

**Young Lawyers Summit: The Next Generation**  
ABA Mid-Year Meeting  
Los Angeles, CA  
Friday, February 8, 2008

Resources on Effectively Changing the Framework of Law Firm

Research indicates that the current structure of law firm practice is run more and more like a business with advancement based on the number of hours billed and the track to partnership becoming increasingly difficult to attain. One survey indicated that nearly 50% of associates do not plan on being at their current firm in five years.<sup>1</sup> Rather than focusing on a fulfilling and growing legal career, young associates are pressured into meeting unreasonable billing hours and working exhausting schedules, so much so, that 31.9% of associates favor a 20% reduction in billable hours.<sup>2</sup> The Summit team seeks to devise and garner support for model billable hour structure; partnership track criteria; client, professional, and bar development programming; and work-life balance initiatives.

[The Billable Hour Must Die](#)

By Scott Turow  
ABA Journal, August 2007

[New Reality](#)

Aric Press  
The American Lawyer, August 2007

[Bridging the Divide in Client Relations](#)

Closing the Generation Gap  
By Julia Hayhoe and Richard S. Cohen  
Law Practice Magazine  
June 2006 Issue; Volume 32 Number 4; Page 35

["The Legal Profession and Public Service"](#)

The National Legal Center for the Public Interest  
Justice Stephen Breyer,  
Supreme Court of the United States  
September 12, 2000

NALP Online:

<http://www.nalp.org/content/index.php?pid=468>

Partnership Tiers and Tracks (NALP Bulletin, February 2002)

Billable Hour Requirements at Law Firms (NALP Bulletin, May 2006)

[What Being a Nonequity Partner Means: From Lifestyle to Leadership Choices](#)

By Robert W. Denney  
Law Practice Magazine  
September 2997 Issue

[Veil of Tiers](#)

Alison Frankel  
The American Lawyer  
06-29-2004

[What Young Lawyers Want](#)

The National Law Journal  
April 1, 2005

[Associates Giving Up On Partnership](#)

(Law.com)  
Marie Beaudette  
Legal Times  
September 30, 2003

[Law.com: Large Firms' Billing Rates Continue to Climb](#)

By Leigh Jones  
The National Law Journal  
December 11, 2007

[Law.com - How Law Firms Reward Their Leaders](#)

Peter D. Zeughhauser and Ron Beard  
January 7, 2008

[Law-Firm Life Doesn't Suit Some Young Associates](#)

By Ashby Jones  
The Wall Street Journal Online  
May 2, 2006

[The Young and the Restless: Understanding Generational Differences in Today's Law Firms](#)

By Virginia Grant and Marci M. Krufka  
Report to Legal Management, Altman Weil, Inc  
July 2003

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<sup>1</sup> ABA Pulse of the Profession Report, 2006.

<sup>2</sup> Ward, Stephanie, [The Ultimate Time-Money Trade-off](#), The ABA Journal, February 2, 2007.