



Watch for the 2018 conference app coming soon to www.nalp.org/hollywood2018.



This program is current as of January 1, 2018. For the most updated conference information, please visit www.nalp.org/hollywood2018.

Making a
SPLASH

#NALPANNUAL

The background of the entire page is a vibrant, high-angle photograph of a beach promenade. On the left, there are multi-story buildings with balconies. A wide, paved walkway runs down the center, lined with tall palm trees on the right. In the distance, the ocean and beach are visible under a bright, blue sky with scattered white clouds. The overall atmosphere is sunny and tropical.

APRIL 24 - 27 | HOLLYWOOD, FL

★ ★ ★ 2018 ★ ★ ★
**ANNUAL EDUCATION
CONFERENCE**

www.nalp.org/hollywood2018

Dear NALP FRIENDS,

On behalf of the NALP Annual Education Conference Planning Team, it is my pleasure to personally invite you to join us at NALP's centerpiece event of 2018. The conference will take place April 24-27 in Hollywood, Florida. Come revitalize your career and skills in the fresh sea air, renew your friendships in the Florida sunshine, and reinvigorate yourself with yoga by the beach and a 5K run on the Hollywood Beach Broadwalk! Be inspired by plenary speakers, attend timely concurrent sessions, contribute to the economy of storm-damaged southern Florida, and provide financial charitable support for our colleagues in Puerto Rico. We will be making a splash at this wonderful event!

The Annual Conference has meaning for each member. Past conference attendees have shared:

“The NALP Education conference provides me an annual opportunity to connect with colleagues from across the country.

With so many education and career development sessions, the conference truly provides all elements you seek in your own professional and personal growth.

The conference offers the best opportunity to see, first-hand, the strength and camaraderie of the legal community.”

I very much look forward to welcoming you to Hollywood, Florida, in April for what I am confident will be a most rewarding experience. Until then, I encourage you to browse the conference program and begin mapping out your calendar for sessions you are excited to attend, reach out to other members to share your enthusiasm, enjoy the monthly articles and various conference updates submitted by my fellow Committee members, and don't forget to check the weather for the latter part of April!

With warm regards,

Norma Cirincione

*2018 NALP Annual Education Conference Chair
Cleary Gottlieb Steen & Hamilton LLP*

Opening Reception and First Look at the Resource Center

All conference attendees are invited to the Grand Opening of the Resource Center on Tuesday, April 24 from 6:00 – 7:30 pm to meet vendors and network with colleagues while enjoying light refreshments.

Back by Popular Demand – 5K Fun Run and Walk!

We will again combine networking and wellness by hosting a 5K Fun Run and Walk on Thursday, April 26, with proceeds benefitting hurricane relief in Puerto Rico. Participants will walk or take a shuttle to the Hollywood Beach Broadwalk, where the race will start at 6:30 am. The fee for the race is \$20 and includes a race T-shirt. Runners and walkers are welcome!

New This Year! Conference Recordings Free to All Attendees

For the first time, NALP conference attendees will have access to the MP3 audio files of all available conference sessions beginning in May after the conference. Look for information about the free recordings after the conference.

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 on Monday, April 23. The second course, Coaching 201, will be offered on Tuesday, April 24. Coaching 101, which was also offered at prior NALP conferences, is a prerequisite to Coaching 201. Space will be limited.

Sign up early to learn more about how to use coaching skills in your job!

New This Year – Conference Newcomers Host Program!

Is this your first or second NALP conference? Would you like a conference host to help you navigate the conference? Sign up during registration to have a host. Experienced NALPers – sign up to be a host to a conference newcomer as well!

Visit the New Innovation Corner in the Resource Center

Join our conference sponsors in the new Innovation Corner to see exciting demos of their new products and services. A schedule will be in the conference app.

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.



How to Register

Event registration is available online at www.nalp.org/hollywood2018. 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

Full Conference **	EARLY BIRD (by March 30*)		REGULAR (after March 30)	
	Member	Non-Member	Member	Non-Member
Schools, Private Employers, Government	\$750	\$1475	\$825	\$1625
Non-Members Employed at Member Institutions ***	\$995		\$1065	
Affiliate Members	\$750		\$825	
Public Interest Employers	\$550	\$775	\$600	\$825
One Day Registration **				
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 Friday, March 30, 2018. 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 \$195, entitling you to the member rate of \$750 (plus all NALP benefits) for a savings of \$50.

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 30 (minus processing fee).
- 75% refund for cancellations received March 31-April 6 (minus processing fee).
- 50% refund for cancellations received April 7-April 13 (minus processing fee).
- No refunds after April 14.

Programming Notes

All programs and times are subject to change. Please check www.nalp.org/hollywood2018 for the most up-to-date conference schedule. Most of the conference programs will be audio recorded, including comments from both speakers and audience. Therefore, all registrants acknowledge that comments or questions made during recorded programs may be recorded.

Badge sharing, splitting and reprints are strictly prohibited.

Making a Splash in South Florida!

The 2018 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.

2018 Annual Conference Planning Committee Leadership Team:

- Norma Cirincione, Chair, Cleary Gottlieb Steen & Hamilton LLP
- Katie Dilks, Vice Chair, Georgetown University Law Center
- Michelle Jackson, Vice Chair, Northwestern Pritzker School of Law
- Esther Rodriguez, Vice Chair, Holland & Knight LLP

Conference Planning Coordinators:

- Michele Bendekovic, Bass, Berry & Sims PLC
- Melissa Berry, University of Washington School of Law
- Marcy Cox, University of Miami School of Law
- Natalie de Pasquale, Davis, Polk & Wardwell LLP
- Gwen Ferrell, LSU Paul M. Hebert Law Center
- Kim Ho, Borden Ladner Gervais LLP
- Samantha Kasmarek, Syracuse University College of Law
- Melissa Léger, Stanford Law School
- Haley Lelah, McGuireWoods LLP
- Carrie Milliken, Thompson Hine LLP
- Melanie Priddy, Crowell & Moring LLP
- Rashida West, Drexel University Thomas R. Kline School of Law

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.



Hotel & Meeting Location

The Diplomat Beach Resort
3555 South Ocean Drive
Hollywood, FL 33019

Hotel Reservation Procedure

The conference hotel is the Diplomat Beach Resort. The room rate is \$245 plus 11% tax per night. After completing your conference registration, there will be an option to “add hotel.” Enter your hotel information in that section. A deposit equal to one night’s stay, paid directly to the hotel, is required to hold each guest’s reservation. The 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 rate listed above will be available until NALP’s room block fills up or until the deadline of Tuesday, April 3 – 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.

Travel Discounts & Offers

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
Email: lmelendez@psftravel.com or 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 \$40 transaction fee will be applied to all tickets purchased.

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 or 202-835-1001.

Why should you attend the **2018 NALP ANNUAL EDUCATION CONFERENCE?**

- 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, August interviewing and precruciting, emerging legal careers, student loan debt, presentation skills, diversity and inclusion, practice group training, leadership, and much more.
- You will have opportunities to network with representatives of peer institutions during the Resource Center Opening Reception, Regional Receptions, the Member Celebration, the Diversity and Inclusion Reception, networking meals, targeted luncheons for public service, experienced members, and newer professionals, wellness activities including a 5K fun run and walk, and more than a dozen meetings of NALP sections and groups.
- 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.
- 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 to earn CLE.

NALP is Proud to Support Hurricane Relief Efforts in Puerto Rico

Hispanic Federation (HF) is the nation's premier Latino nonprofit membership organization. Founded in 1990, HF seeks to support Hispanic families and strengthen Latino institutions through work in the areas of education, health, immigration, civic engagement, economic empowerment, & the environment.

Disaster strikes randomly and without regard for the people affected. Imagine losing your home after a hurricane or receiving a call that a loved one is missing after a large-scale disaster. These are situations that we wish would not occur at all. But the Hispanic Federation (HF), stands ready to act and help during these times of urgent need. Latino victims affected by 9/11 and natural disasters in the Caribbean, Latin America and the U.S. have received millions of dollars in emergency assistance from HF.

To contribute to the Hispanic Federation and help Puerto Rico recover from this season's hurricanes, visit www.hispanicfederation.org or contribute on site at the conference. Proceeds from our 5K Fun Run and Walk will support the Hispanic Federation, and particularly recovery efforts in Puerto Rico, as well.

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

NALP thanks our Premier Sponsors for their educational support



Program SCHEDULE

Monday, April 23

PRE-CONFERENCE WORKSHOP | Foundational Coaching Skills Series: Coaching 101

8:30 AM – 5:00 PM

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.

Watch for the 2018 conference app coming soon to www.nalp.org/hollywood2018.

Tuesday, April 24

PRE-CONFERENCE WORKSHOP | Foundational Coaching Skills Series: Coaching 201

8:30 AM – 5:00 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 Monday, April 23, and was also offered at prior NALP conferences. Participants who will 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.

Registration Open 2:00 PM – 7:30 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. Conference newcomers will have the opportunity to speed network with other newcomers as well as learn how to navigate the conference to maximize their experience.

Reception & First Look at the Resource Center 6:00 PM – 7:30 PM

Welcome to the NALP conference! Come to the Grand Opening of the Resource Center to meet vendors and network with colleagues while enjoying light refreshments.

Wednesday, April 25

Yoga 6:30 AM – 7:30 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 and will be taught by NALP member and certified instructor Tracy Buro.

Barre 6:30 AM – 7:30 AM

Led by Natalie Quinn, a NALP member and certified Pure Barre instructor, this session will be a barre class using chairs for balance. Come jumpstart your heart for the day ahead.

Mindfulness Meditation 7:30 AM – 8:00 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 7:30 AM – 5:00 PM

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

OPENING PLENARY

What I Learned from 100 Days of Rejection

9:00 AM – 10:00 AM

Jia Jiang knows first-hand how the fear of rejection can hold us back. Our natural tendency to avoid it at all costs can be detrimental to our business, our careers, our lives. Determined to change that, Jia takes us down a path where rejection, instead of being avoided, is deliberately and actively sought. He asks complete strangers questions like, “Can I borrow \$100? Can I speak over your store’s intercom? Can you ship this package to Santa Claus?” The answers will surprise you and teach you something that you have never thought about before. And they will also help you to unleash your potential and become powerful and fearless in your own profession.

Jia Jiang, Entrepreneur, Blogger, Author, Speaker

Break

10:00 AM – 10:30 AM

Concurrent Sessions 10:30 AM – 11:45 AM

A New Career Services Database Doesn’t Have to be a Terrifying Thought!

• Technology

Moving to a new career services database can be a scary prospect and the potential pitfalls can keep us from making the transition even when we know we need it. But done well, it can be rewarding and beneficial to students, employers, and career office staff alike. In this session, we will specifically speak to some of the challenges including data transfer, customization, smooth implementation, daily use, and future development. We will show features that will increase the knowledge of current users and we will show some features of 12twenty.com. We invite you to learn from the experience of two law schools about how to successfully make the change from one career services database to another.

Deborah Almas, Manager of Office Administration and Technology, Michigan State University College of Law Career Services Office

Heather Harris, Senior Manager, Customer Success, 12Twenty

Jess Hofberger, Director, Professional Development, University of Utah, S.J. Quinney College of Law

Action on ACT: Using Acceptance and Commitment Therapy in Counseling

• Counseling

Acceptance and Commitment Therapy, or ACT, is a new behavioral therapy based on research in behavioral psychology. ACT uses the principles of mindfulness to help us live with less anxiety and pain and greater meaning and satisfaction. The ACT approach provides tools for clarifying values, accepting roadblocks and taking action.

Its mindfulness-based psychological tools are particularly well suited to law students and lawyers struggling with anxiety, depression or self-doubt. Learn the basics of ACT, and leave the program with ACT principles you can begin to apply to in your counseling of law students and lawyers, as well as recommended resources for a deeper exploration of ACT.

Lisa Abrams, Consultant, Lisa Abrams Consulting

Ann Rainhart, Executive Director, Briggs and Morgan

Action! Taking the Drama Out of Feedback

• Lawyer Professional Development

Are annual reviews the only time feedback happens at your organization and even then, can the message get muddled? If so, join us! This facilitator-led, drama-based master class will use simple models, demonstrations and purposeful practice to learn how to revolutionize feedback at your organization. We will use Cleary Gottlieb as a case study to discuss how to: generate buy-in from the greatest skeptics; design custom, true-to-life role plays; incorporate gender and diversity dynamics; and roll it out on a large scale. You’ll watch a feedback conversation go wrong and we’ll work together to get it right. Volunteers will also have the opportunity to “rehearse” and fine-tune their approach to feedback conversations with actor role-players.

Sarah Eagen, Legal Training Manager, Cleary Gottlieb Steen & Hamilton LLP

David Lever, Director, Bi-Jingo

Are Those Clients Really Portable?

• Lateral Recruiting and Hiring

Successful lateral partner hires transfer their clients to the acquiring firm. Given ethical, legal, and fiduciary constraints on client solicitation, how can you enhance the likelihood of those clients coming aboard? Onboarding procedures focus on integrating new partners, but what about clients? Industry experts examine the issues from the clients’ point of view, including the economic and practical burdens of making the switch, and discuss ABA Resolution 113’s diversity initiative and its effect on client mobility. Learn not only how to boost lateral partner profitability but also how to maximize retention of existing clients should any of your partners depart.

Valerie Fontaine, Partner, SeltzerFontaine

Valerie Jackson, Senior Advisor to the Management Committee and Firmwide Director of Diversity & Inclusion, K&L Gates

Karen Kaplowitz, President, The New Ellis Group Sherry Williams, Vice President, Deputy General Counsel & Global Chief Compliance Officer, Jabil Circuit, Inc.

Build Your Dream Network! Strengthening Your Networking Skills

• Member PD

If you think networking is about schmoozing at cocktail parties or sending a flurry of LinkedIn invites to people you don’t know, think again. This interactive session will feature investor, author, and former AmLaw 15 law firm manager, Kelly Hoey, as she provides innovative insights into strategies that will help you form genuine relationships and harness the power of your network to accomplish any goal, from advancing in your career to successfully attracting new talent.

Yujin An, Legal Recruitment Manager, Greenberg Traurig LLP

Kelly Hoey, Author

Can’t Get What You Want? The Business Case Gets You What You Need

• Member PD

Whether you’re asking for a promotion, seeking more spend for your budget, or trying to get buy-in to increase headcount on your team, asking the right way will determine whether you need to keep asking or get what you both want and need. Never enter any conversation with an “ask” empty-handed... or you’re very likely to come out empty-handed. Join us for an advanced session on defining a business case that gets you what you need. In this program, you will learn how to identify critical stakeholder interests in your firm; articulate metrics that clarify problems and create points of persuasion; and allow you to build both your case (and your credibility) to affect change for your organizations and teams.

Sarah Carlson, Director, Career Center and Adjunct Professor, Emory Law School

Molly Peckman, Consultant, Molly Peckman Training & Development, LLC

Vivian Wexler, Director of Talent Management, Vantage Partners

Diversity & Inclusion: It’s a Group Effort Not a Competition!

• Diversity and Inclusion

Promoting diversity and inclusion in the legal profession requires a group effort. A win for one is a win for all! In this program you will learn how partnership among varied organizations can encourage excellence in innovation and execution of diversity and inclusion initiatives. Come learn about the market-leading collaboration between the Office of Diversity and Inclusion of the NYC Bar Association and the law firm and corporate signatories to its Statement of Diversity Principles. Participants will come away with an understanding of how this model can be replicated with the same, or different, stakeholders.

Gabrielle Lyse Brown, Director of Diversity and Inclusion, New York City Bar Association

Kiisha Morrow, Head of Diversity, Cravath Swaine & Moore LLP

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

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

Effective Partnering with Consultants, Coaches, and External Providers

- **Management**

Some law firms and law schools invest significant time and money in working with a variety of consultant, coaches, and other external providers, while others rarely do. Wherever your organization falls along this spectrum, join a session led by presenters, each of whom have worked in law firms or law schools, and as consultants, to learn best practices for more effectively partnering with external presenters, coaches, and others. This session will cover the assessment of when to utilize external versus internal presenters, best practices for locating external providers, top techniques for assessing and vetting potential providers, negotiating fees, setting expectations, and designing programming or services as partners to ensure maximum effectiveness. We also will cover collaboration tips from the external providers' perspective and discuss what allows them to deliver their best work for your organization.

Grover Cleveland, Principal, Swimming Lessons for Baby Sharks

Tracy LaLonde, Managing Partner, Xaphes, LLC

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

Engaging and Empowering First Generation Law Students

- **Counseling and Diversity and Inclusion**

First Generation law students represent a dynamic, talented, and increasingly identifiable cohort in law schools. Career advisors can better assist and support these students in finding professional success if they understand the unique obstacles these students often face. This session will focus on identifying this student population, gaining their trust, and helping them market themselves in the legal sector. Topics will also include work/life/school balance, resume building, and helping students understand how their background and skills fit into, and benefit, diverse legal employers. Text polling and large and small group discussions will engage the audience.

Laura Clemens, Career Counselor, University of Minnesota Law School

Sara Dana, Assistant Director for JD Advising, Harvard Law School

Alisa Rosales, Director, Career Services, Indiana University Maurer School of Law

Lessons from 24,000 Lawyers: Building Foundations for Practice in Law School

- **Law Student Professional Development**

Just 23% of lawyers believe new graduates are prepared to practice. So how do we help our graduates hit the ground running? In the Foundations for Practice Project, Educating Tomorrow's Lawyers surveyed over 24,000 lawyers to identify keys to success for entry-level lawyers. Turns out characteristics like integrity and common sense, as well as competencies like effective listening, speaking and writing are more important for new lawyers than legal skills. We will present the survey's findings and lead a panel featuring three schools who use the Foundations in their Professional Development programs.

Eric Bono, Assistant Dean, Career Development, University of Denver Sturm College of Law

Alli Gerkman, Director, Educating Tomorrow's Lawyers

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

Francie Scott, Assistant Dean of Career & Professional Development, Wake Forest University School of Law

Retention Strategies in the Private and Public Sectors

- **Leadership and Management**

Employees will leave the nest for various reasons. In a climate in which reports say, on average, a lawyer stays 3 – 5 years with an employer, how do we retain our top performers? This panel will discuss the challenges both the public and private sectors face when exploring ways to reduce attrition and provide strategies to retain employees applicable to both sectors. Join us in an interactive presentation as we discuss employee engagement, feedback, and appreciation, among other strategies, from both the vantage points of public sector employment and private practice.

Sherry Cohen, Bureau Chief, Legal Recruitment, Bronx County District Attorney's Office

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

Tiffani Lee, Diversity Partner, Holland & Knight LLP

The Fast & The Furious: Life During August Interviewing

- **Recruiting**

With an OCI season that's becoming more compressed, more competitive, and earlier each year, your August may feel like you're in a high-speed chase after the best recruits. Firms are challenged to manage campus schedules, callbacks, and offers at the same time, so it's important to have best practices in place ahead of time that will keep your recruiting on course. During this session, you'll hear ways you can step

outside the typical callback interview processes to experiment with different callback structures, learn about strategies and technologies that will help you both manage and enhance law student recruitment programs, and discuss how early law student engagement strategies may impact August recruiting.

Catherine Clement, Senior Manager, Legal Talent Acquisition, K&L Gates LLP

Rachel Kleiner, Manager of Legal Recruiting, Proskauer Rose LLP

Melissa Forshey Schwind, Talent Acquisition & Development Administrator, Paul Hastings LLP

Trisha Selden, Legal Talent Manager, Faegre Baker Daniels LLP

The Lean CSO: Manage Shifting Demands with Efficiency and Grace

- **CSO Administration**

We all are being asked to do more with the same, and often with less. We face increasing demands from students, faculty, deans, employers, and alumni. As law school class sizes shrink, many of us also are tasked with responsibilities outside traditional career services. Through discussion and hands-on activities, and using the business principles of Lean Six Sigma, learn techniques for identifying and implementing process improvements to provide a systematic approach to advising students, engaging with employers, and managing special projects and demands from administration. We will also discuss how to communicate effectively when needing to manage expectations regarding departmental capacity.

Heather DiFranco, Director of Career Planning, Cleveland-Marshall College of Law, Cleveland State University

Irina Gomelskaya, Senior Director of Employer and Alumni Relations, New York Law School

Karen Sargent, Assistant Dean, Executive Director, Office of Career Services, Southern Methodist University Dedman School of Law

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

Luncheons

11:45 AM – 1:00 PM

City Group and Law School Consortia Leaders Lunch

Experienced Professionals Lunch and Section Meeting

Join your Experienced Professionals colleagues for a special networking lunch combined with the annual Section meeting. Experienced professionals can be characterized by years of NALP membership, years in the industry, and/or levels of leadership engagement within their organizations or with NALP.

Newer Professionals Lunch and Section Meeting

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

Networking Lunch

Concurrent Sessions 1:15 PM – 2:30 PM

Black Women at Work: Changing the Conversation

• Diversity and Inclusion

Long documented as experiencing a double whammy in the workplace, black women often experience being marginalized, passed over for opportunities, and a disproportionate impact of gender and racial bias. Like many other groups, they face micro-aggressions and outright bias at work. Women of color share many commonalities in work place experiences. Despite the gains made by women in the legal profession, women of color make up only 2% of equity partners nationally. This session will address organizational strategies as well as individual strategies to address: interrupting bias and micro-aggressions, equipping leaders to spot problematic behavior and interrupt bias, self-advocacy and negotiation for women of color, and crashing through the internalized ceiling and imposter syndrome that impact women of color. While this discussion is applicable to all women generally and women of color, we will lead with the experiences of black women who have experienced the least advancement in law firms.

Kori S. Carew, Director of Strategic Diversity Initiatives, Shook, Hardy & Bacon L.L.P.

Paula T. Edgar, CEO, PGE LLC (Speaking, Coaching, and Consulting)

D&I Secrets of Success: Borrowing Un-Biasing Tactics from Tech Giants

• Lawyer Professional Development

Shhh! Both Google and Facebook have dedicated time and resources to understanding how talent-related decisions are made and to developing tactics for interrupting unintentional bias as it arises along the employee life cycle. Now the cat's out of the bag! Legal employers are catching on to the effectiveness of addressing bias at each of the four stages of talent management - attraction, selection, development and retention - and utilizing the not-so-secret results to successfully advance diverse associates through the pipeline. Learn how to practically grow your diversity talent by taking a cue from two tech giants and focusing on objective decision-making, facilitating real-life inclusivity and promoting individual accountability.

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

Julietta Stubrin, Director of Attorney Recruiting & Diversity, Fenwick & West LLP

Embracing Criticism: Teaching Lawyers to Learn from Critical Messaging

• Lawyer Professional Development

Lawyers often struggle with how to handle criticism from their supervisors. Helping lawyers to accept negative feedback gracefully is important, but coaching them to learn and grow from the messages underlying the criticism is an essential skill for all those supporting lawyers in their professional growth and advancement. Our panel of law firm Professional Development experts will discuss best practices in supporting lawyers as they face critical messaging and how to teach them to turn criticism into a growth opportunity, while also fostering a more robust learning culture within the firm.

Allison Bernard, Chief Talent Officer, Dechert LLP

Jennifer Greiner, President & Founder, Greiner Consulting Group

Noelani Walser, Firmwide Director of Professional Development, Morgan Lewis & Bockius LLP

Guiding Yourself and Others Through Conflict: Relationship Awareness Theory

• Management

Relationship Awareness Theory has been used for fifty years and thousands of people. The theory's principles focus on people's ability to choose behaviors based on their motivations and allows people to understand one another and communicate more effectively. It helps us understand how our behaviors change when things go sour—when we are “in conflict.” Applying Relationship Awareness Theory, the presenters, two of whom are certified in a relationship awareness theory skills assessment, will engage audience members to help improve counseling and communication techniques to resolve conflicts and work more effectively within a diverse team. The program takes into account racial, ethnic, power and gender differentials as well.

Jennifer Bluestein, Director of Professional Development, Greenberg Traurig LLP

Candace Campbell, Professional Development Manager, Greenberg Traurig, LLP

Kathren A. Davis, Senior Legal Recruiting Manager, Seyfarth Shaw LLP

Insights and Reflections on *Before the JD*

• Legal Market

As legal recruiting and development professionals, we make a lot of assumptions about why students go to law school and pursue legal careers: passion for the law, a stable and profitable career, prestige and/or job security. But what if we are wrong? And are different types

of students driven by different motivations? If so, how can law schools and employers successfully recruit and hire the most capable students from each of these segments? Join our speakers in this three-part session, beginning with an overview of results from *Before the JD*, AALS' national-level study on the factors contributing to the intention/decision to pursue a JD, followed by a description of how one law school is adapting to recruiting challenges that define our time. Finally, join in a discussion about how these insights can help law schools recruit and develop students who can thrive in the legal profession of the future.

Jeff Allum, Project Director, Before the JD, Association of American Law Schools

Andrew Cornblatt, Dean of Admissions, Georgetown University Law Center

Lateral Recruiting From Four Perspectives

• Lateral Recruiting and Hiring

Lateral hires require collaboration and effective communication between multiple stakeholders, all of whom are not always on the same page regarding the how and why. In this interactive session, panelists will share their own best practices and experiences to demonstrate the importance of open dialogue and transparency throughout the lateral search process. Through the sharing of past experiences, we will explore the complicated task of motivating all involved parties towards achieving the same common goal: a successful hire from all perspectives.

Lauren Galluzzo, Attorney Recruiting Manager, Morrison & Foerster LLP

Corin Lindsley, Senior Director, ELR Legal Search Consultants

Brett Miller, Managing Partner - NY, Morrison & Foerster, LLP

Nicholas Ortiz, Associate, Lash & Goldberg, LLP

Moving the Ball Forward: Building a Winning Coalition in Your Law School

• Leadership

Enhancing students' professional development opportunities and law school employment outcomes is a team effort, which requires cooperation and support from all corners of law schools. Law school Deans and leaders of career services offices will discuss how to build successful coalitions that deliver results. Participants will be invited to share their own suggestions for building winning coalitions.

Vikram Amar, Dean and Iwan Foundation Professor of Law, University of Illinois College of Law

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

Nametags, Handshakes, and Cocktails: Overcoming Cultural Barriers to Networking

• Counseling

From working a room to elevator pitches, to informational interviews, law school networking can be daunting to many students, especially those who come from international backgrounds, for whom English is not their first language, first generation law students, and others. This session will introduce strategies and techniques for teaching students about networking in a U.S. legal/law school context. The session will include a discussion of communication and leadership styles in different cultures and will also include practical demonstrations of methods for teaching students from different backgrounds to get the most out of networking during law school.

Natalie Bautista, Associate Director, LLM International, Northwestern Pritzker School of Law

Anya Grossmann, Director of Global Outreach and Professional Engagement, UC Berkeley School of Law

Amy Kimmel, Director for Employer Relations and LLMs, UC Hastings, College of Law

Clara Solomon, Director, Counseling & Career Development, NYU School of Law

Not Just Fun and Games: Using Gamification to Accelerate Your Initiatives

• Member PD

Does this sound like you? You're trying to get your lawyers to embrace a new initiative using unfamiliar technology. You need your team to move a significant, but tedious, project forward. You want to motivate lawyers to participate in a new program. Research shows that people don't change their behavior because you tell them to – even when it is in their best interest. There is another way – gamification. Gamification combines the mechanics of what makes games so alluring and applies them to encourage people to change their behavior in ways that support business objectives. And with the coming of age of Millennials and Gen Z, gamification is more relevant than ever.

Dyana Barninger, Firmwide Associate Director of Legal Recruiting, K&L Gates LLP

Monica Kuniyoshi, Associate Director, Business Development Strategy and Operations, K&L Gates LLP

Tina Rosenblum, Senior Advisor, SolomonEdwards Consulting

Recruiting Top Lawyers with Student Loan Benefit Programs

• Public Service

Student loan benefit programs provide employers with an innovative way to recruit young lawyers worried about their student debt. Learn about private firms offering loan benefits,

the cost and structure of such benefits, and how firms are navigating the risk of partnering with student loan refinancing companies. We will also discuss impact of student loan assistance on recruitment and retention, including how public sector employers are leveraging Public Service Loan Forgiveness. Get detailed updates on legislative and regulatory developments about student loan programs and understand the concerns of recent law graduates with debt.

Isaac Bowers, Director, Law School Engagement and Advocacy, Equal Justice Works

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

Heather Jarvis, President, Heather Jarvis, Student Loan Expert, LLC

Show Me the Money: Negotiating Job Offers

• Counseling

Are your students ready to negotiate a post-graduate job offer? Are you ready to counsel them to success? Negotiating a job offer is often stressful for law students and graduates, but most often, that stress is due to a lack of information and guidance. Our panelists have experience teaching negotiating skills in both career services and academic settings. This session will model a presentation to students and will provide you with practical tips, tailored advice, and solid negotiation strategies that will help you equip your students for negotiating salaries like a pro. You might even use these techniques personally!

Joe Christian, Employer Relations & Recruitment Coordinator, The University of Tennessee College of Law

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

Paula Smith, Director of Career Services, Texas Tech University School of Law

Strategies for Preparing Your Clerkship Advisees for the Interview Process

• Judicial Clerkships

Receiving a clerkship interview is half the battle, but working to close the deal with a strong interview is just as important. Have you been wondering if there are methods you can use to help your advisees shine in their clerkship interviews? Join us as we discuss ways you can reinvigorate, refine and reboot coaching your students and alumni for clerkship interviews! We will walk through the clerkship interview process, including customary methods for interview preparation, while also tackling how you might implement new and innovative methods with your advisees.

Jason Gray, Center for Professional Development Assistant Director, Gonzaga University School of Law

Shavonne Henderson, Judicial Programs, The

University of Texas School of Law

Michele Hoff, Assistant Director for Judicial Clerkships, Office of Career Strategy, Georgetown University Law Center

The Utter Uselessness of Typical Interviews and How to Improve the Process

• Recruiting

Law firms like to use free-form, unstructured interviews in an attempt to “get to know” a potential candidate. However, interviewers have inherent cognitive biases, and they typically form strong, unwarranted impressions about interviewees that are likely wrong. These false impressions perpetuate biases and impede diverse hiring. This presentation will explore interview processes that firms can put into place to more accurately achieve hiring goals. We will also discuss interview methods used by law firms' clients. You will leave this presentation with an interview strategy to hire the “best” candidates -from a productivity, cultural and diversity standpoint - for your organization's goals.

Jami de Lou, Diversity & Inclusion Director, Boston Consulting Group

Miriam Frank, Partner, Vice President and Leader of the Legal Talent Management Consulting Practice, Major, Lindsey & Africa

Jennifer Henderson, Managing Director, Major, Lindsey & Africa

Valerie Jackson, Senior Advisor to the Management Committee and Firmwide Director of Diversity and Inclusion, K&L Gates LLP

Break

2:30 PM – 3:00 PM

Concurrent Sessions

3:00 PM – 4:00 PM

A Career Advisor's Guide to Work Authorization for International Law Students

• Counseling and Management

Many international students come to law school without truly understanding the parameters of their student VISAs and how to get work authorization. Many career advisors are tasked with helping students navigate this complicated aspect of the job search. This program will cover the basics of work authorization, including Curricular Practical Training (CPT) and Optional Practical Training (OPT). Participants will also gain an understanding of how students obtain these work authorizations for internships.

Colleen Ference Burke, International Student Advisor/Visa Coordinator, Office of Graduate Programs, Georgetown University Law Center

Yazmyne Vasquez Eterovic, Associate Director/ International LLM & JD Advisor, Career Development Office, University of Miami School of Law

Laura Yearout, Interim Assistant Dean, Emory University School of Law

All About Asia: Legal Careers in the Asia Market

• Career Paths and Counseling

In an ever-changing world, many lawyers and law students seek to expand their careers outside the United States. With students and lawyers encountering difficulties culturally and/or with their U.S. work visa status, law schools, law firms and recruiters need to be up to speed on contingency and longer term planning to account for the many changes in today's legal employment market. This panel will discuss career paths in Asia and how career advisors, recruiters and law firms can advise students and lawyers how to build an international legal career encompassing Asia. Panelists will discuss different career options in Asia, factors for associates and students to consider when planning a career in Asia, practice areas, and geographic transitions into and out of Asian offices. Panelists will also discuss the "nuts and bolts" of working visas and employment relationships in several countries in Asia.

Justin Flowers, Principal and Head of Asia, Lateral Link

Mary Schaus, Attorney Recruiting and Development Manager, Asia, Skadden, Arps, Slate, Meagher & Flom, LLP

Clara Solomon, Director, Counseling & Career Development, NYU School of Law

Assessments and Analytics: Remove the Mystique to Refine Your Recruiting Strategy

• Lateral Recruiting and Hiring

Corporations and banks have long-used assessments and performance analytics to hire and build stronger teams that are healthier, more productive and invested in the long term success of the organization. Law firms are successful at finding people who can do the job but less analytical when it comes to assessing who they are; if they want to, and how they will do the job in relation to culture and specific practice needs. Assessments and performance analytics are valuable tools in hiring and retention. In this program, the presenters will review what assessments are, the various applications and how some firms are using them to hire, retain and develop the right talent to increase the success of the firm and satisfaction of the lawyer.

Mathilde Borsenberger, Director, Associate and Student Programs, Gowling WLG

Christina Fox, Global Attorney Recruiting Manager, Skadden, Arps, Slate, Meagher & Flom LLP

Erin Ryce, Managing Principal, Blackbyrd Partners

Book Club: Four Books to Transform Your Professional Growth and Development

• Member PD

Participate in this dynamic session where experienced professionals will share notable insights and concepts from books that have

had a particularly significant impact on their professional lives. You will be brought into the discussion about topics such as finding true career satisfaction; how a lack of confidence impacts our leadership, success, and fulfillment; and developing greater focus and success at work using the same techniques being used at Google. You will learn how these ideas changed the perspectives and career approaches of the panelists, and why these books would be of value to attendees, regardless of work venue or position.

Jolie Blanchard, Firm Director of Recruiting, Jones Day

Jaya Saxena, Director of Dean's Diversity and Inclusion Initiative, The George Washington University Law School

Erika Schreiber, Director, Volta Talent Strategies

Michele Ward, Sr. Manager Attorney Resources & Recruitment, Winston & Strawn LLP

Employment Law Traps in Diversity Programs

• Diversity and Inclusion

Legal administrative professionals who work to promote diversity often encounter scenarios that implicate employment laws because of their work with and on behalf of individuals from protected classes. And in some cases, our own initiatives can raise legal questions surrounding the use of demographic data in employment decisions. This session will discuss legal principles that should inform diversity and inclusion programs, including what conduct rises to the level of discrimination or harassment, how self-identification data should be used, and best practices for mitigating risk when discussing diversity in the workplace

Chandra Kilgriff, Director, Diversity, Inclusion & Pro Bono, Robins Kaplan LLP

Maya Salah, Maya Salah, Attorney, Ballard Spahr LLP

Hot Topic: Pre recruiting

• Recruiting

Join the conversation on pre recruiting, which is the practice of recruiting 2L students before the traditional OCI timeline. Hear from schools for and against their students participating, and firms choosing and declining to participate. By reviewing NALP data from Fall 2016 and 2017 and hearing the perspectives of panelists and audience members, you will walk away equipped to knowledgeably engage your hiring committee or dean in the decision of whether to engage in early interviewing. Panelists will share the challenges they've faced, benefits, and considerations when making the decision - resource considerations, firm and school policies, and differences among markets.

Jill Connolly, Senior Legal Recruiting Manager, Perkins Coie LLP

Donna Harris, Director of Legal Recruiting,

Cleary Gottlieb Steen & Hamilton LLP

Amy Jones Mattock, Director of Employer & Alumni Relations, Georgetown University Law Center

Cassandra Stump, Associate Director, Recruitment and Marketing, New York University School of Law

In One Ear and Out the Other: Tools to Avoid 1L Overload

• Law Student Professional Development

From the moment they arrive, first-year law students are bombarded with vast amounts of new information and tasks to complete, all of which they are told is critically important. According to neuroscientists, information, or cognitive, overload can lead to indecisiveness, bad decisions and stress. We will consider how we, as career counselors, contribute to this problem and explore ways in which schools have developed programming and information delivery systems to minimize information overload and maximize information retention.

Gabriel Bellman, Associate Director of the Graduate Class, U.C. Hastings College of the Law

Tasha Everman, Assistant Dean & Director of Career Development, University of Nebraska College of Law

Lisa Key, Assistant Dean, Career Development and Student Services, University of Missouri School of Law

JD Advantage Careers: Engaging Employers, Finding Opportunities, and Preparing Applicants

• Career Paths

Employment opportunities for law graduates are far more diverse than the traditional lawyer roles of yesterday. Law graduates are now using their law degrees for non-practicing roles in compliance, risk management, and data privacy and security, to name a few, and within non-traditional employer settings and industries. Law school career services professionals must research and learn about these new employers, settings, and employment opportunities in order to better prepare students and graduates. At the end of this session, attendees will be able to perform market research, identify new and engage existing employer contacts, work with other university departments and colleges; articulate the value of a JD to a non-traditional organization and suggest opportunities for employers to engage students and graduates; and assist law students and graduates in finding JD advantage employment opportunities, tailoring resumes and applications, and preparing for interviews.

Kristen B. Hintz, Associate Director, Graduate Career Management Center, Michigan State University Broad College of Business

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

School's in Session! Continuing Education for Recruiting and PD Professionals

• Management

Effectively communicating and sharing ideas across multiple offices, cross-department teams, and varying levels of experience is an ongoing challenge. This session provides the answer – Recruiting School! Join us for an informative discussion about a new firm initiative designed to provide a platform for colleagues to share information about industry knowledge, best practices, and firmwide/external resources through monthly webinar sessions hosted by cross-office and practice teams. In addition to education, these presentations provide an important cross-office networking and teambuilding function, as well as opportunities for participants to enhance their presentation skills.

Valerie Garagiola, Attorney Recruiting Manager, Skadden, Arps, Slate, Meagher & Flom LLP

Tricia Widdoss, Attorney Recruiting and Development Manager, Skadden, Arps, Slate, Meagher & Flom LLP

The Country Lawyer: Rural Public Interest Jobs

• Public Service

Interested in access to justice issues involving rural communities in your state? Looking for ideas on engaging your students with opportunities outside the city? According to the Bureau of Labor Statistics, rural communities have significantly less access to legal services, even on a per-capita basis. Learn how counseling strategies, pro bono programs, and innovative partnerships can help move your public interest students into rural areas in need. This interactive session will discuss the challenges and opportunities in public interest work outside metropolitan areas, and will invite participants to brainstorm their unique placement issues.

Leah Adams, Career Advisor & Assistant Director, Communications, McGeorge School of Law

Michael Bergmann, Executive Director, Public Interest Law Initiative (PILI)

Amanda Furst, Director of Public Interest

Programs, University of Minnesota Law School

Nikki Harris, Associate Director of Career Development and Public Interest Advisor, UNLV William S. Boyd School of Law

The Don Draper Effect: Overcoming Implicit Bias Using Structured Interviews

• Diversity and Inclusion

We are all aware that implicit bias exists and is an important hurdle to climb when focusing on increasing and retaining diverse lawyers. What we often fail to understand is how implicit bias runs deep within ourselves, working its way through our subconscious, and tainting our decision making abilities. This program demonstrates the role of this bias and proposes a solution with respect to selection of the best candidates, regardless of race, gender, or other minority status. This will be an interactive session with a demonstration of a structured interview technique requiring audience participation.

Ramla Farzad, Director, Volta Talent Strategies

Trisha Weiss, Director of Legal Recruiting, Shearman & Sterling LLP

Thriving Under Stress: Are You Listening to Your Brain?

• Lawyer Professional Development

Much has been written about how to “survive” stress. But some people are able to do more than “survive” – they thrive under stress. Our brains are primed to process incoming stimuli as possible threats to survival. But is that response helpful in the age of knowledge workers? If stress is a way of the brain saying “pay attention,” can we use that stress productively to direct our energy and actions? In other words, can we move past our threat response to embrace the desire to challenge ourselves? Yes, we can, and if we successfully do so, stress can actually help push us to higher performance. In this workshop, we’ll explain the neuroscience behind stress and give you strategies for shifting that energy, so it works for you, not against you.

Michelle Greer Galloway, Of Counsel, Cooley LLP

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

Using Career Development Theory to Deliver Effective Career Services

• Counseling

There’s a season for everything. Understanding where your student fits on the development continuum matters. This presentation will discuss stages of career development, from a theoretical perspective, and highlight the ways that law school career advising can be tailored to meet student needs. We will review several theories of career development, highlighting various life stages of career development. We will analyze where law students tend to fall within the stages of career development, and offer strategies for altering programming and advising to better engage students and lead them on a path toward self-efficacy and ultimately to more fulfilling career choices.

Sarah Beznoska, Assistant Director of Career Planning, Cleveland-Marshall College of Law, Cleveland State University

David Diamond, Assistant Dean, Career Strategy, Northwestern Pritzker School of Law

Mina Jefferson, Associate Dean and Chief of Staff, College of Law, University of Cincinnati

Break 4:00 PM – 4:15 PM

Section Meetings 4:15 PM – 5:30 PM

Regional Business Meetings & Receptions 6:00 PM – 7:00 PM

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.

An Oceanfront Member Celebration 7:00 PM – 10:00 PM

Join all conference attendees for an evening of delicious cuisine, networking, and music as we pay tribute to Hollywood (Florida, that is). Situated between the Florida Intercoastal Waterway and the Atlantic Ocean, the beautiful Diplomat Beach Resort will play host to this year’s Member Celebration. It’s time to relax and reconnect with friends old and new, so come and celebrate by the water with your peers. You will not want to miss this lively oceanfront event. Guests (non-registrants) can attend for a fee of \$65.



Thursday, April 26

5k Fun Run and Walk

6:30 AM – 8:00 AM

Gather with you colleagues for a fun run and walk for charity and fitness! Participants can walk or take a shuttle to the starting line at the Hollywood Beach Broadwalk, which is less than a mile down the beach. The start is at 6:30 am sharp! Experienced runners will start first, followed by those planning a more casual run, and then walkers will start last. Enjoy networking and beautiful scenery as we raise money for hurricane relief in Puerto Rico.

Yoga

6:30 AM – 7:30 AM

Mindfulness

Meditation

7:30 AM – 9:00 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

Concurrent Sessions 9:00 AM – 10:15 AM

3..2..1..Liftoff! Launching Your Firm's Alumni Program

- **Management**

Hear from participants whose firms recently launched a formal alumni program. Learn best practices, pitfalls to avoid, and strategies for collaboration to ease the burden of starting from scratch. Speakers will also provide initial steps for anyone considering an alumni program and share tips on how to use existing infrastructure if a formal program isn't an option.

Sheri Mayerowitz, Global Alumni Relations Manager, Hogan Lovells LLP

Brian Sogol, Alumni Manager, Paul, Weiss, Rifkind, Wharton & Garrison LLP

Amanda Stipe, Global Alumni Relations Manager, Latham & Watkins LLP

9-1-1: Counseling Students with Mental Illness or Substance Abuse Issues

- **Counseling**

This program will review the laws and best practices associated when career counselors

are faced with students whose needs far exceed career counseling. What are you required to report and to whom? What are the laws that govern these interactions? What if an employer asks your thoughts on this student? These questions in conjunction with videos of real scenarios will help career counselors navigate these difficult and choppy waters.

Jill Backer, Asst Dean for Career & Professional Development, Pace Law School

Katelynn McBride Barbosa, Program Director for Public Interest & Chicago Initiatives, University of Notre Dame Law School

Janet Stearns, Dean of Students, University of Miami School of Law

Alternative Positions and Law Firm Staffing Models in these Changing Times

- **Lateral Recruiting and Hiring**

With the changes and uncertainty in the economy, response to client needs, and lawyers' desire for a better work/life balance, law firms have been shifting their approach to hiring through the use of alternative hiring models. Client demands for lower rates have created a more acute need for these types of roles, and as a result, we are seeing more and more firms create positions that involve more flexible schedules and alternative work arrangements. Join us for an interactive discussion on the different ways law firms have been approaching, creating and implementing these changes, and how it has affected the lateral market. We will discuss what law firms are doing and how these alternative models have been helping them recruit for the evolving legal market and we will share examples of the pros/cons and the dos/don'ts of alternative hiring models.

Kathren A. Davis, Senior Legal Recruiting Manager, Seyfarth Shaw LLP

Scott Hodes, Principal, Lateral Link

Regina K. McCaffery, Regional Recruiting Director, Greenberg Traurig LLP

Matthew W. Miller, Administrative Shareholder, Greenberg Traurig LLP

Alternatives to the Traditional Summer Associate Employment Model

- **Recruiting**

With the reduction in firm budgets and summer associate positions, employers and schools face challenges with recruiting and placing talent. This program will review alternative employment strategies to the traditional summer associate model. We will discuss utilizing law clerks during the summer, as well as during the academic year; co-op programs between law schools and employers; and both project

based and virtual employment. Employers and law schools will learn how to strengthen their relationships to meet mutual hiring objectives in a cost effective manner. Discussions include best practices for these alternative programs and how to create a business case analysis.

Jessica Gangjee, Directory, Attorney Recruitment & Professional Development, Burns White

Jacki Herzog, Manager of Legal Recruitment, Clark Hill PLC

Reena Parambath, Director of Co-op Program, Thomas R. Kline School of Law

Kathleen Pearson, Chief Human Resources Officer, Pillsbury Winthrop Shaw Pittman LLP

Are You There Faculty? It's Me, CSO: Leveraging Faculty Judicial Clerkship Committees

- **Judicial Clerkships**

Discover the ways CSOs can work with faculty to create formal judicial clerkship committees and how to leverage them in assisting students and judges through the application process. We will cover the strategies, methods, and challenges of forming a successful committee; working collaboratively with faculty; how to get the committee to be proactive; and the resources and support a committee can offer students and judges. The session will present real world examples and materials from several schools and beyond.

Lisa Key, Assistant Dean, Career Development and Student Services, University of Missouri School of Law

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

Arturo Thompson, Assistant Dean of Career Services, University of Kansas School of Law

Coaching for the Career Advancement of Culturally-Diverse Students

- **Diversity and Inclusion**

Are you successfully leveraging coaching to advance and retain culturally and racially diverse students in your organization? Students from these backgrounds are increasing in both law schools and in law firms. A challenge that many firms experience is retaining and advancing those students, while law schools are preparing these students to successfully enter the profession. During this interactive and practical session find out how data can be used to understand your organization's narrative; learn about structures to support diverse students; and further your practical know-how on coaching students, including supporting them through self-evaluation, self-advocacy, learning to build professional/support networks and building confidence.

Gina Alexandris, Senior Program Director, Ryerson Law Practice Program

Sacha de Klerk, Head of Diversity & Inclusion, Norton Rose Fulbright LLP

Maryanne Forrayi, Director, Career & Professional Development Office, University of Calgary, Faculty of Law

Laleh Moshiri, National Director of Diversity & Inclusion, Borden Ladner Gervais LLP

CSOs and Headhunters: Strange Bedfellows or Peas in a Pod?

• CSO Administration

Imagine a situation where schools and headhunters work together. What are the potential synergies between these seemingly mismatched bedfellows? Join us while we explore a different type of relationship - one we don't usually think of - with significant benefits to the students and alumni of our too-stretched CSOs. Panelists will share how headhunters have added expertise, depth, and practice- and geography-specific knowledge to our students and our teams through programming, webinars, adjunct career counseling, and more. This thought-provoking session will open your eyes to an untapped resource - not strange bedfellows at all, but simpatico peas in our CSO pod.

Elizabeth (Betsy) Armour, Associate Dean & Dean of Career Services, USC Gould School of Law

Abbe Mald Bunt, President, Bunt Legal Search

Katy von Mehren, President, von Mehren Legal Search

Mark Weber, Assistant Dean for Career Services, Harvard Law School

Graduate Employment Data Collection: Time Saving Tips

• CSO Administration

Do you feel overwhelmed by the time you devote to the graduate employment data collection process? Is your current procedure the most efficient way to collect and organize data? As we proceed with the ABA Audit Protocol, learn tips to streamline your process from both large and small schools. From best practices to engage faculty and staff, to effectively using Symplicity, 12Twenty, and other external systems, we will share ideas to maintain compliance and save time. We will also explore how to employ project management techniques to improve efficiency, and how to adapt procedures to the new internal ABA review process.

Ethel Badawi, Associate Director, The George Washington University Law School

Heather DiFranco, Director of Career Planning, Cleveland-Marshall College of Law

Liz Jones, Director of Career Development, University of Richmond School of Law

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

Herding the Cats that Herd the Cats: A Blueprint for Practice Group Training

• Lawyer Professional Development

There's no question that law firms need to be run like a business, but what do you do when the leaders of your business units have no leadership or managerial skills, little business acumen, and were appointed to the position without any idea as to what the role entails? Practice Group Leader Training to the Rescue! In this program, you will learn how two firms, one large and one small, brought together their department heads to learn from the best - and more importantly each other - on how to run their departments more like a business. You will learn strategies to teach your leaders how to better manage their people, how to integrate their departments to help the firm's bottom line, and how to create a culture of accountability. Using a hands on, nuts and bolts approach, the program will walk you through creating practice group leader job descriptions, designing a training curriculum, and rolling out a program that results in greater effectiveness of the practice groups. You will leave this program with your very own blueprint to enhance the professional development of your firm's most important leaders.

Jennifer Gallinson, Director of Attorney Recruitment & Development, Much Shelist PC

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

Leading Away From the Limelight: The Powerful Role of the Lieutenant

• Management and Member PD

Being second in charge is a big responsibility, but very little attention is devoted to being effective in this critical role. This session will help experienced professionals hone their skills to be effective lieutenants. We will discuss the importance of self-awareness in navigating between the senior leader, the team and the organization's constituents. This facilitated dialogue will focus on: stepping up when your boss has other demands, effectively delegating, managing up/delivering effective briefings, asking for and getting what you need to be effective, leading through disappointment, and honing your inclusive leadership skills. You won't want to miss this interactive session!

Jami de Lou, Diversity & Inclusion Director, Boston Consulting Group

Lori Lorenzo, Program Director, Leadership Council on Legal Diversity and Principal, Lorenzo Leadership Consulting

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

LIVE FROM HOLLYWOOD (Florida): Landing a Leading Role with a Public Sector Employer

• Public Service

Thousands of law students intern with public sector employers each year to gain practical

experience and to enhance their resume to better position themselves to secure employment opportunities post-graduation. The million-dollar question is what makes a student really stand out as someone an employer will want to hire in a leading role? This session will provide tips for coaching your law students to be stellar legal interns. The panelists will also discuss the subtle ways students can strengthen their application materials and interviewing skills. Attendees will receive a handout that they can provide directly to law students with useful tips for applying to, interviewing with, and interning at a public sector employer.

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

Teresa Enriquez, Executive Chief Assistant Public Defender, Miami Dade Public Defender

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

Rachel Kronick Rothbart, Director of Career Services, University of Southern California Gould School of Law

Presence and an Effective Messaging Primer

• Leadership

A highly interactive session focusing on two key presentation skills: content and form. The group will be given an overview of what it means to have "executive presence." The group will learn the basics of effective messaging and be subsequently tasked with creating messages in the form of "Unique Value Propositions," "Vision Statements" and/or "Elevator Speeches" depending on requirements of group. This will all come together when volunteers will share their messages and practice their skills.

Chris De Santis, Principal, CPDeSantis.com

Recruiting in the True North or Home of the Brave?

• Recruiting

The law firm recruitment process is anything but perfect. While we tweak our recruiting processes here or there, we do so in our own respective national bubbles. But consider taking a moment to look north or south of the 49th parallel at what our American and Canadian neighbors are doing and think about what could be possible. Is the grass really greener on the other side of the border? Join us for a NAFTA (North American Fruitful and Thorough Analysis) on the US and Canadian recruiting systems from both firm and school perspectives and piece together your dream recruiting process.

Neil Dennis, Assistant Dean of Career Services, Howard University School of Law

Jennifer Lau, Director, Career Services, Peter

A. Allard School of Law, University of British Columbia

Cristóbal Modesto, Director of Legal Recruiting, Davis Polk & Wardwell LLP

Susanna Tam, Director, Professional Resources, McCarthy Tetraault LLP

Break 10:15 AM – 10:45 AM

Concurrent Sessions 10:45 AM – 12:00 PM

Closing the Loop: Creating and Maximizing PD Partnerships

• Law Student Professional Development

Thinking differently about how law firms and law schools can work together affords both an opportunity to develop uniquely fulfilling, beneficial, and better informed professional development programming. Firms and schools each have highly valuable resources that can benefit the other (and by extension, themselves), if leveraged properly. Learn through a case study how law student professional development can be maximized through collaboration that exposes students to professional development expectations unique to their market and how law firms can adapt their professional development initiatives to the unique skills and needs of new lawyers entering their market.

Kaye Daugherty, Director of Human Resources and Legal Recruitment, Rumberger Kirk & Caldwell, P.A.

Korey Henson, Associate Director of Career Development, Stetson University College of Law

Linda Vandercook, Director of Professional Development & Recruitment, Shumaker, Loop & Kendrick, LLP

Family Matters: Coaching Lawyers through Crisis and Change

• Counseling

Lawyers face family changes and challenges at all points in their careers – from the birth of a new child, to caring for an aging parent, to a personal health issue. Law firms can help retain these lawyers and assist them through targeted support and coaching, providing resources - including stress management - and in accessing their firm's support system. These issues can be especially challenging for diverse lawyers who may not have the same support system within the firm. Our panel of internal and external coaches will address these issues and provide you with tools to help you help your lawyers.

Carrie Marker, Associate Development Counselor, Dechert LLP

Jennifer Rakstad, Career Development Advisor (US), Mayer Brown LLP

Julie Remer, Managing Director, West Coast, Greiner Consulting Group

Followers to Leaders: Counseling Introverted/Follower Public Interest Students

• Public Service

Leadership, innovation, and entrepreneurial spirit are qualities that are valued and rewarded along the paths to public interest careers. Yet many students who are drawn to public interest positions may feel that it is, in fact, their introversion or “followership,” rather than leadership, that motivates them and enables them to excel. Drawing on recent scholarship about introversion and “followership,” the panel will explore what these qualities mean, how they may pertain to public interest law students, and discuss specific strategies for enabling students who self-identify with these qualities to be successful in their applications, interviews, and careers.

Nikki Harris, Associate Director of Career Development & Public Interest Advisor, William S. Boyd School of Law, University of Nevada, Las Vegas

Miriam Ingber, Associate Director, Public Interest Law Center, New York University School of Law

Lauren Seffel, Senior Law Career Counselor, The George Washington University Law School

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

From Corner Office to Open Concept: The Evolution of the Legal Workplace

• Management

Come learn how the client-driven legal market, rising real estate costs, and shifting generations are driving more law firms towards lighter and more equitable open-concept office designs. What do these designs look like? Is there an impact on recruiting? How do lawyers concentrate or hold confidential conversations? Join us for a glimpse into the future, as the presenters discuss their experiences as designers and legal talent managers in two of the most open-concept and innovative law firm offices in the US and Canada. Hear the truth on how the new space is impacting their firms' culture, talent, and ability to provide quality legal services.

Bill Dowzer, Principal and Studio Director, BVN

Kristy Foreman, Assistant Director, Talent Management, Miller Thomson LLP

Jeffrey Lesk, Office Managing Partner - Washington, DC, Nixon Peabody

Hot Topic: How the Legal Market Continues to Change Ten Years After the Great Recession

• Legal Market

Ten years after the onset of the Great Recession, members of the Class of 2016 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, emerging jobs and JS Advantage

jobs are playing an ever-increasing role in the job market for new law school graduates. This session will provide complete up-to-date information from NALP about the entry-level legal employment market.

James Leipold, Executive Director, NALP

Hot Topic: Rethinking Legal Recruiting in the #MeToo Moment

• Counseling and Recruiting

Given the national dialogue about sexual harassment and assault and growing concerns about safety in the workplace, it is incumbent upon the legal profession – especially employers and law schools – to become part of the conversation. This session will examine common practices in the legal hiring and recruitment process that can create opportunities for risk. We will provide guidance on how to handle difficult situations and discuss preventative measures that law firms and schools ought to consider incorporating into their recruitment efforts. At the end of this session, participants will be equipped with practical tools, tips, and strategies to effectively navigate the complexities of these timely issues, minimize the risks of sexual harassment and assault in the hiring and recruitment process and, most importantly, protect our students, summer associates, and legal community.

Kathleen McKenna, Partner, Proskauer

Is Ivy League Enough? The Risks of Lateral Hiring

• Lateral Recruiting and Hiring

Only 28% of Managing Partners say that lateral hiring is “highly effective” and 50% of all lateral hires fail within five years. That failure costs our largest law firms over \$9 Billion PER YEAR. Lateral hire risk is real and daunting. The legal profession simply lacks the processes and mechanisms to adequately assess the legal, business and financial risk associated with lateral hiring... until now. Our highly experienced panel will examine the specific risks associated with lateral hiring and discuss effective and immediate solutions to this pervasive problem.

Sarah Borders, Partner, King & Spalding LLP

Michael Ellenhorn, Co-founder & General Counsel, Decipher

Niki Kopsidas, Director of Lateral Partner Recruitment and Integration - Americas, Hogan Lovells US LLP

Gary Wingers, Chairman and Managing Partner, Lowenstein Sandler LLP

Mentoring for D&I: New Models, New Approaches, New Success

• Diversity and Inclusion

Law is the least diverse profession. Firms have been trying for years to increase diversity without much success. A renewed commitment

to mentoring may be the key to turning the situation around. New models and approaches to mentorship and sponsorship are showing promising outcomes in increasing diversity in law firm partnerships and building more inclusive cultures. This program will feature two case studies that highlight the keys to effective “mentoring for diversity” initiatives.

Ida Abbott, President, Ida Abbott Consulting LLC

Laura Maechtilen, Partner, Seyfarth Shaw LLP

Natalie Pierce, Shareholder, Littler Mendelson P.C.

Pivot or Persist: The Language and Practice of Disruption in Career Services

• CSO Administration

The language of jarring change is all around us – from the volatility of the shifting legal markets to dramatic start-ups in the emerging sharing economy, to a political landscape steeped in the language of shock value – and this language has found its way into our own vocabulary as career services and recruiting practitioners. Inspired by our fascination with entrepreneurship and all things Silicon Valley, our provocative panel will assess the current and future states of career center operations in relation to the strategic partnerships they form, the level of student engagement they engender, and the practice-ready talent they develop. Through an engaging talk-show format, our thought leaders will challenge our audience to consider those that are changing rapidly, or pivoting, as well as those persistent programs and services that seem oddly untouched over time.

Andy Ceperley, Director, Silicon Valley Programs, Claremont McKenna College

Gihan Fernando, Executive Director, Career Center, American University

Tim Harding, Associate Dean of Career Development and Engagement, The University of Tampa

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

Staying Ahead of the Robots: Artificial Intelligence and Career Services

• Technology

Artificial intelligence (AI) is a growing trend in the law - but how will it impact career education? Machine learning tools like Vmock and AdmitHub are being used by universities to correct and improve resumes and provide one-to-one advising to undergraduate students at scale. Along with assisting students, university administrators are gaining tremendous efficiency in their operations. While AI may not yet be widespread in law career services, incoming law students will be well-versed in receiving personalized feedback and answers provided by robots. How will AI shift career services work in the future? What skills do you need in order to partner (or compete) with the robots? This thought-provoking panel will highlight how automation can be used to

address bottlenecks in career services work.

Kirk Daulerio, Co-Founder, AdmitHub

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

Gene Rhee, Director, Business Development, VMOCK

Supporting Non-Binary, Trans, and Gender Non-Conforming Lawyers and Students

• Diversity and Inclusion

Improving inclusion around gender in our law schools, firms, or other organizations means knowing best practices for supporting individuals who are transgender, are gender non-conforming, or identify as a gender other than female or male. Participants in this interactive workshop will develop and refresh their knowledge of gender inclusion issues. They will leave better able to lead their office in identifying and addressing these issues, as well as with concrete ideas and resources to help make their school, firm or organization safer and more welcoming.

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

Ashe McGovern, Associate Director, Public Rights/Private Conscience Project, Columbia Law School

Melanie Rowen, Associate Director for Public Interest Programs, Career Development Office, Berkeley Law

Wait: Why You Procrastinate and What You Can Do About It

• Lawyer Professional Development

Do you procrastinate? Ninety-five percent of us do. That’s right – 95%. Procrastination is one of the most common self-destructive behaviors we exhibit. Procrastination is the result of favoring short-term relief over long-term gain. It reduces our productivity, causes us stress, and contributes to interpersonal and professional conflict. The good news is that procrastination is relatively easy to overcome. This program uses an engaging and entertaining method to teach us why we procrastinate and what we can do to reduce those behaviors. Using a quiz-based format, the seminar focuses on three categories – Fun Facts, Education and Techniques – to help us understand the roots of procrastination and how to overcome it.

Paul Burton, Principal, QuietSpacing, LLC

Why Plan? Encouraging Self-Investment through Career Development Plans

• Lawyer Professional Development

It is easy to work with the savvy associate who creates a development plan, seeks organic mentors and is an all-around good firm citizen. With increasing demand of billable hours and

business development requirements, most associates need more hands-on guidance and resources. This session will explore using career development plans as a tool to encourage self-investment for success and promotion. We will discuss best practices and highlight ways to make career planning relevant to a skeptical audience.

Katie Creedon, Director of Legal Recruiting and Professional Development, Wolf Greenfield & Sacks, P.C.

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

Kathy Schmidt, Senior Professional Development Manager, Wiley Rein LLP

Luncheons

12:00 PM – 1:30 PM

Networking Lunch

Public Interest Lunch

Concurrent Sessions

1:45 PM – 2:45 PM

“Bar”riers to Entry in a Nationwide Job Market

• Lateral Recruiting and Hiring

With the uptick in recruiting nationally for certain “hot” markets, today’s recruiting professionals are facing questions and challenges related to multiple bar admissions and license reciprocity that have a direct effect on the candidate’s practice of law (not to mention the firm’s bottom line). Increasingly, legal hiring professionals are serving on the front lines of identifying recruitment “red flags” and ensuring compliance with local bar rules, which effectively requires them to become experts in the requirements for admission and the authorized practice of law in jurisdictions where their employers have offices. Presenters, all of whom are based in robust lateral markets (CA, CO, DC, NY), will discuss recommended best practices regarding policies and procedures surrounding bar admission, potential landmines, and working closely with ethics counsel to ensure employers are complying with all state regulations. We will also discuss the impact of the Uniform Bar Exam, considerations when recruiting international lawyers, employer policies surrounding study time, bar leaves of absence, inter-firm transfers, and mitigating the economic impact on firms and their clients. Attendees will leave this session armed with the information they need to ensure an ethical hiring process.

Yujin An, Legal Recruitment Manager, Greenberg Traurig, LLP

Maggie Hedges, Assistant General Counsel, Hogan Lovells US LLP

Lynn Herron, Regional Associate Recruitment Manager, DC Region, Hogan Lovells US LLP

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

Communicating and Leading Across Differences: You Say Tohmaido, I Say Tohmahtoh

• Diversity and Inclusion

Effective communication skills are not only a necessary component of personal success but also of great leadership. Great leadership requires great communication. Great communication does not rest solely on the range of your vocabulary, pronunciation, use of grammar, or delivery techniques. The significance of effective communication ranges from the ability to communicate a message to relaying organizational vision and strategy in a way that connects, creates energy, and allows for championship. The presenter during this session will be your translator to communicating effectively across differences, whether in interviewing, coaching and giving feedback, before an executive committee or board, while working with clients, or in personal relationships. Bottom line: when you say “tohmaido” and someone else says “tohmahtoh,” you may not be having the same conversation....!

Kori S. Carew, Director of Strategic Diversity Initiatives, Shook, Hardy & Bacon L.L.P.

Helping Lawyers Be Well: Reflections on Supporting Lawyer Mental Health

• Diversity and Inclusion

It is well established that lawyers experience an alarming rate of mental health concerns, including depression, anxiety and addiction. Listen to reflections and lessons learned by two lawyers turned psychotherapists who provide therapy to law students and lawyers in Toronto and a large law firm’s National Director of Diversity and Inclusion about their in-firm counselling program. This session will offer ideas and implementation strategies for how you can provide greater access to mental health services for your firm’s associates, partners and students. As a key touch point for lawyers struggling with a range of concerns, you will also learn strategies to diminish your own burnout as a helper.

Melanie Goela, Registered Psychotherapist, Self-Employed

Laleh Moshiri, National Director, Diversity and Inclusion, Borden Ladner Gervais LLP

Ellen Schlesinger, Student Success and Wellness Counsellor, Osgoode Hall Law School, York University

Innovative Flexible Work Initiatives Impacting the Legal Industry

• Diversity and Inclusion

Hear about the law firms pioneering new initiatives that will have a significant impact on the legal industry’s approach to flexible work and the recruitment and retention of top

talent. From a global flexible work initiative for lawyers and staff to a progressive gender-neutral parental leave policy to an advanced return from leave program, these initiatives are poised to transform the culture of the industry. Not only will they enhance the well-being of thousands of legal employees, but they will likely boost business success and significantly improve recruitment and retention. Learn about the research behind these initiatives, as well as the implementation and the outcomes.

Manar Morales, President & CEO, The Diversity & Flexibility Alliance

Learning How to Implement Change

• Recruiting

Change is hard for everyone, and when longstanding traditions and processes have been in place that seem to run smoothly, there is often resistance to change. We recently revamped our entire legal interview process, and lived to tell the tale! We will share how we incorporated behavioral questions, score cards, and panel interviews into our process. In addition, our experience will show how to obtain buy-in from management and bring about effective change to systems and protocols that will help your recruiting or PD departments run more effectively and efficiently.

Katie Creedon, Director of Legal Recruiting and Professional Development, Wolf Greenfield & Sacks, P.C.

Jeanette Forgey, Recruiting and Development Manager, Wolf Greenfield & Sacks, P.C.

Lindsay Howard, Recruiting and Development Manager, Wolf Greenfield & Sacks, P.C.

Making Meaningful Connections with Laterals Through Social Media

• Lateral Recruiting and Hiring

Are we Tweeting? Yes. How about Linking In? Of course. Are we posting as many creative hashtags and candid snapshots of summer associate outings as we can muster to engage and attract 2Ls? Absolutely. But are we connecting in a meaningful way with seasoned laterals? Probably not. Laterals, like clients, crave knowledge on a firm’s major wins, its big deals, and approaches to pro bono and diversity. Join us for this program where we will explore how to create a social media strategy designed to attract more seasoned laterals, including the content to push and the best social media platforms to choose to execute the mission.

Guy Alvarez, Founder & CEO, Good2bSocial

Catherine Maiorana, Senior Manager, Legal Talent Acquisition, K&L Gates LLP

Erin Ryce, Managing Partner, Blackbyrd Partners

NALPNext!: Let’s Hear About Innovations

• Member PD

What are you or 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 innovations worth sharing. Presentations will be selected from a competitive proposal process to bring you the very latest in creativity from your NALP peers.

The Evolving American Dream: Counseling International Students

• Counseling

With growing numbers of international students in JD, LLM and other non-law degree programs enrolled across all law schools, the challenge all schools face is how to work with this student population when there are many structural challenges to them obtaining employment in the US. This program will discuss the challenges international students face obtaining employment in the US, what it takes for international students to succeed, and the all-important role of career services in managing expectations. We will also discuss lessons from the business schools in providing programs that encourage and enhance global networking. The program will focus on the positive aspects of the networking and professional development skills career services can focus on for students as they build a successful career—it just may not be the one they initially envisioned for themselves in the United States.

Shannon Kahn, Associate Director of Career Services, UC Davis School of Law

Mary Maher, Global Engagement Manager, Executive MBA Programs, Kellogg School of Management at Northwestern University

Sarah Hall, Director and Adjunct Assistant Professor of Law, USC Gould School of Law

Shujun Tian, Associate Director, Graduate Career and Professional Development, Georgetown University Law Center



The Yellow Brick Road of Mentoring: How to Make Your Programs Effective

• **Lawyer Professional Development**

Effective mentoring programs follow a well-laid path, but are also flexible enough to diverge in creative directions with new tools to meet the needs of both mentors and mentees – allowing each to find their own way to their professional destination. From the first year of law school, through graduation and beyond, foundational goals of mentoring relationships change. This session will discuss mentoring as a progressive tool from varying angles; law students, summer associates, junior associates and those approaching partnership. Hear about real experiences and implementation strategies with career exploration, graduate transition, pod programming, accountability worksheets, and advisee metric dashboards.

Trisha Selden, Legal Talent Manager, Faegre Baker Daniels LLP

Emily Sheldon, Legal Recruiting & Professional Development Administrator, Davis Graham & Stubbs LLP

Sarah Rohne, Employer Relations Director, University of Minnesota Law School

When Worlds Collide: Partnering with Student Services Offices

• **CSO Administration**

Many law career services offices find themselves combining efforts – willingly or otherwise – with their student services colleagues. In some law schools, this means joint programs and taking a more holistic approach to law student professional development. In others, these two functions are now literally sharing the same space! Although

these changes may bring challenges, they also offer the opportunity to streamline interdepartmental communication and improve the efficiency and reach of student programming and services. Through a panel presentation, group discussion, and interactive brainstorming, participants learn how to deal with the challenges of and embrace the opportunities offered by combined service offices.

Rupa Bhandari, Assistant Dean for Career Management, Santa Clara University School of Law

Courtney Fitzgibbons, Assistant Dean for Academic Planning and Career Development, New York Law School

Skip Horne, Senior Assistant Dean, External Relations, Santa Clara University School of Law

Michael McCarthy, Director of Student Services, Case Western Reserve University School of Law

Winning Strategies for Supporting Diverse Clerkship Applicants

• **Judicial Clerkships**

Like many legal employers, judges see the value of hiring diverse law clerks. So do we! Yet, it is hard to move the needle to increase the number of diverse clerks in chambers. What can we do? At this session we'll better equip you to counsel diverse students and alumni about post-graduate judicial clerkship opportunities. Join us as we discuss the challenges (perceived and/or real) that diverse applicants face in the application process, the pipeline programs that can help them, and practices that are making a difference for diverse clerks-to-be in the application process.

Michele Hoff, Assistant Director for Judicial Clerkships, Office of Career Strategy, Georgetown University Law Center

Elizabeth Peck, Assistant Dean for Judicial Engagement and Professional Development, Cornell Law School

Tamara Stephen, Associate Director of Career & Professional Development, Brooklyn Law School

Last Look & Prize Drawing in the Resource Center **3:00 PM – 3:45 PM**

DIVERSITY & INCLUSION PLENARY
Giving Voice as a First Amendment Attorney **3:45 PM – 4:30 PM**

Johnita P. Due, the daughter of civil rights leaders in Florida, believes that the First Amendment is a powerful ally of diversity. She will share her family's personal civil rights history and how the media, and its First Amendment protections, came of age during the civil rights movement. She will describe her journey to finding her purpose as a media lawyer and how she has been able to advance diversity by giving voice to others and telling stories that matter. Johnita will also discuss challenges the media has faced in fulfilling its democratic government watchdog function.

Johnita Due, Vice President & Assistant General Counsel, CNN/Turner Broadcasting System, Inc.

Diversity & Inclusion Reception **4:30 PM – 5:30 PM**

Dinner On Your Own

Friday, April 27

Yoga **6:30 AM – 7:30 AM**

Mindfulness Meditation **7:30 AM – 8:00 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 – 3:30 PM**

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

ABA Update with Q&A **7:45 AM – 8:45 AM**

From the ABA Section on Legal Education and Admission to the Bar, Bill Adams, Deputy

Managing Director, and Kirsten Winek, Manager of Law School Analytics, will report on the most recent Employment Data Review and offer tips on reporting and documentation.

PLENARY
Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos **9:00 AM – 10:00 AM**

Clients need their lawyers to help them address increasingly complex problems – the kinds that only teams of multidisciplinary experts can tackle. Yet, even the best-intentioned lawyers often confront barriers to collaboration: working together often seems messy, risky, and expensive, and few lawyers have been formally equipped to handle the demands of smart collaboration. Dr. Gardner's research shows that firms earn higher margins, inspire greater client loyalty, attract and retain the best talent,

and gain a competitive edge when specialists collaborate across functional boundaries. Learn how to foster smart collaboration to reap benefits for you, your firm, and your law school.

Dr. Heidi Gardner, Distinguished Fellow, Harvard Law School and Author, Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos

Break **10:00 AM – 10:30 AM**

Concurrent Sessions **10:30 AM – 11:45 AM**

21st Century Careers for Today's Law School Graduates
• **Career Paths**
Establishing a satisfying legal career in this challenging, competitive legal employment environment requires many law students and graduates to research and investigate

opportunities beyond traditional practice. To be successful, law grads also need to know what the future will bring. No one has a crystal ball, but Richard L. Hermann has spent his entire career – more than 30 years – researching, evaluating, and accurately predicting new career opportunities for law graduates. The author of the recent 21st Century Legal Career Series of books, Hermann is uniquely situated to talk about where emerging jobs are now and where they will likely be in the future. Attendees will leave this session with a comprehensive understanding of where the majority of emerging careers will likely be, what industries are hiring the most JD grads in non-lawyering roles, and what the career paths of law grads who start in these jobs might look like.

Richard L. Hermann, Author, 21st Century Legal Careers Series

Authentic Leadership: Leveraging “The Three Selves” for Inclusion

- **Diversity and Inclusion**

Research shows that when workplaces foster authenticity, they see greater team engagement, productivity, inclusion, and happiness. But given the entrenched expectations of “sameness” in the legal profession, especially for those whose identities are different than the dominant norm, how can we shift legal culture to empower lawyers to be more authentic? To answer this question, leadership and inclusion expert and author Ritu Bhasin has developed an innovative framework called the Three Selves – which teaches us how to strategically leverage choice in being more authentic across a range of behavioral dimensions. In this session, Ritu will reveal tools for building more empowered, innovative, and inclusive environments by leveraging authenticity.

Ritu Bhasin, President and Founder, bhasin consulting inc.

Beyond Traditional Timelines: Innovative Ways of Extending Law Student Engagement

- **Recruiting**

How can we extend the law student engagement period under our current industry guidelines? A panel of law firm recruiters and law school career services professionals will discuss the current trend toward extending the period of law student engagement, beyond the traditional on-campus interviewing season. Panelists will highlight the best practices utilized in other industries, and their potential application in the legal market. This interactive session will also inspire ideas for successfully engaging top talent in the digital technology age, and innovative ways for employers and law schools to collaborate and achieve an effective off-season recruitment process.

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

Catherine Clement, Senior Manager, Legal Talent Acquisition, K&L Gates LLP

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

Tamara McClatchey, Director of Career Services & Recruitment Programs, Chicago-Kent College of Law

Everything You Want to Know about Coaching but Didn't Know Who to Ask

- **Counseling**

As legal career professionals, coaching support is one of the most valuable tools we can offer our lawyers and law students. But how do you source coaches to find the right coach for the situation? How do you present coaching to high potentials so that it is not perceived as remedial? In this session, an in-house law firm coach, external coach, PD professional, and law student coach answer these and other questions. We will cover the ins and outs of providing coaching to your lawyer or law student population, including how to approach offering coaching, using internal and external resources, how coaching can enhance diversity objectives, and much more. Participants will engage in an interactive exercise to get a lawyer or student the right coaching support.

Diane Costigan, Director of Coaching, Winston & Strawn LLP

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

Jennifer Rakstad, Career Development Advisor (US), Mayer Brown LLP

Nicole Simmons, Director of Professional Development, Career Services, The University of Texas School of Law

Gone But Not Forgotten: Engaging Alumni in Your Public Interest Career Programs

- **Public Service**

Alumni are a valuable resource to any law school – but they have more to offer than just an annual gift to your fundraising campaign. Alums working in public service positions, in particular, often cannot make large financial contributions, but they can be great resources for your students looking to embark on similar career paths. In this session, we will explore ways to engage alumni in programs that benefit public interest-minded students – from advisory boards to mentoring programs to sources of internship and externship experience. Many alums want to help nurture the next generation of public interest lawyers – you just have to ask!

Glory McLaughlin, Assistant Dean for Public Interest Law, University of Alabama School of Law

Claudia Melo, Director, Career Center, University of Minnesota Law School

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

Hot Topic: Making Lawyer Wellbeing Both a Reality and a Priority at Your Firm

- **Management**

High levels of substance abuse, mental health distress, burnout, and career dissatisfaction in the legal profession have led to a significantly increased focus lawyer wellbeing in recent years, culminating in the 2017 publication of the National Task Force on Lawyer Wellbeing's groundbreaking report on how and why the profession must be more proactive in addressing those problems. Join two of the leading national experts on lawyer wellbeing issues - including an author of the Task Force report - for a frank and useful discussion of how your firm can take concrete steps towards improving the health, wellbeing, and performance of its lawyers while also reducing the significant risks associated with addiction and mental health disorders.

Paula Davis-Laack, Founder, Davis Laack Stress & Resilience Institute

Patrick Krill, Principal and Founder, Krill Strategies

Influencing the Pipeline of Future Lawyers

- **Counseling and Recruiting**

Recruitment of legal talent begins in the law school admissions office, gathers momentum through career and professional development activities, and reaches its natural conclusion in the legal employment setting. Law schools and legal employers have a stake in the challenges and opportunities of pipeline development. This dynamic creates a common goal of developing strategies to increase interest in law school and legal careers among talented and diverse candidates. Current shifts in the admissions pipeline signal that the supply of legal talent is changing again, as admissions indicators (test takers and applicant volume) suggest that interest in law school is increasing after a decade of declining or flat admissions activity for JD programs. This session will provide an update on the changes in volume of the pool of legal talent and the impact of the alternative entrance examinations, and will provide a discussion of how employers and schools can work together to develop the pipeline of talented and diverse law students.

Karen R. Britton, Assistant Dean of Admissions, University of South Carolina School of Law

Tiffany E. McClendon, Legal Recruiting Manager, Philadelphia/Wilmington, Reed Smith LLP

Kellye Testy, President & CEO, LSAC

Moneyball for Lawyers: Using Data to Improve Hiring Decisions

- **Lateral Recruiting and Hiring**

This session will provide legal employers and law schools with a better understanding as to what elements are critical (and often overlooked) in the associate hiring process. Through data

analysis, clear patterns emerge that shed light on associate attrition and retention. Leopard Solutions will share information about overall hiring patterns and the retention rate of both lateral and new hires. Participants will also hear from law firm career professionals on how their firms already use data, the potential impact on making successful hires and the ultimate financial consequences of that data and meaningful ways to communicate the data to leadership. Finally, a search firm will share what associates are saying and how this supports the overall findings of the data analysis.

Laura Leopard, CEO, Leopard Solutions

Patricia G. O'Byrne, Managing Director, E.P. Dine Legal Search

Jennifer Queen, Chief Talent Officer, Bracewell LLP

Carol Sprague, Director of Talent Acquisitions & Relations, Skadden, Arps, Slate, Meagher & Flom LLP

Preparing Students to Practice: Cutting Edge Professional Development Curriculums

• Law Student Professional Development

Preparing practice-ready graduates equipped with the skills needed to succeed in their careers is our goal. Too often, Career Services Offices find great speakers and put together informative programs only to have few students attend. How can we remedy this? By instituting a formal professional development program! Over the past year, the Law Student Professional Development Section surveyed 40 law schools about their programs and we are excited to present these findings, including: sharing best practices in PD programs, outlining key PD topics, hearing the pros and cons of mandatory, voluntary, and hybrid programs, selling a PD program to your law school, and administering a PD program effectively.

Katelynn McBride Barbosa, Program Director for Public Interest & Chicago Initiatives, University of Notre Dame Law School

Elisabeth Beal, Assistant Dean, Office of Career Services, William & Mary Law School

Amy Hancock, Director of Professional Development, Andrews Kurth LLP

Allison Regan, Assistant Dean Law Alumni Relations, University of Houston Law Center

Speaking So Law Firm Managing Partners Hear You

• Member PD

In the annual performance appraisal, you are encouraged to put forth new ideas, to move your department or your organization in a progressive direction, but there is resistance. This limits your ability to move your career and personal brand forward. In this session, we discuss how to overcome a roadblock, with tools

and techniques that persuade. You will walk away with concrete tips to be a trusted advisor and influencer within your organization rather than as simply an administrator.

Sandra Bang, Director, Global Legal Talent Development, Shearman & Sterling LLP

Jennifer Bluestein, Director of Professional Development, Greenberg Traurig 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 2018 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

How to Demotivate Your Team in 10 Easy Steps

• Management

Think you're the world's best boss? Are you completely confident in how you motivate, engage and develop your teams? You may be surprised to discover the neuropsychological impact of common management techniques. Some of the things you may do - with the most well-meaning of intentions - may be sending your best employees to get their resumes in order and brush up on their interview skills. In this session, we'll review the 10 biggest management assaults on the prefrontal cortex and learn to identify the subtle missteps managers make that derail teams. Through exercises that deepen empathy and case study analysis based on real-life management fails, participants will work together to articulate alternative approaches to these common "demotivating derailers" that will build influence and strengthen leadership.

Chira Perla, Assistant Dean, Career Services, Peter A. Allard School of Law

Precillia Soares, Law School Relations Manager, Goodwin Procter LLP

Vivian Wexler, Director of Talent Management, Vantage Partners

Little Fish, Big Pond

• Leadership

Recruiting, summer program, training, orientation, evaluations, diversity, marketing and more... do you manage some or all of these functions for a smaller office of a large firm or for a small to medium-sized firm with just one office? So do we! Please join us for an informative session that will discuss best practices for balancing responsibilities, managing relationships, creating opportunities,

and remaining energized as you navigate day-to-day life as a little fish in a big pond.

Ali-Shaun Sugalski, Attorney Recruiting and Development Manager, Skadden, Arps, Slate, Meagher & Flom LLP

Tricia Widdoss, Attorney Recruiting and Development Manager, Skadden, Arps, Slate, Meagher & Flom LLP

One Size May Not Fit All: Revisiting PD for Public Service Students and Lawyers

• Law Student Professional Development

Public service careers bring unique professional challenges, demand a wide array of skills, and often follow a less predictable career path than private practice. For these reasons, professional development programming should be designed specifically for public service career paths. Our law school and employer panelists will share ideas for innovative public service-focused PD curricula and programming, may lead one or more sample exercises devised to build professional skills that help to prepare students or new lawyers for public service law, and will engage in a lively discussion of the professionalism skills programming public service organizations would like to see law schools implementing to better prepare students heading into public service careers.

Elyse Moskowitz Diamond, Director, Public Sector Careers & Adjunct Professor, Pace University, Elisabeth Haub School of Law

Laura Hankins, General Counsel, Public Defender Service for the District of Columbia

Madeleine Kurtz, Director of Public Interest Professional Development and Lecturer-in-Law, Columbia Law School, Social Justice Initiatives

Michelle Ortiz, Deputy Director, Americans for Immigrant Justice, Inc

Playing Offense, Not Defense, on Wellness: Training Lawyers to be Happier

• Lawyer Professional Development

It's the elephant in the room: an epidemic of poor mental health in the legal profession. Despite the alarming statistics about depression, substance abuse, and unhappiness of lawyers, most solutions seem to focus on mental health defense (dealing with the symptoms of the problems) rather than offense (training lawyers how to avoid depression, substance abuse, distress, and burnout in the first place). Attendees will learn about the science and data supporting strategies for mental health offense. They will also learn how to teach lawyers to be affirmatively happy, proactively mindful, and able to deal skillfully with clients and colleagues!

Rachael Bosch, Managing Director, Fringe Professional Development

*Calvin Gladney, Founder, Happier Better Lawyer
Jon Krop, Founder, Mindfulness for Lawyers*

Presentation Skills: How to Become a Compelling Live Communicator

- **Member PD**

This high-energy, interactive presentation will give participants a practical understanding of effective presentation skills, covering a range of issues including body language, vocal tone, authenticity, and persuasive speech. Participants will leave with a set of tools for projecting both competence and relatability that will serve them well in a wide range of professional settings.

Lindsey Cloud Mervis, Communications Trainer and Coach, KNP Communications

Alexa Polmer Spencer, Communications Trainer and Coach, KNP Communications

Small but Mighty: Judicial Clerkship Advising for the Small CSO

- **Judicial Clerkships**

This program is focused on providing clerkship advising tips and suggestions for counselors where judicial clerkships advising is not their primary focus. Target audiences would include smaller offices without a dedicated judicial clerkship counselor, larger offices where clerkship counseling is not a primary focus of any one person, or offices where there isn't a high demand for clerkships. Ideas for efficient and effective judicial outreach and student programming will be discussed, as well as best practices and basics of counseling students and alumni.

Samantha Ciriaco, Director of Experiential Opportunities and Outreach, Case Western Reserve University School of Law

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

Monica Gould, Director of Career & Professional Development, University of St. Thomas, Minnesota, School of Law

Jennifer Zwagerman, Director of Career Development, Drake University Law School

Survival: Staying Relevant and Recruiting in the New Legal Landscape

- **Lateral Recruiting and Hiring**

Since the great recession over ten years ago, the legal landscape has continued to change and evolve, and the methods of legal recruiting along with it. Employers must be more proactive in finding candidates, using resources like LinkedIn, Leopard List, alumnae resources, and more. Law firm recruiters are expected to source candidates and add additional value to the process. What are some best practices for lateral hiring in the new landscape? Hear different perspectives on successful lateral hiring and tips for meeting the challenges of the process and adding value to your organization.

Robert Alpert, Partner, Morris, Manning, & Martin, LLP

Ernest Greer, Co-President, Greenberg Traurig LLP

Laura Maechtlen, Partner, Seyfarth Shaw LLP

Regina McCaffery, Regional Recruiting Director, Greenberg Traurig LLP

The UBE Effect: Preparing our Grads for Successful Out of State Job Searches

- **Counseling**

With the Uniform Bar Exam (UBE) sweeping the nation, career services offices are having to deploy resources and support for our out-of-state job-seekers, often with no prior groundwork laid by the grad, and with little advance notice. Particularly, small and solo career services offices with strong regional market ties need to have resources, advice, tips, and tricks at the ready for these graduates. This program will explore specific techniques and resources that small and solo career services offices (and all offices) can use to counsel and advise students planning to relocate and launch a job search in a new market, resulting from the career flexibility the UBE offers our graduates. We will explore leveraging other law school resources and departments, programs, colleagues, electronic resources, social media, and networking.

Maria Comas, Director of Career Services, Duquesne University School of Law

Alisa Benedict O'Brien, Assistant Dean, Career Services, University of Akron School of Law

Leslie Becker Wilson, Director for Legal Career Services and Alumni Services, University of Massachusetts School of Law

Meeting Adjourned

3:00 PM

Enjoy some time networking with colleagues.