



**#NowWhat: Law Student and Lawyer Well-Being after #MeToo**

Jennifer Van Buren,  
Director, Office of Career Strategy, Georgetown University Law Center

Kari L. Mitchell,  
Attorney Recruiting Manager, Morgan Lewis & Bockius LLP

Patrice M. Hayden,  
Director of Associate Recruitment, Hogan Lovells US LLP



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## Agenda

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- Where are we now
- Roadblocks to future progress
- Cultivating stakeholders
- Working together – law schools and firms
- Specific areas for ongoing focus
- Group brainstorming

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## Impetus for Action

In the aftermath of the #MeToo movement, law schools and law firms learned that there were often issues related to or intertwined with sexual assault, harassment and overall well-being:

- Impact on promotion and advancement
- Interviews and recruiting activities
- Alcohol

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## What Did We Accomplish in 2018?

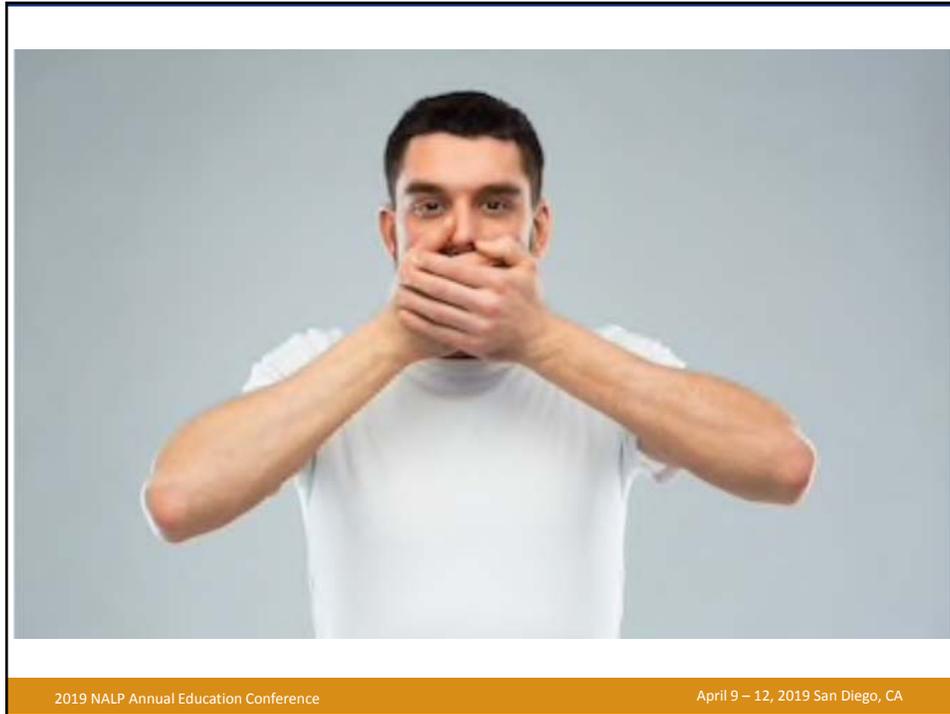
### Law Schools

- Fewer events with alcohol
- Drink tickets
- Remove beds from OCI rooms
- Mental health programming
- Arbitration agreement database

### Law Firms

- Fewer events with alcohol
- Drink tickets
- Updated EEO training
- Updated interviewer training
- Awareness programs for summer associates

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## Roadblocks to Future Progress

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- Culture shift
  - “But we’ve always done \_\_\_\_\_”
  - “It is a waste of time \_\_\_\_\_”
  - “We don’t have a problem with \_\_\_\_\_”
- Buy-in from senior leaders and stakeholders
- Removing the stigma of these conversations/activities
- Siloed focus of schools and firms

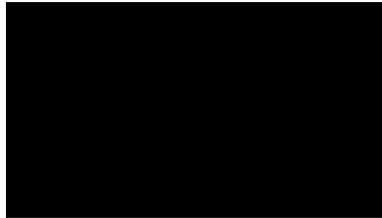
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## Gillette Ad on Masculinity

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## Law School Stakeholders

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- Legal Recruitment Team
- CSO Counselor
- CSO Dean
- Law School Dean
- Student Affairs/Student Life Dean
- University Officials

## How Do You Get Them Invested

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### Themes:

- We are building future lawyers
- Providing support to students could provide long-term benefits
  - Overall student performance
  - Builds student/alumni loyalty
  - Brand enhancement in the market

### Do:

- Involve multiple departments
- Encourage senior leaders to share their stories
- Institute mandatory programming early

## What Can You Do?

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- Employer Outreach Team
  - Talk to recruiters re: their well-being initiatives
  - Invite law firms on-campus to discuss wellness topics
- CSO Advisor
  - Speak openly with students about well-being
  - Plan wellness programming
- CSO Dean
  - Explore ways to more broadly impact student well-being
  - Collaborate with other stakeholders within the law school

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## Law Firm Stakeholders

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### Recruiting Team

- Assistant
- Coordinator
- Manager
- Director

### Broader Firm

- Partners
- HR/Administrative Leaders
- Hiring Partners/Committee
- Firm Leaders
- External clients

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## How Do You Get Them Invested

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Themes:

- Maintain/Enhance competitive advantage
- Contributes to diversity
- Builds loyalty
- Attorney performance

Do:

- Build a business case with data and facts (firm and industry specific)
- Get a senior champion/sponsor/advocate
- Highlight the benefits for clients (healthy lawyers = strong work product)
- Tailor messaging (well-being > wellness)

## What Can You Do?

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- Assistant
  - Join industry groups
  - Read articles
- Coordinator
  - Gather market data
  - Schedule candidate interviews in neutral spaces with two interviewers
- Manager
  - Institute trainings in all summer associate and new lawyer onboarding
- Director/Chief
  - Create new roles focused on well-being
  - Implement new policies

## Working Together

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- Conversations between recruiting/hiring partners and CSOs
  - Discuss trends/issues that each is seeing
  - Discuss goals of respective programs
- Joint CSO/Firm programming
  - Firm sponsorship of CSO wellness programming
  - Develop joint resources
  - Mandatory school programming led by firm, government and in-house lawyers



## Working Together

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- Use shared language
  - Consistency for students
  - Demonstrates industry support
- Discuss importance of well-being in job search
  - Result in recognition/competition among firms to land top candidates
  - Prioritize safety and health among new lawyers

## WALRAA

### Safety & Wellness Task Force

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- School and firm members
- Deeper dive into how members were responding to #MeToo with respect to internal/external training, recruiting activities, and interviewing
- Conducted member survey and reviewed research, press and member anecdotes
- Results presented at January 2019 member meeting

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## Georgetown Law

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- Lawyers in Balance / Staff in Balance
- Law School Mental Health Day
- Firm co-sponsors for wellness programming
- Video series

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## Morgan Lewis

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- ML Well
  - Extension of ABA Pledge on Lawyer Well-Being
  - Multidimensional approach to supporting well-being of all employees
  - Focus on five key aspects of well-being: intellectual, physical, emotional, occupational health, and community
  - Regular educational programming, articles, external speakers, and online portal
  - Incorporates aspects of physical activity, community development, and service

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## A Word of Caution

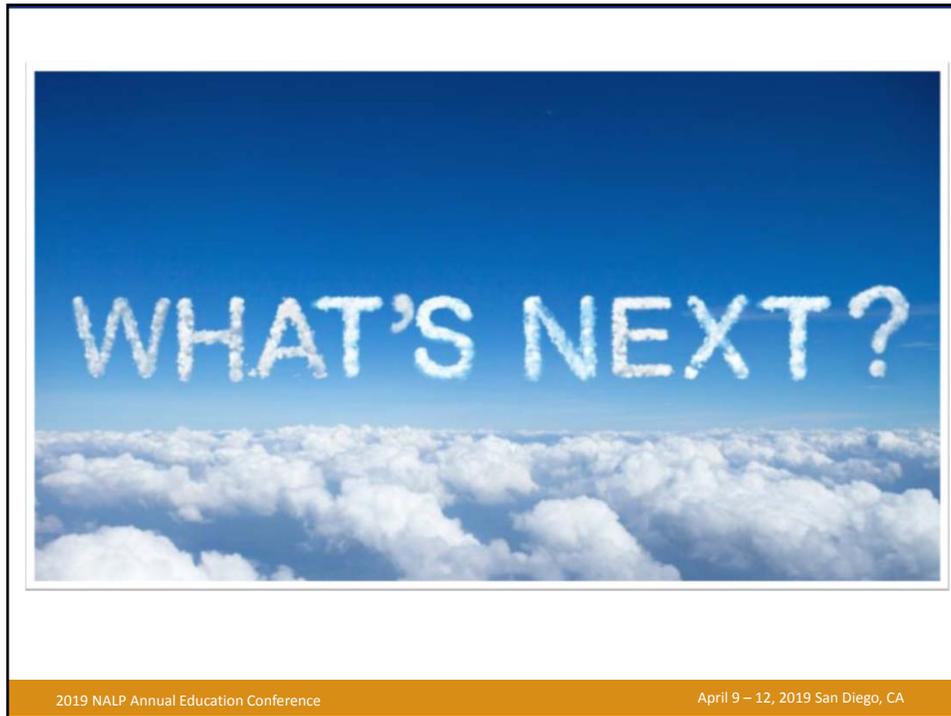
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- How far is too far?
- Difficult topics to discuss
- Sharing common stressors and anxieties can cause others to absorb issues
- May further the divide between top law schools/firms and lower ranked peers
- The legal industry is what it is...

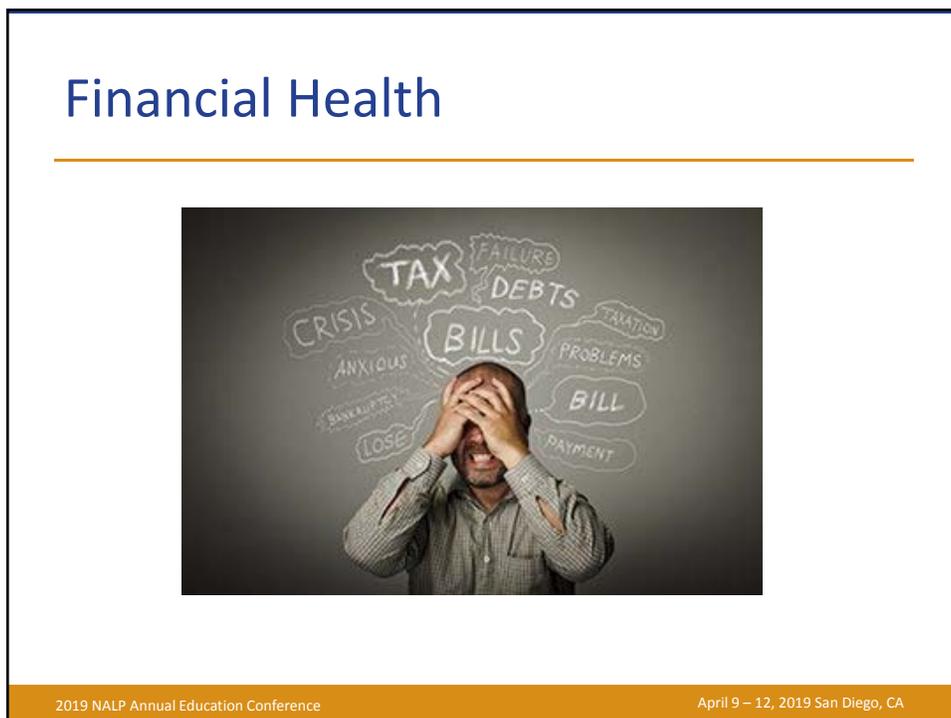
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## Financial Health

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- More than 75% of law students graduate with debt
- Many graduates' debt exceeds \$150,000
- Inclusive of all tiers of law schools
- Major factor in career decisions

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## Financial Health

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### What Can Law Firms Do?

- Loan refinancing assistance
  - Gradifi
- Financial counseling programs
  - Standalone or in conjunction with EAP/Retirement Benefits
- Down payment assistance programs
- Internal consultants and financial counselors
- External speakers and consultants

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## Hogan Lovells

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- Partnering with select banks to offer loan consolidation programs
- My Secure Advantage
  - Webinars
  - 1:1 coaching
- Home buying workshop

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## Financial Health

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### What Can Law Schools Do?

- Partner with Financial Aid office
- Discuss financial considerations beginning in 1L year
  - IBR, Public Service Loan Forgiveness Program
  - Market comparisons
- Weave into OCI prep discussions

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## How Do You Get Them Invested

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- Helps contribute to diversity
  - First generation populations
- Creates more loyalty toward school and firm
- Less mental and emotional stress
- Another way to be innovative and competitive for new talent

## Impostor Syndrome

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## Impostor Syndrome

Table 1. Women and Minorities at Law Firms — 2009-2018

	Partners			Associates			Total Lawyers			Summer Associates		
	% Women	% Minority	% Minority Women	% Women	% Minority	% Minority Women	% Women	% Minority	% Minority Women	% Women	% Minority	% Minority Women
2009	19.21%	6.05%	1.88%	45.66%	19.67%	11.02%	32.97%	12.59%	6.33%	46.62%	24.04%	12.90%
2010	19.43	6.16	1.95	45.41	19.53	10.90	32.69	12.40	6.20	47.35	26.99	14.92
2011	19.54	6.56	2.04	45.35	19.90	10.96	32.61	12.70	6.23	47.71	27.11	15.19
2012	19.91	6.71	2.16	45.05	20.32	11.08	32.67	12.91	6.32	46.26	29.55	16.26
2013	20.22	7.10	2.26	44.79	20.93	11.29	32.78	13.36	6.49	45.32	29.51	15.78
2014	21.05	7.33	2.45	44.94	21.63	11.51	33.48	13.83	6.74	46.33	30.27	16.63
2015	21.46	7.52	2.55	44.68	22.00	11.78	33.38	13.97	6.81	47.78	31.16	16.99
2016	22.13	8.05	2.76	45.00	22.72	12.42	33.89	14.62	7.23	48.71	32.33	18.05
2017	22.70	8.42	2.90	45.48	23.32	12.86	34.54	15.18	7.54	49.87	32.33	18.23
2018	23.36	9.13	3.19	45.91	24.22	13.52	35.41	16.10	8.08	51.42	35.04	20.83

Source: The NALP Directory of Legal Employers.

## Impostor Syndrome

What is the impact?

- Anxiety and unhappiness
- Perfectionism
- Don't ask for/turn down challenges
- Don't ask for promotions/leave the job
- Self-fulfilling prophecy

## Impostor Syndrome

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### What Can Law Schools Do?

- Training on impostor syndrome
- Law school administrators – frank discussions about own experiences
- Georgetown RISE Program

### How Can Law Firms and Schools Collaborate?

- Video series/panel discussion

## Impostor Syndrome

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### What Can Law Firms Do?

- Program for attorneys on how to deliver and accept feedback
- Training for law firm leaders on how to identify and address impostor syndrome
- Create new positions (e.g., career coach, in-house counselor)
- Create a culture to openly discuss struggles
- [Owning Your Value program](#)



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## Contact Information

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Jennifer Van Buren  
Director, Office of Career Strategy  
Georgetown University Law Center  
(202) 662-9303  
[jmw272@georgetown.edu](mailto:jmw272@georgetown.edu)

Kari L. Mitchell  
Attorney Recruiting Manager  
Morgan Lewis & Bockius LLP  
(215) 963-4881  
[kari.mitchell@morganlewis.com](mailto:kari.mitchell@morganlewis.com)

Patrice M. Hayden  
Director of Associate Recruitment  
Hogan Lovells US LLP  
(202) 637-8640  
[patrice.hayden@hoganlovells.com](mailto:patrice.hayden@hoganlovells.com)