



TO INFINITY AND BEYOND: PERSPECTIVES ON THE EVOLUTION OF LAW FIRM ALUMNI RELATIONS

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1

1

Road Map

- **Where did we start?**
 - History of law firm alumni relations
 - Program and department demographics and structure
- **How far have we come?**
 - Communications
 - Events
- **Where are we headed?**
 - Resources
 - Building awareness
 - Challenges



2

2

The Genesis

Purpose

- Business Development
- Brand Ambassadors
- Career Development/Opportunities

pur·pose
/ˈpɜrpəs/
Noun
The reason for which something is done or created or for which something exists.



Positioning

- Marketing
- Human Resources
- Firm Management
- Recruiting
- Professional Development
- Legal Personnel
- Practice Management
- Diversity & Inclusion
- IT
- Career Counseling



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3

3

The Early Years

- **2010: NALP created the Legal Employer Alumni Relations/Programs Interest Group**
 - 10 firms expressed an interest
- **2012: NALP “upgraded” the Interest Group to an official Section**
 - 12 firms reported that they employed a professional responsible for alumni relations
 - In most cases, the title of that professional didn’t include “alumni relations”
 - Less than one-third of those firms had an alumni website



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4

4

The Survey: Fact and Figures

- Distributed to Alumni Relations Professionals at 57 different law firms in January 2021
- Topics
 - Alumni Relations Position/Department Information
 - Alumni Program Information
 - Alumni Data
 - Marketing & Communications
 - Programming & Events
 - Professional Development
 - Recruiting/Summer Associate Program
 - Career Counseling/Services and Job Board
 - Business Development
 - Alumni and Current Attorney Engagement

BENCHMARK



5

The Survey: Fact and Figures

- 37 firms participated
 - 78.5% are firms with 701+ attorneys
 - 38% are firms with 3000 to 5000 living alumni
 - 35% are firms with 10 to 19 offices globally
 - 38% are firms with 6 to 10 offices in the U.S.
 - 45% have had a formal program for 2-5 years



- Of the 37 respondents
 - 5% are Partners/Counsel
 - 3% are Chiefs
 - 32% are Directors/Global Heads
 - 57% are Managers/Senior Managers
 - 3% are Coordinators
 - 49% focus solely on alumni relations

6

The Survey: Fact and Figures

Respondent Experience

- 44.5% have been in current role for 3-6 years
- 43% have 0-2 years of law firm alumni relations experience
- 33% have 0-2, 3-6 or 10+ years of alumni relations experience
- 62% have 10+ years of law firm experience



Time Spent on Alumni Relations

- 47% focus 100% of their time on alumni relations
- 43% have 1 person spending at least 50% of their time on alumni relations
- 40% have no one spending less than 50% of their time on alumni relations



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7

7

The Survey: Fact and Figures

Department Structure

- 43% are part of the Marketing/Business Development Department
- 64% report to a Chief

Alumni Relations Program Structure

- 38% have 3000 – 5000 living alumni
- 35% have 5000+ living alumni
- 45% have current email address for 76% - 100% of alumni
- 62% have current employment information for 67%-100% of alumni
- 56% do not include former summer associates who received offers
- 63% do not include former staff members



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8

8

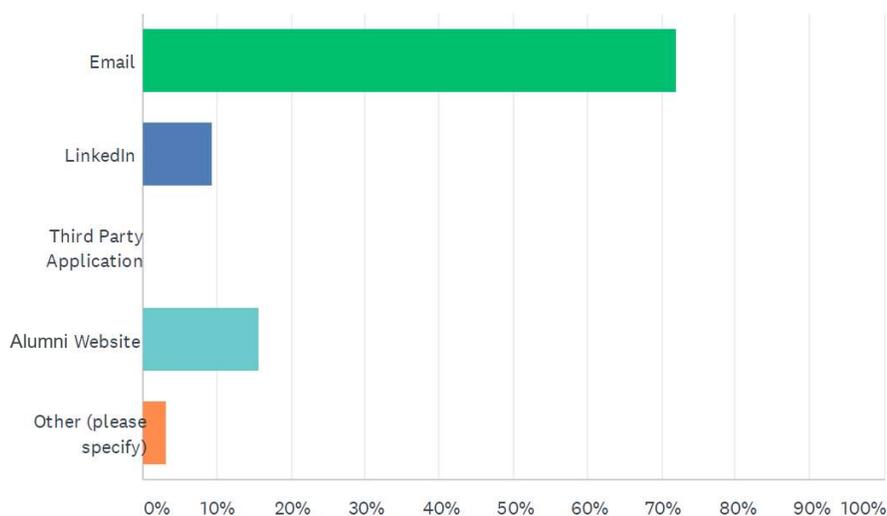
Benefits of Communications

- **Increase Engagement**
 - 94% – General Alumni Engagement & Community Building
- **Creates Better Relationships**
 - 87.5% (tie) – Building & Maintaining Connections for Business Development
- **Helps Improve Record Keeping**
 - 87.5% (tie) – Maintaining Up to Date Alumni Data
- **Controlling your Brand**
 - 66% – Brand Exposure



9

Primary Modes of Communications



10

E-Mail Communications

- **Why?**
 - Brand awareness, advertise your program, continuous communication with your audience
- **Who?**
 - Generic email account or specific alumni relations team member
- **How do you measure interest in e-mails?**
 - Data Analytics – open and click through rates
 - Feedback – anecdotal and formal surveys
- **What content is viewed the most?**
 - Alumni News/Spotlights, social event invitations, CLE programming, job openings



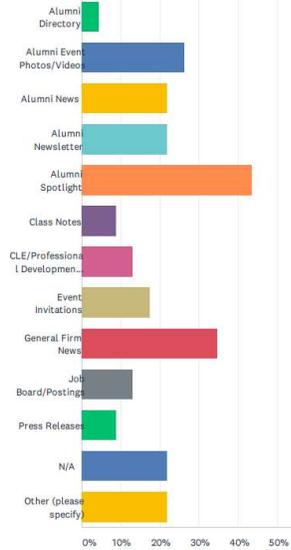
Newsletters

- **Benefits**
 - Promote alumni and highlight client relationships
- **Are newsletters common?**
 - 67% of respondents send a newsletter
- **Frequency**
 - 46% - Quarterly
 - 17% - Monthly
- **Are newsletters a necessity?**
 - 41% - Open rate of 41-60%
 - 32% - Open rate of 21-40%

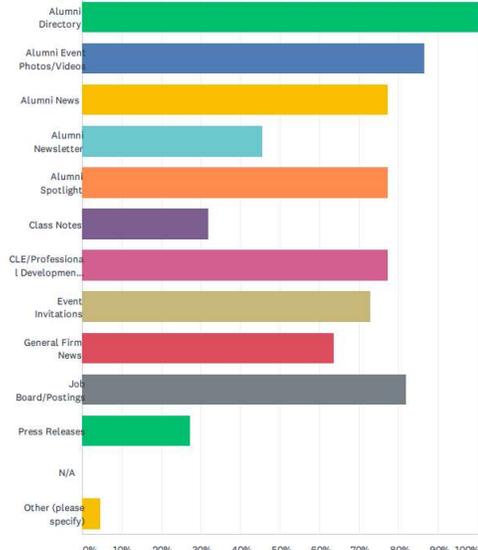


Alumni Website

Public
58%



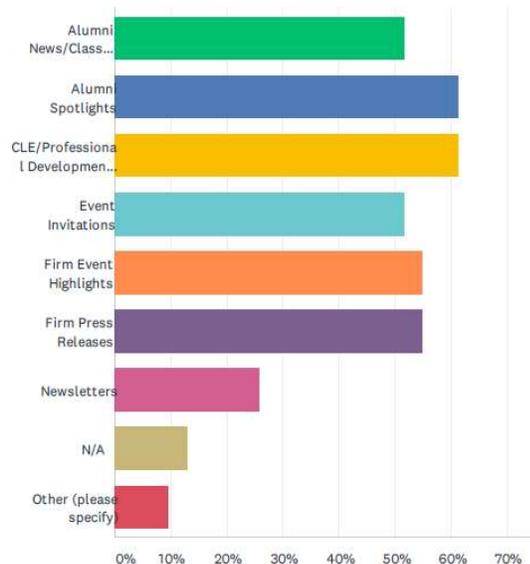
Private
65%



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LinkedIn Group

73% of respondents
have an alumni
LinkedIn group

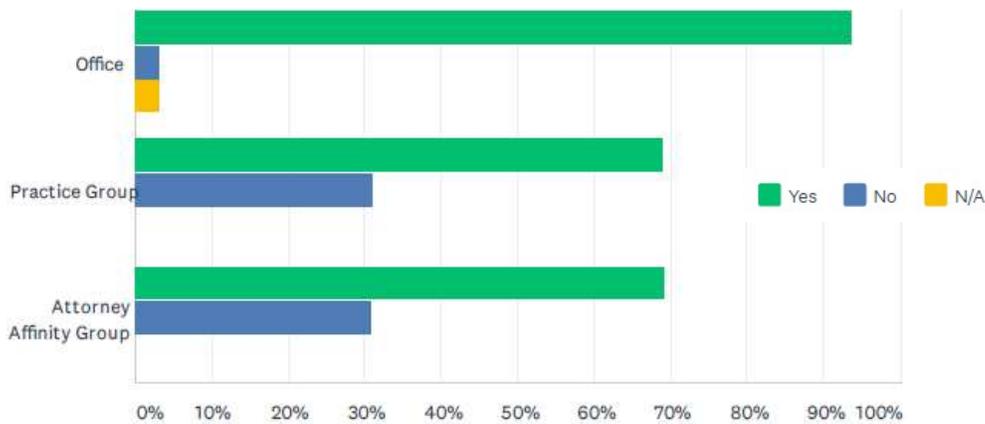


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Social Events (Pre-Covid)

of Events per Year Varied Widely from 1 to 20

Events are Hosted by:

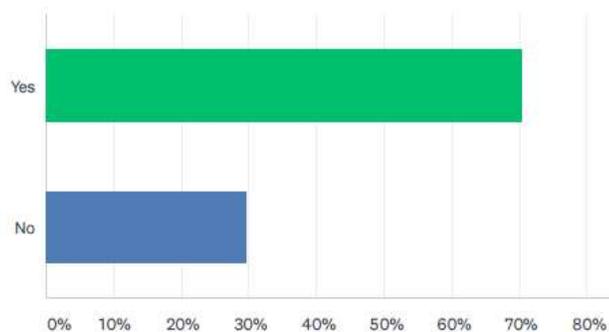


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Business Development Events (Pre-Covid)

87% Invite Alumni to Attend/Participate in BD Focused Programming (Webinars, Industry Training, Etc.)

Alumni at Other Law Firms:
To Exclude v. Not To Exclude



16

Successful Events/Programming (Pre-Covid)

Social Events

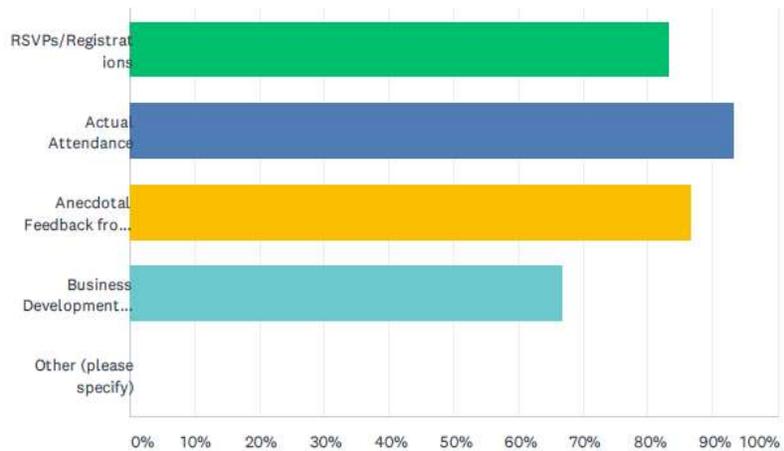
- Regional
- Affinity Group
- Global Reunions
- Recent Alumni
- Experience Level

Programming

- CLE
- IPO Boot Camp
- Client Panel
- Webinar/Symposium
- Women's Leadership

Consider Pairing
Substantive Programming
with a Social Event

How Do You Measure Success?



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Event Challenges and Promotion (Pre-Covid)

Challenges

- Participation/Attendance/No Shows
- Demonstrating monetary value of developing/maintaining alumni relationships
- Budget restrictions
- Staffing
- Out of date contact information



Promoting Alumni Attendance

- Outreach
- Personal follow-up

Promoting Attorney Attendance

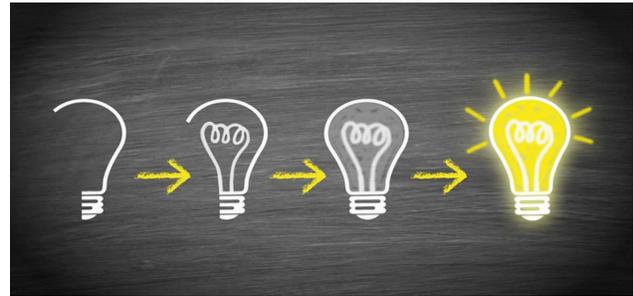
- Leadership buy-in
- Leadership encouragement
- Public guest list
- Exclusive Venue



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Lessons Learned from Covid

- Creativity is key
- Re-configure existing events/programming
- Virtual events can be effective
- Capitalize on events/programs typically not alumni related
 - Pro bono opportunities
 - Wellness programming
 - Diversity programming
- Go with the flow!



Resources and Benefits for Alumni

- **66% Provide Professional Development**
 - CLE
 - Career services and referrals
 - Mentor Programs
- **51% Provide Career Counseling/Job Board**
 - Some career advising, majority spend <50% of time
 - External non-private practice attorney positions (100%)
 - Require approval (78%)
 - Available to current attorneys and alumni
 - Limited resources
- **Business Development – a focus area for many!**
 - Most success with career programs & targeted events
 - Intake of new business
 - Manually tracking and asking partners



Building Alumni Program Awareness

- 39% connect with new hires to discuss alumni relations
- 87% connect during off-boarding
- What are we missing in between?
 - Meeting with summer associates, discussion with laterals, new partner orientations, internal newsletter/announcements?
 - Notify partners when alumni start a new position at a client or when alumni at a client attend an event or participate in an alumni program



Biggest Challenges

- Raising awareness
- Creating a culture to accept and embrace alumni
- People are busy and have competing priorities
 - How do I get attorneys/alumni to attend events and read alumni communications?
 - Leadership buy-in
- Staying connected is not immediately viewed as value-add
- Plan ahead! Thanks, Covid...



Contact Information

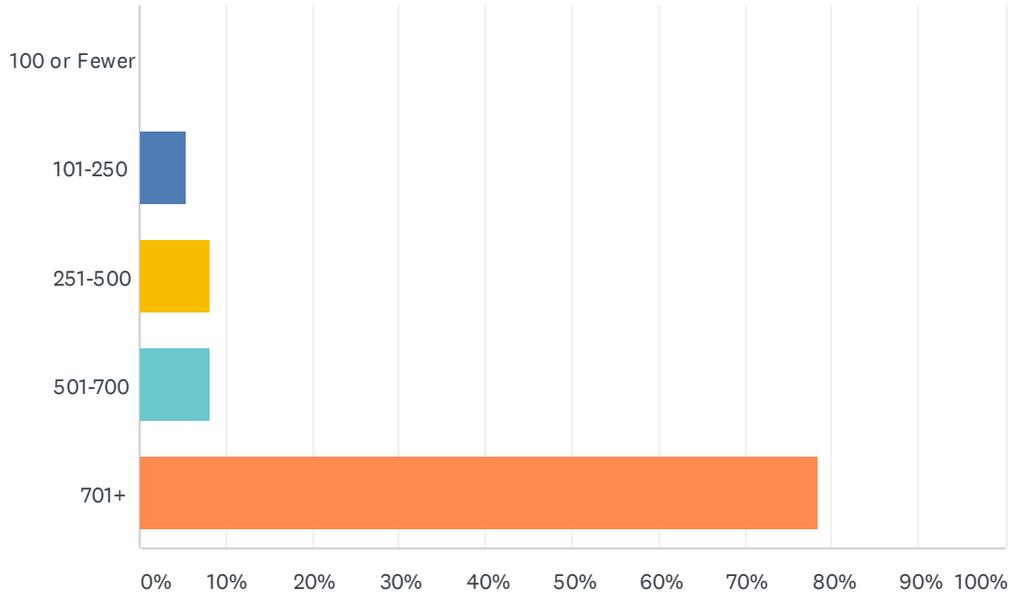
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Q3 Number of Lawyers at Firm

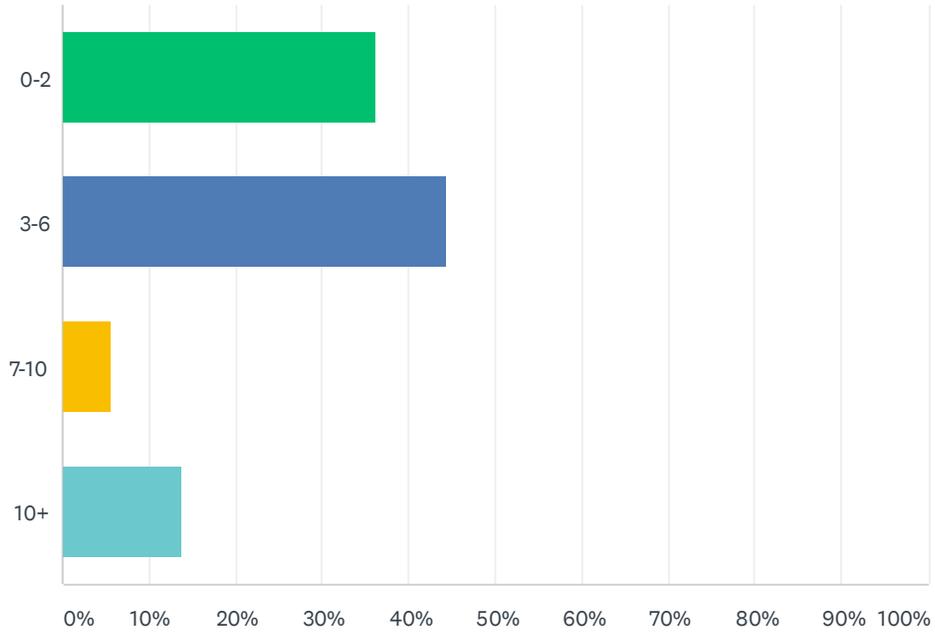
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
100 or Fewer	0.00%	0
101-250	5.41%	2
251-500	8.11%	3
501-700	8.11%	3
701+	78.38%	29
TOTAL		37

Q9 Years in Current Role:

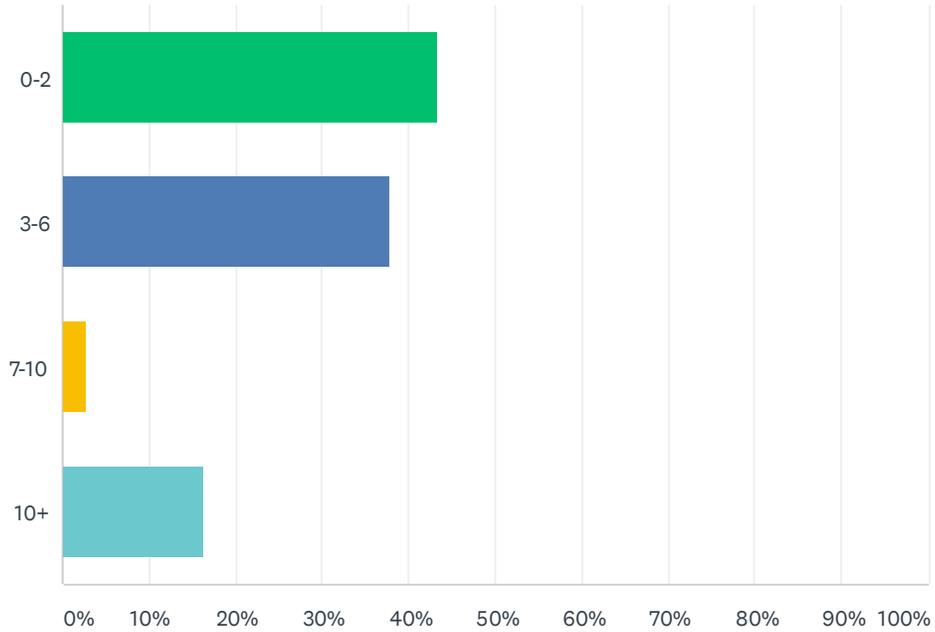
Answered: 36 Skipped: 1



ANSWER CHOICES	RESPONSES	
0-2	36.11%	13
3-6	44.44%	16
7-10	5.56%	2
10+	13.89%	5
TOTAL		36

Q10 Years of Law Firm Alumni Relations Experience:

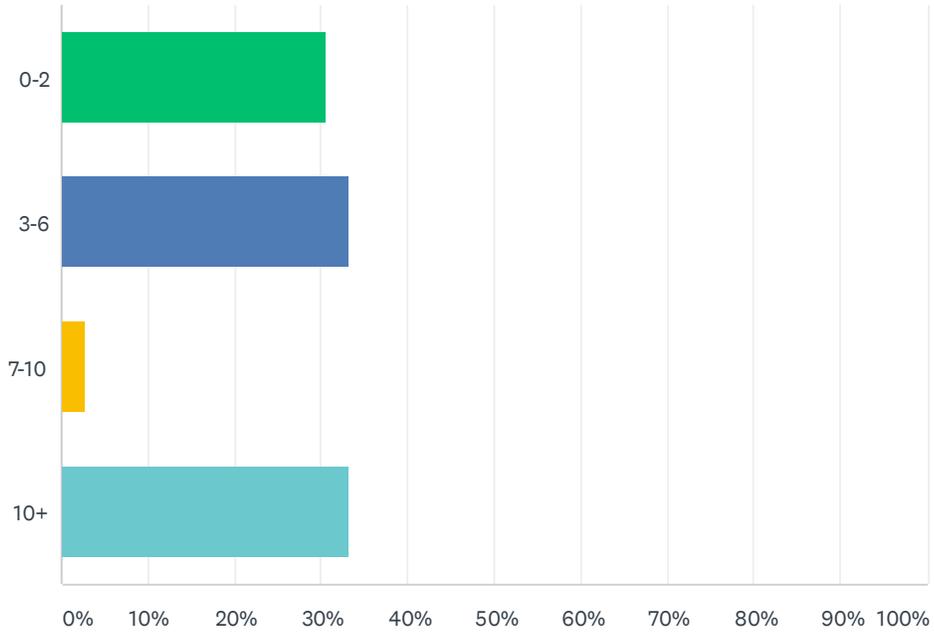
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-2	43.24%	16
3-6	37.84%	14
7-10	2.70%	1
10+	16.22%	6
TOTAL		37

Q11 Years of Alumni Relations Experience:

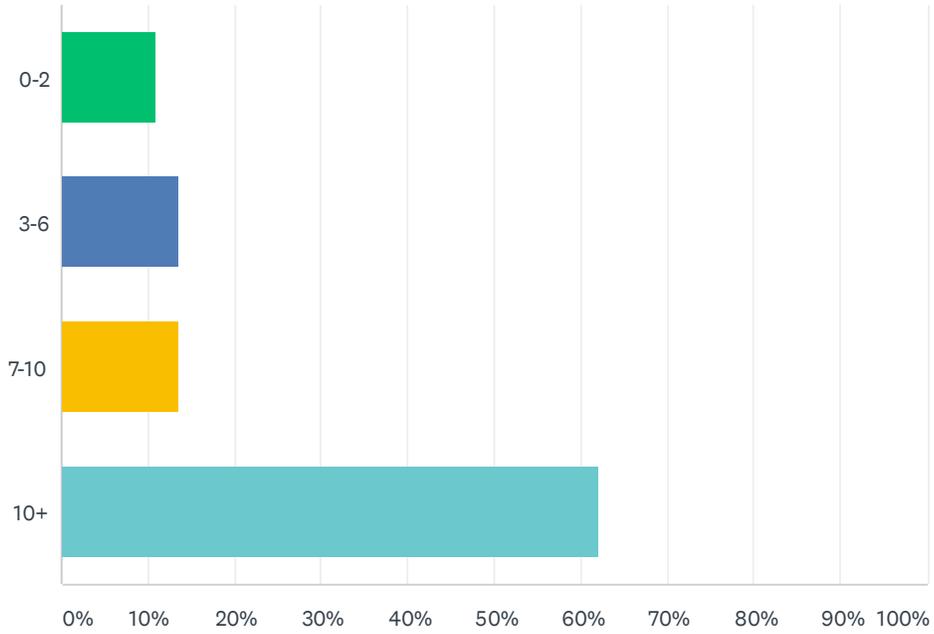
Answered: 36 Skipped: 1



ANSWER CHOICES	RESPONSES	
0-2	30.56%	11
3-6	33.33%	12
7-10	2.78%	1
10+	33.33%	12
TOTAL		36

Q12 Years of Law Firm Experience:

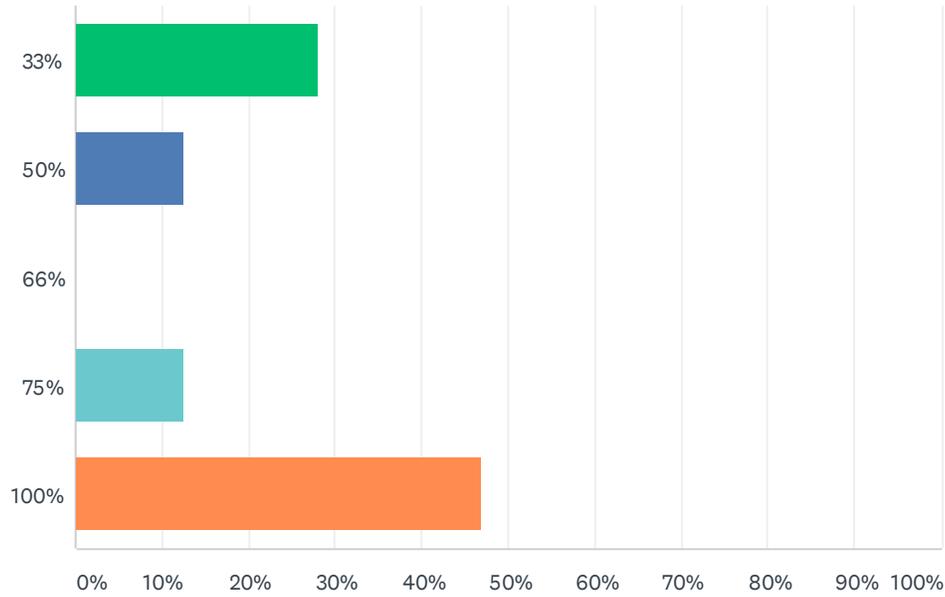
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-2	10.81%	4
3-6	13.51%	5
7-10	13.51%	5
10+	62.16%	23
TOTAL		37

Q13 On average, approximately what percentage of your time is spent working on your firm's alumni relations program?

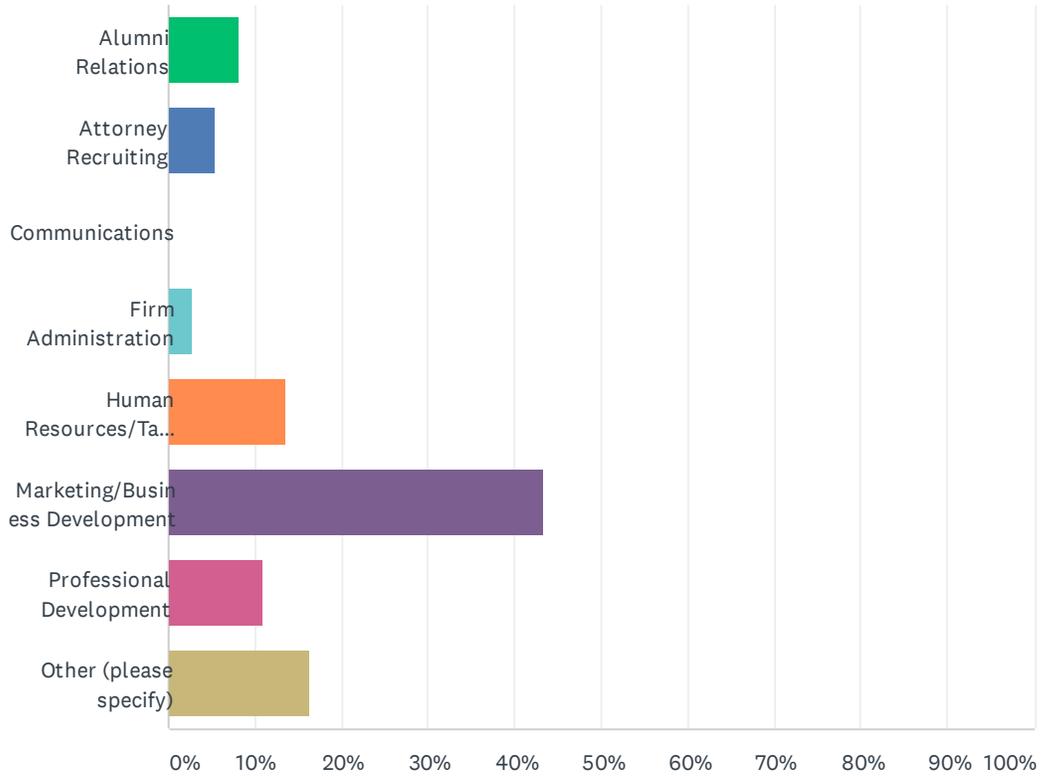
Answered: 32 Skipped: 5



ANSWER CHOICES	RESPONSES	COUNT
33%	28.13%	9
50%	12.50%	4
66%	0.00%	0
75%	12.50%	4
100%	46.88%	15
TOTAL		32

Q14 What department does your position fall under?

Answered: 37 Skipped: 0



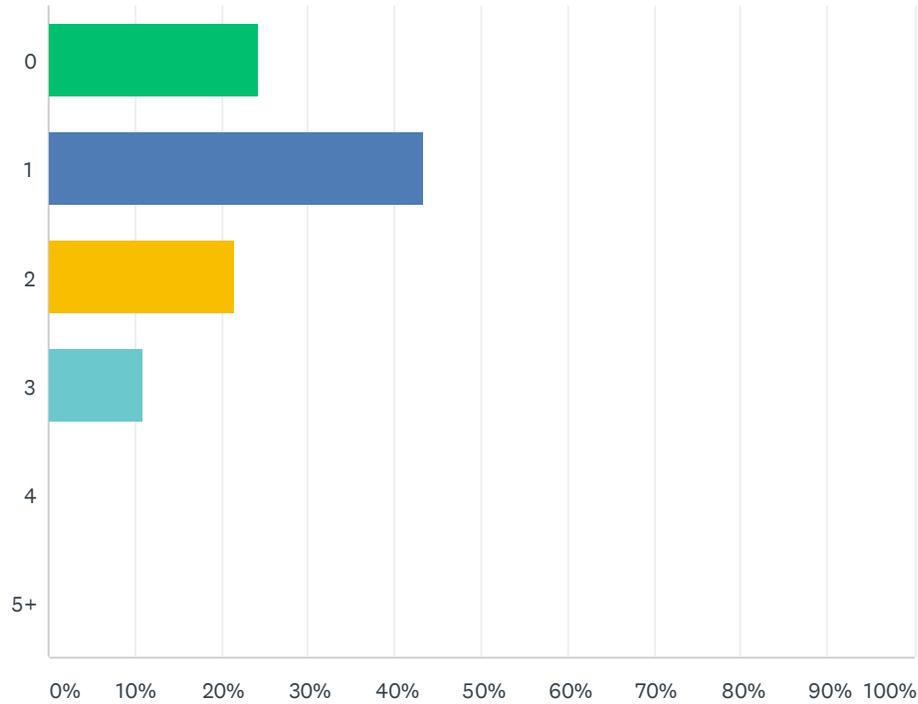
ANSWER CHOICES	RESPONSES	
Alumni Relations	8.11%	3
Attorney Recruiting	5.41%	2
Communications	0.00%	0
Firm Administration	2.70%	1
Human Resources/Talent	13.51%	5
Marketing/Business Development	43.24%	16
Professional Development	10.81%	4
Other (please specify)	16.22%	6
TOTAL		37

2021 NALP Alumni Relations Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Sales	2/2/2021 11:58 AM
2	I report to the COO	2/2/2021 11:15 AM
3	Talent Network	1/26/2021 1:28 PM
4	shared job between two professionals in Marketing and PD	1/25/2021 3:26 PM
5	I am the attorney in charge of AR. Our Alumni Relations Liaison falls under HR/Talent	1/23/2021 12:02 PM
6	Legal Talent & Development (all legal recruiting, PD, D&I, coaching, alumni relations, etc.)	1/21/2021 3:39 PM

Q16 What is the total number of people at your firm who spend AT LEAST 50% of their time working on the firm's alumni relations program?

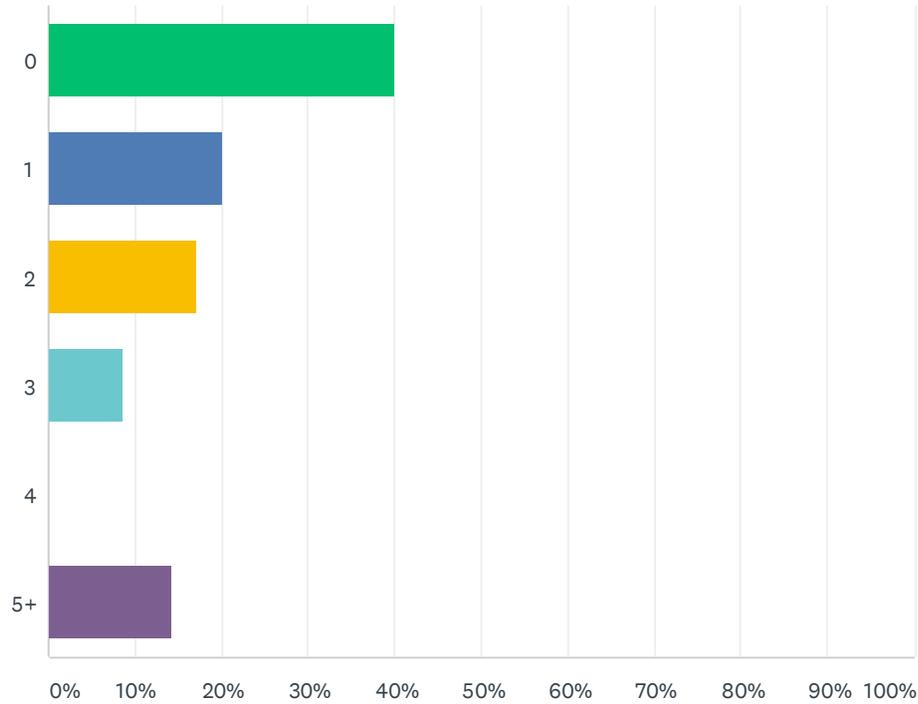
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
0	24.32%	9
1	43.24%	16
2	21.62%	8
3	10.81%	4
4	0.00%	0
5+	0.00%	0
TOTAL		37

Q17 What is the total number of people at your firm who spend LESS than 50% of their time working on the firm's alumni relations program?

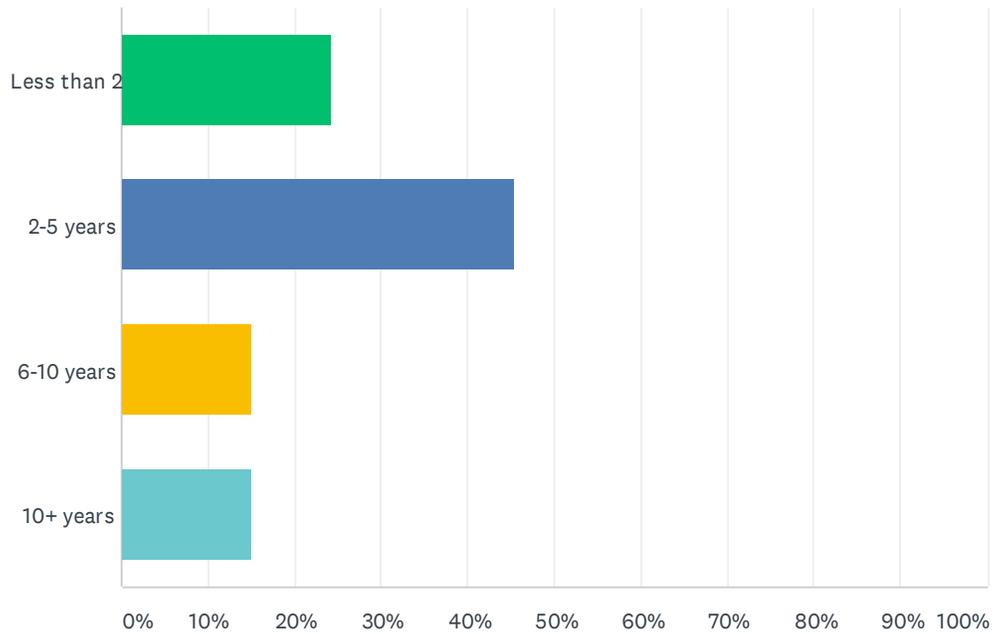
Answered: 35 Skipped: 2



ANSWER CHOICES	RESPONSES	
0	40.00%	14
1	20.00%	7
2	17.14%	6
3	8.57%	3
4	0.00%	0
5+	14.29%	5
TOTAL		35

Q18 How many years has your firm had a formal alumni relations program?

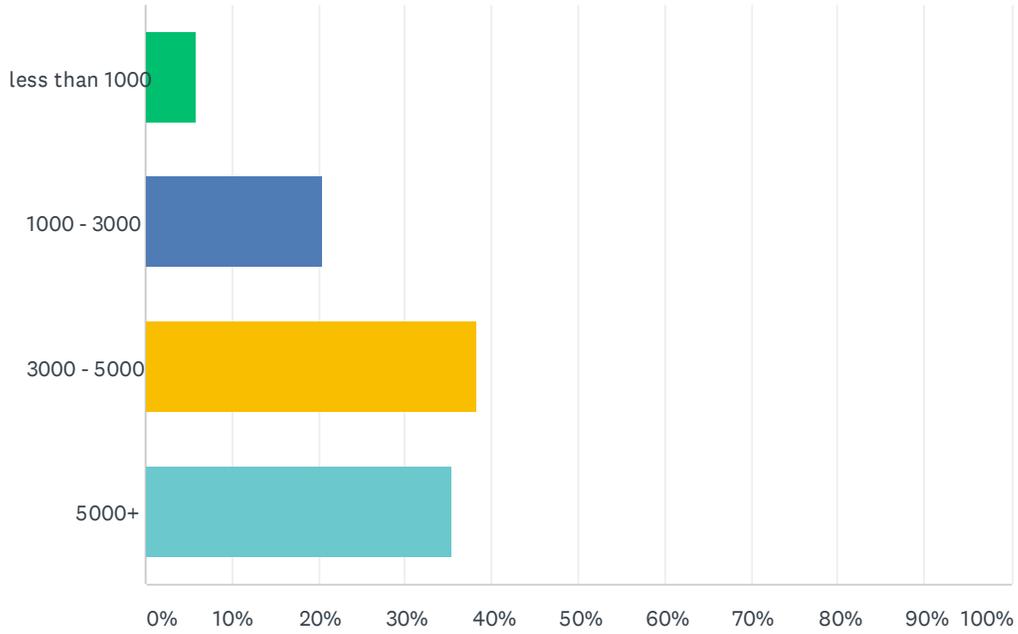
Answered: 33 Skipped: 4



ANSWER CHOICES	RESPONSES
Less than 2	24.24% 8
2-5 years	45.45% 15
6-10 years	15.15% 5
10+ years	15.15% 5
TOTAL	33

Q19 Number of Living Alumni

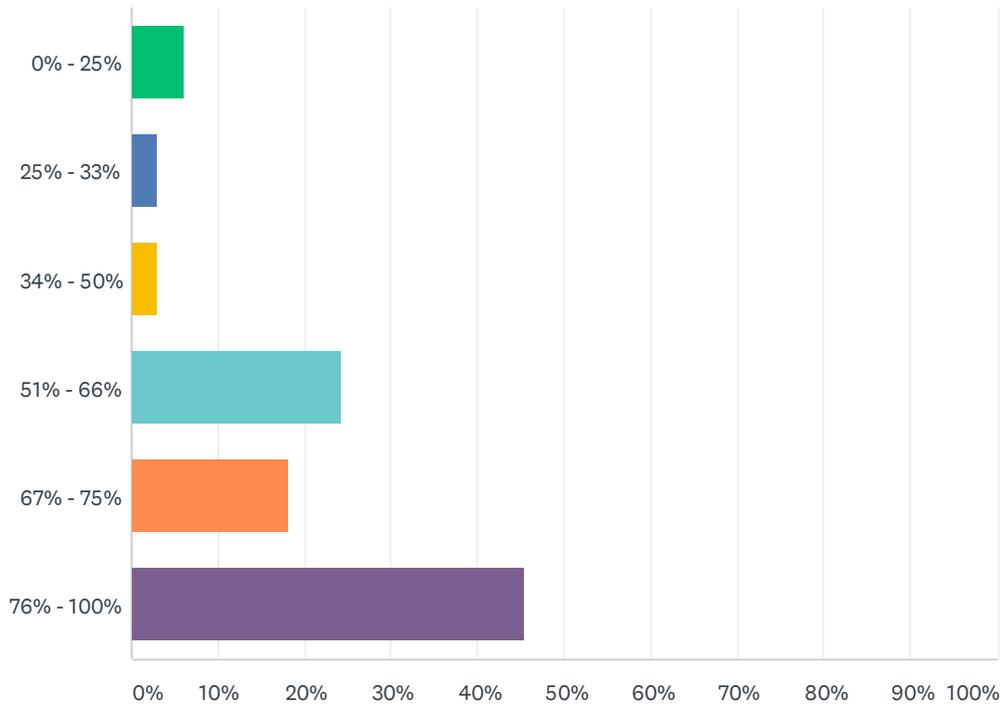
Answered: 34 Skipped: 3



ANSWER CHOICES	RESPONSES	
less than 1000	5.88%	2
1000 - 3000	20.59%	7
3000 - 5000	38.24%	13
5000+	35.29%	12
TOTAL		34

Q20 Percent of Living Alumni with Current Email Address on Record with your Firm

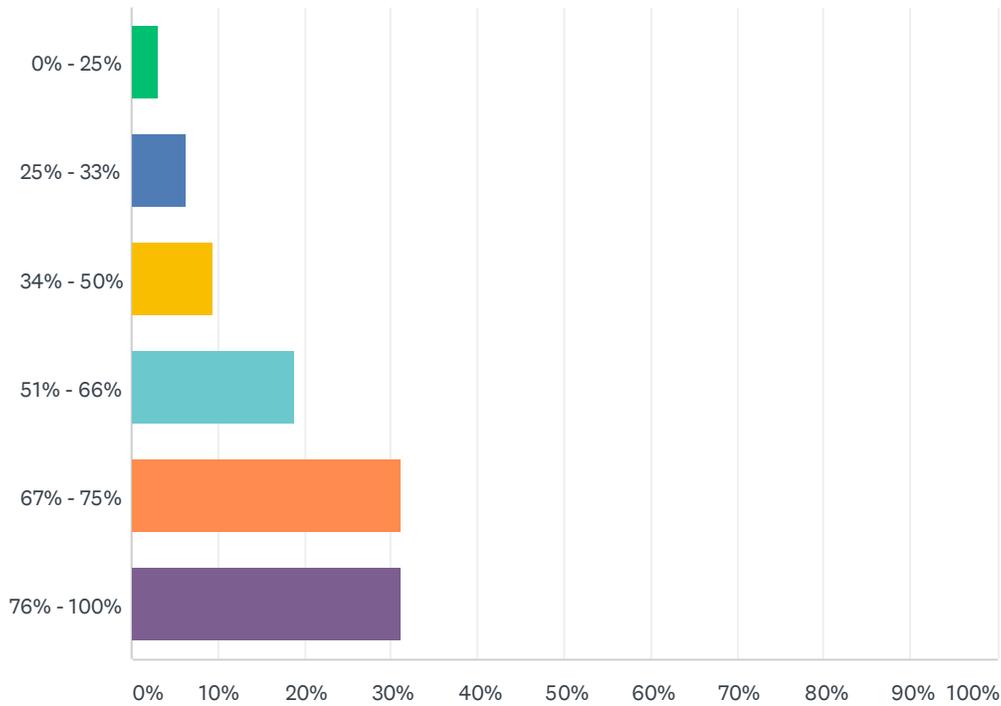
Answered: 33 Skipped: 4



ANSWER CHOICES	RESPONSES	
0% - 25%	6.06%	2
25% - 33%	3.03%	1
34% - 50%	3.03%	1
51% - 66%	24.24%	8
67% - 75%	18.18%	6
76% - 100%	45.45%	15
TOTAL		33

Q21 Percent of Living Alumni with Current Employment Information on Record with your Firm

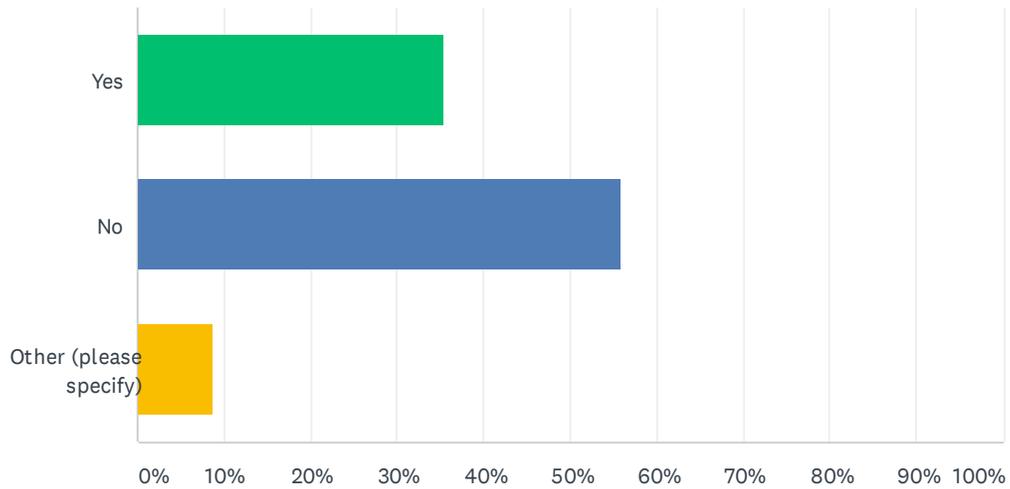
Answered: 32 Skipped: 5



ANSWER CHOICES	RESPONSES
0% - 25%	3.13% 1
25% - 33%	6.25% 2
34% - 50%	9.38% 3
51% - 66%	18.75% 6
67% - 75%	31.25% 10
76% - 100%	31.25% 10
TOTAL	32

Q22 Do you include former summer associates who received offers in your alumni program?

Answered: 34 Skipped: 3

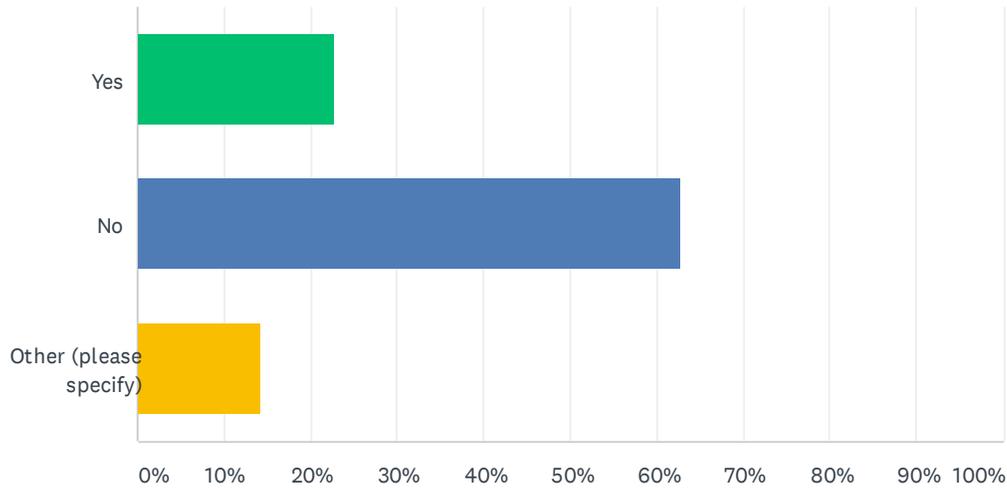


ANSWER CHOICES	RESPONSES	
Yes	35.29%	12
No	55.88%	19
Other (please specify)	8.82%	3
TOTAL		34

#	OTHER (PLEASE SPECIFY)	DATE
1	They are only included if they accept the offer and join the firm	2/18/2021 10:57 AM
2	special cases only at present	2/2/2021 12:06 PM
3	Have not decided yet.	1/21/2021 4:10 PM

Q23 Do you include former staff members in your alumni program?

Answered: 35 Skipped: 2

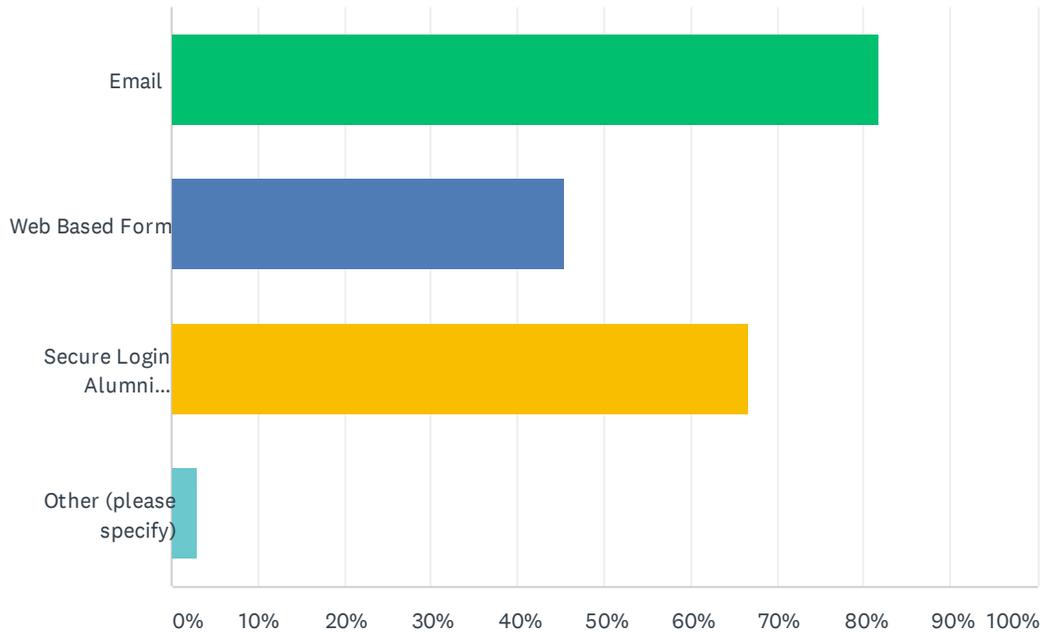


ANSWER CHOICES	RESPONSES	
Yes	22.86%	8
No	62.86%	22
Other (please specify)	14.29%	5
TOTAL		35

#	OTHER (PLEASE SPECIFY)	DATE
1	Only chiefs and senior staff	2/2/2021 2:24 PM
2	former C-Suite Execs and other special cases	2/2/2021 12:06 PM
3	No, but we plan to as a phase II, after lawyer alum focus	1/21/2021 4:10 PM
4	Not Yet	1/21/2021 3:49 PM
5	Include patent agents	1/21/2021 3:39 PM

Q24 What system(s)/process(es) do you use to allow alumni to make updates to their contact and employment information? Check all that apply.

Answered: 33 Skipped: 4

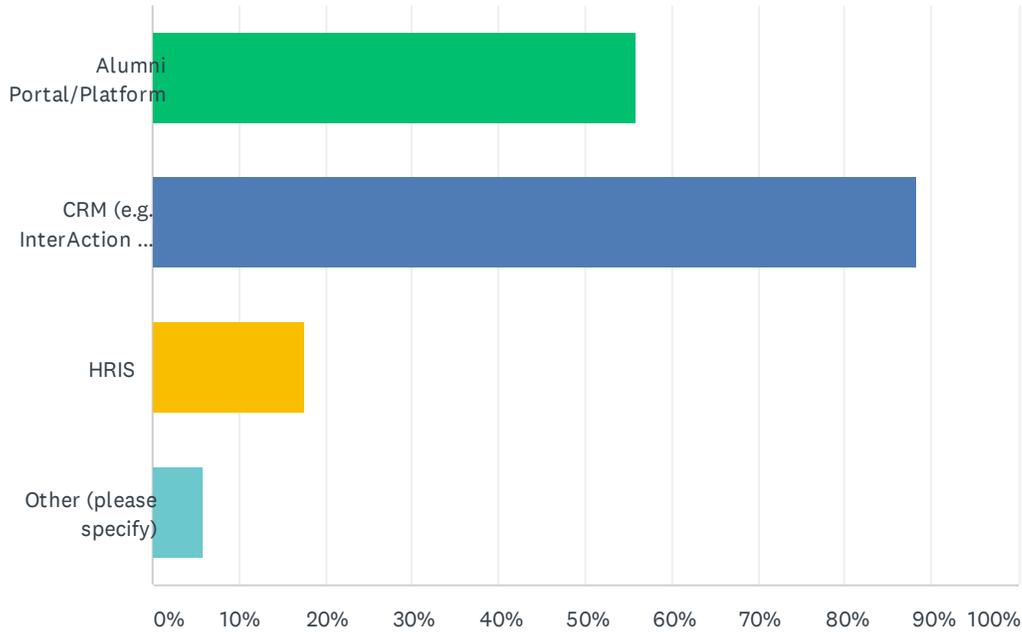


ANSWER CHOICES	RESPONSES
Email	81.82% 27
Web Based Form	45.45% 15
Secure Login Alumni Portal/Website	66.67% 22
Other (please specify)	3.03% 1
Total Respondents: 33	

#	OTHER (PLEASE SPECIFY)	DATE
1	We don't have a system.	1/21/2021 5:23 PM

Q25 What system(s) does your firm use internally to maintain alumni data? Check all that apply.

Answered: 34 Skipped: 3

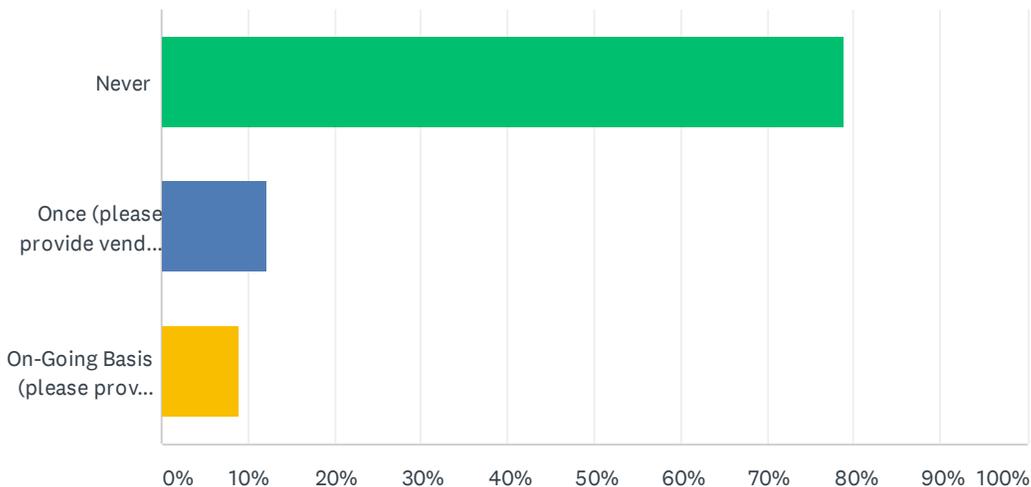


ANSWER CHOICES	RESPONSES
Alumni Portal/Platform	55.88% 19
CRM (e.g. InterAction or Salesforce)	88.24% 30
HRIS	17.65% 6
Other (please specify)	5.88% 2
Total Respondents: 34	

#	OTHER (PLEASE SPECIFY)	DATE
1	An Interaction database that is primarily housed in Marketing	2/18/2021 10:42 AM
2	HR Data systems	1/21/2021 4:11 PM

Q26 How often have you used an outside vendor to research missing alumni data?

Answered: 33 Skipped: 4

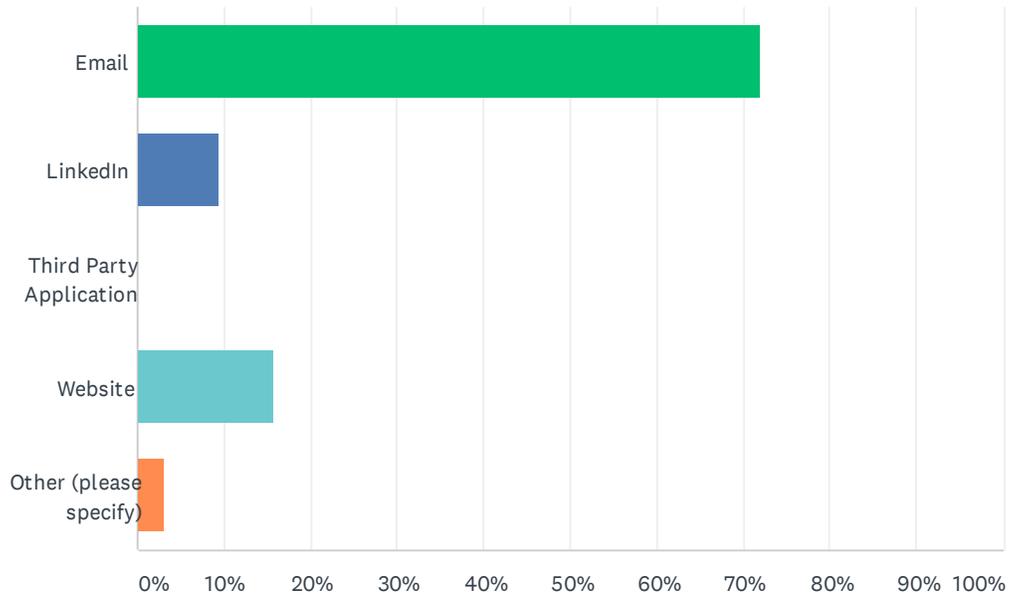


ANSWER CHOICES	RESPONSES	
Never	78.79%	26
Once (please provide vendor below)	12.12%	4
On-Going Basis (please provide vendor below)	9.09%	3
TOTAL		33

#	VENDOR:	DATE
1	Leadership Connect	2/18/2021 10:57 AM
2	ClientsFIRST	2/5/2021 12:06 PM
3	Linkedin	2/4/2021 6:59 PM
4	Program has not launched, but we are likely using ClientsFirst.	2/2/2021 3:04 PM
5	PeoplePath (formerly IntraWorlds)	2/2/2021 12:28 PM
6	Salesforce Navigator - manually update CRM as I see changes.	2/2/2021 10:46 AM
7	Clients First	1/22/2021 9:51 AM

Q27 What is your primary mode of communication with alumni?

Answered: 32 Skipped: 5

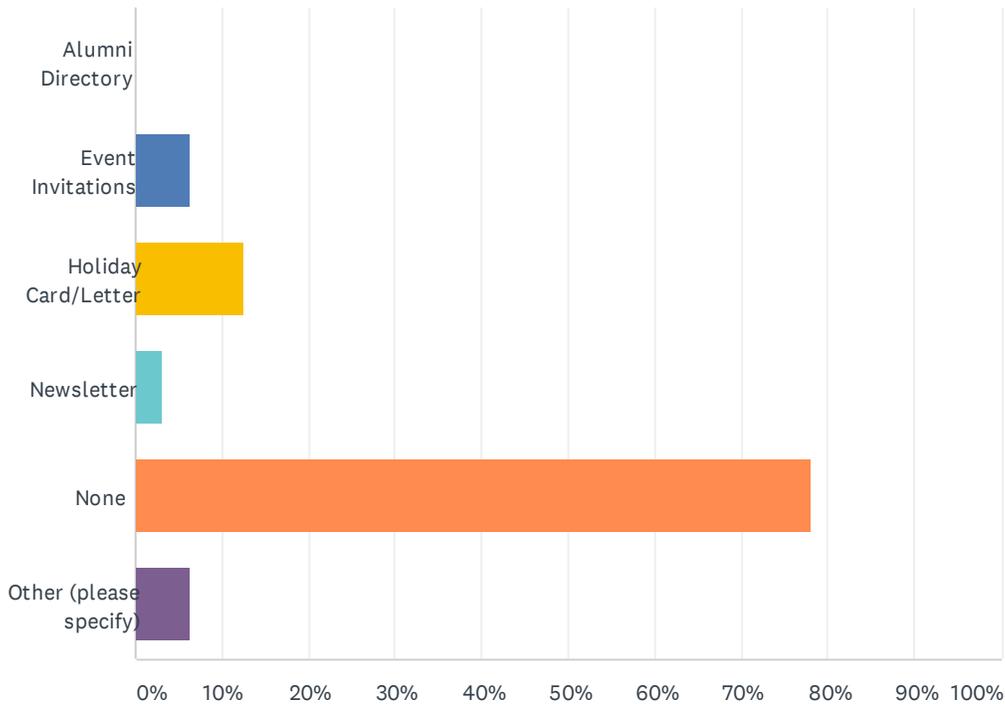


ANSWER CHOICES	RESPONSES
Email	71.88% 23
LinkedIn	9.38% 3
Third Party Application	0.00% 0
Website	15.63% 5
Other (please specify)	3.13% 1
TOTAL	32

#	OTHER (PLEASE SPECIFY)	DATE
1	Email, primarily	2/18/2021 10:42 AM

Q28 Do you send any hard copy communications to your alumni? Check all that apply.

Answered: 32 Skipped: 5

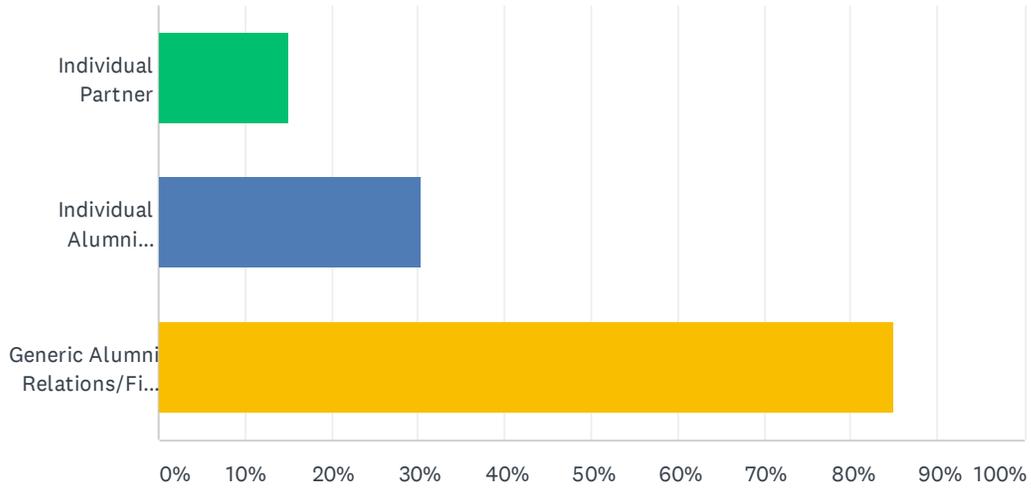


ANSWER CHOICES	RESPONSES
Alumni Directory	0.00% 0
Event Invitations	6.25% 2
Holiday Card/Letter	12.50% 4
Newsletter	3.13% 1
None	78.13% 25
Other (please specify)	6.25% 2
Total Respondents: 32	

#	OTHER (PLEASE SPECIFY)	DATE
1	Yearbook	2/4/2021 1:53 PM
2	Alumni magazine (only as requested)	2/2/2021 12:31 PM

Q29 When sending general email communications to alumni, who do they typically come from? Check all that apply.

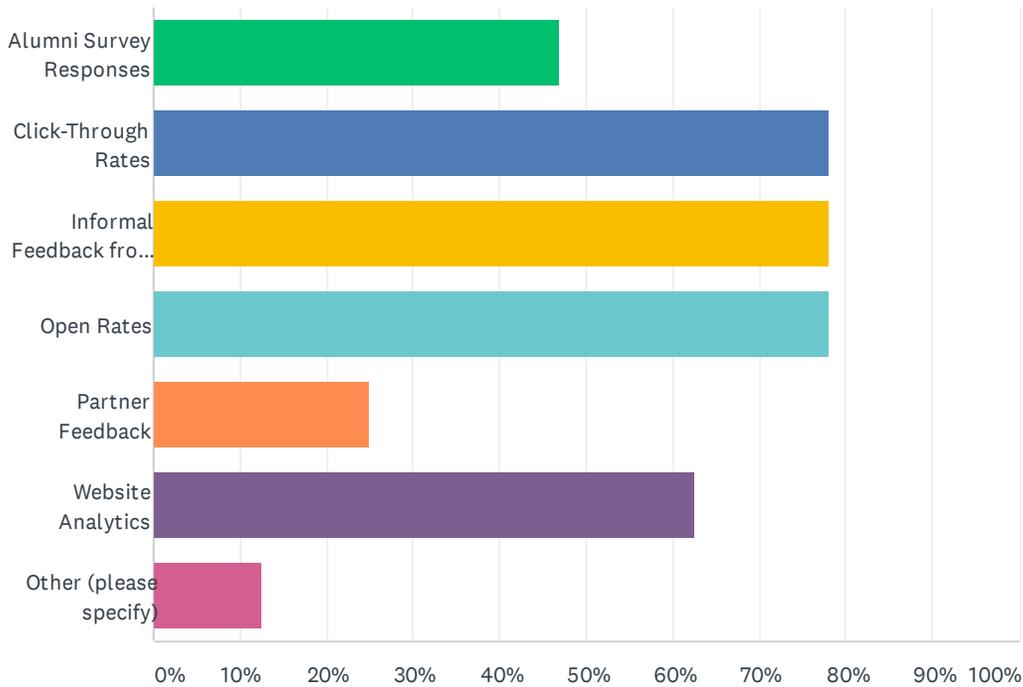
Answered: 33 Skipped: 4



ANSWER CHOICES	RESPONSES	
Individual Partner	15.15%	5
Individual Alumni Relations Team Member	30.30%	10
Generic Alumni Relations/Firm Account	84.85%	28
Total Respondents: 33		

Q30 What metric(s)/information do you use to evaluate alumni interest in your communications? Check all that apply.

Answered: 32 Skipped: 5

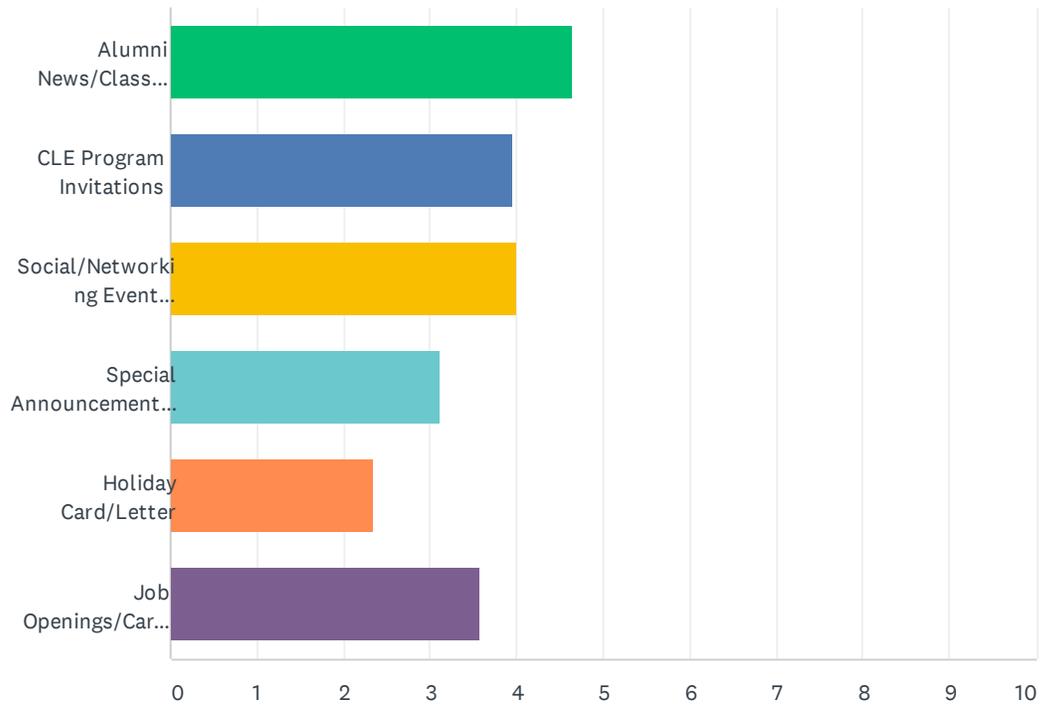


ANSWER CHOICES	RESPONSES
Alumni Survey Responses	46.88% 15
Click-Through Rates	78.13% 25
Informal Feedback from Alumni	78.13% 25
Open Rates	78.13% 25
Partner Feedback	25.00% 8
Website Analytics	62.50% 20
Other (please specify)	12.50% 4
Total Respondents: 32	

#	OTHER (PLEASE SPECIFY)	DATE
1	Event engagement	2/4/2021 7:01 PM
2	we are just starting our program	1/25/2021 3:33 PM
3	social shares / social comments	1/22/2021 6:35 AM
4	Currently developing a survey.	1/21/2021 4:14 PM

Q31 Please rank the options below from most to least viewed by your alumni?

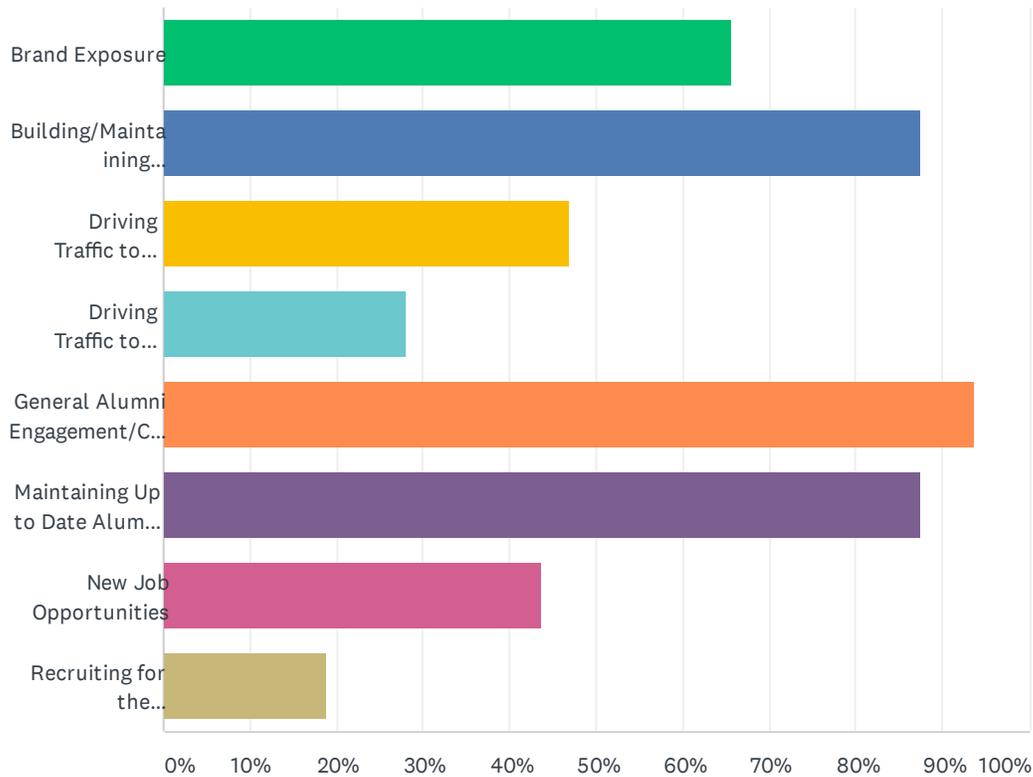
Answered: 28 Skipped: 9



	1	2	3	4	5	6	TOTAL	SCORE
Alumni News/Class Notes	44.00% 11	24.00% 6	8.00% 2	8.00% 2	8.00% 2	8.00% 2	25	4.64
CLE Program Invitations	11.11% 3	29.63% 8	29.63% 8	11.11% 3	11.11% 3	7.41% 2	27	3.96
Social/Networking Event Invitations	25.93% 7	11.11% 3	18.52% 5	29.63% 8	11.11% 3	3.70% 1	27	4.00
Special Announcements (including press releases)	14.81% 4	7.41% 2	11.11% 3	22.22% 6	29.63% 8	14.81% 4	27	3.11
Holiday Card/Letter	7.69% 2	3.85% 1	11.54% 3	11.54% 3	23.08% 6	42.31% 11	26	2.35
Job Openings/Career Resources Information	4.17% 1	29.17% 7	25.00% 6	16.67% 4	12.50% 3	12.50% 3	24	3.58

Q32 What are the most important ways in which your alumni relations efforts benefit from your communications? Check all that apply.

Answered: 32 Skipped: 5



ANSWER CHOICES	RESPONSES	
Brand Exposure	65.63%	21
Building/Maintaining Connections for Business Development Purposes	87.50%	28
Driving Traffic to Alumni Website/Portal	46.88%	15
Driving Traffic to Social Media Accounts	28.13%	9
General Alumni Engagement/Community Building	93.75%	30
Maintaining Up to Date Alumni Contact Information	87.50%	28
New Job Opportunities	43.75%	14
Recruiting for the Firm/Rehires	18.75%	6
Total Respondents: 32		

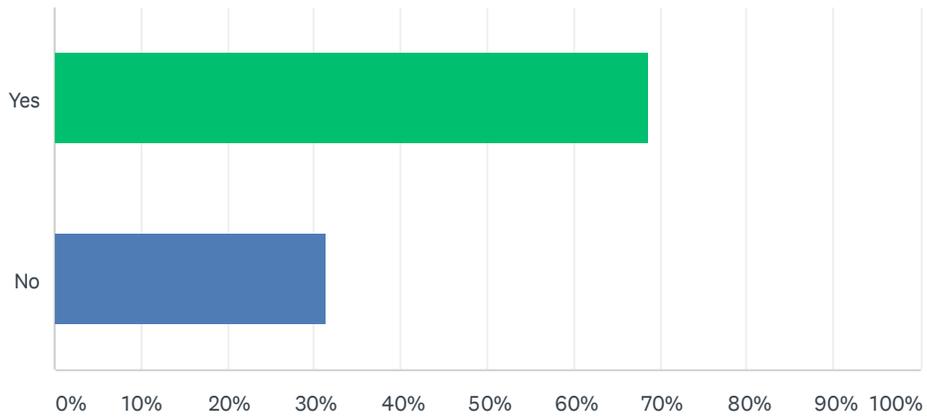
Q33 Please feel free to provide comments/context with respect to any of your responses above.

Answered: 5 Skipped: 32

#	RESPONSES	DATE
1	We haven't been up and running long enough, and I'm not sure we've tracked, the answers to #31 so I've left those blank.	2/5/2021 2:22 PM
2	Brand Exposure on the items we want to draw attention to; new insights, new service offerings, etc.	2/2/2021 10:48 AM
3	We are in the process of creating a formal alumni program.	1/25/2021 3:33 PM
4	We are just beginning to develop an alumni program.	1/21/2021 4:14 PM
5	We do not yet have a formal alumni relations program. We are hoping to launch one in the next 1-2 years. For now we are working to build out our database of alumni contact information and will look to hire someone to lead our alumni relations efforts.	1/21/2021 3:40 PM

Q34 Do you distribute an alumni newsletter? If yes, you will be directed to follow up questions regarding your alumni newsletter.

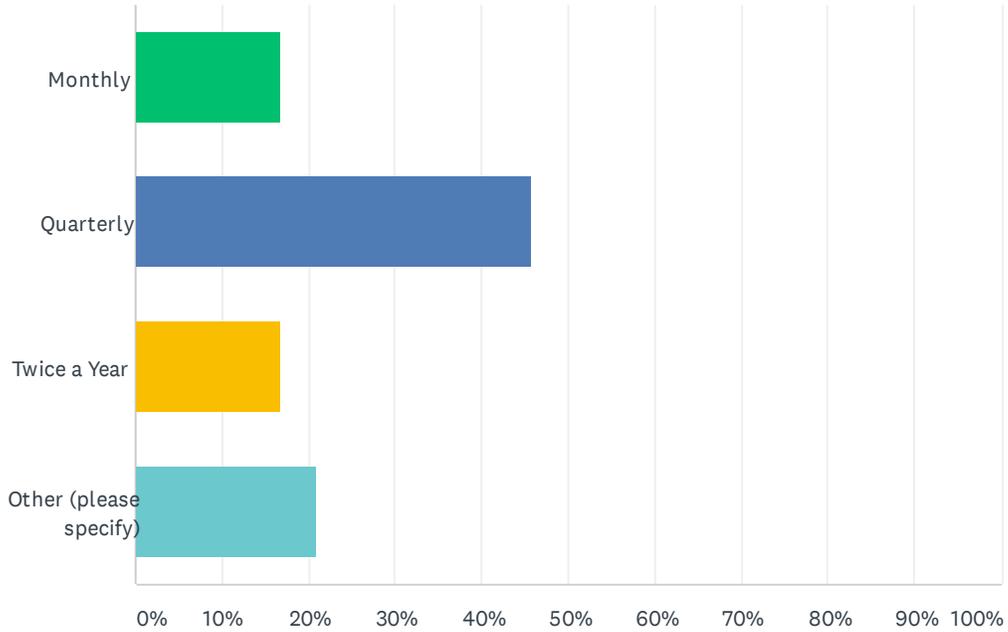
Answered: 35 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	68.57%	24
No	31.43%	11
TOTAL		35

Q35 How often is your alumni newsletter distributed?

Answered: 24 Skipped: 13

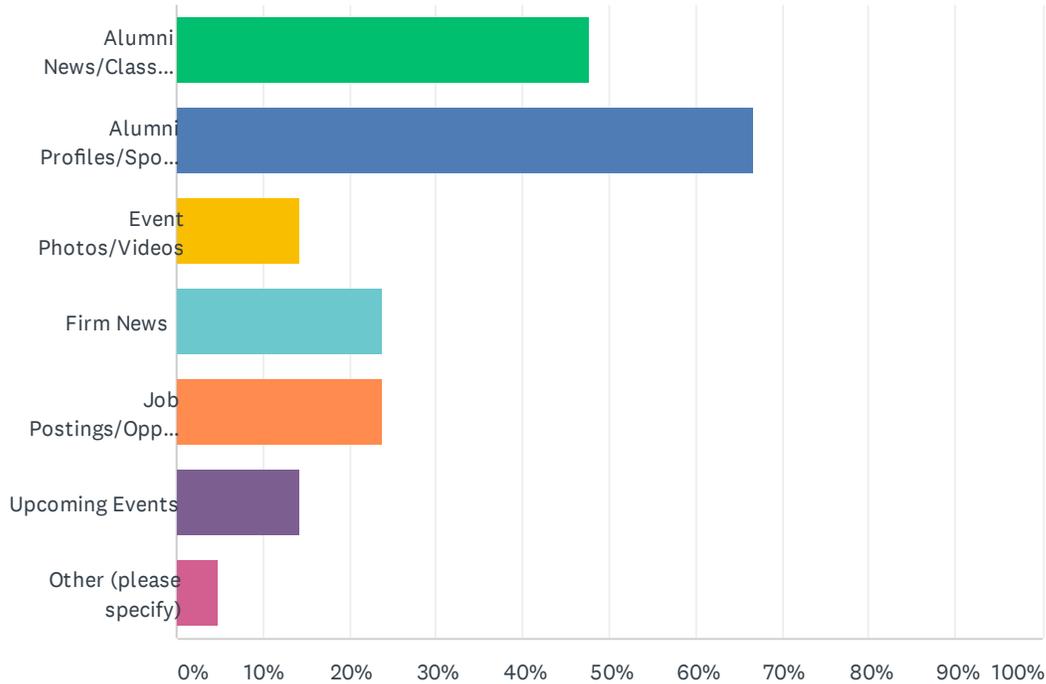


ANSWER CHOICES	RESPONSES	
Monthly	16.67%	4
Quarterly	45.83%	11
Twice a Year	16.67%	4
Other (please specify)	20.83%	5
TOTAL		24

#	OTHER (PLEASE SPECIFY)	DATE
1	Once a year, plus a holiday card emailed	2/18/2021 10:42 AM
2	Three times a year	2/5/2021 3:25 PM
3	3-4x/year	2/2/2021 2:27 PM
4	once a year	1/25/2021 11:46 AM
5	BI-MONTHLY (6 ISSUES PER YEAR)	1/22/2021 6:41 AM

Q36 What are the two most viewed features of your alumni newsletter?

Answered: 21 Skipped: 16

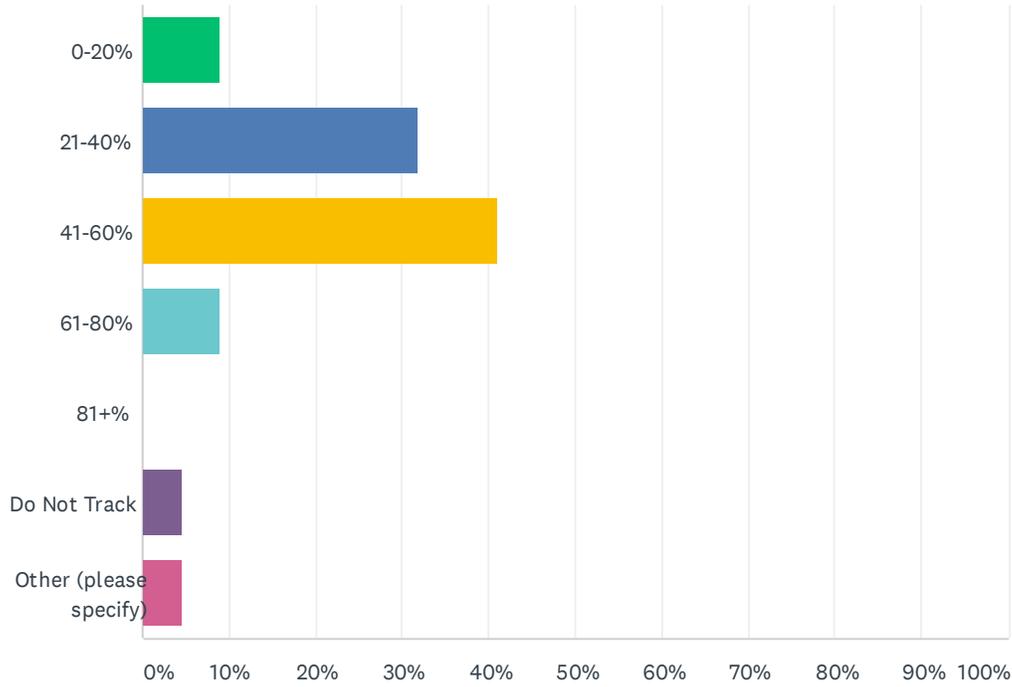


ANSWER CHOICES	RESPONSES
Alumni News/Class Notes/Alumni Employment Updates	47.62% 10
Alumni Profiles/Spotlights	66.67% 14
Event Photos/Videos	14.29% 3
Firm News	23.81% 5
Job Postings/Opportunities	23.81% 5
Upcoming Events	14.29% 3
Other (please specify)	4.76% 1
Total Respondents: 21	

#	OTHER (PLEASE SPECIFY)	DATE
1	Our first issue releases end of Feb. 2021 - I'll report back.	2/9/2021 2:56 PM

Q37 What is the average open rate of your alumni newsletter?

Answered: 22 Skipped: 15

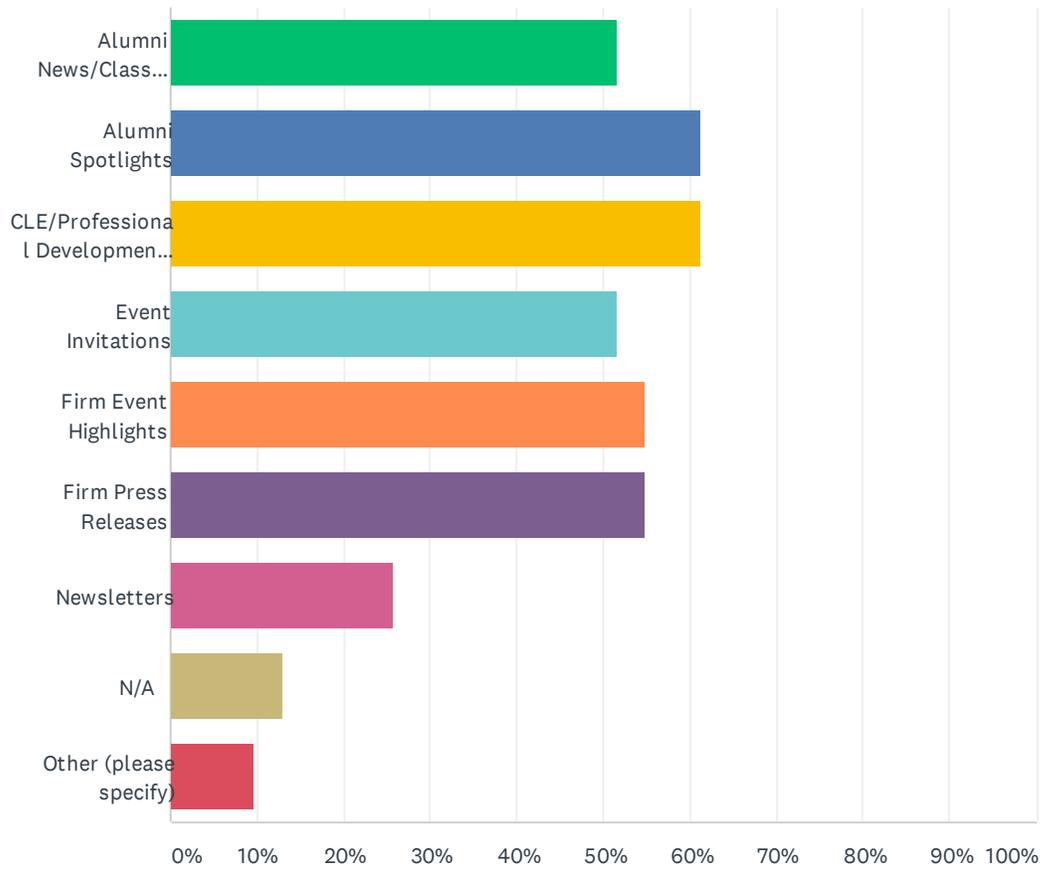


ANSWER CHOICES	RESPONSES
0-20%	9.09% 2
21-40%	31.82% 7
41-60%	40.91% 9
61-80%	9.09% 2
81+%	0.00% 0
Do Not Track	4.55% 1
Other (please specify)	4.55% 1
TOTAL	22

#	OTHER (PLEASE SPECIFY)	DATE
1	We don't have those metrics yet because it will soon release.	2/9/2021 2:56 PM

Q38 If you have a LinkedIn Group for your alumni, what content do you post? Check all that apply.

Answered: 31 Skipped: 6



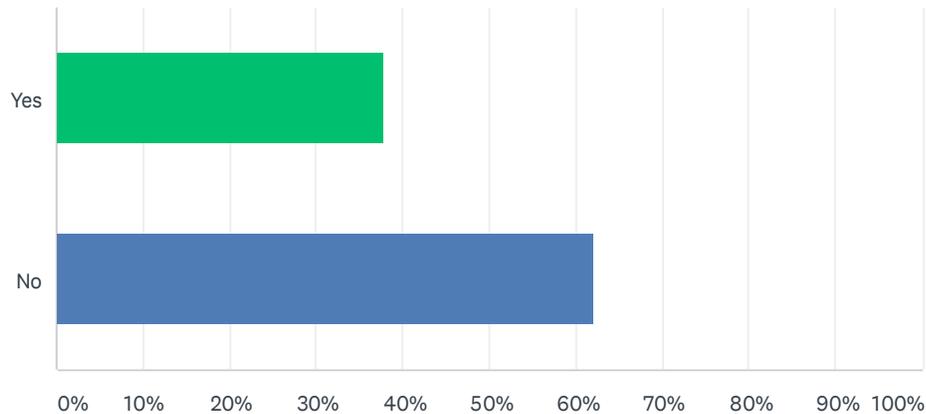
ANSWER CHOICES	RESPONSES	
Alumni News/Class Notes	51.61%	16
Alumni Spotlights	61.29%	19
CLE/Professional Development Program Invitations	61.29%	19
Event Invitations	51.61%	16
Firm Event Highlights	54.84%	17
Firm Press Releases	54.84%	17
Newsletters	25.81%	8
N/A	12.90%	4
Other (please specify)	9.68%	3
Total Respondents: 31		

2021 NALP Alumni Relations Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Job postings	1/28/2021 2:16 PM
2	Have a group but don't really use it.	1/22/2021 12:48 PM
3	UPDATES ON MEMBER BENEFITS, UPDATES ON THOSE JOINING OR LEAVING THE PARTNERSHIP	1/22/2021 6:43 AM

Q39 Do you have a system for tracking alumni who are members of your LinkedIn Alumni Group?

Answered: 29 Skipped: 8

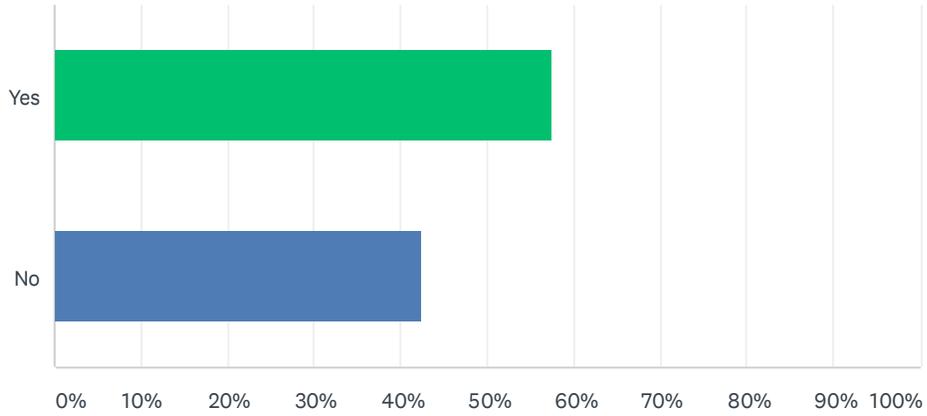


ANSWER CHOICES	RESPONSES
Yes	37.93% 11
No	62.07% 18
TOTAL	29

#	IF YES, PLEASE EXPLAIN:	DATE
1	We track the LinkedIn Group membership numbers in our quarterly monitoring report.	2/18/2021 10:57 AM
2	Currently, it's a loose system. We pull in any engagement activities we are aware of for that alumnus/a and track it in an excel file.	2/9/2021 2:57 PM
3	We created a firm owned LinkedIn profile rather than a private group (https://www.linkedin.com/in/nixonpeabodyalumni/)	2/5/2021 3:26 PM
4	Record in InterAction	2/5/2021 12:09 PM
5	Yes. Team members connect with them so that we receive a notification when they change role or share news	2/4/2021 1:54 PM
6	We have a field that asks them if they are a member as part of their profile on our password protected site.	2/2/2021 10:56 AM
7	Yes (ish) - mark in Sales Navigator when they are part of the group so others with access to SalesNav can see it. Truthfully not widely used right now.	2/2/2021 10:49 AM
8	We receive notification to join the LinkedIn Alumni Group and then we admit approved new members.	1/25/2021 3:36 PM
9	We have a spreadsheet that we track alumni who have joined and been invited.	1/25/2021 11:47 AM
10	1. ACCEPT PERSON TO GROUP, IF ELIGIBLE 2. MARK ON INTERACTION THAT THEY ARE A MEMBER OF THE GROUP	1/22/2021 6:43 AM

Q40 Do you have a public alumni website/webpage?

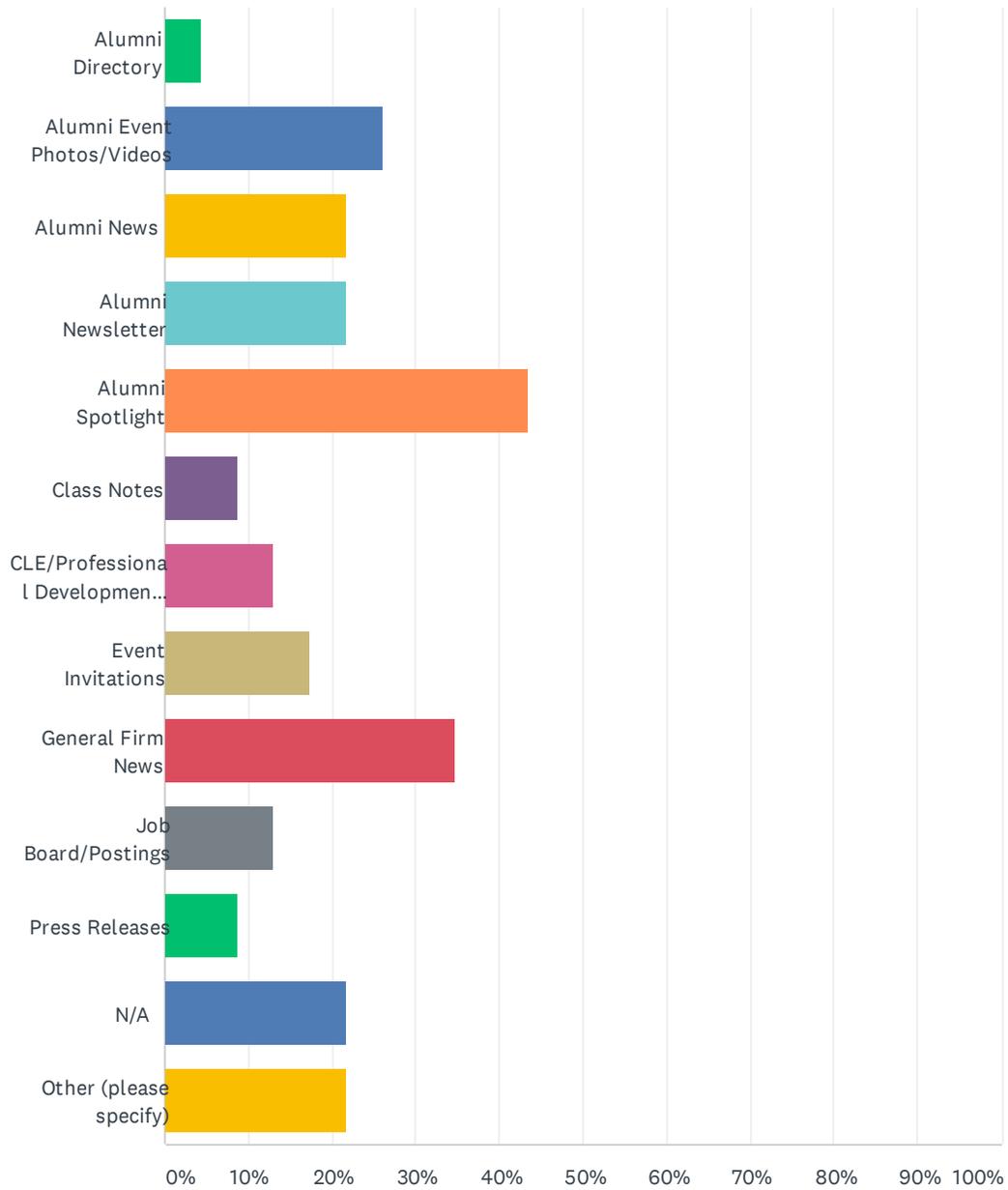
Answered: 33 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	57.58%	19
No	42.42%	14
TOTAL		33

Q41 What content do you include on your public alumni website/webpage? Check all that apply.

Answered: 23 Skipped: 14



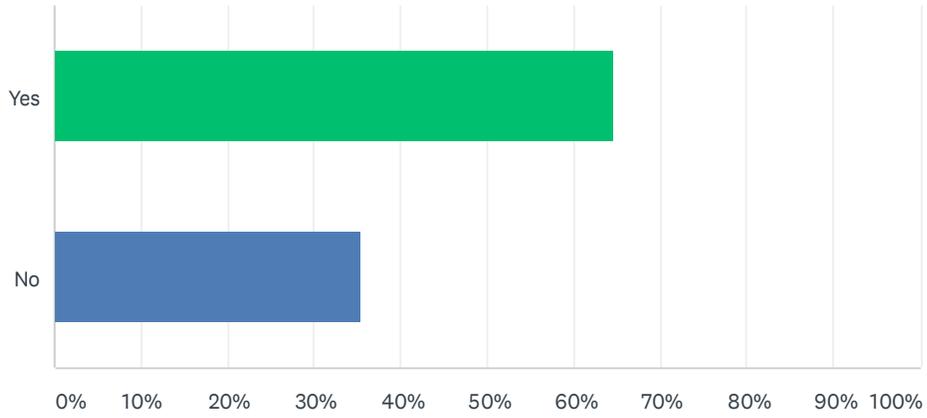
2021 NALP Alumni Relations Survey

ANSWER CHOICES	RESPONSES	
Alumni Directory	4.35%	1
Alumni Event Photos/Videos	26.09%	6
Alumni News	21.74%	5
Alumni Newsletter	21.74%	5
Alumni Spotlight	43.48%	10
Class Notes	8.70%	2
CLE/Professional Development Program Invitations	13.04%	3
Event Invitations	17.39%	4
General Firm News	34.78%	8
Job Board/Postings	13.04%	3
Press Releases	8.70%	2
N/A	21.74%	5
Other (please specify)	21.74%	5
Total Respondents: 23		

#	OTHER (PLEASE SPECIFY)	DATE
1	Just general overview with links to password-protected sites.	2/5/2021 12:10 PM
2	Link to blog posts about past events, which include pictures	2/2/2021 1:29 PM
3	Information on how to access our password protected site and general information about our alumni program.	2/2/2021 10:57 AM
4	General statements about the program and directs to our LinkedIn group. Will be updating in 2021.	2/2/2021 10:50 AM
5	Our platform allows us to mark content as either private, where alumni need to login to access, or to enable social sharing. We therefore decide on a case by case basis on what content to enable to be shared.	1/22/2021 6:47 AM

Q42 Do you have a password protected alumni website/portal? If yes, you will be directed to follow up questions regarding your alumni website/portal.

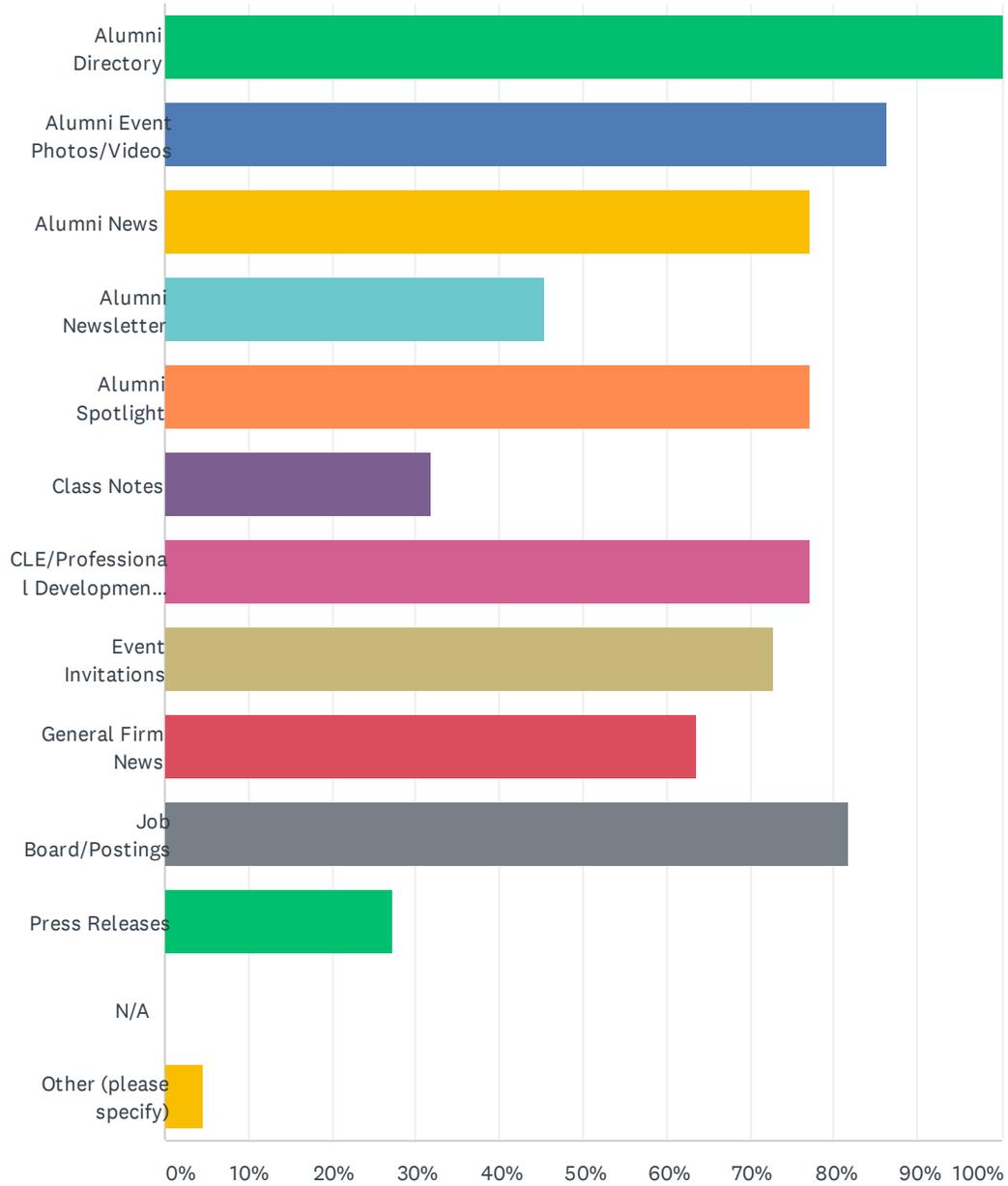
Answered: 34 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	64.71%	22
No	35.29%	12
TOTAL		34

Q43 What content do you include on your password protected alumni website/portal? Check all that apply.

Answered: 22 Skipped: 15



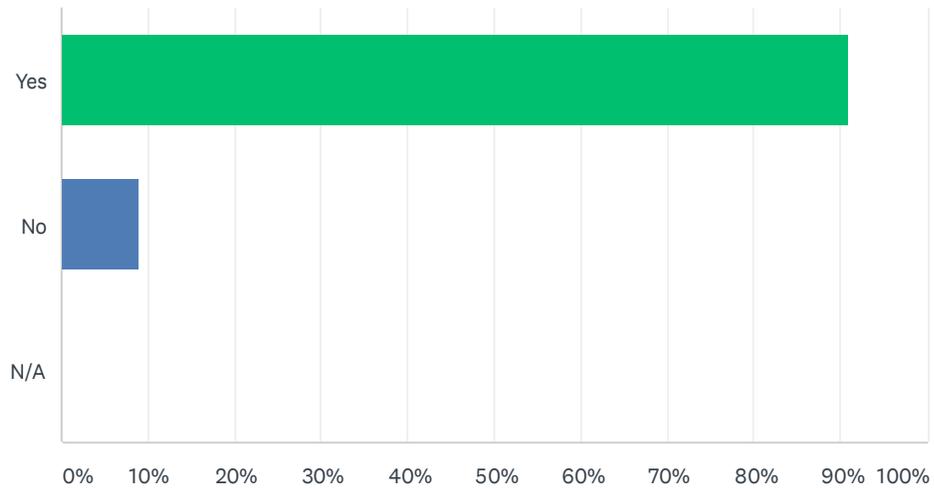
2021 NALP Alumni Relations Survey

ANSWER CHOICES	RESPONSES	
Alumni Directory	100.00%	22
Alumni Event Photos/Videos	86.36%	19
Alumni News	77.27%	17
Alumni Newsletter	45.45%	10
Alumni Spotlight	77.27%	17
Class Notes	31.82%	7
CLE/Professional Development Program Invitations	77.27%	17
Event Invitations	72.73%	16
General Firm News	63.64%	14
Job Board/Postings	81.82%	18
Press Releases	27.27%	6
N/A	0.00%	0
Other (please specify)	4.55%	1
Total Respondents: 22		

#	OTHER (PLEASE SPECIFY)	DATE
1	Member benefits	1/22/2021 6:49 AM

Q44 If you have a password protected alumni website/portal, can current attorneys at your firm register?

Answered: 22 Skipped: 15



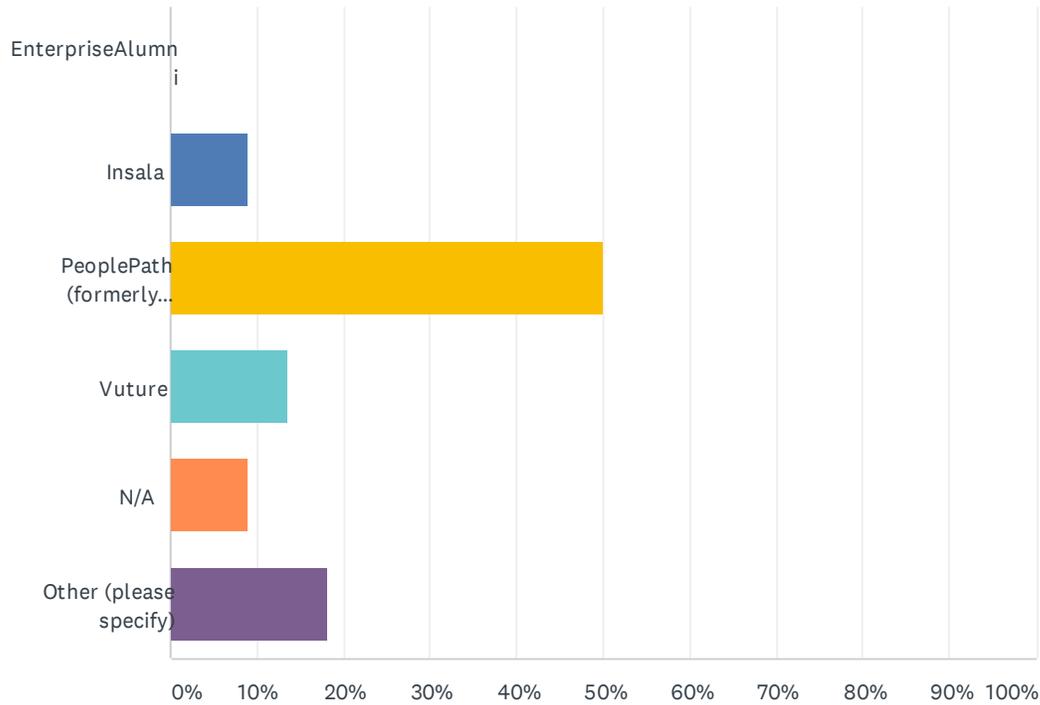
ANSWER CHOICES	RESPONSES	
Yes	90.91%	20
No	9.09%	2
N/A	0.00%	0
TOTAL		22

2021 NALP Alumni Relations Survey

#	IF SO, WHAT PERCENT OF ATTORNEYS AT YOUR FIRM ARE REGISTERED?	DATE
1	14%	2/18/2021 10:57 AM
2	Current attorneys only register for access to our job board, CareerConnect.	2/9/2021 2:59 PM
3	25%	2/5/2021 12:12 PM
4	60	2/4/2021 7:03 PM
5	80	2/4/2021 1:55 PM
6	100% - they are automatically registered when they join the firm	2/2/2021 2:23 PM
7	less than 5%	2/2/2021 1:01 PM
8	TBD - launching in 2021	2/2/2021 11:25 AM
9	52%	2/2/2021 10:59 AM
10	100% It is an automatic registration.	1/28/2021 2:17 PM
11	100	1/25/2021 1:28 PM
12	only senior lawyers	1/25/2021 10:25 AM
13	38%	1/22/2021 12:50 PM
14	60%	1/22/2021 10:00 AM
15	18	1/22/2021 6:49 AM
16	75%	1/21/2021 3:55 PM

Q45 What vendor developed/maintains your alumni website/portal?

Answered: 22 Skipped: 15



ANSWER CHOICES	RESPONSES
EnterpriseAlumni	0.00% 0
Insala	9.09% 2
PeoplePath (formerly IntraWorlds & Conenza)	50.00% 11
Vuture	13.64% 3
N/A	9.09% 2
Other (please specify)	18.18% 4
TOTAL	22

#	OTHER (PLEASE SPECIFY)	DATE
1	Umbraco	2/9/2021 2:59 PM
2	CWS	1/28/2021 2:17 PM
3	Saturno	1/25/2021 1:28 PM
4	SiteCore	1/21/2021 3:55 PM

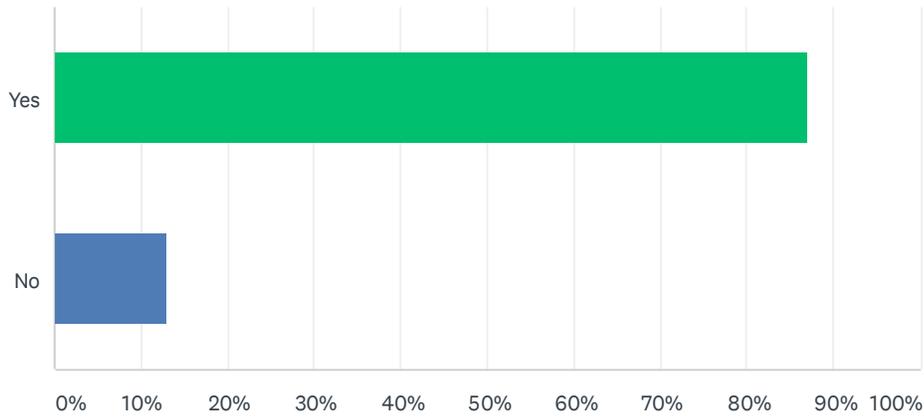
Q46 How many alumni-focused events do you typically (pre-COVID) host in a year? Do not include small/individual dinners or farewell receptions.

Answered: 30 Skipped: 7

#	RESPONSES	DATE
1	2 (Chicago and DC alumni reception), not counting PAT-specific alumni events in other offices	2/18/2021 10:57 AM
2	1-2	2/9/2021 3:03 PM
3	2-3	2/5/2021 3:30 PM
4	We basically launched during COVID; prior to the launch, I would say 2 - 3 offices across the Firm were hosting 1 event a year.	2/5/2021 2:26 PM
5	10	2/5/2021 12:16 PM
6	5-10	2/5/2021 10:58 AM
7	3	2/4/2021 7:07 PM
8	20	2/4/2021 1:57 PM
9	15	2/2/2021 9:44 PM
10	10	2/2/2021 2:32 PM
11	4	2/2/2021 1:32 PM
12	5 (one for each region -LA, NY, DC, CH and Bay Area)	2/2/2021 1:29 PM
13	10-20	2/2/2021 12:38 PM
14	varies from year to year; usually 3-4 larger events	2/2/2021 12:21 PM
15	TBD	2/2/2021 11:27 AM
16	5	2/2/2021 11:05 AM
17	2	2/2/2021 11:01 AM
18	6	1/28/2021 2:19 PM
19	8	1/26/2021 2:27 PM
20	10-12	1/26/2021 11:06 AM
21	two	1/25/2021 3:43 PM
22	4	1/25/2021 1:30 PM
23	3	1/25/2021 11:55 AM
24	30	1/25/2021 10:28 AM
25	8-10	1/23/2021 12:12 PM
26	5	1/22/2021 10:02 AM
27	9	1/22/2021 7:03 AM
28	4	1/21/2021 5:26 PM
29	3-10	1/21/2021 4:18 PM
30	2	1/21/2021 3:57 PM

Q47 Are alumni regularly invited to attend/participate in business development focused attorney programming (ie. webinars, industry-focused training programs, etc.)?

Answered: 31 Skipped: 6



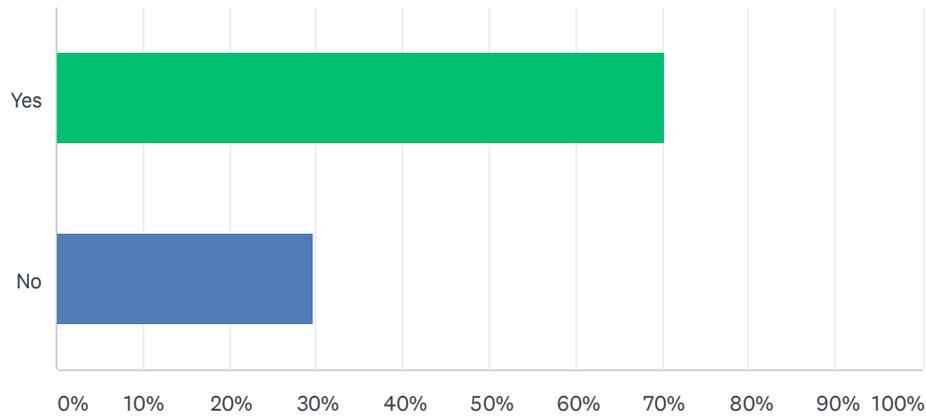
ANSWER CHOICES	RESPONSES	
Yes	87.10%	27
No	12.90%	4
TOTAL		31

2021 NALP Alumni Relations Survey

#	IF YES, PLEASE PROVIDE EXAMPLES.	DATE
1	There are around 2-4 Career Industry Alumni Panels for current associates; we make some CLE and ESG-based webinars available to alumni. Alumni who are clients are invited to more events given their overlap.	2/9/2021 3:03 PM
2	Yes, but it still depends on the target audience and at the discretion of those who are organizing.	2/5/2021 3:30 PM
3	They are included in all of our CLE programming.	2/4/2021 7:07 PM
4	i.e. IPO boot camps and panel discussions	2/2/2021 2:32 PM
5	We do invite alums to sit on panels (summer, partner training and diversity).	2/2/2021 1:29 PM
6	depending on individual interest; added to PG mailing lists and diversity events	2/2/2021 12:21 PM
7	Clients that are alumni are already included, working with BD team to determine best ways to engage with those alumni above and beyond the events.	2/2/2021 11:27 AM
8	Alumni are able to set their email preferences to receive invitations to industry/practice area focused programming that is typically used for business development purposes.	2/2/2021 11:05 AM
9	Yes if they meet the target audience.	2/2/2021 11:01 AM
10	Alumni are invited to firm CLEs, webinars and conferences.	1/26/2021 2:27 PM
11	CLE, Webinars	1/26/2021 11:06 AM
12	cybersecurity programs, energy symposium, etc.	1/25/2021 3:43 PM
13	CLE programs, webinars, client events	1/25/2021 1:30 PM
14	Women's Leadership Academy	1/25/2021 11:55 AM
15	Alumni preferences for invitations are kept in our CRM	1/23/2021 12:12 PM
16	Encouraged to subscribe to relevant firm wide marketing mailing lists, so they receive invitations to industry/practice events specific to their needs.	1/22/2021 7:03 AM
17	CLE training programs	1/21/2021 5:26 PM
18	CLEs	1/21/2021 4:18 PM

Q48 If yes, are alumni who are in private practice at other firms ever excluded from the invite list?

Answered: 27 Skipped: 10

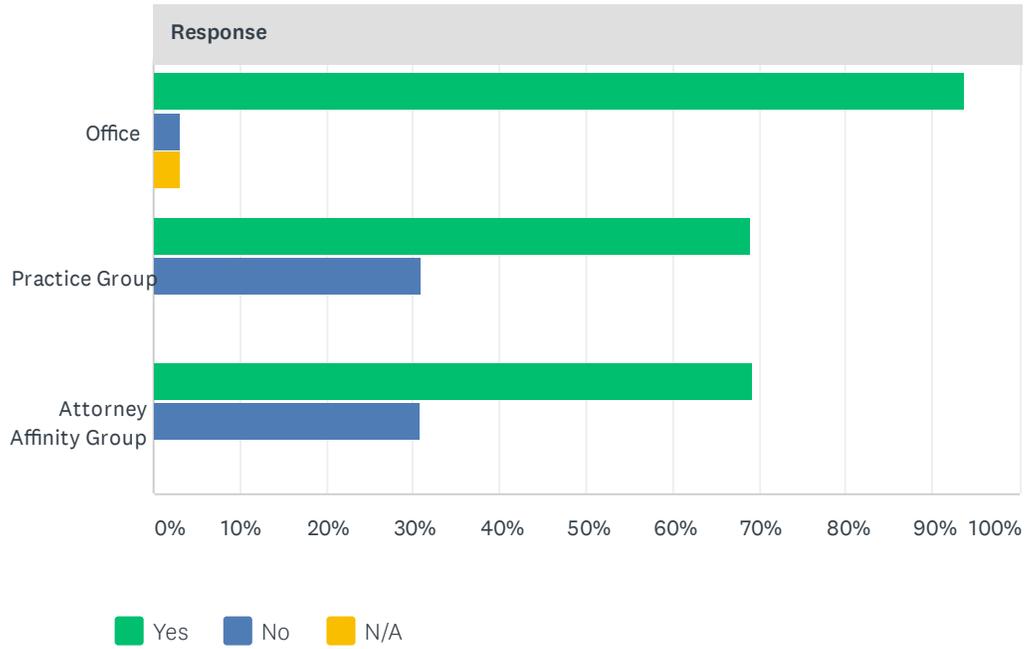


ANSWER CHOICES	RESPONSES	
Yes	70.37%	19
No	29.63%	8
TOTAL		27

#	COMMENTS:	DATE
1	It depends on the focus of the event. Leadership is not always fully on board; the Alumni team advocates for inclusion of all alumni.	2/9/2021 3:03 PM
2	Only if it is extremely targeted	2/4/2021 1:57 PM
3	Only if it is a client-specific or in-house-specific event. Otherwise, we are inclusive.	2/2/2021 12:38 PM
4	Generally speaking, all alums are included, though we were more selective in 2020. Mostly targeted an in-houes alums	2/2/2021 12:21 PM
5	For BD focused events yes. All alumni are invited to alumni only events.	2/2/2021 11:27 AM
6	Competitors are excluded.	2/2/2021 11:01 AM
7	Yes, if the subject matter is deemed proprietary information.	1/26/2021 11:06 AM
8	If someone is at a direct competitor and only recently left, they may be excluded from some events for a short period of time.	1/23/2021 12:12 PM
9	Based on the specific event	1/22/2021 7:03 AM

Q49 Do you host alumni events by:

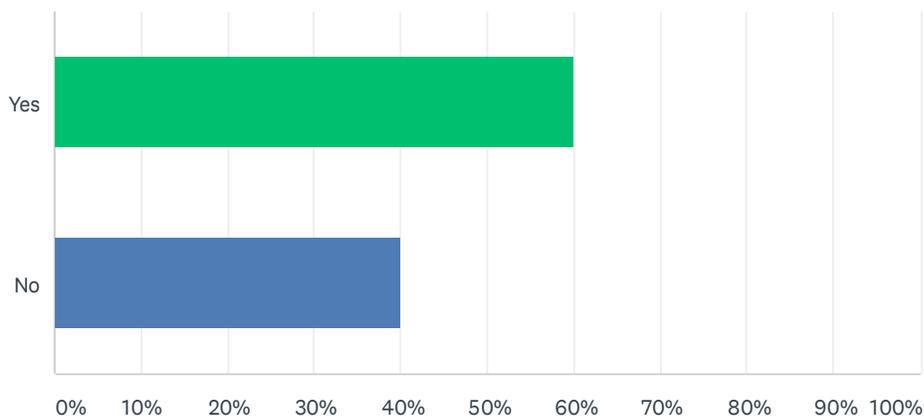
Answered: 32 Skipped: 5



Response				
	YES	NO	N/A	TOTAL
Office	93.75% 30	3.13% 1	3.13% 1	32
Practice Group	68.97% 20	31.03% 9	0.00% 0	29
Attorney Affinity Group	69.23% 18	30.77% 8	0.00% 0	26

Q50 Are alumni invited to any retreats, programs and/or events that are not specifically geared towards alumni?

Answered: 30 Skipped: 7

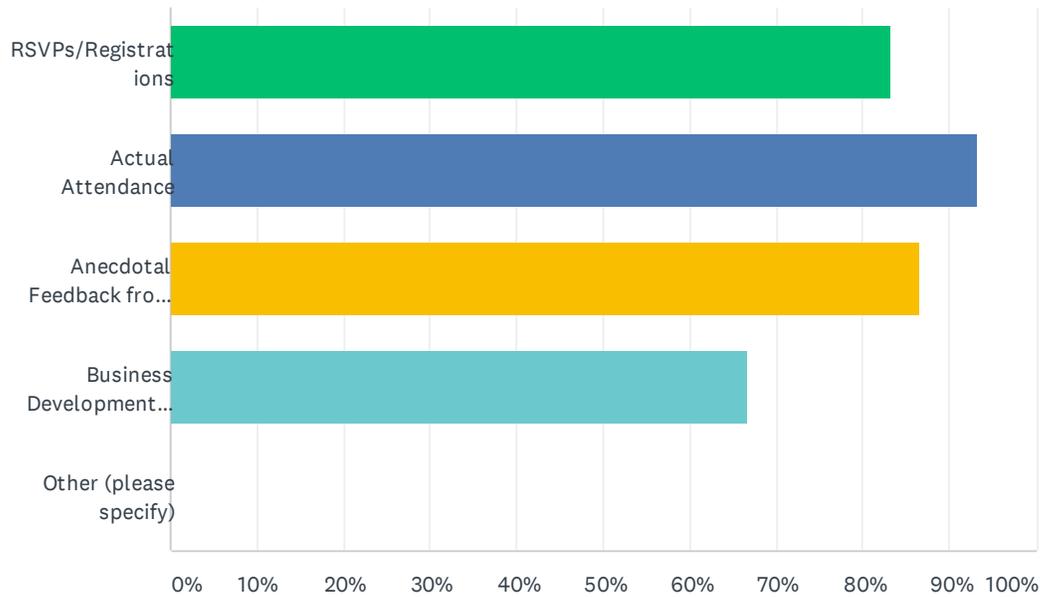


ANSWER CHOICES	RESPONSES
Yes	60.00% 18
No	40.00% 12
TOTAL	30

#	IF YES, PLEASE EXPLAIN:	DATE
1	As speakers on alumni panels.	2/5/2021 12:16 PM
2	Firm programs - Global Womens Law Summit; Tech summit; local CLE and education programs	2/2/2021 1:32 PM
3	in-house alums are included in certain events as indicated above. Alumni clients are sometimes asked to be panelists. Most alums are included in Diversity & Inclusion events; some general CLE	2/2/2021 12:21 PM
4	In the virtual world, we invite alumni to diversity & inclusion, professional development and wellness programming.	2/2/2021 11:05 AM
5	When they fit the criteria for client events.	2/2/2021 11:01 AM
6	holiday parties hosted in each city	1/25/2021 3:43 PM
7	Diversity Conference	1/25/2021 1:30 PM
8	Annual Ethics CLE, Arts and Culture Lecture Series	1/25/2021 11:55 AM
9	Annual golf/tennis outing, former partners invited to partners holiday lunch	1/23/2021 12:12 PM
10	Only if clients	1/22/2021 7:03 AM

Q51 How do you measure the success of an alumni program/event? Check all that apply.

Answered: 30 Skipped: 7



ANSWER CHOICES	RESPONSES	
RSVPs/Registrations	83.33%	25
Actual Attendance	93.33%	28
Anecdotal Feedback from Alumni/Attorneys	86.67%	26
Business Development Leads/Opportunities	66.67%	20
Other (please specify)	0.00%	0
Total Respondents: 30		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q52 What have been your firm's most successful alumni events and why do you think they were successful?

Answered: 26 Skipped: 11

2021 NALP Alumni Relations Survey

#	RESPONSES	DATE
1	Chicago annual alumni reception, where we will often film video interviews with alumni to get extra mileage out of the event.	2/18/2021 10:57 AM
2	Affinity related programs because the alumni already have a strong connection.	2/9/2021 3:03 PM
3	Regional alumni events because it provides the opportunity for former colleagues who used to work closely with each other to reconnect.	2/5/2021 3:30 PM
4	Large reunions at hot spots are always successful. Creative, high-value, targeted events also are well-received. Anything where the lawyers and alumni can connect and be social is a hit.	2/5/2021 12:16 PM
5	Our smaller marketplace events (events in cities where we do not have an office) tend to have 100% attendance (of those who RSVP'd) -- i think since there isnt a built in office network, folks are more eager to network and stay engaged.	2/5/2021 10:58 AM
6	Our annual reception in NY. Its the largest alumni event and many do travel to attend.	2/4/2021 7:07 PM
7	Our global alumni reunion. People love re-connecting	2/4/2021 1:57 PM
8	runs the gambit from large scale office events, small PG events, tribute events, pro bono programs	2/2/2021 9:44 PM
9	Recent alumni event for alumni who left in the last 5 years and associates - we received feedback that the event was great for networking and reuniting with friends and colleagues.	2/2/2021 2:32 PM
10	Office based - "homecoming" events (pre-Covid) All Alumni webinar - Lunch and Learn (2020)	2/2/2021 1:32 PM
11	Annual Social Networking Event	2/2/2021 1:29 PM
12	Our alumni seem to like our social events more than any other kind of program. I think people are overwhelmed with content these days, so the opportunity to just be social and have fun is appreciated.	2/2/2021 12:38 PM
13	We have been blessed with good attendance at our events, generally. Our virtual events in 2020 were a big attraction because they were small and high-level of need to see other faces besides the usual. Our drink kits were a big hit. The best events are always those where the host or office alumni committee members conduct personal outreach to encourage attendance/participation.	2/2/2021 12:21 PM
14	TBD	2/2/2021 11:27 AM
15	We were only able to host one large alumni event prior to the pandemic but it was very successful. I think the opportunity to reconnect with former colleagues was a big draw since the firm hadn't provided events like that in the past.	2/2/2021 11:05 AM
16	Unsure - before my time. From my knowledge they were not very successful.	2/2/2021 11:01 AM
17	Biennial Alumni Reception	1/28/2021 2:19 PM
18	Regional annual and bi-annual alumni reunions have been successful. The reunions provide an opportunity for alumni and firm attorneys to connect in person.	1/26/2021 2:27 PM
19	In-person social events and professionalism or ethics CLE's.	1/26/2021 11:06 AM
20	happy hour	1/25/2021 3:43 PM
21	CLE events, because we're filling a real need for alumni and Pro Bono partnerships, because we're connecting with alumni and clients.	1/25/2021 11:55 AM
22	Alumni wide party - had over 150 alumni attend; successful for reconnections, brand building Women's alumni +1 business development event - brand building/network expansion	1/23/2021 12:12 PM
23	Social ones because everyone is relaxed.	1/22/2021 10:02 AM
24	Office drinks receptions	1/22/2021 7:03 AM
25	Panels	1/21/2021 5:26 PM
26	Ethics CLE followed by a fun social event at the same location (usually at the firm)	1/21/2021 4:18 PM

Q53 What have been your firm's three biggest challenges with alumni programs/events?

Answered: 23 Skipped: 14

ANSWER CHOICES	RESPONSES	
1	100.00%	23
2	78.26%	18
3	65.22%	15

#	1	DATE
1	Attorney Buy In	2/5/2021 3:30 PM
2	Resources (human)	2/5/2021 12:16 PM
3	Partner participation	2/5/2021 10:58 AM
4	Resources	2/4/2021 7:07 PM
5	Putting a monetary value on alumni relationships	2/4/2021 1:57 PM
6	financial resourcing	2/2/2021 1:32 PM
7	Attendance	2/2/2021 1:29 PM
8	No-shows	2/2/2021 12:38 PM
9	Getting hosts to do personal outreach	2/2/2021 12:21 PM
10	COVID	2/2/2021 11:27 AM
11	Attendance Drop Off on Actual Event	2/2/2021 11:05 AM
12	Participation from alumni	2/2/2021 11:01 AM
13	Accurate contact information for invitations	1/26/2021 2:27 PM
14	Contact Info - updated	1/26/2021 11:06 AM
15	attorney participation	1/25/2021 3:43 PM
16	Attendance both attorneys and alumni	1/25/2021 1:30 PM
17	budget	1/25/2021 11:55 AM
18	Not enough time	1/25/2021 10:28 AM
19	Getting attorneys actively involved in planning	1/23/2021 12:12 PM
20	attendance	1/22/2021 10:02 AM
21	Losing momentum of lunch due to Covid	1/22/2021 7:03 AM
22	Attendance - register but don't show up	1/21/2021 5:26 PM
23	Finding contact information from long separated individuals	1/21/2021 3:57 PM

2021 NALP Alumni Relations Survey

#	2	DATE
1	Consistency across offices	2/5/2021 3:30 PM
2	Communications (time)	2/5/2021 12:16 PM
3	Individualized outreach from staff/partners to Alumni	2/5/2021 10:58 AM
4	Budget	2/4/2021 7:07 PM
5	Historic acceptance of the need for programs/events	2/2/2021 1:32 PM
6	Making sure we have correct contact info	2/2/2021 1:29 PM
7	Affordable venues	2/2/2021 12:21 PM
8	COVID	2/2/2021 11:27 AM
9	Understanding of the purpose	2/2/2021 11:01 AM
10	Scheduling conflicts	1/26/2021 2:27 PM
11	Internal Support	1/26/2021 11:06 AM
12	updated contact information	1/25/2021 3:43 PM
13	resources (event planning specialist)	1/25/2021 11:55 AM
14	resources	1/25/2021 10:28 AM
15	Budget for systems (e.g., portal/tracking)	1/23/2021 12:12 PM
16	frequency	1/22/2021 10:02 AM
17	Awareness - both internally and externally	1/22/2021 7:03 AM
18	Creative events that are different from day-to-day opportunities	1/21/2021 5:26 PM
#	3	DATE
1	Attendance	2/5/2021 3:30 PM
2	Contact information/goes to spam	2/5/2021 12:16 PM
3	Trying to do things differently so they dont get "stale"	2/5/2021 10:58 AM
4	Mission	2/4/2021 7:07 PM
5	Timing	2/2/2021 12:21 PM
6	COVID	2/2/2021 11:27 AM
7	Internal support	2/2/2021 11:01 AM
8	Attendance by current attorneys	1/26/2021 2:27 PM
9	resources (i.e. website)	1/25/2021 3:43 PM
10	critical mass (alumni concentrated in a geographic area)	1/25/2021 11:55 AM
11	no-shows (consistent with other programming, but always annoying)	1/25/2021 10:28 AM
12	COVID	1/23/2021 12:12 PM
13	getting partners to go	1/22/2021 10:02 AM
14	Building engagement virtually	1/22/2021 7:03 AM
15	Communication	1/21/2021 5:26 PM

Q54 How have you tried to address those challenges?

Answered: 22 Skipped: 15

#	RESPONSES	DATE
1	We have decided to focus on building a strong internal message. COVID has helped in that we have not been pressed to hold in person events.	2/5/2021 3:30 PM
2	Band-aids most often and just continuous plugging away at resolving.	2/5/2021 12:16 PM
3	Continually keeping Partners and senior staff engaged and aware of the program so they are well versed in its benefits and more willing to be active participants	2/5/2021 10:58 AM
4	Internal committee	2/4/2021 7:07 PM
5	Case studies from event to event where we get high ROI and impact statements from current partners and	2/2/2021 1:32 PM
6	Promoting on LI and reminder e-mails.	2/2/2021 1:29 PM
7	We've tried day-before and day-of reminders, but ultimately, there are always a lot of people that get busy and decide not to attend on the day of the event.	2/2/2021 12:38 PM
8	We review lists with committees and the chair helps assign follow-up	2/2/2021 12:21 PM
9	Working on program infrastructure and with BD to enhance commercialization efforts before events are safe again	2/2/2021 11:27 AM
10	Sending day of reminders.	2/2/2021 11:05 AM
11	Building internal awareness and understanding in 2020 for why we have an alumni community and what that means for them.	2/2/2021 11:01 AM
12	Designate a group of attorneys reach out individually to alumni and encourage firm members to attend.	1/26/2021 2:27 PM
13	Work constantly to keep information current and campaign for more budget dollars.	1/26/2021 11:06 AM
14	of course	1/25/2021 3:43 PM
15	personal outreach	1/25/2021 1:30 PM
16	Looking to bring in alumni for other firm events	1/25/2021 11:55 AM
17	efficiency and advocacy	1/25/2021 10:28 AM
18	Broadened committee to include senior associates	1/23/2021 12:12 PM
19	personal invites	1/22/2021 10:02 AM
20	1. / 3. experimented with offering and online events 2. worked with agency to create videos, leaflets, webpage in 2020 and will run campaigns using this new campaign tool kit in the coming months.	1/22/2021 7:03 AM
21	Somewhat	1/21/2021 5:26 PM
22	Do not know yet.	1/21/2021 4:18 PM

Q55 What have you found to be the most effective way to promote alumni attendance at programs/events?

Answered: 25 Skipped: 12

#	RESPONSES	DATE
1	Personal outreach, either from the lawyers or from the alumni team.	2/18/2021 10:57 AM
2	Individual outreach from attorneys and the biggest alumni advocates	2/5/2021 3:30 PM
3	Getting the lawyers to reach out personally to their alumni friends.	2/5/2021 12:16 PM
4	Individualized outreach from Partners/Colleagues	2/5/2021 10:58 AM
5	Very topical subject matter/CLE credit.	2/4/2021 7:07 PM
6	For reunions it is not really an issue. For more targeted events, it is key to have excellent speakers	2/4/2021 1:57 PM
7	personal outreach	2/2/2021 9:44 PM
8	Outreach to alums by lawyers who will be attending the event	2/2/2021 2:32 PM
9	Early awareness and personal/direct invitations sent by individual attorneys as follow up.	2/2/2021 1:32 PM
10	Send "Save the Date" first, then the invite, then "There is Still Time to Register" as well as post on LinkedIn.	2/2/2021 1:29 PM
11	Personal outreach	2/2/2021 12:38 PM
12	Personal outreach; interesting venues; good timing.	2/2/2021 12:21 PM
13	Personal outreach	2/2/2021 11:27 AM
14	Direct outreach from current attorneys or fellow alumni.	2/2/2021 11:05 AM
15	Personal follow up.	2/2/2021 11:01 AM
16	Individual attorney outreach to alumni.	1/26/2021 2:27 PM
17	Sending invites 4-6 weeks in advance, calendar re-sends.	1/26/2021 11:06 AM
18	outreach/personal follow up by attorneys	1/25/2021 3:43 PM
19	Event invitation registrations have been enough; also social media	1/25/2021 11:55 AM
20	personal follow up	1/25/2021 10:28 AM
21	Let alums know what other alums are attending - get the "reunion" effect.	1/23/2021 12:12 PM
22	personal invites	1/22/2021 10:02 AM
23	Backing of leadership to encourage more current lawyer engagement. Invitations to alumni from their former colleagues are more successful than generic marketing invites. Especially, first running the event.	1/22/2021 7:03 AM
24	Resending an invite several times and personal outreach	1/21/2021 5:26 PM
25	Email invites and follow up.	1/21/2021 4:18 PM

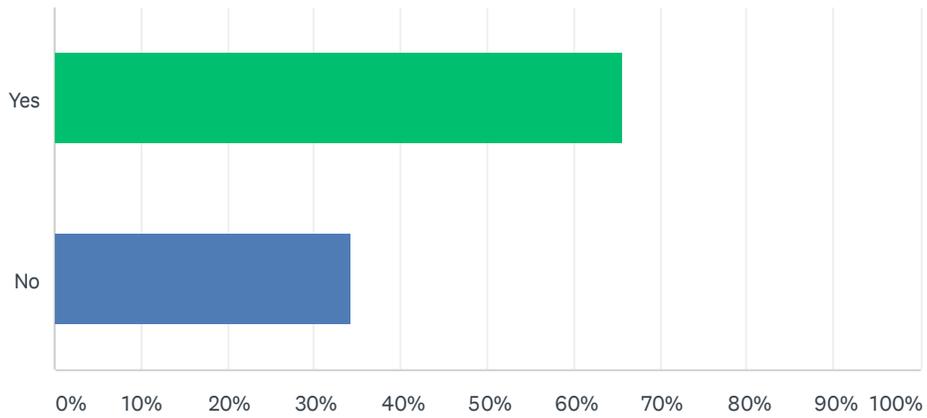
Q56 What have you found to be the most effective way to promote attorney attendance at alumni programs/events?

Answered: 23 Skipped: 14

#	RESPONSES	DATE
1	Trainings for associates ahead of any alumni event to educate them about the firm's alumni program and how to use the opportunity for them to practice their networking and business development skills.	2/18/2021 10:57 AM
2	Phone calls from the alumni manager	2/5/2021 3:30 PM
3	Office leadership emails to lawyers.	2/5/2021 12:16 PM
4	Exciting guests/exclusive venues	2/5/2021 10:58 AM
5	Very topical subject matter/CLE credit.	2/4/2021 7:07 PM
6	partner sponsor beating the drum	2/2/2021 9:44 PM
7	We've occasionally had partners email attorney invitees to encourage them to attend, but coming up with event topics that are both interesting and useful to attorneys is probably the best way to encourage attorneys to attend.	2/2/2021 2:32 PM
8	Sharing the attendee list or matching practices and prospects prior to the events.	2/2/2021 1:32 PM
9	I personally make phone calls to certain partners when I know certain alums are attending an event.	2/2/2021 1:29 PM
10	Personal outreach; letting them know which alumni have registered	2/2/2021 12:38 PM
11	invitation and reminders; personal outreach by committee and alumni staff; alumni to alumni.	2/2/2021 12:21 PM
12	Make the attorneys feel special too	2/2/2021 11:27 AM
13	Direct outreach from alumni relations.	2/2/2021 11:05 AM
14	Leadership involvement.	2/2/2021 11:01 AM
15	Having practice group leaders and other firm leaders encourage attendance.	1/26/2021 2:27 PM
16	Send out RSVP lists in advance.	1/26/2021 11:06 AM
17	hold accountable to attend as alumni are expecting to see them	1/25/2021 3:43 PM
18	Internal communications, circulating attendee list, word of mouth	1/25/2021 11:55 AM
19	This is usually not an issue for us.	1/23/2021 12:12 PM
20	getting the practice leaders to reach out	1/22/2021 10:02 AM
21	Sharing guest lists Encouragement from leadership	1/22/2021 7:03 AM
22	Resending an invite several times and personal outreach	1/21/2021 5:26 PM
23	Emails and follow up.	1/21/2021 4:18 PM

Q57 Do you provide any professional development services/programming to alumni?

Answered: 32 Skipped: 5



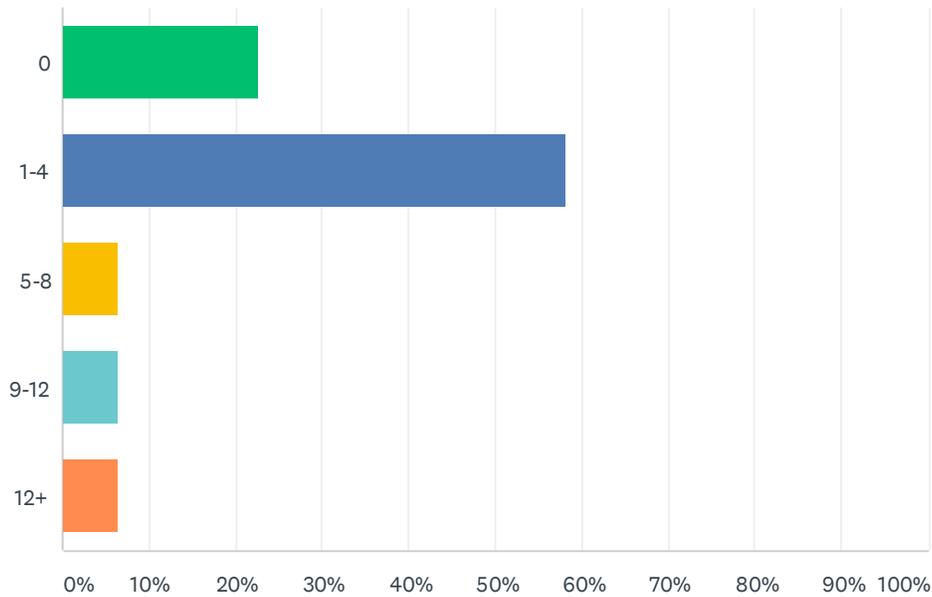
ANSWER CHOICES	RESPONSES	
Yes	65.63%	21
No	34.38%	11
TOTAL		32

2021 NALP Alumni Relations Survey

#	IF YES, PLEASE EXPLAIN:	DATE
1	We have an in-house job opportunities board with referrals from alumni, and a training & development team who helps facilitate career transition conversations for those who want to move in-house.	2/18/2021 10:57 AM
2	Access to career services department	2/5/2021 12:17 PM
3	Mentor training	2/4/2021 1:58 PM
4	training	2/2/2021 9:44 PM
5	No other than CLE programs	2/2/2021 2:34 PM
6	Mostly CLE. We do have a jobs referral network for which we are seeking new internal leadership; pairing folks with jobs; responding to inquiries for high-level in-houses placement	2/2/2021 12:24 PM
7	Haven't yet, but plan to extend CLE and potentially others to alumni	2/2/2021 11:29 AM
8	When it is appropriate, we coordinate with our PD team to invite alumni to programming. It has been much easier in the virtual world!	2/2/2021 11:06 AM
9	Looking to do this in 2021.	2/2/2021 11:01 AM
10	Weekly complimentary CLEs, invitations to firm webinars and conferences.	1/26/2021 2:28 PM
11	CLE programs	1/25/2021 3:44 PM
12	Ethics CLE, Job referrals	1/25/2021 11:56 AM
13	Recent alums (within the last 18 months) are assigned an alumni mentor if they choose to have one. This person reaches out to the alum 4 -6 times per year to ask about any CLE/PD needs we can be helpful with. We regularly post job opportunities for alums and indicate what other alums work for those companies to help the candidate gather intel before interviewing/applying.	1/23/2021 12:14 PM
14	- coaching - virtual CLE webinars - career center on alumni website with a host of articles and tools.	1/22/2021 7:04 AM
15	CLE programs	1/21/2021 5:27 PM
16	We share the free weekly PLI program with some alumni, but we don't have a process for determining who gets it. We inherited a distro list and have not adjusted it yet because we don't have a robust alumni contact list/program.	1/21/2021 3:42 PM

Q58 How many times a year do you send CLE/Professional Development program invitations to your full alumni email list?

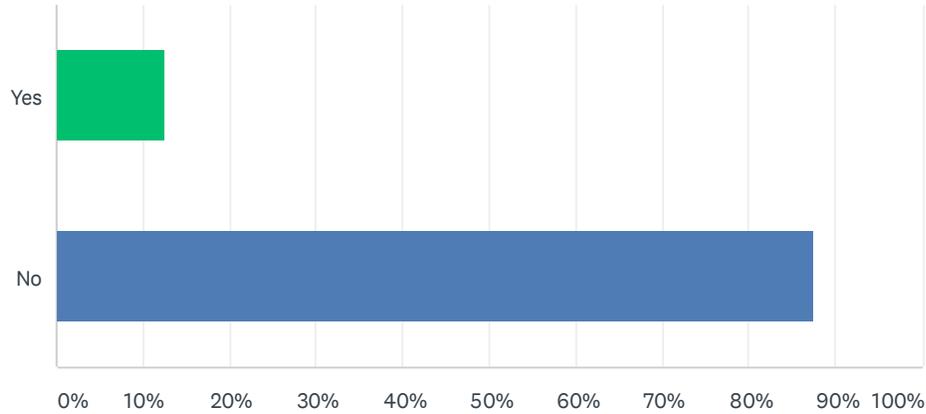
Answered: 31 Skipped: 6



ANSWER CHOICES	RESPONSES
0	22.58% 7
1-4	58.06% 18
5-8	6.45% 2
9-12	6.45% 2
12+	6.45% 2
TOTAL	31

Q59 Do you provide mentoring opportunities between alumni?

Answered: 32 Skipped: 5

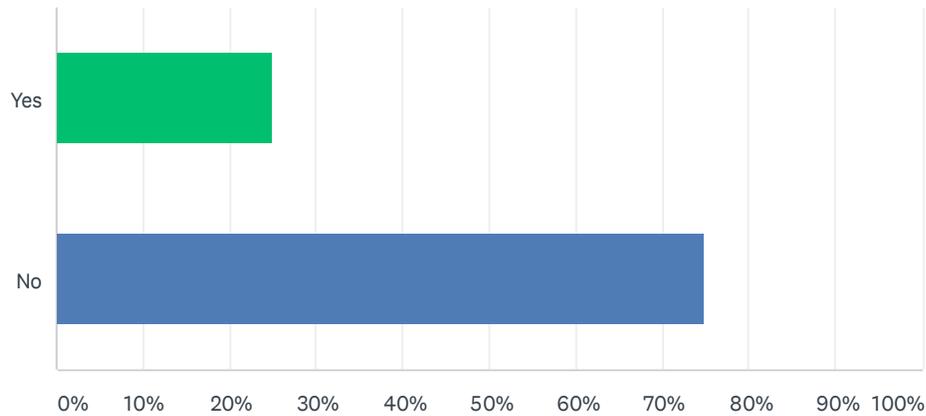


ANSWER CHOICES	RESPONSES
Yes	12.50% 4
No	87.50% 28
TOTAL	32

#	IF YES, PLEASE EXPLAIN:	DATE
1	We have launched a program to help alumni connect with one another virtually during COVID - this offers an opportunity for unofficial mentoring too.	2/18/2021 10:57 AM
2	through attorney development dept and sometimes through other alumni.	2/2/2021 12:24 PM
3	no formalized program	2/2/2021 11:29 AM
4	This is something I am keen to start as I think it will be of real benefit to the program	1/22/2021 7:04 AM

Q60 Do you provide mentoring opportunities between current associates and alumni?

Answered: 32 Skipped: 5

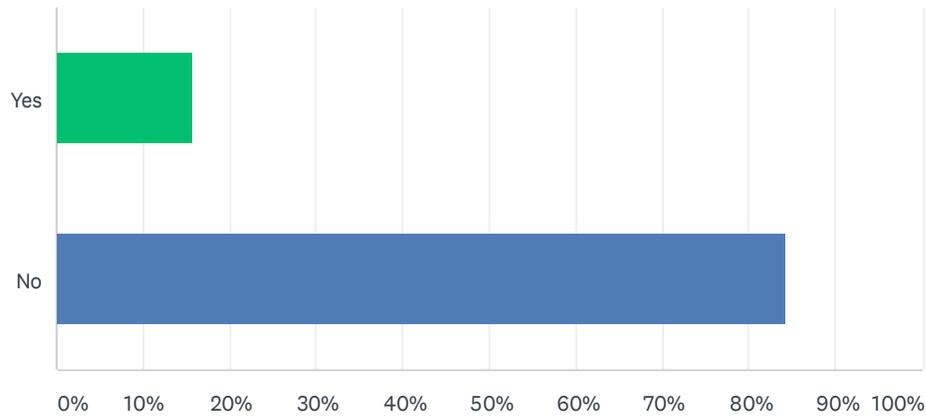


ANSWER CHOICES	RESPONSES	
Yes	25.00%	8
No	75.00%	24
TOTAL		32

#	IF YES, PLEASE EXPLAIN:	DATE
1	We pair alumni for career networking conversations, but current associates usually turn to our firm's Learning and Development team.	2/18/2021 10:57 AM
2	We make and facilitate introductions informally.	2/9/2021 3:04 PM
3	but not very active at this time	2/2/2021 12:24 PM
4	No formalized program	2/2/2021 11:29 AM
5	Upon request we connect current associates to alumni mentors	1/25/2021 11:56 AM
6	This is something I am keen to start as I think it will be of real benefit to the program	1/22/2021 7:04 AM

Q61 Do you have a structured process for alumni to refer candidates for summer associate, attorney and/or staff positions at the firm?

Answered: 32 Skipped: 5

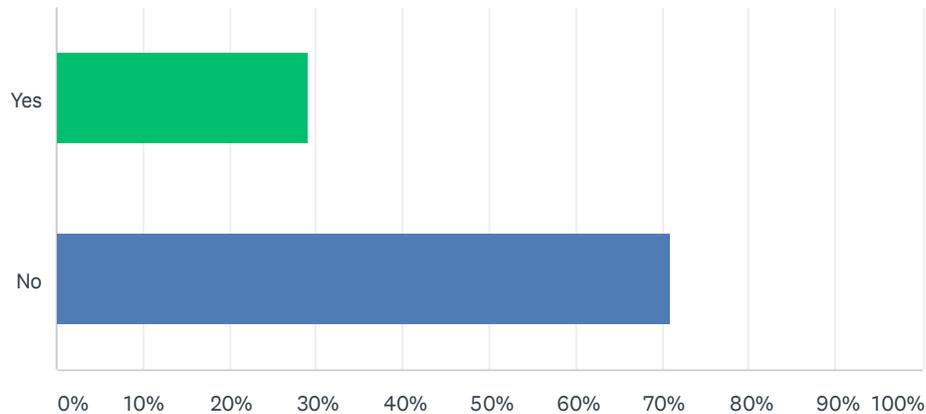


ANSWER CHOICES	RESPONSES	
Yes	15.63%	5
No	84.38%	27
TOTAL		32

#	IF YES, PLEASE EXPLAIN:	DATE
1	An online form.	2/5/2021 12:18 PM
2	Not for staff positions, but alumni can use our CareerLink program to notify us of job openings or to refer people to open positions at the Firm	2/5/2021 10:59 AM
3	Building into our alumni platform	2/2/2021 11:30 AM
4	Alumni reach out to the internal alumni relations department	1/22/2021 11:16 AM
5	Launching an Alumni Referral Scheme in 2021	1/22/2021 7:05 AM

Q62 Do you utilize alumni as part of your summer associate and/or lateral attorney recruiting efforts?

Answered: 31 Skipped: 6

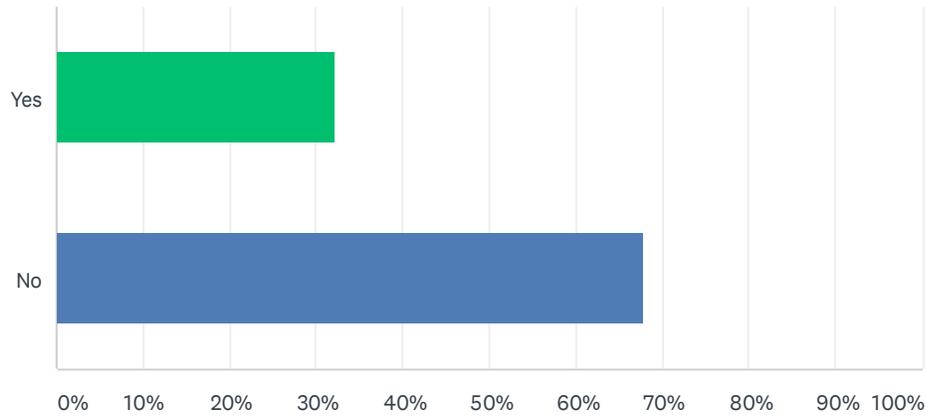


ANSWER CHOICES	RESPONSES
Yes	29.03% 9
No	70.97% 22
TOTAL	31

#	IF YES, PLEASE EXPLAIN:	DATE
1	Alumni panel during OCI	2/5/2021 12:18 PM
2	We invite many alumni to summer associate events or to be part of panels for substantive events.	2/4/2021 7:10 PM
3	informally	2/2/2021 9:45 PM
4	We create an alumni brochure that is given to recruits, but other than the brochure we don't utilize the alumni themselves	2/2/2021 3:36 PM
5	speakers, etc.	2/2/2021 12:25 PM
6	Not at this time.	2/2/2021 11:30 AM
7	We have included alumni in panels and networking events geared towards law school students for purposes of summer associate recruiting.	2/2/2021 11:07 AM
8	Will look to have them participate in panel discussions for 2021.	2/2/2021 11:02 AM
9	For laterals, we do sometimes make connections with alums (particularly alums that are now clients) to facilitate recruiting efforts. For summer associate candidates, we have a day on the job event where a panel of younger alums talk about their experiences in the summer program or as junior associates and how well prepared they were to move in-house.	1/23/2021 12:17 PM

Q63 Are alumni invited to attend any summer associate events?

Answered: 31 Skipped: 6

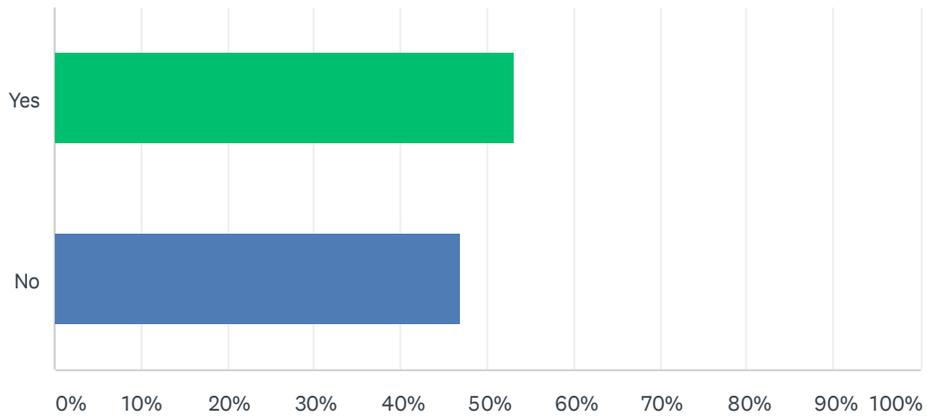


ANSWER CHOICES	RESPONSES	
Yes	32.26%	10
No	67.74%	21
TOTAL		31

#	IF YES, PLEASE EXPLAIN:	DATE
1	We invite alumni to join panels and come speak to our summer associates.	2/18/2021 10:57 AM
2	Alumni panel during summer academy	2/5/2021 12:18 PM
3	They are invited as appropriate	2/4/2021 7:10 PM
4	on panels	2/2/2021 9:45 PM
5	The only one I am aware of is a summer associate alumni panel that I help coordinate	2/2/2021 12:40 PM
6	Any of those who are invited as speakers	2/2/2021 12:25 PM
7	Not at this time.	2/2/2021 11:30 AM
8	Alumni are invited to large social event. Changes by office.	1/25/2021 11:59 AM
9	We host an alumni panel event every summer for the summer associates. We also invite a group of alumni to join the annual golf/tennis event.	1/23/2021 12:17 PM

Q64 Does someone at your firm connect with summer associates regarding alumni relations?

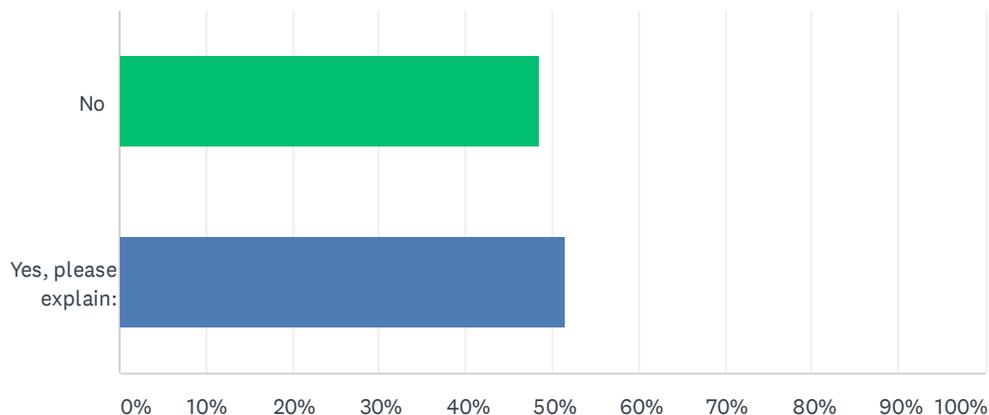
Answered: 32 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	53.13%	17
No	46.88%	15
TOTAL		32

Q65 Do you provide any career counseling services to alumni?

Answered: 33 Skipped: 4

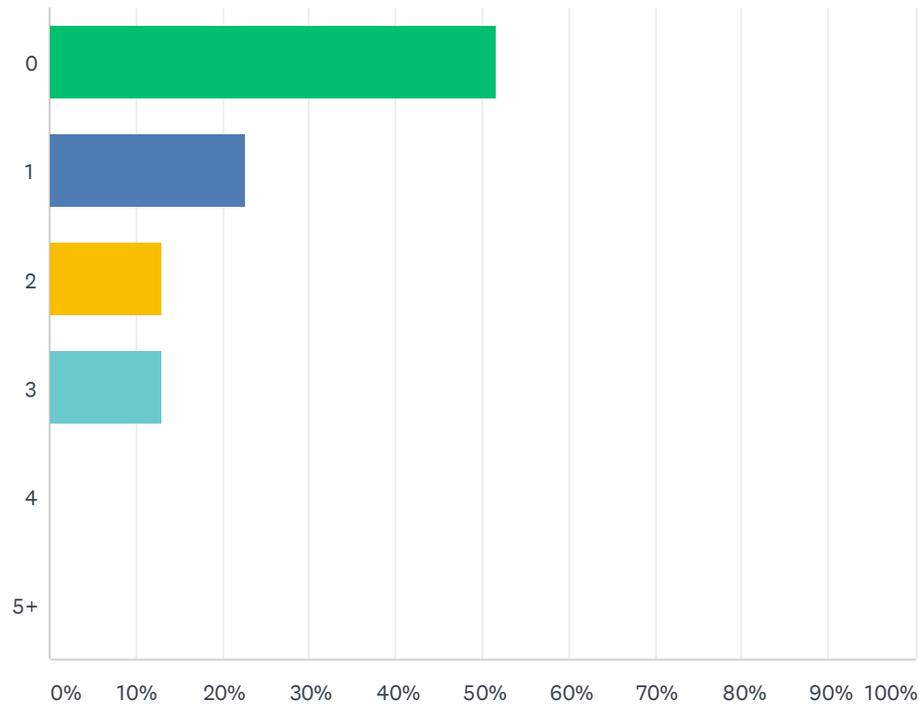


ANSWER CHOICES	RESPONSES
No	48.48% 16
Yes, please explain:	51.52% 17
TOTAL	33

#	YES, PLEASE EXPLAIN:	DATE
1	Unofficially, through our virtual Creating Connections program. The alumni we connect have career conversations with one another, rather than with us.	2/18/2021 10:57 AM
2	We just confirmed an on demand career coach to provide up to 4 sessions complimentary to alumni.	2/9/2021 3:06 PM
3	We have a Career Services Dept.	2/5/2021 12:19 PM
4	CareerLink program is a complimentary, confidential, full service career-services program	2/5/2021 11:00 AM
5	No comment	2/4/2021 1:59 PM
6	1:1 career counseling and networking support	2/2/2021 9:45 PM
7	We have an internal career coach	2/2/2021 3:36 PM
8	We have a career counselor and a job board	2/2/2021 12:41 PM
9	some; see prior response regarding alumni job referral network.	2/2/2021 12:26 PM
10	all alumni have access to the job board, attorney alumni have access to certified career coach.	2/2/2021 11:30 AM
11	We have 3 in-house career counselors and they are available to assist alumni by request.	2/2/2021 11:07 AM
12	informal	1/28/2021 2:20 PM
13	Career advising, referral of job opportunities, access to job board, facilitated networking	1/26/2021 2:12 PM
14	Help with job referrals	1/25/2021 11:59 AM
15	lifelong career services are available for associates, alumni and friends of the firm	1/25/2021 10:30 AM
16	Via the alumni mentor program.	1/23/2021 12:17 PM
17	All members can take advantage of 3 sessions with our in-house career coach.	1/22/2021 7:08 AM

Q66 What is the total number of people who spend AT LEAST 50% of their time providing career counseling services for the firm?

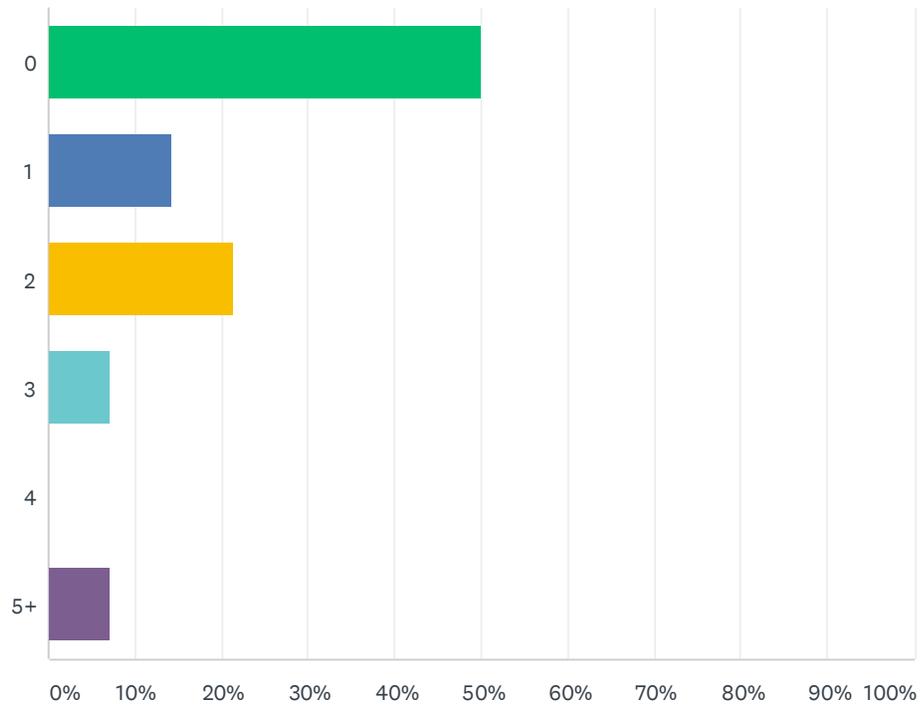
Answered: 31 Skipped: 6



ANSWER CHOICES	RESPONSES	
0	51.61%	16
1	22.58%	7
2	12.90%	4
3	12.90%	4
4	0.00%	0
5+	0.00%	0
TOTAL		31

Q67 What is the total number of people who spend LESS than 50% of their time providing career counseling services for the firm?

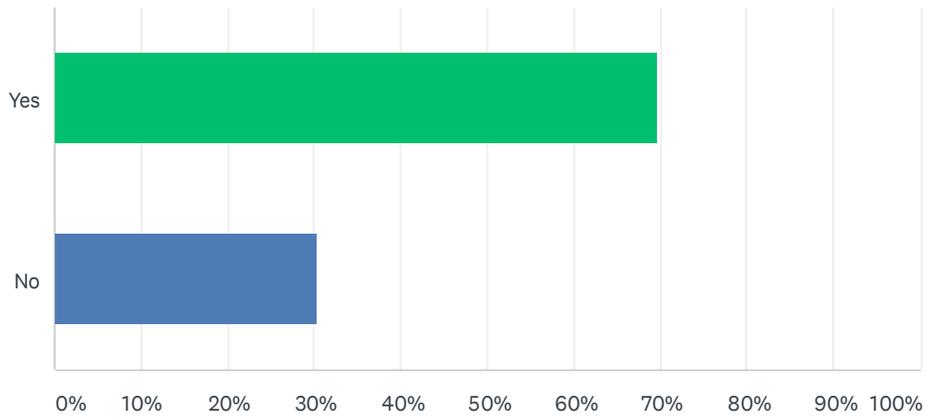
Answered: 28 Skipped: 9



ANSWER CHOICES	RESPONSES	
0	50.00%	14
1	14.29%	4
2	21.43%	6
3	7.14%	2
4	0.00%	0
5+	7.14%	2
TOTAL		28

Q68 Do you have a job board/listing available to alumni? If yes, you will be directed to follow up questions regarding your job board/listing.

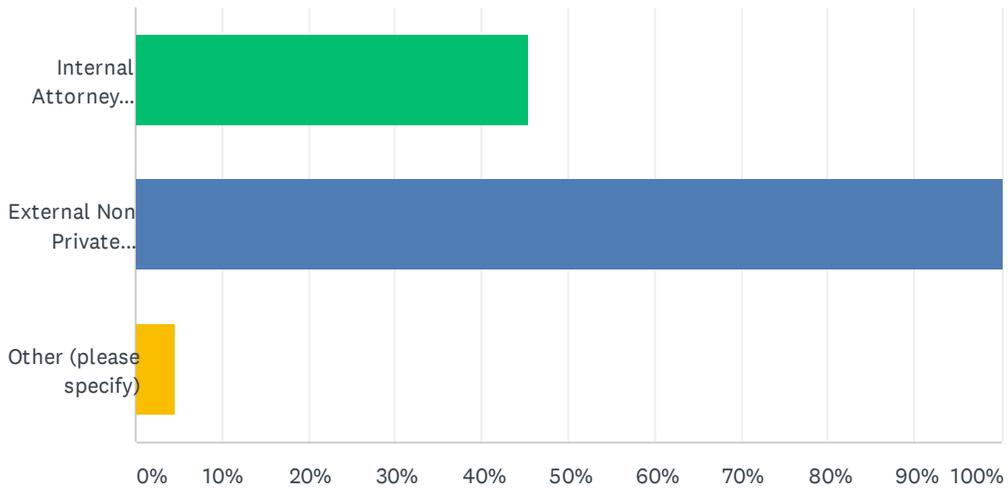
Answered: 33 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	69.70%	23
No	30.30%	10
TOTAL		33

Q69 What types of positions are included on the job board/listing? Check all that apply.

Answered: 22 Skipped: 15

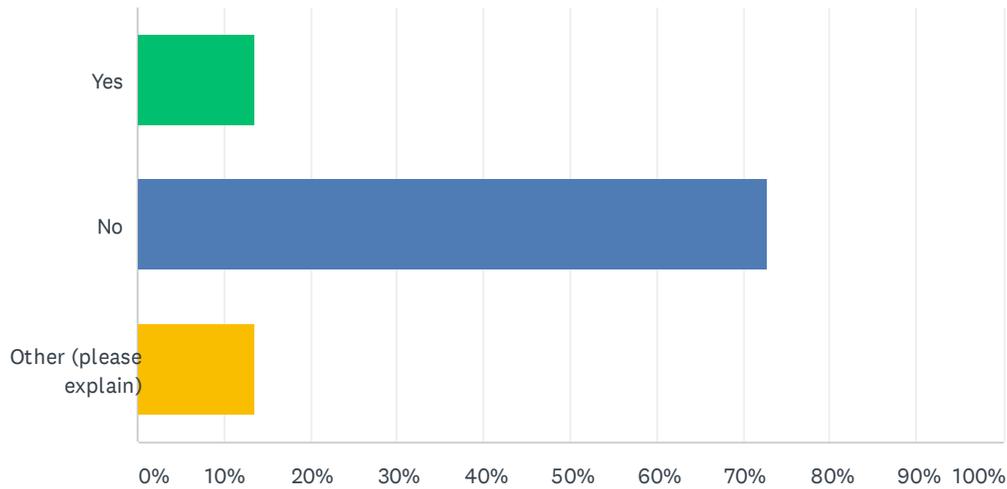


ANSWER CHOICES	RESPONSES
Internal Attorney Positions	45.45% 10
External Non Private Practice Attorney Positions	100.00% 22
Other (please specify)	4.55% 1
Total Respondents: 22	

#	OTHER (PLEASE SPECIFY)	DATE
1	Some clients	2/2/2021 12:28 PM

Q70 Do you allow attorney positions at other law firms to be posted on your alumni job board?

Answered: 22 Skipped: 15

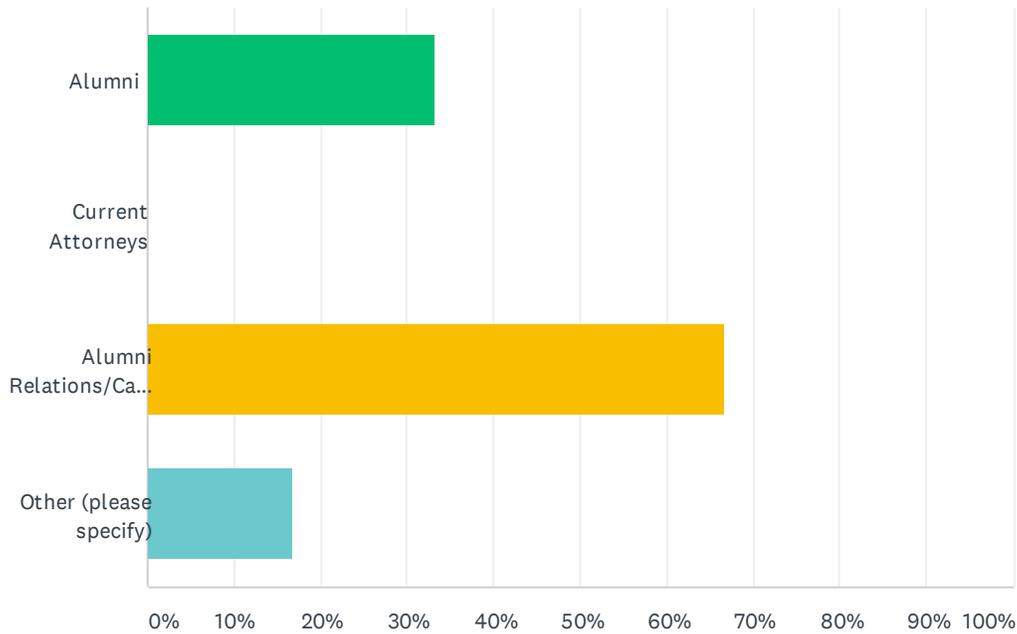


ANSWER CHOICES	RESPONSES
Yes	13.64% 3
No	72.73% 16
Other (please explain)	13.64% 3
TOTAL	22

#	OTHER (PLEASE EXPLAIN)	DATE
1	at times	2/2/2021 9:47 PM
2	Once in a while if it is a small/niche firm and not a direct competitor	2/2/2021 12:43 PM
3	Only if out of market	1/23/2021 12:19 PM

**Q71 If yes, who is allowed to post attorney positions at other law firms?
Check all that apply.**

Answered: 6 Skipped: 31

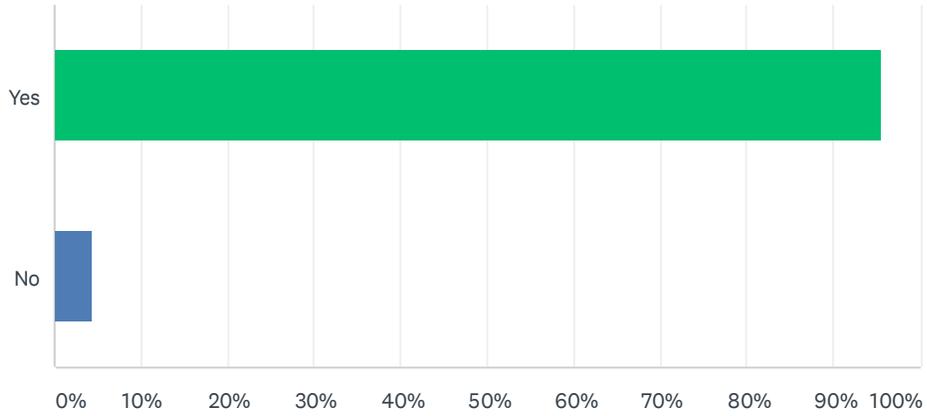


ANSWER CHOICES	RESPONSES
Alumni	33.33% 2
Current Attorneys	0.00% 0
Alumni Relations/Career Counseling Staff	66.67% 4
Other (please specify)	16.67% 1
Total Respondents: 6	

#	OTHER (PLEASE SPECIFY)	DATE
1	Alumni relations confers with alumni relations partner to assess whether the position should be listed	1/23/2021 12:19 PM

Q72 Do current attorneys have access to view postings on the job board?

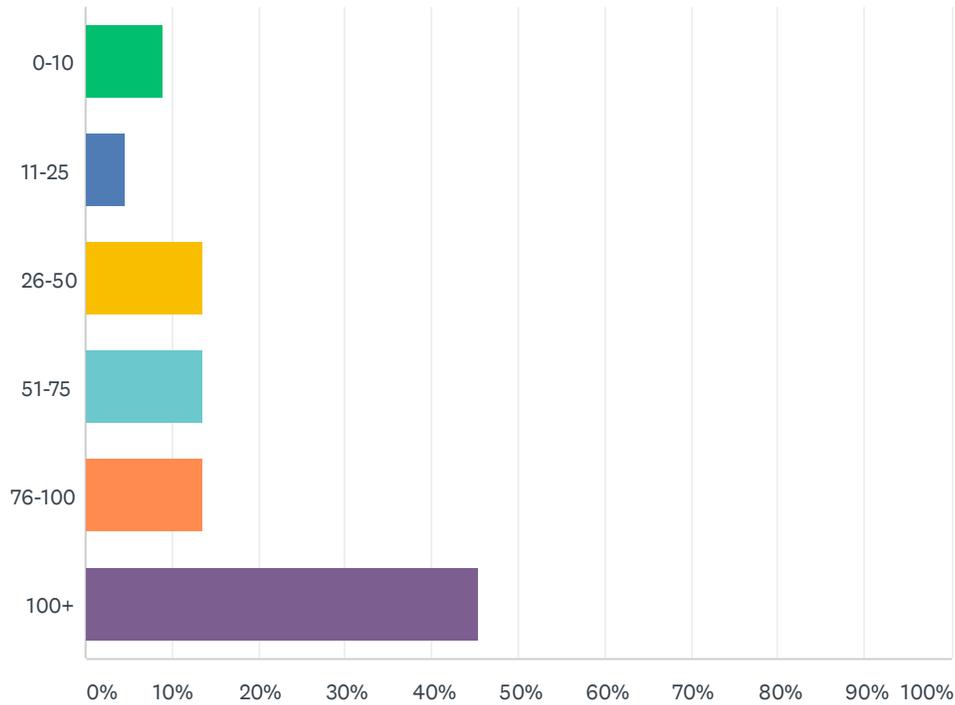
Answered: 23 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	95.65%	22
No	4.35%	1
TOTAL		23

Q73 Approximately, how many positions are listed a year?

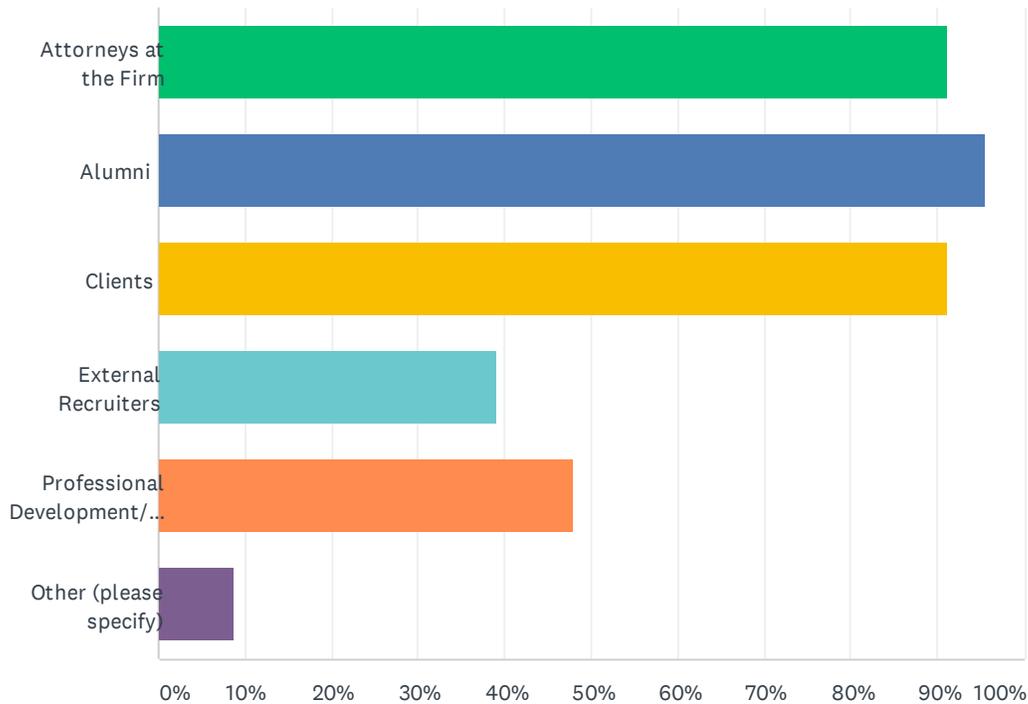
Answered: 22 Skipped: 15



ANSWER CHOICES	RESPONSES
0-10	9.09% 2
11-25	4.55% 1
26-50	13.64% 3
51-75	13.64% 3
76-100	13.64% 3
100+	45.45% 10
TOTAL	22

Q74 Who provides openings to include on the job board/listing? Check all that apply.

Answered: 23 Skipped: 14

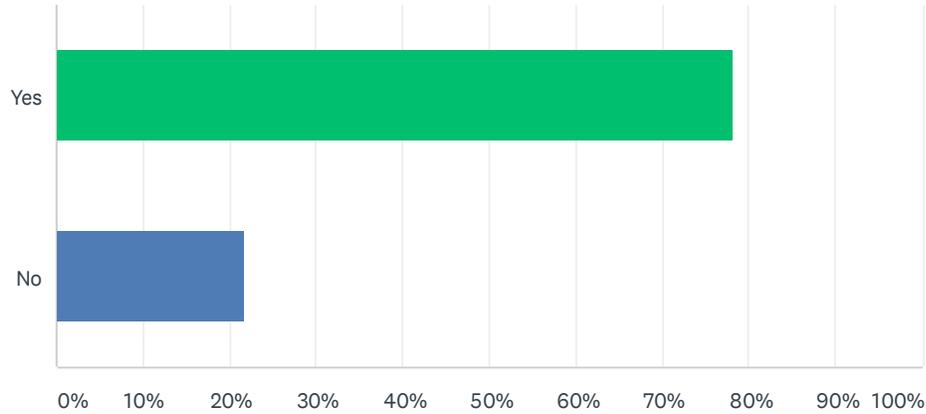


ANSWER CHOICES	RESPONSES
Attorneys at the Firm	91.30% 21
Alumni	95.65% 22
Clients	91.30% 21
External Recruiters	39.13% 9
Professional Development/Career Counseling Department	47.83% 11
Other (please specify)	8.70% 2
Total Respondents: 23	

#	OTHER (PLEASE SPECIFY)	DATE
1	Manually searching when alumni are promoting open roles at their organizations on LinkedIn.	2/2/2021 11:04 AM
2	I seek out open positions to post	1/25/2021 1:34 PM

Q75 Do all positions require approval in order to be listed?

Answered: 23 Skipped: 14

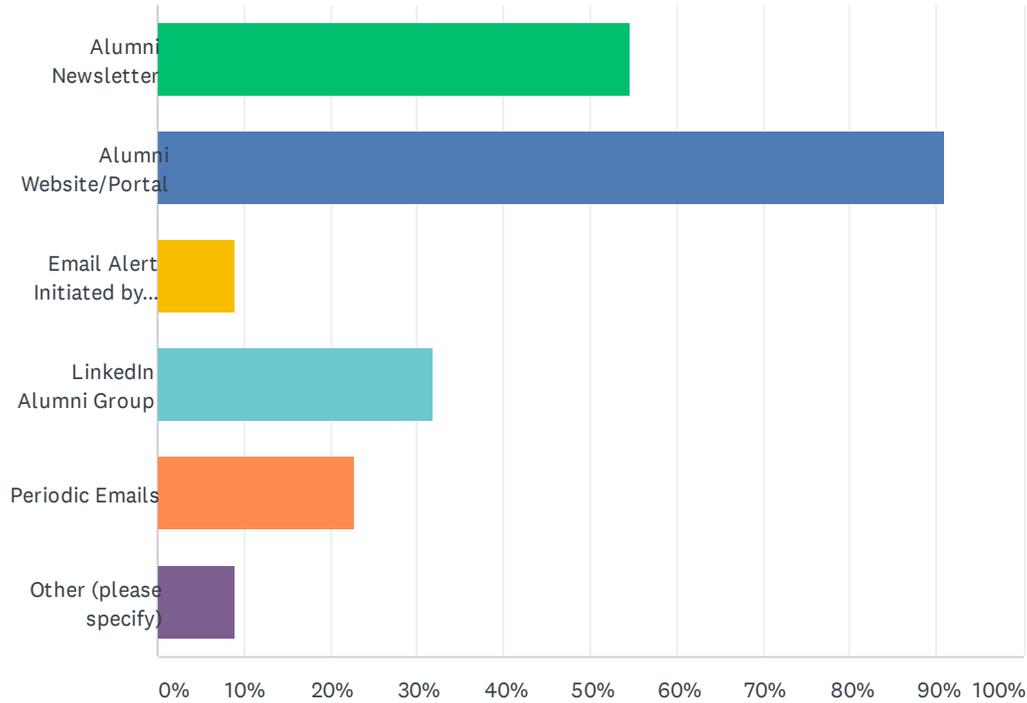


ANSWER CHOICES	RESPONSES
Yes	78.26% 18
No	21.74% 5
TOTAL	23

#	IF NO, PLEASE EXPLAIN:	DATE
1	As long as they meet the criteria of publicly listed private positions, we post them.	2/9/2021 3:07 PM

Q76 How are alumni made aware of new positions? Check all that apply.

Answered: 22 Skipped: 15

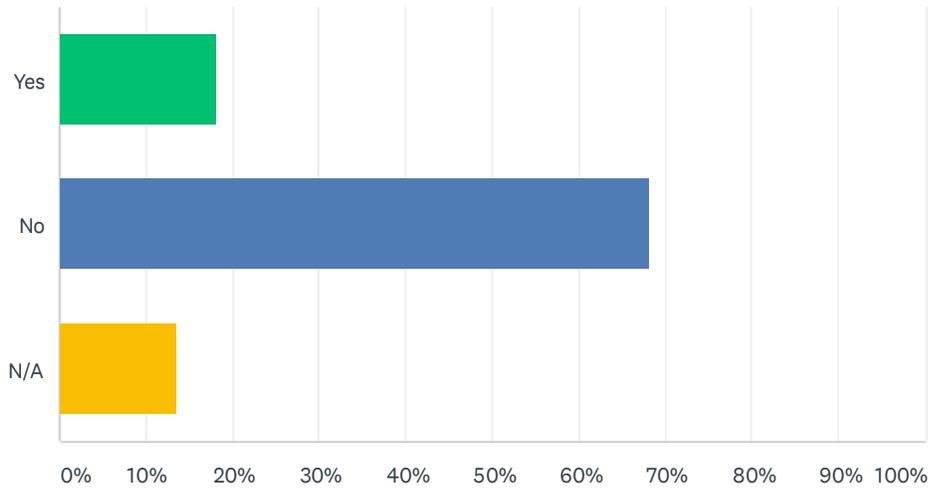


ANSWER CHOICES	RESPONSES
Alumni Newsletter	54.55% 12
Alumni Website/Portal	90.91% 20
Email Alert Initiated by Alumni	9.09% 2
LinkedIn Alumni Group	31.82% 7
Periodic Emails	22.73% 5
Other (please specify)	9.09% 2
Total Respondents: 22	

#	OTHER (PLEASE SPECIFY)	DATE
1	They are only made aware if they click on the link on our portal.	2/2/2021 1:29 PM
2	personal outreach	1/25/2021 10:33 AM

Q77 Can you control who has access to view each position?

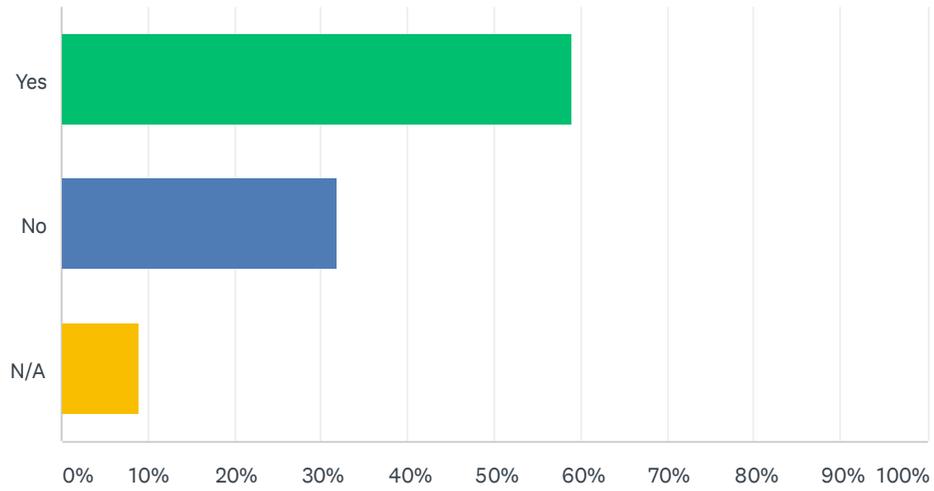
Answered: 22 Skipped: 15



ANSWER CHOICES	RESPONSES	
Yes	18.18%	4
No	68.18%	15
N/A	13.64%	3
TOTAL		22

Q78 Do you track listing views and/or unique users?

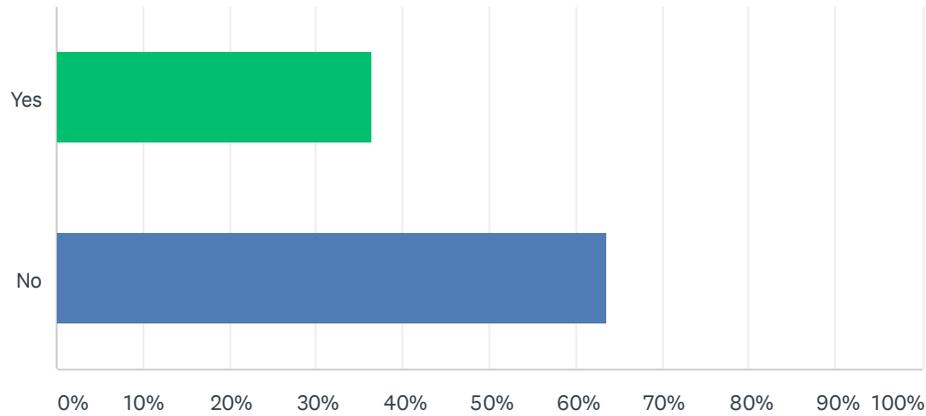
Answered: 22 Skipped: 15



ANSWER CHOICES	RESPONSES
Yes	59.09% 13
No	31.82% 7
N/A	9.09% 2
TOTAL	22

Q79 Do you track reported offers and/or hires from postings?

Answered: 22 Skipped: 15



ANSWER CHOICES	RESPONSES
Yes	36.36% 8
No	63.64% 14
TOTAL	22

#	IF YES, PLEASE EXPLAIN:	DATE
1	We've only been able to do it anecdotally so far	2/2/2021 12:43 PM
2	We try to, but it's manual	2/2/2021 11:32 AM
3	We follow candidates who we know are pursuing opportunities through the placement process. We follow-up with employers who have posted jobs with us on filling the position	1/25/2021 12:02 PM
4	We encourage alumni to let us know if they are successful	1/22/2021 7:12 AM

Q80 What system(s) do you have in place to track alumni-related business development efforts?

Answered: 26 Skipped: 11

#	RESPONSES	DATE
1	We track new client work referred by alumni on a quarterly basis and share it in an internal alumni newsletter.	2/18/2021 10:57 AM
2	None. It is done on an ad hoc basis using a spreadsheet.	2/5/2021 3:33 PM
3	unsure	2/5/2021 2:27 PM
4	Checking the new business intake report every 2 weeks.	2/5/2021 12:22 PM
5	That is handled by our business development department through the CRM	2/5/2021 11:01 AM
6	our team reaches out to relationship partners to see if alumni had a hand in referring new biz	2/2/2021 9:49 PM
7	We mark in our CRM system all alums and current lawyers who attend our alumni events.	2/2/2021 3:42 PM
8	Salesforce to track alumni related conversations	2/2/2021 1:37 PM
9	None, unfortunately. Working on it!	2/2/2021 12:48 PM
10	various firm systems	2/2/2021 12:29 PM
11	all information is stored in Salesforce which makes it super easy to report on	2/2/2021 11:32 AM
12	We don't have an official system. We rely on attorneys to report the information.	2/2/2021 11:10 AM
13	Manually checking referrals each month.	2/2/2021 11:04 AM
14	CRM	1/28/2021 2:23 PM
15	We track some attorney "interactions" in our CRM (Interaction)	1/26/2021 2:33 PM
16	We don't yet. That is a 2021-22 goal.	1/26/2021 1:14 PM
17	Intake tracking and follow-up.	1/26/2021 7:11 AM
18	planning to track	1/25/2021 3:47 PM
19	no formal system is in place	1/25/2021 1:34 PM
20	monthly reporting	1/25/2021 10:33 AM
21	Key alumni program implemented by each practice group	1/23/2021 12:21 PM
22	N/A	1/22/2021 11:17 AM
23	word of mouth	1/22/2021 10:04 AM
24	None	1/22/2021 7:29 AM
25	Not sure	1/21/2021 5:28 PM
26	None yet.	1/21/2021 4:20 PM

Q81 What metric(s) do you use to report on the success of your alumni-related business development efforts?

Answered: 20 Skipped: 17

#	RESPONSES	DATE
1	N/A beyond the quarterly tracking of new client work	2/18/2021 10:57 AM
2	Attendance, number of clients and revenue generated	2/5/2021 3:33 PM
3	we have not fleshed this out yet	2/5/2021 2:27 PM
4	Tracking new clients and pitches referred by alumni.	2/5/2021 12:22 PM
5	too complicated to explain	2/2/2021 9:49 PM
6	We track stats on our newsletters, alumni website and event attendance.	2/2/2021 3:42 PM
7	new matters opened - post interaction YoY revenue increase Pitch opportunities	2/2/2021 1:37 PM
8	None, unfortunately. Working on it!	2/2/2021 12:48 PM
9	TBD	2/2/2021 11:32 AM
10	N/A currently	2/2/2021 11:04 AM
11	No formal process in place yet.	1/26/2021 2:33 PM
12	New clients opened and new matters open with alumni at client.	1/26/2021 7:11 AM
13	in planning stages	1/25/2021 3:47 PM
14	no formal metrics	1/25/2021 1:34 PM
15	pitches, matters, referrers, client and alumni hires, open rates and click rates	1/25/2021 10:33 AM
16	Revenue from clients where alums are the ones generating/directing the business; attendance at events	1/23/2021 12:21 PM
17	anecdotal	1/22/2021 10:04 AM
18	Currently rely on anecdotal evidence, which is not working. In the process of updating business intake form to collect alumni referral information.	1/22/2021 7:29 AM
19	Not sure	1/21/2021 5:28 PM
20	None yet.	1/21/2021 4:20 PM

Q82 What have been your firm's three most successful alumni-related business development initiatives/programs?

Answered: 11 Skipped: 26

ANSWER CHOICES	RESPONSES	
1	100.00%	11
2	54.55%	6
3	27.27%	3

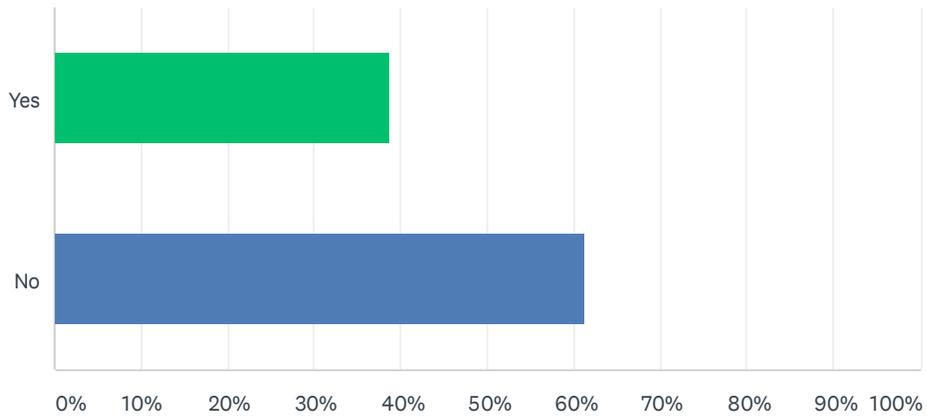
#	1	DATE
1	PALs (partner-alumni liaisons)	2/5/2021 12:22 PM
2	career support	2/2/2021 9:49 PM
3	Local alumni events - in market	2/2/2021 1:37 PM
4	Career counselor and job board	2/2/2021 12:48 PM
5	Monthly Alumni In-House Moves and Promotions Email	2/2/2021 11:10 AM
6	TBD	2/2/2021 11:04 AM
7	Including alumni as speakers in firm and diversity and inclusion events	1/26/2021 2:33 PM
8	Job board / career coaching	1/26/2021 7:11 AM
9	Women in Life Sciences Events (4-6 per year)	1/23/2021 12:21 PM
10	n/a	1/22/2021 10:04 AM
11	N/a	1/22/2021 7:29 AM

#	2	DATE
1	Targeted events (by class or practice or affinity)	2/5/2021 12:22 PM
2	events	2/2/2021 9:49 PM
3	Events	2/2/2021 12:48 PM
4	Event Follow Up	2/2/2021 11:10 AM
5	Promoting engagement with alumni at other law firms who later become clients	1/26/2021 7:11 AM
6	Firm Wide Alumni Gathering	1/23/2021 12:21 PM

#	3	DATE
1	Large reunions (brand awareness, goodwill)	2/5/2021 12:22 PM
2	staying close to our alumni	2/2/2021 9:49 PM
3	Key Alumni program	1/23/2021 12:21 PM

Q83 Does someone at your firm connect with attorney new hires regarding alumni relations as part of their ON-boarding process?

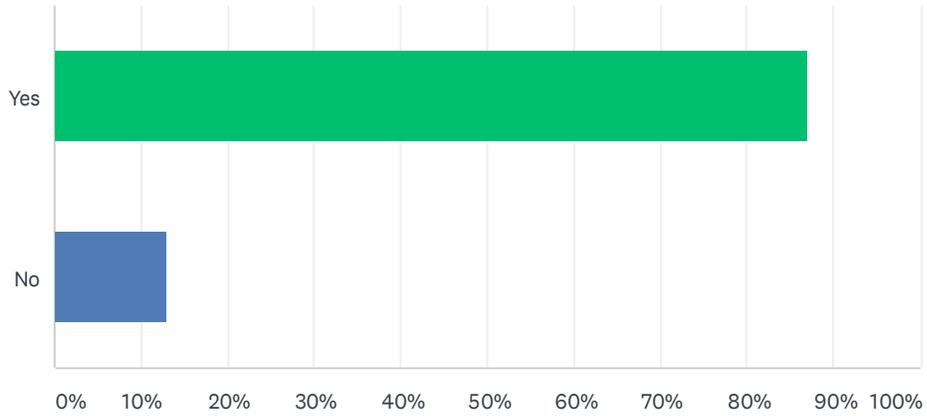
Answered: 31 Skipped: 6



ANSWER CHOICES		RESPONSES	
Yes		38.71%	12
No		61.29%	19
TOTAL			31

Q84 Does someone at your firm connect with departing attorneys regarding alumni relations as part of their OFF-boarding process?

Answered: 31 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	87.10%	27
No	12.90%	4
TOTAL		31

Q85 What strategies do you use to successfully engage the firm's current attorneys and obtain stakeholder buy-in in your firm's alumni relations program?

Answered: 17 Skipped: 20

#	RESPONSES	DATE
1	Phone calls to provide a personal touch and willingness to answer questions	2/5/2021 3:34 PM
2	Presentations at all summer associate, new partner orientations; presentation to partners during annual recruiting planning meetings and monthly internal newsletters to FW attorneys with updates on the alumni program and ways they can reconnect with alumni	2/5/2021 11:03 AM
3	lots of internal PR, speak at various partner meetings, lots of 1:1 conversations and email correspondence	2/2/2021 9:50 PM
4	We have tried letting current attorneys know about our alumni program and the value they can get from it as current attorneys more often throughout their careers at the firm, i.e. at first-year orientation, biennial training programs, etc.	2/2/2021 3:42 PM
5	Invite them to events and programs; share the alumni magazine internally; share information with our lawyers about the value of alumni relations, particularly from a client development perspective	2/2/2021 12:51 PM
6	various updates; we assign an Orrick Contact partner at departure; transition and congratulatory letter signatories; alumni committees around events	2/2/2021 12:33 PM
7	Focus on the business development potential	2/2/2021 11:13 AM
8	Internal newsletters Sharing stories about positions our alumni hold Reporting to Key Client teams the alumni at their clients	2/2/2021 11:07 AM
9	Providing alumni updates to firm leadership and attorneys. Connecting with new hires about alumni engagement.	1/26/2021 2:39 PM
10	I update relevant people when someone moves into a new position. I let appropriate people know who is attending which events.	1/26/2021 1:18 PM
11	Making connections between current attorneys and alumni who are relevant to their business development efforts.	1/26/2021 7:17 AM
12	still working on this currently planning virtual "class" reunions	1/25/2021 3:50 PM
13	presentations, participation on firm committees, monthly meetings with firm leaders	1/25/2021 10:35 AM
14	All attorneys receive a copy of the alumni newsletter; invitations to attend alumni events; broad alumni relations committee	1/23/2021 12:23 PM
15	information in onboarding	1/22/2021 10:05 AM
16	1. Allow membership, which means they receive enewsletters etc. 2. Piloted an "alumni champion" scheme and looking to roll out further.	1/22/2021 7:37 AM
17	TBD	1/21/2021 4:21 PM

Q86 What are the biggest challenges you face with respect to engaging alumni and how have you tried to address those challenges?

Answered: 14 Skipped: 23

#	RESPONSES	DATE
1	Engagement; developing an on and off boarding process	2/5/2021 3:34 PM
2	We have relatively good alumni engagement with our newsletters and with our alumni website after sending a newsletter, but otherwise we don't see much traction on our alumni website. We sometimes use our LinkedIn group as another way to drive traffic to our site.	2/2/2021 3:42 PM
3	It's hard to get people to read emails. I've tried to make the subject lines more interesting and also post things on LinkedIn for those that prefer social media.	2/2/2021 12:51 PM
4	Getting regular communications out beyond event invitations; hard to get internal buy in assistance with other communications (newsletter, etc) at present due to employee transitions.	2/2/2021 12:33 PM
5	The biggest challenge is that they don't understand all of the benefits of being an active member of the alumni network. We try to focus on the career development opportunities and the importance of staying connected to the firm community.	2/2/2021 11:13 AM
6	Being able to provide a value to them beyond "you'll receive our insights and publications". I am looking to expand our alumni participation in BD events, internal events and Professional Development opportunities.	2/2/2021 11:07 AM
7	Providing relevant and informative content on a regular basis. Offering valuable programming, events and resources.	1/26/2021 2:39 PM
8	Contact information - we are constantly updating contact information.	1/26/2021 1:18 PM
9	Keeping updated with contact information and making time for one-on-one contact. Contact information is just an ongoing battle reminding attorneys to get it into our CRM. Making time for one-on-one outreach is more difficult, but I try to follow-on to an already existing communication as a chance to say hello.	1/26/2021 7:17 AM
10	finding time in their busy schedules	1/25/2021 3:50 PM
11	Not enough time/resources	1/25/2021 10:35 AM
12	Budget to set up a portal - working hard in COVID to impress upon management the importance of helping alums connect when they can't connect in person	1/23/2021 12:23 PM
13	TBD	1/21/2021 4:21 PM
14	Resources to build and launch a formal alumni relations program	1/21/2021 3:44 PM

Q87 What are the biggest challenges you face with respect to engaging your firm's attorneys in alumni relations efforts and how have you tried to address those challenges?

Answered: 15 Skipped: 22

#	RESPONSES	DATE
1	We just launched our firmwide alumni initiative in April 2020 with a quarterly newsletter. The biggest challenge is trying to figure out where to go next. I left a lot of questions blank because we really haven't thought through a lot of these things! The responses will be helpful in figuring out where to go next.	2/5/2021 2:29 PM
2	Making our current attorneys aware of our alumni program and all it has to offer has been a challenge but we are trying to let them know about it more frequently throughout their careers before they become alumni.	2/2/2021 3:42 PM
3	No-show rates at events - sharing the list of alumni attendees in advance of the event helps somewhat	2/2/2021 12:51 PM
4	They are busy so we plan ahead and avoid any heavy lifting by them.	2/2/2021 12:33 PM
5	The biggest challenge is that many don't understand all of the benefits (personal and for the firm) of being an active member of the alumni network. We try to focus on the business development potential for the partners and the career development opportunities for associates.	2/2/2021 11:13 AM
6	Similar issues - they want something they can bring to their alumni contacts as a value add. They find it hard to stay connected "as people" without a service offering.	2/2/2021 11:07 AM
7	Competing with the demands of work and home. We prioritize the information we share and the events we hold so that they want to be engaged.	1/26/2021 2:39 PM
8	Keeping attorneys apprised of our efforts and making sure people are keeping up with their former colleagues.	1/26/2021 1:18 PM
9	1. Not understanding that outreach to alumni at other law firms matters. 2. Resentment when attorneys leave. I'm currently trying to address these challenges by focusing my energy on the attorneys who get it and building grassroots support to influence those who don't	1/26/2021 7:17 AM
10	competition with other non billable activities maintaining relationships	1/25/2021 3:50 PM
11	lack of time, try to prioritize what they attend and make it as easy as possible for them to participate.	1/25/2021 10:35 AM
12	Planning - people are happy to show up at events. Getting them to write content for a newsletter or plan an event is more challenging.	1/23/2021 12:23 PM
13	get practice leader buy in	1/22/2021 10:05 AM
14	TBD	1/21/2021 4:21 PM
15	Resources to build and launch a formal alumni relations program	1/21/2021 3:44 PM