOIES, SCHILLER & FLEXNER LLP

is pleased to announce that

Jeremy M. Goldman

has been made a partner in the Firm.

Mr. Goldman, resident in the Oakland office, will continue his practice of complex commercial litigation. Mr. Goldman joined the firm in 2002. He previously served as a law clerk to the Honorable Rosemary Barkett, United States Court of Appeals for the Eleventh Circuit. He graduated from Yale Law School in 2001.

Boies, Schiller & Flexner LLP is a firm of 235 lawyers with offices in New York, Washington DC, Florida, California, New Hampshire, New Jersey and Nevada, with 15 attorneys in California:

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Theodore H. Uno
Beko O. Reblitz-Richardson
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Continued from page 25

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Wendy Davis

Cooley Godward Kronish

University of Chicago Law School, 1999

Joshua Dean

Manatt, Phelps & Phillips UCLA School of Law, 2000

Geoffrey DeBoskey

Sheppard, Mullin, Richter & Hampton University of Southern California Law School, 2000

Alycia Degen

Sidley Austin

UCLA School of Law, 2000

Linda Deitch

Loeb & Loeb

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Jennifer Wood Dienhart

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Martin Dioli

Terra Law

Hastings College of the Law, 1994

Joseph Duffy

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Reginald Dunn

Ericksen Arbuthnot Loyola Law School, 1997

Ruben Duran

Meyers Nave Riback Silver & Wilson Hastings College of the Law, 1998

Erik Edwards

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Zelle Hofmann Voelbel & Mason University at Buffalo Law School, 2001

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Chrystal Jensen

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Cassandra Joseph

Watson Rounds

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Rebekah Kaufman

Morrison & Foerster Ohio State University Michael E. Moritz College of Law, 1999

Christopher Keegan

Kirkland & Ellis

University of Notre Dame Law School, 2002

Jennifer Lloyd Kelly

Fenwick & West UCLA School of Law, 1997

Ryan Kent

Durie Tangri Page Lemley Roberts & Kent Yale Law School, 2001

Angela Kim

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S.H. Michael Kim

Alston & Bird

American University Washington College of Law, 1999

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Dylan Liddiard

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Scott Lidman

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Jonathan Lindsay

Crowell & Moring Harvard Law School, 2000

Thierry Lo

Blakely Sokoloff Taylor & Zafman Southwestern Law School, 1996

Townsend and Townsend and Crew Capital University Law School, 2001

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Joseph Macha

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Western State University Law School, 1994

Shelley Mack

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UC-Berkeley School of Law, 2000

Michael Mandel

Seyfarth Shaw

Pepperdine University School of Law, 2001

Rajesh Mandlekar

Coughlin Stoia Geller Rudman & Robbins Hastings College of the Law, 1998

Craig Mariam

Gordon & Rees Loyola Law School, 2003

David Marroso

O'Melveny & Myers Harvard Law School, 2000

José Martín

Squire, Sanders & Dempsey Hastings College of the Law, 1999

Kyle Mathews

Sheppard, Mullin, Richter & Hampton University of Southern California Law School, 2001

Howard Mavcon

Cozen O'Connor Whittier Law School, 1996

Thomas McConville

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Paul McCoy

Morgan, Lewis & Bockius University of Virginia School of Law, 1998

Brian McDaniel

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Michael McDonough

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Russell McGlothlin

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David Melaugh

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Rvan Melnick

Knobbe Martens Olson & Bear UC-Berkeley School of Law, 2003

Barbara Miller

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Robert Milligan

Seyfarth Shaw UC-Davis School of Law, 2001

Laurie Carr Mims

Keker & Van Nest Harvard Law School, 2002

Denise Mingrone

Orrick, Herrington & Sutcliffe Santa Clara University School of Law, 1987

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Sean Monroe

O'Melveny & Myers UC-Berkeley School of Law, 1996

Ivan Morales

Baker & McKenzie

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