

NALP 2009 Annual Education Conference
April 1-4, 2009, Washington, DC

We Are In This Together: *Beginning a Collaborative
Legal Employer and Law School Professional
Development Dialogue*

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Agenda

- Background of the PD movement in both areas
- What does each side want?
- Where do we go from here?

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We know there are issues!

- General awareness of *Carnegie* and *McCrate*
- Surveys such as the ALA
- Books such as “What Law School Didn’t Teach You...But What You Really Need to Know”
- From backpack to briefcase programming

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Background: PD Movement in Firms

- Larger firms/less apprentice type of training
- Decreased “on the job” training or shadowing – more organized formal learning
- Increased pressure to “keep the keepers” – high attrition costs
- Growing better training more productive lawyers helps the bottom line

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Background: Schools

- Professional Development
 - The continuous **personal growth** towards acquiring appropriate behavior, skills and expertise required to succeed in a professional environment.
- Professionalism
 - Practicing the **highest standards** of competence, civility, ethics and integrity for the betterment of one’s self and others.
- Most schools provide voluntary PD and Professionalism programming, though the amount and types varies

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What Does Each Side Want?

- Survey of Law Firm PD Administrators and Law School Career Centers
- 49 reporting employers
- 35 reporting schools

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Employers: What Do You Wish Schools Knew About You?

- How much effort it takes for us to turn a law graduate into a functioning junior associate who a client is willing to pay for
- I wish the schools knew how thoughtful we are and how hard we work to provide training to our associates
- That we have 5 sessions for new litigators and 20 sessions for new transactional associates – that law school emphasizes litigation to the detriment of any other type of law

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Schools: What Do You Want to Know About Employers?

- What topics should we teach our students to help you? 38%
- What programs/topics do you teach? 31%
- At what level should students be when their enter you offices? 23%

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Schools: What Do You Wish Employers Knew About You?

- We do offer PD programming
- We want to work with Employers
- Getting outside speakers and assistance is often challenging
- Attendance is a challenge!

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Employers: What Do You Wish You Knew About the Schools?

- Anything – I do not believe the law schools in my area are focused on the professional development of their students at all
- I wish I knew that they were doing something to help with the transition and skills that will benefit them in the long-term
- I'd love to see more communication about what law schools are doing. I know very little and can only guess based on our first year associates' performance
- I came from a school setting so I feel pretty knowledgeable about efforts schools are making in this area

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Employers: What We Want

- "Career ownership" message prevalent in law firm survey
- Less theory, more practical skills training
- Teach students about professionalism, business sense, work environment issues
- How to work with different generations
- Would like entire law school community to understand the issue, not just career services

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Schools: What Do You Think Employers Expect From Schools?

- Nothing/Very little
- Do more than we are doing
- Basic professionalism framework, with exposure to PD issues
- Fully prepare students to enter workforce/hit ground running

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Schools: What Do You Think Employers Expect From Schools?

- Nothing/Very little 29%
- Do more than we are doing 12%
- Fully prepare students to enter workforce/hit ground running 18%
- Basic professionalism framework, with exposure to PD issues 24%
- **Unsure - Only one respondent said this directly, but every answer implied it.**

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Law Firm PD Administrators Survey

Law schools are teaching this skill with sufficient preparation for law firm practice.

- Only two skills out of 56 gathered a majority response
 - Internet Research (71%)
 - Legal Research (67%)

Every law school has as part of its required curriculum a first-year legal writing and research course.

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Law Firm PD Administrators Survey

Law schools should teach this skill, but I do not believe schools in general are doing so at this time.

Basic Lawyering and Business Skills

- U.S. Business and Industry Structure (77%)
 - 64%: PD program on “Law Firm Structure and Culture”
 - 25%: PD program on “Law Firm Economics”
- Oral Communications Skills (69%)
- Presentation/Public Speaking Skills (67%)
- Interview Skills (including cross-cultural communication) (51%)
 - 43%: PD program on “Communication in the Legal Office”
 - 32%: PD program on “Business Development Basics”
 - 11%: PD program on “Leadership or Team Building Training”
 - 29%: Professionalism program on “Communicating and Working with Multiple Generations”

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Law Firm PD Administrators Survey

Law schools should teach this skill, but I do not believe schools in general are doing so at this time.

Basic Lawyering and Business Skills

- Negotiation Skills (59%)
4%: PD programs on this topic; also available as law school course
- Accounting and Finance for Lawyers (58%)
18%: PD programs on this topic
- Diversity and Elimination of Bias (56%)
31%: Professionalism program on this topic
- Project Management (53%)
7%: PD program on this topic

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Law Firm PD Administrators Survey

Law schools should teach this skill, but I do not believe schools in general are doing so at this time.

Basic Lawyering and Business Skills

- Basic Statistical Analysis (70%)
- Private and Public Financial Markets and Institutions (67%)
No schools reported teaching this
- Thinking Creatively (65%)
???
- Legal Writing (52%)
Every law school has as part of its required curriculum a first-year legal writing and research course.

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Law Firm PD Administrators Survey

Law schools should teach this skill, but I do not believe schools in general are doing so at this time.

Individual Professional Development Skills

- Time Management and Organization (71%)
32% reported PD program
4% reported PD program on "Billing Time"
- Networking Skills (59%)
94% reported Professionalism program

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Law Firm PD Administrators Survey

Law schools should teach this skill, but I do not believe schools in general are doing so at this time.

Litigation/Advocacy Skills

- How to File Pleadings in Federal Court (55%)
- Taking and Defending Depositions (54%)
- Anatomy of a Case (52%)
- Alternative Dispute Resolution (50%)

Transactional Skills

- Drafting Agreements (60%)
- Forming, Organizing and Maintaining Business Entities (59%)
- Financing Business Entities (57%)
- Employment Matters (56%)
- Mergers and Acquisitions (55%)
- Letters of Intent (52%)
- Purchase Agreements (52%)

All of this is curricular in nature

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Employers: Steps Schools Have Taken to Work with Firms

- Invited to speak on panels
- Invited attorneys and PD administrators to speak at law school on a PD topic
- Partnered with school on interviewing program and mock interviews
- None
- We have reached out to a few schools, but they have rejected our efforts

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Schools: Working With Others

Of programs done in conjunction with others:

	<u>PD</u>	<u>Prof.</u>
- Other Univ. Depts.:	35%	60%
- Bar Assns:	24%	20%
- Law Firms:	18%	10%
- Student Orgs.:	12%	5%
- Alumni/Consultants:	12%	5%

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Schools: How Do You Work With Legal Employers?

- Mentoring Program
- Mock Interviews
- Solicit/Receive Input on Programming
- Speakers
- Sponsorship

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Schools: How Do You Work With Employers?

- Mentoring Program: 5%
- Mock Interviews: 5%
- Solicit/Receive Input on Programming: 5%
- **Speakers: 73%**
- Sponsorship: 5%

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Schools: How Do You Work With Employers?

- We invite partners and law firms to speak individually on panels for all our programming. We encourage them, when appropriate, to add comments regarding law firm economics to better inform students how economics effect the firm at entry level
- Invite firm to send lawyer and recruiting director to conduct a mock interview and then make a presentation. Presentation includes information on professional dress, communication, web presence, etc.
- None – but would like to incorporate lawyers in the future

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Where Do We Go From Here?

- Let's Work Together
 - Meet with one another to discuss programming
 - Look for opportunities to collaborate
 - Workshops (Deposition Skills, Mediation, Transactional)
- What Challenges Do We Face?
 - How important are these numbers?
 - How can we best educate one another?
 - Does this require significant change?

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