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When Everyone is Your Client: Managing Expectations & Meeting Demands

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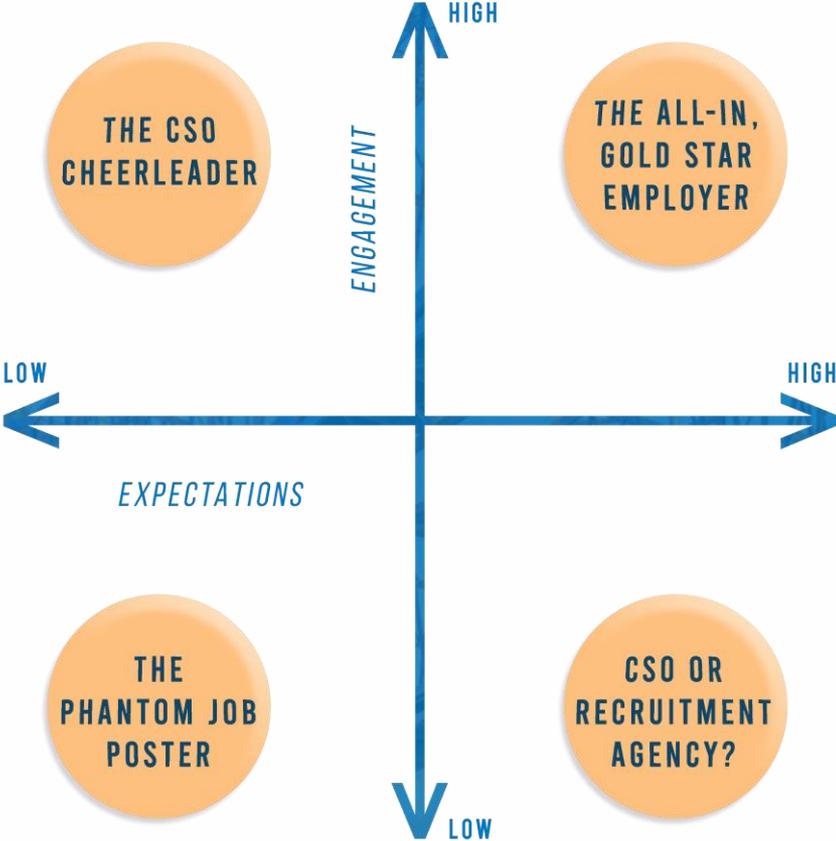
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Thank You

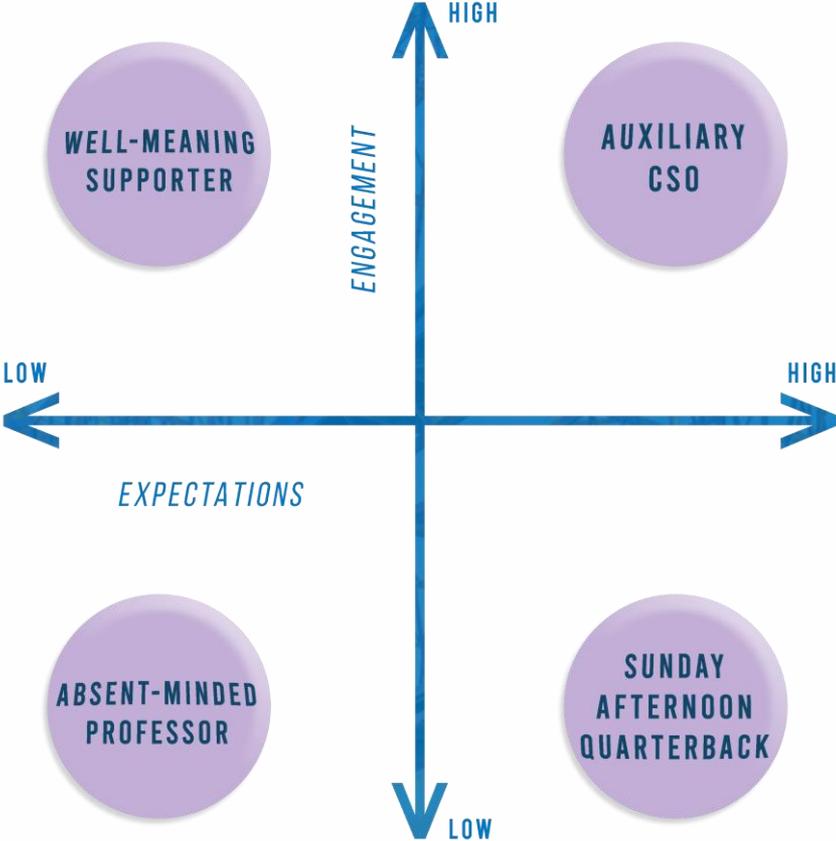
We thank ***Elisabeth Beal***, the Director of the Office of Career & Professional Development at the University of South Carolina School of Law, for her contributions to this presentation.



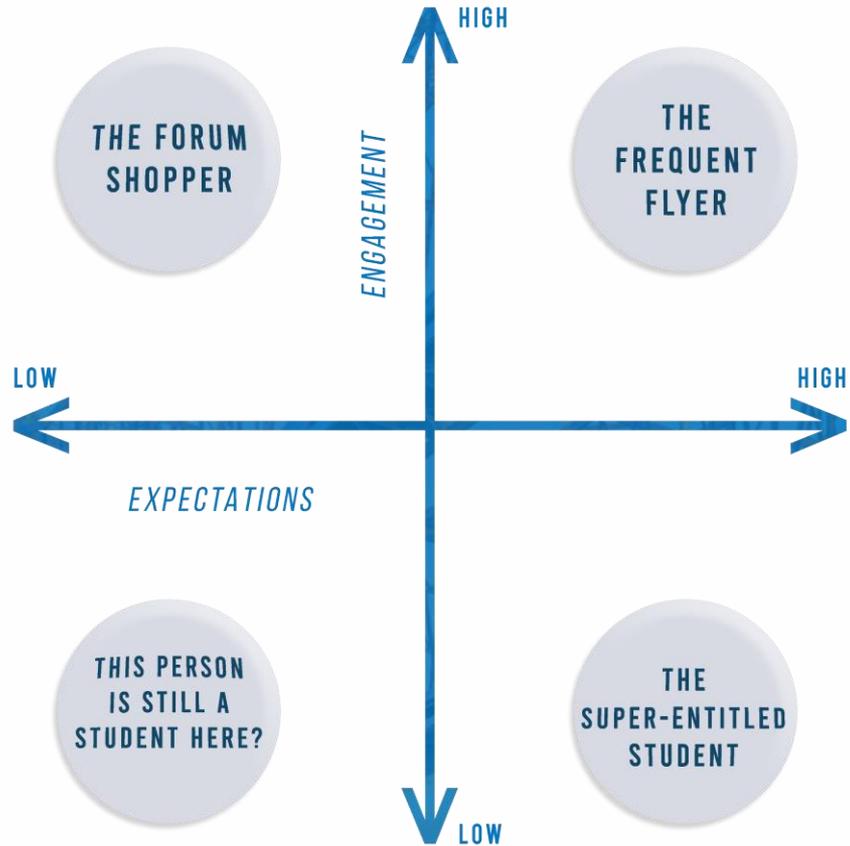
EMPLOYERS & ALUMNI



ADMINISTRATION & FACULTY



STUDENTS



Scenario #1

- Robin, a 2L at Good Enough School of Law in a large metro market with 3 law schools, complains they were not invited to participate in OCI, in spite of writing onto law review and being in the top 20%
- OCI at Good Enough requires grades in the top 15%
- Robin only wants to work in Big Law and resists all of your suggestions and placations

How do you manage the following?

- Robin's engagement with your office as they head into their 2L year
- Your own feelings about the student
- Future messaging for students about OCI and Big Law

PLOT TWIST

Now a 3L, Robin complains to everyone about the unfairness of the process, including the Dean of Good Enough, who in turn questions why you didn't call your close friend at High Falootin LLP to ask for a favor.

How do you manage the following?

- The Dean's query to you
- The student's widespread complaints

Scenario #2

- Best Law LLP is a boutique firm where all of the lawyers are graduates, and the 1L moot court program bears the name of a named partner
- Best Law regularly interviews on campus for summer clerkships, but hasn't consistently hired in the last 3 years
- Best Law is frustrated it hasn't been invited to speak at the law school or singled out in other ways, and is unhappy with the number/quality of resumes it is receiving

How do you manage the following?

- Best Law's vague exhortation to "do better" or else it will start interviewing at other law schools and stop donating to the law school

PLOT TWIST

Prof. Jones has a long relationship with the firm; his niece, an alum, works there and loves it, and she has complained to her uncle and to the development teams both at the law school and the university. Prof. Jones has sent multiple emails asking what the CSO is going to do to make this situation right. University advancement has suggested a meeting with you, advancement, and a Best Law partner

How do you manage the following?

- **Prof. Jones' multiple emails**
- **University advancement's request for a meeting**

Special Considerations for Students

- Meet students where they are — be creative on how, when, and where you communicate with students
- Set mutual expectations early and reinforce regularly
- Collaborate with other messengers generally and ask for their help in managing student expectations
- Use active listening during individual meetings, and review each party's next steps at the conclusion of each advising session
- Tag team with colleagues in and out of your department on especially challenging cases

Special Considerations for Senior Leadership

- Be proactive about concerns
- Consider the demands senior leadership may confront from “higher up” for added perspective
- Meet regularly with your supervisor and/or senior leadership to share CSO updates and talking points they can share with faculty, alumni, and employers

Special Considerations for Faculty

- Identify your allies and encourage them to actively participate in the life of the CSO
- Share CSO updates and talking points they can share with students, alumni, and employers
- Find opportunities for collaboration
- Regularly ask for feedback — what are they hearing from students?
- If you do not have a CSO Advisory Committee, considering forming one to provide a regular opportunity to share messaging with key faculty allies

Special Considerations for Employers and/or Alumni

- Create multiple opportunities to engage outside the recruitment process
- Develop policies and procedures for recruitment and OCI
- Regularly review websites, job boards, etc. that are employer-facing to ensure consistent messaging
- Meet them where they are – ensure CSO representation at periodic alumni association and/or Board of Trustees meetings to provide updates/calls for collaboration and support of recent grads who passed the bar exam
- Find ways to share legal market updates and updates specific about recruitment at your school. This is especially important for those employers who do not have access to NALP resources — become the expert for them and educate them on trends in the industry
- Commit resources to employer outreach efforts to learn the challenges of employers and to share CSO messaging on a regular basis

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