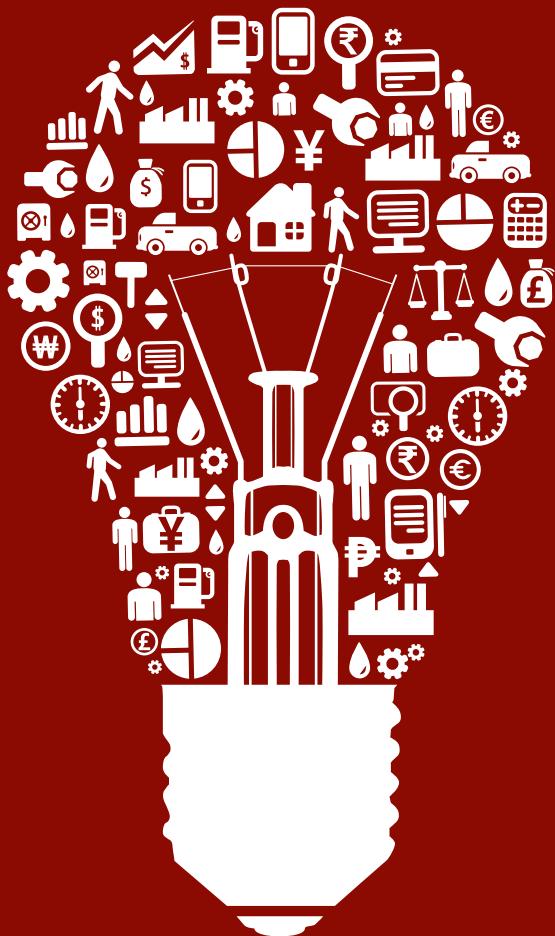


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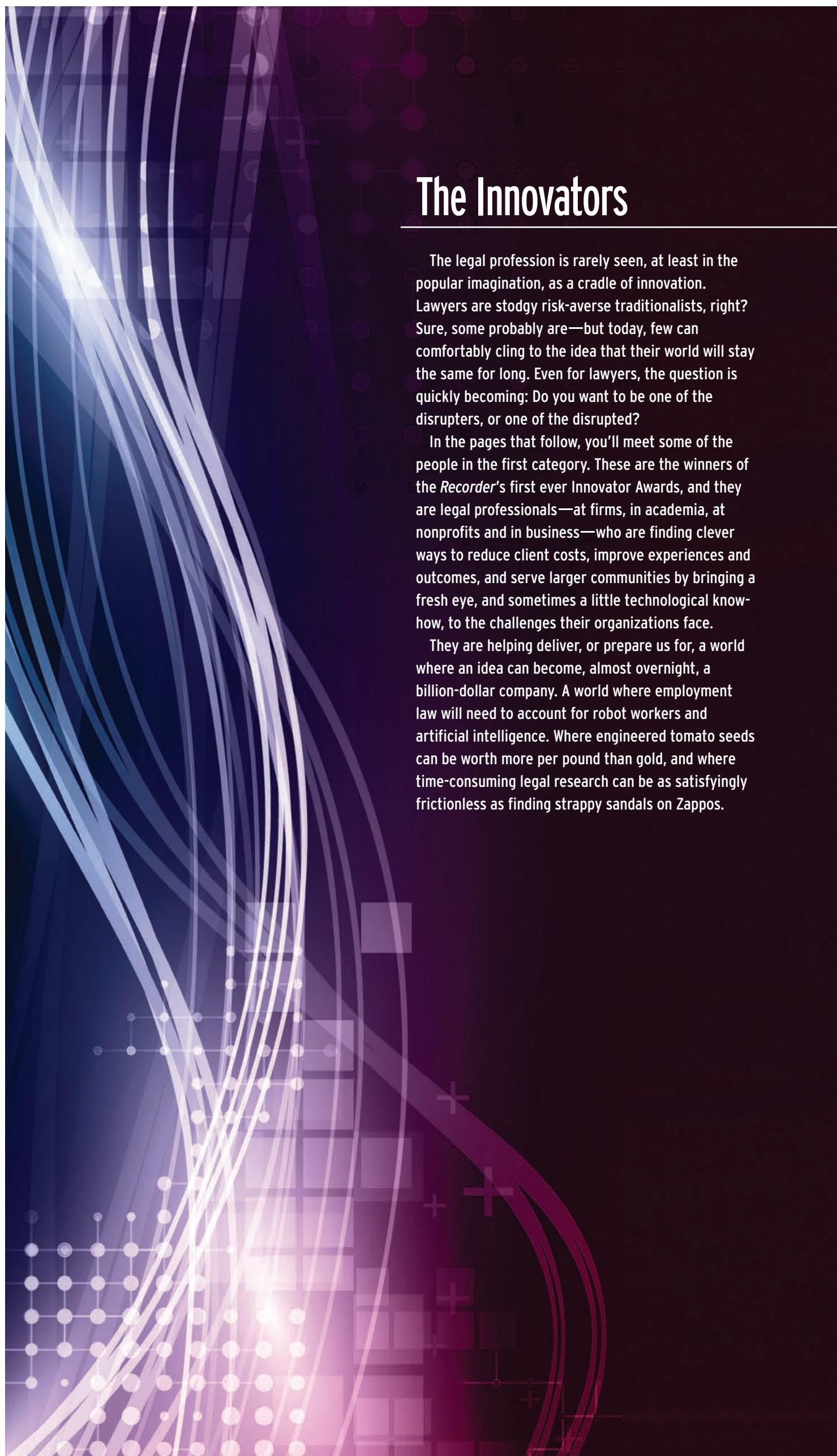
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**The Innovators**

The legal profession is rarely seen, at least in the popular imagination, as a cradle of innovation. Lawyers are stodgy risk-averse traditionalists, right? Sure, some probably are—but today, few can comfortably cling to the idea that their world will stay the same for long. Even for lawyers, the question is quickly becoming: Do you want to be one of the disrupters, or one of the disrupted?

In the pages that follow, you'll meet some of the people in the first category. These are the winners of the *Recorder's* first ever Innovator Awards, and they are legal professionals—at firms, in academia, at nonprofits and in business—who are finding clever ways to reduce client costs, improve experiences and outcomes, and serve larger communities by bringing a fresh eye, and sometimes a little technological know-how, to the challenges their organizations face.

They are helping deliver, or prepare us for, a world where an idea can become, almost overnight, a billion-dollar company. A world where employment law will need to account for robot workers and artificial intelligence. Where engineered tomato seeds can be worth more per pound than gold, and where time-consuming legal research can be as satisfyingly frictionless as finding strappy sandals on Zappos.



## JULIO AVALOS

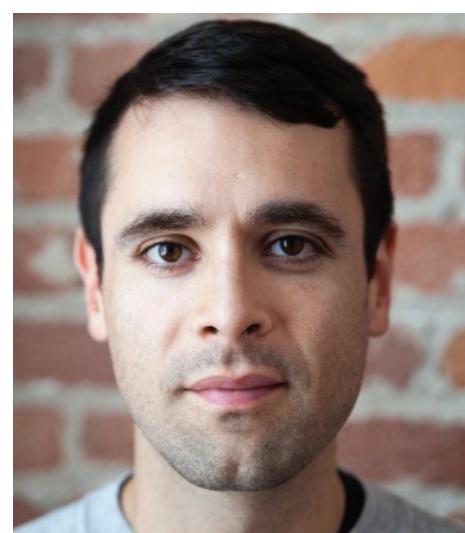
GITHUB

**I**t's easy for in-house attorneys to be seen within their companies as a country all their own. When a company is sued for patent infringement, it's viewed more like the legal department's problem than the company's problem, and executives expect it to be addressed without getting their hands dirty.

That all changes with an open-source company platform, according to Julio Avalos, GitHub's general counsel.

San Francisco-based GitHub provides a code repository for computer engineers across the globe, as both a tool and a social network. If those engineers take code for their own purposes and improve it, they can resubmit it to the GitHub community to use, gaining followers as they go.

GitHub's legal department has applied the same principle to its legal processes, and the documents and policies its lawyers create. They are out there for other employees to see, comment and improve upon.



JASON DOY

"Wherever possible, we favor transparency, company-wide or team-wide conversations on legal issues," Avalos offered. "It keeps

everyone in the loop. You have more eyeballs on it and you're able to leverage those eyeballs for information, for quality control and for cultural adoption."

Cultural adoption in tech startups can be a tough sell, especially when expecting employees to simply sign off on contracts or releases without their feedback. When in-house lawyers are pigeonholed in their departments, it can create opposition between legal and employees, said Avalos, who was corporate counsel for Yelp before joining GitHub.

But if you're approaching it through an open-source model, those employees gain a sense of ownership, increasing the likelihood of smoother company-wide adoption and compliance, he said.

Avalos hasn't always been an open-source evangelist, but he knew he needed to embrace it. Now he views himself not as a lawyer who happens to work for a high-tech company, but as a GitHub employee who hap-

pens to work in the legal department.

"As tech lawyers here in San Francisco, we represent these companies going out and revolutionizing the world and products with immediate global adoption," he said. "Yet we have been treating our representation of these clients essentially the same way as any other client. When you represent these clients, if there's something in the way they work that's contributed to their success, you should look at how to adopt that in your own work."

GitHub's legal work is split among four attorneys, each with a particular area of focus. Because much of the internal work is on GitHub and in machine-readable code format, others can easily propose changes. In theory, Avalos said, this should eventually allow the company to scale more efficiently and with fewer growing pains than traditional legal departments "that create volumes of work product that either lie orphaned in an inbox or in some forgotten drive or folder."

## ITAI GURARI AND ADAM HAHN

JUDICATA

**R**esearchers have worked for years to develop machines able to read and process the English language. With the advent of cloud technology, open source analytics and other modern computing methods, combined with a human touch, one company is, as they like to say, "mapping the legal genome."

San Francisco-based Judicata's mission is to revolutionize legal research by making raw case law more intuitive and searchable using a mix of technology and human inputs.

Founded in 2012, Judicata raised \$5.8 million in May 2013 to launch a tool focused on California employment law. The team of lawyers and engineers parsed rulings and tweaked Judicata's software over and over to get it right. In late August 2014, the company opened its employment law search engine to a private beta test.

CEO Itai Gurari is a Jones Day lawyer turned software engineer who cut his pro-

gramming teeth at Google Scholar. Chief technology officer Adam Hahn worked at Adap.Tv after graduating from Stanford University with a degree in computer engineering.

The problem as they saw it was an industry where people held super computing smartphones in their pockets yet still relied on century-old legal search technologies based on headnotes and digests.

Earlier this year at the Reinvent Law conference in New York, Gurari demonstrated a search on Judicata's system to show how its results are more targeted and precise.

Put simply, Judicata dissects and diagrams case law, so it can be searched, filtered and distilled in much the same way a shopper would search Amazon. The tool arrives more quickly at the most relevant cases, according to Gurari.

"The limiting factor is not the text on the page, it's not the books on the shelves," Gurari told the Reinvent Law audience. "It's simply our imagination."



GURARI



HAHN

## BRYON BRATCHER

REED SMITH



**B**ratcher's brain-child app Periscope harvests and aggregates data with the power and efficiency of a high-tech combine.

To aid in managing e-discovery projects, the tool lets the firm collect, digest and neatly spit out analyzed data culled from its document review module, as well as its billing, HR, matter management, accounting and financial systems.

Periscope metrics have been used to address and correct errors during e-discovery, according to the firm. Bratcher's app has also improved e-discovery budgeting, helped staff projects with the right people and aided team members to work more efficiently, while simultaneously reducing client fees.

Partners use it to compare completed matters, and clients are able to parse data for their own budgeting and review purposes.

As senior litigation technology services manager, Bratcher consults with Reed Smith lawyers and clients on electronic evidence management and other e-discovery issues. The firm previously relied on outside e-discovery vendors but now serves clients from a secure facility in Pittsburgh where the firm employs 100 full-time reviewers.

Through Periscope, which began Beta testing in late 2013, Reed Smith measures reviewers' speed, accuracy and industry specialties. It is just the latest tool Bratcher has conceived for Reed Smith to boost efficiency and woo clients.

## MICHAEL WARD

MORRISON & FOERSTER



JASON DOY

**I**t's not often a person has a Jack and the Beanstalk moment.

If you're growing tomatoes in the backyard, chances are, that inch-thick vine you cultivated is as big as it's going to get. It's impressive, probably produces a tasty product, but you won't be climbing it skyward.

In the off chance you did happen to breed a super-vegetable, that's when you'd get on the phone to Michael Ward.

Ward, with a Ph.D. in plant physiology, heads up MoFo's plant intellectual property group. After joining the firm from a small boutique in 2000, he noticed an uptick in plant-related litigation issues, so he suggested the practice, which encompasses patent, licensing, trademark and litigation related to plants. Ward, it turns out, is a longtime observer of the industry. In high school, he even helped San Francisco's Del Monte Foods breed tomatoes.

One of his current clients is Enza Zaden, an international seed breeding company based in The Netherlands and the developer of the Campari tomato. Ward advises the company on its plant IP strategy, work that will span several years.

The company's plant breeding efforts focus on more than 20 vegetable varieties, the most important of which are tomato, sweet pepper, lettuce, cucumber, onion and melon. Enza has developed a number of disease-resistant sweet peppers that could significantly impact the pepper industry.

But back to the tomatoes. At their current value, the seeds of a Campari, which cost more than \$1 each, are more expensive on a per-pound basis than gold.

"These things were six inches in diameter, and grow up to 150 feet in length," Ward explained.

Plant IP falls into two categories, genetically modified or engineered plants (yes, the controversial GMO kind), and plants altered by traditional breeding methods, where Plant X is crossed with Plant Y, resulting in Plant Z. Not only can a breeder patent a plant, it's possible to patent specific traits, like, say, heat-resistant broccoli.

MoFo is one of the only firms to offer a dedicated practice.

Another Ward client is UC-Davis. "That's one of the best parts of the job," he said, "seeing the new strawberries at Davis."

## SCOTT RECHTSCHAFFEN

LITTLER MENDELSON



JASON DOY

**T**he light bulb in Scott Rechtschaffen's head lit up when a college tour guide pulled out his iPhone, showing off an app that knew when one load of laundry would be finished and if another washing machine would soon be available.

Rechtschaffen, who was visiting the school with his son, couldn't help contemplating the possibilities such technology held for the slow-to-adapt legal industry. If something as mundane as doing laundry could be enhanced through online services, he mused, how could legal services providers refuse to embrace similar innovations?

As Littler Mendelson's chief knowledge officer, it's his job to make those kinds of critical connections. Rechtschaffen has been with Littler since 1984, leading the firm's knowledge

management efforts since 2001. Over the years, he has been influential in the bulk of its high-tech additions. He's the one who convinced the firm to commit to an innovation agenda in the first place, creating its Innovation Council.

Among the tools he has developed, Littler CaseSmart is a platform providing clients with increased control of legal costs, giving them critical data analytics on legal matters and reducing legal costs.

Rechtschaffen was the mastermind behind Littler GPS, an online subscription service offering access to all labor and employment laws and developments in nearly every U.S. jurisdiction. He also developed Littler's Healthcare Reform Advisor and Web Portal, online tools that guide companies through the Affordable Care Act.

## RAY GALLO

GALLO LLP

**S**o-called mass actions can be a major administrative pain, with mountains of paperwork for an ungodly number of clients spread far and wide. But for a smaller firm, the technology Gallo LLP utilizes in its thousand-client cases has helped yield some major results.

Headed by Ray Gallo, the firm, with offices in San Rafael and Los Angeles, has developed software to automate the aggregation of individual claims and help manage the multitude of clients that sign on to such sprawling cases.

That technology makes handling thousands of individual clients a manageable challenge, but the firm still needs additional manpower to assemble 1,000 individual—if very similar—sets of discovery responses when the time comes.

The technology-driven mass action business model lets Gallo profitably help plaintiffs because it automates processes that otherwise could overwhelm firms of the same size. Gallo's software allows the firm to pursue significant individual damages that wouldn't have been recoverable on a class basis. The firm can set fees by contract with the client, rather than asking the court for fair treatment at the end and hoping for the best, as required in a class case.

In 2012 the firm secured a \$40 million class action settlement against the California Culinary Academy on behalf of vocational school students who alleged they were defrauded. Then, in 2013, numerous individual claims settled after an arbitration result in one of the 1,400 claims filed between 2008 and 2011 against a sister school in Los Angeles. Almost all the 950 remaining claims are settling now.



## RON DOLIN

STANFORD LAW SCHOOL



**A** primary goal in the legal tech space is to address the justice gap. Online access to information and services helps empower those in need of legal counsel, but without a user-friendly interface, the intended audience might never locate the resource.

This is where legal tech and design intersect. And Ron Dolin, a former Google engineer turned Stanford Law research fellow, has been a pioneer of the movement. In 2013, he cofounded the program for legal tech and design at Stanford University.

Through the program, Dolin conducts workshops with cofounder Margaret Hagan, covering topics such as estate planning, immigration and criminal defense. He brings in individuals who have had trouble navigating particular services—say, estate planning software—to find out where users stumble and what design changes would enhance their experience.

"What I'm doing is looking at integrating all these pieces,

and thinking about what we need to bring innovation to the legal system," Dolin said.

One of Dolin's objectives is to design technology for the platform that is most convenient for users. If a segment of the community doesn't have web access at home, but most individuals do have smartphones, for example, legal tech designers need to be sure to include a mobile function into web design.

Dolin, also an angel investor for legal tech startups, focuses on funding fellowships, measuring quality in design and interface and generally proselytizing for the legal tech set. Eliminating the justice gap, he believes, will require rebooting the conservative legal industry.

"Barriers to innovative legal technology are different at a law firm than at a courthouse," he said. "As far as I can tell there's no single pivot point. It's an ecosystem that's evolved over many decades that's tradition-based because people want predictability. And it's hard for people steeped in it because change is scary."

## GREG NITZKOWSKI

PAUL HASTINGS

**C**ontemporary companies seek predictability and transparency in their outside counsel. If they can't find it in one firm, they'll move on to the next one.

Managing Partner Greg Nitzkowski, who is based in Paul Hastings' Los Angeles office, was well aware of that fact, and pushed his office to move quickly to provide what clients were clamoring for.

Project management was one area where Nitzkowski knew the firm could make its business more efficient. The end result was the Matter Management platform, a proprietary program Paul Hastings developed and operates as part of a broader effort to provide cost-effective client services.

Matter Management technology is used to define, plan, execute and monitor matters. Through the firm's platform, lawyers can access planning templates and a progress reporting dashboard to detail the scope, budget and timeline for a particular matter. Time is entered using codes corresponding to the specific phases of work, while data accumulated from plans and progress reports is used for pricing comparable matters in the future.

More than half of Paul Hastings practices work in the Matter Management platform. The finance practice uses it for all transactions, and the Hong Kong capital markets practice utilizes it for most of its matters.



## JOSH BECKER

LEX MACHINA

**L**egal tech pioneer Lex Machina, led by CEO Josh Becker, has created case analysis software that filters a nation's worth of patent litigation by criteria including case type, date range, court, parties and judge. That lets attorneys leverage Big Data insights to hone their litigation strategy.

"We've really been able to come up with analytics that lawyers are using and benefiting from to help decision making," Becker said.

Lex Machina reports have been used to debunk many of the prevailing myths of IP law. A recent look at patent damages established that mega-verdicts are exceedingly rare and most damage awards are less than the typical cost of litigating a patent case to verdict.

In fact, in the four years since Lex Machina spun out of Stanford Law School as a commercial entity, it has become so central to discussions on patent reform that the U.S. Patent and Trademark Office links to its demand letter analyzer from the agency's website. The tool allows recipients to upload and compare demand letters, which Becker has said levels the playing field between patent asserters and target companies.

More than a third of firms on the Am Law 100 list are using Lex Machina analytics, Becker offered. Among others, its products are utilized by the likes of Wilson Sonsini, Fish & Richardson and Fenwick & West, and companies like Microsoft, Google and eBay.

The company's newest features allow lawyers to drill even deeper into cases, parsing, for instance, how often a particular judge awards specific types of damages, or what conditions improve the probability of prevailing on summary judgment motion.

Lex Machina was initially created as the IP Litigation Clearinghouse (IPLC), a public project of Stanford Law School and the school's computer science department, with the goal of bringing transparency to the business and practice of intellectual property law.

Becker came on in 2011 after Lex Machina became independent to focus on growth. The company is roughly



JASON DOIY

four times the size as when he started and has expanded from a handful of customers to more than 110.

While other legal analytics companies have followed,

few have transformed the landscape as dramatically. "We feel like we created this category and now we can keep making it better and better," Becker said.

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## ROBIN FELDMAN

UC-HASTINGS COLLEGE OF THE LAW

**E**mployers balk at hiring college graduates straight out of school because they've never held a professional position. Those newly minted grads, however, were sold on the idea higher education would lead to their dream jobs.

One of the loudest criticisms of law schools is that students graduate with little professional work experience and can't tackle hard assignments when first hired. Yet cash-strapped law schools can't afford new clinical staff.

Robin Feldman, the Harry & Lillian Hastings Professor of Law at UC-Hastings, took it upon herself to find a solution. The result was the Startup Legal Garage, an academic program offering free legal services to emerging companies. In the last year the program has quadrupled in size, now serving 60 students and up to 60 startups with the help of 25 major Bay Area law firms whose practicing attorneys gain exposure to potential clients while taking the opportunity to mentor law students. In turn, those students gain real transactional experience.

The program is as scalable as the high-tech companies it's aimed at helping. In the garage, a course can accommodate 60 students with the same two professors teaching the seminar portion of the class and one additional professor overseeing and managing the fieldwork component. Unlike traditional clinics, where eight to 10 students work under the supervision of a single professor and a clinic of 60 students would require at least six professors, UC-Hastings students, in teams of two or three, are paired with attorneys who supervise the legal services provided to the early-stage startups.



JASON DOIY

## JANELLE ORSI

SUSTAINABLE ECONOMIES LAW CENTER



JASON DOIY



**A** small business owner can't exactly walk into just any law firm and find advice, especially free advice about urban farms, mom and pop clothing manufacturers or forming worker cooperatives.

In 2013, the Resilient Communities Legal Cafe opened as an expansion on the traditional advice and referral clinic model. A program of the Sustainable Economies Law Center (SELC), the cafe serves as a living classroom and forum for building community among neighbors.

The program utilizes the skills of a group of dedicated pro bono attorney volunteers to provide one-time legal advice to individuals and groups actively creating non-profit organizations and business enterprises. More than just a service for the public, the cafe is a space where Janelle Orsi, Oakland-based SELC's executive director, has started training a new generation of law students and lawyers to meet the unique legal needs of clients working toward community resilience and engagement. Many attendees, including some SELC staff, are pursuing an alternative path to becoming lawyers through California's Law Office Study Program, and the legal cafe provides experiential training both in new economics and practicing law.

One recent discussion at the East Bay organization focused on the emerging Bay Area apparel industry and creating an industry worker's cooperative. Small apparel companies hope to collaborate and share the expensive equipment needed in the manufacture of quality clothing, Orsi said.

Orsi co-founded the SELC in 2009 to provide essential legal tools so communities can develop projects and enterprises to create sustainable sources of food, housing, transportation, jobs and energy. To date, SELC has served more than 250 clients. Now the group is creating an incubator for lawyers starting their own practices in the sustainable economies field, with a fellowship program, CLE training and ample mentorship as they get going. There are currently 12 fellows in the program.

Orsi's aim is to widen the path for lawyers who want a different practice—one that can make a difference. "What the majority of lawyers are doing now is widening the gap between rich and poor and not serving the majority of people."

## A LEGACY *of* ACHIEVEMENT



Congratulations to Jennifer Hagle on her selection  
as a winner of *The Recorder's* first-ever Innovator Award.

We applaud Jennifer for her dedication to helping women excel  
by developing their legal and technological skills and  
congratulate all of the innovators who have been honored.

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**S**ometimes lawyering is just in the blood. Combine that with knowledge of new technologies and an entrepreneur's mind, and you have Daniel Lewis, Ravel Law CEO.

Having grown up in a family of lawyers, Lewis was frustrated with the lack of new technologies permeating law firms. He targeted legal research, the area where he spent most of his time, and working with engineers, professors and lawyers, launched San Francisco-based Ravel Law to enhance that research.

Ravel was spun out of research at Stanford University's law school and computer science department. Using Big Data technologies

like machine learning, data visualization, advanced statistics and natural language processing, the company's technology allows attorneys to see data and case law in context to enhance understanding. Ravel Law's programs can, for example, instantly recognize key passages and quickly investigate how any section in any case has been interpreted by other opinions.

More than 5,000 attorneys use Ravel Law's platform. According to the company's website, the technology makes searching for information for cases up to 70 percent faster than using more traditional methods.

## DANIEL LEWIS

RAVEL LAW INC.



## E. JULIE LEE

EBAY



**W**hen Lee started working as eBay's legal program manager nearly a year-and-a-half ago, the company's process for requesting legal services proposals from firms left its in-house attorneys scratching their heads.

At the time, firms would respond with whatever they estimated the work would cost, but the proposals were so varied, there was no way for the San Jose-based Internet giant's lawyers to evaluate those proposals apples to apples.

Lee sat with the in-house attorneys and developed a tool so all the proposals would be streamlined and include time and staffing needs. She asked partners to use that staffing list and whatever discounted rate they could offer, and map out exactly what monthly spending for eBay would look like.

For larger cases, many firms were accustomed to providing a lot of e-discovery review services, requiring senior and junior attorneys to work on the issues. However, eBay had recently developed an internal e-discovery team to efficiently drive processes or review documents that required an attorney's eye.

Although Lee can't claim all the credit, the e-discovery team combined with her efficient new approach to RFPs have led to a significant decrease in the company's costs for legal services. On average, compared with original budgeting proposals, costs have dropped by 25 to 30 percent, Lee said.

While cost savings are an easy first method to quantify the results of the new processes, the feedback she receives from internal and outside counsel has been more about a drive to be transparent with each other.

"In many cases, although they're lawyers and speaking the same language, they all have different dialects," she said. "We created a baseline reference point, encouraging more transparency with our firms, as well as our teams' communications with each other," she said.

Lee's team is now looking to create a new tool to automate the entire RFP process and save eBay's attorneys time as well as money. While there are programs out there, none of them are "the whole package." Lee hopes to roll out that tool sometime in 2016 or later.

## ROGER ROYSE

ROYSE LAW FIRM



**T**he Internet has put an incredible amount of information into the hands of the average citizen. While that empowerment has tremendous benefit, it can't make everyone suddenly an expert in everything.

One result of the information explosion is that people can find more and more routine legal documents online. Often times, they use them, and not well. Roger Royse, firm founder and president of the Palo Alto Area Bar Association, wanted to capture the convenience of online document generators for his clients but combine it with some measure of attorney involvement.

After Royse conceived the idea, the next step was implementa-

tion. That came in the form of Royse Law Legal Wizard, an online system for automated, DIY documents. However, before the forms are released, the documents require an attorney's signature.

The program has been successful for many sophisticated clients, according to Royse, reducing legal costs for routine legal documents such as nondisclosure agreements, by 50 to 80 percent. Those clients include high net-worth individuals and investment funds in the technology sector, as well as more traditional hospitality, real estate and manufacturing businesses.

## KEVIN JAKEL

UNIFIED PATENTS

**A**s the head of IP litigation at Intuit Inc. a few years ago, Kevin Jakel had a close-up view on the litigation tactics of nonpracticing entities.

For most large companies targeted by patent suits there were two options—pay to settle or pay to litigate. The risks were gravest for startups and emerging companies, however, which might fold under mounting legal costs.

Looking for a better way to fight frivolous patent litigation led Jakel in 2012 to launch a co-op of sorts that would block the most notorious NPEs from monetizing patents in strategic technology areas.

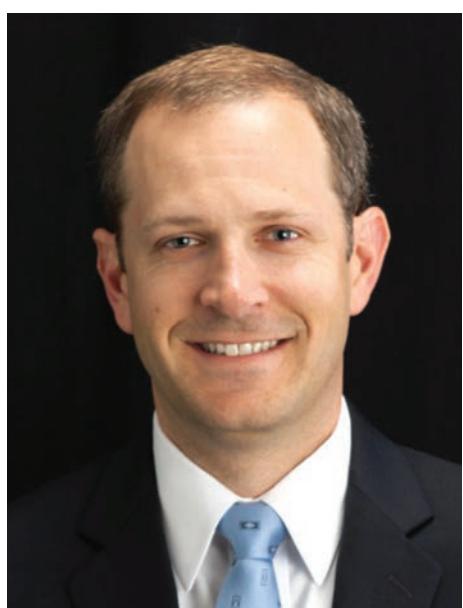
"I wanted to find a way to not just pay off patent trolls or buy our way out of the problem," he told The Recorder in 2013, the year Los Altos-based Unified Patents signed its first member. It now has more

than 60 members consisting of large companies, medium-sized businesses and startups.

Unified's activities exclusively focus on deterrence by monitoring troll activity and attacking patents it deems vulnerable. The two-year-old inter partes review proceedings are one element of Unified's strategy. The firm also helps companies counter the costs and risks of NPE activity by bringing together competitors in industry sectors.

Its most recent offensive targeted a patent owned by a subsidiary of Intellectual Ventures related to cloud storage technology.

Jakel is no stranger to intellectual property battles. Prior to Intuit, he served as a patent litigator with Kaye Scholer LLP and Howrey LLP. Jakel began his career as a patent examiner at the U.S. Patent and Trademark Office.





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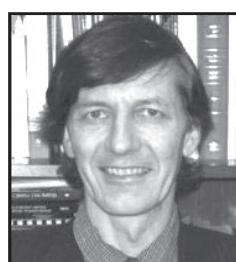
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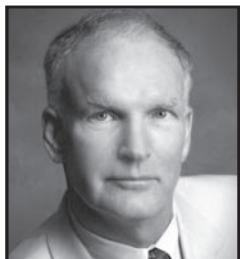
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## CRAIG JACOBY, MATT BARTUS AND PETER WERNER

COOLEY

**Y**our kids may one day be surprised to learn that there was a time when you couldn't start a new business venture with just a few swipes on your phone.

Spurred by Bay Area partners Craig Jacoby, Peter Werner and Matt Bartus, Cooley unveiled Cooley GO to national and international startups and investors in July.

Cooley says GO is designed to make entrepreneurs more self-sufficient and reduce their legal bills. It offers advice for boards of directors, an advanced document generator and guidance on securing investors. Beyond the tools, though, the site, which took two years to develop, features expert content from Cooley lawyers across the country.

Despite not spending a penny on advertising, Cooley GO generated more than 15,000 page views on its launch day, with visitors from 36 different countries. Within 10 days, the site had been visited by more than 30,000 people from 73 different countries.



JACOBY



BARTUS



WERNER

## MARK RADCLIFFE

DLA PIPER

**C**ommercial global competition has never been so fierce, with innovation making or breaking companies across industries. Corporate venture capital programs now top the list of strategies for international companies, helping them access cutting-edge technology.

Investment by corporations has risen to more than 15 percent of all venture investments. However, many corporate venture

capital programs are still evolving. To help ease growing pains, in February 2013, Mark Radcliffe, DLA Piper partner, co-founded the corporate venture and innovation initiative (CVI<sup>2</sup>), offering a portfolio of advisory services for corporations seeking to develop and implement growth strategies.

DLA Piper has had a corporate venture practice for over 12 years, recently adding an innovation practice covering fund formation, IP strategy, M&A, tax and joint ven-

tures. Now, Radcliffe has created a group to help advise companies on corporate venture capital programs. The other members of CVI<sup>2</sup> include Bell Mason Group, which provides corporate venture and innovation analysis and operational strategy; Global Corporate Venturing (GCV), a media company; and Silicon Valley Bank. Deloitte has also joined as qualified advisory services provider, offering business services for emerging growth markets and companies.

## EVA HIBNICK AND ALLEN RODRIGUEZ

ONE400

**T**he creators of ONE400 have deep roots in the legal industry, yet push the envelope when it comes to marketing and design technology.

Co-founders Eva Hibnick and Allen Rodriguez work to boost legal tech startups with help in growth and client acquisition, as well as product development and website design.

The company is growing, and counts companies like Lawdingo, Docket Alarm, Bridge Us, LegalMatch, Corpnet as clients. Those businesses often cite better quality leads as a result of the company's efforts.

That can substantially reduce costs per client acquisition, as well as time wasted following up on leads that were not committed to seeking immediate legal services.

Rodriguez is the chief of strategy and product and Hibnick is the chief of growth. Prior to creating ONE400, Rodriguez ran the referral service at the L.A. County Bar before being poached by LegalZoom to serve as director of attorney services. Hibnick graduated from Harvard Law School, practiced at Cravath Swaine & Moore and then worked as marketing manager at General Assembly.





# INNOVATORS

AN ALM RECOGNITION EVENT

## CONGRATULATIONS

California is a breeding ground for innovation in the delivery of legal services, with lawyers here creating everything from money-saving software and processes to new ways of reaching underserved communities. Recorder editors have named 25 of the most interesting legal innovators, and will recognize their achievements at an awards reception.

**DECEMBER 8 | 6-9pm | THE CITY CLUB | SAN FRANCISCO**

JULIO AVALOS - GitHub

E. JULIE LEE - eBay Inc.

ITAI GURARI / ADAM HAHN - Judicata

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MARK RADCLIFFE - DLA Piper

SCOTT RECHTSCHAFFEN - Littler Mendelson

ALLEN RODRIGUEZ / EVA HIBNICK - One400

RAY GALLO - Gallo LLP

MOREEN FARRELL / JOELLE EMERSON / MONALI SHETH

RON DOLIN - Stanford Law School

Equal Rights Advocates

JOSH BECKER - Lex Machina

JENNIFER HAGLE - Sidley Austin

DAVID FAIGMAN / MARSHA COHEN

GERARD VON HOFFMANN / BRYAN WAHL

Lawyers for America / UC-Hastings College of the Law

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GREG NITZKOWSKI - Paul Hastings

EUGENE BLACKARD - Archer Norris PLC

ROBIN FELDMAN - UC-Hastings College of the Law

GARRY MATHIASON - Littler Mendelson

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## NOREEN FARRELL, JOELLE EMERSON AND MONALI SHETH

EQUAL RIGHTS ADVOCATES

**S**ex crimes and other abuses perpetrated against immigrant women go largely unreported because of the many roadblocks they face, including fear of deportation, language barriers and uncertainty about where to turn for help.

San Francisco's Equal Rights Advocates (ERA) works with those underrepresented women, educating them on the legal issues associated with sexual harassment in the workplace.

In 2012, ERA Executive Director Noreen Farrell and former staff attorney Monali Sheth brainstormed with other local nonprofits to make legal services for immigrant women in San Francisco easy to access.

They created a series of sessions called La Clinica La Voz, the Voice Clinic, to fill a service gap as a single place for immigrant women to receive counseling, job advice, and information on workplace rights.

Then, in 2013, Stanford Law School graduate Joelle Emerson joined ERA as a Skadden Fellow. She took the initiative to create Proyecto La Voz, Project Voice. This new project helps battle violence and sexual abuse against low-wage immigrant women workers by bringing together legislative advocacy, litigation, community education and outreach.

Project Voice represents women who



FARRELL



EMERSON



SHETH

have been victims of workplace sexual assault and harassment and also refers them to other legal and social services providers. Proyecto La Voz now helps protect immigrant women workers across the Bay Area, including undocumented workers who are the least represented.

"We're endeavoring to be a one-stop shop because it's so emotionally draining and time and resource-consuming for these women to go to a variety of organizations for services," said Farrell, the executive director.

They even found a way to bring scale to

the project.

Through Proyecto La Voz, ERA has trained more than 700 people at 21 organizations in five counties, who can help their own community-based organizations by providing the same resources and information to other women workers in need.

## JENNIFER HAGLE

SIDLEY AUSTIN

**I**n an industry where having the resources to be a serious rainmaker impacts an attorney's ability to move up the ladder, Sidley Austin partner Jennifer Hagle has dedicated herself to educating female associates and new partners on business development to enhance their practices.

Hagle serves as cochair of the committee Sidley established to help retain and promote women in the firm. She's also head of the Los Angeles corporate trans-

actions team. Hagle leveraged her leadership to create "Practice Development 101."

The mentorship program, known as PD 101, gives associates the chance to sit down with partners and more senior colleagues to discuss client and business development activities. According to the firm, it has led to associates expanding their profiles on business networking sites like LinkedIn and cowriting articles with partners.

Beyond practice development advice, Hagle has other guidance to offer women lawyers. She achieved partnership after taking two maternity leaves, and took a third maternity leave after being elected partner. She worked on a reduced hours schedule for approximately five years, and still was recognized with an appointment to the firm's executive committee.

Now, Hagle helps lawyers across the firm understand what it means to work a reduced schedule.

If you want to work with today's thought-leading companies, you'd better start looking and acting like them.

That's the lesson Eugene Blackard, managing partner for Walnut Creek-based Archer Norris, took a few years back from browsing client website after client website and realizing his own firm's web presence was nothing like them. Blackard knew his firm's image needed a serious facelift.

At the time, the firm's website essentially mirrored its competitors, with a professional but unexciting look and a less-than-intuitive design. Blackard realized the web designs for companies hiring his firm looked little like his own. But it wasn't only that. The companies themselves were structured differently. They had their own, new ways of doing things, of making decisions, of using office space, of making payments.

Blackard figured that to attract the kind of new clients that would help the firm continue to expand and succeed, Archer Norris needed to look more like its clients. It needed to be lean and efficient.

In the last year, the firm has significantly reduced its real estate, eliminating 21 percent of its office square footage, which in turn reduced overhead by 20 percent. That kind of immediate cost savings shows startups you're willing to address inefficiencies, as well as displaying thrift.

"Companies today want to understand that you will approach a problem like they would," Blackard said. "That way they know you're being as tight-fisted with their resources as you are with your own."

Blackard instituted a "team approach" concept, reducing support staff for every attorney. Now, teams of assistants work together for multiple practice areas. That helped cut about 10 percent of the firm's

staff. "We didn't really focus on cost savings; it was more about the team concept that helps run the practices," Blackard said.

The firm made huge progress with social media and its website, redesigning it to be far more visual than in the past. Blackard says clients want to see the firm fully engaged in LinkedIn and other social networking sites, and the new web presence drives home the idea that "we're with them."

That redesign has increased visitor time on the website by 50 percent, and general hits monthly are up 25 percent.

Blackard was named managing partner in January 2008, an unhappy year for most lawyers. But Blackard says the firm has racked up six years of double-digit growth. And since implementing the strategic push to look more like its clients, Archer Norris has added 24 attorneys, bringing headcount to 106.

## EUGENE BLACKARD

ARCHER NORRIS



## GERARD VON HOFFMANN AND BRYAN WAHL

KNOBBE MARTENS OLSON & BEAR

In addition to obtaining patents, inventors of new medical devices need a regulatory strategy. They need to understand factors likely to affect physician adoption and other aspects of the clinical environment. There should be a plan for engineering and prototyping and sterilization. And of course, they need an exit strategy.

Enter Gerard von Hoffmann, founder of KnobbeMedical and a partner in the Silicon Valley and Orange County offices of Knobbe Martens Olson & Bear. The KnobbeMedical website provides essential information for inventors in a single location, creating a cross-disciplinary portal focused on developing and launching new medical device technologies.

Von Hoffmann was inspired to create the site by his work as a corporate advisor to medical device companies. Bryan Wahl co-

manages KnobbeMedical and coordinates content creation with about 15 other Knobbe Martens partners, associates and staff. Wahl is also a partner in Knobbe Marten's Orange County office, specializing in building and evaluating patent portfolios for startup medical device companies.

There is no charge to use any aspect of the KnobbeMedical site, no subscription and no login necessary. Popular features include reports on newly filed patent infringement lawsuits, including a copy of the complaint and copies of the patents in the suit. The firm is working on a bulletin board where patents available for license or sale can be posted and reviewed.

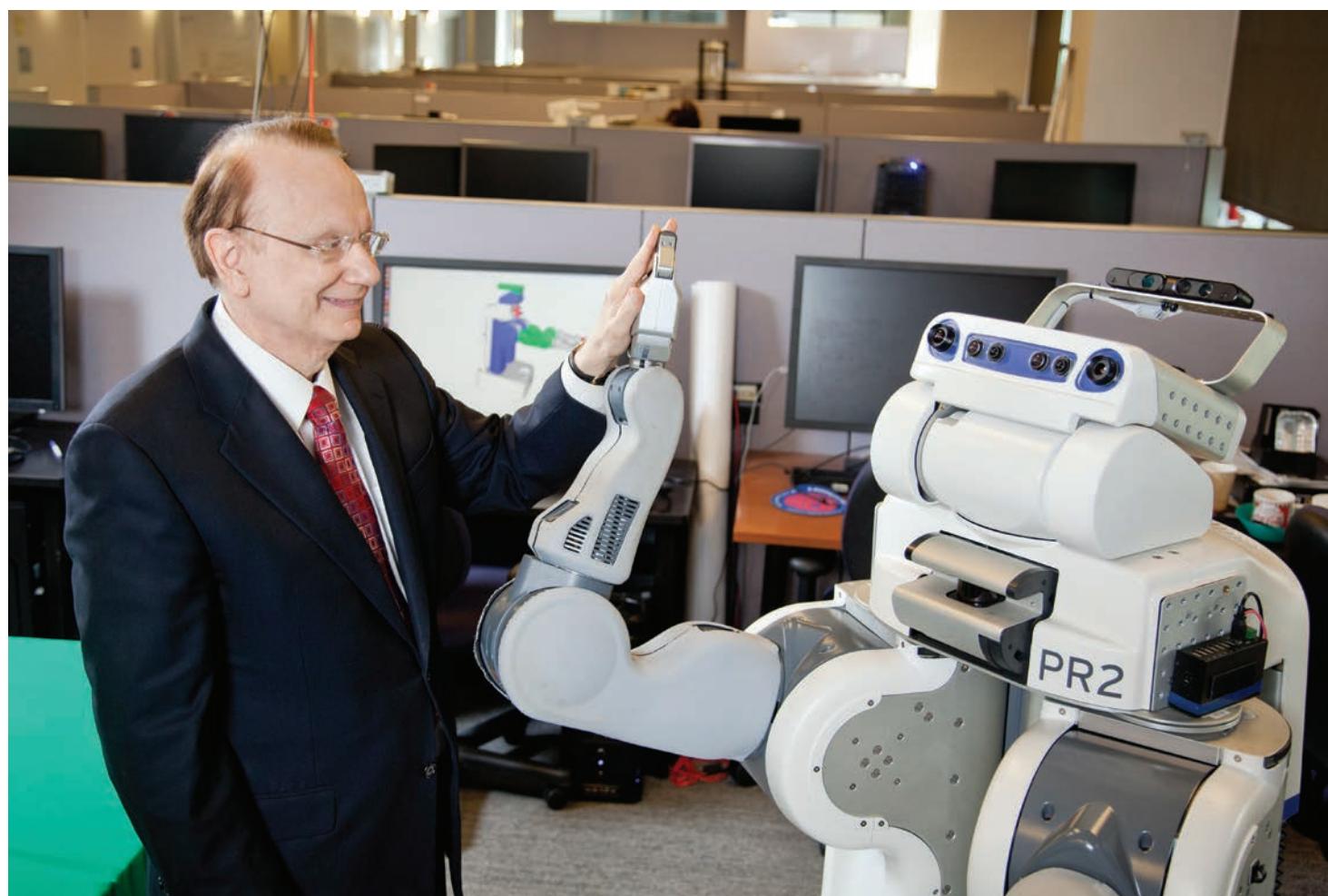
KnobbeMedical was launched in 2010. With essentially no marketing, the site has had approximately 19,200 unique visitors from January 2013 through this past August.



VON HOFFMANN



WAHL



JASON DOIY

## GARRY MATHIASON

LITTLER MENDELSON

We've already surpassed science fiction when it comes to the use of robotics. That self-driving car you might see around the Valley? There's a robot driving. South Korean ship builders are fine-tuning an exoskeleton workers could wear to lift more weight at work, and doctors perform surgery through miniature machines inserted into our bodies.

With the advent of cloud technology, robots are becoming even more commonplace and nimble, able to access vast computer power by linking to offsite servers.

To Garry Mathiason, a senior shareholder at Littler Mendelson, it became evident that rapid change in the robotics industry would resonate in the field of labor and employment law. That led Mathiason to form the firm's robotics, artificial intelligence and automation practice in October 2013, the fifth practice group he has built for Littler.

"It's a given the technology will expand," Mathiason said. "It's like a tsunami, you can't stop it."

It looks like the new practice was created just in time. In the next 20 years, the in-

crease in computerized and automated services in the U.S. could result in 47 percent of all jobs being lost to machines, according to a 2013 report out of Oxford University.

Mathiason's practice is equipping Littler's attorneys to help clients navigate the employment and labor law issues that will come with the growth of robotics and automation. Those include workplace privacy and e-discovery, health and safety, worker's compensation, anti-discrimination unionization and collective bargaining requirements, state rights

statutes and human displacement.

Since starting the robotics practice, Littler has signed on 15 new robotics companies as clients.

Mathiason's interest in robotics extends beyond advising clients. He's been working with the Congressional Robotics Caucus, a group of U.S. lawmakers focused on policy issues related to robots.

"The disruptive effects [of robotics] on the workplace will shape an enormous part of the future," Mathiason opined. "There will virtually be entire industries built up around them."

## MARSHA COHEN AND DAVID FAIGMAN

LAWYERS FOR AMERICA/UC-HASTINGS COLLEGE OF THE LAW

**B**y the middle of the Great Recession, waves of change were washing over the legal marketplace. The largest law firms eased off or froze hiring completely, and opportunities for new lawyers were severely diminished.

At UC-Hastings, professor David Faigman threw himself to the task of finding a home for his attorneys-in-training once they graduated. The ideal solution, he reasoned, would connect the oversupply of new lawyers with public interest jobs serving the community.

He thought about how to create such a fellowship and a solution began revealing itself. Law school professors had discussed methods for making "the medical model" work for legal education, substituting significant clinical training for most of the third school year.

That approach, Faigman believed, would tackle three big legal industry challenges by providing students with practical skills training, addressing needs in the community and setting up law school graduates with employment.

So, along with fellow UC-Hastings professor Marsha Cohen as founding executive director, he created a nonprofit called Lawyers for America, based at the college. The group offers a two-year fellowship program comprising law students' last year of law school, the training year, and the first post-graduate year, the service year.

While most law students start their third year of law school sitting in a classroom, Lawyers for America fellows work at a partner law office essentially full-time and attend a classroom component at their law schools. After graduation, fellows



COHEN



FAIGMAN

have a three-month break to take the bar exam and enjoy a vacation before returning to their fellowship placement for a year of paid service.

As part of the fellowship, students receive an early commitment of employment for their first year after graduation and avoid any period of unemployment while awaiting bar results. They're guaranteed a modest salary and health insurance, and will have nearly two years of relevant job experience when they seek a permanent post-fellowship position.

On the flip side, employers get a first-year employee at a discounted cost, who has already worked in their office for nine months.

The inaugural five fellows from the class of 2014 have completed their training year and are working for the Contra Costa

County district attorney and public defender offices. Six fellows in the class of 2015 are now in their training year at five work sites, including Contra Costa Superior Court, First District Appellate Project and the Center for Biological Diversity.

"This really got started because two people in Contra Costa County said it sounded like it could really be something great," Cohen said.

Now, Vermont Law School and the University of Minnesota Law School are seeking partnerships for students in their 2016 classes, and other schools are considering this new program.

"I think [the fellows are] going to be desirable out there," Cohen added. "You're going to know what you're getting [as an employer]. It's not just a law professor saying 'this is a good person.'"



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## CARRIE LEROY

SKADDEN, ARPS, SLATE, MEAGHER & FLOM

In 2012, a tragic story unfolded on the outskirts of Silicon Valley. Fifteen-year-old Audrie Pott committed suicide after photos of her allegedly being sexually assaulted at a party were circulated among her classmates.

It was then that Skadden intellectual property attorney Carrie LeRoy realized Bay Area teens likely knew little of the

consequences of their wrongful use of media, like "sexting" and other ill-conceived online photo sharing. LeRoy was convinced a small amount of education in this area would go a long way. With that in mind, LeRoy took it upon herself to create "Know Your Rights and Know the Law: Sexual and Social Media Misconduct," a tutorial providing practical information for high school students throughout Santa Clara County.

The program gives teens the legal knowledge necessary to use online resources in safe ways. The innovative program is led by attorney-volunteers from Bay Area technology companies like Hewlett Packard Co., as well as lawyers from the nonprofit Legal Advocates for Children and Youth.

At this point, more than 2,000 Santa Clara County high schoolers have participated. About 50 attorneys and paralegals from Bay Area tech companies have been trained to present the program, giving in-house counsel the chance to do pro bono work with Skadden resources behind them.



## We salute Bryon Bratcher for envisioning a way to make E-Discovery more transparent.

Thinking outside the box is nothing new to our Global Sr. Manager of Litigation Technology. But when he developed "Periscope," a new application that lets clients see exactly what's happening on their E-Discovery projects at any given time, he truly defined what it means to deliver quality and value. We congratulate Bryon and the other 2014 Innovators for turning big ideas into smart solutions.

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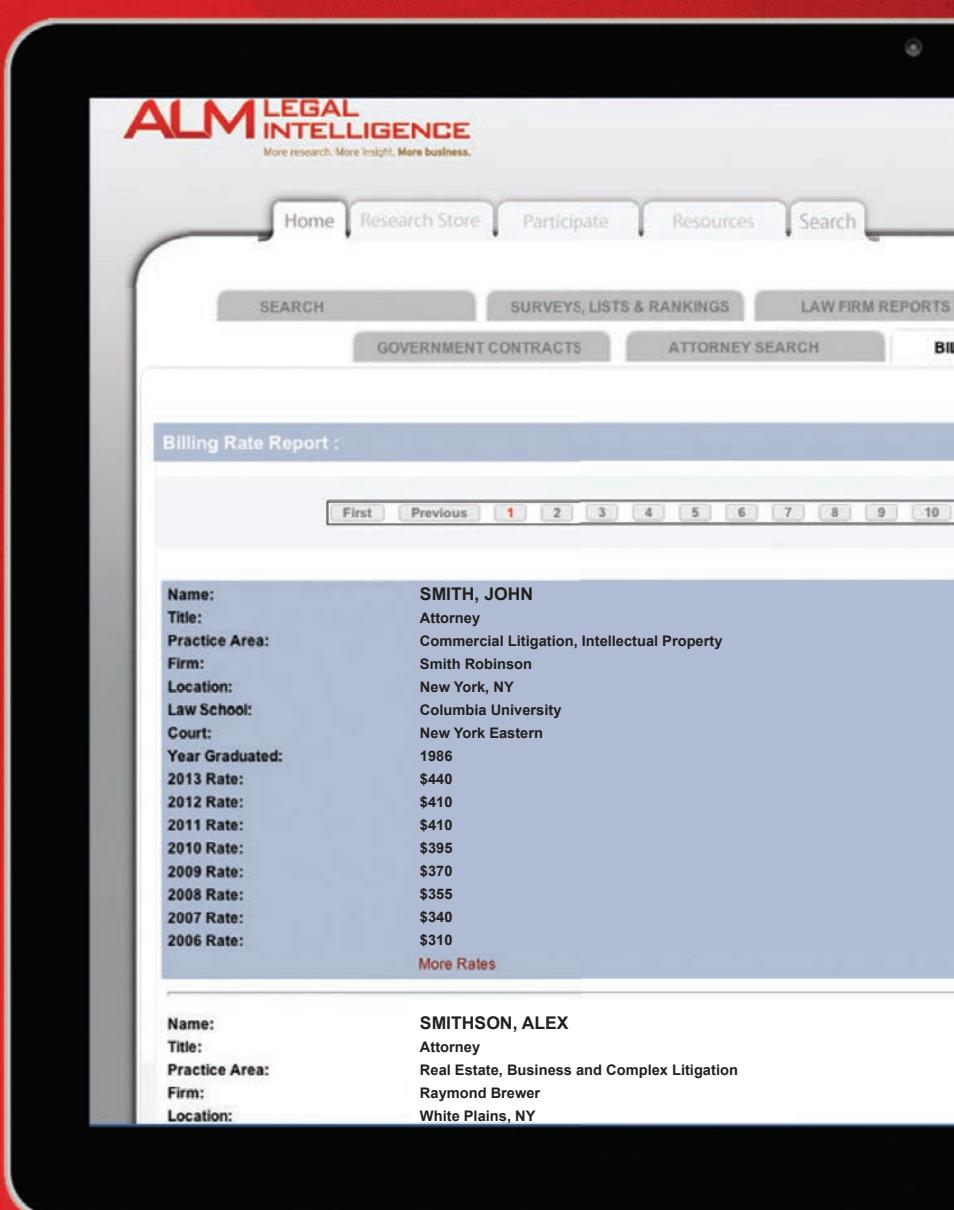
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The screenshot shows a mobile device displaying the ALM Legal Intelligence website. The top navigation bar includes links for Home, Research Store, Participate, Resources, and Search. Below the navigation are buttons for SEARCH, SURVEYS, LISTS & RANKINGS, LAW FIRM REPORTS, GOVERNMENT CONTRACTS, ATTORNEY SEARCH, and BILLING RATES. A sub-menu for BILLING RATES is open, showing a "Billing Rate Report" for Attorney SMITH, JOHN. The report lists his biography and a history of billing rates from 2006 to 2013. Below this, another attorney, SMITHSON, ALEX, is listed with his biography and rates.

Name:	SMITH, JOHN
Title:	Attorney
Practice Area:	Commercial Litigation, Intellectual Property
Firm:	Smith Robinson
Location:	New York, NY
Law School:	Columbia University
Court:	New York Eastern
Year Graduated:	1986
2013 Rate:	\$440
2012 Rate:	\$410
2011 Rate:	\$410
2010 Rate:	\$395
2009 Rate:	\$370
2008 Rate:	\$355
2007 Rate:	\$340
2006 Rate:	\$310
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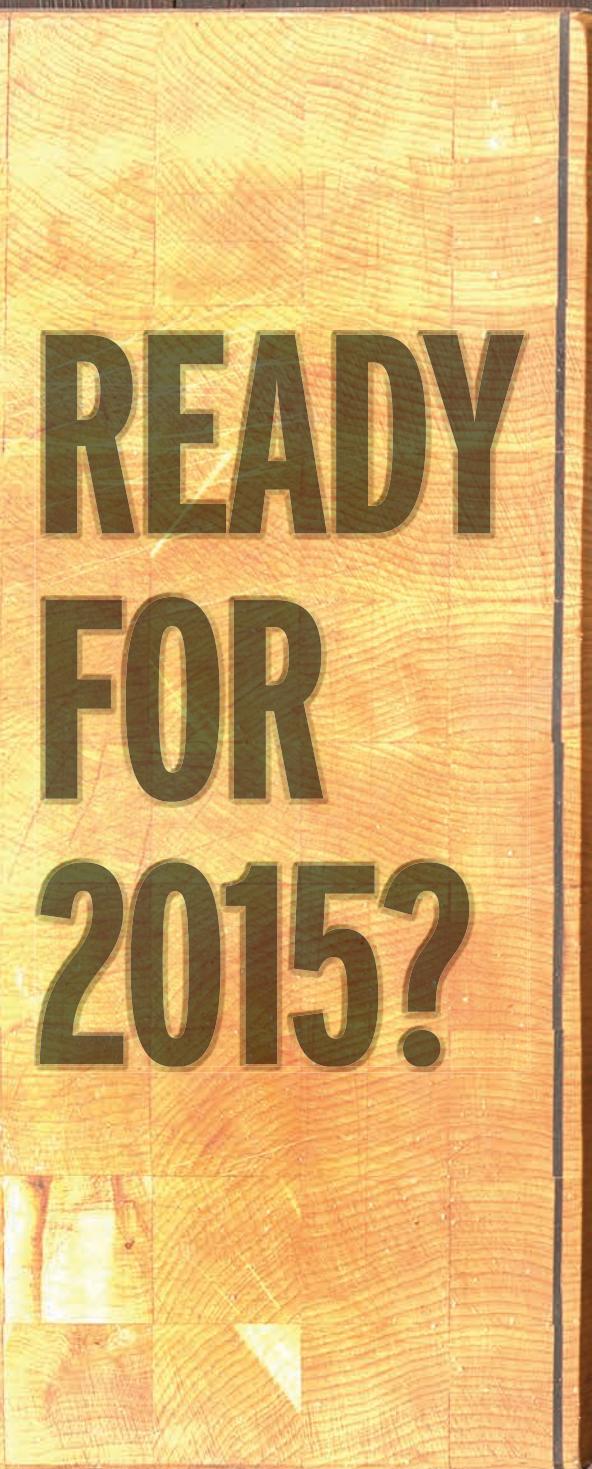
  

Name:	SMITHSON, ALEX
Title:	Attorney
Practice Area:	Real Estate, Business and Complex Litigation
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*Litigation  
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*Nominations are now open!*

The Recorder seeks nominations for Litigation Departments of the Year, 2015. In addition to overall Litigation Department of the Year, we will name a winner in nine practice specialties and honor three litigators with individual awards. Firms of all sizes are encouraged to nominate their practices and attorneys.

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