

NALP Open Meeting Policy:

NALP is committed to the free exchange of information and open meetings at its annual conference. Therefore, in addition to member participants, NALP opens registration to nonmembers, including program speakers, vendors, and members of the press. NALP will have members-only business and regional meetings and retains the right to determine whether specific section meetings or sessions will be closed to nonmembers.

Consent to Use of Photographic, Video, and/or Audio Materials:

Registration and attendance at, or participation in, NALP meetings and other activities constitutes an agreement by the registrant to allow NALP to use and distribute (both now and in the future) the registrant or attendee's image or voice in photographs, video recordings, electronic and print reproductions, and audio recordings of such events and activities.

Audio Recording of Sessions:

The majority of the conference programs will be audio recorded and may be distributed, including comments from both speakers and audience. All participants acknowledge comments or questions made during recorded programs will be recorded. Recordings are only made when all presenters have given permission to do so. Program descriptions note sessions not scheduled to be recorded as of the time this manual went to press, but because of the speakers' rights to decline recording, no guarantee can be made that any particular session will be recorded. For an updated list of what will be recorded, please stop by the Convention Recordings International desk to obtain a list of recorded sessions.

Download the Conference App:

Search the app store for NALP (Android and iOS) or type <http://bit.ly/NALP2015> into your mobile device's browser.

Members-Only Events:

Members-only events are open to all employees of NALP member institutions and to all Affiliate Members.

Tweeting from the conference? Use hashtag #NALP15

Speaker Biographies

In response to member requests for less paper at conferences, full speaker biographies are not included in this 2015 hard-copy conference manual, but can be found in the conference app and also online at www.nalp.org/uploads/2015AECSpeakerBios.pdf. Speaker names, titles, and affiliations are included with the session descriptions in this section of the manual.

Programming Pathways

To help you identify sessions of interest, this brochure lists “Programming Pathways” following each session title. The Programming Pathways are:

- Career Paths
- Counseling
- CSO Administration
- Diversity and Inclusion
- Judicial Clerkships
- Lateral Recruiting and Hiring
- Law Student Professional Development
- Lawyer Professional Development
- Leadership
- Legal Economy
- Management
- Member Professional Development
- Public Service
- Recruiting
- Technology

Advanced **New This Year:** Advanced Courses have been added this year in subject areas including career services and counseling, recruiting, lawyer professional development, and public service.

Conference Schedule

SPECIAL PRE-CONFERENCE WORKSHOP

Monday, April 20 from 2:00 - 6:00 pm
and Tuesday, April 21 from 8:30 am - 12:00 pm
at Kirkland & Ellis LLP (300 North LaSalle)

Foundational Coaching Skills Series: Coaching 101

Member Professional Development

Open only to pre-registrants.

Offered by the NALP Foundation and NALP, Coaching 101 is the first course in the NALP Foundational Coaching Skills Series and is for legal professional development administrators, law school career services professionals, and lawyers who want to understand coaching competencies and develop successful coaching skills to use in individual and team settings. Whether you are new to coaching or have been using coaching skills for some time, this interactive program will help you develop or further hone your coaching skills. It is designed to guide participants through the coaching process, covering the principles, competencies, and skills of coaching. The program curriculum is aligned with the International Coaching Federation (ICF) Code of Ethics and uses the ICF Core Coaching Competencies. *This session will not be recorded.*

Diane Costigan, Senior Managing Director, SJL Shannon Inc.

Charles L. Curtis, Firmwide Director of Attorney Recruiting, Partner Hiring & Integration, Pillsbury Winthrop Shaw Pittman LLP

James R. Lovelace, Director of Attorney Training & Development, Pillsbury Winthrop Shaw Pittman LLP

Michelle Nash, Senior Vice President, The NALP Foundation for Law Career Research and Education

Ann Rainhart, Chief Talent Officer, Faegre Baker Daniels LLP

Marcia Pennington Shannon, Assistant Dean for Career Services, Georgetown University Law Center

Sheri Zachary, Director of Career Development, Saul Ewing, LLP

Tuesday, April 21

2:00 - 8:00 pm — Ballroom Registration

Registration Open

3:00 - 4:30 pm — Pre-registrants should meet at 3:00 at 224 S. Michigan Avenue at the offices of the Chicago Architecture Foundation.

Chicago Architecture Foundation Walking Tour

NALP has partnered with the Chicago Architecture Foundation to offer 90-minute walking tours of the area. This tour, **Streeterville: From Sandbar to Lakefront Residences**, includes a walk along Lake Shore Drive to see the residences of the East Lake Shore Historic District with unobstructed views of Lake Michigan. Registration is required, and the cost is \$15 per person. Tours will also be offered Thursday, April 23, at 4:30 pm and Saturday, April 25, at 9:30 am.

5:30 - 6:00 pm — Mississippi

Newcomers' Welcome and Orientation Session

If this is your first or second NALP conference, join us at this session for tips on how to get the most out of this week replete with educational and networking opportunities. Representatives from the Newer Professionals Section, Experienced Professionals Section, and the NALP Board will share advice on various conference activities and on how to take full advantage of your conference experience.

6:00 - 7:30 pm — Exhibition Hall A

Annual NALP Open House and Welcome Reception

Welcome to the NALP conference! Stop by the NALP Open House to learn about NALP sections, governance, the NALP Foundation, and many other facets of our great organization and its affiliates. See how you can get involved, learn what NALP will be doing this year and beyond, and network with colleagues while enjoying light refreshments. Newcomers to NALP or to the conference can sign up for dinner groups at the Newer Professionals Section table.

7:30 - 8:30 pm — Ohio

PSJD Advisory Group Meeting

Wednesday, April 22

6:30 - 7:30 am — Mayfair

Yoga

Back by popular demand, a heart-healthy yoga session with your NALP colleagues! This wellness session, led by Arthur Fama, Assistant Dean for Student Affairs, New York University School of Law, will be offered on Wednesday, Thursday, and Friday mornings.

7:30 am - 4:30 pm — Ballroom Registration

Registration Open

7:30 am - 5:00 pm — Sheraton/Chicago

Resource Center Open

7:30 - 9:00 am — Sheraton/Chicago

Accelerated JD Programs Discussion

Join your colleagues for an informal discussion of accelerated JD programs. Look for marked tables for a roundtable discussion at the continental breakfast.

7:30 - 9:00 am — Sheraton/Chicago

Continental Breakfast and Coffee Service

Start your conference experience by networking and socializing with your colleagues while enjoying a light breakfast.

9:00 - 10:15 am — Chicago Ballroom

OPENING PLENARY

A Bunch of Comedians Walk Into a Legal Conference: Improv for Legal Career Professionals — Or How to Become More Agile in the Face of Change

Second City Works is the business-to-business arm of The Second City, the world's foremost comedy theater, based in Chicago, and it has been helping businesses — and law firms in particular — develop vital skills to succeed in the face of change. Drawing on the work they have done with prominent law firms, in-house legal teams, and top law schools, as well as ideas featured in their ground-breaking new book, *Yes And*, co-author Tom Yorton and his talented ensemble of improvisers will lead you through a one-of-a-kind keynote on change, featuring provocative presentations, funny demonstrations, and lively audience participation. They will make you laugh and think, and help you improve your agility to meet the challenges you face today.

10:15 - 10:45 am — Sheraton Ballroom

Coffee Break

CONCURRENT SESSIONS

10:45 am - 12:00 pm — Ohio

Advancing a Public Service Career through Clerking: Strategies, Challenges, and Guidance

Judicial Clerkships & Public Service

Public service students may not realize that clerkships can be a strategic choice in their pursuit of a public service career because of the law firm emphasis in clerkship conversations. This panel program will explore the ways in which clerkships intersect with and lead to careers in public service, including addressing public service positions where clerkships are a strategic gain; transitioning between public service employment and clerking, including navigating gap years; packaging public interest experience for maximum benefit in the clerkship application process; marketing clerkship experience to potential public interest employers; the impact of a political or advocacy employer on clerkship candidacy; clerkship impacts on LRAP and honors program eligibility; and public service-oriented clerkships.

Janet Siegel Brown, Lecturer and Director of Judicial Clerkships, Northwestern University School of Law

Jennifer Pollard, Director, Judicial Clerkships & Government Programs, University of Maryland Francis King Carey School of Law

Elizabeth (Lizzie) Rosenthal, Supervisory Attorney, Legal Aid Foundation (LAF)

Sheri Wong, Assistant Corporation Counsel, City of Chicago Law Department

10:45 am - 12:00 pm — Arkansas

After the JD: What Can We Learn from In-Depth Case Studies about Success Factors and Longevity in the Profession?

Career Paths

This program will examine several case studies of participants in the *After the JD* longitudinal research project to highlight various factors in legal careers that can lead to success and longevity in the profession as well as certain influences and decisions that can negatively impact satisfaction. In particular, participants will hear about and discuss how factors such as mentoring, integration, workplace settings, and business development support have impacted career decisions of lawyers in the AJD study.

Bryant Garth, Chancellor's Professor of Law, University of California Irvine School of Law

Tammy Patterson, CEO/President, The NALP Foundation for Law Career Research and Education

10:45 am - 12:00 pm — Erie

Change Management Strategies For Navigating the New Normal

Management

Advanced

Changing dynamics in the legal landscape are an everyday reality in the “new normal.” It is therefore critical for career services and law firm recruiting, professional development, and diversity professionals to understand change management principles in order to ensure their organizations are best equipped to navigate the changes. This session will provide a research-based overview of VUCA (volatility, uncertainty, complexity, and ambiguity), identify how it is relevant for NALP members, and offer practical suggestions on how attendees can utilize change management best practices in their day-to-day roles to best navigate the changes all around them.

Kristine McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

10:45 am - 12:00 pm — Mayfair

Cultural Code Switching: Showcasing Many Facets of Your Authentic Self for a Successful Career

Diversity and Inclusion

Have you ever walked into a room and gone into autopilot, with your speech or behavior changing depending on various triggers? For diverse students and lawyers, cultural code switching is a part of daily life. Leaving autopilot and recognizing when to switch to different identities while remaining authentic can lead to effective communication and successful careers. The panel will provide tools to recognize code switching and apply it appropriately — student life versus interviews, personal versus professional, and supporting versus managerial roles — and discuss skills for working with diverse students and lawyers to help them implement effective code switching in their careers. ***This session will not be recorded.***

*Samorn Selim, Associate Director for the Graduate Class,
Office of Career & Professional Development, UC Hastings
College of the Law*
Kenneth Imo, Director, Diversity, WilmerHale
Niki Moore, CEO, 3L+ Law Prep

10:45 am - 12:00 pm — Colorado

In the Spotlight: Effective Presentations Primer

Member Professional Development

Presenters are judged on how they look, the sound of their voice, and how their message is organized. The best public speakers keep the audience engaged through simple techniques and the absence of unwanted distraction. Nervousness is normal. It’s okay to be imperfect in front of a group, but you should make conscious choices about what those imperfections are. Every word and action should purposefully enhance how the message is received. How do good speakers handle nervousness and questions? What preparations are needed to understand an audience? What unconscious physical quirks are common to unpolished speakers? Come polish your presentation skills!

Chris De Santis, Principal, CPDeSantis.com

10:45 am - 12:00 pm — Huron

Leading Lawyers: Paths to Developing Leaders in Law Firms

Leadership

Advanced

Law firm lawyers at all levels, associate to partner, need leadership skills more than ever to deliver top-quality service to firm clients. Approaches to developing these skills vary, depending on a number of factors including a law firm’s size, resources, and goals. Some firms offer leadership development programs in-house, often with the assistance of one or more consultants; others develop their lawyers’ leadership skills using external, open-enrollment leadership programs. The panelists will discuss several ways law firms can develop their lawyers as leaders at all levels, and the strengths and challenges of each approach.

Lori Berman, Director of Professional Development, Hogan Lovells US LLP
Heather Bock, Chief Professional Development Officer for Hogan Lovells US LLP and a Visiting Professor and Executive Director for the Center for the Study of the Legal Profession at Georgetown University Law Center
Judy Braun, Principal, Braun Leadership Consulting
Michelle Nash, Senior Vice President, The NALP Foundation for Law Career Research and Education

10:45 am - 12:00 pm — Michigan A

Navigating Crosscurrents: Challenges and Opportunities in Partnerships Between Career Services and Externship Departments

CSO Administration

Career services offices and externship programs often find themselves overlapping at law schools, but the differing missions of these departments can create tensions and challenges for those on both sides, as well as creating opportunities for cooperation and collaboration. This session will explore best practices for career services offices to work with their externship programs and better communicate between offices to give students the widest possible range of opportunities to gain legal experience.

Cecily Becker, Director of Externships, Texas A&M University School of Law

Courtney Key, Assistant Director for Career Services, Texas A&M University School of Law

Suzanne Hill Patrick, Director of Career Services, St. Mary's University School of Law

Amanda Rivas, Associate Director of Practice Credit Programs, St. Mary's University School of Law

10:45 am - 12:00 pm — Superior A

Practicing Practice Ready: Designing Curricular and Post-Graduate Programs to Assist Graduates Entering Practice

Law Student Professional Development

Advanced Law schools and bar associations are introducing exciting curricular and programmatic innovations to better prepare graduates for practice. These include specialized tracks of instruction, post-graduate residencies, and incubator programs. Some programs are designed to enable graduates to represent low and moderate income individuals and families caught in the justice gap, and others are designed to help graduates enter more traditional law firm and in-house practices. This program will examine differing curricular and post-graduate programs as examples of what is being done and can be done to assist graduates in becoming more practice ready. Programs to be discussed include Suffolk University Law School's Accelerator-to-Practice Program, the Chicago Bar Foundation's Justice Entrepreneurs Project and law school incubator programs, New York's Pro Bono Scholars Program, and Benjamin N. Cardozo School of Law's Resident Associate Mentor Program.

William Hornsby, Staff Counsel, Division for Legal Services, American Bar Association

Patricia Morrissey, Interim Associate Dean for Career Services, Benjamin N. Cardozo School of Law

Gerald Slater, Assistant Dean for Professional & Career Development, Suffolk University Law School

10:45 am - 12:00 pm — Superior B

Shifting Legal Landscapes: How Pro Bono, Limited License Practitioners, and Technology Will Impact Public Sector Hiring

Public Service

Advanced This program will examine the changing landscape of legal education and its effect on public sector hiring. In particular, how do state and bar association rules and guidelines, including pro bono requirements, innovations in graduation requirements, and limited license practitioners impact opportunities for law students? What role might technology play as this landscape shifts? The speakers will also provide an update on law student pro bono requirements and other changes to the bar admissions process across the nation.

Thomas Maligno, Executive Director of the William Randolph Hearst Public Advocacy Center and Director of Public Service, Touro College Jacob D. Fuchsberg Law Center

Rachel Kronick Rothbart, Assistant Director of Career Services, USC Gould School of Law

Danielle Sorken, Director of Public Service, Brooklyn Law School

10:45 am - 12:00 pm — Missouri

The Business of Law: Why It Should Matter to You

Legal Economy

Very few conversations take place about the state of the legal profession today that don't result in a discussion about how the business of law has dramatically changed the legal profession. Whether you are with a law school or a legal employer, this reality can no longer be ignored and, indeed, your best bet is actually to embrace it. Come to this interactive and educational session to learn about the key financial drivers in a law firm, including primary performance levers, the peculiarities of law firm economics, and how to conduct a profitability analysis. The presenters will also demonstrate ways that you can add value to your organization by helping to drive students and practitioners toward putting on a profitability mindset in their approach to legal practice.

Tom Grewe, Chief Legal Recruiting & Development Officer, Bryan Cave LLP

David Montoya, Assistant Dean for Career Services, The University of Texas School of Law

10:45 am - 12:00 pm — Parlor C

Um ... Something Smells Funny: How to Spot When Candidates Aren't Telling You the Whole Story

Lateral Recruiting and Hiring

It's happened to all of us. You're evaluating a candidate and, despite a strong pedigree and on-point experience, you have a nagging feeling something seems off. Lawyers are trained to be professional advocates, persuaders, and storytellers for their clients. But during the application and interview processes, nobody appreciates a beautifully woven story if it doesn't add up. This program will reveal the seven ways candidates skillfully spin — or sometimes omit — important information that's relevant to your hiring decision. You will leave this interactive and engaging program with specific tools to spot the warning signs and reveal the truth in an effective and respectful manner. **This session will not be recorded.**

Dan Binstock, Partner, Garrison & Sisson, Inc.

Shannon Davis, Director of Legal Recruiting, Mintz Levin

Warren Smith, Managing Partner, The Counsel Network

10:45 am - 12:00 pm — Michigan B

When You Care Enough to Steal from the Very Best: What Business School Career Services Offices Can Teach Us

CSO Administration

Creativity is not coming up with ideas out of thin air — it's finding out what others are doing and adapting programs to suit your situation. Our business school counterparts are innovative and good at thinking outside the box. This session will explore some of the differences between law school and business school career services offices as well as provide details about creative new programs business schools are using that can be adapted to the law school setting. **This session will not be recorded.**

Allison Belnap, Assistant Dean for Career Services, BYU Law School

Beth Hansen, Director of Career Services, BYU Law School

10:45 am - 12:00 pm — Mississippi

Where the Jobs Are: Counseling Lawyers to Capitalize on the Compliance Hiring Boom

Counseling

As the legal job market continues to shrink, one field is booming — compliance. Hefty fines and other penalties have jolted companies, especially banks, into a hiring spree with a growing focus on hiring JDs. The opportunities are vast, but job seekers can find getting their foot in the door to be overwhelming. Law school and outplacement counselors need to be up to date on hiring practices, required skills, and experiences; how to build an effective compliance resume; and resources to find these opportunities. Hear from experts who have successfully helped recent graduates and lateral lawyers launch their careers in compliance.

Susan Bainnson, Associate Director of Alumni Career Services, Brooklyn Law School

Christian Focacci, Founder, AML Source, LLC

10:45 am - 12:00 pm — Columbus A/B

Win-Win-Win: Firms and Schools Work Together for Summer Associate Success

Recruiting

Firms and schools are focused on the same goal — law student success. Preparing students to receive and react to feedback during the summer is a critical skill for their growth and development. How do we ensure that supervisors speak in terms that students understand, and that students hear what evaluators are saying? Join this lively discussion as panelists share the benefits of a partnership geared toward helping students to make the best of their summer experiences, and give participants ideas for collaboration to address situations where students struggle.

Dyana Barninger, Firmwide Associate Director of Legal Recruitment & Development, K&L Gates, LLP

Bruce Elvin, Associate Dean & Director, Career Professional Development Center, Duke Law School

Irena McGrath, Chief Associate Recruitment Officer, Hogan Lovells US LLP

Mark Weber, Assistant Dean for Career Services, Harvard Law School

12:00 - 1:15 pm — Chicago

Networking Lunch

Reconnect with your colleagues and meet new people over lunch. Enjoy this chance to socialize and network.

12:00 - 1:15 pm — Fountainview

Experienced Professionals Luncheon

Join your Experienced Professionals colleagues for a special, informal networking lunch just for you. Experienced professionals can be characterized by years of NALP membership, years in the industry, and/or levels of leadership engagement within their organizations or with NALP.

12:00 - 1:15 pm

Section/Group Meetings

The following sections will meet from 12:00 - 1:15 pm. For a description of these sections, see the tabbed "NALP Sections/Committees" portion of this manual. (If attending a meeting pick up some lunch and take it with you to eat during the meeting.)

Section open to all members:

- Diversity & Inclusion Section — Columbus
- Law Student Professional Development Section — Mayfair
- Newer Professionals Section — Mississippi

12:00 - 12:45 pm — Ontario

Exhibitor Classroom Presentation

Leopard Solutions will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend.

1:00 - 1:45 pm — Ontario

Exhibitor Classroom Presentation

Symplicity will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend.

CONCURRENT SESSIONS

1:30 - 2:45 pm — Huron

Alternative, Non-Traditional, and JD Advantage Careers in Public Service

Career Paths & Public Service

Nationwide there is a growing interest in alternative, non-traditional, and JD Advantage careers. This program will explore those opportunities specifically in the public service sector. The presenters will address rewarding avenues for using the JD in public service, both for students and for lawyers considering leaving law firm or public interest practice. They will discuss opportunities in the government, international, nonprofit, and policy fields. Attendees will learn about these alternative career paths and receive concrete advice that they can share with interested students and alumni. Attendees will walk away with real-world examples of success and resources they can utilize.

Akua Akyea, Director, Public Interest Career Development Office, Yale Law School

Sarah J. Bannister, Associate Director, Alternative and Public Interest Careers, University of Oregon, School of Law

Michael Bergmann, Executive Director, Public Interest Law Initiative (PILI)

Lezlie Griffin, Assistant Director, University of Alabama School of Law

1:30 - 2:45 pm — Mayfair

Beyond the Concept: “Practi-fying” the Law School Tech Curriculum

Lawyer Professional Development & Technology

Present day law school graduates are likely the most tech-savvy — and tech-dependent — lawyers in history. However, many of them struggle with the technology tools available in most law firms. What legal tech vocabulary and skills do these bright go-getters need to hit the ground running as new associates? Join the panelists in exploring the challenges and opportunities for “practi-fying” law school technology education and application.

Michael Boggs, Director of Practice Support, Holland & Hart LLP

Joy Heath Rush, VP of Client Development (Law Firms), Litera Corp

Michelle Spencer, Senior Trainer, Information Management, Bracewell & Giuliani LLP

1:30 - 2:45 pm — Arkansas

Clerking in the Windy City: Beyond the Article IIIs

Judicial Clerkships

Help your students and alumni see beyond the usual Article III clerkships through an in-depth exploration of clerking opportunities in Chicago. Did you know that Seventh Circuit Staff Attorneys work with all the judges of the court? Did you know that Magistrate Judges disposed of 1,179,358 matters in 2013? Did you know Magistrate Judges conduct most preliminary proceedings in federal criminal cases? Did you know some Illinois State Court judges hire “slashers”? How can you help your students find clerkship opportunities in Chicago, where 8,322 applicants applied via OSCAR for 31 positions in 2013? Come hear from a distinguished panel to learn more about clerkship opportunities in Chicago beyond those with Article III judges.

Michael Fridkin, Senior Staff Attorney, U.S. Court of Appeals for the Seventh Circuit

Maureen Kieffer, Associate Director, Loyola University Chicago School of Law

The Honorable Young Kim, United States Magistrate Judge, U.S. District Court for the Northern District of Illinois

Elsa “Yadi” Trujillo, Staff Attorney, Research Department at Illinois Appellate Court

1:30 - 2:45 pm — Michigan B

Finding the Unicorn: Lateral Searches for Members of the “Lost Generation”

Lateral Recruiting and Hiring

As we continue to move past the recession, lateral hiring is on the rise. Billable hours are up, and firms are looking to bulk up their ranks. This is great news but can create challenges when the class years sought are those that were most impacted by hiring freezes and staff reductions during the downturn. Presenters will provide relevant statistics to support this reality, discuss creative approaches to retaining and recruiting associates in the class years where the traditional talent pool is no longer covering the demand, and walk through the factors to focus on in order to have productive discussions with your hiring partners, as well as best practices for branding your firm externally.

Nicole Donnelly, Senior Managing Director, SJL Attorney Search, LLC

Leah Kopco Healey, Legal Recruiting Manager, Schulte Roth & Zabel LLP

Trisha Weiss, Director of Legal Recruiting, Shearman & Sterling LLP

1:30 - 2:45 pm — Columbus A/B

Ground-breaking Research on the Behaviors, Attitudes, and Skills of Successful Women Lawyers

Diversity and Inclusion

Advanced Through interviews with more than 150 women lawyers identified as successful by their firms, the presenters have uncovered important commonalities in the behaviors, attitudes, and skills of these lawyers. In this presentation they will share their findings and provide recommendations on how the findings can be utilized by law firms and law schools to assist in providing professional development to women lawyers and law students. The presenters will also discuss how these findings can be used to further the goal of addressing the leaky pipeline that causes women to leave the profession and/or not reach the leadership ranks of law firms.

Courtney Dredden Carter, Legal Consultant and Researcher, Legal Talent Lab

Caren Ulrich Stacy, Founder, OnRamp Fellowship & Legal Talent Lab

Jennifer Winslow, Senior Consultant/Principal, OnRamp Fellowship/JLW Legal Consulting

1:30 - 2:45 pm — Parlor C

How to Enhance Your Communication Skills: Discard the Blockers!

Member Professional Development

We all behave in ways that can prevent us from being present and receptive in our professional as well as personal interactions. Common blockers include criticizing, lecturing, analyzing, over sympathizing, and comparing. This program will be experiential and provide participants with practical tools to identify these obstacles and effectively communicate in all settings and situations. At the end of this session, participants will be able to listen more attentively, respond more proactively, and communicate with confidence and clarity.

Lee Broekman, Executive Coach, Organic Communication

Lorraine Connally, Director of Legal Recruiting & Diversity, Allen Matkins

Amy Mallow, Director, Law Firm Management Practice, Major, Lindsey & Africa

1:30 - 2:45 pm — Mississippi

Maximizing Alumni Services: Partnership Models for CSOs of All Sizes

CSO Administration

Current employment trends and constricted CSO budgets call for creative strategies to provide the best possible services for students and alumni. What opportunities exist for internal partnerships on campuses? How can CSOs develop effective partnerships with external entities such as coaches and recruiters to meet needs without breaking the budget? This program will present multiple successful partnership examples and provide participants with an opportunity to learn how they can launch similar programs at their own schools.

Sonja Hayes, Director of Career Services, Barry University School of Law

Ann Jenrette-Thomas, CEO, Esquire Coaching Inc.

Deborah Snow Walsh, Managing Director, Reilly Partners

1:30 - 2:45 pm — Superior B

MBTI Ideas: Creative Strategies for Leveraging the Myers-Briggs in Counseling Law Students and Lawyers

Counseling

Whether you're an MBTI® Master Practitioner or newly certified, the Myers-Briggs Type Indicator can be a significant value add in counseling your law students or lawyers far beyond preliminary self-awareness. Join us to discuss creative ways to leverage the MBTI for more robust and productive career advising and professional coaching sessions. You will learn about how the MBTI can assist with identifying practice setting/practice area synergies for different personality types and discover unique ways to use the instrument for performance management and outplacement on the law firm side. We'll also work in teams to brainstorm adaptive strategies that will help both students and practitioners thrive in their chosen area of emphasis.

Kevin Donovan, Senior Assistant Dean for Career Services, University of Virginia School of Law

Catherine Pattanayak, Associate Director, Bernard Koteen Office of Public Interest Advising, Harvard Law School

Vivian Wexler, Senior Attorney Development Manager, Ropes & Gray LLP

1:30 - 2:45 pm — Michigan A

Millennialize Me: Developing and Delivering Millennial-Friendly Programs and Information

Law Student Professional Development

Millennials learn and communicate differently than their counterparts in our multi-generational workforce. Understanding these differences is key to our success as professionals. This panel will deliver tips and technology for schools and employers to successfully develop and deliver programs designed to bridge the gap between student and legal service provider and create engaging programs ensuring that conveyed information is learned and integrated into services millennials provide. The panelists will also discuss programs encouraging millennials to “mentor up” on technology; identify, understand, and adapt to avoid intergenerational miscommunication; and engage in non-technology-based collaboration and communication to effectively provide service to clients.

Dina Billian, Recruitment Manager and Pro Bono Coordinator, Miles & Stockbridge

Rachael Bosch, Talent Management Senior Coordinator, Paul Hastings LLP

Laura Clemens, Career Counselor, University of Minnesota Law School

Christine Guard, Director of Career Services, Mercer University School of Law

1:30 - 2:45 pm — Ohio

New Directions in Mentoring

Lawyer Professional Development

Mentoring is an ancient concept that endures because it is vital for professional learning and growth. Although the fundamental relationship-based mentoring process remains unchanged, the ways we use and approach mentoring are being adapted to suit the high-pressure world of contemporary law practice. This program will describe several new uses and approaches, including state bar mentoring programs, episodic mentoring, reverse mentoring, virtual mentoring, pro bono mentoring, mentoring in leadership succession, and sponsorship. The speakers will introduce examples of effective programs and practices, identify publicly available resources, and present specific steps you can take to bring your mentoring efforts up to date.

Ida Abbott, President, Ida Abbott Consulting LLC

Jayne Reardon, Executive Director, Illinois Supreme Court Commission on Professionalism

Amy Timmer, Associate Dean of Students and Professionalism, Thomas M. Cooley Law School

1:30 - 2:45 pm — Erie

Pulling Back the Curtain: Recruiting Practices and Summer Program Management in Banking, Consulting, and Beyond!

Recruiting

This session will explore alternative approaches to law firm recruiting. Hear first-hand from professionals outside the law firm sector on their summer program recruiting strategies. Our dynamic panel will include recruiting professionals with experience in the consulting, financial services, and banking industries. They will focus on setting hiring projections; interviewing methodologies; the decision-making, offer, and sell processes; and summer program management. You will come away from this program with a comprehensive perspective on current recruiting practices and the tools to innovate your existing hiring strategies.

Devin Carter, Senior Regional Recruiting Specialist, Baker & McKenzie LLP

Haley Lelah, Attorney Recruiting Coordinator, McGuireWoods LLP

Laura McCane, Campus Recruiting Manager, Moelis & Company

Diane Silverman, Recruiting Team Leader, Bain & Company

1:30 - 2:45 pm — Colorado

Recruiting and Integration in International Offices

Recruiting

Do your responsibilities include recruiting, hiring, and integrating lawyers in your law firm’s international offices? With the global expansion of many legal employers, U.S. professionals increasingly need to be aware of hiring and training practices for offices in a number of different countries. This program will provide an overview of the differences between the U.S. and other countries related to law student and lateral lawyer hiring. Participants will also hear about best practices for orientation and integration of law students and laterals in international offices. Considerations for the hiring and onboarding of international lawyers into U.S. offices, particularly pertaining to the visa application process, will also be discussed. The program will provide resources for learning about education, training, and licensing requirements in other countries.

Lindsay Callantine, Firmwide Director of Attorney Recruiting, Morgan, Lewis & Bockius LLP

Louisa Heller, Attorney Recruiting & Development Manager, Akin Gump Strauss Hauer & Feld LLP

Jennifer Katz-Hickman, Legal Recruiting Manager, Linklaters LLP

April Stockfleet, Legal Search Consultant, Stockfleet Global

1:30 - 2:45 pm — Superior A

Today's Law Students Are "Tomorrow's Lawyers": Preparing Law Students to Thrive in a Shifting Legal Market

Career Paths

Holy Cyborgs, Batman! The legal market is changing — dramatically according to some predictions. How then do we prepare today's law student for the legal jobs of tomorrow? Starting with the ideas posited by Richard Susskind in his book *Tomorrow's Lawyers*, the panelists will explore factors causing shifts in the delivery of legal services. Further, they will identify what the jobs of the future will look like, who the employers will be, and what qualifications will help a candidate stand out from the crowd.

Jeff Becherer, Assistant Dean for Career Planning, New York Law School

Courtney Fitzgibbons, Senior Director for Student Professional Development & Recruitment, New York Law School

1:30 - 2:45 pm — Missouri

Unlocking the Lawyer Code to Enhance Leadership at Your Firm

Leadership

Advanced Research at Harvard demonstrates that people in organizations feel a greater need for leadership when the amount of external change they have to cope with increases — the more change, the more the felt need for leadership. Law firms are no exception. We live in a time of increasing, exponential change, and so we need really effective leaders to help guide the professionals in our firms. However, unlike corporations, where leadership is a full-time job, in a law firm, it's largely done by lawyers on a part-time basis and is secondary to their "day jobs" — practicing law. Because of this fact, even the best leadership models that work well with conventional businesses may not work as well in a law firm unless properly adapted to our unique environment. The speakers have taken one of the best and most widely adopted leadership models — Kouzes and Posner's Leadership Challenge® model — and adapted it to fit the law firm environment. Come learn about the Five Practices of Exemplary Leadership® and how they can be applied to law firm leadership. Learn also about the rich and deep research that Jim Kouzes and Barry Posner have conducted over the past 30 years, and then work with the presenters as they help you unlock the lawyer code so you can elevate your lawyers to leadership excellence.

Natalie Loeb, Founder and Leadership Coach, Loeb Consulting Group, LLC

Larry Richard, Principal, LawyerBrain LLC

2:45 - 3:15 pm — Sheraton

Snack Break

NALP thanks Fox Rodney Search for sponsoring this snack break.

3:15 - 4:00 pm — Ontario

Exhibitor Classroom Presentation

Big Frey will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend.

CONCURRENT SESSIONS

3:15 - 4:30 pm — Michigan B

Don't Stop Believin' — Keeping Summer Programs Relevant and Energized for the Firm, Your Summer Associates, and You

Recruiting

Have you planned more summer programs than you can count? Are your lawyers tired of contributing their time and resources when clients are demanding so much of them already? Many of us face the challenge of keeping our summer programs relevant and keeping our lawyers engaged in law school recruiting. However, with increased expectations from clients, it is critical that we create a path toward success for the next generation of lawyers. This program will discuss how to evaluate components of your summer program, keep contributing parties engaged, and develop relevant curricula that reflect the demands of clients.

Lauren Marsh, Attorney Recruiting & Development Manager, Akin Gump Strauss Hauer & Feld LLP

Amy Leytem Pretty, Attorney Recruiting Manager, McGuire Woods LLP

3:15 - 4:30 pm — Mayfair

Fresh Ideas and Innovations to Maximize Your CSO's Reach

CSO Administration

Tired of planning a program for fifty students only to have five attend? Or perhaps you find yourself repeating the same resume tips in individualized counseling? This program focuses on creating efficiencies and innovative programming in CSO administration, allowing CSOs of all sizes to maximize their impact with students. Some CSOs have reached more than 450 students through workshops and live webinars, allowing counselors to address general student concerns efficiently without sacrificing personalized attention. This program provides tools and techniques to increase student outreach, with an emphasis on implementing interactive small group learning. It includes an interactive brainstorming component in order to share ideas.

Ethel Badawi, Associate Director, Center for Professional Development and Career Strategy, The George Washington University Law School

LeaNora Ruffin, Assistant Dean, Career Development, Widener University School of Law

Wendy Siegel, Director, Recruitment and Marketing, New York University School of Law - Office of Career Services

Mark Weber, Assistant Dean for Career Services, Harvard Law School

3:15 - 4:30 pm — Ohio

Hidden in Plain Sight: Supporting Students and Lawyers with Invisible Disabilities

Diversity and Inclusion

Students and lawyers with disabilities face many unique challenges in the practice of law. Those with invisible or non-evident disabilities are often misunderstood. In addition to deciding whether and when to disclose their disability, many also struggle to overcome stereotypes associated with their diagnoses in their job searches and in practice. This program will focus on supporting students and lawyers with non-evident disabilities. In particular, the program will focus on developing tools to counsel these individuals effectively and on what employers need to know when employing them.

Barbara Davidson, Co-founder and Partner, The Sea Glass Group

Kristen Meeks, Assistant Director, Diversity & Inclusion Liaison, The George Washington University Law School

Kathleen Dillon Narko, Clinical Associate Professor, Northwestern University School of Law

Greg Oguss, Associate, Sidley Austin LLP

3:15 - 4:30 pm — Michigan A

Impact of Early Clerkship Hiring on Summer Associate Programs and On-Campus Recruiting

Judicial Clerkships

With the formal demise of the Federal Law Clerk Hiring Plan in 2014, judges are hiring law clerks earlier and earlier. Many federal judges are making offers to both students and alumni far in advance — as much as three years before the start of a clerkship term. Students may now start applying as early as August of their 1L summer, as soon as access to OSCAR is granted. This session will examine the impact of such early hiring on firms' OCI practices and summer associate programs. Panelists will present best practices for law firms and law school career counselors in dealing with the issues arising from summer associates who may already have clerkships or who may be actively pursuing clerkships. They will also discuss the practice of judges hiring alumni candidates with one or more years of experience at a firm.

Melissa Lennon, Assistant Dean for Career Services, Temple University Beasley School of Law

Julie A. McLaughlin, Associate Director, Office of Professional Development and Career Strategy, The George Washington University Law School

Natasha Zech, Director of Attorney Recruiting and Development, Williams & Connolly LLP

3:15 - 4:30 pm — Huron

Moving Beyond the Lean-In Debate: Practical Ways to Uncover the Natural Leaders in Your Female Lawyers, Students, and Staff

Member Professional Development

Although the Lean-In debate has largely run its course, many of us are still left with questions surrounding women's leadership and are struggling with ways to develop and champion female professionals. This panel will focus on everyday ways, beyond formal (and sometimes costly) women's initiative programs, to advance the leadership skills of the women with whom we work. Our panelists will highlight the differences between leadership qualities and leadership positions, and will provide real-world tips and organizational tactics that NALP members can use at every level. The panel will speak to the specific challenges women encounter as they develop their own leadership styles, while providing tools and outside resources available to anyone, regardless of their budget.

Jennifer Greiner, President, Greiner Consulting

Paula Holderman, Chief Attorney Development Officer, Winston & Strawn LLP

Dana Morris, Assistant Dean for Career Development, University of Maryland Francis King Carey School of Law

Michele Ward, Senior Manager, Attorney Resources & Recruitment, Winston & Strawn LLP

3:15 - 4:30 pm — Superior A

Networking Survival 101: It's a Jungle (of Clingers, Floaters, and Magnets) Out There!

Member Professional Development

Back by popular demand! Have you ever entered a large reception and felt overwhelmed, not sure how to "dive in"? Would you rather take the bar exam than engage in small talk? Join us for a fun and interactive session aimed at maximizing your investment in networking events through preplanning, a targeted on-site approach, and strategic follow-up. Our speaker, a legal career professional, reformed lawyer, and international negotiator, will deliver her proven personal system for strategizing and working a room, and a new approach to the ever-important "elevator speech." You'll never look at networking the same way again! ***This session will not be recorded.***

Valerie Jackson, Senior Advisor to the Management Committee and Firmwide Director of Diversity & Inclusion, K&L Gates LLP

3:15 - 4:30 pm — Superior B

Power Processing Your Email Using the QuietSpacing® Method

Member Professional Development

Let's face it, an overwhelming inbox can really take the kick out of your day. QuietSpacing® will provide you with a simple framework and easy-to-use tools to take your inbox from overloaded to empty every single day. You'll discover practical tips for handling incoming messages so you never lose an important email, forget an assignment, overlook a deadline, or waste time searching for something you already sent. With QuietSpacing® you will take total command of your inbox once and for all. **This session will not be recorded.**

Paul Burton, Principal, QuietSpacing, LLC

3:15 - 4:30 pm — Mississippi

Pro Bono: A Piece of the Access to Justice Puzzle

Public Service

Advanced Law students and new lawyers are encouraged to engage in pro bono service to gain skills and experience while helping people in need. Pro bono is an important supplement to legal aid, but challenges include allocating resources for needed infrastructure and balancing volunteer goals with client need. This session will discuss the role of pro bono in access to justice, including how to facilitate pro bono work that positively impacts our legal aid partners while providing the opportunity for personal growth and career development. Law firm, legal aid, and law school representatives will share their perspectives and lead a candid discussion.

Margaret Benson, Executive Director, Chicago Volunteer Legal Services

Kelly Tautges, Director of Pro Bono & Court Advocacy, The Chicago Bar Foundation

Ben Weinberg, Pro Bono Partner, Dentons

Cindy Wilson, Clinical Professor of Law; Director, Center for Externships, Northwestern University Law School

3:15 - 4:30 pm — Columbus A/B

The Legal Ethics Issues of Recruiting

Recruiting

Advanced This session will look at the ABA Model Rules of Professional Conduct (and some select examples of state rules) and show how those Rules affect day-to-day attorney recruiting practices. This session is intended to provide an understanding to all NALP members of some of the legal, ethical, and fiduciary issues and concepts that shape the legal recruiting process and offer suggestions for best ethical practices and an "Ethics & Professionalism" CLE credit opportunity for those NALP members who maintain their law licenses and have ongoing CLE requirements.

Bruce Elvin, Associate Dean and Director Career & Professional Development Center, Duke University School of Law
Brad Sprayberry, Director, Attorney Recruiting & Professional Development, Gunster

3:15 - 4:30 pm — Colorado

The New Normal — Alternative Lawyer Career Tracks and Integration

Career Paths & Recruiting

We all know that alternative staffing models are here to stay, but are we prepared to hire and train lawyers for these positions? In light of the most recent report and findings from the NALP New Career Models Task Force, this presentation outlines approaches to incorporating non-traditional associates into an existing staffing model. The presenters will offer insights and share their best practices and challenges for recruiting, training, and retaining lawyers for these new, critical roles.

Jennifer Bluestein, Director of Professional Development, Greenberg Traurig, LLP

Georgia Emery Gray, Director of Legal Personnel and Recruiting, Washington Office, Cleary Gottlieb Steen & Hamilton LLP

Brad Kaufman, Shareholder, Greenberg Traurig, LLP

Maria Minor, Director of Professional Recruitment & Development, Neal, Gerber & Eisenberg LLP

3:15 - 4:30 pm — Missouri

Watch What Happens Live — Inside the Department of Justice

Career Paths & Public Service

The Department of Justice is the world's largest law office, employing over 10,000 lawyers nationwide. With the end of the hiring freeze, DOJ is filling its lawyer ranks. Come hear first-hand accounts of current DOJ lawyers from a United States Attorney's Office, the Antitrust Division, the Civil Division — Office of Immigration Litigation, and the Office of Attorney Recruitment and Management about what it means to work for DOJ. The panel will also discuss current hot topics related to hiring and participate in an interactive game called "Plead the Fifth" where audience members get to have their burning questions answered. This session will provide education on what it really means to be litigators on behalf of the United States. **This session will not be recorded.**

Sarah Byrd, Trial Attorney, U.S. Department of Justice, Office of Immigration Litigation, Civil Division

Trisha Fillbach, Assistant Director, U.S. Department of Justice, Office of Attorney Recruitment and Management

Margaret (Maggie) Hickey, Executive Assistant United States Attorney, U.S. Attorney's Office, Northern District of Illinois

Michael Loterstein, Trial Attorney, U.S. Department of Justice, Antitrust Division

3:15 - 4:30 pm — Erie

“What If I Don’t Want to Practice Law?” — Counseling New Grads about Alternative Legal Careers

Career Paths

Early in their careers some law students and recent graduates decide they don’t want to be practicing lawyers. The motivations for this decision may range from discouragement about finding a good legal job to competing career interests. Law school career counselors may feel underprepared to advise graduates about abandoning traditional law practice — much less to counsel and direct them to resources for non-traditional or “JD Advantage” law careers. This panel will discuss methods both for handling the “I don’t want to practice” conversations and for helping students and graduates structure a job search for a non-traditional law career.

*Julie Anna Alvarez, Director of Alumni Career Services,
Benjamin N. Cardozo School of Law*

*Karen Trojanowski, Director of Alternative Careers &
Graduate Advisor, University of Colorado Law School,
Career Development*

*Robert White, Director of Alumni Career Services, University
of California, Berkeley, School of Law*

3:15 - 4:30 pm — Arkansas

Won’t You Be My HR?: Advising Small Law Firms on Hiring Practices

CSO Administration

In today’s market, small law firms are a large source for employment for recent law school graduates, but making a connection with these firms can be difficult because lawyers at these firms are busy running their firms on top of building their practices. To better reach these employers, career services offices can accomplish employer outreach by adding value to an employer organization, serving as advisors on how to best advertise positions, recommending salary ranges and career models, and more. This program explores specific programs that career services offices have used to effectively add value to small firms and, ultimately, lead to jobs for students and alumni. ***This session will not be recorded.***

*Morgan Dain, Assistant Director for Law Career
Development, Santa Clara University School of Law*
*Samorn Selim, Associate Director for the Graduate Class,
Office of Career & Professional Development, UC Hastings
College of the Law*

4:15 - 5:00 pm — Ontario

Exhibitor Classroom Presentation

Bloomberg BNA will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend.

5:00 - 6:30 pm

Regional Business Meetings and Receptions

Members Only (members-only events are open to all employees of NALP member institutions and to affiliate members). Meet your regional elected leaders and hear news from your region while enjoying networking with your colleagues in an informal setting.

- Northeast — Chicago 7
- Mid-Atlantic — Chicago 8
- Southeast — Chicago 10
- Midwest — Chicago 6
- West/Rocky Mountain — Chi Bar
- Canadian — Fountainview (Note that the Canadian Section meeting will be held in conjunction with the Canadian business meeting and reception.)

7:00 - 10:00 pm — Field Museum — *buses will begin departing at 6:45 pm from the Convention Center entrance of the Sheraton (the entrance near Parlor Suites) and will loop between the Sheraton and the Field Museum throughout the Member Celebration. Your name badge is your ticket to this event.*

Member Celebration

The Field Museum is one of the most exciting and unique settings Chicago has to offer. NALP members will enjoy food, beverages, and live music while discovering artifacts from civilizations past and learning about scientific discoveries. Overlooking beautiful Lake Michigan and the inspiring Chicago skyline, the Field Museum is the perfect venue for a relaxing evening with your colleagues. (*Guest tickets will be available in advance.*)

*NALP thanks SJL Attorney Search, LLC and
SJL Shannon Legal Career Management for
their generous sponsorship of this event.*



Thursday, April 23

6:30 - 7:30 am — Meet in the Sheraton Lobby

Early Bird Guided Run or Walk

Meet your colleagues in the lobby of the Sheraton at 6:30 am for a heart-healthy run or a fast-paced walk. Guides will be available to be sure you don't get lost!

6:30 - 7:30 am — Mayfair

Yoga

7:30 am - 4:30 pm — Ballroom Registration

Registration Open

7:30 am - 4:30 pm — Sheraton/Chicago

Resource Center Open

7:30 - 9:00 am — Chicago

Continental Breakfast and Coffee Service

Start your day by networking and socializing with your colleagues while enjoying a light breakfast.

7:30 - 8:45 am

Section/Group Meetings

The following sections and groups will meet from 7:30 - 8:45 am. For a description of these sections, see the tabbed "NALP Sections/Committees" portion of this manual. (If attending a meeting pick up some breakfast and take it with you to eat during the meeting.)

Section open to all members:

- Experienced Professionals Section — Parlor C
- Public Service Section — Michigan

Elected/appointed groups:

- 2016 Annual Education Conference Planning Committee — Colorado
- Communications Advisory Group — Ohio

8:45 - 9:30 am — Ontario

Exhibitor Classroom Presentation

SoFi will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend.

CONCURRENT SESSIONS

9:00 - 10:15 am — Columbus A/B

Advancing Your Talent Management Agenda through Practice Group Leaders

Lawyer Professional Development & Leadership

Advanced You can't do it alone. Even the best talent management strategy won't get off the ground without the active engagement of practice group leaders. But group leaders have so many demands on their time, and often their strong suits are not in the skills required to develop talent. Drawing upon the experiences of a large firm over several years, this program will outline a systematic approach for implementing a talent strategy by working closely with practice group leaders, including helping them to develop the leadership, management, and coaching skills required to achieve results.

Tim Leishman, Principal, Firm Leader Inc.

Stephanie Willson, Chief Professional Resources Officer, McCarthy Tétrault

9:00 - 10:15 am — Erie

Beyond the Billable Hour: The Intersection of Client Value Pricing, Efficiency, and Associate Professional Development

Lawyer Professional Development & Management

Advanced It's no secret that law firm clients are demanding more predictability in fee arrangements and lower fees in general. Law firms have responded in a variety of ways, including by offering discounts, value-pricing, and alternate fee arrangements, as well as by establishing off-site service centers and hiring pricing directors. Any of these solutions require lawyers to change the way they practice and how they define productivity. Accordingly, associate evaluation, compensation, and bonus systems must evolve to encourage behaviors consistent with profitability: efficiency, client service, and project management. Hear the perspectives of a law firm managing partner and a professional development director and learn how one firm is moving away from the billable hour in developing its talent.

Susan Hackett, Founder, Legal Executive Leadership

Stacey Kielbasa, Director of Professional Development, Attorney Recruiting and Diversity, Chapman and Cutler LLP

Timothy P. Mohan, Managing Partner, Chapman and Cutler LLP

9:00 - 10:15 am — Superior A

Bridging the Confidence Gap: How to Get a Seat at the Table and Communicate with Confidence

Leadership & Member Professional Development

Getting invited to higher-level meetings with decision-makers and speaking with confidence is key to advancing in law firms and in law school administration. Figuring out how to be included can be tough. And once you get there, projecting confidence and getting your point across can be challenging. This session offers tips and advice on how to get invited, prepare for, and present with confidence at high-level meetings.

Julie Doss, Associate Dean for External Relations, Texas Tech University School of Law

Valerie Jackson, Senior Advisor to the Management Committee and Firmwide Director of Diversity & Inclusion, K&L Gates LLP

Marsha Redmon, Founder and CEO, Lex eLearning & Marsha Redmon Communications

9:00 - 10:15 am — Ohio

Cat Got Your Tongue? What to Say When Reaching Out to Employers

CSO Administration

You've gathered contacts, developed outreach material, and targeted specific employers. You are ready to generate some J-O-Bs! You reach for the phone ... or maybe the keyboard — no, the phone. Five minutes later you're left with a dial tone, dim memories of a friendly chat, and a feeling that you've squandered an opportunity. Have no fear! This program will teach you how to make outreach count. You'll learn to set goals for communications, research contacts, and determine the best methods for making contact, and then figure out how to put it all together by analyzing mock calls and meetings with employers.

Jill Backer, Assistant Dean for Career and Professional Development, Pace University School of Law

Robin E. Nackman, Director of Employer Relations, Brooklyn Law School

9:00 - 10:15 am — Michigan B

Career Paths in Law Firm Recruiting: Panel Discussion

Career Paths & Member Professional Development

How does one develop a successful career path when opportunities are limited? This session will provide recruiters and law school career professionals with insights into what skills and competencies are expected to make transitions, such as from schools to firms or into other roles within firms. In addition, members of an interactive panel will discuss how they made their transitions and share advice. Topics include developing the core competencies most valued by employers, raising your professional profile, getting recognized by leadership as a key contributor, going beyond your job description, and adding value.

Holly Barocio, Marketing and Communications Manager, Neal, Gerber & Eisenberg LLP

Diane Downs, Chief Recruiting & Professional Development Officer, Akin Gump Strauss Hauer & Feld LLP

Elizabeth Ellis Simek, Director of Legal Recruitment and Professional Development, City of Chicago Department of Law

Eva Wisnik, Founder, Wisnik Career Enterprises, Inc.

9:00 - 10:15 am — Michigan A

Counseling Your Middle Children: Creative and Effective Strategies for Engaging Your 2Ls

Counseling

Career services offices have ambitious outreach efforts for 1Ls and graduating students. After the initial flurry of fall recruitment, many 2Ls disengage from the CSO, often at a time when they need career guidance the most. Presenters will share strategies to re-engage and reenergize 2Ls to lay the groundwork for post-graduation employment. You will learn how to use career coaching strategies to engage students at a deeper level than during the 1L year. Presenters will also show how the choices 2Ls make in selecting coursework, internships, and campus activities may have a profound impact on positioning for long-term career success.

Susanne Aronowitz, Associate Dean for Law Career Services, Golden Gate University School of Law

Courtney Fitzgibbons, Senior Director for Student Professional Development & Recruitment, New York Law School

Jessica Hedrick, Senior Consultant, Naomi Beard & Associates

9:00 - 10:15 am — Superior B

Firmwide Professional Development: It's Not Just about Lawyers Anymore!

Lawyer Professional Development

The changes in the legal industry have not just impacted lawyers; all professionals in law firms have experienced increased demands on their skills. Legal assistants, paralegals, and operations professionals are being called upon to expand their skills and provide services they had not been involved in before. PD professionals therefore must be prepared to provide learning opportunities for all professionals in the firm. This program will highlight what various firms are doing to help develop skills in all their professional populations, including training programs and competency models.

Sharon Meit Abrahams, National Director, Professional Development, Foley & Lardner LLP

Rachel Dawson, Director of Professional Development, Faegre Baker Daniels LLP

Peter Glowacki, Consultant

Joe Maguire, Senior Manager for Professional Development and CLE, Reed Smith LLP

9:00 - 10:15 am — Colorado

Law School Economics: Less Tuition Equals Many Problems

Member Professional Development

Advanced Discussions of law firm economics have been prevalent for many years, but now it is time to take a deep dive into the economics of a law school. This program will provide an update on the financial challenges facing law schools, including the recent decline in law school enrollment. Discussion will center on the ways declining enrollment and tuition revenue can negatively impact the law school budget and, in particular, impact the career services budget. What new demands will this changed economic environment bring? What are some possible new alternative sources of revenue or tuition generating programs? Come learn more about law school economics and how these changes will impact the legal market.

José Bahamonde-González, Associate Dean, Administrative Affairs & Compliance, University of Maryland Francis King Carey School of Law

9:00 - 10:15 am — Arkansas

Leading on Trans Inclusion: Creating a Safe Environment for Trans and Gender Non-Conforming People in Your Workplace or School

Diversity and Inclusion

Many of us work in law schools, firms, or other organizations that value diversity and inclusion, yet we know that we have more to learn about supporting transgender and gender non-conforming students and lawyers. Participants in this interactive workshop will come away able to lead their offices in identifying and addressing gender inclusion issues. They will gain a more nuanced understanding of what makes a safe and supportive environment for transgender and gender non-conforming students and lawyers, as well as concrete ideas and resources to help make their school, firm, or organization more welcoming.

Morgan Lynn, Public Interest & Government Career Counselor, Office of Public Interest and Community Service, Georgetown University Law Center

Melanie Rowen, Associate Director for Public Interest Programs, University of California, Berkeley, School of Law

9:00 - 10:15 am — Mayfair

Many Stars Make a Constellation: Best Practices in Staff Management

Management

Leading a team or managing a staff is a privilege, a challenge, and a full-time job. We accomplish so much with a highly functioning team — and so little with a dysfunctional group. During this interactive session, participants will learn how to create a staff plan, the stages of team development, and strategies for developing their group into a constellation of shining stars.

Lisa Abrams, Director of Career Services, University of Chicago Law School

Bonnie Hurry, Chief Legal Personnel Officer, Willkie Farr & Gallagher LLP

Ann Rainhart, Chief Talent Officer, Faegre Baker Daniels LLP
Marcia Pennington Shannon, Assistant Dean for Career Services, Georgetown University Law Center

9:00 - 10:15 am — Missouri

Regional Alternatives: Research, Counseling, and Outreach on JD Advantage Positions Nationwide

Career Paths

Advanced The legal market continues to evolve, and so too has the market for JD Advantage positions nationwide — so much so that these “alternative” roles may well become the new normal for many students and graduates. Now is the time to develop resources, counseling, and outreach skills geared toward the JD Advantage market. To help with this effort, the presenters will take a regional approach that will highlight key JD Advantage opportunities in various geographic areas and required competencies for each. They will explore regional markets for exciting roles in compliance, financial services, consulting, policy and lobbying, oil and energy, tech companies and startups, and healthcare. The speakers will also provide a brief overview of emerging legal areas identified by Richard Susskind in his groundbreaking book *Tomorrow's Lawyers*. The program will cover research, employer outreach, and professional development issues surrounding the market shift to JD Advantage and emerging legal roles.

Kristine Bridges, Associate Dean, Director of Professional Development, University of Tulsa College of Law

John DeRosa, Assistant Dean for Student & Career Services, Cornell Law School

Kristen Uhl Hulse, Director of Attorney Recruitment & Professional Development, Coblenz Patch Duffy & Bass LLP

Amy Jones Mattock, Director of Employer Outreach, Georgetown University Law Center

9:00 - 10:15 am — Mississippi

The Future of Student Debt Relief: Building on Public Service Loan Forgiveness

Counseling & Public Service

Advanced This panel will provide detailed information on powerful federal student loan debt relief programs like Public Service Loan Forgiveness (PSLF) and new legislative and regulatory developments, including the reauthorization of the Higher Education Act, which may have an impact on these federal programs. The session will also cover how relatively new law school programs, including bridge grants and incubators, can be used to encourage graduates to enter public interest careers and how those programs can be structured to take advantage of PSLF and law school Loan Repayment Assistance Programs.

Isaac Bowers, Associate Director, Law School Engagement & Advocacy, Equal Justice Works

Aline Carton-Listfeld, Assistant Director, Center for Public Service Law, University of Washington School of Law

Tamara Devieux-Adams, Associate Director, Public Interest Programs, The George Washington University Law School

Heather Jarvis, Student Debt Expert, AskHeatherJarvis.com

9:00 - 10:15 am — Parlor C

The Headhunter within All of Us: Useful Techniques to Help Law Schools and Law Firms

Counseling & Recruiting

This session will help all NALP members learn how to utilize a headhunter's skills in any work environment. In the new economic climate, recruiting professionals need to perform many of the tasks traditionally performed by headhunters, from sourcing candidates to closing deals. Similarly career services professionals are being asked to market specific students to potential employers while also providing services to employers similar to those that have traditionally been performed by headhunters. Creative recruiting methods utilizing the skills of a headhunter should be implemented now more than ever. The panel will discuss the experiences of headhunters who have worked in law school career services and law firm recruiting and how they use their skills on a day-to-day basis.

Lorraine Bowman, Attorney Recruiter, Wilson Sonsini Goodrich & Rosati

Sabrina Eisenbrei, Attorney Recruiting & Development Manager, Katten Muchin Rosenman LLP

Neil Sirota, Assistant Dean, Career Services, Penn State Law

9:00 - 10:15 am — Huron

Your Missing Practice Area Manual: Know the Right Questions to Ask

Lateral Recruiting and Hiring

This program will focus on how recruiting professionals can position themselves to ask their partners well-crafted, specific questions about the majority of practice areas at their law firm. For example, when a corporate partner walks into the recruiter's office and announces she needs to hire a corporate lateral associate right away, the recruiter often may not know the type of work the firm's corporate practice handles — for example, whether it is M&A, private equity, or corporate governance — in order to best market and fill the partner's need. This program and its handout materials will assist recruiters by providing specific questions for approximately 20 different practice areas. The presenters will walk through key examples of common hiring needs (e.g., corporate, IP, antitrust, and FDA) with specific lists of questions tailored to each practice area. The handout will cover all of the remaining practice areas. Together with the panel's suggested strategies on how to engage time-pressed partners in lateral associate searches, participants will learn how to gather the relevant information to efficiently and successfully recruit the right candidates.

Justine Donahue, Managing Director, Garrison & Sisson
Katie Kizzier, Manager, Recruiting & Development, Baker Botts L.L.P.

Kate Rooney Thomson, Attorney Recruiter, Womble Carlyle Sandridge & Rice, LLP

Matt Schwartz, Partner, Garrison & Sisson

10:15 – 10:45 am — Sheraton

Coffee Break

10:45 - 11:30 am — Ontario

Exhibitor Classroom Presentation

Lawjobs.com (ALM) will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend

CONCURRENT SESSIONS

10:45 am - 12:00 pm — Mississippi

Are You “Whistling Vivaldi”? Teaching Lawyers to Address Bias and Blindspots

Diversity and Inclusion

To date much of the dialogue around bias within the legal profession has focused on how to interrupt our hardwired tendency to favor some over others, but we are missing a key aspect of this discussion: What should lawyers do when they are on the receiving end of bias? During this interactive session, participants will dig deep into this thorny issue and explore how every lawyer experiences bias (not just women and diverse lawyers); how to pinpoint the bias one is experiencing; the “stereotype effect” and its adverse impact on lawyer advancement; how to create effective “Whistling Vivaldi” strategies to address blindspots; and how to equip lawyers with leadership tools for overcoming bias.

Ritu Bhasin, People Strategist & Diversity Specialist, bhasin consulting inc.

10:45 am - 12:00 pm — Parlor C

Delivering Bad News: The Do’s and Don’ts for Conducting Difficult Meetings

Management

Advanced

In this interactive session the presenters will share best practices for preparing for and conducting difficult meetings. They will provide practical tips and useful strategies that will help you prepare for and conduct even the most challenging meetings, from performance reviews to transition meetings. Using role play and demonstrations, the presenters will ensure that you — or the people you need to train — are well equipped to deliver bad news or convey a difficult message. The session will focus on all phases of the meeting: preparation, successfully starting the meeting and staying on message, and ending the meeting effectively.

Arthur Fama, Assistant Dean for Student Affairs, New York University School of Law
Charlotte Wager, Partner and Chief Talent Officer, Jenner & Block LLP

10:45 am - 12:00 pm — Superior B

Done! Time Management Strategies for Regaining Command of Your Day

Member Professional Development

In this age of hyper-connectedness, the world seems to spin faster and faster. No matter how hard or long we work, we often finish the day right where we started. It feels like we’re treading water! That’s about to change. This program delivers a host of best practices for staying focused, getting more done, and enjoying greater personal and professional satisfaction. Using any or all of these principles, attendees can gain six plus minutes of productivity a day, which adds up to 24 hours of additional productivity a year. That’s three days of work off your desk! ***This session will not be recorded.***

Paul Burton, Principal, QuietSpacing, LLC

10:45 am - 12:00 pm — Colorado

Effective Career Counseling for Associates in Transition

Counseling

This program will explore why offering in-house transition counseling is advantageous, how to make a compelling case for doing so, and how to enhance existing programs. Issues this session will explore include where this function should be housed, how to promote external opportunities, and how to cope with challenges. Additionally, the presenters will review basic counseling and exit interview techniques, alumni outreach, and other successful practices. Associates who are counseled and remain at the firm are more engaged and confident, while loyal alumni refer business, applicants, and job opportunities. As goodwill ambassadors, both groups enhance the brand of the firm.

Jeanna Beck, Manager of Career & Professional Development, Arnold & Porter LLP
Norma Cirincione, Director of Alumni Relations and Associate Life, Cleary Gottlieb Steen & Hamilton LLP
Rebecca Shulman, Specialist, Professional Development, Shearman & Sterling LLP

10:45 am - 12:00 pm — Missouri

Engage Your Core! The Key to Taking Competencies to the Next Level (and Killer Abs)

Lawyer Professional Development

Advanced This program will help you think about how best to align your recruiting, training, development, evaluation, and competency systems to match your core competencies. Four panelists will share their experiences about how best to use competencies to create roadmaps to empower associates to manage their own careers. Discussion topics will include how you can restructure associate evaluations to effectively assess competency development and the pros and cons of tying competencies to compensation. You will also hear how competencies impact individual career planning and diversity and inclusion. Participants will leave this program with best practices to comprehensively implement competencies into their firms' cultures as well as the pitfalls to avoid in doing so.

Rebecca W. Killion, Director of Professional Development, McKenna Long & Aldridge LLP
Alexander Lee, Tax Partner, Global Co-Chair of Attorney Development, Paul Hastings LLP
Maria Minor, Director of Professional Recruitment & Development, Neal, Gerber & Eisenberg LLP
Molly Peckman, Global Director of Legal Talent, Dechert LLP

10:45 am - 12:00 pm — Ohio

Federal Clerkships and OSCAR: Looking Back, Looking Forward

Judicial Clerkships

As we mark the tenth anniversary of OSCAR, it is a great time to review the hiring landscape and to consider OSCAR's past, present, and future role in federal law clerk hiring. The Chair of the federal judges' OSCAR Working Group and the OSCAR Program Manager will join seasoned clerkship advisors for a lively conversation about where we've been, what we're seeing, and where we might be headed. **This session will not be recorded.**

The Honorable Timothy Burgess, United States District Judge, United States District Court for the District of Alaska
Marilyn Drees, Director, Yale Law School Career Development Office
Laura Simon, OSCAR Program Manager, Administrative Office of the United States Courts
Susan Staab, Associate Director of Career Services, University of Chicago Law School

10:45 am - 12:00 pm — Chicago 8/9/10

Hot Topic: Maintaining a Graduate Employment File That Complies with the ABA Protocol and Statement on Review of Law Graduate Employment Data

CSO Administration

A panel made up of a representative of the ABA Section of Legal Education and Admissions to the Bar, the lead consultant who developed the new protocol, and representatives from law schools that have been participating in the beta testing process will discuss the requirements for maintaining a graduate employment file that will pass muster in a review. Panelists will share substantive information and field questions from participants. If you are responsible for your school's employment data collection and submission, this session is not to be missed.

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law
Peggy Daley, Managing Director, Duff & Phelps
Heather DiFranco, Director of Career Planning, Cleveland-Marshall College of Law Cleveland State University
Scott Norberg, Accreditation Project Director for Data Policy and Collection, ABA Section of Legal Education and Admissions to the Bar

10:45 am - 12:00 pm — Huron

How Technology Is Changing Legal Recruiting and Lawyer Counseling

Lateral Recruiting and Hiring

For employers seeking new ways to recruit attorneys and for law school counselors trying to advise attorneys on finding legal jobs, technology has had a profound impact on the search process. This session will address how technology has changed the legal search process for employers and candidates. The presenters will introduce the new technologies and emerging tech companies that are up-ending the traditional search process and creating online marketplaces, smart matching, and platforms for gamified referral programs, as well as offering similar dynamics on the attorney career-development side. They will discuss how employers and candidates need to adjust their approaches and strategies to compete and to attract the best talent, and the technologies candidates can leverage to improve their job search prospects. The session will also cover what has not changed as a result of new technologies.

Kate Kerr, Human Resources Manager, Armstrong Teasdale LLP

Matt Pascocello, Adjunct Professor and Director of Career Development & Alumni Counseling Office of Career & Professional Development, American University Washington College of Law

Robert White, Director of Alumni Career Services, University of California, Berkeley, School of Law

10:45 am - 12:00 pm — Superior A

Leveraging Smartphones and Law Students to Grow Legal Aid

Public Service & Technology

There are a lot of people thinking about how to utilize technology to streamline the delivery of legal services across sectors. Specifically, innovative thinkers are focused as well on using new technology to develop applications that will allow lawyers to deliver legal services to more people — particularly those in underserved communities (and those who are self-represented). The developers of A2J Author[®] have done just that — bringing their cutting-edge technology to seven law schools with the A2J Clinical Course Project, with plans to expand to 12 schools in the next two years.

Jessica Bolack Frank, Program Coordinator, Center for Access to Justice & Technology, IIT Chicago-Kent College of Law
John Mayer, Executive Director, Center for Computer-Assisted Legal Instruction (CALI)

Ron Staudt, Professor of Law and Director of the Center for Access to Justice & Technology, IIT Chicago-Kent College of Law

10:45 am - 12:00 pm — Arkansas

Public Interest for the Long Haul: Preparing Students for Careers in Public Service

Public Service

In a landscape with limited entry-level public interest positions, recent graduates often find it difficult to secure their dream jobs right out of law school. How can we prepare our students to be practice ready immediately upon graduation to help make them competitive, while also developing relevant skills, experiences, contacts, and optimism to achieve their public interest career goals? Panelists will discuss the challenges of counseling and motivating public interest students in a narrow job market, innovative programs (Lawyers for America and the NY State Scholars Pro Bono Program) that are helping graduates become practice ready, and strategies for transitioning graduates to public interest positions after starting out in the private sector.

Fairuz Abdullah, Associate Director of Public Interest Programs and Judicial Clerkships, UC Hastings College of the Law

Thomas Maligno, Executive Director of the William Randolph Hearst Public Advocacy Center and Director of Public Service, Touro College Jacob D. Fuchsberg Law Center

Michele Storms, Assistant Dean for Public Service Law, University of Washington School of Law

Ruta Stropus, Director of Attorney Recruitment and Professional Development, Illinois Attorney General's Office

10:45 am - 12:00 pm — Michigan

The August Reality: Managing the Madness

Recruiting

With the current push to condense all on-campus and callback interviews into the period before Labor Day, the August rush has become the greatest challenge for most law firm recruiting departments. While we may not be able to make immediate changes to the current recruiting calendar, we can continue to share tips and ideas on how to manage the madness of the season. In this session, NALP members from firms and markets with particularly fast-paced recruiting programs will discuss ways their departments have tackled the challenges of August and orchestrated successful recruiting seasons. Panelists will address how to get buy-in from senior leadership, respectful and effective utilization of your lawyers' time, how to maximize your staff and other existing firm resources, and additional suggestions for best practices. August is coming. Let's share ideas!

Valerie Garagiola, Attorney Recruiting Supervisor, Skadden, Arps, Slate, Meagher & Flom LLP

Amy Moynihan, Senior Manager, Attorney Resources & Recruitment, Winston & Strawn LLP

Nancy Parker, Director of Attorney Recruitment, Fried, Frank, Harris, Shriver & Jacobson LLP

12:00 - 1:30 pm — Chicago

Networking Lunch

Reconnect with your colleagues and meet new people over lunch.

12:00 - 1:30 pm — Michigan

Public Service Luncheon

Join NALP's Public Service Section for lunch with keynote speaker Lam Nguyen Ho, Executive Director of the Community Activism Law Alliance (CALA) in Chicago, which he established through a seed grant from the Harvard Venture Fund. CALA is a nonprofit that brings legal services directly to the most disadvantaged in the Chicago area, while seeking to support and advance grassroots activism within these communities. It brings to Chicago "community activism lawyering," a model of legal practice that creates partnerships between lawyers and grassroots community organizations to maximize resources. Mr. Ho started his career with Chicago's Legal Assistance Foundation as a staff attorney through the Skadden Foundation Public Interest Fellowship. After finishing his Skadden Fellowship in 2010, he worked as a staff attorney for Equip for Equality, where he represented children with disabilities and their families. In 2014, Governor Quinn appointed Mr. Ho the Chairperson of the Illinois HIV/AIDS Response Review Panel, a state commission on HIV prevention and treatment in the Illinois prison system. Mr. Ho is also a past recipient of the PSJD Pro Bono Publico Award.

12:00 - 1:30 pm — Mayfair

City Group and Law School Consortia Leaders Luncheon

12:15 - 1:30 pm

Section/Group Meetings

The following sections and groups will meet from 12:15 - 1:30 pm. For a description of these sections, see the tabbed "NALP Sections/Committees" portion of this manual. (If attending a meeting pick up some lunch and take it with you to eat during the meeting.)

Section open to all members:

- CSO Employer Outreach Section — Ohio
- International and Advanced Degree Advising and Recruiting Section — Mississippi
- Law School Alumni Career Services Section — Arkansas
- Legal Employer Alumni Relations/Programs Section — Colorado
- SOGIE (Sexual Orientation and Gender Identity and Expression) Section — Missouri

Elected/appointed groups:

- Nominating Committee — Columbus
- Ethics and Standards Advisory Group — Parlor C

1:15 - 2:00 pm — Ontario

Exhibitor Classroom Presentation

12Twenty will be doing a presentation in the exhibitor classroom. All interested persons are invited to attend.

1:30 - 1:45 pm

Break

CONCURRENT SESSIONS

1:45 - 3:00 pm — Superior A

A Quiet Diversity: Supporting and Learning from Our Introverted Majority

Lawyer Professional Development

Former lawyer Susan Cain's blockbuster, *Quiet: The Power of Introverts in a World That Can't Stop Talking*, got everyone, well, talking. The conversation continues about how to accommodate different personality types in the law, where most lawyers are introverts but where the "mighty likeable person" remains the ideal — and where law firms and their measures of success look extroverted. What might we gain when we give introverts the opportunity to shine and when we embrace a culture of careful thought and understanding alongside confidence and action? This discussion will look closely at the existing norms in recruiting, performance management, and training design to consider options for greater diversity and, in turn, richness.

Andrea Verwey, Professional Development Consultant and Coach, Green Valentine

1:45 – 3:00 pm — Erie

Beyond the Lateral Partner Checklist: Becoming a Key Advisor on Risk Management

Lateral Recruiting and Hiring

Advanced Lateral partner hiring continues to be on the rise at many law firms in the country, with legal career professionals using checklists to support the hiring process. This panel will provide the tools to move beyond that checklist to become an integral advisor on risk management issues presented by the hiring and integration process. Learn tools and techniques on how to advise management teams on these difficult issues by reviewing case studies identifying potential risk throughout the lateral process. Understand techniques for assessing, prioritizing, and managing those risks with appropriate due diligence tools and learn how to integrate successful risk management practices into a firm's hiring process. This session will offer information to help elevate the role of the legal career professional as an effective internal advisor on these critical issues.

Kurt B. Bounds, Vice President, Business Development & Service, IBSA Mutual
Howard Flack, Lateral Recruiting and Integration Partner (Global), Hogan Lovells
Christina Pappas, Lateral Partner Recruitment Manager, WilmerHale
Howard Rosenberg, Chief Executive Officer, FRS Insight

1:45 – 3:00 pm — Missouri

Current Challenges in Public Interest Careers — Let's Talk!

Public Service

Every year poses new or recurring challenges to those interning and entering public interest careers. At this audience participation discussion, public interest employers and law school career counselors will get short discussions going on our latest challenges as we look for solutions and the best advice we can give. Topics may include bridge fellowships, pro bono bar admission requirements, access to justice initiatives, coping with smaller staffs and reduced budgets, how smaller entering classes are affecting our work, and more. You are invited to bring an idea for discussion!

Andrew Chapin, Director of Public Interest Scholars & Counseling, Fordham Law School
Trisha A. Fillbach, Assistant Director, U.S. Department of Justice, Office of Attorney Recruitment and Management
H. Catherine Mayorkas, Director, Public Interest Programs, UCLA School of Law
Stuart Smith, Director of Legal Recruitment, New York City Law Department

1:45 – 3:00 pm — Michigan B

Ending Reporting Nightmares: Collecting Information You Need Before You Need It

CSO Administration

In addition to its heavily scrutinized employment outcomes report, the law school career services portfolio also includes numerous other responsibilities, from student and alumni counseling to programs to employer outreach, and more. A wide range of audiences and stakeholders including parent universities, state, regional, and professional accrediting bodies, the media, prospective students, and even political entities want information on our activities — often on extremely short notice. How can we find time to collect, analyze, and produce relevant, useful data? How can we be more efficient and proactive in reporting? How can we use our data to advocate for ourselves to these stakeholders? Learn concrete strategies from a panel of experienced CSO administrators.

Dena Bauman, Director of Career and Professional Development and Adjunct Professor, University of the District of Columbia David A. Clarke School of Law
Patricia Hodny, Director of Career Services, University of North Dakota School of Law
Markeisha Miner, Assistant Dean, Career Services and Outreach, University of Detroit Mercy School of Law
Joe Patrick, Client Relations Manager, Symplicity

1:45 – 3:00 pm — Huron

Facilitating Inclusion from the Inside Out

Diversity and Inclusion

Research indicates that behaviors driven by unconscious bias present a significant barrier to inclusion in the legal profession and negatively impact the retention and advancement of diverse lawyers. While diversity and inclusion initiatives in the legal profession have focused largely on addressing these issues at the institutional level, individuals also need tools that they can use day to day to examine bias and avoid internalizing or acting upon it. Contemplative practices such as meditation, yoga, and journaling allow individuals to cultivate awareness from within to prevent exclusionary behaviors that arise from snap judgments and assumptions, as well as to effectively address the impact of bias. Attend this program to learn more about how contemplative practices are being used in the legal classroom and workplace to facilitate a more diverse and inclusive profession and to experience some of these practices for yourself.

Arthur Fama, Assistant Dean for Student Affairs, New York University School of Law
Rhonda Magee, Professor of Law, University of San Francisco School of Law
Denise Robinson, Founding Principal, The Still Center, LLC

1:45 – 3:00 pm — Parlor C

Finding Your Leadership Edge

Leadership

Do you struggle with the question of what your leadership style is? Do you find yourself in a leadership role but without the ability to influence change the way you had hoped? Are you ready to become the leader you have always wanted to be but just need that extra push? This session will focus on five ways to become a more successful leader, working from the inside out. Learn how you can take these five leadership strategies and turn them into action in your own way — lead with your strengths, manage gaps strategically, stop talking and listen, be a champion, and embrace change. This presentation will benefit those new to a leadership role as well as experienced leaders who want to refine their leadership style. Participants will identify their strengths and gaps and develop strategies for leading effectively with those attributes in mind. The workshop will not be recorded to encourage participants to share their successes and address the challenges they are facing in their roles. **This session will not be recorded.**

Gihan Fernando, Executive Director, American University Career Center

Lianne Krakauer, Career and Leadership Coach, Krakauer Coaching & Consulting

Kara Sutherland, Director of Professional Resources, Dentons Canada LLP

1:45 – 3:00 pm — Columbus A/B

Mastering the Art of Delegation: Using the Power of Other People

Member Professional Development

One of the surest ways to become overwhelmed is to try to do everything yourself in the workplace. In order to grow and be more efficient and successful, you must learn to delegate. Mastering the art of delegation is the idea of utilizing the knowledge, strengths, creativity, and ingenuity of all the people in an organization toward creating continuous improvement in the workplace. This workshop helps attendees learn to identify what tasks and responsibilities to let go of, who to delegate to (hint: you can delegate to almost anyone, including yourself!), how to effectively delegate, and the tools to keep track of the path of delegation.

Lisa Montanaro, Productivity Consultant, Success Coach, Business Strategist, Speaker, and Author, Lisa Montanaro Global Enterprises, LLC

1:45 – 3:00 pm — Colorado

Modern Mentoring: Innovative Ways to Connect Your Students with Alumni

Law Student Professional Development

Modern mentoring is so much more than the traditional one-on-one matched mentor programs of the past. This session will explore innovative program ideas ranging from very informal to structured, covering new mentoring techniques (episodic mentoring, group mentoring, topic-based mentoring, etc.) that can be implemented at your law school. The presenters will offer ideas on how to create programs that work with your school's students, alumni, and local bar associations. This session will address the types of mentoring and technological tools that you can use to grab the attention of millennial generation mentees without losing the attention of all other generations of mentors.

Jennifer Brown, Assistant Director of Career Services and Co-Director of Legacy Mentor Program, Concordia University School of Law

Molly Stafford, Director of Career Services, University of the Pacific, McGeorge School of Law

Sarra Ziari, Senior Development Officer, University of the Pacific, McGeorge School of Law

1:45 – 3:00 pm — Arkansas

New York and Beyond: Bar Admissions for Foreign-Trained Lawyers

Counseling & Recruiting

With the need for international lawyers growing in legal practices nationwide and the increasing presence of international students in LL.M. programs, career counselors and hiring managers are more frequently answering questions about gaining admission to practice in a U.S. jurisdiction. This panel will address when and why a foreign-trained lawyer should take a U.S. bar exam and provide an overview of resources for determining eligibility for LL.M. students to sit for the bar exam around the U.S. The focus will be on New York — still the most common jurisdiction for foreign lawyers — as well as on recent changes to rules in a number of other states.

Marni Goldstein Caputo, Assistant Director & Director of International Advising, Harvard Law School

Polly Lawson, Assistant Dean for Graduate Studies, University of Virginia School of Law

Clara Solomon, Director, Counseling & Career Development, New York University School of Law

1:45 – 3:00 pm — Michigan A

Train the Trainers? How about Parlaying Your Partners!

Lawyer Professional Development

Advanced Some of the best training is received on the job, and some of the best trainers are engaged and engaging partners. Learn how you can develop, motivate, and even reward your partners into being better trainers, mentors, managers, and leaders. Partners are incredible resources to a training team. They have instant credibility within the firm as well as practice insights that external consultants don't have. And, yes, while their time is quite valuable, their hourly fees are usually less than bringing in outside trainers. Can you really teach old (and not so old) partners new tricks? Can you teach them to teach, and can you cajole — even bribe — them to be more involved in associate development? Learn how you too can parlay your partners!

*Michele Bendekovic, Director, Attorney Recruiting & Professional Development, Steptoe & Johnson PLLC
Molly Peckman, Global Director of Legal Talent, Dechert LLP*

1:45 – 3:00 pm — Mayfair

Unmet Expectations: The Problem with Lateral Hiring

Lateral Recruiting and Hiring

Lateral hiring is gaining momentum again but retaining laterals has become increasingly difficult. This session will explore recent research findings from the NALP Foundation regarding hiring and attrition of laterally hired associates and discuss best practices for identifying and recruiting candidates who will have the best chance for long-term success. This interactive program will also give attendees the ability to discuss and take away ideas for successfully orienting, integrating, and mentoring lateral associates to maximize the opportunities for retention.

*Diane Downs, Chief Recruiting & Professional Development Officer, Akin Gump Strauss Hauer & Feld LLP
Dana Mandell, Manager of Attorney Development, Skadden, Arps, Slate, Meagher & Flom LLP
Tammy Patterson, CEO and President, The NALP Foundation for Law Career Research and Education*

1:45 – 3:00 pm — Superior B

Why Should We Hire You? Perfecting the Art of Persuasion in Interviewing

Recruiting

Effective interviewing skills are crucial both to students in landing that coveted job and to law firms in assessing and hiring the best candidates. This interactive session will give participants the tools to embrace interview preparation with confidence, lead an effective mock interview, develop an interview training model, and provide meaningful feedback to candidates or professionals regarding their interviewing skill set. Presenters will discuss common mistakes as well as interviewing trends (behavioral/competency-based and video/telephone interviewing) and how to approach different interviewing styles and structures. Participants will practice giving feedback in response to common interview pitfalls and share their interviewing training techniques. **This session will not be recorded.**

*Jennifer Lau, Associate Director, Career Services, Peter A. Allard School of Law, University of British Columbia
Natalie Zinman, Director of Student Programs (Toronto), Gowlings*

1:45 – 3:00 pm — Ohio

Yarmulkes, Hijabs, Burkhas, Scarves, Sheitels, and Church Hats — A Religious Diversity Primer

Diversity and Inclusion

Racial, ethnic, gender, and cultural differences are often at the forefront of the diversity conversation. However, knowledge of the religious affiliation of our student body and workplace is equally vital to developing an inclusive environment. As the discussion about religious diversity in higher education and in the workplace increases, so does the risk of conflict, insensitivity, and discrimination. As professionals, it is imperative that we have the awareness, skill, and sensitivity to work with these diverse populations. We must take into account religious customs, practices, and holidays as we cultivate our career development presentations, event calendars, and programming.

*Paula Edgar, Principal, PGE LLC, Coaching, Consulting and Public Speaking
Erica Edwards-O'Neal, Senior Director of Career Services and Diversity Outreach, Touro College Jacob D. Fuchsberg Law Center
Mark Fowler, Managing Director of Programs, Tanenbaum Center for Interreligious Understanding*

3:00 - 4:00 pm — Sheraton/Chicago

Chicago Celebration in the Resource Center

Enjoy snacks and networking while visiting with our exhibitors. NALP and exhibitor prize drawings will be held at 3:30 pm in the Resource Center. **Remember that you must be present to win!**

4:15 - 5:30 pm

Section/Group Meetings

The following sections will meet from 4:15 - 5:30 pm. For a description of these sections, see the tabbed “NALP Sections/Committees” portion of this manual.

Section open to all members:

- Recruiting Section — Columbus
- Lawyer Professional Development Section — Parlor C

4:15 - 5:30 pm — Michigan

ABA Update with Q&A

Scott Norberg, the Accreditation Project Director for Data Policy and Collection (formerly Deputy Managing Director) with the ABA Section of Legal Education and Admissions to the Bar, will provide an update on recent developments in the ABA’s Accreditation Project. He will focus in particular on matters directly relevant to law school career services offices, including law school graduate employment outcomes data collection and reporting and plans for “auditing” law school employment data. Mr. Norberg will also take questions and welcomes feedback and suggestions. *This session will not be recorded.*

Scott Norberg, Accreditation Project Director for Data Policy and Collection, ABA Section of Legal Education and Admissions to the Bar

4:30 - 6:00 pm — meet at 4:30 at 224 S. Michigan Ave at the offices of the Chicago Architecture Foundation

Chicago Architecture Foundation Walking Tour

Registration is required, and the cost is \$15 per person. Register by noon on Wednesday, April 22, at www.nalp.org/events.

Evening

Dinner on Your Own

Enjoy some free time after two full days of programming and events.

9:00 pm - 1:00 am — *at the Lucky Strike across the street from the Sheraton at 322 E. Illinois Street.*

Your name badge is your ticket to this event.

Late Night with NALP at Lucky Strike

Join your colleagues at Lucky Strike for a night of billiards, bowling, and karaoke. There will be something for everyone to enjoy, including food, music, and more! *(Guest tickets will be available in advance.)*



**LEGAL SEARCH
CONSULTANTS**

*NALP thanks
Major, Lindsey & Africa
for its generous sponsorship
of this event.*

Friday, April 24

Go Red for Women!

Wear red today to promote awareness of heart disease!



6:30 - 7:30 am — Mayfair

Yoga

7:30 - 9:00 am — Sheraton

Continental Breakfast and Coffee Service

Start your day by networking and socializing with your colleagues while enjoying a light breakfast.

7:30 am - 4:00 pm — Ballroom Registration

Registration Open

7:30 - 8:45 am

Section/Group Meetings

The following sections will meet from 7:30 - 8:45 am. For a description of these sections, see the tabbed “NALP Sections/Committees” portion of this manual. (If attending a meeting pick up some breakfast and take it with you to eat during the meeting.)

Section open to all members:

- Judicial Clerkship Section — Ohio
- Small & Solo CSO Section — Colorado

8:00 - 8:30 am — Columbus A/B

Special Session on Being Heart Healthy: Life's Simple 7

My Life Check[®] was designed by the American Heart Association with the goal of improved health by educating the public on how best to live. These measures have one unique thing in common: any person can make these changes, the steps are not expensive to take and even modest improvements to your health will make a big difference. Start with one or two. This simple, seven-step list has been developed to deliver on the hope we all have — to live a long, productive, healthy life.

*Karl (Fritz) Disque, MD, Executive Director,
Disque Foundation*

9:00 - 10:15 am — Chicago

PLENARY

Architect of Your Future

Victoria Donati and Chris De Santis will take you on a journey of leadership, exploring ways to develop key leadership skills in yourself and others in challenging times. While Victoria is a successful General Counsel, her path to where she is today was not straightforward. We will hear about critical junctures in her journey, learn about the insights she derived from her crucible experiences, and get a glimpse into her unique perspective as a client. Her stories will provide a backdrop for Chris to explain emotional intelligence, the influence of gender, and other traits essential for transformational leadership. Through Victoria's stories and Chris's expertise and insights, you will leave the plenary with tools to help you explore your own leadership development as well as the ways you develop leadership in others.

Chris De Santis, Principal, CPDeSantis.com

*Victoria Donati, General Counsel & Corporate Secretary,
Crate & Barrel Holdings, Inc.*

10:15 - 10:30 am

Break

CONCURRENT SESSIONS

10:30 - 11:45 am — Ohio

Counseling Non-JD Students: Adapting Your Message and Methods to a Growing Student Population

Counseling

Are you unsure of how and where to counsel the growing number of non-JD students enrolling at your law school? This session will survey areas of growth in legal education outside of JD programs and discuss different models for conducting counseling of non-JD students. Panelists experienced in counseling non-JD students of all types will also share their key tips and suggestions for reaching and helping non-traditional law students forge ahead in their career paths.

*Sarah Beznoska, Assistant Director of Career Planning,
Cleveland-Marshall College of Law, Cleveland State
University*

*Desiree Jaeger-Fine, Principal, Jaeger-Fine Consulting
Molly Scott, Assistant Director of Graduate Career and
Professional Development, Georgetown University
Law Center*

*Kandice Thorn, Director of International and Non-JD
Programs, Fordham Law School*

10:30 - 11:45 am — Columbus A/B

Every Minute Counts: Training Lawyers to Make the Most of OCI and Callback Interviews

Recruiting

This “train the trainer” session will take attendees through an interactive process that will enable them to teach their lawyers to get the maximum information from candidates by conducting brief but strategic interviews. Attendees will learn how to prepare interviewers to efficiently and effectively review resumes and prepare for interviews; to ask the right questions to elicit pertinent information from the candidates; to frame the firm’s culture in the interviews; and to provide substantive feedback to the hiring committees. Don’t miss this chance to take your interviewers’ skills to the next level and truly be ready for the fast-paced action only August can bring!

Jami de Lou, Manager of Talent Development, Diversity & Inclusion, Jenner & Block LLP

10:30 - 11:45 am — Huron

First Generation Professionals: Do They Belong in the Diversity Discussion?

Diversity and Inclusion

Race, gender, and religion — these are the usual topics in discussions of diversity and inclusion. Socioeconomic status, educational attainment, and the related concepts of social/cultural capital are rarely included. Is there a “business case” for recruiting and retaining first generation professional students and lawyers, many of whom come from lower income backgrounds? This panel will explore approaches taken both by schools and employers to attract and coach these new professionals to help them navigate the often unfamiliar terrain of legal practice, with the goals of enhancing the educational experience, creating competitive entry-level candidates, and expanding the definition of an inclusive legal community. *This session will not be recorded.*

Nadjia Bailey, Associate Director of Career Planning and Deputy Diversity Officer, New York Law School

Samorn Selim, Associate Director for the Graduate Class, Office of Career & Professional Development, UC Hastings College of the Law

Andrea Shaheen, National Law School Recruiting Manager, Wilson Sonsini Goodrich & Rosati

Priscilla Zaccalini, Diversity and Professional Development Programs Coordinator, Farella Braun + Martel LLP

10:30 - 11:45 am — Missouri

Law Firm Operations: The Change Agent Behind the Scenes in Today’s Law Firm

Leadership

Advanced

“Best practices” ... “combining law firms to create a vibrant new firm” ... “competing for and retaining excellent talent” ... “setting a firm apart through client service and excellent lawyering” ... “building a strong infrastructure and business.” All of these descriptions sound impressive and important as core foundations for a successful law firm, and most law firms talk about them and focus on them. And most law firms will attempt at least most of them. Some firms will attempt all of them, including a combination with another firm. However, at the end of the day, these descriptions are simply words if you don’t have a plan. They are simply words if people can’t come together successfully to act upon and execute a plan. They are simply words if the plan doesn’t succeed. During the recent combination of Faegre Baker Daniels, the Operations Executive team was tasked with integrating the entire infrastructure of the firm. They were also tasked with ensuring best practices were embedded in every decision, every process, every program. The team came together in a powerful way — taking collaboration and team work to a whole new level. Learn how they did it, lessons they learned along the way, what it means to be a highly functioning team, and how that looks on a daily basis — and about the impact they are having on their firm.

Brad Frederiksen, Chief Information and Knowledge Management Officer, Faegre Baker Daniels LLP

Melanie Green, Chief Client Development Officer, Faegre Baker Daniels LLP

Ann Rainhart, Chief Talent Officer, Faegre Baker Daniels LLP

10:30 - 11:45 am — Superior A

Legal Market Update: Entry-Level Legal Employment in a Recovering Legal Economy

Legal Economy

The Class of 2013 had the highest unemployment rate of any class to graduate from law school since 1993, and yet we know that the legal employment market has been in a period of growth and recovery for almost three years. What’s up with that? This session will provide complete up-to-date information from NALP about the entry-level legal job market and will prepare participants to answer questions about the job market with confidence, whether the questions are from their firm managers and deans or from law students and lawyers.

James G. Leipold, Executive Director, NALP

10:30 - 11:45 am — Mississippi

Me Too: Getting to a Place of Inclusion by Finding Commonalities

Diversity and Inclusion

Pursuing a diverse and inclusive culture sometimes invokes a focus on the “Other.” This program will discuss a broader definition of “diverse,” with an emphasis on the idea of diverse meaning “many differences” — a broader definition of diversity than the more traditional concepts of diversity as being about race, religion, physical ability, sexual orientation, etc. This session will promote an appreciation for other types of differences, such as socioeconomic background, geographic diversity, family size, birth order, and so on, focusing on the fact that while we are different, we share many similarities. Participants should come with an open mind and leave with great ideas about promoting diversity and inclusion through recognizing and appreciating commonalities.

*Katy Montgomery, Assistant Dean for Career Development,
Johns Hopkins Carey Business School*

*Jaya Saxena, Assistant Director, Center for Professional
Development and Career Strategy, The George
Washington University Law School*

*Jacqueline Wilson Cranford, Principal, Cranford Advisory
Services LLC*

10:30 - 11:45 am — Michigan

Peas in the Mac & Cheese: Boosting Your Mentoring Culture

Lawyer Professional Development

Mentoring. Everyone wants it. Everyone acknowledges how important these professional connections are. But formal mentoring programs are only a small piece of the learning to be gained from senior lawyers and peers. Most learning and collaboration in law firms happens organically, when the conditions for connection are right. This session will explore specific DIY ways you can help all your busy lawyers (and not just the usual suspects) “get their mentor on” as sponsors and reviewers in your workshops, as speed mentors for students and lateral hires, and as teachers and storytellers.

*Andrea Verwey, Professional Development Consultant and
Coach, Green Valentine*

10:30 - 11:45 am — Parlor C

Putting the “PRO” in Professional Development — Tactics for Maximizing Outcomes in PD Curricula and Programming

CSO Administration

You have obtained the green light from your dean and faculty for a professional development curriculum or program. Now what? This panel will provide an open forum to discuss how to effectively navigate the vast sea of options when it comes to law student professional development. Be a part of this honest conversation on what is working with law students and what continues to present challenges. The panelists will lead an exchange of ideas on how to effectively collaborate with faculty, employers, alumni, and other resources to get the most leverage for your time and program and to maximize student buy-in.

*Lauren Donald, Associate Director of Professional
Development, University of Tulsa College of Law*

*Tasha Everman, Assistant Dean & Director of Career
Services, University of Nebraska College of Law*

*Christine Guard, Director, Career Services, Mercer University
School of Law*

10:30 - 11:45 am — Erie

Smartphone Success and Terrific Tablets: Getting More Productivity (and Fun!) from Your Devices

Member Professional Development & Technology

You know which apps are fun, but what apps and functions will help you turn your Droid, iPhone/iPad, and/or Windows device into a productivity workhorse? The presenter will discuss the apps and peripheral devices that help take your smartphone (and tablets) from “cool” to “critical” when it comes to productivity, time, project, people, and email management as well as “remote” productivity. Participants will have an opportunity to share information on their favorite apps, allowing attendees to gain knowledge from each other as well.

*Randall Dean, Time & Technology Management Speaker &
Author, Consulting & Training, LLC*

10:30 - 11:45 am — Arkansas

Social Justice and Affordable Fee Work: Supporting New Grads in New Practices

Public Service

As increasing numbers of recent graduates are taking entrepreneurial approaches to both the justice gap and the legal employment market, counselors can often feel challenged as to how to best support these graduates. This program will feature newer practitioners in nonprofit and for-profit solo and small practice settings who provide affordable legal services to low- and moderate-income clients and educate counselors on the skills and resources necessary for recent graduates to thrive in this developing market. It will also offer a big picture contextual discussion of the critical need for affordable legal services and how the profession is shifting and responding.

Trevor Clarke, Principal, The Law Office of Trevor J. Clarke
Katie Dilks, Assistant Director for Public Interest Programs,
Georgetown University Law Center
William Hornsby, Staff Counsel, Division for Legal Services,
American Bar Association
Nilou Khonsari, Executive Director, Pangea Legal Services

10:30 - 11:45 am — Superior B

“Soft Skills” Are the Hard Skills That GCs Require

Lawyer Professional Development

Law firms continue to face a fiercely competitive landscape in their efforts to attract and retain clients. Consequently, it is critical that lawyers in private practice cultivate their client relationships thoughtfully, and in as savvy a manner as possible. Substantive knowledge is a given; clients are now requiring that the soft skills of their outside counsel take on much greater importance. Our panel will discuss the myriad soft skills that help private practitioners solidify their client relationships, best practices to employ when endeavoring to establish particularly effective professional relationships, and how to stand apart from the competition.

Jason Brown, U.S. Vice President, General Counsel & Secretary, Dyson
Margee Elias, Executive Vice President and General Counsel, Gogo
Jennifer Greiner, President, Greiner Consulting
John Schultz, Executive VP, General Counsel & Corporate Secretary, Hewlett-Packard Company

10:30 - 11:45 am — Colorado

To Build or Not to Build: The Relationship (Or Lack Thereof) Between Increased Lateral Partner Hiring and Firm Revenue

Lateral Recruiting and Hiring

Advanced Over the past few years, firms have invested heavily in lateral recruiting, and have aggressively pursued lateral partners in an attempt to increase firm revenues. But questions abound over whether this investment is paying off and whether firms are realizing the “return on investment” they seek through lateral partner growth. This interactive and informative session will include analysis of the statistical trends behind lateral partner hiring and its relationship to firm revenue, and identify some of the ways firms enhance their ability to increase firm revenue through lateral partner hiring.

Marguerite Durston, Attorney Recruitment Administrator,
Quarles & Brady LLP
Scott Hodes, Principal, Lateral Link
Charlotte Wager, Partner and Chief Talent Officer, Jenner & Block LLP

12:00 - 1:30 pm — Chicago

Business Meeting and Lunch

Members Only (members-only events are open to all employees of NALP member institutions and to affiliate members). All members are invited to participate in the annual business meeting, which includes elections for 2015 Board positions and a review of NALP activities from the past year. *(An alternative lunch will be available for non-members in Sheraton 1-3.)*

CONCURRENT SESSIONS

1:45 - 3:00 pm — Michigan

Bringing Mindfulness to Lawyer and Law Student Professional Development

Lawyer Professional Development & Law Student Professional Development

A law student or lawyer’s ability to manage the moment during a high-pressure situation is key. This requires self-awareness, self-control, the ability to manage emotions, and confidence, all of which can be cultivated by developing a regular mindfulness meditation practice. This program will discuss what mindfulness is and how practicing mindfulness will help law students and lawyers during high-pressure situations. A portion of the program will also involve interactive exercises to show audience members how to develop a mindfulness meditation practice. The program will end with breakout sessions and then group discussion about programming various offices can implement.

Rob Durr, Ph.D., Psychologist, Northwestern University
Puja Patel, Senior Associate Director of JD Counseling,
Northwestern University School of Law

1:45 -3:00 pm — Mayfair

Effective Collaboration Between Recruiting and Professional Development

Lawyer Professional Development & Recruiting

Effective collaboration between legal recruiting and professional development is critical to demonstrating that your firm is a supportive place to build a career. As hiring levels rise, it is increasingly important to effectively involve both departments in the recruiting and onboarding processes to present a cohesive face to new hires and to ease the transition from recruit to associate. Presenters will discuss best practices to improve departmental collaboration throughout OCI, the summer program, the lateral hiring process, first-year orientation, and the onboarding process of all new lateral hires. Participants will be encouraged to share their experiences in this area.

Dyana P. Barninger, Associate Director of Legal Recruitment and Development, K&L Gates LLP

Douglas Ebeling, Professional Development Manager, Schulte Roth & Zabel LLP

Kendall Wade Lowery, Director of Attorney Employment, Andrews Kurth LLP

1:45 -3:00 pm — Columbus A/B

Employer Outreach: Part-time Strategies When It's Not Your Full-time Job

CSO Administration

Although employer outreach has grown increasingly important to all law schools, most career services offices do not have a single person solely dedicated to this effort. The reality is that employer outreach — a very necessary and important task — must be juggled with other counseling, teaching, and administrative responsibilities. This program will explore specific techniques and tools that law school career services professionals can use to conduct employer outreach by blocking time for employer outreach, identifying and prioritizing employers for outreach, and creating a plan to market their law students to a variety of legal and non-traditional employers.

Joseph K. Christian, Employer Relations & Recruitment Coordinator, University of Tennessee College of Law

Gwen Ferrell, Associate Director of Career Services, Louisiana State University Paul M. Hebert Law Center

Erin Phifer, Director of Career Services & Employer Relations, Louisiana State University Paul M. Hebert Law Center

1:45 -3:00 pm — Mississippi

Fostering Associate Career Self-Direction: A Case Study

Lawyer Professional Development

This program will explore the efforts undertaken by one firm in response to associate concerns about lack of clarity surrounding performance expectations, uncertainty about how to take responsibility for professional development, and a lack of consistency in effective mentoring. Over the past two years, assisted by the efforts of a team of attorneys at all levels from all offices, the firm has developed, educated its attorneys about, and implemented a set of five core competencies and individual practice group benchmarks, fostered annual professional development planning, revamped the evaluation process, expanded training offerings, and reinvigorated mentoring to empower attorneys to take ownership of their experience at the firm.

Naomi Beard, CEO, Naomi Beard & Associates

Claudia Freeman, Director of Attorney Training, Cadwalader, Wickersham & Taft LLP

1:45 -3:00 pm — Missouri

Lions and Tigers and Bears, Oh My? Navigating the Yellow Brick Road to Successful Lateral Partner Recruitment

Lateral Recruiting and Hiring

Lateral partner hiring is an area of expertise that recruitment professionals do not often experience until they reach their mid-level years. Despite the comfort level achieved with a strong background in student and associate hiring basics, being thrown into the partner-level process can feel a bit like a trip to Oz. Certainly it isn't Kansas anymore. Everything is different: strategies (finding and sticking to the yellow brick road); search firm negotiations and agreements (are they more like Glinda or the Wicked Witch of the West?); necessary information gathering and interview techniques (is the candidate a true wizard or simply the man/woman hiding behind the curtain with a good story?); and the required analysis for financials, conflicts, background checks, and the all-important cultural fit (navigating the woods to find the true heroes). In this nuts-and-bolts course, you will receive NALP "ruby slippers" — tips and techniques for these and other skills unique to the process — as the presenters explore best practices that will help you shine, even when the hour glass is draining.

Beth Johnson, Chief Lateral Recruiting Officer, Bryan Cave LLP

Lynne Traverse, Manager of Lateral Recruiting, Bryan Cave LLP

1:45 -3:00 pm — Erie

Put Me in Coach: Developing a Winning Coaching Mindset

Counseling

This interactive session will provide a framework for how career services professionals can develop a winning coaching mindset. Coaching draws upon students' abilities to find answers and solutions for themselves. This program will add to the CSO counseling playbook by demonstrating various coaching skills, tools, and techniques to aid career services professionals to achieve greater satisfaction and effectiveness for both their students and themselves. Participants will learn how a coaching approach can enable students to achieve greater self-sufficient performance, enable greater responsibility for their careers, and better prepare them to be great players in an industry ripe with challenges, complexities, and opportunities.

Donna Branca, Director, SJL Shannon, Inc.

Michelle Nash, Senior Vice President, The NALP Foundation for Law Career Research and Education

LeaNora Ruffin, Assistant Dean, Career Development, Widener University School of Law

1:45 -3:00 pm — Arkansas

Shattering Perceptions of Prosecutors: Exploring the Role of the Prosecutor in the Public Interest and in Communities of Color

Public Service

Prosecutors possess immense discretion in pursuing justice for victims of crime. It can often be difficult for career advisors to challenge widely held beliefs that prosecutors do not meaningfully help communities of color and that they are only focused on punishment. This program seeks to debunk these common myths about prosecutors in the criminal justice system and empower career advisors to develop strategies to help students identify the mission of prosecutors' offices, navigate the commitment of different offices to the values of diversity, enable students of color to understand how pursuing a career path as a prosecutor can help communities become safer, and better communicate the role of prosecutors as public interest lawyers helping those who have been harmed. ***This session will not be recorded.***

Ruth I. Gudino, Director of Legal Hiring and Recruiting, Cook County State's Attorney's Office

Michael R. Lyles II, Fellow, Center for Public Service Law, Benjamin N. Cardozo School of Law

Audrey S. Moore, Executive Assistant District Attorney, Chief Diversity Officer & Chief of the Special Victims Bureau, New York County (Manhattan) District Attorney's Office

1:45 -3:00 pm — Ohio

The First 90 Days: Enhancing the Onboarding and Integration of Our Diverse Lawyers

Diversity and Inclusion

In discussions about diversity and inclusion, the focus is often on pipeline programs to law firms. But not much discussion is had on what to do after day one. The focus of this program is on those first 90 days at a law firm, which are important in setting the tone for all new associates but can be critical for diverse associates. Challenges can include proper workflow, management of time and workload, developing relationships, and branding. Problems in any of these areas can result in delays in development and/or a lack of proper integration. The panel will discuss best practices, programming, and touch points that firms have created (or can create) to combat this issue.

Kristine McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

Melanie Priddy, Development and Diversity Manager, Morgan, Lewis & Bockius LLP

Arin Reeves, President, Nextions

Don Smith, Director of Attorney Development & Diversity, Fried, Frank, Harris, Shriver & Jacobson LLP

1:45 -3:00 pm — Superior B

The Grit Project: Using Grit and Growth Mindset to Advance Women in the Law

Lawyer Professional Development

Advanced Men and women enter the practice of law in roughly equal numbers. However, by the time women arrive at the most senior law firm levels, they represent a mere 17% of equity partners. This program will identify two characteristics successful women lawyers have in common: grit and a growth mindset. Participants will learn the science behind these traits, examine tools to assess levels of grit and a growth mindset, and explore methods to incorporate grit and growth mindset into law school career development, lawyer performance evaluations, and professional development programs. Ultimately, these traits can be taught and leveraged to enhance the quality and effectiveness of women law students and lawyers and to advance their careers in the law.

Milana Hogan, Director of Recruiting and Professional Development, Sullivan & Cromwell, LLP

Sarah Rohne, Assistant Director, Employer Relations and Business Development, University of Minnesota Law School

1:45 -3:00 pm — Parlor C

Today's Summer Program: Maximum Impact with Shifting Resources

Recruiting

Be creative, do more with less, but plan the best summer program ever! That is the message many of us are hearing from our firms. How are firms handling shifts in resources? In this program, hear from recruiting professionals and firms with various sized summer programs about how they have adjusted their programs to shifting resources such as shrinking budgets, new internal staffing models, and new offices. Learn about creative ways in which they utilized existing resources around them to plan a meaningful summer program.

*Kate Ford, Manager, Talent Acquisition, Paul Hastings LLP
Jessica Sisco, Manager of Legal Recruiting – Northern CA,
Reed Smith LLP*

3:00 - 3:15 pm

Break

3:15 - 5:30 pm

DIVERSITY AND INCLUSION PLENARY AND RECEPTION

3:15 - 4:15 pm — Sheraton 5

Diversity and Inclusion Plenary — Thinking Differently: Taking Implicit Bias into Account

Recent findings in experimental social psychology have demonstrated the existence of “implicit biases” — attitudes and stereotypes that we are neither aware of nor necessarily endorse. In this talk, Professor Jerry Kang will survey the science of implicit biases with emphasis on real-world consequences that accumulate within law schools and law firms in terms of selection, training, performance, and promotion. He will also discuss potential strategic responses in terms of assessment (e.g., initial selection, performance evaluations), investment (e.g., work allocation, mentoring), and environment (e.g., debiasing, affinity groups, institutional messaging). Attendees will gain a greater awareness of biases and their potential mitigation in both law schools and legal departments.

This session will not be recorded.

Jerry Kang, Professor of Law, Professor of Asian American Studies (by courtesy), and Associate Provost, UCLA, and the inaugural Korea Times — Hankook Ilbo Endowed Chair in Korean American Studies and Law

4:15 - 5:30 pm — Sheraton 4

Diversity and Inclusion Reception

The Diversity and Inclusion Reception will immediately follow the Diversity and Inclusion Plenary. Join your colleagues for food, discussion, and networking! (*Guest tickets will be available for this event.*)

NALP thanks Neal, Gerber & Eisenberg LLP for their generous sponsorship of this reception.

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One office. Worldwide.

Saturday, April 25

8:00 - 9:30 am — Level 2 Foyer

Registration Open

8:00 - 9:00 am — Level 2 Foyer

Continental Breakfast

8:00 am - 12:00 pm — Level 2 Foyer

Coffee Service

SPECIAL EXTENDED WORKSHOPS

8:30 am - 2:00 pm — Superior A&B

Foundational Coaching Skills Series: Coaching 201

Member Professional Development

Open to pre-registrants only. Lunch will be provided. Offered by the NALP Foundation and NALP, Coaching 201 is a “next level” workshop for legal professional development administrators, law school career services professionals, and lawyers who want to continue to build on the coaching skills and principles learned in the Foundational Coaching Skills 101 program. Participants will “hit the ground running” in this highly interactive workshop, where they will learn additional tools and techniques for effective coaching. The principles, competencies, and skills of coaching for development will be a focal point. Participants will have the opportunity to apply these principles and skills in small working groups and gain valuable feedback from faculty coaches and peers. Topics include developing a coaching outlook, elements of the coaching outlook, engaging and developing others, balancing your approach, advanced levels of listening, and challenging cases. Similar to the 101 program, this 201 workshop will draw from the best practices of the Center for Creative Leadership, ICF, and ATD’s coaching research and programming and will be aligned with the International Coaching Federation (ICF) Code of Ethics.

Donna Branca, Managing Director, SJL Shannon, Inc.

Anne Collier, Founder, Arudia Executive Coaching and Development

Michelle Nash, Senior Vice President, The NALP Foundation for Law Career Research and Education

LeaNora Ruffin, Assistant Dean, Career Development, Widener University School of Law

9:00 am - 12:00 pm — Michigan A&B

Say It Right the First Time: Strategies for Successful Impromptu Speaking

Member Professional Development

Open to pre-registrants only. Ever replay an exchange in your head and come up with the perfect response after the fact? Do partners or deans ask questions that leave you stymied or tongue-tied? Learn how to become more pointed and polished in off-the-cuff speaking situations such as high-pressure meetings with your hiring or budget committee, casual conversations in the hallway, Q&A sessions with students, or professional networking events. This session will give even the most seasoned legal career professional a framework for offering concise and structured responses on the spot, conversing with newfound confidence, and diffusing hostile questions with ease. Participants will be video recorded to provide maximum feedback.

Christine Clapp, President, Spoken with Authority

8:00 am - 1:30 pm — Wrigley

Regional Resource Council Meeting

9:30 - 11:00 am — meet at 9:30 at 224 S. Michigan Ave at the offices of the Chicago Architecture Foundation

Chicago Architecture Foundation Walking Tour

Registration is required, and the cost is \$15 per person. Sign up by noon on Friday at www.nalp.org/events.