



**HITTING THE
GROUND RUNNING:**

**ENHANCING
EQUITY AND IMPACT
FOR CSO INITIATIVES**

GOALS

IDENTIFY IMPEDIMENTS TO CAREER DEVELOPMENT IN CURRENT LANDSCAPE

HIGHLIGHT TACTICS TO PROMOTE EQUITY

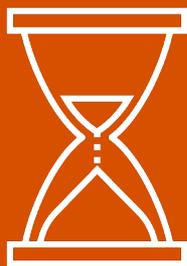
HIGHLIGHT TACTICS TO MAGNIFY IMPACTS OF CSO INITIATIVES



WHY ARE WE RUNNING?

1. RECRUITING MARKET SHIFTING
2. COMPRESSION
3. EXTENDED ENGAGEMENT
4. INDUSTRY-WIDE RIPPLES

impacts?



COMPLICATING FACTORS

schools

STUDENT MINDSET &
EXPECTATIONS RE:
CAREER DEVELOPMENT



schools

NEED TO
INDIVIDUALIZE SERVICES



employers

HEIGHTENED INTEREST IN
FULLY PREPARED
CANDIDATES



STUDENT MINDSET & EXPECTATIONS (THEORY)



75-80%
of adults



HOW MIGHT STUDENTS BEING MAKING SENSE OF THEIR
LAW SCHOOL EXPERIENCE?

- Use of **adult development theory** to make some hypotheses
- Leadership Maturity Framework (LMF)
- Stages ***not*** pegged to age – this isn't strictly generational

– earlier stages –

Group-centric	Sense of self comes from affiliation with others; “Do I fit in?”
Skill-centric	... comes from being expert/best; execution; “Do I stand out?”
Achievement-centric	... comes from meeting goals; figure out pattern and get to outcomes; “Did we get the job done?”
Self-questioning	Explore beliefs and how they came to believe them; appreciate complexity and ambiguity

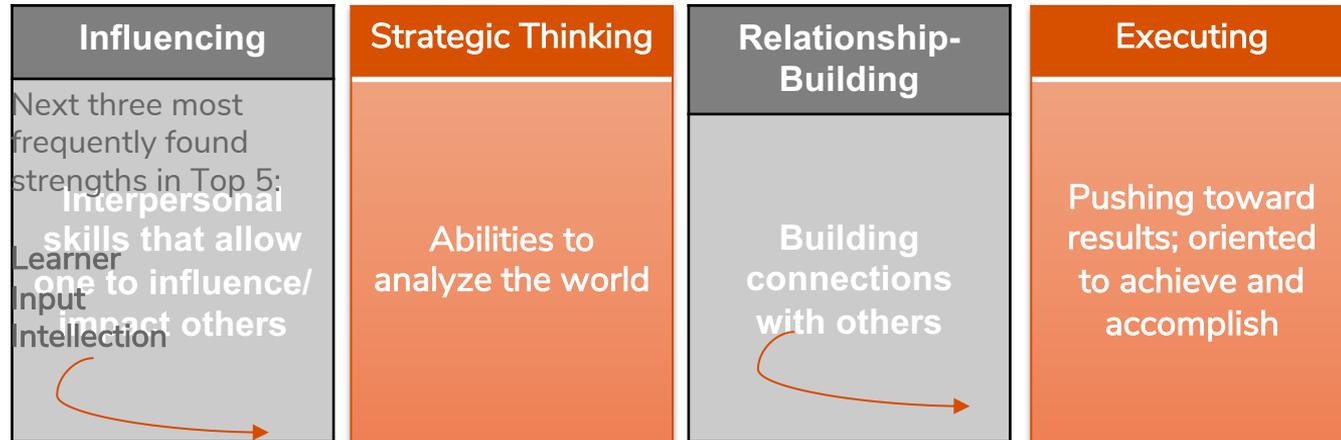
– later stages –

STUDENT MINDSET & EXPECTATIONS (DATA)



WHAT STRENGTHS ARE THEY CALLING ON?

- Surveyed students before matriculation (2017-2019)
- StrengthsFinder/Quest (Gallup) – **34 strengths; 4 domains**
- Reported out Top 5 strengths for each student



NEED FOR INDIVIDUALIZATION



SCHOOLS ADMITTING STUDENTS FROM BROADER RANGE OF
BACKGROUNDS

NOT ALL HAVE SUPPORT FOR MANY
CHALLENGES OF LAW SCHOOL

IMPACT?
INCREASINGLY THIS IS A
CUSTOMIZED APPROACH TO
LEVELING THE PLAYING FIELD –
RESOURCE-HEAVY



EMPLOYERS W/ HEIGHTENED EXPECTATIONS



FREE MARKET FAST AND INTENSE; RECRUITING LESS PROCEDURALIZED

RECRUITING BECOMING MORE SOPHISTICATED – COMPETENCIES AND COMMERCIAL AWARENESS ARE A FOCUS

CORE VALUE OF DIVERSITY – TARGETED PROGRAMS

DESIRE TO EDUCATE AND INFORM – SHARED BURDEN

IMPACT?
MEANS MORE SELF-AWARENESS AND ENGAGEMENT BECOMING EXPECTED OF STUDENTS

What's at Stake? POW



WHO?

... finding
CSO partners

Case Study: Employer Programming

Latham & Watkins

Forage (training/education)

Events: open access & varied

Share of voice

CSO tips in partnering:

What is scalable?

Gaps in your career development resources?

Which students need more support?

Education of the whole student?

Case Study: RISE

Office of the Dean of Students

Pre-Orientation

Intentional mentoring

Opportunities to practice development

CSO tips in partnering:

Who are the high-traffic offices?

Where is the overlap in student need?

What are they hearing from students?

WHEN?

... using Pre-L summer

Initiatives: CSO Summer Outreach

Case Study: ODOS

Pre-Matriculation Career Development

Assessments

Networking

Intake

Orientation

Reassess goals of Orientation

What type of programming will be most effective to meet goals?

Leveraging student leaders

Takeaways:

Engagement is high

Helps in setting expectations

Needs to be reinforced

Takeaways:

Engagement is high

Lasting impact

Fun and engaging Orientation

HOW?

. . . designing for students

Initiatives: Latham & Watkins

Initiatives: CSO/ODOS

Design Choices

Earlier education
Virtual/on-demand experiences
Address equity concerns
Lead with people first

Meeting Them Where They Are

Checklists
Canvas modules
Managing ambiguity
Orientation strategy

Takeaways:

Engagement is high
Learn about our students

Takeaways:

Scalable, consistent advising
More individualized programming
for those who need it most
More students able to self-direct
development

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