

# NALP 2022 ANNUAL EDUCATION CONFERENCE

New Orleans, Louisiana  
April 5–8





## LETTER FROM CHAIR

### *NALP in NOLA – Connect in the Crescent City*

On behalf of the conference planning team, allow me to enthusiastically proclaim, “Welcome back!” or if this is your first conference, “Welcome! We are so glad you’re here!”

The Planning Team looks forward to welcoming you to New Orleans (aka, the Crescent City — named so because the original was built at a sharp bend at the Mississippi River resembling a crescent moon)! We hope you will enjoy all that the city and the conference have to offer. We invite you to join us for excellent programming and a true New Orleans experience at Mardi Gras World for our Member Celebration. For many NALP members, this will be the first opportunity in two years to connect in person and we know that you are as excited as we are. The past two years have not been without their personal and professional challenges in many ways. Throughout, we’ve faced increased demands, learned to adapt, and to draw on our resiliency. We are ready for this conference!

We are excited to bring together some of NALP’s foremost members and consultants to deliver the content you need to continue to persevere and embrace the newly transformed workplace. You will have the option to select from over 70 concurrent sessions, with supporting resources available to all attendees. In addition, we are delighted to have three amazing plenaries. One of our plenaries will feature former New Orleans Saints player Steve Gleason who will deliver a powerful and inspiring message of Living with Purpose. As an ALS patient, Steve has found ways to make life meaningful, purposeful and rewarding. A second plenary, with Sarah Broom whose National Book Award winning memoir, [The Yellow House](#), will provide us with insights and rich history from an often-underrepresented population in New Orleans. Our closing plenary on the Future of Work and Talent by Sang Lee and Manar Morales will address the data and provide thought-provoking discussion around how we can continue to thrive and succeed in a post-pandemic workplace.

While we are excited by the educational offerings, every NALP member knows high-quality programming and inspiring plenaries are only a portion of the value created by attending the conference. The cornerstone of our organization is the professional generosity and depth of our membership. There will be many opportunities to connect with others in similar roles, benefit from knowledge sharing, re-charge our batteries and revitalize our creative thinking. We hope you will leave the conference reconnected, reengaged, and revitalized.

We are excited to Connect in the Crescent City with experienced conference attendees and newcomers alike — we know everyone will have a valuable and memorable experience in New Orleans!

Jessica Buchsbaum  
2022 NALP Annual Education Conference Chair  
Bilzin Sumberg LLP

# Location & Logistics



## Connect in the Crescent City!

The 2022 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.

## 2022 Annual Conference Planning Committee Leadership Team:

Jessica Buchsbaum (Chair)

Eric Bono (Vice Chair)

Mieko Iyama (Vice Chair)

Sherry-Ann Smith (Vice Chair)

## Conference Planning Coordinators:

Anna Maria DeCia-Gualtieri

Christelle Dorcil

Carrie English

Becky Fitzsimmons

Katie Hoekstra

Kourtney James

Tammy King

Maron Lutfiyya

Laurie Powers

Laura Bicks

Tony Waller

Adam Kancher (Local Host)

## Opening Reception in the Exhibit Hall

All conference attendees are invited to the Grand Opening of the Exhibit Hall on Tuesday, April 5 from 6:00 – 7:30 pm to meet vendors and network with colleagues while enjoying light refreshments.

## Foundational Coaching Skills Series

We are proud to offer the NALP Foundational Coaching Skills Series. The first course is Coaching 101, which will be offered on Monday, April 4. The second course, Coaching 201, will be offered on Tuesday, April 5. 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!

## 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!

## NALP is Supporting Team Gleason

Team Gleason has provided over \$18 million in adventure, technology, equipment, and care services to over 20,000 people living with ALS and countless others through advocacy, support and ultimately bringing an end to the disease. The mission of Team Gleason is to improve life for people living with ALS by delivering innovative technology and equipment, as well as providing and empowering an improved life experience. Make sure to see Steve Gleason's amazing plenary on Thursday, April 7 and participate in the 5K Fun Run and Walk that morning as well.

Learn more at <https://teamageason.org/>

## Join Colleagues for a 5K Fun Run and Walk!

We will combine networking and wellness by hosting a 5K Fun Run and Walk along the embarcadero on Thursday, April 7, with proceeds benefitting Team Gleason. The fee for the race is \$25 and includes a race T-shirt. Runners and walkers are welcome!

## Mandatory CLE Credit

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

## Watch for the 2022 Conference App coming soon!

# Registration



## How to Register

Event registration is available online at [www.nalp.org/neworleans2022](http://www.nalp.org/neworleans2022). The system allows you to review the full online conference agenda, 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 (Before March 4th)		REGULAR (After March 4th)	
	Member	Non-Member	Member	Non-Member
Schools, Private Employers, Government	\$850	\$1675	\$925	\$1825
Non-Members Employed at Member Institutions ***	\$1125		\$1200	
Affiliate Members	\$850		\$925	
Public Interest Employers	\$650	\$875	\$700	\$925
One Day Registration **				
Schools, Private Employers, Government	\$525	\$925	\$550	\$1000
Affiliate Members	\$525		\$550	
Public Interest Employers	\$510	\$800	\$535	\$825

\* 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 4, 2022. 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 \$225, entitling you to the member rate of \$850 (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 4 (minus processing fee).

50% refund for cancellations received March 5-14.

No refunds after March 14.

There will be no refunds for the Foundational Coaching Workshops after March 4<sup>th</sup>.

# Program Schedule



## Monday, April 4, 2022

8:30 AM–5:00 PM

### Pre-Conference Workshop | Foundational Coaching Skills Series: Coaching 101

This session requires advanced registration. Continental breakfast will start at 8:30 am and the session will begin promptly at 9:00 am. Lunch will be provided.

This introductory program is geared toward legal talent, DEI, and law school career services professionals who seek to develop a coaching toolkit to use in individual and team settings. Designed as a guide through the coaching process, participants will learn a framework, principles, competencies to help others identify professional and/or personal goals and to develop action plans to achieve those goals. During the interactive portion of the workshop, participants will practice and hone their coaching techniques and skills. The program curriculum is aligned with the International Coaching Federation (ICF) Code of Ethics and uses the ICF Core Coaching Competencies.

## Tuesday, April 5, 2022

8:30 AM–5:00 PM

### Pre-Conference Workshop | Foundational Coaching Skills Series: Coaching 201

This session requires advanced registration. Coaching 101 is a pre-requisite for this course. (Note: Coaching 101 will be offered Monday, April 4, and was also offered at prior NALP conferences. Participants who have completed Coaching 101 are eligible to register for this program.)

Continental breakfast will start at 8:30 am and the session will begin promptly at 9:00 am. Lunch will be provided.

Coaching 201 is a “next level” highly interactive workshop for legal talent, DEI, and law school career services professionals, who want to build on the coaching skills and principles learned in the 101 program. Program faculty will share their insights on moving from an advisor to coach mindset and tips for empowering coachees to face their challenges, develop an action plan, and own their decisions. Participants will learn advanced skills from faculty coaches,

and, using their own real-life situations, will practice and polish techniques through a combination of information sharing and small group coaching exercises.

2:00–8:00 PM

### Registration

5:00–6:00 PM

### Newcomers Orientation

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.

6:00–7:30 PM

### Opening Reception in the Exhibit Hall

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

## Wednesday, April 6, 2022

6:30 AM–7:30 PM

### Yoga

7:30 AM–5:00 PM

### Registration and Resource Center Open

7:30–9:00 AM

### Continental Breakfast and Coffee Service

7:30–8:45 AM

### Section Meetings

9:00–10:00 AM

### Opening Plenary

Sarah M. Broom is the author of the 2019 National Book Award Winner and instant New York Times bestseller *The Yellow House*, a brilliant, haunting and unforgettable memoir about the inexorable pull of home and family, set in a shotgun house in New Orleans East. Sarah will discuss the themes of her inventive memoir and the process of reflecting on one’s life, and the lives that came before. She will also touch on her creative process, obstacles she faced far beyond writer’s block, and the lessons from the past she carries into the future.

Consider reading *The Yellow House* prior to our event!  
<https://www.indiebound.org/book/9780802125088>

10:00–10:30 AM

## Break

10:30–11:45 AM

## Concurrent Sessions

### Ask Them! If You Really Want to Know What They Want and Think...

Do you want to know what your associates really want? Do you think about what else you could do to improve the associate experience? Do you need to convince your leadership about the state of morale or a cultural concern? Do you want to know how to best support your women and lawyers of color? Ask! This program will explore how to find out what your associates want . . . by asking them. The panel will discuss who should do the asking and how, what to ask and when, how to react and respond and how to best utilize the feedback. Topics will include an overview of external surveys (Vault, Chambers, American Lawyer Midlevel survey) as well as considerations for conducting internal surveys and focus groups. Other topics include stay interviews, exit interviews, post exit interviews and upward reviews.

- *Molly Peckman, Principal, Chief Executive Officer, Molly Peckman Training & Development*
- *Stacey Kielbasa, Chief Talent Officer, Chapman and Cutler*
- *Kay Nash, Chief Talent Officer, Wiley*
- *Andy Colón, Chief Legal Talent Officer, Arnold & Porter Kaye Scholer LLP*

### Carpe COVID: Re-Imagining PD Programming and Coaching

The COVID-19 era has introduced new opportunities to deliver content through multiple media, and by learning how to “carpe COVID,” participants will leave this practical, interactive workshop inspired to bring creative new solutions to their schools and firms. We will share the lessons learned from the COVID-19 era to reimagine how we approach programming, coaching, and counseling. We will discuss how to define goals, evaluate options for content delivery, assess delivery methods, and make intentional choices to engage our audiences and make an impact.

- *Lorelei Craig, Associate Director for Career Planning and Professional Development, University of Oregon School of Law*
- *Elisabeth Beal, Director, Career & Professional Development, University of South Carolina School of Law*
- *Heather DiFranco, Director of Professional Development, Benesch Law*

### “It Depends?”: Coaching Students and New Lawyers Through Ambiguity

Law students and new lawyers regularly present us with complex questions that defy easy resolution. Yet it seems time and again that they expect a neat, definitive (and quick!) answer. “Which offer should I choose?” “What are my chances if I bid on x firm?” “Who are the best partners to work with?” Often these inquiries come

from students and lawyers whose developmental, generational, and experiential perspective does not match our own. There seems to be little appetite for “it depends,” or “it’s complicated . . .” as an answer; however, the response is often contingent and/or multi-faceted. In the face of ambiguity, how can we best guide lawyer career and professional development when both are in their infancy? We’ll discuss adult development theory as well as tactics to help you guide judgment on common and challenging questions. In building structure around situations fraught with ambiguity, we can create trust, promote accountability, and facilitate coaching conversations.

- *Rob Cacace, Executive Director, Georgetown University Law Center*
- *Jen Van Buren, Director, Georgetown University Law Center*
- *Natasha Zech, Director of Attorney Recruiting, Diversity & Development, Williams & Connolly LLP*

### Lateral Hiring - TBD

- *Dan Binstock*

### Make New Plans But Keep the Old: Lessons Learned from Remote Work

As our organizations transitioned to work from home in Spring 2020, recruiting and PD professionals led the charge adapting to our new environments. We innovated new ways to interview and integrate lateral hires, conducted remote summer programs, and continued to build community within our organizations. This session will explore lessons learned, pros and cons, and practices we can continue to leverage as we move into hybrid work environments.

- *Alexandra Gharghoury, Legal Recruitment Advisor, Linklaters LLP*
- *Kara Barnachea, Senior Manager - Associate Recruiting, Venable LLP*

### Making Arabella Proud: A Look Behind the Curtain of the Mansfield Rule

Inspired by the NFL’s “Rooney Rule” and named for Arabella Mansfield, the first woman admitted to the practice of law in the United States, the Mansfield Rule measures whether law firms have considered lawyers from historically underrepresented groups for governance roles, lateral openings, and promotions. This program will examine Mansfield broadly, including which categories are measured and why. Attendees will hear from experienced and newer participants and learn best practices on corralling internal teams and achieving Mansfield certification. We will explore success stories and data to help attendees develop action plans to make the case to their firms for participation.

- *Michelle Jackson, Director, Pathway & Recruitment Innovations, Diversity Lab*
- *Kelly Ryan, Professional Development Manager, Venable LLP*

## The New Normal for Public Interest Hiring Practices

What impact has COVID-19 had on the public interest and public sector workplace and hiring? What changes are here to stay? This panel of representatives from Equal Justice Works, the NYC Law Department, a legal services officer and a public sector career counselor will discuss the changes the PI/PS community has seen in intern and lawyer experiences, our hiring practices, and implications for the future. As a group, we will discuss the positive and negative changes, the implementation of virtual interviewing and networking, lessons learned, and the future of PI/PS hiring practices. Participants in this interactive session will leave with an understanding of the current PI/PS office experience and suggestions to take back to their students and offices as they navigate this different hiring landscape.

- *Lillian Evans, Director of Legal Recruitment, NYC Law Department*
- *Sara Malan, Associate Director for Public Interest/Public Sector Programs, UC Berkeley School of Law*
- *Kirsten Fruit, Senior Program Manager, Law School Engagement & Advocacy, Equal Justice Works*

## The Politics of Clerkships: How Social Activism and Judicial Ethics Can Coexist

With the unrest, protests, and social justice movements of the recent past and hotly contested midterm elections on the horizon, many current and incoming law students seeking post-graduate judicial clerkships have political ambitions or backgrounds in social activism. As law clerks are required to adhere to a code of judicial ethics, which specifically includes political restraint, career advisors are increasingly called upon to help students navigate presenting their past activism appropriately and assessing how clerking can fit within their long-term political ambitions. This session offers tools for helping students align their political and social activism with the judiciary's ethical canons.

- *Elizabeth Crane, Senior Associate Director of Career & Professional Development, University of South Carolina School of Law*
- *Michele Hoff, Director for Judicial Clerkships, Georgetown University Law Center*

## Wellness and Burnout – TBD

- *Dr. Denese Shervington*

## What Do We Mean By “Professionalism?”

How do “professionalism” norms in the legal field relate to the barriers to inclusion so many of us are working hard to eliminate? In this intersectionally-focused discussion, panelists and participants will have space to reflect on how white supremacy, classism, ableism, ageism, gender essentialism, heteronormativity, and other cultural biases inform the concepts of professionalism that we encounter in our roles. We will consider how these biases are interconnected, and how students and lawyers who experience marginalization along multiple identities are affected by that. We will develop and share concrete strategies for helping to change the dynamics around

“professionalism,” including how we might define professionalism in new and better ways.

- *Melanie Rowen, Associate Director for Public Interest Programs, Berkeley Law*
- *Jose Bahamonde-Gonzalez, Chief Diversity, Equity, Inclusion & Professional Development Officer, Miles & Stockbridge*
- *Douglas Ebeling, Professional Development Manager, Schulte, Roth & Zabel*

11:45 AM-1:00 PM

## City Group and Law School Consortia Leaders Lunch

### Networking Lunch

Join your colleagues for lunch.

## Section Meetings

1:15 PM-2:30 PM

## Concurrent Sessions

### Better Together: Using Mental Health Training to Connect Across Departments

One challenge legal organizations confront when seeking to promote better mental health is that professionals and resources reside in multiple departments. As options for mental health programming increase, one oft-overlooked consideration is whether, in addition to individual well-being, the programming might increase communication, collaboration, and cooperation across departments. Together, we will discuss how full-day trainings, such as Mental Health First Aid (MHFA), can provide a vehicle for accomplishing these related goals. In addition to providing an overview of MHFA, we will also share how to leverage multi-departmental trainings to best equip key stakeholders, provide resources, and support those in need.

- *Robye Margolius, Manager, Career Counseling, Arnold & Porter Kaye Scholer LLP*
- *David Kouba, Counsel, Litigation/Certified Mental Health First Aid Trainer, Arnold & Porter Kaye Scholer LLP*
- *Jennifer Salko, Benefits Manager, Arnold & Porter Kaye Scholer LLP*

### Building Programs with Diverse Learning Principles

One size never fits all. Science shows that people learn in different ways. Programs must incorporate an array of strategies to make learning stick for everyone. This engaging and interactive program features panelists with advanced degrees in this topic. The program will provide actionable, science-based adult learning strategies to make training more effective and more impactful for all. The strategies boost knowledge retention and bridge the gap between knowing and doing. The program will also give talent professionals key tools to help lawyers improve their own programs. And when programs deliver results, everyone benefits.

- *Grover Cleveland, Principal, Lessons for Sharks LLC*
- *Carole Deeter, Professional Development Manager, Thompson Hine LLP*
- *Kelly Bahiraei, Attorney Recruiting Manager, Bass Berry & Sims PLC*

### **Creating and Motivating High Performing Diverse, Multi-Generational Teams**

Workplaces have become increasingly heterogeneous, requiring managers to adapt by developing different skills and tactics to build, manage, and nurture, high-performing diverse, multi-generational teams. Management styles and techniques that were commonplace in the past may no longer meet current HR standards or employee expectations. As management is no longer ‘one size fits all,’ managers must adopt a more customized approach to leadership, one that acknowledges cultural and generational differences. Our panel of talent development professionals will highlight the skills of top managers and offer best practices in managing diverse teams to increase productivity, teamwork, and inclusiveness.

- *Adele Lemlek, Senior Managing Director, Greiner Consulting Group*
- *Shellye Pruitt, Senior Director of Attorney Development and Diversity, Munger, Tolles & Olson LLP*
- *Aisha Greene, Director of Attorney Development and Training, Cadwalader, Wickersham & Taft LLP*
- *Nicole Eichberger, Managing Partner, New Orleans Office, Proskauer Rose LLP*

### **Forefront of Change: Innovation in Entry Level Legal Recruiting**

Innovation in the early career recruiting process and strategies that incorporate behavioral science are helping global law firms expand their talent pool and fill their hiring funnel. Join this session to discover how global law firms are identifying strong candidates, reducing unconscious bias in the interview process, and conducting more efficient and effective interviews. Through an interactive session, the presenters will convey measurable impact, education during the candidate experience, and recommendations that can help recruiters accelerate early career hiring across the legal profession.

- *James Boyle, Director of Recruiting, Latham & Watkins*
- *Nicky Garcea, Chief Customer Officer, Cappfinity*
- *Nicole Llorenz, Manager of Recruiting - Diversity, Inclusion & Belonging, Latham & Watkins*
- *Lindsey Pollak, Author and Consultant, Lindsey Pollak LLC*

### **From Toastmasters to TedTalks: Finding Your Authentic Speaking Style**

Think of the most remarkable presenters you have ever seen. They may have wildly different styles, but they probably had one thing in common: authenticity. There is no one-size-fits-all presentation model to follow. We have to adapt our presentations, and our presentation expectations, to the setting and audience while conveying a true

sense of who we are. Join two communication pros as they guide you through exercises to practice your authentic speaking style. Attendees will leave this session with practical feedback and tips to find their own authentic presentation persona.

- *Rachael Bosch, Founder and Managing Director, Fringe Professional Development*
- *Christine Clapp, President, Spoken with Authority*

### **I Don't See Color: Understanding the Role of Anti-Racism in Society**

When people say “I don’t see color”, it is often an attempt to convey the idea that they are not racist and that a person’s skin color plays no role in their evaluation of people. This is a scientific impossibility. Moreover, people often mistakenly believe that simply being “not racist” is enough to eliminate racial discrimination. In actuality, taking a neutral stance on race can be a form of racism. This program seeks to define anti-racism, and give the participant a sense of what it looks like. Participants will come away with a better understanding of racism and the importance of anti-racist behaviors in the workplace and society.

- *Ray English, Assistant Dean and Professor of Practice, Sandra Day O'Connor College of Law, Arizona State University*
- *Alexia McCaskill, Senior Director for Professional Development, University of Colorado Law School*

### **Navigating the Unwritten Rules: Helping Students and New Lawyers Succeed**

Every workplace has its own unwritten rules – a set of expectations and unofficial “dos and don’ts” related to workplace communication. When new lawyers know those rules, they feel empowered for success. When they don’t, they feel undermined...which of course can negatively impact retention. A panel of professionals who have worked on both the employer and law school side will explore how employers and schools can work together to better prepare new lawyers and soon-to-be lawyers to navigate their work environment, build better workplace relationships, and develop the communication savvy they need to succeed.

- *Gina Sauer, Founder + President, Attavita*
- *Diana Mercer, Director, Career Development Office, Loyola University New Orleans College of Law*
- *Pamela Cyr, Legal Talent Director, Norton Rose Fulbright Canada*
- *Kendra Glazer, Legal Recruiting Manager, Adams and Reese, LLP*

### **Postgraduate Legal Fellowships: Setting Students Up for Success**

Postgraduate legal fellowships are a great way for students interested in public interest work to jumpstart their careers after graduation. With a variety of fellowship options available and a competitive application process, how can career services offices help support

their students throughout this process? Join us as we discuss how to best support your students who are thinking of applying for a post-graduate fellowship and help them stand out during the application process.

- Sarah Jasper, Program Specialist, Law School Engagement & Advocacy, Equal Justice Works
- Rochelle R. McCain, Executive Director, Professional Development Office, University of Pittsburgh School of Law
- Renay Frankel, Director, Public Interest & Government Center for Co-op & Career Development, Northeastern University School of Law
- Huy Nguyen, Director of the William H. Gates Public Service Law Program, University of Washington School of Law

### Roadmap to the Next Generation Bar Exam

Learn about NCBE Testing Task Force's multi-phase study that lead to changes in the structure and format of the exam, the identification of eight foundational concepts and principles and seven foundational legal skills essential for newly licensed lawyers, how the new exam will fairly and reliably assess readiness to enter practice for diverse populations of candidates, and how the implementation plan will ensure a smooth transition for jurisdictions, candidates, and law schools.

- Judith Gundersen, President and CEO, National Conference of Bar Examiners
- Diane Bosse, Special Counsel, Hurwitz & Fine PC

2:30 PM-3:00 PM

### Break

3:00 PM-4:00 PM

### Concurrent Sessions

#### Career Paths in a Changing Climate: Tips for Environmental Law Career Advising

A number of factors have driven greater student interest in environmental law. Career advisors are not always familiar with the myriad topic areas within environmental law and the associated career paths, and may have difficulty helping students set short- and long-term goals for getting into this practice area. Similarly, PD professionals may feel lost when associates express a long-term interest in environmental law practice. This program will explain environmental law career advising best practices, provide examples of environmental law career paths, and discuss opportunities for networking and collaboration with faculty and employers to create opportunities in this area.

- Elyse Diamond, Director, Public Interest Law Center, Adjunct Professor & Environmental Law Programs Career Specialist, Elisabeth Haub School of Law at Pace University (Pace Law)
- Tracy Wachmann, Public Interest Coordinator, The University

of British Columbia Peter A. Allard School of Law

- Diana Velez, Career Counselor, Tulane Law School

#### Career Transactions vs. Career Investments: A Chooser's Guide

Our lawyers, our law students, and we ourselves make countless consequential career decisions in our working lifetimes. In this session, we will look at these decisions through a new lens: career transactions vs. career investments. We'll explore what distinguishes the two, why one may be preferable to the other in various circumstances, how things can get sticky when employee and employer aren't aligned, and—most importantly—how to ensure that these are actually conscious, informed choices.

- Jody Rosen Knowler, Chief Learning & Development Officer, Sidley Austin LLP

#### Changing Systems with Bias Interrupters: A Case Study on Redesigning the Evaluation Process

Redesigning and debiasing long-standing talent management practices is a key strategy in leveling the playing field for historically underrepresented lawyers and improving outcomes for everyone. This session will present a case study on how a firm utilized a bias audit of year-end evaluation comments to redesign their lawyer evaluation process and achieve significant results in debiasing the process. We will review three key components of the redesign: building with bias interrupters, creating a competency model, and structuring the evaluation form. Further, attendees will be invited to discuss bias interrupter best practices throughout the session using polling technology and table discussions.

- Kristen Matha, Director of Diversity & Inclusion, Ice Miller, LLP
- Reva Pollack, Director of Attorney Development, Ice Miller LLP

#### Game Theory & Lateral Recruiting: Get Better Odds of a Placement

There is more poker theory in lateral recruiting than in a real game of poker. Scott Love, an avid poker enthusiast and former professional card counting blackjack player (and also a legal recruiter), will share insights from casino table games and show you action steps on how you can get better odds of a successful long-term placement by understanding principles of game theory. Learn how to spend time in areas that yield a higher likelihood of a successful outcome. Discover how to get the right people in front of your lateral prospect, and how to communicate a message that is more likely to be positively received.

- Scott Love, Founder and President, The Attorney Search Group

#### Integrating Well-Being into Professional Development Planning

Hundreds of firms are signatories of the ABA Well-Being Pledge, yet there is still skepticism that firms are ready to prioritize lawyer well-being as highly as business and professional development. At

this session, we will share how one firm has incorporated intentional well-being goals into associate professional development planning. We will discuss how these are goals supported throughout the billable year and share feedback from associates about this firm's approach to supporting their well-being. We will also discuss strategies for buy-in and lessons learned by this firm's work to enhance retention, support individual needs and integrate well-being into the fabric of the firm.

- *Kathy Schmidt, Senior Professional Development Manager, Wiley Rein LLP*
- *Jessie Spressart, Managing Director, Optia Consulting*

### **Mentorship Matters: Creating new and innovative law student mentorship opportunities**

This interactive panel presentation and discussion workshop will focus on how to build and sustain various kinds of mentorship programs, from the more informal and ad hoc to structured one-on-one and group mentorship. Participants will hear from law school professionals, at different stages of the process and in different law school environments, who are supporting a variety of mentorship programs. This session will educate participants on how to engage their internal and external partners and provide participants with techniques and tools to establish key partnerships, programming, and action plans to sustain it.

- *Robin Thorner, Assistant Dean for Career Strategy, St. Mary's University School of Law*
- *Gwendolyn Ferrell, Director of Career Services, LSU Paul M. Hebert Law Center*
- *Leanne Fuith, Associate Professor and Dean of Career and Professional Development, Mitchell Hamline School of Law*
- *Meredith Wiggins, Assistant Director of Career Services and Judicial Clerkships, University of Kansas School of Law*

### **No More Boxes to Check: Imagining the Antiracist Law Firm**

If COVID-19 is the catastrophe that forced law firm lawyers — the oft-called “dinosaurs” around technology and workforce innovation — to conduct business on video platforms and create policies for flexible and remote teams, how can we honor the promise of the moment created by #BlackLivesMatter and #StopAsianHate, to imagine possibilities for diverse professionals at law firms? “Imagining the Antiracist Law Firm” requires education on racial identity, powerful developmental curricula for all, and an unwavering commitment to letting go of the boxes we have been conditioned to check. Join this visionary panel of scholars, entrepreneurs and diversity leaders as they discuss what is possible and what is critical in the antiracist law firm of the future.

- *Sang Lee, Co-Founder, CEO, Thine*
- *Camille Rich, Professor of Law and Sociology, USC Gould School of Law*
- *Darwin Conner, Chief Diversity Officer, Eversheds Sutherland (U.S.)*
- *Meredith Moore, Global Diversity, Equity & Inclusion Officer, Weil Gotshal & Manges*

### **The Realm of Possibility: Technology and Access for Disabled Lawyers**

Every one of our organizations employs and serves people with disabilities, including lawyers and law students. With the right individual accommodations in place, lawyers and students with disabilities will excel. But too often people with disabilities encounter discouragement from employers and administrators, despite our legal obligations to make our workplaces and schools accessible, because we lack awareness of what technologies and other accommodations are possible. Committing to diversity, equity, and inclusion requires us to both consider how accessible our programs and practices are, and to develop our own knowledge of the kinds of technology and accommodations that are available. And as with other dimensions of inclusion, making law practice more accessible to people with disabilities benefits everyone. In this program, we will learn about different accommodations that have made law practice accessible for lawyers with a variety of disabilities, and consider how making programs and practices more accessible will improve the legal workplace overall.

- *Melanie Rowen, Associate Director for Public Interest Programs, Berkeley Law*
- *AJ Link, Co-President, National Disabled Law Students Association*
- *Catherine Johnson, Executive Director, Disability Rights Iowa*

### **We're Engaged! The Engagement of (Doctrinal) Faculty and Career Services**

Career Service Offices regularly engage with students, alumni, employers and administrative staff. Learn how to expand that network by educating and engaging faculty in what we do. Explore ways to bring faculty into the career equation - leveraging their networks, expertise and the unconditional respect they command from their students. This potential partnership is sorely underutilized but can yield amazing benefits,

- *Karen Eisen, Dean of Career and Professional Development, Brooklyn Law School*
- *Leslie Tenzer, Luk-Cummings Faculty Scholar and Professor of Law, Elisabeth Haub School of Law at Pace University*

4:30–5:30 PM

### **Regional Business Meetings and Receptions**

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

7:00–10:00 PM

### **Member Celebration**

# Thursday, April 7, 2022

6:30 AM–7:30 PM

## Yoga

6:30 AM

## 5K Fun Run and Walk

We will combine networking and wellness by hosting a 5K Fun Run and Walk along a route near the Sheraton on Thursday, April 7, with proceeds benefitting Team Gleason. The fee for the race is \$25 and includes a race T-shirt. Runners and walkers are welcome!

7:30 AM–4:30 PM

## Registration and Resource Center Open

7:30–9:00 AM

## Continental Breakfast and Coffee Service

9:00–9:45 AM

## Plenary – Live with Purpose: A Purposeful Life

Steve Gleason played for The New Orleans Saints from 2000-2008. As a counter-culture athlete who spent his off-season adventuring in third world countries, he will always be remembered for his blocked punt on the night the Louisiana Superdome reopened for the first time after Hurricane Katrina.

In January 2011 Steve was diagnosed with ALS, considered a terminal neuromuscular disease. Beyond his faith that there is a solution to heal, it is his mission to show that patients can not only live but thrive after this diagnosis. In doing so, he hoped to inspire others to do the same.

Steve will provide insights and tools to aim for boundless heights with relentless commitment, yet without attachment to the outcome. As he says, “The truth is that we all experience pain in our lives, but I believe that the problems we face are our opportunity to find our human purpose. Life is difficult. Not just for me or other ALS patients. Life is difficult for everyone. Finding ways to make life meaningful and purposeful and rewarding, doing the activities that you love and spending time with the people that you love - I think that’s the meaning of this human experience.” Attendees will leave inspired to look at life differently, from a perspective of hope, positivity and purpose.

9:45–10:00 AM

## Break

10:00–11:00 AM

## Concurrent Sessions

### Addressing the Impact of Racism on the Mental Health of BIPOC Legal Professionals

From burnout to the internalization of racism, we must focus on addressing the adverse impact that racism has on the mental health of BIPOC legal professionals. An intersectional lens is critical for cultivating mental health inclusion for BIPOC legal professionals. Join Ritu Bhasin, an expert on the internalization of racism and healing racialized trauma, and Dr. Komal Bhasin, a racial equity expert and a mental health clinician, as they discuss: cutting-edge research about BIPOC mental health; strategies BIPOC legal professionals can leverage to thrive; and must-dos for leaders in cultivating mental health inclusion for BIPOC legal professionals.

- *Ritu Bhasin, President & Founder, bhasin consulting inc.*
- *Dr. Komal Bhasin, Senior DEI Consultant & Mental Health Expert-in-Residence, bhasin consulting inc.*

### Building and Fostering a Public Interest Culture In Your Law School

This interactive panel presentation and discussion workshop will focus on how to build and sustain a culture/community of public interest as a small/solo career services office, part of a generalist career services office, or solo pro bono program. Participants will hear from law school professionals, at different stages of the process and in different law school environments, who are working to cultivate a positive environment to support public interest. This session will educate participants on how to engage their communities towards forming a supportive culture and provide participants with techniques and tools to establish key partnerships, programming, and action plans to sustain it.

- *Rochelle McCain, University of Pittsburgh School of Law*
- *Gregory Zlotnick, Director, Pro Bono Programs, Center for Legal and Social Justice, St. Mary’s University School of Law*
- *Karine Laframboise, Manager, Career and Professional Development and Faculty of Law (Common Law), University of Ottawa*
- *Melanie Rowen, Associate Director for Public Interest/Public Sector Programs, University of California, Berkeley, School of Law*

### Effective Lawyer Integration: Internal and External Coach Perspectives

For new and lateral lawyers, transitioning into a firm or new role can be a challenge. This panel will discuss how recruiting, professional development and coaches can assist in the successful transition to a new firm through reflection tools, coaching and PD frameworks. This approach complements traditional integration and retention practices through a focus on holistic leadership development and individual well-being. As coaches situated internally (i.e., law school and law firm) and externally, we share challenges our law students and law-

yers are encountering, what they desire for support, as well as best coaching practices for remote, hybrid, and in-person environments.

- *Kate Kerr, Founder, Propelled Leadership LLC*
- *Andrea Yang, Associate Director of Career Development, Pepperdine University School of Law*
- *Anjali Desai, Director of Coaching, Foley & Lardner LLP*

### **Finding the Silver Lining: How to Make the Most of Constructive Feedback**

Even high achievers find it challenging to receive constructive feedback. If this is you, you are not alone. Many of us get a surge of emotion when we believe we are being criticized. We get flustered, we get defensive, or we simply shut down. The downside of these responses is that we do not open ourselves up to the learning opportunities that come with valuable constructive feedback, and we potentially miss out on crucial information that would enable us to be more successful. The presenters will share a framework for taking in and processing difficult feedback and will offer communication tips that will allow you to demonstrate your receptiveness to feedback, open yourself up to growth opportunities, maintain your status as a top performer, and share these tips with the students or lawyers you are serving.

- *Elaine Ventola, Director, Career Coaching, Goodwin Procter LLP*
- *Elizabeth Hofmeister, Founder, B.side Coaching & Consulting LLC*

### **Helping First-Year Law Students Build a Foundation for Professional Success**

This program will highlight the growth in law school courses/programs focused on professional development for first-year students. It also will provide results from the survey project entitled Assessing First-Year Professional Development Courses/Programs, conducted across the 2020-21 academic year at several law schools with financial support from AccessLex Institute. The presentation will provide insights on the professional development experience of first-year law students, including data on growth mindset and self-directedness and on their perspectives on the varied roles of lawyers, the areas of employment interest that they find most attractive, and the essential competencies for success as a lawyer.

- *Jerome Organ, Bakken Professor of Law and Co-Director of the Holloran Center for Ethical Leadership in the Professions, University of St. Thomas School of Law*

### **It's Not Just Semantics: Why Your Language Matters**

Language constantly evolves as our awareness increases. We as organizational leaders need to be cognizant of these changes so we can continue to create inclusive spaces. But with this constant evolution, how can you manage to keep your team or organization up to speed with the latest knowledge? In this program, participants will engage with the facilitators and their fellow attendees through the concepts of inclusive communication, selective attention, and organizational congruence. By providing a framework for analyzing

the impact of our communication, participants will return to their organization better able to advocate for, and implement these inclusive language practices.

- *Rachael Bosch, Managing Director and Founder, Fringe Professional Development*
- *Jacqueline Wilson Cranford, Founder and Principal, Cranford Advisory Services LLC*

### **Positive Peer Pressure: Integrating Law Student Peer Counseling in your CSO**

Law student peer counselors can help a resource-stretched CSO meet student demand for individual advice, coaching, and targeted programming. This session will explore how to cultivate law student talent and will feature best practices for training upper-level law students to provide front-line career counseling support through a range of delivery options, including social media.

- *Freda Coleman-Jackson, Assistant Director of Career Strategy, Washington and Lee University School of Law*
- *Cliff Jarrett, Dean of Career Strategy, Washington & Lee University School of Law*
- *Andrea Hilton, Associate Director for Professional Development, Washington & Lee University School of Law*
- *Austin Scieszinski, Associate Attorney, Vinson & Elkins*

### **Post-Pandemic Leadership is “Multimodal” and Supports Well-Being**

We propose to discuss the new paradigm for leadership, and the roles professional development leaders and teams can play to support their firms as they seek to enhance engagement, learning and retention for the partners and associates at their firms. We will explain and discuss the set of skills partners and associates need to excel in the new hybrid and distributed working environment. We will review the recent research “multimodal leadership” and best practices for supporting well-being for lawyers and professional staff. Finally, will review best practices for a sustained focus on training, coaching and diversity and inclusion.

- *Diane Costigan, Director of Coaching & Well-Being, Winston & Strawn LLP*
- *Julia Mercier, Principal, Mercier Talent Solutions LLC*

### **Taking the Lid Off the OCI Pressure Cooker**

The recipe for OCI success hinges on a mutual understanding between legal employers and law schools. Join us for a candid discussion around ways firms and schools can best prepare and execute an effective and efficient recruitment 2022, whether in person, virtual, or hybrid. Taking into account adjustments made during the pandemic, we will take a fresh look at the future of the OCI process.

- *Betsy Key, Associate Director, Career Services, Vanderbilt Law School*
- *Natasha Patel, Senior Director, Office of Career Strategy & Professional Development, Emory Law School*

- *Samantha Stern, Hiring Manager, Richards, Layton & Finger*
- *Tania Charles, Recruiting Manager, Jones Day*

### Waiting to Clerk: Counseling Alumni Clerkship Applicants

Not long ago, gap year clerkships were something applicants stumbled into and then scrambled to build into their career plans. Today, applicants are increasingly starting their clerkship searches by actively targeting clerkships which occur a year or more after graduation. This applicant mindset shift has created a new demand on career advisors who work with clerkship applicants. Join us to talk about the types of alumni seeking clerkships, some best practices for advising and supporting them (while not overloading your counseling calendar) and the employment challenges that later career clerkships can present for applicants.

- *Michele Hoff, Director of Judicial Clerkships, Georgetown University Law Center*
- *Meredith Wiggins, Assistant Director for Career Services and Judicial Clerkships, University of Kansas School of Law*

11:00–11:30 AM

### Break

11:30 AM–12:30 PM

### Concurrent Sessions

#### An Innovative Case Study on Using Testing in Legal Recruiting

This program is a refresh of the popular program presented in 2019. Hire the wrong lawyer, and you will pay a high price. For all the talk on innovation, we continue to hire as usual and traditional methods of interviewing are full of bias. Join this interactive session on how to use psychometric testing to reduce bias in the interview process and identify behaviors and traits indicative of success. Learn about the challenges, the innovation techniques employed and rewards behind a firm's efforts to maximize the identification of talent that was most likely to succeed.

- *Carrie Milliken, Director of Legal Talent, Thompson Hine LLP*
- *Andy Colón, Chief Legal Talent Officer, Arnold & Porter Kaye Scholer LLP*

#### An Update on Public Service Loan Forgiveness

In this session, we will discuss the most recent updates regarding how to earn Public Service Loan Forgiveness as of Spring 2022.

- *Aoife Delargy Lowe, VP, Law School Engagement and Advocacy, Equal Justice Works*

### How The Remote/Hybrid Work Environment Amplified the Generational Divide

For the first time in history, there are five generations in the workforce. In many cases, there are challenges between generations in how they prefer to communicate, receive information, establish career goals and develop interpersonal relationships at work. This is particularly true with respect to how law firm associates, and partners view use of technology, work ethic and work/life balance. Before the advent of e-discovery, artificial intelligence, smart machines and other technologies, lawyers used to socialize and build professional and personal bonds in the law firm library, on document review trips and due diligence teams going onsite, working together. Along with the extinction of most law firm libraries, onsite review trips have been replaced by documents being streamed through a server to a computer at a desk or laptop. The coronavirus pandemic has forced law firms to work remotely and/or in a hybrid environment. Now lawyers need to learn how to manage teams remotely or in a hybrid format. This presentation will increase understanding of the generational differences present in a law firm environment, as well as strategies and practices to close the intergenerational gap when working in person or remotely.

- *Natalie Loeb, CEO & Founder, Loeb Leadership*
- *David B. Sarnoff, Director of Business Development and Executive Coach, Loeb Leadership*

### Let's Coach All the Lawyers!

Jessica Natkin and Jessica Hernandez are the authors of the new book published by NALP – “Let's Coach All the Lawyers: An Essential Primer for Professionals Developing Legal Talent,” which offers essential coaching tools and techniques for that we have found to be particularly effective in developing legal talent in law firms and legal departments. In this program, we will give participants a high-level summary of these practices; provide opportunities to practice these strategies; and bring home the learning with going-forward action items for participants to use in their day-to-day work.

- *Jessica Hernandez, Principal, JLH Coaching and Consulting; Co-Founder, LawCareerCenter, JLH Coaching and Consulting, Law Career Center*
- *Jessica Natkin, Principal, Total Talent Design; Co-Founder, LawCareer Center, Total Talent Design, LawCareerCenter*

### Looking into the Future: First Steps Toward a More Inclusive Legal Profession

Earlier outreach can shape a more equitable and inclusive legal profession. While traditional legal pipeline initiatives are critical to increasing diversity in the profession, there is evidence which suggests that students make their decision to enter the profession much earlier. This workshop invites participants to learn more about the NALP/Street Law Legal Diversity Pipeline Program and how programs like these are important tools to add to any firm's long-term diversity strategy. You will hear the perspectives of high school students, law firms, and corporate legal departments who are impacted by the program and how it creates opportunities for everyone involved.

- *Joy Dingle, Director, Legal Diversity Pipeline Programs, Street Law, Inc.*

## Neurodiversity in Legal Hiring: From A(dvising) to (Gen)Z

This program is a primer on understanding and navigating neurodiversity in legal hiring from A to Z. Learn how to advise neurodiverse, (mostly) Gen Z, students and facilitate the recruiting and hiring processes for neurodiverse candidates in a way that supports and celebrates differences. Attendees will get practical tips on advising students through the hiring process, supporting an effective interviewing process, and training interviewers and recruiting teams about engaging with neurodiverse candidates. This program will serve as a springboard as we collectively move toward a more inclusive profession.

- *Mary Beth Nielsen, Associate Director, Recruiting and Events, SMU Dedman School of Law*
- *Maureen Reilly, Associate Dean, Office of Career Strategy, University of Pennsylvania Carey Law School*
- *Paul E. Johnson, Associate Director of Career Services, University of Illinois Chicago School of Law*
- *Nirvana Dove, Diversity, Equity & Inclusion Global Manager, Skadden, Arps, Slate, Meagher & Flom*
- *Angela Sordi, Director-Professional Recruiting, Borden Ladner Gervais LLP*

## When Everyone is Your Client: Managing Expectations & Meeting Demands

As career services professionals, we serve many different constituents with varied expectations of us. From students who have unrealistic goals and employers who view us as a placement service, to faculty who think all professional development responsibility lies with us and administrators looking for perfect employment stats in all market conditions, it can be challenging to manage these competing demands. In this interactive session, we will explore the needs and expectations of each of these constituencies, and you will hone your skills for navigating these demands and develop new ideas for approaching “difficult” conversations with our key stakeholders.

- *Robin Thorner, Assistant Dean for Career Strategy, St. Mary's University School of Law*
- *Elisabeth Beal, Director, Career & Professional Development, University of South Carolina School of Law*
- *Angela Cruseturner, Senior Assistant Dean, Baylor Law*
- *Aisha Joseph, Executive Director, Office of Academic Planning and Career Development, New York Law School*

## Your Habit Blueprint: Making the Changes You Want

We know productivity tools, collaboration skills, and mindset practices are essential to our success. Often, we know what we need to do, but it's a challenge to develop the behaviors and attitudes that become effective habits. We were taught discipline is the key to being successful. But discipline is a depleting and unreliable resource. The research is clear: building habits around our essential work is the most effective and sustainable way to drive results. Learn how to shift new behaviors into habits and more importantly, ensure your key habits stick, so you can perform at your best.

- *Ann Gomez, Speaker, Author, Founding President, Clear Concept Inc.*
- *Marla Warner, Principal, For Health - Workplace and Personal Wellbeing*

## Your Story Changes Everything—Lessons from a TEDx Speaker Coach

How can you tell stories that inspire colleagues and deepen relationships? By using the same tools you'd use to prepare for the biggest stage of your life. The speaker training program at TEDxToronto, Canada's largest TEDx event, is an intensive 14 weeks of coaching, drafting, and rehearsing. We'll discuss the key milestones in the process by which speakers arrive with an idea and leave with a talk that can change the world. Through a mix of storytelling, exercises, and relevant examples, you'll learn how to share meaningful experiences from your life in ways that build trust and connection.

- *Chris Graham, Principal, TellPeople Inc.*

12:30–1:45 PM

## Public Interest Luncheon

### Networking Lunch

1:00–2:15 PM

### Section Meetings

2:30–3:30 PM

### Concurrent Sessions

#### Building a Bridge between Law School Learning and Law Firm Expectations

Sometimes it can feel like law school learning outcomes and law firm expectations exist independently of each other. Despite the efforts of both schools and firms, the recent NALP Survey of Law Firm Competency Expectations for Associate Development confirmed the gap persists. This interactive program addresses ways to bridge this gap to better align what law students learn with what new lawyers need to excel in practice. Both school and firm attendees will take away concrete strategies to support the professional identity formation and development of the newest members of our profession.

- *Melissa Berry, Director of Professional Development and Diversity, Lane Powell PC*
- *Kendra Brodin, Founder and CEO, EsquireWell*
- *Jerome Organ, Bakken Professor of Law and Co-Director of the Holloran Center for Ethical Leadership in the Professions, University of St. Thomas School of Law*
- *Laura Friedman, Director of Associate Advancement, Taft Stettinius & Hollister LLP*

## Catch a Tiger by the Tail: The NALP Foundation's Latest Research and Insights

The NALP Foundation will share its latest data on legal Hiring, Attrition, Employment, and Satisfaction, and the impact of the pandemic on all of these. Join to learn how 2021 and beyond aligns with and diverges from prior years on all fronts, as well as how varying groups — in particular diverse law students and lawyers — were differently impacted.

- *Fiona Hornblower, President & CEO, The NALP Foundation for Law Career Research and Education*
- *Jennifer Mandery, Vice President for Research, The NALP Foundation for Law Career Research and Education*
- *Skip Horne, Vice President for Engagement, The NALP Foundation for Law Career Research and Education*

## Employer Outreach – How to Make it Win/Win!

Employer outreach seems intimidating to many, yet it's a task every career services office needs to excel. Learn what to do and what not to do, how to improve your outreach, whether you are starting out or a seasoned professional. We will discuss enlisting and evaluating talent (employers & school); identifying and pitching employers; which law school services to offer and when; and building your annual law school program.

- *Andrew Chapin, Associate Director Center for Career & Professional Development, Elisabeth Haub School of Law at Pace University*
- *Jill Backer, Associate Dean for Professional Development & Alumni Relations, Ave Maria School of Law*
- *Kisha Nunez, Director of Diversity and Associate Director of Legal Recruiting, Wachtell, Lipton, Rosen & Katz*
- *Ru Bhatt, Partner, Major, Lindsey & Africa*

## Helping First Gen and Diverse Summer Associates Thrive

Law firm summer classes are more diverse than ever. But unwritten rules abound. And many first-generation and diverse lawyers can face unique challenges navigating norms and expectations. This engaging and interactive program will help schools and firms support diverse and first-gen summer associates. It will provide concrete strategies to help first-generation and diverse summer associates thrive — without making them feel singled out. The program will include insights from students who have been in their shoes. And it will provide strategies to help mentors and supervising lawyers work more effectively with diverse and first-generation students. Win. Win.

- *Grover Cleveland, Principal, Lessons for Sharks LLC*
- *Jenny Li, West Coast Senior Recruiting Manager, Baker Botts LLP*

## Integration and Onboarding – TBD

- *Lisa Liss*

## Practical Pathways Toward Rewarding JD Advantage Emerging and “Alternative” Careers

The “well-travelled path” isn't the only one. And for many law students and recent grads it's not the best one. How do we deliver actionable J.D. Advantage (JDA) and “emerging” career guidance when topics range from corporate compliance to cannabis? Let's discuss and learn with facilitators who've walked the JDA walk(s), including dozens of years in JDA positions and career/professional development. Together we will collect content ideas and resources for your online libraries and programming, participate(!) in JDA counseling role-plays and small-group breakouts, identify JDA job markets hiding in plain sight, and the relationships that open them up.

- *Debra Henley, Associate Dean of Career Services & Professional Development, Florida State Univ. College of Law*
- *Steve Grumm, Director of Community Engagement, Legal Aid of Western Michigan*
- *Delanté Spencer Thomas, Director of JD Advantage Advising & Outreach, Case Western Reserve University School of Law*
- *Kayla Doiron, Associate Director of Career Development, University of Oklahoma College of Law*

## Reflecting the Communities We Serve: Diversity in Public Sector Recruitment

To fully understand and be responsive to the needs of communities of color, it is important that public sector employers reflect the broad diversity of the communities they serve. A panel of public sector employers will discuss strategies for attracting diverse talent, avoiding pitfalls, and ensuring an equitable application and interview process. Moderated by a career counselor, this panel will also discuss the perspective of law schools in the hiring process and how best to manage employer relationships to ensure a diverse pool of students are recruited.

- *Sherry Cohen, Recruitment Chief, Bronx County District Attorney's Office*
- *Jessica McClain, Career Counselor, Tulane University Law School*
- *Greg Whitt, Legal Recruitment Manager, Earthjustice*

## Supporting and Educating Colleagues on Gender Non-Binary Inclusion

Supporting our gender non-binary students, associates, and colleagues is crucial on an individual level. However, we also must create a culture of support throughout our work environments. This can be more challenging, especially if part of that effort includes educating or correcting people who are higher in the office hierarchy. Gender-specific policies and practices - in combination with a lack of understanding regarding gender fluidity - are significant contributing factors to the challenging experiences faced by non-binary employees. This program will lay out three concrete approaches to navigate office dynamics while you strive to create a welcoming and supportive environment for gender non-binary individuals.

- *Douglas Ebeling, Professional Development Manager, Schulte Roth & Zabel LLP*

- Molly Stafford, Asst. Dean of Career Development & External Relations, University of Pacific, McGeorge School of Law

### The Psychology of a Thought Partnership Between Schools and Employers

Flo Recruit is excited to bring together perspectives of both law school career services and firm recruiters. This session will consist of a short informational PowerPoint on thought partnerships, followed by a panel of experienced career services professionals and Big Law recruiters on the potential to expand the relationship between schools and employers as a thought partnership. We will dive deep into topics that Flo Recruit hears discussed between our two client groups, employers and schools, as examples for effective, meaningful and creative collaboration in legal recruiting.

- Courtney O'Donnell, Senior Manager of Business Development, Flo Recruit
- Ramji Kaul, Assistant Dean for Career Planning, University of Michigan School of Law
- Lauren Marsh, Director of Attorney Recruiting, Akin Gump Strauss Hauer & Feld LLP
- Ashley Nettles, Legal Recruiting Manager, Norton Rose Fulbright
- Rob Birrenkott, Assistant Dean for Career Development, UNC Chapel Hill School of Law

### The Well-Being Effect: Overcoming Stress, Reducing Burnout, and Thriving at Work

The past two years have been brutal. The lingering impact of C, constant job changes, and hybrid work schedules have made our professional lives much more stressful and challenging. It's hard to stay positive. Good news—the emerging science of happiness, positive psychology, and well-being can equip you with more resilience and help you experience greater fulfillment at work. Come to this hands-on session and you'll learn practical tips to deal with and transcend the daily nuisances of the new normal. You'll leave with a renewed sense of purpose and drive to flourish at your firm or school.

- Steve Hughes, President, Hit Your Stride, LLC
- Kay Nash, Chief Talent Officer, Wiley Rein LLP

3:45–4:30 PM

### Exhibit Hall Final Look/Prizes

4:30–5:30 PM

### Reception Celebrating Diversity, Equity, and Inclusion

Join your colleagues for a celebration of DEI at a reception featuring the Dillard University Concert Choir.

Learn about our special guests here – [Dillard University | Dillard University Concert Choir](#)

9:00 PM–12:00 AM

### Late Night Event

## Friday, April 8, 2022

6:30 AM–7:30 PM

### Yoga

7:30–9:00 AM

### Continental Breakfast and Coffee Service

7:45–8:45 AM

### ABA Q&A

7:30–8:45 AM

### Section Meetings

9:00–10:15 AM

### Plenary – The Future of Work and Legal Talent

Join Sang Lee, CEO and Co-Founder of Thine, and Manar Morales, President and CEO of the Diversity & Flexibility Alliance, as they look into the future and discuss the new world of work and legal talent. Armed with data about flexibility in the workplace and their deep knowledge of the legal market, Sang and Manar will address the industry's "return to office," and explore the impact of hybrid workplaces on teams and culture. Against the backdrop of the Great Resignation, the myriad changes in the legal marketplace and on our teams, this is a can't-miss conversation for legal career professionals navigating the future of work and talent.

- Sang Lee, CEO and Co-Founder, Thine
- Manar Morales, President and CEO, Diversity & Flexibility Alliance

10:15–10:30 AM

### Break

10:30–11:45 AM

## Concurrent Sessions

### ABCs for Talent Management in the Post-Pandemic Era: Agility, Balance, Competency-Driven

The challenges of leading engaged and effective teams in the post-pandemic law firm requires us to take a fresh look at all aspects of talent management. Our panelists will dive into three critical areas to share practical strategies on: how law firms can leverage the lessons and benefits of agile working to meet the expectations of - and retain - associates and partners; protecting the well-being and mental health of lawyers; and reimagining competency models to drive the whole talent management life cycle.

- *Nicholas Jelfs-Jelf, CEO, Volta Talent Strategies*
- *Lois Durant, Chief Diversity & Inclusion Officer, Sheppard Mullin*
- *Juliet Aiken, Chief Science Officer, Thine*
- *Manar Morales, President and CEO, Diversity and Flexibility Alliance*

### I Missed Every One of Your 200 Emails: Best Practice for Re-Engaging Gen-Z and Millennials

Successfully communicating information to students whose inboxes are overflowing and whose screen-time is overwhelming can be challenging. Even before the pandemic, new social media platforms gave rise to new venues for reaching students with career services information. For firms and schools to get their students' and new associates' attention, adapting to these realities is key. Our panel will feature representatives from schools and a firm discussing successful and innovative engagement strategies, and offer opportunities for participants to brainstorm and problem-solve their own engagement and communication issues with small groups. Let's learn from one another in this interactive program!

- *Tonya Gaskins, Assistant Dean for Career and Professional Development, The Catholic University of America, Columbus School of Law*
- *Selena Randhawa, Career Advisor, University of Windsor, Faculty of Law*
- *Kiva Zytneck, Associate Director, Pro Bono Program & Public Interest Law, Office of Career and Professional Development, The Catholic University of America, Columbus School of Law*

### Keep Calm & Mentor On: Develop and Implement an Innovative Mentorship Program

Is your mentoring program from the 2000's...or even the last century? Does your firm need a mentoring refresh? This program will focus on McDermott Will & Emery's mentoring and cohort initiatives and Pillsbury Winthrop Shaw Pittman's newly-revamped mentoring program. We will delve into how each firm developed its unique program and you will come away learning how to build a program that works for your firm and how to create and maintain a culture of mentoring. We will also discuss some of the innovative programming and engagement activities we employ to keep our mentoring programs fresh and our lawyers involved!

- *Rochelle Weiner, Professional Development Manager,*

*McDermott Will & Emery LLP*

- *Hannah Fabrikant, Director of Professional Development, McDermott Will & Emery LLP*
- *Miriam Benor, Senior Manager of Talent Development, Pillsbury Winthrop Shaw Pittman LLP*

### Keeping it Local: Building Pipelines through Collaborative Diversity Fellowship Programs

Collaborative diversity programs offer law students, law schools, and employers a more meaningful experience than typical 1L diversity fellowship programs. These holistic programs offer more opportunity for engagement that ultimately increase diversity in the legal community and benefit admissions' and employers' recruitment efforts. Learn more about these creative programs that are collaborations among law schools, employers, and sometimes bar associations, to recruit candidates from diverse backgrounds before they start law school and engage with them beyond their 1L year. We'll discuss program design, buy-in, and implementation to help you develop a supportive, sustainable program in your community.

- *Felipe Alonso III, Associate Director Career Planning and Professional Development, University of Oregon School of Law*
- *Melissa Berry, Director of Professional Development and Diversity, Lane Powell*
- *Ray English, Assistant Dean and Professor of Practice, Office of Career and Employment Services, Sandra Day O'Connor College of Law, Arizona State University*
- *Robert Kramer, Chief Talent Officer, Fennemore Craig*

### Meet the First Responders for Judicial Workplace Challenges

Recognizing the need to ensure a safe workplace for all employees, the federal judiciary has hired a team of experienced professionals with offices nationwide to develop and implement processes and support judicial employees, including law clerks. These independent and neutral experts can assist counselors as well as clerks in learning about the array of options available to address inappropriate workplace conduct. Through this hands-on program, you'll meet some of these first responders, learn how they can help your clerks who find themselves in challenging chambers, and enhance your efficacy when a current or former clerk turns to you for help.

- *Elizabeth Peck, Director, Yale Law School*
- *Michael Henry, Judicial Integrity Officer, Office of Judicial Integrity, Administrative Office of the United States Courts*
- *Mary Thompson, Director of Workplace Relations, U.S. Court of Appeals for the Fifth Circuit*

### Questions Savvy Partner Candidates May Ask: Introducing the Lateral Firm Questionnaire

Just as law firms need partner candidates to complete the LPQ, candidates need information about your firm to properly evaluate a fit. Learn what questions savvy candidates ask and why and how you should prepare to answer them. Hear from veteran recruiting

professionals, including authors of the tongue-in-cheek LFQ (Lateral Firm Questionnaire) covering information partner candidates should request when assessing career moves. Use this tool to bolster your firm's recruiting power and your role as a knowledgeable resource and key stakeholder in the process, establish effective policies and procedures, and save time and money while successfully landing the lateral partners you want.

- *Valerie Fontaine, Managing Member, SeltzerFontaine LLC*
- *Barbara Mayden, Partner, Young Mayden, LLC*
- *Danielle Shannon, Chief Talent Officer, Akerman LLP*
- *Christine Whitehead, Senior Manager, Talent Acquisition - Legal, Goodwin Procter*

### **Start to Finish: Leverage Your Connections from Pre-Law to Post-Grad**

Career services and admissions are natural partners with prelaw and diversity colleagues because they share a common goal - to identify and develop talented candidates who will demonstrate the skills employers seek and solidify ties between law schools and employers. Purposeful collaboration helps these relationships thrive. Industry leaders with experience across these disciplines will share ways to strengthen the relationship across office walls and illustrate successful partnerships with pre-law advisors, alumni affairs & development, and employers. These partnerships can also expand our own career pathways. Panelists who have held multiple roles will discuss the common skill sets and professional mobility between the worlds of pre-law advising, law student recruitment, admissions, career services, and legal recruitment

- *Karen Britton, Vice Dean for Admissions, Career & Professional Development, and Student Affairs, University of South Carolina School Law*
- *Bill Chamberlain, Senior Program Director, University of Chicago Careers in Law*
- *Mary Pat McInnis, Dean for Career Services, Saint Louis University School of Law*
- *Kelly Bahiraei, Attorney Recruiting Manager, Bass, Berry & Sims*

### **The Top 5 Metrics Data-Driven Recruiters Track (Besides Candidate Status!)**

What does being “data-driven” really mean? What metrics are top recruitment teams tracking besides candidate status, law school, and EEO forms? Short answer: a lot. In this session, Flo Recruit and Morrison & Foerster's Legal Talent Ops & Tech Manager, Matt Satlak, are going to get right to the heart of the question with the top five metrics data-driven recruitment teams track. We'll discuss topics like the difference between vanity metrics and meaningful strategy, tools for tracking, and how to deal (or not deal) with years and years of historical data.

- *Hannah Kelly, Senior Manager of Employer Sales, Flo Recruit*
- *Matt Satlak, Legal Talent Operations & Technology Manager, Morrison & Foerster LLP*

### **Working Parents 2.0 | Lessons Learned + Next Steps**

During the COVID-19 pandemic, working parents found themselves caught in a state of conflict — homeschooling, parenting and continuing to develop their careers. The cost? Burnout and diminished well-being coupled with potentially hampered career advancement which unintentionally and significantly impacted working parents. With the continued uncertainty of the COVID-19 pandemic, variants and lagging vaccination for children under 12, working parents are still underwater and facing the rippling effects. As a result, many law firms developed, and continue to develop, comprehensive initiatives to support working parents in an effort to retain a talented workforce. This program examines the impact, ROI and future of initiatives borne out of the COVID-19 pandemic, including an examination of flexible work arrangements, working parent affinity groups, and on-demand coaching support. Participants will hear from two senior law firm talent leaders, a managing partner, and two coaches about their experiences supporting working parents throughout the pandemic.

- *Kara Dodson, Director of Coaching, Fox Rothschild*
- *Melanie Priddy, Chief Talent Officer, Katten*
- *Lauren Hakala, Director of Training + Development, Milbank*
- *Monica Monroe, Partner-In-Charge, San Francisco Office, Tucker Ellis*

12:00 – 1:30 PM

### **Business Meeting and Lunch**

1:45–3:00 PM

### **Concurrent Sessions**

#### **Assisting Lawyers in their Wellness Transition from School to Firm**

Wellness rooms. Mindfulness. Meditation Monday. Coloring breaks. Coaching. There are few wellness initiatives law firms have not tried. But do these initiatives align with what lawyers want and need? Law students today are more comfortable and willing to discuss their mental health, seek assistance and accommodations, and intentionally incorporate wellness and self-care into their routines than law students were 20 years ago. Let's compare and contrast the wellness services offered by law schools and law firms, consider what gaps might be occurring in the transition from student and lawyer, and plan ways to maintain a consistent and effective wellness journey.

- *Shannon Burke, Professional Development, Diversity and Pro Bono Manager, Chapman and Cutler LLP*
- *Molly Peckman, Principal, Chief Executive Officer, Molly Peckman Training & Development*
- *Alicia Currin-Moore, Director, Office of Career Development, University of Oklahoma College of Law*
- *Kendra Brodin, Founder and CEO, EsquireWell*

## How Employers Can Address Bias in the Student Recruitment Process to Attract Top Talent

Learn about how a large corporate law firm, with a long-standing student recruitment program, engaged a consultant to help unearth and address bias in their systems with the goal of attracting the best candidates and not inadvertently missing out on top talent. Dr. Hadiya Roderique, a highly regarded expert on the topic of inclusive hiring with a Ph.D. in Organizational Behavior, was engaged to review and provide recommendations on the firm's recruitment processes with the philosophy that a better process would attract better talent. Hear about Dr. Roderique's top tips, the firm's experience implementing changes, and the outcome.

- *Shannon Leo, Chief Talent Officer, Cassels Brock & Blackwell LLP*
- *Hadiya Roderique, Consultant*
- *Kim Bonnar, Director of Professional Resources, Cassels Brock & Blackwell LLP*

## Judicial Workplace Misconduct and Underrepresentation in Chambers

Judicial workplace misconduct and the lack of diversity among judicial law clerks are problems that institutional actors like law schools and the judiciary have struggled with for years. Perhaps some of the solutions to these problems lie outside of those institutions? This moderated panel with representatives from three new outside groups will explore the efforts they are spearheading to address these problems and what NALP members can do to engage and collaborate with them in furtherance of our shared values.

- *Eric Stern, Deputy Director, Career Development Office, University of California, Berkeley, School of Law*
- *Deeva Shah, Associate, Kecker, Van Nest & Peters LLP*
- *Elizabeth Hague, Program Director, The Appellate Project*
- *Danielle Barondess, Co-Founder, Law Clerks for Diversity*

## Tech-tastic Teams: Using Tech Tools to Increase Collaboration and Communication

Time is our most precious resource, yet we continue to spend it in back-to-back meetings, with follow-up emails, and on "quick calls." Along with leaving us little time to actually "work," this approach is rife with miscommunication. What if you could find a way to increase effective communication and gain back some time? In this program, participants will learn to leverage new tools and project management platforms, like Microsoft Teams and Loom, to improve communications, time-management, and consistency. Organizational nerds (a/k/a panelists) will provide recommendations, best practices, and communication tips attendees can implement immediately. Bring your laptop, we'll help you get started in real time.

- *Katie Aldrich, Director of Coaching & Program Strategy, Fringe Professional Development*
- *Lynn Herron, Sr. Manager, Associate Recruitment Operations, Hogan Lovells US LLP*

## Tomayto/Tomahto: Two Approaches to Coordinating Career Counseling and Alumni Relations

Does your firm offer career counseling for lawyers? Do you have an alumni relations team? Join us for a discussion with two firms on their approaches – comparing and contrasting their styles – and how they bridge the gap between the two departments for one successful firm effort.

- *Sheri Mayerowitz, Senior Alumni & Client Relations Manager, Hogan Lovells*
- *Bob Duncan, Senior Counsel and Career Advisor (former partner), Hogan Lovells*
- *Elizabeth Claps, Global Director of Alumni Relations and Career Services, Cleary Gottlieb Steen & Hamilton LLP*

## Why Associates Stay or Go: The Coaches' Perspective

It's no secret that lots of BigLaw associates ultimately leave their firms. While the reasons they leave can be varied and complicated, there are some patterns behind their decisions (hint: it's not just "burn out"). Hear from a group of experienced internal and external legal career coaches on what REALLY makes associates stay or leave, as well as what your firm can do about it.

- *Jason McCann, Owner + Principal, Gridline Search + Consulting*
- *Elaine Ventola, Director, Career Coaching, Goodwin Procter*
- *Michael Hom, Career Counselor, Debevoise & Plimpton*
- *Susanne Aronowitz, Senior Consultant, Naomi Beard & Associates, Inc.*

## Why I Find You Irritating: Navigating Generational Friction at Work

When we look across generations — from Traditionalists to Boomers to Gen X to Millennials and now Gen Z — we see a mix of commonalities and differences. If we understand how our life experiences shape our worldview, we can begin to appreciate how our different beliefs and values can create friction at work. Embracing generational diversity is an opportunity for savvy firms to attract and retain the best and brightest talent as Gen Z enters the workforce. How can we minimize mutual frustrations and take advantage of diversity within workplaces? What are some best practices for recruiting talent? Once in a firm what is the approach to feedback that works? What else can be done to retain and recognize the young?

- *Chris De Santis, Principal, C P De Santis LLC*

## Won't You Be My Neighbor? Partnering With Local Law Schools

As three (3) Career Services professionals with over 35 years of CSO experience between us, and located in the same legal markets, this program will focus on how our offices and schools successfully partnered over the last year. We will share effective, efficient, and innovative ideas and strategies to partner with law schools and collectively work with legal employers in your geographic market, including:

- Joint student and alumni programs (and the benefits to students and

alumni of such programs) -Joint career fairs -Resource development -Diversity and Inclusion initiatives -Local consortia -Dean/administration buy-in -Leveraging technology -Supporting employers/employer outreach -Balancing collaboration vs. competition

- *Alisa Benedict O'Brien, Assistant Dean, Career Services, The University of Akron School of Law*
- *Mary Beth Moore, Associate Dean of Career Development, Case Western Reserve University School of Law*
- *Sarah Beznoska, Assistant Dean for Student and Career Services, Cleveland-Marshall College 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.

## NALP Meeting Policies

Open Meetings: NALP is committed to the free exchange of information and open meetings at its conferences, and we recognize that there may be differences of opinion during sessions. We rely on our members to respect each other and our invited guests and speakers, and to honor the conventions of civil discourse. Disrespect for any speaker will not be tolerated. NALP opens registration to non-members, including program speakers, vendors, and members of the press.

Antitrust Awareness: As members of a professional trade association, NALP members should always bring a heightened awareness of antitrust and anticompetitive risks and behaviors to professional gatherings. NALP's law school members compete with one another and NALP's employer members compete with one another. Accordingly, NALP's members should avoid entering any sort of agreement or understanding with competitors related to any aspect of competition. However, it is appropriate for NALP members to discuss information that is not competitively sensitive, such as industry trends, best practices, or general opportunities and challenges that arise in the legal careers profession.

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 becoming a conference sponsor or vendor, please contact Jay Richards, Senior Director of Operations, Member Services, and Meetings, at [jrichards@nalp.org](mailto:jrichards@nalp.org) or 202-835-1001.

Consent to Use of Photographic, Video, and/or Audio Materials: Registration and attendance at, or participation in, NALP meetings and

# Meeting Adjourned at 3:00 pm

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## Why should you attend the 2022 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, wellness, compressed summer programs, lawyer and law student well-being, assessments, diversity and inclusion, lawyer and law student PD, and much more.
- You will have opportunities to network with representatives of peer institutions during the Resource Center Opening Reception, Regional Receptions, the DEI Reception, the Member Celebration, networking meals, targeted luncheon for public service, 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. Colleagues from the same organization can use this time to reconnect as well.
- Lawyers can take advantage of the conference as a cost-effective way to earn CLE.