

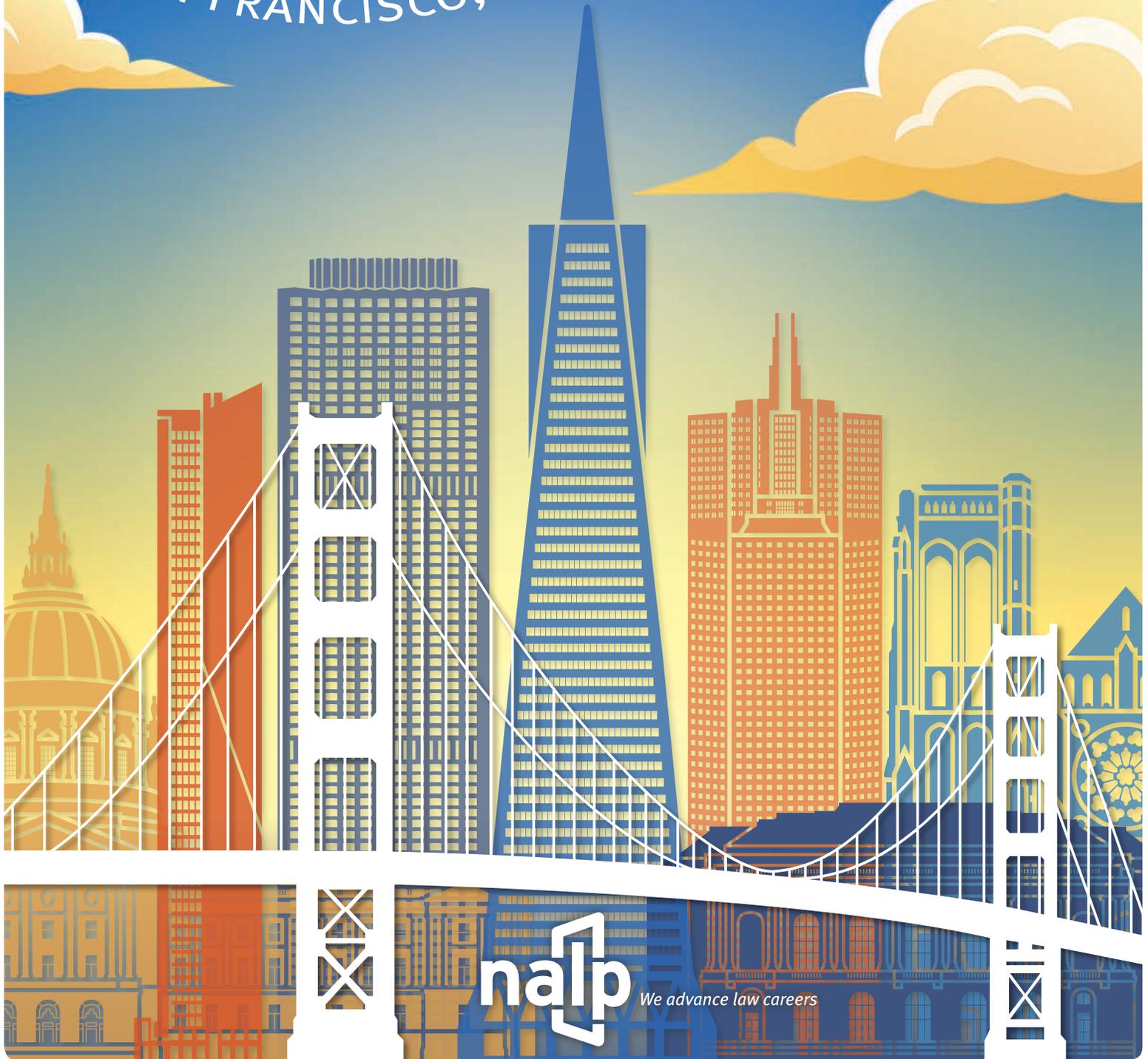
Updated as of March 28, 2017

#NALPANNUAL

# ANNUAL EDUCATION CONFERENCE

— April 18 – 22, 2017 —

SAN FRANCISCO, CA



*We advance law careers*

# — DEAR — COLLEAGUES

The NALP Annual Education Conference Planning Committee is delighted to invite you to join us in San Francisco for the highlight of our professional year! The 2017 conference will offer inspirational and innovative programming plus exciting networking opportunities. Whether you are looking to revitalize your daily routine or to take your career to the next level, there is much in store for our members in SF (please don't call it Frisco). Highlights of the 2017 conference include:

## Over 100 Concurrent Sessions.

Our colleagues and professional consultants will share their knowledge on a wide range of timely and significant topics. There are sessions for attendees at all stages of their careers, from newcomers to veterans and everyone in between. New to our conference in 2017 - NALP will host our own version of TED Talks called NALPnext. We are excited to have NALP members present short engaging talks on ideas worth sharing about the future of careers and the legal profession.

## Motivating Plenaries.

Dr. Christine Carter, a happiness expert, will inspire us to achieve more by doing less. Combining scientific research and practical application, Dr. Carter offers a way to thrive and live life from our "sweet spot" a place of power and ease. Guillermo Mayer, President and CEO of Public Advocates will challenge us to take a critical look at diversity within our organizations. Mr. Mayer will share his personal story as a Latino immigrant who now leads a national nonprofit legal organization that protects the rights of others. On Friday, Olga Mack, a startup advisor, author, speaker and women's advocate, will explore the intersection of law and technology and the unique role women play here in the Bay Area.

## Many Formal and Informal Networking Opportunities.

There will be no shortage of opportunities to engage with your colleagues throughout the conference. We've created a two hour window for you to enjoy lunch on your own in San Francisco. Whether its sushi, chowder in a sourdough bread bowl or a locally harvested, sustainable meal, there is no shortage of delicious options at your doorstep. Our conference hotel in Union Square provides attendees with access to shopping, street cars, museums and the historic waterfront featuring AT&T Park and the Ferry Building. Evening activities include Tuesday night's Open House and Welcome Reception and Resource Center Grand Opening, Wednesday's Regional Receptions and Member Celebration at the amazing California Academy of Sciences in Golden Gate Park, and Thursday's Diversity and Inclusion Reception.

Don't forget to have your new headshot taken in the Resource Center and plan time to reenergize with yoga or barre in the mornings. On behalf of the planning team, it has truly been our pleasure to serve the membership and we hope you'll join us in April in my adopted home — beautiful, friendly, and diverse San Francisco.

**Lisa Dickinson**  
*2017 NALP Annual Education  
Conference Chair  
Kirkland & Ellis LLP*

## NALP in San Francisco:

The 2017 Annual Education Conference is the product of a year-long planning effort by a dedicated group of elected and appointed individuals who are committed to a conference with unlimited opportunities. This team listened to your feedback and has planned a conference with premier educational programming, networking and wellness activities, and many opportunities to gather with peers.

## Members of the 2017 Annual Education Conference Planning Committee Leadership Team:

- Lisa Dickinson, Chair, Kirkland & Ellis LLP
- Yvonne Denenny, Vice Chair, UCLA School of Law
- Karen Laymance, Vice Chair, Frost Brown Todd LLC
- Melissa Lennon, Vice Chair, Temple University Beasley School of Law

## Conference Planning Coordinators:

- Ari Blicher, Aird & Berlis LLP
- Marguerite Durston, Quarles & Brady LLP
- Alexis Fox, Farella Braun + Martel LLP
- Heather Harrigan, University of New Mexico
- Patrice Hayden, University of Virginia School of Law
- Natalie Quinn, Fox Rothschild LLP
- Diana Ross-Butler, Paul Hastings LLP
- Jayne Schreiber, Chicago-Kent College of Law Illinois Institute of Technology
- Leslie Becker Wilson, University of Massachusetts School of Law
- Jennifer Zwagerman, Drake University Law School

## NALP Open House

Don't miss the annual NALP Open House and Welcome Reception on Tuesday, April 18, from 5:30 – 7:30 pm. Come learn about all aspects of our organization and its affiliates, sign up

for future volunteer opportunities, and network with colleagues. Newcomers to NALP or to the conference can sign up for dinner groups at the Newer Professionals Section table.



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# WHY SHOULD YOU ATTEND THE 2017 NALP ANNUAL EDUCATION CONFERENCE?

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- The NALP Annual Education Conference is the largest, most comprehensive and well-respected educational program in our profession. The programming offered covers all areas of our profession from recruiting and career counseling to professional development, diversity and inclusion, and more.
- Specific sessions will target the current challenges members face in a changing legal environment, including issues in lateral hiring, ABA protocol updates, presentation skills, OSCAR updates, coaching, managing summer programs, and much more.
- You will have opportunities to network with representatives of peer institutions during the Open House and Welcome Reception, Regional Receptions, the Diversity and Inclusion Reception, networking meals, targeted luncheons for public service and experienced members, wellness activities, and more than a dozen meetings of NALP sections and groups.
- Newcomers and veterans alike will have an opportunity to learn about how to become involved in the work of NALP committees, sections, work groups, and leadership during the Open House and Welcome Reception & Resource Center Grand Opening.
- You will learn about innovative practices and ideas that you can implement upon your return to directly benefit your organization.
- The conference provides an opportunity to learn from consultants without having to pay consultant fees – over 30 consultants are participating as presenters.
- Trying to decide which service provider to go with on a new project? You will have time to consult with vendors and compare possible providers in the Resource Center Exhibition.
- You will solidify relationships with colleagues from schools or employers with whom your organization seeks to develop stronger ties. With decreased travel budgets and a constantly changing environment, the opportunity to meet with representatives from numerous organizations all in one place becomes even more valuable.
- Lawyers can take advantage of the conference as a cost-effective way (\$100 processing fee) to earn CLE.



## NALP Honors **Guillermo Mayer**, our Diversity and Inclusion Plenary Speaker, with Contributions to **Public Advocates Inc.**

Public Advocates Inc. is a nonprofit law firm and advocacy organization that challenges the systemic causes of poverty and racial discrimination by strengthening community voices in public policy and achieving tangible legal victories advancing education, housing, transportation equity, and climate justice. Public Advocates spurs change through collaboration with grassroots groups representing low-income communities, people of color and immigrants, combined with strategic policy reform, media advocacy and litigation, “making rights real” across California since 1971.

To contribute to Public Advocates, [click here](#) or contribute on site at the Diversity and Inclusion Reception on Thursday, April 20.

## Foundational Coaching Skills Series

We are proud to offer the NALP Foundational Coaching Skills Series, presented by the NALP Foundation and NALP. The first course is Coaching 101, which will be offered as a pre-conference workshop on Tuesday, April 18. The second course, Coaching 201, will be offered on Saturday, April 22. Coaching 101, which was also offered at the NALP conferences in Seattle, Chicago, and Boston, is a prerequisite to Coaching 201. Space will be limited, so sign up early to learn more about how to use coaching skills in your job!

## Extended Saturday Workshops

In addition to the Foundational Coaching Skills Series, we will also be offering two 3-hour workshops on Saturday morning, April 22. Participants can choose to attend a course focused on the MBTI's Step II tool or a course on the Strengthsfinders assessment. Both courses will offer a chance to take the assessment in advance of the session and learn from the results. See the details in the Saturday portion of the schedule!

## Programming Pathways

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

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

# REGISTRATION

Do you want to know more about the conference?

Go to [www.nalp.org/SF2017](http://www.nalp.org/SF2017) to see the full conference brochure with complete session descriptions..

## How to Register

Event registration is available online at [www.nalp.org/SF2017](http://www.nalp.org/SF2017). The system allows you to review the full online conference brochure, register, and pay with a credit card or check. Once registered, a confirmation email will be sent to the email address specified in your registration.

## Conference Pricing

	EARLY BIRD (by March 20*)		REGULAR (after March 20)	
	Member	Non-Member	Member	Non-Member
<b>Full Conference **</b>				
Schools, Private Employers, Government	\$750	\$1475	\$825	\$1625
Non-Members Employed at Member Institutions ***	\$950		\$1020	
Affiliate Members	\$750		\$825	
Public Interest Employers	\$550	\$775	\$600	\$825
<b>One Day Registration **</b>				
Schools, Private Employers, Government	\$450	\$750	\$505	\$820
Affiliate Members	\$450		\$505	
Public Interest Employers	\$420	\$720	\$470	\$740

\* To qualify for the early bird rate, your registration and full payment (by check or credit card) must be received in the NALP office by Monday, March 20, 2017. Registration at the regular rate is welcomed thereafter and on-site at the conference. When registering online, please remember to print your receipt. NALP does not invoice for conference registration fees.

\*\* Full conference registration includes all events and meals described in the program. One-day registration includes events and meals ONLY for the one day that you are registered.

\*\*\* Non-members employed at member institutions applies to those attendees who are not themselves NALP members but are employed by a NALP member institution. You can join NALP as an individual associate member for \$175, entitling you to the member rate of \$750 (plus all NALP benefits) for a savings of \$25.

## Cancellation Policy

Your registration fee will be refunded per the schedule below, less a \$100 processing fee, if a request is received in writing by the refund dates listed:

- Full refund for cancellations received by March 20 (minus processing fee).
- 75% refund for cancellations received March 21 – 27 (minus processing fee).
- 50% refund for cancellations received March 28 – April 4 (minus processing fee).
- No refunds after April 4.

## Registrants Save on Recordings

NALP conference attendees can purchase a CD-ROM with MP3 files of over 70 hours of conference programming for just \$99 when registering online for the conference. Take this year's conference educational programming with you whenever and wherever you want! This is a savings of more than \$700 over what it would cost you to purchase each session individually.

The \$99 price is only available as a pre-conference option when registering online. The price for attendees will increase to \$149 on-site and \$199 after the conference. Prices for non-attendees will be \$495 (NALP members) and \$995 (non-members).

The \$99 price is contingent on full conference registration. Purchase of the full conference program includes audio files of every session that is recorded. Because presenters have a right to decline being recorded, no guarantee can be made that any particular session will be recorded. Historically, recordings have been available for 70% to 80% of the sessions.

## Mandatory CLE Credit

The NALP Annual Education Conference is accredited in several mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. Please note that some jurisdictions do not accredit courses on law practice management. **There will be a \$100 fee for MCLE processing through NALP.** We will apply for credit in roughly 20 jurisdictions. For more information contact, [jrichards@nalp.org](mailto:jrichards@nalp.org).

# LOCATION & LOGISTICS

## Hotel & Meeting Location

Hilton San Francisco Union Square:  
333 O'Farrell Street, San Francisco, CA 94102

## Hotel Reservation Procedure

The conference hotel is the Hilton San Francisco Union Square. The room rate is \$269 Single Occupancy and \$279 Double Occupancy plus 15.58% tax per night. After you complete your conference registration, a confirmation email will be sent to the email address specified in your registration. The email will be sent the same day you register. Attendees will make their hotel reservations directly through the hotel with a link provided in the confirmation email. Hotel reservation confirmations will be sent directly from the hotel. A deposit equal to one night's stay, paid directly to the hotel, is required to hold each guest's reservation. Such deposit shall serve to confirm the reservation for the dates indicated. All deposits will be charged at the time the reservation is made. The special hotel rates listed above will be available until NALP's room block fills up or until the deadline of Monday March 27 – whichever comes first.

## Hotel Cancellation

Hotel room cancellations must be made 72 hours prior to the arrival date or a charge equal to the first night's room and tax will be incurred.

## NALP Open Meeting Policy

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

No solicitations: This conference is specially designed to be an open forum for NALP conference attendees. Solicitation is strictly prohibited unless you are an official conference sponsor or vendor. If you are interested in being a conference sponsor or vendor, please contact Christopher Brown, NALP's Director of Meetings and Sponsorship, at [cbrown@nalp.org](mailto:cbrown@nalp.org) or 202-835-1001.

## Programming Notes

All programs and times are subject to change. Please check [www.nalp.org/SF2017](http://www.nalp.org/SF2017) for the most up-to-date conference schedule.

The majority of the conference programs will be audio recorded and may be distributed, including comments from both speakers and audience. Therefore all registrants acknowledge that comments or questions made during recorded programs may be recorded.

## About NALP

NALP is an association of over 2,500 legal career professionals who advise law students, lawyers, law offices, and law schools in North America and beyond. NALP believes in fairness, facts, and the power of a diverse community. We work every day to be the best career services, recruitment, and professional development organization in the world because we want the lawyers and law students we serve to have an ethical recruiting system, employment data they can trust, and expert advisers to guide and support them in every stage of their careers.

## Travel Discounts & Offers

Delta Air Lines and United Airlines are pleased to offer up to a 10% discount off eligible fares for NALP conference attendees. To take advantage of these discounts, follow one of these simple steps:

- Reservations and ticketing are available via [www.delta.com/meeting](http://www.delta.com/meeting). When booking online, select Book A Trip, click on Advanced Search and enter the meeting code (NMPD5) in the box provided on the Search Flights page.
- Call Delta Meeting Network® Reservations at 1-800-328-1111, Monday – Friday, 7:00 am – 7:00 pm (Central Time) and refer to File Meeting Code (NMPD5). (There is a direct ticketing fee for booking through this reservation number. Online booking is free.)
- Reservations and ticketing are available via [www.united.com](http://www.united.com). When booking your flight you must provide the Z Code: ZXV7 in the Tour Code Box.
- Call United Reservations Meetings Desk at 1-800-426-1112 and provide the Z Code: ZXV7 as well as the Agreement Code of 162705. (There is a direct ticketing fee for booking through this reservation number. Online booking is free)

These discounts will vary based on the booking class, availability, and departure location. A discount is valid only for travel between the dates of April 13 and April 25, 2017.

For your convenience, Professional Service Firm Travel, LLC (PSFT) will serve as the official event travel service for this conference. PSFT will research the most economical route, airline, and flight times to help get you the lowest possible fare. PSFT has special contract airfares that are available to attendees of this meeting. They also have car rental discounts available through many of the leading car rental companies.

- **Professional Service Firm Travel, LLC**  
475 Park Avenue South, 34th Floor  
New York, NY 10016  
**Phone:** 212-592-1370 or 1-888-773-8728  
**Fax:** 212-532-5776  
**Website:** [www.psftravel.com](http://www.psftravel.com)  
**Email:** [lmelendez@psftravel.com](mailto:lmelendez@psftravel.com) or [jduberry@psftravel.com](mailto:jduberry@psftravel.com)

PSFT reservation hours are Monday through Friday, 8:30 am – 6:00 pm Eastern time. Make your reservations by calling or emailing Jackie or Lissette (please identify yourself as attending a NALP conference). A \$35 transaction fee will be applied to all tickets purchased.

# PROGRAM SCHEDULE

## Tuesday, April 18

### PRE-CONFERENCE WORKSHOP | Foundational Coaching Skills Series: Coaching 101 8:30 AM – 5:00 PM

#### • Member Professional Development

*This session requires advance registration and an additional \$225 registration fee. Continental breakfast and lunch will be provided. Seating is limited.*

Offered by the NALP Foundation and NALP, Coaching 101 is the first course in the NALP Foundational Coaching Skills Series and is for legal professional development administrators, law school career services professionals, and lawyers who want to understand coaching competencies and develop successful coaching skills to use in individual and team settings. Whether you are new to coaching or have been using coaching skills for some time, this interactive program will help you develop or further hone your coaching skills. It is designed to guide participants through the coaching process, covering the principles, competencies, and skills of coaching. The program curriculum is aligned with the International Coaching Federation (ICF) Code of Ethics and uses the ICF Core Coaching Competencies.

*Diane Costigan, Partner, SLJ Shannon*

*Gordon Loeb, Founder and Leadership Coach, Loeb Consulting Group*

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

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

*Michelle Nash, Professional Development Project Director, Hogan Lovells US LLP*

*Ann Rainhart, Executive Director, Briggs and Morgan*

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

*Marcia Shannon, Assistant Dean for Career Strategy, Georgetown University Law Center*

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

**Registration Open** 2:00 PM – 8:00 PM

**Friends of Bill W Meeting** 4:45 PM – 5:45 PM

**Newcomers' Orientation & Networking Session** 5:00 PM – 6:00 PM

If this is your first or second NALP conference, join us at this session for tips on how to get the most out of this conference. Valerie Jackson, Senior Advisor to the Management Committee and Firmwide Director of Diversity and Inclusion at K&L Gates LLP and former NALP Board member, will lead an interactive networking session as part of the orientation.

**Open House & Welcome Reception with Resource Center Grand Opening** 5:30 PM – 7:30 PM

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

## Wednesday, April 19

**Yoga** 6:00 AM – 7:00 AM

Back by popular demand, a heart-healthy yoga session with your NALP colleagues! This wellness session will be offered on Wednesday, Thursday, and Friday mornings.

**Drop-in Mindfulness Meditation** 7:00 AM – 7:30 AM

Whether you are experienced or new to mindfulness, join your NALP colleagues for a guided mindfulness meditation session. These sessions, led by Donna Branca and Diane Costigan, will allow you to reap the scientifically supported benefits of mindfulness by improving attention, reducing stress, boosting the immune system, reducing emotional reactivity, and promoting a general sense of health and well-being. Come dressed relaxed or ready for the day. This session will be offered on Wednesday, Thursday, and Friday mornings.

**Registration & Resource Center Open** 7:00 AM – 5:00 PM

**Continental Breakfast & Coffee Service** 7:00 AM – 8:30 AM

**ABA Update with Q&A** 7:00 AM – 8:15 AM

Bill Adams, Deputy Managing Director of the ABA, will provide an update from the ABA and will answer member questions.

**OPENING PLENARY | How to Achieve More by Doing Less** 8:30 AM – 9:45 AM

Presenting the latest research on productivity and elite performance, Christine Carter, PhD, demonstrates a sweet paradox: by doing less we can actually accomplish more. Using surprising science and lively anecdotal evidence, Dr. Carter offers a practical game plan for mitigating stress by working with our brain's innate hardwiring to increase happiness, balance, and ultimately, success. She will discuss:

- What happens to our brain when we tip into overwhelm
- Why some digital habits make us less productive (even as they make us feel harder working)
- Easy-to-implement strategies to harness the power of your unconscious mind

This is a talk about how to expand the amount of time you have to get things done — and enjoy the life you've worked so hard to create.

*Christine Carter, Sociologist and Senior Fellow, University of California, Berkeley, Greater Good Science Center and Author of **The Sweet Spot: How to Find Your Groove at Home and Work***

**Break** 9:45 AM – 10:00 AM

**CONCURRENT SESSIONS** 10:00 AM – 11:15 AM

**A Tool Kit to Embed Inclusiveness in Law Schools**

#### • Diversity and Inclusion

Effective tools have been developed to help public and private sector legal employers embed diversity and inclusiveness within their organizations, but what about law schools? Are there effective tools available? The answer is "yes." Presenters will provide concrete ways to help your diversity and inclusiveness efforts in your home institutions. The presenters will also offer an overview of the manual *Beyond Diversity: Inclusiveness in the Legal Workplace*, a unique resource that guides legal employers and, law schools on successful ways to embed and implement diversity and inclusiveness.

*SuSaNi Harris, Senior Director for Diversity and Inclusive Excellence, University of Colorado Law School*

*Karen Hester, Executive Director, Center for Legal Inclusiveness*

*Patty Powell, Associate Dean of Student Affairs and Lecturer, University of Denver Sturm College of Law*

## Advising Public Service Grads from Pre-bar Passage to Life Transitions

### • Public Service

Now more than ever, law schools are responsible for assisting graduates with all aspects of their career, from first job to the last. From recent graduates who are trying to land their first position before they get their bar results or trying to leverage a bridge fellowship into a full-time opportunity to parents and care-givers trying to re-enter the workforce or lawyers finally making the switch to the public sector, this program will provide strategies, ideas, assessment tools and opportunities for advisors to grow their graduate programming and support.

*Fairuz Abdullah, Associate Director for Public Interest and Clerkship Programs, UC Hastings College of Law*

*Akua Akyea, Assistant Dean Career Services, The University of Iowa College of Law*

*Tory Messina, Senior Career Advisor, Columbia Law School*

*Rachel Pauley, Director of Government Programs, Columbia Law School*

## Big Ideas about Small Firm Hiring

### • Legal Market

Learn the latest tips and strategies for small firm outreach to benefit your law students. Hear about the tried-and-true ways, as well as some innovative methods, to promote small firms and create a road map for law students to realize career success at firms of 2-50 lawyers. Understand how rural markets differ from urban markets, the benefits of bar association participation, and how to deal with questions regarding salary and benefits.

*Alfred "Ray" English, Assistant Dean, Arizona State University Sandra Day O'Connor College of Law*

*Donna Gerson, Associate Dean, Career Strategies Office, Drexel University Thomas R. Kline School of Law*

*Elizabeth Klein, Head of Recruiting and Professional Development, Durie Tangri LLP*

*Carolyn Lee, Associate, Morgan, Lewis & Bockius LLP*

## Developing Your Summer Associates into Star Associates

### • Recruiting

Millennials seek more from their summer program experience than attending parties. Opportunities for professional development are a top factor for this generation as they enter the marketplace. At the same time, firms have prioritized training and developing their associates from an earlier point in order for them to become more successful and productive. This program will provide insight as to how firms can start the development process early by establishing a training curriculum specifically for their summer associates that enhances a firm's core values. Presenters will discuss factors to consider, possible presentation topics, best practices and potential pitfalls for designing and implementing summer training programs.

*DeAnna Bumstead-Yearly, Legal Recruitment Manager, Covington & Burling LLP*

*Lauren Marsh, Director of Attorney Recruiting, Akin Gump Strauss Hauer & Feld LLP*

*Holly Saydah, Attorney Recruiting Manager, Kecker & Van Nest LLP*

## From Down the Hall to On the Screen: Best Practices for Remote Work

### • Management

Telecommuting is a growing trend. What does this mean for schools and firms in terms of counselling students, providing legal services, and training lawyers? Presenters will discuss trends in virtual lawyering, telecommuting policies, telecounselling practices, and online training programs. The panelists have spearheaded regular Skype law school career counselling services, implemented a telecommuting policy for a brick-and-mortar law firm, worked as a partner in the oldest and largest cloud-based law firm in the US, and overseen an innovative online Canadian lawyer licensing program. Gain the tools to embrace remote options for legal career development and legal practice with confidence.

*Gina Alexandris, Senior Program Director, Ryerson Law Practice Program*

*Joan Hon, Partner, FisherBroyles LLP*

*Jennifer Lau, Director, Career Services, Peter A. Allard School of Law, University of British Columbia*

*Jessica Natkin, Director, Attorney Career Development, Fenwick & West LLP*

## Imposter Syndrome: The Legal Profession's Silent Epidemic

- Diversity and Inclusion
- Lawyer Professional Development
- Law Student Professional Development

Imposter Syndrome was described in *The New York Times* as a feeling of "phoniness in people who believe that they are not intelligent, capable or creative despite evidence of high achievement." While highly motivated and skilled, they fear being "exposed as frauds." Imposter Syndrome is more commonly experienced by high achievers and, thus, flourishes in the legal profession, especially among women and minorities. Unique aspects of training and evaluating law students and lawyers can compound the problem. The resulting blow to lawyers' confidence can become a self-fulfilling prophecy, undermining their sense of belonging and their ability to succeed in our institutions. Learn how to empower your students and lawyers to recognize Imposter Syndrome, coach them to accept a more honest appraisal of their abilities, and reframe your institution's culture to mitigate Imposter Syndrome so that your students and lawyers can flourish and succeed.

*Susanne Aronowitz, Career Coach & Consultant, Susanne Aronowitz LLC*

*Sally Olson, Chief Diversity Officer, Sidley Austin LLP*

*Neha Sampat, Founder, Consultant, and Coach, GenLead/BelongLab*

## Legal Market Hot Topics: How the Legal Market Continues to Change in the Aftermath of the Great Recession ▶ ADVANCED

### • Legal Market

Eight years after the onset of the Great Recession, members of the Class of 2015 secured the smallest number of jobs in private practice of any class since 1996. Nonetheless, Big Law hiring has continued to pick up even as jobs availability in other sectors has contracted. Meanwhile, 2016 brought a number of changes and stressors to large law firms and to the global economy generally, the ramifications of which are yet to be fully understood. This session will provide complete up-to-date information from NALP about the entry-level legal employment market and will take a look at the implications for the legal services industry of the post-\$180,000, post-Brexit, post-election world in which we find ourselves.

*James Leipold, Executive Director, NALP*

## Partnering with Your Alumni Department: Insights on How Recruiters Can Leverage Their Former Lawyers

► **ADVANCED**

- **Recruiting**

In a legal market where more and more lawyers are leaving law firms for in-house positions and alternative career paths, recruiters are challenged not only with retention but also with hiring candidates who are clearly disinterested in traditional paths to partnership. Adapting to this new climate will be essential to law firm recruiting models if we are to keep a pipeline of associates. One approach to attract these types of candidates is to showcase your firm's alumni as "exit options" during the recruiting process. While alumni departments have typically fallen under the veil of business development, we now have opportunities to leverage our former lawyers' new employment and partnering with your firm's alumni departments can be a huge asset to this process. Although it may feel backward to some recruiters, presenting exit options to candidates before they've even walked through the front door can actually help you get them in the door. Join us as we discuss innovative ways alumni departments in the legal, finance and consulting industries have been able to add value to the recruitment of junior talent.

*Liz Soderberg, Attorney Recruiting Manager, Kirkland & Ellis LLP*

*Chiara Wrocinski, Director Firmwide Alumni Engagement, Kirkland & Ellis LLP*

## Priming the Pump: Producing Work Ready Graduates for Lawyer Size PD ► **ADVANCED**

- **Law Student Professional Development**

Law school deans and faculty today are joining forces with career services to promote student professional formation through competencies that anticipate those that await graduates in the workplace. This presentation will illustrate how exposing students to professional development and competencies will lead to significant gains later in the workplace. Panelists will explore an emerging "co-educator" model to extend the professional development pipeline to lawyer professional development. The model features a purposive, integrated effort of stakeholders across the law school and the legal profession, with career services and employers playing a vital role.

*Louis D. Bilonis, Dean Emeritus and Professor of Law, University of Cincinnati College of Law*

*Neil W. Hamilton, Thomas and Patricia Holloran Professor of Law; Director, Thomas Holloran Center for Ethical Leadership in the Professions, University of St. Thomas School of Law*

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

*Mina Jones Jefferson, Senior Assistant Dean & Chief of Staff, University of Cincinnati College of Law*

## Train-the-Trainer: Developing an In-House Interview Skills Workshop

- **Lawyer Professional Development**
- **Recruiting**

In this train-the-trainer session, we'll share cost savings strategies on building a firm wide Interview and Recruiting training program. We'll give you concrete steps you can take to identify the top indicators for success at your firm, teach lawyers how to interview for those attributes, understand the legal aspects of interviewing, and develop professional grade materials that lawyers can use to recruit top performers. We will incorporate research, tools, and templates available at little or no cost. We'll also give you tips on preparing yourself or someone else inside your firm to be the trainer.

*Shannon Curry, Legal Recruiting Manager, Venable LLP*

*Andrew Hales, Sr. Director of Professional Development and Training, Venable LLP*

## Truth and Consequences: Helping Students and Lawyers Make Informed Career Decisions ► **ADVANCED**

- **Career Paths**

The professional opportunities available to lawyers 5, 10, or 20 years into their careers are hugely impacted by decisions they make many years earlier. The program will emphasize that law students' decisions about courses and summer internships should account for the ways that such decisions can affect subsequent opportunities. The program will also present examples of how law firms can guide associates into practice areas and work assignments that provide greater opportunity down the road. We will also look at law firm programs that take a proactive role in guiding associates through their mid-level and senior level years.

*Chris Boyd, Senior Director of Professional Services, Wilson Sonsini Goodrich & Rosati*

*Jordan Kaye, Managing Director, The PeterSan Group*

*Emily Weinig, Assistant Director, Office of Career Services, New York University School of Law*

## When Ross Got His First Job: Back to the Future of Legal Talent

- **Technology**

So what exactly does the future hold for legal talent? This session goes beyond the headlines and the hype and takes a hard look at the realities of current trends and developments in artificial intelligence (AI) in the legal industry. What are the implications of ROSS and 'friends' for the law firm business model? What can we project or extrapolate about AI and legal talent management? How will AI affect the hiring and development of lawyers? What can you do to equip yourself to address the challenges of talent management in light of the advance of technology in the business of law? This session will address these and other essential questions about AI and the future of lawyers.

*Nicholas Jelfs-Jelf, Partner, SJL Shannon LLC*

## Whose Presentation is it Anyway? Owning the Room as a Presenter, Moderator, or Panelist

- **Member Professional Development**

Have you been asked to moderate a panel? Be a panelist? Need to deliver an effective presentation to your management team? How often are you asked to present, or prep someone else for his/her presentation? This interactive session will include scenarios to help participants learn to flex their skills between different types of presentations. Learn more about the power of persuasion, how to display confidence when delivering presentations, and overall strategies to be an effective presenter. Don't miss the chance to take your presentation skills to the next level!

*Jami de Lou, Associate Director of Talent Development, Diversity & Inclusion, Jenner & Block LLP*

*Lane Vanderslice, Partner, SJL Shannon LLC*

## Winning the War on Talent: Best Practices in Lateral Recruiting ► **ADVANCED**

- **Lateral Recruiting and Hiring**

With the evolution of modern technologies and the explosion of social media, many law firms are using digital marketing to identify and source candidates. In the competitive legal marketplace, recruiters need to go above and beyond traditional methods for sourcing candidates. Digital media

is a powerful and cost effective way for law firms to cultivate relationships with potential candidates. While our immediate goal is to fill current openings, we also need to be maximizing opportunities for building our pipelines for the future. Strategic use of digital media is key to achieving that objective and many more, such as increasing our firms' profiles. Join us for an interactive conversation on lateral recruiting strategies, including an examination of leveraging social media and alumni networks. In this program, we will discuss tips and best practices for sourcing candidates and building your pipeline. We will also highlight the edits and revisions to the newly updated *Lateral Hiring Best Practices Guide*.

*Jacki Herzog, Manager of Legal Recruiting, Clark Hill PLC*

*Nicole Lancia, Director of Legal Recruitment, Bryan Cave LLP*

*Catherine Maiorana, Legal Recruitment & Development Regional Manager, K&L Gates LLP*



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## Break

11:15 AM – 11:30 AM

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## CONCURRENT SESSIONS

11:30 AM – 12:45 PM

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### A CSO Director and a Recruiting Manager Walk Into a Bar... Building Brands through Collaboration

- **Recruiting**

It's no joke. Employers are challenged to establish their brand and engage with a new class of recruits each year, while law schools seek to establish professional development and career opportunities for their students. As a result, each year employers receive many requests from career services offices or student groups to sponsor and participate in programs while schools field requests from employers to allow them the opportunity to get in front of students. We all need to determine how best to allocate resources, including time, money and people. Creating a strategy for partnering will enhance the brand of your school or employer and create a lasting positive impression. In this interactive program, seasoned professionals from schools and employers both large and small will share their approaches to building successful partnerships that benefit our common constituent: future lawyers.

*Anastasia Capelli, Manager of Recruitment, Stradley Ronon Stevens & Young, LLP*

*Lynn Ann Herron, Associate Recruitment Manager, Hogan Lovells*

*Jennifer Henfey, Associate Dean for Finance and Administration/ Executive Director of Career Strategy and Advancement, Villanova University School of Law*

*Amy Jones Mattock, Senior Director of Employer & Alumni Relations, Office of Career Strategy, Georgetown University Law Center*

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### Effective Supervision: Bringing a Competency Model to Life

- **Management**

The goal of this session is to lead a discussion on best practices for recruiting and PD department staff supervision. We often focus on lawyer professional development, but what are the best ways to develop talent within our own teams and direct reports? In this session, we will look at ways to meet the challenges of leading a team, providing feedback,

and providing opportunities for talent to develop skills and competencies to advance. To navigate this discussion, we will work directly with an established competency framework and provide specific tools to deliver feedback to your team.

*Donna Manion, Director of Legal Recruiting, Cahill Gordon & Reindel, LLP*

*Eva Wisnik, President, Wisnik Career Enterprises, Inc.*

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### Everything to Everyone: Bringing Focus to the Role of the Law School Diversity Professional – Part 2 ▶ **ADVANCED**

- **Diversity and Inclusion**
- **Law Student Professional Development**

Many law schools have recognized the importance of having a dedicated diversity and inclusion liaison within the institution. However, several questions arise with regard to the purpose of the liaison and where the position is housed. This panel will explore and continue the discussion about the need for a diversity and inclusion role within law schools, how to make a business case for its importance, and how to successfully get the administration to support creating the role.

*Erica Edwards-O'Neal, Vice-President of Inclusion & Diversity, New York Economic Development Corporation*

*Kia Scipio, Associate Director, Office of Career Strategy, Georgetown University Law Center*

*Samorn Selim, Founder, Samorn Selim Coaching*

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### Extreme Makeover: Evaluation Edition

- **Lawyer Professional Development**

I'm excited about my performance review! Said no one ever. While we can't promise your lawyers will love their evaluations, we can help you improve and revitalize your evaluation process. Whether your evaluations need a bit of sprucing up or an extreme makeover, this presentation will provide a fresh look, top to bottom, of the mechanics of firm evaluation processes, including a discussion of project-based evaluations and the growing corporate trend to eliminate annual reviews altogether. We'll deliver practical tips for increasing the overall effectiveness of the evaluations by planning the logistics of the process, determining timing and timelines, designing evaluation questions, selecting ratings scales, delivering the feedback through actual forms or feedback summaries and handling the follow-up and aftermath of the process.

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

*Molly Peckman, Principal, Molly Peckman Training & Development*

## Hardwired – Your Brain at Work ▶ ADVANCED

### • Member Professional Development

Our brains are designed for survival to be highly efficient and constantly on the lookout for threats. This was incredibly useful when avoiding saber-toothed tigers was a daily necessity, but what does it mean for us in today's world? Understanding how our brains are hardwired and how and why we develop habits, what we instinctively focus on or ignore can not only help us improve our own performance, but that of those we work with and for. In this program, we'll discuss the latest in neuroscience research and how you can use it to be more effective at work, particularly when interacting with neurodiverse individuals (those with ADHD, spectrum disorders, etc.). We'll also introduce and practice techniques, such as the SCARF model and Self-Directed Feed Forward (a new way to give feedback). Let us show you how to adapt your prehistoric brain to 21st century realities!

*Michelle Galloway, Of Counsel, Cooley LLP*

*Susan Robinson, Associate Dean for Career Services, Stanford Law School*

## Invisible or Overlooked? Coaching Students and Lawyers with Invisible Disabilities

### • Counseling

ADHD, Autism Spectrum Disorder and Learning Disabilities are increasingly prevalent in the lawyer population as these issues are ever more identified in the younger generation. Coping mechanisms that were successful in college may not work in law school or law firm environments. Targeted coaching around organization, coping skills and social interactions can significantly improve the ability of students and lawyers to succeed in law school and in practice, and improve bar pass rates. The panel will share insights and practical tips on coaching students and lawyers with invisible disabilities, including legal issues that arise upon disclosure of disabilities.

*Whitney Beard, Career Coach, Orrick, Herrington & Sutcliffe LLP*

*Anne Jollay, General Counsel, California Pizza Kitchen*

*Julie Remer, Managing Director, West Coast, Greiner Consulting, LLC*

*Bess Sully, Chief Human Resources Officer, Sheppard Mullin Richter & Hampton LLP*

## Landing a Job with the Judge Advocate General's Corps

### • Career Paths

Collectively, the Army, Navy, Air Force, Marines and Coast Guard JAG Corps are the oldest, largest, and one of the most diverse "law firms" in the United States. There are hundreds of opportunities each year for law students and practicing lawyers, and this session will show you how to navigate their unique hiring practices. Come find out about recruiting, hiring trends, internship programs, career opportunities, and the advantages of active and reserve military service in the U.S. Armed Forces JAG Corps.

*Tonya Blackwell, Chief, Judge Advocate Recruiting Office, Judge Advocate General's Corps, U.S. Army*

*Justina "Tia" Hooper, Chief, Recruiting Branch, Office of the Judge Advocate General, U.S. Air Force*

*Dan McGinley, Trial Counsel, Judge Advocate General's Corps, U.S. Navy*

## Navigating to the Next Chapter: Strategies for In-House Placement of Law Firm Associates

### • Career Paths

This program will provide a roadmap for firms on how to best assist associates interested in transitioning from law firms to in-house positions. As associates consider alternatives to law firm life and opportunities for partnership continue to narrow, firms have begun to address how to

best counsel and assist those associates looking for exciting in-house positions. Handling this issue effectively and sensitively can benefit the firms, the associates and alumni. Participants will hear perspectives and advice from law firm career professionals with established career exploration and transition teams in place, as well as a top recruiting firm with a robust in-house practice.

*Laurie Becker, President, E.P. Dine Inc.*

*Amy Echelman, Managing Director, E.P. Dine Inc.*

*Kito Huggins, Director of Executive Administration, Weil, Gotshal & Manges LLP*

*Leslie Ripley, Chief Recruiting Officer, Gibson Dunn & Crutcher LLP*

## OSCAR Sneak Peek: A New Platform for a New Generation

### • Lawyer Professional Development

After over a decade, OSCAR (Online System for Clerkship Application and Review) is being overhauled to create a platform that is more tablet-friendly, more mobile-friendly, and, well, just plain friendly all around. Come see the first fruits of the labor of many survey participants, focus groups, and testers – and share your insights to enhance OSCAR "NextGen" as the development process goes forward in 2017.

*Timothy Burgess, U.S. District Judge and OSCAR Working Group Chair, U.S. District Court, District of Alaska*

*Marilyn Drees, Director, Judicial Clerkships, Yale Law School*

*Tyrus Manuel, Assistant OSCAR Program Manager & IT Specialist, Administrative Office of the U.S. Courts*

*Laura Simon, OSCAR Program Manager, Administrative Office of the U.S. Courts*

## Recruiting and Retaining Millennial Lawyers of Color

### • Diversity and Inclusion

Employers are finally figuring out how to engage Millennials. Yet, lawyers of color do not always necessarily exhibit the same traits or share the same values as the "special snowflake" generation. What does this mean for recruiting and retention of diverse millennial candidates? This presentation will examine how millennial lawyers of color diverge from the characteristics traditionally associated with their non-diverse millennial counterparts, and what this means for law firms as they craft programs focused on recruiting and retaining these individuals.

*Courtney Carter, Diversity & Inclusion Manager, Jenner & Block LLP*

*Alexis Robertson, Legal Recruiting Director, Plante Moran Staffing*

*Michelle Silverthorn, Diversity & Education Director, Illinois Supreme Court Commission on Professionalism*

## Shaping the Lawyer of Tomorrow ▶ ADVANCED

### • Legal Market

A shift in our industry is taking place. Economic considerations, technology, and the increasing need to understand the "business of law", are causing changes in the way lawyers are recruited, and at what stage in their development. In-house legal departments are growing, and sourcing talent earlier than ever before, while law firms are becoming more specialized and assessing new ways to maximize efficiency in servicing their clients' needs. Both are seeking candidates with a broad range of skills, many more challenging to measure, and having little to do with the customary practice of law. And today's young lawyers must contend with artificial intelligence, which is sure to replace most of the mundane legal tasks. So how do we adapt our "traditional" law firm recruiting models, and existing law curriculum to meet the needs of this changing landscape in order to remain competitive? What changes are already happening? What will the lawyers of tomorrow look like? Panelists will share their

perspectives on the changing legal landscape, and given these economic challenges, will discuss the relationship between employers and schools in training and developing the lawyers of tomorrow.

*Steve Béne, General Counsel, Pandora Media*

*Kirtee Kapoor, Partner, Davis Polk & Wardwell LLP*

*Melissa Maynard Léger, Director of Recruiting, Stanford Law School*

*Lucy Ricca, Executive Director, Center on the Legal Profession and Lecturer at Law, Stanford Law School*

## The Art of Writing Successful Public Interest Fellowship Applications

### • Public Service

Writing applications that are selected for public interest fellowships requires very different skills than those used for traditional legal writing. Crafting a clear description of a compelling legal need, telling an effective story about both client issues and personal motivation for the work, constructing a realistic and comprehensive one or two year time line and/or business plan, and confidently conveying projected tangible outcomes are among the challenges that we will explore in detail to enable you to successfully coach students and alumni through this exciting process. We will also address counseling students writing more than one application for the same project to potential funding organizations with very different application formats, and how to write a public interest fellowship resume.

*Alexander Lee, Associate Director for Public Interest Programs, Career Development Office, University of California, Berkeley School of Law*

*Judith Murciano, Associate Director and Director of Fellowships, Bernard Koteen Office of Public Interest Advising, Harvard Law School*

*Thomas Schoenherr, Assistant Dean, Public Interest Resource Center, Fordham University School of Law*

## The Innovators: New Legal Service Models ▶ ADVANCED

### • Lateral Recruiting and Hiring

The Great Recession accelerated the trend of corporate counsel seeking to become more efficient in their expenses for outside counsel. In addition, in-house legal departments are demanding more diversity of their outside counsel. The Center for WorkLife Law compiled a report (<http://worklifelaw.org/wp-content/uploads/2015/09/Disruptive-Innovations-New-Models-of-Legal-Practice-webNEW.pdf>) surveying over 50 new businesses that link lower fees for clients with better work-life balance for lawyers. This session will feature a discussion with some of the firms featured in the report. The panel will explore these new legal models and their impact on law schools and employers in the traditional Big Law recruitment and retention model.

*Regina K. McCaffery, Regional Recruitment Director, Greenberg Traurig LLP*

*Tam T.T. Pham, Director of Attorney and Client Development, Paragon Legal*

*Todd Smithline, Managing Principal, Smithline PC and Smithline Training LLC*

## The Times They Are A-Changin': Counseling Tips for New JD and Non-JD Programs

### • CSO Administration

Legal education has changed, likely permanently, and students in every law school are in a broader variety of degree programs than ever before. The traditional JD applicant pool has shrunk and doesn't look to bounce back soon. As such, law schools are expanding or changing how degree programs are offered in order to gain a competitive recruiting edge and

appeal to a larger variety of prospective students. 2-year JDs, MLs (or MJs), LLMs (domestic and international), and spring start JD programs are now commonplace. This session will offer strategies for managing the expectations of and counseling these changing student populations.

*Tammy King, Director of Professional Development & Pro Bono, Washburn University School of Law*

*Tomea Mayer Mersmann, Assistant Dean for Graduate Recruitment and Professional Development, Washington University School of Law*

*Kevin Motsinger, Associate Director of Graduate Programs, Emory University School of Law*

## Networking Lunch

12:45 PM – 2:00 PM

## City Group and Law School Consortia Leaders Luncheon

12:45 PM – 2:00 PM

## Experienced Professionals Lunch and Section Meeting

12:45 PM – 2:00 PM

Join your Experienced Professionals colleagues for a special networking lunch combined with the annual Section meeting.

## Newer Professionals Lunch and Section Meeting

12:45 PM – 2:00 PM

Join your Newer Professionals colleagues for a special networking lunch combined with the annual Section meeting.

## Public Service Luncheon

12:45 PM – 2:00 PM

Join NALP's Public Service Section for lunch with keynote speaker Julia R. Wilson, Chief Executive Officer of OneJustice, a statewide network of 100+ nonprofit legal organizations, law firms, law schools and businesses that together provide life-changing legal assistance to over 270,000 low-income Californians each year.

## CONCURRENT SESSIONS

2:15 PM-3:30 PM

## Answering Difficult Questions In Public Interest Interviews

### • Public Service

Many students aspire to starting their legal career in public service. However, these employers are known for their rigorous screenings of entry-level applicants that may require multiple rounds of interviews and challenging interview questions. Their questions often include behavioral interview questions, requests for oral presentations, timed writing exercises, and on the spot hypotheticals. Moderated by a career service counselor, this panel of public interest employers, with representatives from the Public Defender Service for D.C., the NYC Law Department, and the U.S. Department of Justice, will discuss their processes and questions so you can better prepare your students to land a job in public service.

*Lillian Evans, Deputy Director of Legal Recruitment and Deputy EEO Officer, NYC Law Department*

*Trisha Fillbach, Assistant Director, Office of Attorney Recruitment and Management, United States Department of Justice*

*Jonathan Laba, Assistant Public Defender, Contra Costa Public Defender's Office*

*Cybele Smith, Director, Public Service Law Center, Moritz College of Law, The Ohio State University*

## Building Law Student Resilience: Practical Tools for Programming and Counselling

- Law Student Professional Development

Law students often struggle to overcome hurdles or bounce back from setbacks, both personal and professional. Through various studies, it is clear that the skills that underpin resilience can be learned over time. Thus, law students can develop and leverage these critical skills to heighten their performance, academically and professionally and succeed in their demanding legal careers. This session will educate attendees about the science surrounding resiliency, including grit and growth mindset and positive psychology, and provide concrete tools for law school career development professionals to build resiliency skills in their students through programming ideas and counselling techniques.

*Jordana Laporte, Director, Career Development Office, University of Toronto, Faculty of Law*

*Sarah Rohne, Employer Relations Director and Career Center Associate Director, University of Minnesota Law School*

## Creating Time to Think - Better Conversations for You and Your Lawyers ▶ ADVANCED

- Member Professional Development

How much of your day is spent in conversation? And how much of that time do you spend thinking brilliantly? This session will introduce the Thinking Environment, an approach developed by Nancy Kline, which has the potential to transform the crucial conversations that power our law firms - with clients or colleagues, in formal meetings, or just times when we're thinking aloud together. You will learn the key components and applications and will experience and practice them during the session. We will also share our experience of introducing this approach in a global law firm, for lawyers and legal professionals, and consider how you might introduce it into your own organization.

*Heather Bock, Global Chief Learning Officer, Hogan Lovells*

*Michelle Nash, Professional Development Projects Director, Hogan Lovells*

*Alison Nolan, Principal, Open Consulting*

## Filling the Gaps in Clerkship Recruiting

- Judicial Clerkships and Recruiting

In a world of year-round judicial clerkship hiring, effectively recruiting and retaining lawyers who have clerkship experience presents a challenge. Add in the increased prevalence of gap year clerkships – and it's a revolving door of who's coming and who's going! This program will

address best practices for recruiting judicial clerks as both entry-level and experienced lawyers, and will specifically address an increasing trend of gap year clerkships. It will also provide law school career counselors insight into how to effectively counsel their applicants to professionally and successfully navigate the on-boarding and employment transition processes related to their clerkship experiences.

*Michele Hoff, Associate Director of Career Planning, University of Connecticut School of Law*

*Elizabeth Klein, Head of Recruiting and Professional Development, Durie Tangri LLP*

*Julie McLaughlin, Associate Director, Career Center, The George Washington University Law School*

## From Cradle to Loyal Alum: The Rapidly Changing Face of Outplacement in the Legal Arena ▶ ADVANCED

- Career Paths and Legal Market

No longer the legal industry's "dirty little secret," law firms regularly face tough decisions about advancement (at the associate / counsel levels) and retention (at the income and equity partnership levels). How you communicate each decision – and the degree to which you support each affected lawyer – can turn a disgruntled former lawyer into a loyal alum who spreads goodwill, burnishes the firm's reputation, and possibly sends business to your firm. This session will share the presenters' collective best practices for outplacement, identify outplacement trends in today's uncertain (and uneven) legal market, and develop a strong business case for internal or external outplacement.

*Jeanna Beck, Senior Manager of Career & Professional Development, Arnold & Porter Kaye Scholer LLP*

*Lois Durant, Firm-Wide Manager, Professional Development and Retention, Arnold & Porter Kaye Scholer LLP*

*Lauren Krasnow, Director, SJL Shannon LLC*

## Hacking the Wildebeest: Developing The Innovative Lawyer

- Lawer Professional Development
- Leadership

As pressure from GC's offices and advances in technology continue to upend the delivery of legal services, it is increasingly important for NALP professionals to understand the role of innovation in the practice of law and develop an innovation mindset in their lawyers. Innovation isn't just about technological resources, but about really understanding

the objectives, operational structure, and pressures on the client, and responding to those issues as a business advisor. In this program, we will define what it means to be innovative in this evolving legal market, as well as the variety of tools available to the innovative lawyer, and we will highlight innovative means of developing lawyers to respond to clients' needs. We will discuss best practices utilized by Bryan Cave, consistently recognized as an innovation leader, and Diversity Lab, cultivating innovative ways to use data, science, and design thinking to boost diversity. To highlight the efficacy of such tools, we will facilitate the first-ever NALP hackathon.

*Kathryn DeBord, Chief Innovation Officer, Bryan Cave LLP*

*Kelli Dunaway, Assistant Director of Legal Professional Development, Bryan Cave LLP*

*Lisa Kirby, Director, Research & Knowledge Sharing, Diversity Lab*



## #Recruiting: Reaching a Digital Generation 1 “Like” at a Time

- **Membership Professional Development**

Why do you engage in social media? To connect with friends or promote an event? Whatever the reason, we are all marketing ourselves. Now, translate this into legal recruiting. We are charged with growing and cultivating the future of our firms, and we use traditional marketing tools to convey our culture and overall reputation. But the world of marketing is fast-paced and constantly changing. Are you up to date with the newest way to reach the next generation of lawyers? This session is designed to give you the information needed to bring your firm’s recruiting outreach to your candidate’s fingertips!

*Rachael Bosch, Managing Director, Fringe Professional Development*

*Valerie Castelo, Associate Director of Private Sector Counseling and Programs, Career Development Office, University of California, Berkeley School of Law*

*Veronica Phillips, Legal Recruitment and Development Manager, K&L Gates LLP*

## Situational Leadership - An Effective Tool for Leading and a Foundation for Mentoring ▶ **ADVANCED**

- **Leadership**

Current job demands require both talent professionals and lawyers to effectively manage a wide variety of personalities and skill levels, often without a grounding in leadership theory or training. This session is designed to provide an overview of current leadership theories with a more in-depth focus on the situational theory of leadership. Attendees will learn to apply the current Situational Leadership Model to the management and mentoring of talent teams and lawyers. In addition, this session will teach attendees to train others within their organizations to use situational leadership principles in managing others. Tips for using situational leadership as a foundation for mentoring also will be provided.

*Dana Gray, Director of Professional Development & Engagement, Faegre Baker Daniels LLP*

*Jeanne Picht, Director, Attorney Talent Strategy, Fenwick & West LLP*

*Ann Rainhart, Executive Director, Briggs & Morgan, P.A.*

## Supporting First Generation Professionals

- **Counseling**

In this program we will examine how first generation professionals can find and access the support they need to succeed in law school and their careers. We will discuss and highlight the USC Gould First Generation Professionals (FGP) Program, which is an administration-sponsored, centrally-organized and content-based program. Additionally, we’ll explore - through the lens of Berkeley Law’s FGP Program - potential partnerships and collaborations with first generation student affinity groups, alumni mentorship programs as well as collaboration with employers for programming and events.

*Dr. Malissa Barnwell-Scott, Director of the Office of Public Service and Coordinator of the First Generation Professionals Program (FGP), USC Gould School of Law*

*Vernadette Horne, Director of Career and Professional Development & Diversity Initiatives, Hofstra Law*

*Alison Lintal, Assistant Director for Career Services, Penn State Dickinson Law*

*Eric Stern, Director of Operations, Career Development Office, University of California, Berkeley School of Law*

## Swimming Upstream (and All Around): How to Effectively Manage Breaking in a New Boss ▶ **ADVANCED**

- **Management**

You have been at your organization for years and now you have a new Dean, Hiring Partner, Managing Partner, or boss in some other capacity to break in. What can you expect from and how do you accept the new changes that are inevitable with the transition? How do you effectively take the initiative to “up-train” your new boss while also understanding and adapting to her expectations and communication style? How do you dispel old biases, establish credibility and take advantage of the clean slate while also harnessing their “new” ideas and enthusiasm? In this session, seasoned NALP professionals with more than 25 leadership changes between them will share their secrets to surviving (and even thriving!) during these challenging transitions. Whether you are working in a law firm or law school, this program will give you specific tactics for making the most of this transitional time.

*Jean Durling, Chief Talent Officer, Fox Rothschild LLP*

*Traci Mundy Jenkins, Assistant Dean, Office of Career & Professional Development, American University Washington College of Law*

*Beth Moeller, Assistant Dean of Career Services, UCLA School of Law*

*Lisa McLafferty, Director of Attorney Relations, Winston & Strawn LLP*

## The Future of Compliance and Risk Management Career Opportunities

- **Career Paths**

As graduates emerge from law schools or lawyers look for a different career path, many explore areas that tap into skills similar to those that drew them toward the legal profession, such as digging into pages of laws, regulations, and commentary. Many have found a home within the realm of compliance, not surprising given the many similarities in requisite skills. But will their legal training be enough for a successful and fulfilling career in compliance - particularly as the world of risk management and corporate needs evolve? Where does the path lead toward development and achievement in a compliance role? Come and hear a bit of the future of this challenging and ever-evolving field.

*Susan Atkinson, Senior Compliance Manager, Capital One*

## The ‘Grow and Go’ Approach: Losing The Keepers

- ▶ **ADVANCED**

- **Lateral Recruiting and Hiring**

Have you noticed that associates are leaving earlier and earlier in their careers? Attrition has long been correlated to the state of the economy and the legal market. Now, attrition also reflects generational preference. Millennial lawyers are imposing a new reality on law firms. This panel of industry experts will explore the implications and consequences for recruiting and professional development programs. Is it inevitable that firms will lose the keepers or can they adapt their approach to the grow and go mindset?

*Christopher Gardephe, Knowledge Management Officer, Proskauer*

*Jennifer Kasmin, Managing Partner, SJL Attorney Search*

*Sang Lee, Chief Executive Officer, SJL Shannon LLC*

*Caroline Menes, Legal Recruiting Officer, Proskauer Rose LLP*

## The Myths and Realities of Entry-Level In-House Legal Hiring

- **Legal Market**

While the traditional path to an in-house legal department started with several years in the corporate department at a large firm, more and more students want to skip the firm and start at the entry level in a corporate

legal department. This program will describe the current trends in entry-level in-house hiring and how career services professionals can conduct productive outreach to those employers to help students in this quest. We will also address ways to counsel students who may seek this path and the sort of experiences and connections that they will need in order to be in the best position to land an entry-level in-house legal job.

*Jill Backer, Assistant Dean, Pace Law School*

*James Kossuth, Assistant Director, Alternative & Emerging Careers, Boston University School of Law*

*Mary Novota, Professional Development Manager, Office of the General Counsel, Hewlett Packard Enterprise*

## You Had Me At Hello: On-Ramping for Organizational Stickiness

### • Lawyer Professional Development

Retaining top talent begins even before your perfect lateral unicorn (or first year class!) sets foot in the door of your firm. Does your current on-ramping approach work to create a sense of pride and excitement in your new hires? In an era of mobility where associates follow lateral partners out the door, revisiting your integration strategy to ensure its efficacy may be the difference to stem a rising tide of attrition. This program will explore best practices in integration; delve into the challenges associated with building cohort (even when lacking physical plant or across far flung offices); identify key differences in on-ramping entry level and lateral associates; and highlight practical solutions for managing ramp-up time effectively.

*Margaux Jacobus, Director of Attorney Development, Axiom*

*Melanie Priddy, Director of Professional Development, Crowell & Moring LLP*

*Vivian Wexler, Director of Talent Management, Vantage Partners*

**Break** 3:30 PM – 3:45 PM

**Section Meetings** 3:45 PM – 5:00 PM

The following sections will meet in this time block., open to all members:

- Diversity and Inclusion
- Experienced Professionals
- International and Advanced Degree Advising and Recruiting (LLM)
- JD Career Advisors
- Judicial Clerkship
- Law Student Professional Development
- Lawyer Professional Development
- Legal Employer Alumni Relations/Programs
- Public Service
- Recruiting

**Friends of Bill W Meeting** 4:45 PM – 5:45 PM

## Regional Business Meetings and Receptions

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

## Member Celebration at the California Academy of Sciences

Based in Golden Gate Park, the California Academy of Sciences is a destination like no other and a must-see San Francisco museum — and we will have the place all to ourselves! It's the only place on Earth

to house an aquarium, planetarium, and natural history museum — all under one living roof. From the splashing penguins in African Hall to the wildflowers on the roof, the building is bursting with life. A four-story living rainforest and awe-inspiring coral reef ecosystem showcase Earth's biodiversity, while immersive planetarium shows offer a new perspective on the planet we call home. Our Member Celebration in this unique and engaging setting will include great food, entertainment, and networking opportunities with your peers. Shuttles will be provided.

## Thursday, April 20

**Yoga** 6:00 AM – 7:00 AM

**Barre** 6:00 AM – 7:00 AM

Led by Natalie Quinn, a certified Pure Barre instructor, this session will be a barre class using chairs for balance. (Wearing socks will work best!) Come jumpstart your heart for the day ahead.

**Drop-in Mindfulness Meditation** 7:00 AM – 7:30 AM

Whether you are experienced or new to mindfulness, join your NALP colleagues for a guided mindfulness meditation session. Come dressed relaxed or ready for the day.

**Registration & Resource Center Open** 7:30 AM – 4:30 PM

**Continental Breakfast & Coffee Service** 7:30 AM – 9:00 AM

**Section Meetings** 7:45 AM – 9:00 AM

**Break** 9:00 AM – 9:15 AM

## CONCURRENT SESSIONS 9:15 AM-10:30 AM

### ABA Audit Protocol: Improving the Quality of Your Graduate Data

#### • CSO Administration

Have you asked yourself one or more of the following questions over the past year? What does a sufficient file look like pursuant to the ABA Audit Protocol? What sources may I rely on? Is my documentation sufficient? Is my judgment call on a key item “reasonable” pursuant to the protocol? How can I organize and present my files if my school is selected for an audit? If the answer is yes and you have thought about these questions, please join the ABA Law School Employment Outcomes Task Force and law school members whose files were audited in 2016, as they demystify the process, share sample files, and discuss strategies for capturing, organizing and successfully presenting files to the ABA.

*Marcy Cox, Assistant Dean for Career Development, University of Miami School of Law*

*Donna Gerson, Associate Dean, Career Strategies Office, Drexel University Thomas R. Kline School of Law*

*Shannon Schaab, Assistant Dean and Director, Law Career Services, DePaul University College of Law*

### Blowing Up the Glass Ceiling: Innovative Ways to Increase Diversity

#### • Diversity and Inclusion

The numbers are not encouraging. Although 22% of law firm associates are minorities, they represent only 7.5% of partners. Women comprise only

18% of equity partners even though, for more than 20 years, 50% of law school graduates have been women. Despite a recognition of and focus on the issue, law firm partnerships still fail to reflect the full diversity of our legal profession. Conventional methods, such as a focus on mentoring programs, haven't had a noticeable effect. The profession needs some game-changers – creative and innovative ways to retain and advance diverse lawyers in private law firms. Hear what's being done in other industries and some of the creative new ideas that have been implemented by law firms. We'll share with you the original ideas generated in the first inaugural Women in Law Hackathon and the newly released research and findings from Stanford Law School's policy lab, Retaining & Advancing Women in National Law Firms. Come brainstorm with your colleagues on how you could innovate within your own organization and what you can do to overcome some of the common challenges.

*Lisa Kirby, Director, Research & Knowledge Sharing, Diversity Lab*

*Susan Robinson, Associate Dean for Career Services, Stanford Law School*

## Bottom Line: Are Your Lateral Partner Hires Profitable?

### ▶ ADVANCED

#### • Lateral Recruiting and Hiring

Accurately measuring ROI is important for assessing the profitability of past lateral partner hires and essential for predicting the success of proposed acquisitions. Experts in law firm economics and lateral partner hiring present examples, best practices, and tools for valuing not only objective metrics such as portable business, fee rates, and compensation structures, but also broader client relations and intra-firm cultural costs and benefits of lateral hires. In an easily understood format, attendees will increase their value to their organizations by learning how to spot red flags and help identify the best candidates to enhance law firm profitability.

*Valerie Fontaine, Partner, Seltzer Fontaine Beckwith*

*Ari Katz, Chief Recruiting Officer, Womble Carlyle*

*Edwin Reeser, President, Edwin B. Reeser, A Professional Law Corporation*

*Michael Roster, ACC Value Challenge, Steering Committee Co-Chair*

## Building and Maintaining Your Firm's Recruiting Pipeline

### • Recruiting

This session will explore pro-active, innovative strategies to build a recruiting pipeline, and successful ways to market your firm to target great candidates before, during, and beyond law school! Panelists will discuss ways to market candidates before law school, where to focus efforts and which groups to target. We will also explore ways on how to keep top candidates engaged with your firm for future opportunities. You will hear from law firm professionals from different backgrounds, including recruiting, diversity and inclusion, and management, about best practices and perspectives on how to successfully grow a law firm with top talent in inventive and cost-effective ways!

*Katie Creedon, Associate Director of Recruiting and Development, Wolf Greenfield & Sacks P.C.*

*Shannon Moynihan, Lateral Attorney Recruiting Analyst, Davis Wright Tremaine LLP*

*Hiroko Peraza, Diversity Outreach Recruiting Manager, Davis Wright Tremaine LLP*

*Shannon Scott, Attorney Recruiting Coordinator, Hodgson Russ LLP*

## Can I Clone You? Ideas for Increasing the IP Pipeline and Counseling IP Students ▶ ADVANCED

### • Career Paths

With law school admissions on the decline, and the economy heating up, competition in the IP space will increase in the next several years for

qualified lawyers with science and technology degrees. This program will cover the hot IP market -- we will discuss innovations to build pipelines to practice – PhD engineer job fairs and partnering with engineering schools. Counseling law students with science and technology backgrounds to compete effectively for IP and other tech-related positions; advising students without science/technology degrees about careers in tech industry, copyright, trademark law. And, how changes in federal statutes and in house legal department demands impact IP work.

*Timothy Henderson, Chief Recruitment & Development Officer, Finnegan Henderson*

*Lisa Konie, Senior Director of Legal Operations, Adobe Systems, Inc.*

*Ginger Manizza, President, Legal Staffing Division, Premier Legal Staffing*

*Katherine White, Director of Employer Outreach, The George Washington University Law School*

## Capitalizing on Your Strengths Profile and Leading with Authenticity

### • Leadership

Using the construct that it's easier to become excellent in areas where you are naturally strong, Strengthsfinder.com, by Gallup, gives professionals the ability to test and work on their top five strengths. Using the assessment, panelists will discuss the strengths profiles, help attendees make the most of their strengths in their professional life, personal life and as they potentially reach for NALP and other leadership opportunities. Panelists will discuss the power of leading authentically and how this can maximize your value at work, as well as help build great teams around you. Attendees who have taken the assessment in advance will get the most out of the course.

*Stacey Kielbasa, Director of Professional Development/Attorney Recruitment/Diversity, Chapman and Cutler LLP*

*Kisha Nunez, Associate Director of Recruiting and Diversity, Wachtell, Lipton, Rosen and Katz*

*Jennifer Queen, Principal, J. Queen Consulting LLC*

*Cybele Smith, Director, Public Service Law Center, The Ohio State University Moritz College of Law*

## Counselor, Activist, Advocate – What is the Role of Career Services Offices During Campus Protests?

### • Counseling

During periods of increased student activism and campus protests, law students often look to career services offices for specific advice, counseling, and support related to their activism. What role do career advisors play in campus protests and how should we support and advise student activists? How do we balance our personal views with our role as advisors and administrators? How do public interest employers view student activists and how can we help students understand how activism may impact their job search? This program will explore these questions and identify best practices for career services offices.

*Akua Akyea, Assistant Dean, Career Services, University of Iowa College of Law*

*Renay Frankel, Assistant Director, Harvard Law School Office of Public Interest Advising*

*Jill Green, Assistant Dean, University of Baltimore School of Law*

*Alexander Lee, Associate Director for Public Interest/Public Sector Programs, University of California, Berkeley School of Law*

## Here's a Coaching Model Your Lawyers Will Use

### • Management

The world of law is changing, and so are the rules and the nature of

leadership. To remain competitive, accomplish more and continue to deliver exceptional service to clients, firms need to have strong yet flexible leaders. Situational Leadership® II is the most comprehensive, up-to-date, and practical method of effectively managing and developing people in the world. SLII® is designed to increase the frequency and quality of conversations about performance and development between Partners and associates, senior associates and junior associates, administrative staff and the people they work with. Competence is developed, commitment is gained, and talented individuals are retained.

*Marc Friedman, Senior Counsel, Dentons US LLP*

*Gordon Loeb, COO and Leadership Coach, Loeb Consulting Group, LLC*

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

## Social Media Update: Utilizing LinkedIn, Twitter (and even Facebook) to Grow Relationships and Generate Business

- Lawyer Professional Development
- Technology

Strategic use of social media directly impacts firms' profits by influencing business decisions and key relationships. Firms that are successful in incentivizing effective social media usage by lawyers will see increased revenues while establishing the preeminence of their practices. Effective relationship building, a skill that distinguishes successful leaders, is critical to professional growth. Lawyers, through social media, can augment and complement traditional relationship building efforts, and broadcast customized messages, gaining access to greater numbers of clients, prospects, and a multitude of other professionals. Presenters will survey of-the-moment approaches focusing on techniques to help lawyers create powerful professional relationships and discuss strategies for increasing lawyer engagement.

*Adrian Dayton, Founder, Adrian Dayton & Associates, and ClearView Social*

*Amanda Ferriso, Managing Director, Coaching & Transition Services, Greiner Consulting, LLC*

*Adele Lemlek, Managing Director, Transition Services & Marketing, Greiner Consulting, LLC*

## Springing into Action: Using Action Learning to Develop and Train Firm Leaders ▶ ADVANCED

- Lawyer Professional Development
- Leadership

In a continuously evolving legal environment, professional development programs must adapt and incorporate innovative instructional methods. This program will introduce one of these methods through a discussion of the basic tenets of action learning. What are the characteristics of a professional development initiative that adds value not just to each individual's development, but to the firm itself? Join us for an interactive session where you can move beyond your traditional initiatives as we explore through case study how the action learning method was utilized in two law firms to improve the efficacy of the training and development of law firm leaders. Participants will leave the program with valuable resources and step-by-step guide to implement a cost effective and engaging leadership development program in your law firm or school.

*Jessica Buchsbaum, Chief Legal Talent Officer, Bilzin Sumberg Baena Price & Axelrod LLP*

*Jennifer Gallinson, Director of Attorney Recruitment & Development, Much Shelist, P.C.*

*Gillian Murray, Legal Professional Development Senior Manager, Bryan Cave LLP*

## Striking the Balance Between Handholding and Tough Love in Professional Development

- Law Student Professional Development
- Lawyer Professional Development

Many law schools and law firms have mandatory or voluntary (but strongly encouraged) professional development classes or programs. Often, we find ourselves chasing participants down, holding their hands, giving concessions, or walking them to the finish line of professional development programs or requirements. How do we navigate the line between over-involvement in the students', summer associates', or associates' progress and fostering the creation of independent and responsible professionals? If we're over-involved, they may not learn to take responsibility; but if we're not, they may not learn the critical skills they need to succeed. How do we strike the balance between handholding and tough love? How much support is the right amount so students and associates succeed in the real world of deadlines, expectations, bosses, and consequences? What can law schools and law firms do to bridge this gap to create self-actualized lawyers? What have law schools and law firms done that they have found to be effective?

*Rachel Jennings, Associate Director of Career Services, The University of Chicago Law School*

*Justine Maury, Recruiting and Professional Development Manager, Dykema Gossett, PLLC*

*Sandra Minea, Associate Director of Career Strategy, Northwestern University School of Law*

*Meredith Schmitt, Talent Acquisition & Development Administrator, Paul Hastings LLP*

## Tales (not tails!) from Veteran Cat Herders or Succeeding as Law Firm Administrators

- Member Professional Development

Sometimes what we do is as hard as herding cats. Yet a career in law firm administration can be incredibly rewarding and gratifying. This panel of veteran law firm administrators (one now a consultant) will share their practical tips on surviving and succeeding as law firm administrators including managing up (firm management), down (your team), across (committees, practice groups, and individual lawyers), and yourself (your career).

*Michele Bendekovic, Director of Attorney Development and Diversity, Bass, Berry & Sims PLC*

*Chris Boyd, Senior Director of Professional Services, Wilson Sonsini Goodrich & Rosati*

*Molly Peckman, Principal, Molly Peckman Training & Development*

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Break

10:30 AM – 10:45 AM

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CONCURRENT SESSIONS

10:45 AM-12:00 PM

## Adapting Project Management Principles and Tech Tools to Talent Management

- Member Professional Development
- Technology

Over the last several years, many PD professionals have designed and developed project management training and tools for their firms and lawyers. How many of us, however, have taken the time to develop unique tools and systems supported by project management principles to help talent management individuals and teams within firms and law schools manage their own workflow? This session will highlight the

advantages of applying project management to our own work, as well as the pitfalls of not doing so. This session also will detail Fenwick's recent journey to apply project management principles to its overall professional development and recruiting workflow, to develop and use a specialized tool to support PD&R-specific project management, and effectively utilize OneNote to manage PD&R's myriad historical and current information. The session will include a demo of the PD KanBan Board developed by Fenwick Labs, as well as a demo of the PD OneNote information database developed by the PD&R team in collaboration with Fenwick's Research & Intelligence group.

*Kristin Heryford, Manager, Professional Development, Fenwick & West, LLP*  
*Sandra "Sande" Magliozzi, Associate Dean for Experiential Learning and Clinical Professor of Law, Santa Clara University School of Law*  
*Jeanne Picht, Director, Attorney Talent Strategy, Fenwick & West LLP*

## Global JD Admissions and Law Firm Growth v. H1-B Visa Cap: Strategies for Hiring and Advising JD Students

### • Legal Market

More international students are admitted to JD programs each year while, at the same time, the H-1B cap is being met immediately and two-thirds of applicants are not obtaining visas. Law firms and their clients are increasingly international and tend to prioritize linguistic and cultural competencies in new associates. How should the market adapt to the H-1B crunch in a way that best serves students and clients? How should law schools advise their international students to best strategize around these hurdles? How can law firms and schools work together to make creative solutions?

*Marni Goldstein Caputo, Assistant Director, Director of International Advising, Harvard Law School, Office of Career Services*  
*Nirvana Dove, Assistant Director, Employer Relations, Office of Career Strategy, Georgetown University Law Center*

## Hot Topics in Fall Recruiting

### • Recruiting

Let's talk about the top issues in entry-level hiring! Join colleagues from law schools and law firms to discuss trends and hot topics in entry-level hiring. Come for a discussion of how employers are getting in front of students early in the recruitment process to get a leg up on the process, take some pressure off August, and seek out high level or special circumstance candidates. This session will address trends in pre-OCI interviewing, tri-recruiting, and tips and tricks to manage August.

*Bruce Elvin, Associate Dean and Senior Lecturing Fellow, Duke University School of Law*  
*Nicole Wanzer, Senior Firmwide Law School Recruiting Manager, Morrison & Foerster LLP*

## Improve Your Recruiting ROI by Improving the Candidate Experience

### • Lateral Recruiting and Hiring

Did you know that the candidate experience impacts much more than your offer acceptance rate? It influences market perception of the firm's brand, affects future hires, and can even open (or close) the door to referral business. Your firm already invests significant time and money in the recruitment process; in this session you will learn how to leverage those investments to reap greater rewards. Panelists will highlight concrete steps you can take to immediately improve the candidate experience and maximize your recruiting ROI.

*Donna Hill, IP Recruiter, Wilson Sonsini Goodrich & Rosati*  
*Tricia McGrath, Recruiter, Legal and Finance, Google*



*Amy Savage, Principal, Lateral Link*

*Christine Whitehead, Partner Recruitment & Integration Manager, Americas, Hogan Lovells*

## Intrapreneurship: Implementing a Framework for Innovation in Your Organization

### • Leadership

Is intrapreneurship the key to success and happiness? Research shows that entrepreneurs are happier people and you can be too! Whether you are hoping to create an entrepreneurial ecosystem for your team, or to add intrapreneurship to your personal routine you can benefit from this program. We will discuss data from the corporate world and compare it to a representative sample from the legal market. This session is designed to provide a framework for immediate implementation of intrapreneurial actions. We will discuss how to do it, the benefits of it and how it can drive your career success and satisfaction.

*Rachael Bosch, Administrator, Talent Acquisition & Development, Paul Hastings LLP*

*Mikaela McRae, Head of Legal Recruiting & Programming, The George Washington University Law School*

## It Takes a Village: Marshaling Your Resources to "Raise" Your 2Ls

### • Counseling

Your office has well-developed outreach strategies for 1Ls, 3Ls, and recent graduates. Your 1Ls are taking advantage of the resources available to them, and your 3Ls and recent graduates have a newfound interest in working with you. But, when was the last time you heard from your 2Ls? Despite the best of intentions, it is difficult to maintain your connection with all students throughout the year. How can your CSO partner with faculty, alumni, and employers to provide meaningful job-search strategies for 2Ls? How can your staff work together to identify 2Ls who need guidance and reengage 2Ls? Presenters will share their tips, but we hope you will bring ideas to share.

*Angela Cruseturner, Assistant Dean of Career Development, Baylor Law School*

*Alison Lintal, Assistant Director for Career Services, Penn State Dickinson Law*

*Leah Terranova, Director of Career & Student Counseling Services, University of Kansas School of Law*

## Law, Life and the Pursuit of Happiness: Prescriptions for Student and Lawyer Well-Being

- Law Student Professional Development

We share the common goal of not only helping students and lawyers find job satisfaction, but helping them thrive. Happy lawyers create a better bottom line – for schools, employers and the profession. Research proves that certain intrinsic values are highly correlated with lawyers’ well-being. However, many of our students, lawyers, and institutions operate by the opposite standard, motivated by external factors such as grades and salary. We will highlight current scholarship on lawyer satisfaction and wellness, provide tools to teach your students and lawyers how to be well, find intrinsic motivation for their vocation, and thrive within this profession.

*Shannon Callahan, Senior Counsel, Seyfarth Shaw LLP*

*Laura Maechtle, Co-Founder, Shape the Law and Partner, Seyfarth Shaw LLP*

*Meredith O’Keefe, Director of Career Planning, University of Connecticut School of Law*

*Alexa Shabecoff, Assistant Dean for Public Service, Harvard Law School*

## Supporting Students Experiencing Bias Related Bad Behavior, Microaggressions, or Harassment

▶ **ADVANCED**

- Counseling

All too often, advisors hear from students who have experienced problematic behavior from others in a professional context, off or on campus, and are struggling with how to respond. Whether the issue is sexual harassment, racial bias, insensitivity around disabilities, or something else, how can we best support them? What are our obligations when the conduct falls short of Title IX and other laws and policies? This advanced workshop for career advisors will address common hypothetical scenarios, including discussion of when and how to report or escalate student complaints and ways to help students think through next steps and strategies.

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

*Cometria Cooper, Associate Director for Career Planning, University of San Francisco School of Law*

*Erin E. Dolly, Attorney, Hirschfeld Kraemer LLP*

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

## The Path Best Traveled: Building Learning Paths and Comprehensive Curricula ▶ **ADVANCED**

- Lawyer Professional Development

The well-worn path of traditional methods of instructional design doesn’t always take us to the right destination. Is it time for your organization to create a new path for better travel? This session will share a blended learning curriculum and customized lawyer learning paths based on class year and practice. We’ll discuss how to combine legal learning and professional skills; interactive skill-build programs, lectures and e-learning; and firmwide programs and local office programs into a comprehensive curriculum that advances as lawyers advance. This curriculum culminates in an associate assessment center experience followed by a global leadership curriculum for partners.

*Lori Berman, Director of Professional Development, Hogan Lovells*

*Heather Bock, Global Chief Learning Officer, Hogan Lovells*

*Michelle Nash, Professional Development Project Director, Hogan Lovells*

## The Topic No One Wants to Discuss and Must: High-Functioning Substance Abusers at Work

- Lawyer Professional Development

Research indicates that one in three lawyers struggles with substance abuse. As early as high school, some laid the groundwork for their future alcohol dependence. Others waited until law school to engage in binge drinking at so-called “bar reviews.” Unaddressed substance abuse threatens the health of some of your top performers and places your firm at risk. High-functioning substance abusers rarely look or sound like they need help. Many will not respond to well-intentioned interventions. This program outlines how you can create an environment that encourages lawyers to undergo the five stages of change that can lead to substance abuse recovery.

*Mary Crane, Owner, Mary Crane & Associates*

## Through the Side Door: Entry into Government Service through JD Preferred Positions

- Career Path
- Public Service

At the local, state, and federal government levels there are numerous entry-level opportunities for graduates to find “lawyer-ish” jobs that don’t necessarily have the title “lawyer.” Opportunities range from legal and policy analysts, fellows, lobbyists, legislative staffers, and court administrators to criminal justice and law enforcement positions. But it can be overwhelming for both students and counselors to navigate the various avenues for entry. Learn how to help students maximize USAJOBS.gov, succeed at the Presidential Management Fellowship and Pathways application processes, find state and local fellowships, and get an overview and resources related to the many points of entry for JD preferred opportunities.

*Katie Dilks, Associate Director, Public Interest Programs and New Initiatives, Office of Public Interest and Community Service, Georgetown University Law Center*

*Swati Parikh, Director of Public Service Advising and Pro Bono, New York Law School*

*Dyanna Quizon, Legislative Aide for San Francisco Supervisor Katy Tang*

*Eric Stern, Director of Operations, Career Development Office, University of California, Berkeley School of Law*

## Track Your Efforts, Show Your Worth: Developing a Framework for Measuring D&I Initiatives ▶ **ADVANCED**

- Diversity and Inclusion

Diversity and inclusion initiatives are now the norm within the private and public sectors and in school settings. Scholarship, mentorship, and pipeline programs abound with the implicit or explicit goal of increasing the number of diverse candidates that enter and thrive in law school and legal careers. But how do we measure the success of this ever growing myriad of programming efforts? How do we justify the need to increase the resource flow to those of us who carry “diversity and inclusion” in our job titles? This program will explore best practices in tracking D&I efforts and provide participants with tools to create their own mechanisms for evaluation.

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

*Wesley Dunphy, Data Specialist, American University Washington College of Law*

*Rachel Simmonds-Watson, Diversity Manager, Debevoise & Plimpton LLP*

*Tiffany Simmons, Career Counselor and Diversity Liaison, American University Washington College of Law*

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## Lunch On Your Own

12:00 PM – 2:00 PM

Get outside and explore San Francisco, network with colleagues, or just take a pause in the schedule to relax and have lunch on your own. Need suggestions? [Try these!](#)

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## CONCURRENT SESSIONS

2:15 PM – 3:15 PM

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### 3L Hiring: Is Anyone Still Out There?

- **Recruiting**

The 3L market has tremendous value, advantages, and pitfalls. We'll explore why firms hire 3Ls, why 3Ls at many schools are available, and just how much of the market is still in play at this time. We'll discuss the ways that law schools can assist with 3L hiring and the advantages of additional coursework, grades, and work experience available to employers. Schools will learn tips on preparing their students to be successful candidates, especially when they have past challenges with work experience or grades. We'll discuss 3L hiring from many points of view – counselor, recruiter, Hiring Partner, and a 3L.

*Jessica Gangjee, Director of Legal Recruiting and Professional Development, Burns White*

*Jennifer Henfey, Associate Dean for Finance and Administration and Executive Director of Career Strategy and Advancement, Villanova University School of Law*

*Hillary Maropis, Attorney Recruiting Manager, Morgan, Lewis & Bockius LLP*

*Kenny Tatum, Senior Director, University of Georgia School of Law*

### Clearing the Air: Communicating to Resolve Conflict

- **Member Professional Development**

Working closely with others can lead to conflict. Maybe you find it difficult to get along with a specific co-worker. Maybe your team struggles to get past differences of opinion. Maybe a colleague reacts defensively to performance feedback, change, or stress. While you can't avoid all work conflicts, you can change the way you handle conflict. How do you do that? This program will prepare you to discuss difficult issues in one-to-one interactions, improve your conflict-resolution skills, and allow you to relate more successfully with colleagues.

*Sean Romanoff, Consultant, Exec|Comm, LLC*

### Feedback: Give as Good as You Get, and Get as Good as You Give

- **Management**

When a team member asks, "How am I doing?" what do you say? When you are looking for feedback, and you ask, "How did I do?" what do you hear? The frequent response to both questions is most likely "Good," and whether true or not, it is not helpful for either supervisors or team members. This program will provide simple yet effective ways to both give and receive feedback in order to encourage professional development and career growth. The program will also tackle some unique and difficult scenarios such as distance or remote feedback, providing feedback to high performers, and dealing with the out-of-touch employee. Finally, the program will discuss feedback across differences and provide strategies to combat unconscious bias in the process. Using interactive exercises, participants will go from fearful to fabulous in giving and receiving feedback!

*Jami de Lou, Associate Director of Talent Development, Diversity & Inclusion, Jenner & Block LLP*

*Jennifer Gallinson, Director of Attorney Recruitment & Development,*

*Much Shelist PC*

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

### Got Nothing Against a Big Town.....Recruiting Lateral Candidates to 'Biglaw' Offices in Smaller Markets

- **Lateral Recruiting and Hiring**

As the lateral recruiting market improves and firms experience growth, the playing field has increasingly expanded to smaller and mid-size markets. As a result, the pressure is on recruiters to attract talent to markets considered "off the beaten path" compared to a firm's larger markets. How do you identify candidates for these harder-to-fill positions and distinguish your firm from the competition? Better yet, once you've recruited candidates to smaller outposts, how do you ensure that they stay? Join us for an interactive discussion on strategies to attract high-end talent to your satellite and small market offices, and keep them there.

*Kathren Davis, Legal Recruiting Manager - West Coast, Seyfarth Shaw LLP*

*Scott Hodes, Principal, Lateral Link Group, LLC*

*Staci Greenfield, Director of Lateral Recruiting, Dykema Gossett, PLLC*

### It Takes the Right Sponsor: Diverse Lawyer Advancement from OCI to Building a Book

- **Diversity and Inclusion**

The business case for diversity is undisputed. Research confirms that diverse organizations make better decisions, are more innovative, and perform better financially. Clients request diversity, yet law firms struggle with retaining and advancing diverse talent. The panelists will share how the sponsorship of diverse lawyers by the most influential stakeholders could begin at OCI and carry through the entire career arc. Grooming diverse lawyers for advancement and investing in their development - as future counsel, partners or clients - requires a commitment to developing authentic and enduring relationships that can be cultivated with strategic focus.

*Joi Bourgeois, Vice President & Director of Business Development, Greiner Consulting, LLC*

*Douglas J. Clark, Managing Partner, Wilson Sonsini Goodrich & Rosati*

*Kenneth Imo, Director of Diversity & Inclusion, Morgan Lewis & Bockius LLP*

*Mitchell Zuklie, Global Chairman & Chief Executive Officer, Orrick, Herrington & Sutcliffe LLP*

### Keep the Train on the Tracks: Identifying Bar Risks to Prevent Derailment ▶ **ADVANCED**

- **CSO Administration**

Just as employment numbers start to improve, bar passage rates continue to drop. In order to prevent a significant number of unlicensed job seekers, CSOs must work to ensure their voice is heard, from admissions decisions, through graduation, and beyond. The impact bar exam outcomes have on law school rankings—both directly and through secondary effects—makes it imperative that schools identify and engage students at risk of failure. This panel will outline steps taken at several different schools to determine trends in bar passage, the measures taken to improve outcomes, and how the CSO added value to the discussion.

*Ray English, Assistant Dean, Office of Career and Employment Services, Sandra Day O'Connor College of Law, Arizona State University*

*Greg Miarecki, Executive Assistant Dean for Career Planning and Professional Development, University of Illinois College of Law*

*Tony Waller, Associate Director, Career Development, University of Georgia School of Law*

## More Than Just Events: How Alumni Can Add Value to Your Organization

- Management

Do you think law school alumni are those people you see once a year at a big party? Do you think firm alumni programs are a drain on the bottom line without any real results? This session will explore how law firm and law school alumni can be utilized strategically throughout the year to enhance recruiting, professional development, career services and business development at your firm or your school using real-world examples of what has worked and what hasn't.

*Elizabeth Claps, Alumni Relations Manager, Cleary Gottlieb Steen and Hamilton LLP*

*Amy Jones Mattock, Senior Director of Employer & Alumni Relations, Office of Career Strategy, Georgetown University Law Center*

## NALPnext: Innovations in Supporting and Advancing Legal Careers

- Member Professional Development

What's next for you, your organization or the legal profession? What are your colleagues doing to innovate during this time of rapid change in the profession? In this exciting session NALP will host our own version of TED Talks – NALPnext! NALP members will present short, engaging talks on ideas worth sharing about the future of careers and the legal profession. Presentations will be selected from a competitive proposal process to bring you the very latest in creativity from your NALP peers.

*Speakers TBA*

## OCI Meets World: Strategies for Counseling and Recruitment of International JDs

- Counseling

Nationwide international JD enrollment (defined as students holding F1 visas) appears to be growing while the overall enrollment is declining. This raises OCI-related counseling and recruitment questions for employers and schools alike. In this seminar, speakers will share best practices for making OCI a success for this new talent pool. Discussion topics include identifying profiles, matching talent with firm's recruiting needs (US vs. abroad), interview and recruitment strategies for candidates with atypical backgrounds, and communication and risk management given current visa work-authorization realities. Attendees will receive resources, roadmaps, and practical solutions to successfully navigate this emerging market dynamic.

*Rebecca Calman, Legal Recruiting and Personnel Manager, Freshfields Bruckhaus Deringer LLP*

*Minji Kim, Associate Director for Private Sector Counseling & Programs, University of California, Berkeley School of Law*

*Oleg Kobelev, Assistant Dean for International Studies, Duke Law School*

*Kristen Schulte, Manager, Legal Recruiting, Davis Polk & Wardwell LLP*

## Orchestrate: Four Productivity Skills Every (Mid-Level) Manager Needs

- Management

Moving from individual contributor to a manager (of deals/cases and of others) requires new skills. There are myriad details to track, expectations to meet, and work to get done. Developing solid managerial skills ensures that top-quality work gets delivered on time. This program focuses on four key skills that make good professionals great managers - Consideration, Collaboration, Communication and Coordination.

*Paul Burton, Principal, QuietSpacing, LLC*

## Promoting Careers in Prosecution to People of Color

- Diversity and Inclusion
- Public Service

Prosecutors wield tremendous power and influence. A career in criminal prosecution can be extremely gratifying, yet a stigma surrounds prosecutors in many communities of color. Recent publicity about treatment of racial minorities in the criminal justice system has fueled the flames. In this program, career advisors and diversity professionals will strategize about promoting interest in careers in criminal law to candidates of color, learning the philosophies of different offices, recognizing the alignment of such careers with personal values, internal conflicts lawyers of color may have, and the imperatives of diversity, inclusion, and awareness in prosecution.

*Ethel Badawi, Associate Director, The Career Center, The George Washington University Law School*

*Jacqueline W. Cranford, Founder & Principal, Cranford Advisory Services LLC*

*Keydon Levy, Deputy District Attorney, Alameda County District Attorney's Office*

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

## Teaching Students to Fish: Arguments for a Curricular Approach to Professional Development

- Law Student Professional Development

This program will focus on the arguments to be made for creating for-credit professional development coursework, including an in-depth look at one law school's model for taking professional development to the classroom and a look at the coursework being implemented at law schools across the country. In this session, we will discuss the competencies being called for in the marketplace for new lawyers, the challenges in getting coursework approved, arguments for imparting these skills to students through courses, and techniques used to evaluate and grade the professional skills taught through coursework.

*Sarah Carlson, Director, Adjunct Professor, Emory University School of Law, Career Center*

## The Brand Called You: Personal and Professional Branding for Success

- Member Professional Development

A personal brand is a way of communicating what is inherently you. It is up to you to create, mold, protect, and promote your brand in the workplace. This interactive, presentation is designed to assist participants in identifying their personal brand, and then using it effectively in their professional life. Learn the components of your brand through conducting a Personal Brand Audit, and how to showcase your brand to make the biggest impact. Covering visual, print, auditory, and online components of branding, as well as the all-important elevator pitch, you will learn what makes you unique, and how to use your brand to be successful in your personal and professional life.

*Lisa Montanaro, Productivity Consultant & Success Coach, Lisa Montanaro Global Enterprises, LLC*

## Trans Inclusion: Next Steps for Your Organization

- Diversity and Inclusion

Many of us work in law schools, firms, or other organizations that value diversity and inclusion, but know that we and our colleagues have more to learn about supporting transgender and gender non-conforming students and lawyers. Participants in this interactive workshop will



## Friday, April 21

**Yoga** 6:00 AM – 7:00 AM

**Drop-in Mindfulness Meditation** 7:00 AM – 7:30 AM

Whether you are experienced or new to mindfulness, join your NALP colleagues for a guided mindfulness meditation session. Come dressed relaxed or ready for the day.

**Registration Open** 7:30 AM – 3:30 PM

**Continental Breakfast & Coffee Service** 7:30 AM – 9:00 AM

**PLENARY | Women Leading at the Intersection of Law and Technology** 9:00 AM – 10:15 AM

Some of the most successful women lawyers today are working at the intersection of law and technology, and our conference location here in San Francisco is ground zero for that new frontier. This plenary session will focus on the contributions women lawyers are making in Silicon Valley and the Bay area, and will explore the intersection of law and technology, and what the future is likely to hold for our law students and lawyers. How is technology likely to change the practice of law and business in the next decade? What skills do our newest lawyers need to navigate this new landscape? What does the next generation of women lawyers in particular need to do to ensure their place in the leadership ranks of leading law firms and corporations? Does the need for efficiencies and systems and lower costs lead to a scarcity of opportunities for new lawyers, or provide new opportunities? This session will provide a close look at legal careers on the cutting edge of the new economy.

*Olga V. Mack, General Counsel, Startup Advisor, Author, Speaker, Women's Advocate*

**Break** 10:15 AM – 10:30 AM

**CONCURRENT SESSIONS** 10:30 AM – 11:45 AM

### Ahead of the Curve(ball): Coaching LGBT Lawyers and Students on Coping with Unconscious Bias

- Diversity and Inclusion

Whether you are an LGBT professional yourself, or manage and counsel associates or students, this session will identify practical strategies for coping with being on the receiving end of unconscious bias. The session will explore the common ways in which unconscious bias manifests itself in relation to LGBT people, and how LGBT people and their allies can identify when unconscious bias is at play, and strategize around it by getting in front of it.

*Lynn Iding, Managing Director, Legal Professional Resources, McInnes Cooper*

### Emotional Intelligence and its Relevance to Change

- Management

It's a mistake to think that people resist change. The reality is that people don't necessarily resist change; it's just that they aren't given sufficient reason as to why the change is happening. More importantly, they have to abandon what they might have been good at doing and in turn learn new skills or behaviors that, in their minds, might be difficult to assimilate. In all likelihood they

develop and refresh their knowledge of gender inclusion issues. They will leave with concrete ideas and resources to help make their school, firm or organization safer and more welcoming.

*Danny Kirchoff, Helpline Manager, Transgender Law Center*

*Morgan Lynn-Alesker, Associate Director, Post-Graduate Fellowships and Diversity, Office of Public Interest and Community Service, Georgetown University Law Center*

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

**Last Look & Prize Drawing in the Resource Center** 3:15 PM – 4:00 PM

### DIVERSITY & INCLUSION PLENARY | Workplace Diversity: Making Real Changes in the Legal Industry

4:15 PM – 5:00 PM

Tired of having the same old dialogue about diversity? How do we move our organizations beyond superficial recognition that diversity is a positive thing and being diverse is important for our public image? How can our conversations go further than the business case for diversity? Guillermo Mayer, President and CEO of Public Advocates, will discuss his personal path to the law and navigating his way as a Latino immigrant to lead a national nonprofit legal organization. Mr. Mayer has led transformative discussions about identity, power, and privilege in his own organization and has inspired others to have similar challenging discussions in their own workplaces. This presentation will focus on how the legal profession can contribute to the larger societal movement for racial equality, empowerment and inclusion.

*Guillermo Mayer, President and CEO, Public Advocates*

**Diversity & Inclusion Reception** 5:00 PM – 6:15 PM

The Diversity and Inclusion Reception will immediately follow the Diversity and Inclusion Plenary. Join your colleagues for food, discussion, and networking.

**Friends of Bill W Meeting** 5:00 PM – 6:00 PM

**Dinner On Your Own**

are stepping into the unknown as they may not know the who, the what, the where, and the how of going forward. Change requires people to navigate the all too human process both individually and as an organization. Having and effectively using Emotional Intelligence (EQ) as a leader is critical to get people to commit to change rather than just complying with it. In most careers, tasks evolve from “doing for others” to “managing relationships.” Managing change is about managing those relationships and helping people navigate transitions from a present to a desired future state. An understanding of what behaviors you need to engage in to succeed as your career progresses and managing your own transitions and the transitions of others is why the topics of EQ and change are relevant to our futures.

*Chris De Santis, Principal, CPDeSantis.com LLC*

## Everything Old Is New Again: Innovative Training Ideas

### • Lawyer Professional Development

Ever notice how the “new and innovative” training techniques harken back to something familiar? You’re not alone! Traditional educational models like apprenticeship, homework and onboarding are being reinvented and reintroduced in training and development initiatives, and not just in law firms. We’ll explore how technology and modern talent needs are being used to reignite these proven techniques, with a focus on what’s working, what isn’t, and where you should invest your limited time and budget dollars.

*Paul Burton, Principal, QuietSpacing, LLC*

*Karen Febeo, Managing Director, Professional Development & Training, Goodwin*

*Kristin Heryford, Manager of Professional Development, Fenwick & West LLP*

## I Can’t Find a Job: Advising Recent Graduates

### • Counseling

“How can I get a job when everything requires 2+ years of experience?” Learn how to work with unemployed and underemployed recent graduates. Whether your alumni are struggling with finding their first position or are transitioning out of a one-year entry-level job, this program will explore methods to coach and advise this challenging group. Relying on the collective wisdom of panelists and audience members, this interactive session will explore the best practices for assisting this group to form realistic expectations without sacrificing their career dreams.

*Beth Hansen, Director of Career Services & Professional Development, Brigham Young University Law School*

*Amy Killoran, Associate Director, 3Ls and Recent Graduates, Office of Career Strategy, Georgetown University Law Center*

*Julie McLaughlin, Associate Director, The George Washington University Law School*

## Inviting Conversations about Mental Health: Clinical Counseling Skills for the Legal Career Professional

### • Counseling

Counseling and advising are key components of the legal career professional’s role, but most of us lack formal education in clinical counseling to prepare us for difficult conversations with students and lawyers about their mental health. This session will spotlight practical applications from counseling psychology to deepen your natural counseling skills. You will be provided with tools to more confidently assess for mental health concerns (such as depression, anxiety, bipolar, substance abuse, and suicidal thoughts) as well as strategies to engage in meaningful conversations around these sensitive issues as they relate to law students’ and lawyers’ professional and personal development.

*Amy Perez, Student Development Director, University of Miami School of Law*

*Ellen Schlesinger, Clinical and Career Counselor*

## Judicial Clerkships for (Nearly) Everyone! Best Practices to Market State Court Clerkships

### • Judicial Clerkships

If we only had OSCAR for state court clerkships or . . . if only all judges had TERM clerks AND students perceived them as a great first-step in their legal careers! In some states there are many entry-level clerkship opportunities, but the lack of a uniformity in applications and timing can make the process difficult. Join us for a frank discussion on what counselors can do (besides host a clerk/judge panel with food) to get students’ attention and motivation to navigate the process for these opportunities.

*Samantha Kasmarek, Associate Director, Syracuse University College of Law*

*Jennifer Pollard, Director of Judicial Clerkships, University of Maryland School of Law*

*Stephanie D. Powell, Assistant Dean for Career Services, Mercer University School of Law*

## Know Your Playing Field: Generating Home Runs with Client Service

### • Lawyer Professional Development

In this highly competitive market, lawyers must approach their business development and client relationships in as thoughtful and savvy a manner as possible. Clients are increasingly placing greater emphasis on responsiveness, customization, and a business mindset. While the need for substantive knowledge is a given, ensuring outstanding client service is critically important. This panel will discuss how lawyers can deliver the highest level of service to their clients, best practices to employ when building particularly effective working relationships, and how to stand out from the competition.

*Ellen Brown, Senior Corporate Counsel, The Clorox Company*

*Jennifer Greiner, President & Founder, Greiner Consulting, LLC*

*Cole Silver, Director of Client Relations, Blank Rome LLP*

## Life Hacks for Time-Crunched Professionals: We Tested the Trends and You Can, Too

### • Member Professional Development

Most of us are interested in maximizing professional satisfaction, focus, and creativity, and we’ve heard time and again about how activities such as meditation and mindfulness can improve our lives. But do you know about the latest techniques? And have you tried them for yourself? Join our panelists to learn about their non-scientific experimentation with both tried and true and newer practices such as exercise, journaling, daily meditation and gratitude exercises. You will come away with increased knowledge about tools that can help turn good intentions into positive daily habits, and you’ll have the chance to test some of the techniques yourself.

*Jeanna Beck, Senior Manager of Career & Professional Development, Arnold & Porter Kaye Scholer LLP*

*Sheila Driscoll, Director of Judicial Clerkships, Center for Professional Development and Career Strategy, The George Washington University Law School*

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

## Making Lemonade Out of Lemons: How to Use Attrition Data to Influence Retention Strategies

### • Management

Lawyer attrition is once again a pivotal concern for law firms, and as a

result, hiring and retaining those partners and associates the firm has invested so much in is at the forefront of management priorities. But what is really going on behind the scenes? This highly interactive session will provide several examples of resources that can be used to collect, assess, and manage in-depth details of lawyer departures. Through group discussions and case study examples, participants will be able to evaluate obvious and not-so obvious attrition trends through the use of hiring and departure data, internal satisfaction surveys, exit interviews, and “stay” interviews. Attendees will also learn how to compile and present this powerful information to management in support of new and/or improved retention strategies.

*Kelly Mixon Morgan, National Director of Attorney Hiring, Fish & Richardson P.C.*

*Tammy Patterson, CEO and President, NALP Foundation*

*Jennifer Queen, Principal, J. Queen Consulting LLC*

## Mission Not Impossible: Navigating Federal Government Legal Hiring from Application to Clearance

### • Public Service

Students and graduates interested in mission-driven, public service work can find rewarding careers in the federal government. One challenge for students, graduates, and career advisors can be finding available opportunities and navigating the various hiring processes. This program explores opportunities both regionally and in Washington, D.C. and discusses ways to better prepare your students and graduates to find positions tailored to their practice and geographic interests. Employer and school-side panelists will discuss the application process from beginning to end, including finding opportunities, preparing effective applications, succeeding in interviews, and completing the suitability and security process required by federal employers.

*Abony Alexander, Civil Rights Attorney, United States Department of Education, Office of Civil Rights*

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

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

*Anna Wang, Executive Director of the John and Terry Levin Center for Public Service and Public Interest Law, Stanford Law School*

## Tell Me About a Time....Practical Strategies for Using Behavioral Interviewing and Measuring ROI

### • Recruiting

Why did you go to law school? Why do you want to be a \_\_\_\_\_ (fill in a practice group) lawyer? Or how about \_\_\_\_\_ (fill in local sports team, restaurant, or news item)? If you think these are effective interview questions, this is the session for you. In this ever-evolving, demanding legal market, it is critical that firms hire the best associates. Assessing a candidate's abilities, personality, and overall “fit” is critical and many law firms could benefit from more robust approaches to questioning candidates. During this interactive program, participants will hear from a recruiting director and partner about their behavioral interviewing protocol and process, as well as their progress and ROI. Participants will also understand law school and lateral recruiting techniques for preparing candidates. This session is intended to provide strategies into training your hiring committee and lawyers to fully embrace and implement behavioral interviewing as the most effective technique to hire the best talent.

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

*Kara Dodson, Director, SJL Shannon*

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

*Susan Resley, Partner, Morgan Lewis*

## The Strategy, Metrics, and Methodology of Evidence-Based Lateral Partner Hiring ▶ ADVANCED

### • Lateral Recruiting and Hiring

The large law firm market is currently in the grips of the Great Realignment, national and international law firms seeking to become best-in-class in specific industries and practice areas are gradually supplanting the regionally based general service model. During the Great Realignment, the viability and success of individual law firms depends upon being much better than your competition at identifying and vetting high quality lateral talent. This session will provide participants with examples of metrics for measuring lateral partner success (baseline and improvement), interview methodologies that accurately assess future performance and cultural fit, and challenges of implementation.

*William Henderson, Principal, Lawyer Metrics, LLC/Professor of Law, Indiana Maurer School of Law*

*Beth Cavagnolo Johnson, Americas Director of People, White & Case LLP*

*Lynn Traverse, Firmwide Lateral Recruiting Manager, Bryan Cave LLP*

## Business Meeting & Lunch

12:00 PM – 1:30 PM

This members-only event (open to all employees of NALP member institutions and to affiliate members) includes the annual business meeting, elections for 2017 Board positions, and a review of NALP activities. (An alternative lunch will be available for non-members).

## CONCURRENT SESSIONS

1:45 PM – 3:00 PM

## Counseling the Silent Majority: Guiding Students with Accommodations Successfully Through Law School and Beyond

### • Diversity and Inclusion

The number of law students requiring testing and learning accommodations is growing at a steady, if not alarming, rate. This hidden population of students grappling with anxiety, depression, learning disorders and other mental health diagnoses have special needs that, if left unchecked, directly impact their experience in law school and beyond. The stigma surrounding the underlying factors leading to the need for accommodations, often prevents those who are most in need from seeking out help, thus further impacting and alienating these students. As counselors, what can our role be in assisting students to identify, accept and act upon those special needs? As law school administrators, what can we do from an institutional standpoint to combat the stigma attached to accommodations and protect this vulnerable population? Join us for an interactive session and hear tips from a panel, including a licensed therapist, on how to meet the needs of this silent majority.

*Michelle Jackson, Director of Diversity Education & Outreach, Northwestern Pritzker School of Law*

*Ellen Schlesinger, Clinical and Career Counselor*

*Leah Terranova, Director of Career & Student Counseling Services, University of Kansas School of Law*

## Introverts in an Extrovert World: Approaches for Engaging Both E's and I's in Law School and Practice

► **ADVANCED**

### • Management

Network! Think on your feet! Stand out from the crowd! It truly is an extrovert world – and the legal industry is no exception. From law schools to employers, trainings and programs are inadvertently tailored to speak to the extroverted. But interestingly enough, studies report that more than 60% of practicing lawyers are introverts! Quite the disconnect. How can we better leverage the strengths of our introverted students and lawyers? Join us for a discussion outlining the differences between E's and I's, identifying where current interview/evaluation processes, organizational practices and training efforts may be marginalizing introverts and idea-sharing approaches for better engaging your large introvert population on both the school and employer side.

*Terrence J. Galligan, Assistant Dean, Career Development Office, University of California, Berkeley School of Law*

*Jessica Sisco, Senior Manager of Legal Recruiting, Reed Smith LLP*

*Julieta Stubrin, Director of Attorney Recruiting & Diversity, Fenwick & West LLP*

## Laterals Come and Go. How Can You Make Them Stay – and Generate Revenue? ► **ADVANCED**

### • Lateral Recruiting and Hiring

Rates of lateral hiring are approaching a new record for large law firms. Despite the high expectations for revenue generation, laterals often have average-to-low success rates across the board—a problem exacerbated when laterals join from the government or other in-house positions where they arrive at the firm without established books of business. This session focuses on the role of the firm's business development and marketing teams in the recruitment and integration process. Panelists will provide examples of lateral integration successes and failures, strategies for working with the marketing teams and best practices to position laterals for success.

*Jocelyn Brumbaugh, Consultant, The Brumbaugh Group*

*Peter Columbus, Chief Business Development and Marketing Officer, Mayer Brown LLP*

*Cynthia Holbrook, Managing Director, Winston & Strawn LLP*

## Learn How a “Best Place to Work” Attracts, Retains, and Engages Their Talent ► **ADVANCED**

### • Recruiting

Organizations that can become known as a being a best place to work have a competitive advantage in attracting and retaining the best talent. Further, they can drive engagement, passion, and success throughout the organization leading to tangible business results. Come learn the five characteristics that make up a best place to work from two organizations that have been repeatedly listed on Fortune's list of the “100 Best Companies to Work For.” Come hear from Baker Donelson, listed as a best place to work for the last 7 years, and Ultimate Software, listed for the last 5 years, as they demonstrate the recruiting and retention impact of putting people and engagement first.

*Joshua Aversa, Market Strategy Director, Ultimate Software*

*Rebecca Simon, Director of Recruiting, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC*

## Mining for Gold: How to Find Hidden Clerkship Opportunities in California

### • Judicial Clerkships

### • Public Service

In California, the nation's most populous state, there are many hidden clerkship opportunities – from the 9th Circuit Staff Attorney's Office to the California State Courts to Federal Administrative Law Judges. Clerkship Advisers from UCLA and Berkeley Law – along with a local ALJ and a current California Court of Appeals lawyer – will provide clerkship and public interest career counselors with the tools necessary to effectively help their students and alums mine for gold to uncover these hidden opportunities.

*The Honorable Jennifer Gee, District Chief Judge, U.S. Department of Labor, Office of Administrative Law Judges (San Francisco District Office)*

*Jessica Intrator, Appellate Court Attorney, California Court of Appeal (Sixth Appellate District)*

*Mishkah Ismail, Assistant Director/Judicial Clerkship Counselor, UCLA School of Law*

*Eric Stern, Director of Operations, Career Development Office, University of California, Berkeley School of Law*

## Shine the Light: Transparent Programs and Initiatives for Information Hungry Associates

### • Lawyer Professional Development

Today's associates – especially millennials – are hungry for information on how to be successful. This session will explore how to navigate organizational resources to get the information you need and discuss formal and informal ways to deliver information to associates. Participants will take away specific examples of programming to answer the call for more straightforward information about topics like path to partnership and advancement, the organization as a business, relationship building and business development, and firm financial information. We will also discuss information sharing resources, such as intranet sites, that can be useful tools in the effort to be more transparent.

*Sommer Bougie, Manager of Professional Development, Faegre Baker Daniels LLP*

*Carrie English, Chief Talent Officer, Husch Blackwell LLP*

*Dana Gray, Director of Professional Development & Engagement, Faegre Baker Daniels LLP*



## Tame the Digital Chaos – Distraction, Time, Task and Email Management

### • Member Professional Development

Today, professionals are constantly distracted by technology, information overload and constant connection to email, instant messaging, social media, phone calls, interruptions, etc. These distractions cause very smart people to underperform. We have become a servant to technology instead of it being a servant to us! In this session, you will learn how to take back control and own your technology instead of it owning you – with distraction management techniques and practical time, task and email management methodologies that let you regain control of your day and your life.

*Stephanie Ball, Director of Attorney Development & Recruiting, Best Best & Krieger, LLP*

*Paul Unger, Partner, Affinity Consulting Group*

## When We're Beside Ourselves: Using Personality Type to Manage Stress ▶ ADVANCED

### • Counseling

Stress is a way of life for those of us in law schools, law firms and legal organizations. Feeling beside ourselves and coping with people feeling the same way seems to have become part of our job description. But stress doesn't have to consume us. The principles of personality type provide a framework for better understanding stress in ourselves and in others. Whether recognizing the signs of type exaggeration, dealing with a student's or colleague's "in the grip" experience or addressing our own experience of being beside ourselves, the Myers-Briggs Type Indicator helps us understand the ways stress affects different personality types and provides a practical framework for addressing stress related behavior and working more effectively with each other.

*Lisa Abrams, Consultant, Lisa Abrams Consulting*

*Lois Casaleggi, Senior Director of Career Services, The University of Chicago Law School*

## Dinner on your own

## Saturday, April 22

### Regional Resource Council Orientation

8:30 AM – 1:30 PM

### EXTENDED WORKSHOP | Foundational Coaching Skills Series: Coaching 201

8:30 AM – 4:30 PM

*This session requires advance registration and an additional \$225 registration fee. Continental breakfast and lunch will be provided. Seating is limited. Coaching 101 is a pre-requisite for this course. (Note: Coaching 101 will be offered Tuesday April 18, and was also offered at prior NALP conferences. Participants who have completed Coaching 101 are eligible to register for this program.)*

Offered by the NALP Foundation and NALP, Coaching 201 is a "next level" workshop for legal professional development administrators, law school career services professionals, and lawyers who want to continue to build on the coaching skills and principles learned in the Foundational Coaching Skills 101 program. Participants will "hit the ground running" in this highly interactive workshop, where they will learn additional tools and techniques for effective coaching. The principles, competencies, and skills of coaching for development will be a focal point. Participants will have the opportunity to apply these principles and skills in small working

groups and gain valuable feedback from faculty coaches and peers. Topics include developing a coaching outlook, elements of the coaching outlook, engaging and developing others, balancing your approach, advanced levels of listening, and challenging cases. Similar to the 101 program, this 201 workshop will draw from the best practices of the Center for Creative Leadership, ICF, and ATD's coaching research and programming and will be aligned with the International Coaching Federation (ICF) Code of Ethics.

*Donna Branca, Director of Strategic Leadership, Blank Rome LLP*

*Charles Curtis, Firmwide Director of Attorney Recruiting, Pillsbury Winthrop Shaw Pittman LLP*

*Gordon Loeb, Founder and Leadership Coach, Loeb Consulting Group*

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

*Michelle Nash, Professional Development Project Director, Hogan Lovells US LLP*

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

### EXTENDED 3 HOUR SESSION | With Coffee Service

Starting at 9:00 am

9:30 AM – 12:30 PM

## Discover Your Strengths

### • Member Professional Development

*This session requires advanced registration and an additional \$25 registration fee.*

Discover your strengths by using the Strengthsfinder (tm) talent assessment. In this innovative workshop you will have a chance to learn more about yourself, and get a deeper understanding of the results of your Strengthsfinder assessment. This will help you understand what you do best so you can think about how your talents impact your work, relationships, communication style, and the decisions you make in your career. We will discuss how to develop talents and how to build true strengths. You will learn how to communicate these talents at work and home. This session requires that you take Strengthsfinder (according to the provided instructions) in advance of the workshop.

*Tasha Everman, Assistant Dean, Director of Career Development, University of Nebraska College of Law and Gallup Certified Strengths Coach*

*Randolph Reliford, Assistant Dean for Career Services, Penn State Law, The Pennsylvania State University and Gallup Certified Strengths Coach*

## Communications and Collaboration: Using MBTI's Step II to Maximize Your Sphere of Influence ▶ ADVANCED

### • Member Professional Development

**We apologize that this session has been cancelled.**

Do you ever feel like you speak a different language from your colleagues? Would you like to command more respect within your firm, school, or organization? Using the Myers-Briggs Type Indicator (MBTI®)'s sophisticated Step II tool, you'll learn how to shift people's perception of you, become a more valuable team member, and enhance your communication style to resonate more with your colleagues. Whether you've never taken the MBTI or have taken the MBTI Step I instrument multiple times, you can use the heightened self-awareness gained from your MBTI Step II results to maximize your influence within your organization.

*Lauren Krasnow, Director, SJL Shannon LLC*

*Michelle Nash, Professional Development Projects Director, Hogan Lovells*

*Lisa Brown Sheehan, Legal Professional Development, Hogan Lovells*