

The Evolution of Legal Career Options For Women in the United States

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Today, more than 50% of law school students in the U.S. are women. This is a significant milestone, because prior to the Civil Rights Movement many law schools refused to even admit female applicants. Some brave women were undeterred, matriculating at the schools that would admit them despite the grim prospects for female attorneys seeking employment with established law firms.

For instance, when judicial pioneer Burnita Shelton Matthews graduated from law school in 1920 no law firms in Washington, D.C. would hire her, so she built her own practice. When she was appointed by President Truman to the U.S. District Court for the District of Columbia almost 30 years later in 1949, she became the first woman to serve as a U.S. District Court judge.

Fortunately, legal career options for women have improved significantly since 1920, but it has been a very gradual process fraught with frustration for many highly-qualified women. By 2020, seventy years after Justice Matthews' ground-breaking judicial appointment, about one-third of active federal judges are now female. So while change has been slow, women are successfully innovating and disrupting the traditional practice of law to create opportunities in many working environments — which is of great benefit

to clients and the legal profession. What struggles and challenges have pioneering women attorneys before us endured and overcome to get us to this point?

The 1950s

When it finally became more common for law schools to admit women, many of the female students found they were accused of attending only for the purpose of trying to find a husband. In addition, women often were discouraged from participating in the classroom unless the professor was discussing a case that involved a woman. When Justice Sandra Day O'Connor graduated from Stanford Law School in 1952 (after having been a member of the board of editors for the Stanford Law Review), women were not yet permitted to serve on juries.

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When Justice O’Connor applied for jobs with law firms after graduating, she was offered a position as a legal secretary. Justice Ruth Bader Ginsberg graduated from Columbia Law School, where she was tied for first place in the class of 1959. Despite this accomplishment, she struggled to find a job working as a lawyer. Her first job was as a professor where she was told she would be paid less than her male colleagues because she had a husband with a job.

The 1960s

Even though the women’s movement started to take hold in the early 1960s, the employment prospects for female lawyers did not improve significantly during this decade. For instance, now-prominent attorneys such as Janet Reno and Elizabeth Dole were rejected by major law firms. Unfortunately, the educational environment for women law students also did not improve significantly in the 1960s despite increasing numbers of female students at many schools. For instance, Janet Reno was one of 16 women admitted to the Harvard Law School class of 1963, and at that time the only women’s bathroom on the campus was located in the basement. Elizabeth Dole was one of 24 women in a class of 550 students in the Harvard Law School class of 1965, and one of her professors sometimes asked the female students to sit at the front of the classroom and deliver a poem to the rest of the class.

The process of getting admitted into law school in the 1960s was also very different for women than for men. For instance, some women reported that during their law school admissions interviews they were told that if they were admitted they would be taking a spot away from a man.



Since many law schools continued to be concerned that female applicants were interested in going to law school only to find a husband, many women felt the burden was on them to convince the schools that they were truly committed to practicing law.

Throughout the 1960s, law firms were able to meet their staffing needs by hiring only male graduates. That changed after 1969 because of President Johnson's decision to abolish Vietnam War draft deferments for most male graduate students, including law students, starting with the incoming class of students in 1967. As a result, the law school graduating class of 1969 was the last class of the draft era in which men were able to defer eligibility for the draft by attending law school. This reduced the number of male law school applicants, and then the number of male law school graduates, making it harder for law schools and law firms to meet their needs solely by relying on men.

The 1970s

In the 1970s, the employment prospects for female attorneys started to show signs of improvement, in part because the Vietnam War draft continued to cause an insufficient number of male graduates to meet the hiring needs of law firms. Also, during the 1970s, the percentage of law students who were female reached into the double digits. In the corporate world, a woman became general counsel of a Fortune 500 corporation for the first time in 1979. Despite this, many female lawyers still felt there was an open and stated hostility towards women in the practice of law during this time.

Even though law firms began to interview female candidates with some regularity in the 1970s, many women recalled the interview process as being stressful in ways that their male classmates did not experience. For instance, during the 1970s some female law students still felt as if they had to convince law firms that they were truly planning to practice law. Many law firms seemed concerned that women would leave the practice of law after a short time to have children, so some women felt compelled to promise their interviewers that they would not have children soon after beginning work. Also, some male interviewers did not hesitate to share their hostility towards women lawyers during the interview process. For instance, a woman who graduated from law school in 1977 told me that a male attorney began her interview by saying, "I hate women." In addition, women sometimes experienced sexual advances from their male interviewers, and this type of behavior also permeated the law firm work environment as well as client interactions.

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Many women who were hired by law firms in the 1970s were encouraged to practice in the area of Trusts & Estates because the clients were generally widows. Most law firms seemed to steer women away from departments such as corporate and tax, because the lawyers in those departments all worked with male clients. Some women who were begrudgingly placed in the Trusts & Estates department later realized that it allowed them to have more control over their schedule. For instance, some women found that Trusts & Estates documents could be drafted in the middle of the night if needed. There was not usually a need for Trusts & Estates lawyers to have access to the law firm library, or access to large boxes filled with documents stored at the office, so working from home at odd hours was doable in this practice area. As a result, many women attorneys wound up focusing their practice on Trusts & Estates work throughout the 1970s.

As the 1970s continued, some law firms started to become willing to consider women for other types of transactional work, though most law firms remained hesitant to consider women for litigation

roles. At that time, many law firm partners felt that women were not well suited for the aggressive nature of litigation, which was seen as the “Gladiator” area of the law firm where clients expected their lawyers to be tough.

In addition, during the 1970s the litigation attorneys were seen as the “workhorses” of the big law firms in terms of hours billed and travel requirements. When women were able to push their way into litigation roles, they often found they were assigned “grunt” work, while their male counterparts were taking depositions and participating in hearings and trials. Despite this, some women were able to break into the courtroom, and those attorneys sometimes found they could use their gender to their advantage because they felt that women litigators were routinely underestimated by opposing counsel. However, unlike their peers in the Trusts & Estates departments, some female litigators found it more difficult to balance work and family obligations. For instance, litigators couldn’t always work from home late at night because the law libraries were closed and the boxes of relevant documents were at their office.

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Litigators also had to travel frequently and were subject to court deadlines and trial calendars, which made it harder for those attorneys who had to manage both family obligations and work obligations.

Regardless of practice area, the working environment at law firms was often very different for the women than the men in the 1970s. One woman described this to me by saying that “men had the escalator access and women could take the stairs, but if a woman could make it up the stairs then there were opportunities.” In addition to the obstacles noted above, many women also felt that their work was scrutinized more closely than that of their male counterparts. Some women reportedly felt pressure to do everything better than men because they worried that if they made a mistake, everything would be harder for the next woman looking to get hired by their firm. Many women also felt that their male counterparts were getting assigned to the more desirable cases where there was an opportunity to shine, and felt that men were groomed to be able to develop business, whereas women were not. For these reasons and

others, many women felt that there was an institutional bias operating against them, and while that bias did not foreclose all opportunities, it did make a partnership position harder to attain for women due to their gender.

With so many obstacles standing between women and a partnership position, it was not uncommon for women to stop practicing law after just a few years. As a result, the few women who remained at their law firms long enough to make partner often found that all of their peers, clients, co-counsel and opposing counsel were male. Further, some women who wanted to continue practicing law on a long-term basis found that the law firm environment was not right for them, so they started their own practice. One woman who did so in the 1970s told me that she felt the law firm environment imposed too much pressure on women who also had family obligations. This woman left a large law firm to get away from the politics, and then on her own she was able to build a successful and profitable law practice with more control over her own schedule.



The 1980s

In 1981, Justice O'Connor became the first woman to serve as a Justice of the United States Supreme Court. As the 1980s continued, some female law students began to notice that their male classmates began to welcome them, because the men in their class wanted to see women be successful at the practice of law. Also, some law firms were starting to openly make efforts to hire more women, though not all of the male partners supported those efforts. In addition, in some markets women with children still struggled to find employment opportunities. For instance, women with children would sometimes get grilled during interviews with questions inquiring about how they could possibly expect to have a job with a big law firm while also having a child. Sometimes these women found that their male interviewers assumed that women with children would be unable to travel for work.

Once employed, the experience of new female lawyers at law firms in the 1980s

was often dependent on the attitude of the partners for whom they worked. Some men were more accepting of women in the workplace than others, so women had varying experiences in the office. When it came to professional opportunities outside of the office, though, many women felt excluded from the chance to socialize with and be mentored by male partners. For instance, it was common for the male attorneys to go out to lunch only with other male attorneys, and often these lunches took place at country clubs that did not admit women. During this time, informal training and mentorship offered to young attorneys took place during these lunches with only the male attorneys included. Also, at the start of the 1980s virtually all of the law firm clients outside of Trusts & Estates were male, and it was not uncommon for male partners to be reluctant to allow female attorneys to travel with male clients or go to dinner with male clients. In addition, many of the “client entertainment” events also took place at the same country clubs that did not allow women to enter. All this made it harder for female associates to build relationships with clients, which had the potential to have a significant, negative impact on career advancement and financial compensation for women down the road.

Throughout the 1980s, many female law firm attorneys opted to wait until after they made partner to have children. During this time, at most law firms the partnership track was 5-6 years and there was only one partner tier, full equity partner, so once women were elected to the partnership they were full partners. Even after making partner, though, many women still struggled to balance their careers and any family obligations.

This was especially true for litigators who were subject to trial calendars and court-ordered hearings for which they had to be present. As a result, many female litigators felt the need to have more than fulltime childcare available to be able to continue working. One woman who made partner as a litigation attorney at a law large firm in 1981 decided to resign a short time after making partner because she did not want to have “somebody else” raise her children. This woman felt that up until she had children she was always on par with her male peers, going back as far as her high school debate team and continuing into college, law school and law firm practice. She felt as if the only element in her life that wasn’t “balanced” when it came to gender was childcare. As a result, even with the means to afford to hire childcare, she felt that her obligations to her family would keep her from being available to work during nights and weekends, which meant she felt she could not continue working as a law firm litigation partner.

It is noteworthy that by the early 1980s, laptop computers started to become available as an option to allow lawyers some flexibility to work from outside the office. Even though these laptops were clunky and heavy, they did allow attorneys the opportunity to work from home in the evenings, or for those with children to work from their car in a parking lot during

children’s after-school activities. Law firms, however, were not inclined to spend the money to provide this technology to their attorneys. Some female lawyers believe this was because the law firms were run by male partners who had no need for a laptop because they had a wife taking care of their families’ needs at home so these men could be at the office whenever needed.

While many law firms were not yet focused on diversity hiring and retention initiatives in the 1980s, many large corporations had begun to establish company-wide diversity goals, which led to more women being hired and promoted in corporate legal departments. In addition, the in-house environment offered women another path to more senior-level positions than just those in law firms. In most corporate legal departments, everyone on the legal team works for the same client and is focused on helping that client succeed. As a result, the entire in-house legal team typically works together towards one common goal. This in-house model appealed to some women as an alternative to the law firm model. Many women who went this route were better-positioned to advance than they were on the traditional law firm partnership track, so throughout the 1980s law firms found that the percentage of female clients was increasing.

By the late 1980s, women started noticing some additional, significant changes that lowered some of the obstacles they were facing in the law firm environment. For instance, many of the country clubs started to admit women, and some male partners started to include female attorneys at their lunch outings. In addition, after the first generation of female partners were elected, the next generation of female attorneys at law firms had an opportunity to be mentored by other women. Further, female attorneys interested in pursuing a career in litigation no longer felt they were working against an institutional assumption that women did not have the toughness required to succeed in the courtroom. All of these factors, combined with the increasing number of female clients, lead to significant improvement in the career opportunities for women at law firms.

The 1990s

In 1993 President Bill Clinton nominated Janet Reno as Attorney General, and throughout the 1990s an increasingly greater percentage of law school graduates were female. Law firms began to focus on implementing initiatives to promote diversity in hiring and retention, and firms were openly hiring women into all practice groups, including litigation. By this time, the nature of litigation was changing to become more focused on settlement and dispute-resolution, and as a result women's "EQ" and negotiating skills were considered an asset. Because women were viewed as excelling in skills important for dispute resolution, many firms began encouraging female attorneys to join their litigation department. In addition, many firms began offering women paid maternity leave,

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and more and more women became interested in continuing to work after having children. During this time, firms began having internal discussions about implementing part-time working policies to accommodate requests from women with children, though those conversations were extraordinarily controversial at most firms.

Also during the 1990s, the partnership track was becoming longer for both male and female associates, so this meant that more of the female attorneys' reproductive years were spent trying to "make partner."

In addition, law firms began expecting a greater number of billable hours from their lawyers, which meant that both male and female attorneys were expected to dedicate more time to work. At this same time, a non-equity partnership tier started to become more common, and this non-equity track proved to be a way for law firms to elect female partners without giving them an equal voice to those who were equity partner. The non-equity partners also did not have the same job protections or compensation packages as equity partners, most of whom were male. While the non-equity tier allowed law firms to make it appear to the outside world as if they had women in partnership positions, in reality many of them were not on par with the equity partners in terms of their influence, standing at the firm, or compensation.

Given the fierce disagreement and controversy around allowing part-time associates, law firms often did not implement an official part-time policy until a “rock star” female associate requested to work part-time. As these policies became more common, many women began to realize that if they returned from maternity leave to a part-time working arrangement, their law firms may stop advancing their careers. Instead, many law firms focused on the benefits they were getting from retaining these female attorneys without focusing on what the firms could offer to these women in terms of their career development. With more women staying in the work force longer, law firms increasingly benefited from the tendency of women to be team players willing to step-up and help with non-billable projects such as pro bono representation, serving on firm committees, recruiting,



drafting articles, and volunteering in the community. Unfortunately, many women found that their firms did not respond by rewarding this non-billable work financially. In addition, women weren't always comfortable speaking up for themselves when it came to their compensation packages.

Throughout the 1990s, most of the senior partners at law firms were men and they typically held on to the origination credit for their firms' work for clients brought into the firm 25+ years earlier. In many cases, younger partners were doing the bulk of the work to maintain and expand these relationships but were not getting financial credit for doing so. These younger partners included many women who weren't comfortable elbowing their way into the discussions about assigning origination credit.

Oftentimes, this left female non-equity partners feeling as if they weren't getting compensated adequately for the work they were doing, and as a result, women sometimes left their law firms due to frustrations over their compensation package. In addition, many law firms were still more inclined to groom new male attorneys for equity partnership roles, rather than women, because it was assumed that the male attorneys would continue working for the firm long enough to become eligible for a partnership position. Some young female attorneys felt they weren't getting the same mentorship, the same client exposure, or the same opportunities to shine that their male colleagues were receiving, and were concerned this would put them at a disadvantage when it came time for the firm to elect new partners. This caused some women to question whether the law firm environment was the right fit for them. At the same time, many top female lawyers were able to land coveted in-house positions. Others, however, wound up giving up the practice of law altogether.

The 2000s

By 2005, women represented 48% of all summer associates in the United States and 44% of full-time associates. However, while women were making great strides in these more junior-level law firm roles, the percentage of women in partnership positions was not increasing at a similar rate and women were still underrepresented in equity partnership positions. Along those same lines, while the number of female general counsels at Fortune 500 companies also continued to grow, women remained underrepresented

48%

Percentage of all female summer associates in the United States in 2005.

44%

Percentage of full-time female associates in the United States in 2005.

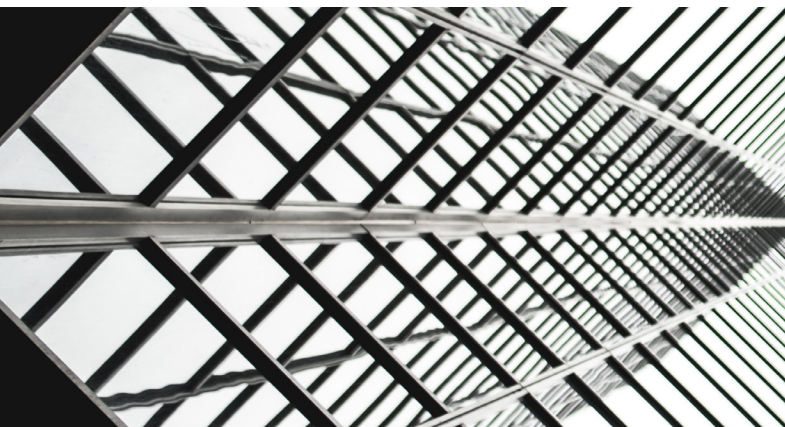
in those positions as well. Fortunately, corporate diversity efforts led more women to take on roles as in-house counsel, and as women became law firm clients and corporate decision-makers, they began to have some leverage to advocate for changes at the law firms pitching for their business. Most of the women in these in-house roles began their careers at law firms, where they became familiar with the process for assigning origination credit, and now that these women were in a position of being a client, some were able to influence their outside law firms to fairly assign origination credit to female attorneys who were handling their matters.

Throughout the 2000s many law firms were showing an increased willingness to offer part-time associate-track positions, and while this was becoming more accepted by the senior partners, the option was far from perfect. The feedback provided by many women about the realities of this working arrangement has been fairly consistent from 2000 through today. Often part-time associates work full-time (or close to full-time) hours, but they only get paid for part-time work. This is because it is common for women working under part-time arrangements frequently to be called upon to do large amounts of non-billable work, such as prepare for and attend client pitches, handle pro bono matters, serve on law firm committees and engage in community and civic volunteer projects. Women have shared that they feel more pressure to participate in non-billable activities than do their male counterparts, and as a result may wind up working full-time hours but getting paid for part-time work. Even into the 2020s, this scenario continues to lead some women to give up their law firm careers before becoming eligible for a partnership position.

While many in-house legal positions provided more flexibility than law firms

typically allowed, these jobs became so coveted that demand outweighed the supply. As a result, many well-credentialed, highly-regarded attorneys (both male and female) spent years pursuing in-house opportunities without success. However, the attorneys who were able to land an in-house job often found that a better work-life balance was attainable even as they sought to advance to leadership positions. That said, male general counsels were, on average, earning more money than their female counterparts, and that well-known fact may have deterred some women from pursuing a demanding general counsel position if the compensation offered didn't reflect market rate for their male counterparts.

During the 2000s, new forms of technology had begun to permeate everyone's lives, and law firm managing partners were providing laptops, cell phones and/or blackberries to their firm's attorneys. While this offered some flexibility for lawyers to be away from the office but still available to their clients during the workday, it was a double-edged sword for those seeking to maintain a healthy work-life balance because it also provided an avenue for clients to reach attorneys at nights and on weekends. As a result, while technology helped create some flexibility for attorneys during working hours, and also allowed lawyers the option to work from home (or elsewhere) on nights and weekends, technology simultaneously made it harder for attorneys to disconnect from their work obligations during the evenings, weekends and holidays. Suddenly, attorneys felt obligated to be "on call" at all hours of the day and night to answer phone calls and respond to emails.



In response to the growing demands placed on lawyers, the legal industry began to evolve in ways that would soon lead to a disruption in the traditional practice of law. For instance, companies emerged to provide new types of employment opportunities for attorneys looking for flexible career options that would still allow them to engage in a sophisticated practice of law. One such company, Legility, provides opportunities for lawyers to work on a contract basis supporting law firms and corporate legal departments. Legility's flexible legal talent business was created specifically to provide an avenue for talented attorneys to obtain flexibility while also remaining engaged in a sophisticated practice of law. This model provided a benefit not only to attorneys looking for a flexible work environment, but also to clients looking for flexibility to meet their legal needs, because it offered corporate legal departments and law firms a source of high-level, experienced attorneys to help fill temporary and part-time needs. The model also addressed the realities forced by women seeking work-life balance who were "part-time" associates working fulltime (or nearly fulltime) hours, but only getting paid for part-time work — this is because attorneys working on a contract basis are paid for each and every hour they work and do not have the added obligations of performing non-billable work.

The Start of the “New Law” Era

In 2010, at a time when three of the nine Supreme Court Justices were women, the U.S. was starting to recover from the “Great Recession” and many general counsel faced pressure to reduce their legal expenditures. Also, many companies had been forced to reduce headcount and were still in the midst of a hiring freeze. As a result, many general counsel had to find ways to reduce outside counsel spend without adding internal resources. At the same time, many highly-regarded, well-qualified lawyers were out of work as a result of reductions in force at their companies during the recession. From this backdrop, the New Law era emerged.

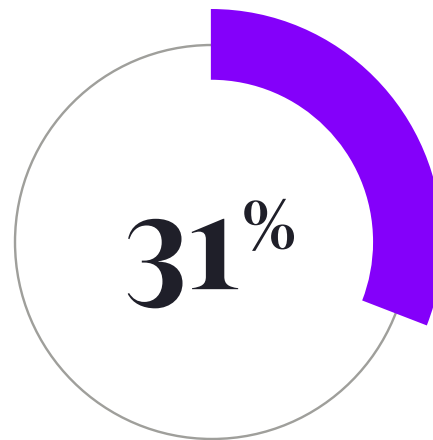
The timing was ripe for this disruption within the legal industry, because at the same time that general counsel became more willing to consider hiring contract attorneys to provide overflow assistance to their teams, there was also an abundance of extremely well-qualified lawyers interested in finding contract work. Many general counsel found that working with contract attorneys was a cost-effective alternative to paying large law firm rates.

“**Legility provides opportunities for lawyers to work on a contract basis supporting law firms and corporate legal departments.**”

Moreover, because New Law companies such as Legility were willing to provide contract attorneys on either a part-time or full-time basis, general counsel were able to assemble a highly-customized legal team that included the right subject matter experts working the exact amount of hours required to meet their companies' needs. It wasn't long before many attorneys doing contract work found that they preferred the flexible working arrangement, and many of them decided not to return to "permanent employment." As word spread about the healthy work-life balance that could be achieved by contract attorneys who wanted an advanced practice of law AND flexibility at the same time, more and more attorneys began to transition to a contract attorney career track.

New Law companies became part of the mainstream legal industry, and many expanded their service offerings to provide even more options for attorneys seeking a flexible work environment. These new services also provided general counsel with additional cost-effective options for meeting their companies' legal needs. For instance, Legility began to offer a variety of types of managed services, a model under which teams of attorneys can quickly and effectively handle large volume projects such as eDiscovery, contracts review, due diligence, and compliance projects in a cost-efficient manner.

Some lawyers also discovered that New Law companies provided them with a way to re-enter the work force after taking time away to focus on other obligations. For instance, many New Law companies provided opportunities for lawyers who had been away from the practice of law for 5-10+ years to re-enter the workplace



Percentage of women that by 2019 held General Counsel positions.

by starting with eDiscovery or due diligence document review work, as well as more substantive work such as legal research and writing and contract drafting and negotiation. At times these roles lead to opportunities for advancement into project-management roles or to more sophisticated legal work. This new avenue for re-entering the workplace has provided attorneys with a path to resume their legal careers after taking time away from the practice of law, which has been a benefit to many women left their law firm jobs to focus on family obligations.

During this period of growth in the New Law industry, women continued to make strides in law firm and in-house roles as well. For instance, by 2019 in the U.S., women held 31 percent of the General Counsel positions. And more than ever before, the variety of career options available for lawyers made it easier for both male and female attorneys to find the right career-track to fit their desired lifestyle. Hopefully this broader-base of possible career tracks for attorneys will continue to lead to increased career longevity for more and more women.



The 2020s and Beyond

Now that we're into the 2020s, about one-third of active federal judges are female and it has become common to see women in the Board room, the C-Suite, equity partner and managing partner ranks, and even as Vice President of the United States. At the same time, there are now many New Law working environments which offer flexible hours so that working parents have the opportunity to practice law fulltime while also being at home.

The New Law era also has made it easier for lawyers to participate in the gig economy, which is of particular interest to some recent law school graduates. A significant number of these junior attorneys have chosen to work for a New Law company as lawyers while also pursuing other careers; for instance, at Legility we have had lawyers work for us practicing law while also working as professional photographers, athletic

trainers, artists, caterers, entrepreneurs, etc. Also, it is now common to see attorneys return to the practice of law after taking a break from their careers. These changes are largely a result of innovation in the industry that was driven by women.

The changes engineered by the women who founded New Law companies recently have shown to be of benefit not just to individual attorneys and clients, but also to the legal profession as a whole. In 2020, the COVID-19 pandemic reminded us all about the importance of flexibility, and New Law companies offered the legal industry the flexibility needed to re-balance resources. This re-balancing was critical because the crisis caused companies in some industries, such as grocery stores, products manufacturing, home improvement, and home delivery to experience a sharp increase in business. Many companies in these industries needed temporarily to increase their workforce to meet the new demands placed on their business as a result of many people sheltering in place for an extended, but temporary, period of time.

On the flip side, other industries such as travel, entertainment, and oil & gas saw a sudden decrease in demand for their products/services and were forced to furlough or lay off a high percentage of their workforce. A number of attorneys employed by companies which were negatively impacted by the pandemic found themselves suddenly out of work, and many of them became interested in doing contract work. At the same time, companies which saw a temporary uptick in their business from the pandemic were in need of additional resources to help meet their spike in business. New Law companies were perfectly positioned to provide companies with well-qualified contract attorneys to provide temporary legal support. This temporary reallocation of attorneys allowed many lawyers to remain employed and allowed many general counsels to alleviate the increased workload placed on the permanent members of their team as a result of the sudden, unexpected, temporary growth in their business.

The New Law industry initially emerged, in large part, to provide an alternative working environment for attorneys looking for a legal career which offered flexibility, many of whom were women. At the same time, women were becoming increasingly prevalent in the equity partner ranks and the general counsel seat. The legal career options available for women have come a long way since Burnita Shelton Matthews graduated from law school in 1920. One hundred years later, there are more women than men graduating from law school each year, and women are well-positioned to make further inroads into the positions of power and influence in the legal community. Women are also well-positioned to further disrupt the traditional legal industry by continuing to find new and innovative ways to pursue a challenging and sophisticated legal career while also preserving a healthy work-life balance.

About the Author

Kimberly Lerman is a Legility Talent Manager in Atlanta. She works primarily with attorneys, placing them in a variety of positions in corporate legal departments across numerous industries as well as at law firms. Prior to the start of her career in recruiting in 2015, Kimberly spent 15 years practicing law in Atlanta, and she was involved in hiring attorneys throughout that time. In her last legal role she served as Vice President & Associate General Counsel for a large company in Atlanta. In addition to seven years of in-house experience, Kimberly also worked as a litigation associate at local law firms, including several years at both King & Spalding and Eversheds Sutherland. Throughout her law firm tenure, Kimberly was involved with interviewing law students and lawyers at job fairs, on-campus interviews and onsite interviews. She also was a member of the Hiring Committee at Eversheds Sutherland from 2005 – 2007. Kimberly currently serves as Co-Chairman of the Duke Atlanta Women's Forum, and is a Member of the Duke Law Atlanta Board.

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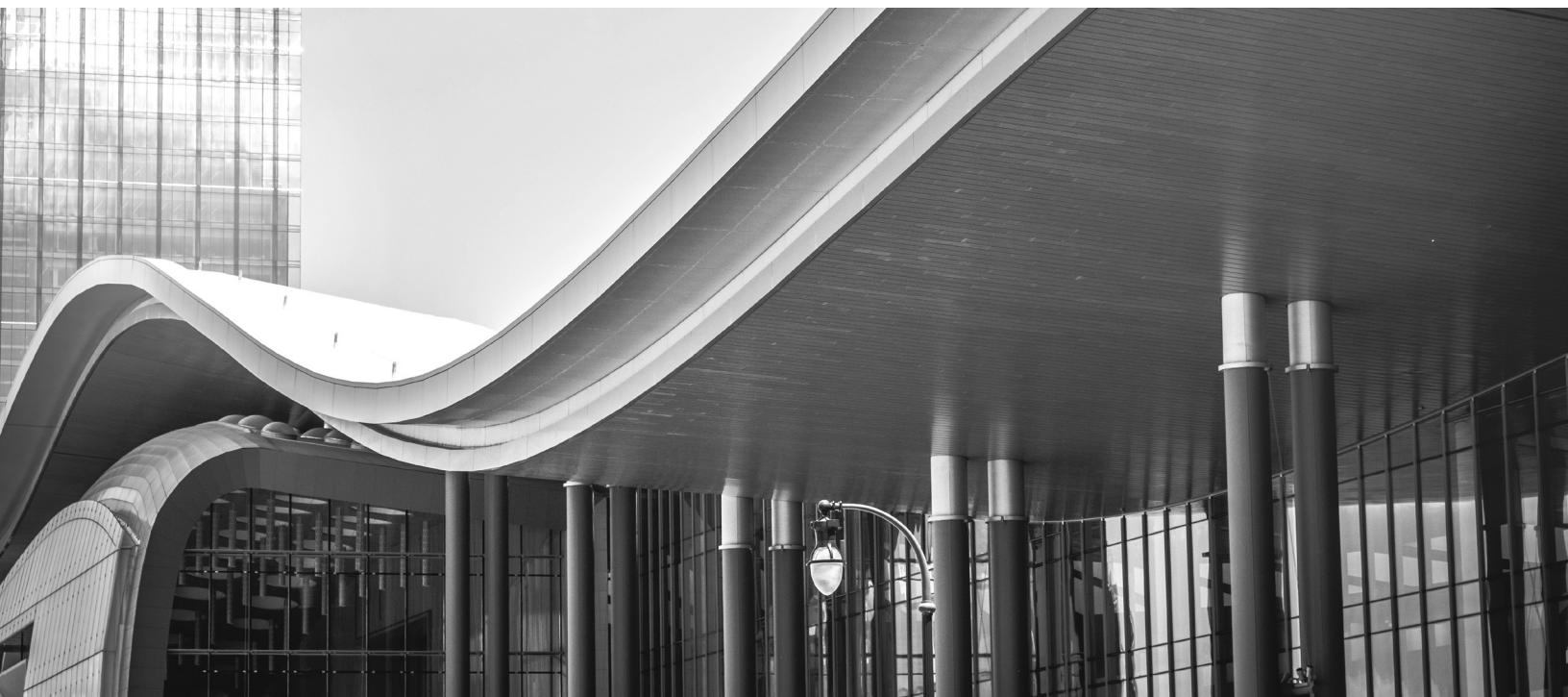
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