



# NAVIGATING NEW PATHS

**NALP**  
**Annual Education Conference**

**April 25-28, 2023**

**Vancouver, British Columbia**  
Vancouver Convention Center

This brochure is updated as of February 8, 2023. For the most updated information, visit [www.cvent.me/8dnvr](http://www.cvent.me/8dnvr).

## NALP in Vancouver: Navigating New Paths

Navigating new paths — has a sentiment ever rung more true? Whether it be the future of work, the ongoing challenges related to the pandemic, or the ever-changing recruiting landscape, all of us have had to navigate uncharted territory over the past three years in both our professional and personal lives. The underlying value of NALP is in the strength of the community it fosters — a community that is steadfast and welcoming and that enhances the critical work all of us do. I'm grateful that our exceptional group will be able to gather in person for our 2023 Annual Education Conference and — on behalf of the Conference Planning Committee — I look forward to welcoming you to Vancouver!

And now, for the highlights: this year's conference will take place at Vancouver's state-of-the-art, harbor front [Convention Centre](#), conveniently located in downtown Vancouver within walking distance of our five conference hotels. I'm excited to hear from this year's plenary speakers, Anthony Johnson and Dr. James Makokis, who were the first-ever [two-spirit](#) team to compete in (and win!) the Amazing Race Canada, and from the inspiring Cheryl Cran, a female CEO who has been recognized as the number one "Future of Work influencer." Attendees can also look forward to "early bird" walks with members of the planning committee (we've staked out the best local coffee shops), a member celebration at the Vancouver Aquarium, and our annual 5K, the proceeds of which will benefit Access Pro Bono, a nonprofit that provides critical legal services to people in need across British Columbia. Finally, this year's conference will feature more than 80 concurrent sessions on everything from AI-enabled assessments, to neuroinclusive hiring, the reimagination of law firm models, coaching underrepresented law students, and so much more.

Whether you're new to NALP or an experienced professional, we encourage you to review the conference schedule and consider which sessions you may want to attend. (The conference app, which you will be able to download in early April, is a great tool for doing this!) You may also want to tack on a few days before or after the conference to enjoy some down time — Stanley Park and the Public Market at Granville Island are at the top of my list, and I already have my eye on several restaurants (did you know that Vancouver recently released its first-ever Michelin Guide?). Watch for upcoming *Bulletin+* articles with Vancouver tips and other helpful resources as well.

Looking forward to seeing you in April!

Rebecca Calman  
*2023 NALP Annual Education Conference Chair*  
*Sullivan & Cromwell LLP*

## 2023 Annual Conference Planning Committee Leadership Team:

The 2023 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.

### Leadership Team:

Rebecca Calman (Chair)  
Rob Cacace (Vice Chair)  
Jennifer Lau (Vice Chair)  
Michael Molas (Vice Chair)

### Conference Planning Coordinators:

Felipe Alonso	Christina Henry
Dyana Barninger	Rochelle McCain
Tasha Everman	Jennifer Mencarini
Trisha Fillbach	Robin Thorner
Jennifer Gewertz	Rashida West
Myriah Graves	Pamela Cyr (Local Host)
Deverie Hart	

## Opening Reception in the Exhibit Hall

All conference attendees are invited to the Grand Opening of the Exhibit Hall on Tuesday, April 25, 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 24. The second course, Coaching 201, will be offered on Tuesday, April 25. 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 Access Pro Bono

[Access Pro Bono](#) is a small charitable organization of dedicated directors and staff who rely on the goodwill of thousands of volunteers to provide access to justice in every BC community. NALP is proud to promote this local charity.

## 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 seawall on Thursday, April 27, with proceeds benefitting Access Pro Bono. 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 2023 Conference App coming soon!

## Conference Location

West Building, Vancouver Convention Centre  
1055 Canada Place

## Conference Hotels

There are 5 Conference hotels to choose from with a variety of room rates. Once you register, you will have the chance to book a stay at the hotel of your choice. Space will be limited in each hotel.

Hotel	CA Rate	US Rate (as of exchange rate on 9/1/2022)	Information
Fairmont Pacific Rim 1038 Canada Place Vancouver, BC	\$399	\$309	5-star hotel directly across from the <del>West Building of the Convention Centre</del> . Award winning restaurants, bar, and spa. <b>THIS HOTEL IS SOLD OUT</b>
Fairmont Waterfront 900 Canada Place Vancouver, BC	\$335/\$370	\$260/\$287	4-star hotel close to the West Building. Rooms at higher rate have water views. Located on the city's dynamic harbourfront.
Pan Pacific Vancouver 999 Canada Place Vancouver, BC	\$329/\$379	\$255/\$294	5-star hotel attached to the East Building of the Convention Centre. Higher rate is for room with a view. Two restaurants and a bar with spectacular water and mountain views.
Pinnacle Hotel 1133 W. Hastings St Vancouver, BC	\$289	\$224	4-star hotel located steps from downtown Vancouver. Nice restaurant and bar with a patio.
Hyatt Regency 655 Burrard St Vancouver, BC	\$339	\$263	4-star hotel located 3 blocks from the Convention Centre. Offers easy access to exciting attractions and a restaurant and bar serving fresh, locally sourced ingredients.

## How to Register

Event registration is available online at [www.nalp.org/vancouver2023](http://www.nalp.org/vancouver2023). 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

	EARLY BIRD (Before March 24th)		REGULAR (After March 24th)	
	Member	Non-Member	Member	Non-Member
<b>Full Conference **</b>				
Schools, Private Employers, Government	\$925	\$1850	\$1025	\$2050
Non-Members Employed at Member Institutions ***	\$1225		\$1325	
Affiliate Members	\$925		\$1025	
Public Interest Employers	\$725	\$950	\$775	\$1000
<b>One Day Registration **</b>				
Schools, Private Employers, Government	\$600	\$950	\$625	\$1025
Affiliate Members	\$600		\$625	
Public Interest Employers	\$575	\$850	\$600	\$875

\* 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 24, 2023. 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 \$250, entitling you to the member rate of \$925 (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 24 (minus processing fee).

50% refund for cancellations received March 25- April 3.

No refunds after April 3.

There will be no refunds for the Foundational Coaching Workshops after March 24<sup>th</sup>.

## Monday, April 24, 2023

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.

\*\* This program will take place at Fasken Martineau DuMoulin at 550 Burrard Street, Suite 2900, Vancouver ABC boardroom.

## Tuesday, April 25, 2023

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 24, 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.

\*\* This program will take place at Fasken Martineau DuMoulin at 550 Burrard Street, Suite 2900, Vancouver ABC boardroom.

2:00-8:00PM

### **Registration**

5:00-6:00PM

**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 26, 2023

7:30 AM-5:00 PM

**Registration and Resource Center Open**

7:30-9:00 AM

**Continental Breakfast and Coffee Service**

Section Meetings

9:00-10:15 AM

**Opening Plenary**

Anthony Johnson and Dr. James Makokis became the first Two-Spirit team to compete in the Amazing Race Canada and received national attention for their participation in the show while bringing new awareness to gender, sexuality, and First Nations issues. They fought hard challenge after challenge and eventually became the winners of Season 7! They are both now speaking across Canada sharing the stories of their experience on the Amazing Race, their work in the community, their advocacy work, and their careers.

Although quite the Amazing Couple, they both possess distinctive skillsets and personal experiences. They will strategically blend their personal experiences with those they have had as a couple along with the experiences and history of their people. Through raising awareness, the couple shares insights on what we can do to support their advocacy, and the roles and responsibilities we have in changing the outcomes for those who face discrimination. They are on a mission to gather allies around the world in support of equal access and treatment for individuals they represent.

10:15-10:45 AM

**Break**

10:45 AM-12:00 PM

## Concurrent Sessions

### **All the Zoom Rooms Look Alike - Assessing Firm Culture in a Hybrid World**

Large firms all look the same on paper — collegial, collaborative, [insert buzz word here] — so how can you convey the distinctive cultural norms and values at your firm to law students? Demonstrating your unique culture has become that much more difficult as we move into a hybrid working world. This program will address questions firms can ask internally to assess culture and convey that back to students and will include a discussion of factors that matter to students, as well as factors you can highlight to students that may not be on their radar. We will also consider the law school advising perspective, and how to help students identify and assess firm culture based on what really matters to them. The session will conclude with a framework for developing a brief firm culture elevator speech you can share with students during outreach events and interviews to convey what your firm has to offer, as well as a framework to help students conduct their own firm culture research.

*Victoria Sievers, Senior Manager of Associate Recruiting, Venable LLP*

*Jen Van Buren, Attorney Development Manager, Cleary Gottlieb Steen & Hamilton LLP*

*Grayce Carter, Attorney Recruiting Manager, White & Case LLP*

### **Combating “Default to Disconnection” — Tactics for Building Trust on Legal Teams**

Building trust in post-pandemic legal teams feels more challenging. In the “old” days lawyers relied primarily on fortuitous interactions (the office drop-by, impromptu drinks, or adjacent seat at the group lunch) to build connections. Today’s hybrid lawyers increasingly view time at the office transactionally, meaning fewer interactions arise organically. Even law students returning to campuses are showing less interest in connecting informally with others. This “default to disconnection” mindset is a recipe for low morale and high attrition. This panel identifies tools for overcoming these barriers and building bonds of trust regardless of the number of days at the office.

*Benjamin Sachs, Professor, University of Virginia School of Law*

*Nicholas Alexiou, Director, LL.M. and Alumni Advising, Associate Director, Career Services, Vanderbilt Law School*

*Natasha Zech, Director of Attorney Recruiting, Diversity & Development, Williams & Connolly LLP*

### **Evolving Resumes, Cover Letters, and Diversity Statements**

How are application materials evolving? Hear from employers about what they want to see in diversity statements, resumes and cover letters. This program will explore ways to turn a student’s pile of rocks into a Michelangelo masterpiece. Gain practical tips and learn ways to elicit information from students in a helpful way to boost their confidence and their applications.

*Carole Tillotson, Associate Director of Career Development, Drake University Law School*

*Jocelyn Salvatori, Associate Director, Career and Professional Development, University of San Diego School of Law*

*Alex Doll, Manager of Legal Recruitment, Coblenz Patch Duffy & Bass LLP*

*Jennifer Fried, Legal Recruiting Manager, Reed Smith LLP*

### **Flex Working and its Talent & Operational Impact: Lessons Learned**

The last three years (and counting) have shown us the value and importance of hybrid work arrangements. As organizations grapple with the optimal balance of remote and in-office working, there has been a substantive impact on talent and professional development, bringing teams together, implementing the creative design of flexible workspaces, and innovating around firm operations. Join three law firm leaders who will each discuss their firm’s unique approach to these challenges, lessons learned, and best practices for leaning into flexibility, creating and sustaining cultural glue, and having positive operational impact.

*Chris Boyd, COO, Wilson Sonsini*  
*Melanie Priddy, Chief Talent Officer, Katten*  
*Monica Monroe, Partner-in-Charge, San Francisco, Tucker Ellis*

### **Ignoring It Won't Make It Go Away: Strategies to Celebrate & Support Religious Diversity**

It is often quipped that publicly discussing religion is unacceptable. However, religious identity, or a lack thereof, is increasingly understood as being cultural and inseparable from an individual's identity, including in professional and learning environments. Much like 'not seeing color' is not a strategy for full inclusion in the race/ethnicity space, ignoring religion won't make it go away. This session will elevate the challenges and opportunities of affirmatively recognizing religious diversity through individual and institutional action from recognition dates, dietary considerations, event structuring, recruitment and retention and allyship and will engage participants in elucidating specific strategies to address them.

*Kia Scipio, Director, Diversity, Equity & Inclusion, Ropes & Gray LLP*  
*Brenda Carr, Chief Diversity & Inclusion Officer, Arnold & Porter LLP*  
*Bendita Malakia, Director of Diversity and Engagement, O'Melveny & Myers LLP*

### **Leadership & Well-Being: A Match Made in Heaven**

Most law firms view leadership and well-being as separate dimensions of culture and professional development. However, this siloed approach necessarily hampers the success of both dimensions. In this program, participants will learn why the science reveals that leadership is a "well-being adjacent" skill, if not a central component of well-being. The panelists will explore the critical link between leadership and well-being, share perspectives on how to unify these dimensions in any law firm, and provide real-world examples of this unification from their own experiences in big law. Moreover, participants will break into small groups to identify three tangible actions they can bring back to their own organizations to catalyze this unification and thereby optimize their organizational culture.

*Jarrett Green, Well-Being Consultant and Professor of Law, Jarrett-Green.com and UC Irvine School of Law*  
*Kara Dodson, Director of Coaching, Fox Rothschild LLP*  
*Diane Costigan, Director of Coaching and Well-Being, Winston & Strawn LLP*  
*Rebecca Simon Green, Adjunct Professor of Law, University of California at Irvine School of Law*

### **Moving the Needle: The Case for Public Service Employers Paying Law Student Interns**

Nonprofit and government law offices routinely wrestle with scarce resources and hard budget choices. We'll advance the case for paid student internships being budget priorities because they 1) improve recruitment and retention, 2) build goodwill, and 3) attract socioeconomically diverse interns. We'll explain why paid internships do more than just allow interns to pay the rent. They evince a skin-in-the-game investment in student employees, and in attracting students who don't have independent or family funds to "subsidize" their summer. We'll also sort through trickiness of public service employers relying on law school stipend programs in lieu of employer-paid wages and discuss different ways both employers and career counselors can support students in making decisions about their public interest careers.

*Brooke Meckler, Director of Law School Engagement and Advocacy, Equal Justice Works*  
*Rachel Kronick Rothbart, Director of Career Services, USC Gould School of Law*  
*Steve Grumm, Director of Community Engagement, Legal Aid of Western Michigan*  
*Jessica McClain, Senior Program Director and Career Counselor, Tulane Law School*

### **Neuroinclusive Hiring in the Legal Profession**

This session will introduce tangible strategies and approaches to building an inclusive workplace that leverage the talents of a neurodiverse workforce. Participants will gain specific insights on how to build inclusive recruitment, selection and performance management practices. Using case studies and employer and employee experiences, participants will gain understanding of key concepts and strategies that can be applied in the fields of law and the return on investment experienced by inclusive firms and practices.

*Radha MacCulloch, VP and Head of Canada, Specialisterne North America*

### **The Delta Model and Career-Oriented Professional Development**

Professional development and professional identity formation for lawyers and law students is critical to one's well-being and success. This session looks at how the Delta Model can be used as a tool to contextualize the holistic set of skills necessary to succeed and design an individualized growth plan to achieve that success. Join us as we hear how the Delta Model is currently being implemented by law firms to support this development and structure their programming.

*Laura Millman, Director, Professional Resources, McCarthy Tétrault*

*Alyson Carrel, Harry B Reese Teaching Clinical Professor of Law, Co-Director, Center on Negotiation and Mediation, Northwestern University Pritzker School of Law*

*Cat Moon, Director of Innovation Design, Program on Law & Innovation: Director, PoLI Institute; Lecturer in Law, Vanderbilt Law School*

### **The Distributed Model: Reimagining Law Firms and Lawyering**

Thanks to a global pandemic, the workforce is now prioritizing flexibility, autonomy and professional satisfaction over "the way we've always done things." Even the legal profession is grappling with challenges to traditional ideas of lawyering, facetime expectations and firm economic structures. Several firms have been embracing this wave of change for years, building their organizations on business models that reimagine how lawyers, well, lawyer. Join us for a forward-looking discussion with leaders representing four distributed law firms, each approaching distributed practice from a different perspective. You'll learn how this new class of law firms are debunking age-old ideas of "office culture," embracing non-lawyer executives, thriving with majority women-owned leadership and delivering GC-level legal services on a more efficient model — and why they're here to stay.

*Jessica Sisco, Director of Talent, Scale LLP (Moderator)*

*David Reidy, Managing Partner, Scale LLP*

*Kimberly Verska, Managing Partner & Chief Information Officer, Culhane Meadows PLLC*

*Rachel Braun, Chief Executive Officer, Nova Law x Rimon PC*

*Christopher Wilson, Hiring Partner, Taylor English Duma LLP*

### **The Key to Successful Recruiting and Retention is Within Your Reach!**

The key to successful recruiting and retention is within your reach! Every organization has a treasure trove of information embedded in its workforce, especially its recent lateral hires. We'll show you how to use targeted sessions with your laterals and long-time team members to unlock that treasure chest. Discover why they chose to join your firm, what worked and didn't work during the recruiting and onboarding processes, and perhaps some unexpected factors affecting engagement. Learn how to craft a recruiting message to set your organization apart and strategies for communicating those differences to maximize your recruiting and retention advantage.

*Valerie Fontaine, Managing Member, SeltzerFontaine LLC*

*Karen Kupetz, Sr. Director of Legal Recruiting and Integration, Goulston & Storrs*

*Carmen Kelley, Global Director of Lateral Attorney Recruiting, Morrison & Foerster LLP*

### **Top Tips, Tools, and Templates for Productive Meetings and Discussions**

Strong facilitation skills can make discussions and meetings easier and efficient. However, the last couple of years have made us rusty. How do we get going again, energize ourselves and teams, and facilitate productive meetings and discussions? In this interactive session, we'll practice a variety of popular tools and techniques. Topics include: setting the stage, goal-setting, generating ideas, prioritizing, , decision-making, and feedback and evaluation. Participants will walk away with easy, low-pressure activities, techniques, templates and a playbook to use with confidence in their own workplaces.

*Michelle Nash, Director of Learning and Development, Hogan Lovells*

*Andy Hales, Vice President, Professional Development and Training, Venable, LLP*

*Grace Stilger, Learning and Development Manager, Hogan Lovells*

12:00-1:15 PM

## City Group and Law School Consortia Leaders Lunch

### Networking Lunch

Join your colleagues for lunch.

## EP and NP Section Meetings

### Section Meetings

1:30-2:30 PM

## Concurrent Sessions

### **Black Women at Work: Making a Dent and Changing the Conversation**

This session is for leaders and allies who want to make a way for Black, Indigenous, and women of color (BIWOC). Continued public incidents spur Twitter storms and discussions on the experiences of Black women at work. Long documented as experiencing a double whammy in the workplace, Black women often experience being marginalized, passed over for opportunities, and other inequities. They face micro-aggressions and outright bias at work. Out of all populations, Black women are least interested in returning to work in-person because of micro-aggressions they face in the work place. BIWOC share many commonalities in work place experiences. Despite the gains made by women in the legal profession, women of color make up less than 3% of equity partners nationally. The recent Supreme Court confirmation hearings of Judge Ketanji Brown Jackson illustrated the continued disrespect and double standards Black women face in the workplace. This session will address organizational strategies as well as individual strategies to address: interrupting bias and micro-aggressions, equipping leaders to spot problematic behavior, self-advocacy and negotiation for BIWOC, and crashing through the internalized ceiling and imposter syndrome that impact BIWOC. 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.

*Koriambanya (Kori) S. Carew, Chief Inclusion & Diversity Officer, Seyfarth Shaw LLP*

*Paula Edgar, CEO, PGE Consulting Group LLC*

### **Breaking Down the Myths of Applying for A Judicial Clerkship**

This program will go over the “reasons” why students do not consider or apply for a judicial clerkship. We will breakdown each of these myths and will offer guidance on how you can advise your students as they navigate the clerkship application process.

*AJ Finch, Judicial Clerkship Specialist, The University of Iowa College of Law*

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

### **Closing the Floodgates: Strategies for Hiring and Retention in a Volatile Market**

The Great Reshuffle has hit our industry, too. As the hiring market for lawyers remains volatile, we have seen the difficulties in identifying the right talent to join our own teams. The Member Advancement and Pipeline Development Work Group was created to address our own profession's growth and development. In this program, members of the Work Group will share the results of their efforts, including best practices for building a pipeline of future legal career professionals, retaining professionals in our industry, and supporting the professional development and growth of our team members while prioritizing our own well-being and career advancement.

*Amy Mattock, Assistant Dean, Georgetown Law*

*Shannon M. DeGennaro, Director of Recruiting and Professional Development, Brooks, Pierce, McLendon, Humphrey & Leonard, L.L.P.*

*Kimberley Bonnar, Director of Professional Resources, Cassels Brock & Blackwell LLP*

*Michelle A Jackson, Director of Pathway & Recruitment Innovation, Diversity Lab*

### **Competency-Based Hiring: Linking Associate Development Competencies to Recruiting**

Although many firms have identified success factors or competencies for their associates' development, the extent to which firms draw on these competencies in recruiting and hiring efforts is uncertain. The Report on the Survey of Law Firm Competency Expectations for Associate Development (May 2021) revealed some disconnect between lawyer development expectations and the law firm hiring process. This program explores this gray area of whether recruiting and hiring practices relate to competencies and how to overcome institutional challenges to align these processes to move toward a more competency-based hiring approach that is likely to increase diversity, equity, and retention.

*Melissa Berry, Director of Professional Development & Diversity, Lane Powell PC*

*Kendra Brodin, Founder & CEO, EsquireWell*

*Lynn Herron, Assistant Attorney Recruiting Director, Crowell & Moring LLP*

*Jerry 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*

### **Expanding Reach by Working with Student Ambassadors and Alumni Mentors**

As Career Development Offices (“CDO”) experience retention and recruitment challenges, while law school enrollment is increasing, we are consistently asked to “do more with less.” This presentation will describe new and strategic ways CDOs can partner with select students (e.g., admissions student ambassadors, academic fellows, student group leaders, and undergrad Federal Work-Study students) and alumni to expand CDO services. We will provide a practical prototype for schools to strengthen or implement their program. This program will also address a crucial factor for program success, institutional support, specifically the Dean of the Law School.

*Tom Lee, Assistant Director of Career Services, Penn State Dickinson Law*

*Kimberly Underdown, Director, Student Engagement & Employment, St. Mary's University School of Law*

*Debra Henley, Associate Dean Career Services & Professional Development, Florida State University College of Law*

*Freda Coleman-Jackson, Assistant Director of Career Strategy, Office of Career Strategy, W&L Law*

### **Imposter Phenomenon - Where People and Systems Intersect**

Current research suggests 70% of high achievers experience imposter phenomenon at some point in their careers and for many the experience is persistent. Talking about this as an individual experience without acknowledging the spaces in which these individuals operate is shifting the burden unfairly to individuals to “fix” it. Workplace environments can reinforce, trigger or amplify the experience of self-doubt for some (things like likeability bias, prove-it-again bias, stereotype threats, micro/macroaggressions) who are not part of the dominant groups. This session will discuss the importance for talent and development professionals to understand where people and systems intersect and find ways to support the individual and improve the systems they occupy.

*Sandra Montanino, Founder and Principal, Navig8 Professional Development Inc.*

*Tanya (Toni) De Mello, Assistant Dean, Student Programming, Development and Equity, Lincoln Alexander Law - Toronto Metropolitan University*

*Samanthea Samuels, Manager of Equity, Diversity and Inclusion, Borden Ladner Gervais LLP.*

### **Lateral Lawyer Integration – A Case Study**

There has been tremendous movement and hiring of lateral lawyers in the legal market over the last few years. The data gathered from NALP evidences that the rate of lateral lawyer attrition is higher than other lawyers. What can law firms do to more successfully integrate lateral lawyers into their practice groups and firms and reduce the attrition rate? Join the presenters as they share with you lessons learned from the creation of a Lateral lawyer Integration Task Force at their firm and the implementation of the Task Force’s programs, initiatives, and other action items.

*Shannon Burke, Professional Development, Diversity and Pro Bono Manager, Chapman and Cutler LLP*

*Stacey Kielbasa, Chief Talent Officer, Chapman and Cutler LLP*

### **Mental Health and High Performance: Navigating the Performance Paradox**

For high achievers, there is a near-constant focus on outcomes, advancement, promotion, development, progression, and improvement - especially in the legal industry. This session explores the impact of that attention on how we perceive and experience the world, looking specifically at perfectionism and feelings of self-doubt: How, when we are constantly striving to be more, can we ever feel enough? The answer is to work with, not against, our own mental health. Together, we can leverage the social, emotional and psychological resources within each of us to meaningfully address the paradox that sits at the heart of performance. Join us to look at why high performance in the legal industry is particularly complicated, and to better understand tools and strategies to work with (and not against) our mental health.

*Kara Hardin, Chief Executive Officer, The Practice Lab*

### **Navigating the Choppy Waters of Law School Diversity Efforts**

One of the lasting impacts of 2020’s social justice movement is a renewed and continued focus on diversity, equity, and inclusion (DEI). The ABA even revised its law school accreditation standards, mandating that law schools educate students about bias, racism, and cross-cultural competency. This renewed focus has forced law schools to navigate the choppy waters of DEI and create new positions, courses, and programming. This session presents a framework for the successful implementation of DEI-based programming and initiatives within the law school — an environment that has been perceived as far too stagnant for far too long on issues related to diversity.

*Nickey Woods, Assistant Dean of Diversity, Equity and Inclusion, USC Gould School of Law*

### **Parental Leave Coaching for Retention, DEI, and Well-Being**

Effective support of lawyer development often depends on timing: delivering a service when people are most likely to engage with and benefit from it. Expectant parents frequently harbour unexpressed concerns about how parental leave will impact their professional relationships, and whether a growing family will ultimately prove to be incompatible with a future in private practice. Parental leave coaching supports lawyers at this critical juncture when they are starting or expanding a family, often when navigating the transition to senior associate or junior partner. In this program find out how some firms are offering parental leave coaching as a tangible display of the firm's support and commitment to the career advancement of new parents, DI&E, and general well-being in the workplace. Learn how you can make the business case for starting a program at your firm, key components of a program, how to link it to your other development programs, common coaching goals selected by lawyers, and the pros and cons of offering coaching internally or retaining an external coach.

*Marketta Jokinen, Founder, Talent Consultant and Career Coach, Current Talent Ltd.*

*Nancy Trott, Senior Director, Professional Resources, McCarthy Tétrault LLP*

### **The Winning Formula for Retention**

Using case studies on prevalent integration and mentoring programs, an expert panel will discuss how to prevent the brain drain of associates from firms. We will discuss specific issues around the retention of associates, including lawyers who are parents, diverse associates, and first-generation associates. The feedback will include ramp down and ramp up periods before and after parental leave, gender-neutral parental leave, optimized ESG groups and mentoring networks, and how to conduct an effective "stay interview." We will present ideas, best practices, and vetted research to attendees to help implement changes in their organizations to improve retention.

*Kate Reder Sheikh, Partner, Major, Lindsey & Africa*

*Crystal Deazle, Director, DEI, Wilson, Sonsini Goodrich & Rosati*

*Tina Cohen Nicol, Managing Director, Major, Lindsey & Africa*

### **Why Alumni Relations is Important to Career and Professional Development Programs**

In recent years, law firms have begun to follow the path of law schools and invest more resources in career development services. For law firms, alumni programming has been a way to connect with alumni while also highlighting and celebrating their success. Conversely, law schools have consistently focused on developing alumni career services as a means to support alumni throughout their career. As these parallel tracks increasingly intersect, there remain significant improvements in alumni programming and services that both law firms and law schools can make, including collaborating with each other. Attend this session and learn tips for how to implement and enhance career services and career development at your institution and most effectively support and celebrate alumni at every stage of their career.

*Paul Lazdowski, Associate Director of Alumni Relations, Proskauer Rose LLP*

*Jason Levin, Speaker / Trainer / Executive Career, Business Development and Outplacement Coach, Ready, Set, Launch LLC*

*Dana Morris, Assistant Dean for Career Development, University of Maryland Francis King Carey School of Law*

*Christie Reynolds, Career Development Manager, Greenberg Traurig, LLP*

2:30-3:00 PM

**Break**

3:00-4:00 PM

## Concurrent Sessions

### **An Update on Public Service Loan Forgiveness**

This session will give an update on PSLF as of April 2023.

*Aoife Delargy Lowe, VP, Law School Engagement & Advocacy, Equal Justice Works*  
*Heather Jarvis, Student Debt Expert, Student Loan Expert LLC*

### **Charting the Path: Guiding Law Students and Lawyers Through Self-Assessment**

Lawyers and law students who work at the intersection of their strengths, interests, and values are more likely to experience greater satisfaction, meaning, longevity, and success in their careers. With the turnover in the profession, it is more important than ever for career advisors to help students and lawyers develop greater awareness of what is important to them and what they bring to the table. This program will share tools and strategies that participants can use to help clients clarify priorities and propel momentum in their job searches and career management.

*Tammy Dawson, Associate Director of LL.M. Professional Development, U.C. Berkeley School of Law*  
*Susanne Aronowitz, Senior Consultant, Naomi Beard & Associates*  
*Elaine Ventola, Director of Career Coaching, Goodwin Proctor LLP*

### **Queering the Questions: Creating Inclusive Coaching Conversations**

Coaching is becoming a go-to tool to support talent in the legal profession, however this tool requires re-tooling to be most effective for underrepresented coachees. This session will provide the tools to do this including: (1) awareness of systems of oppression and the relationship to coaching; (2) considerations for adjusting the coaching relationship and common coaching techniques to account for intercultural dynamics; (3) practice using identity-positive prompts in response to micro-aggressions, and (4) strategies to better support underrepresented coachees. Organizations often aim to fix the individual with coaching; this session offers adjustment to coaching as an institution for increased inclusivity.

*Bendita Malakia, Director of Diversity and Engagement, O'Melveny & Myers LLP*

### **Direct Recruiting by Law Firm Recruiting Departments: Innovation or Heresy?**

In this lively panel discussion moderated by Sang Lee, CEO and Founder of Thine, our experts will share thoughts and ideas on what could be either the next big thing with internal recruiting, or an idea best left alone. What do you think? If it works for your firm, how can you manage it? What will you tell the leadership? How will you approach your competitors? Can your recruiting team handle blatant rejection from mean-spirited lawyers? How will this impact your firm's reputation and relationships with your favorite search consultants? How could it improve your growth strategy and bottom line? Come see what will most likely be a spirited conversation, discussion, and debate about a very new trend emerging in the law firm landscape.

*Laura DeRise, Director of Attorney Recruiting, Bass, Berry & Sims*  
*Scott Love, President, The Attorney Search Group*  
*Sang Lee, CEO and Co-Founder, Thine*

### **Give Us 60 minutes, Get a JD Advantage Career Week**

Every year more and more students express interest in non-traditional legal careers, making it paramount for career counselors to educate the students about these career paths and provide them with networking opportunities to secure actual jobs. What would it take to create a successful JD

Advantage Career Week at your law school that will feature inspirational alumni across diverse industries and practice areas? Sounds like a lot of work you don't have time for, right? During this program, you will collaborate in small groups with colleagues from your region and NALP members of the JD Advantage Work Group as workshop facilitators to create a template for an actual JDA Week at your school. Now, that's 60 minutes well-spent!

*Irina Gomelskaya, Executive Director of Career Development and Employer Relations, New York Law School*  
*Rhonda Rittenberg, Director, Office of New Markets, Northeastern University School of Law*  
*Kathy Greenier, Director of Career Development for Emerging Careers, University of Richmond School of Law*

### **Making a Big Impact with Your Summer Program in Changing times**

Struggling to make the most out of your summer program with a smaller program size, limited budget, or stretched staff? Have a large summer program but struggling to think of ways to provide a meaningful interactions to a large group? Managing a hybrid summer program? Join us for a collaborative session where we explore strategies for hosting a successful summer program with a personal approach and share tips for maximizing relationships, budget, and opportunities with seasoned lawyers.

*Lauren Tapper, Chief Legal Talent Officer, Kramer Levin Naftalis & Frankel*  
*Samantha Lia, Legal Recruiting Manager, Kramer Levin Naftalis & Frankel*

### **Stepping It Up: Helping Your Mid-Levels Get to the Next Level.**

The adjustment from being a law student to first year associate is a difficult one, but the adjustment to being a mid-level may be even harder, especially when attrition increases for mid-levels. In 2020, Jennifer Bluestein published a PLI book entitled, "Stepping It Up: A Guide for Mid-Level Law Firm Associates." The 19-chapter book led many professional development departments to revise or create mid-level focused programs that help mid-levels adjust to the heightened expectations as they move up the ladder of large law firms. This program not only tracks the topics in the book, it also provides interactive training ideas on how to teach the topics, both virtually and in-person with customization for any attendee's law firm's goals.

*Jen Bluestein, Chief Talent & HR Officer, Perkins Coie LLP*

### **The Associate's Guide to Thriving - Not Just Surviving**

Resilience is the ability to successfully navigate through adversity and change. The research is clear that humans are resilient and people with resilience skills can minimize the negative effects of stress and experience greater focus, solve problems more effectively and leverage higher levels of well-being. Resilience is both a mindset and a skillset and can be learned, cultivated and strengthened over time. This session will share how one firm, in recognition of ongoing changes to retention, market and wellbeing, integrated a program focused on supporting resilience and performance. In addition, the session will speak to what law schools and career services can do to build a reliable and positive mental health foundation along with habits that they can incorporate through the associate experience. We will discuss the educational focus areas, share feedback from associates on the benefits they experienced through these programs and future opportunities to continue to entrench a culture of well-being, enhance retention and support students and associates to thrive – not just survive.

*Marla Warner, Principal, For Health Wellbeing Consultants*  
*Chris Mckenna, Director, Junior Associate and Student Programs, Bennett Jones LLP*

### **The Brand Of You: How to Promote Yourself for Success**

Everyone has a brand whether they realize it or not. Your brand reflects the unique combination of your skills, experience, and personality. It is both the impression you want to make and do make on others.

Done well, your personal brand can help you succeed professionally. You can either ignore your brand and reputation--letting it develop organically, possibly chaotically, beyond your control, or you can take active steps to create a personal brand and reputation that sets you up for success in your career, your organization, and your industry.

*Mary Abbajay, President & CEO, Careerstone Group*

### **The One Where They Talk About PD Curriculum**

We will discuss tips and best practices for initiating or supplementing existing PD curriculum from the perspective of four members who have worked to create and manage very different programs and courses. Highlights will include: setting (and resetting) goals, how to build faculty and administrative buy-in (and how to manage the skeptical), considering credit or not-for credit and mandatory or not, how to structure the course, and tips for building partnerships with external faculty, alumni, and other participants.

*Jennifer Henfey, Associate Dean for Professional Development and Leadership, Villanova University Charles Widger School of Law*

*Michael Ende, Associate Dean for Career Services, William and Mary Law School*

*Becky Fitzsimmons, Associate Director Career Strategy, Villanova University Charles Widger School of Law*

*Angela Cruseturner, Senior Assistant Dean, Baylor Law*

4:15-5:15 PM

### **Regional 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**

Join us at the Vancouver Aquarium! Busses will leave from the West building of the Convention Centre.

## **Thursday, April 27, 2023**

**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 on the seawall on Thursday, April 27, with proceeds benefitting Access Pro Bono. 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**

9:00-10:00 AM

## Concurrent Sessions

### **Beyond Collaboration: Designing a Wrap Around Student Success Model**

This program – designed for newer and experienced professionals alike – will take a deep dive into the challenges law schools face to deliver “wrap-around” student success initiatives. Today’s law students are open about the life challenges that have shaped them and their expectations for services that law schools will provide. From pre-enrollment communication, orientation, and retention to wellbeing and bar admission, career services offices are a strategic partner in enhancing student success and in graduating students who are bar and practice ready. This program will also focus on the ways in which professional identity formation guides these efforts and can be woven into student and career services’ programs and initiatives.

*Amy Perez, Assistant Dean of Students & Interim Assistant Dean, Career Development, University of Miami School of Law*

*Karen Britton, Vice Dean for Admissions, Career & Professional Development, and Student Affairs, University of South Carolina School of Law*

*Bryant Park, Associate Director, Career and Professional Development, University of South Carolina School of Law*

### **Focus on First Year: Best Practices for Building a Strong Clerkship Program**

2L year is prime time for clerkship applications. Sensibly, many clerkship advisors develop programming and design resources tailored to a 2L audience ready to receive their advice and guidance and take action on it (they do listen, right?). But, this focus on 2Ls may actually be making more work for us as advisors. Join us as we explore how to focus more on first year students without overstretching your time or your sanity! We will share best practices for generating clerkship interest and preparedness among your student body early in their law school careers.

*Michele Hoff, Director of Judicial Clerkships, Georgetown University Law Center*

*Laura Woodson, Associate Director of Career Development, University of Georgia School of Law*

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

### **How Many Hats Do You Wear? The Small to Midsize Firm Professional**

While many Am Law firms have multiple professionals staffing separate offices of marketing, business development, DEI, and professional development, the small to mid-size firms require professionals to take on a variety of job responsibilities at once. This session will bring together the professionals who wear multiple hats, balancing recruiting, marketing, professional development, DEI and a variety of other roles to support their firms and lawyers, with the goal of building a knowledge sharing community in which we can discuss the opportunities and challenges of our roles.

*Adam Kancher, Director of Business Development, Adams and Reese, LLP*

*Marlon Lutfiyya, Director of Talent & Diversity, Neal, Gerber & Eisenberg LLP*

*Jennifer Gallinson, Attorney Coach + Consultant, Volta Talent Strategies*

### **Improve Your Leadership Skills and Team Results With Five Steps For Effective Delegation**

As a leader you understand that the ability to delegate is critical to your own growth, the development of your team, and overall business success – yet you still don’t do it enough. Instead, you’re stuck as the person who does too much without enough time for what matters most. If this sounds like you, you’re not alone. It’s not easy to give up control, particularly when you’re not sure how to delegate to get the results you’re expecting. In this program you’ll learn the 5 key areas you need to cover every time you delegate so you’re confident your team members have what they need to deliver on your expectations.

You'll also learn which area is missed most often when delegating, and why it's critically important - especially when working remotely or with hybrid teams.

*Marketta Jokinen, Founder, Talent Consultant and Career Coach, Current Talent Ltd.*

### **Less Time, More Jobs: Strategies to Optimize and Automate Your Employer Outreach**

What's stopping you from engaging in employer outreach? Time? Money? Staffing? All of the above? Overcome these obstacles by automating your employer outreach! This program will provide tips and tricks for automating and optimizing your employer outreach efforts. Panelists will discuss implementing "active" vs. "passive" employer outreach approaches, creating custom "fill-in-the-blank" style outreach strategies, utilizing new and existing technology into your outreach efforts, and more. Attendees will leave with the tools to create "plug and play" outreach strategies that work across markets for CSOs of any size and a renewed excitement about employer outreach.

*Jennifer Whitehurst, Associate Director, Career Strategies Office, Drexel University Thomas R. Kline School of Law  
Kourtney James, Diversity Recruiting Manager, Morgan, Lewis & Bockius LLP  
Jill Backer, Associate Dean for Professional Development and Alumni Affairs, Ave Maria Law School*

### **Let's Coach All The Lawyers: A Deep Dive Into The Coaching Mindset**

In their NALP book, *Let's Coach All the Lawyers: An Essential Primer for Professionals Developing Legal Talent*, expert coaches Jessica Natkin and Jessica Hernandez offer supervisors and talent management professionals techniques from the coaching world that are most effective in the legal employment setting. The Coaching Mindset is key among these techniques and can be the most elusive. How do we shift our mindset in order to more effectively be present for and help those we are developing? In this session, we will focus on the how of adopting The Coaching Mindset and participants will leave with the tools and confidence they need to make this shift.

*Jessica Natkin, Principal, Total Talent Design  
Jessica Hernandez, Principal, JLH Coaching & Consulting*

### **The Data Behind Building a Strong Law Firm Alumni Program**

This program will begin with a deep dive into the results of the 2022 Corporate Alumni Benchmarking Report. The survey, conducted by PeoplePath and UBC Sauder School of Business, will cover insights on program operations, communications, integrations with human resource practices, and more. We'll then discuss how to use this research to inform your leadership requests for program resources and how to identify program priorities to build a strategic plan no matter the stage of your program or experience.

*Adrienne Kelly, Global Director of Alumni Relations, McDermott Will & Emery  
Hayley Niven, Senior Manager, Alumni Relations, Borden Ladner Gervais  
Dr. Rebecca Paluch, Assistant Professor, UBC Sauder School of Business*

### **The Historical Six: Tips for Recruitment and Retention of HBCU Law Candidates**

As diversity hiring becomes a priority for many companies, law schools at Historically Black Colleges and Universities (HBCUs) have seen an increase in employer interest. While HBCUs are an excellent source of diverse, qualified talent, recruiting perspectives from these institutions are often excluded from the conversation. In this session, we will shed light on the historical nature of our institutions, benefits of equal recruitment at all six schools, and address best practices to maximize the candidate pool. Additionally, beyond recruiting, we will share a few tips that will help employers retain diverse candidates once that have joined an organization.

*Lauren Jackson, Assistant Dean of Career Services, Howard University School of Law*  
*Koshaneke Gilbert, Director of Career Services, Southern University Law Center*  
*Sandra English, Assistant Dean of Career Services & Professional Development, North Carolina Central University School of Law*  
*Neil Dennis, Director, Professional Development, Blaney McMurtry LLP*

### **The Power of Scripting in Leading Inclusive, Safe and Empathetic Conversations**

As we commit to leading in more people-centric ways in the legal profession, there's a key skill that we can all be using to make this happen: Scripting. By leveraging this powerful tool, as legal leaders, we can help to foster greater inclusion, psychological safety, empathy, and belonging. In this very practical session, DEI and leadership experts, Ritu Bhasin and Dr. Komal Bhasin will discuss how to leverage scripting in a range of situations including: coaching to address performance issues; holding difficult conversations across cultural differences; apologizing for missteps; learning about DEI-related experiences; and much more.

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

### **Tips + Tricks: Maximizing Your Employer Brand Through Technology**

This interactive discussion will focus on how employers can leverage the various CSO platforms (12Twenty, Symplicity, etc.) to maximize their recruiting efforts. Whether it be a job posting, OCI registration, or an event invitation – speakers will share best practices on how employers can better engage with students/candidates with just a few clicks.

*Larissa Brewster, Assistant Director for Government and Public Interest, Boston University School of Law*  
*Sherry Marcus Cohen, Bureau Chief, Recruitment, Bronx District Attorney's Office*  
*Sherien Khonsari, Digital & Communications Strategy Lead, Columbia Law School*  
*John O'Hara, Chief Recruiting Officer, Gibson Dunn Crutcher LLP*

### **NALP Foundation Research on Hiring, Attrition, and Early Stage Legal Careers**

This program will share the latest NALP Foundation data on associate hiring, attrition, and the early career experiences of young lawyers, including comparisons by geographic region, demographic cohort, law school, and employer type and size. Participants will learn about the most recent data and trends in attrition and hiring (entry and lateral), enabling them to contextualize their organization's data within the larger talent market. They will also obtain unique data and insights on key factors affecting early stage legal careers, including the pandemic, compensation, educational debt, as well as geographic, employer type, and firm size comparison. You will not want to miss this comprehensive discussion of NALP Foundation data!

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

### **Why People Say “No” to Good Ideas and How to Change Their Mind**

Being persuasive is challenging, especially when you don't have much of a relationship with the person you're trying to convince. That's why being persuasive is not about having the best reasons—it's about making people ready to hear your reasons. Doing that requires strategy, confidence, patience, and trust. But how do you get all of that? Through a mix of stories, examples, research, and exercises, this program teaches participants how to make their case in a range of professional contexts.

*Chris Graham, Principal, TellPeople Inc.*

10:00-10:30 AM

## Break

10:30-11:45 AM

## Concurrent Sessions

### **Accessibility as a Baseline: Retaining and Promoting Disabled Lawyers**

There has been a growing focus on recruiting disabled and neurodivergent law students and early career professionals. The movement for disability inclusion in the legal profession has been bolstered by the work of the National Disabled Law Students Association and other advocates. Recruitment of disabled candidates is important for diversity and inclusion efforts within the legal profession, the conversation needs to evolve beyond hiring. This session will discuss different aspects of accessibility that will help employers retain, and promote, their disabled employees.

*AJ Link, Founder, National Disabled Law Students Association (NDLSA) and the National Disabled Legal Professionals Association (NDLPA)*

*Haley Moss, Lawyer, Neurodiversity Expert, Keynote Speaker, Educator, and Author, Haley Moss, Inc*

### **But I Look Like a Lawyer: Documentary Screening and Fireside Chat**

“But I Look Like a Lawyer” is an award-winning documentary that shares stories of the discrimination, stereotyping, and bias experienced by Canada’s pan-Asian legal community. It increases intercultural awareness and competency, and surfaces the complexity of the history, socio-economic, and colonial aspects of these real lived experiences. At the program, we will screen the documentary and host a fireside chat with the producers to discuss how we can incorporate the learnings from this documentary into law firms, law schools and the legal profession in the US and Canada.

*Steven Ngo, President, Federation of Asian Canadian Lawyers BC*

*Hasan Alam, Advisory Director (Past President), Federation of Asian Canadian Lawyers BC*

*Audrey Jun, Director of Programs, Nidus*

*Fiona Wong, Employment Lawyer, Samfiru Tumarkin LLP*

### **Change Your Story, Change Your Life: A Surprising Path to Well-Being**

We interpret the world around us through a narrative framework. There are the facts of what actually happens and the stories we tell ourselves about those facts. What if you could rewrite the internal stories you tell yourself and reshape your outlook on work and life? You can. This dynamic program combines the latest neuroscience with practical tips and prompts you can use to change how you see yourself, your value, and your career. You’ll leave with more optimism, a better sense of personal competence, and a heightened ability to cope with whatever comes your way.

*Steve Hughes, President, Hit Your Stride, LLC*

### **Families and the Future of Work: Supporting Parents Creates a Talent Advantage**

The pandemic brought to the forefront the challenges long faced by working parents, and the “great resignation” is leading many to re-evaluate their careers. These motivating forces have presented employers with an opportunity to rethink organizational priorities with an eye toward the future of work. Employers who prioritize caregivers and families will have a clear talent advantage in the decade to come. We will discuss why the parent lawyer population is critical to organizational success and identify the specific obstacles they face. Then, we’ll dive into actionable ways employers can develop innovative support structures to attract, retain, and promote caregivers.

*Jennifer Henderson, Partner, Major, Lindsey & Africa*  
*Alexandra Williamson, Manager of Global Attorney Development for Parent Lawyer Programs and Resources, Latham & Watkins*  
*Julie Tran, Sr. Director of Talent Management, Vinson & Elkins*  
*Lori Mihalich-Levin, CEO & Founder and Founding Principal, Mindful Return, LLC; The GME Group, PLLC*

### **The Managing Partners' Perspective: Building Belonging and Engagement in Hybrid Workplaces**

There is no doubt that the legal workplace is evolving. NALP research shows that legal employers have identified integrating and engaging talent in virtual and hybrid workplaces is a top priority. Join us for a timely discussion from industry leaders on the opportunities and challenges in the new hybrid world. This session will be led by managing partners from major Canadian law firms who will share their insights on: leading teams through periods of rapid and continuous change; integrating new and lateral associates into a hybrid workplace and ensuring they develop the skills to succeed; and fostering a culture of in-person and virtual engagement. This session is sponsored by the NALP Future of the Legal Workplace Advisory Group.

*Kristin Taylor, Managing Partner, Cassels*  
*Tim Murphy, Managing Partner, McMillan*

### **Goodnight Zoom: Routines and Strategies for the Underslept and Overworked**

Stress, burnout, and attrition have skyrocketed since March 2020. Unsurprisingly, these changes accompany reports that workers sleep less and feel more fatigued even when they get substantial sleep. Come explore sleep's relationship with our physical health, cognitive functioning, and professionalism. Leave with strategies to get more and higher quality sleep. And – as important – equipped to identify and mitigate the challenges of practicing law on too little sleep. Learn business-minded policies to support lawyers in getting the sleep they need. Rest better when you can; feel better (and work better) even when you can't.

*Jonathan Beitner, Certified Coach & Founder, De Novo PD*  
*Alexandra Clark, Principal, Konkord Co*

### **Hiring for "Firm Fit" Without Perpetuating Potential Biases**

When firms hire for "fit," they run the risk of homogenous recruiting outcomes. Yet the data tell us that alignment across personality, values, and working style can be strong determining factors for on-the-job success. These two ideals are not mutually exclusive. When done with structure and science, firms can more accurately and equitably tap into and hire for what drives success, all while reducing potential biases. In this session, join Suited and Orrick to learn how tools like AI and assessments can help firms mitigate potential bias, meet their DE&I goals, and hire the candidates who will thrive in a firm's culture – and make it stronger.

*Matt Spencer, CEO and Co-founder, Suited*  
*Mike Dee, Senior Manager, Law School Relations and Diversity Recruiting, Orrick, Herrington & Sutcliffe LLP*  
*Greg Haudek, Director of Assessments, Suited*  
*Liz Forrest, Director of Recruiting, Orrick, Herrington & Sutcliffe LLP*

### **Hot Topics in US Law Student Recruiting: 1Ls, 2Ls, OCI, Summer Programs and More**

Recruiting summer associates is different every year now – it's hard to keep up with the changing recruiting landscape! Join these experienced NALPers for a Town Hall-style program on recent trends in recruiting. Share your experiences, observations and innovations with other career professionals from firms and schools on the past year (e.g., volume/timing of 1Ls; team morale) and the outlook for the

coming months (confirmed summer program plans; what you've seen so far for 2L recruiting for summer 2024). There's no PowerPoint – just us asking questions to start group discussions. Submit questions in advance to [elvin@law.duke.edu](mailto:elvin@law.duke.edu). We don't know exactly where the session will go, but we promise it will be lively.

*Bruce Elvin, Associate Dean & Sr. Lecturing Fellow, Duke Law School*

*Michele Ward, Director of Recruiting, BakerHostetler*

*Wesley B. Powell, Director, Legal Recruiting, Weil, Gotshal & Manges LLP*

### **How to Coach, Guide, and Lead the Confused and Uncertain Professional**

Law school counselors are seeing a growing number of students and young lawyers torn between staying in the legal profession or leaving altogether. With so many career options to explore outside the traditional practice of law, it is often difficult to make thoughtful career choices. This presents a challenge in advising the often-lost students and grads who rely on their counselors to share an array of alternative career options and guide them in finding the right fit. During this program, the participants will learn from successful “case studies” and real-life scenarios and apply coaching best practices and design theory to create an effective counseling model.

*Fairuz Abdullah, Deputy Director, Career Development Office, University of California Law, San Francisco*

*Irina Gomelskaya, Executive Director of Career Development and Employer Relations, New York Law School*

### **Optimizing Your MS Outlook: Time, Project, and People Management in Outlook**

In this popular program on “getting the most from your Microsoft Outlook”, you will learn how to expand your capabilities with the market-leading Microsoft Outlook e-mail and professional organization software. We will delve into Outlook-specific strategies for many of the most common productivity needs of many busy professionals today: managing multiple projects, clients & tasks; maintaining “traction” when dealing with tasks and interruptions; clearing the clutter in your mind for better focus; keeping staff on task; tracking “who owes you what” and getting that information on time; and better managing your calendar and contacts for better time and relationship management.

*Randall Dean, The E-mail Sanity Expert (R), Randall Dean Consulting & Training, LLC*

### **Pushing Pro Bono: Benefits of Pro Bono Engagement for Students, CSOs and Law Firms**

This program will explore the benefits of pro bono from both a law school and law firm perspective, looking beyond its contribution to the public good. How can CSOs pitch pro bono to students as a professional development tool? How can it help firm recruitment efforts and develop more useful and ethically responsible summer and junior associates? How do you overcome barriers to participation even if students recognize the benefits? Our panel will share engagement strategies and highlight successful pro bono projects accessible to all students (even 1Ls!) with elements that are easily replicable for any school or firm.

*Kala Mueller, Director of Public Interest Programs, University of Nebraska College of Law*

*Hannah Fine, Assistant Director of Public Service and Pro Bono, The University of Chicago Law School*

*Nura Maznavi, Pro Bono Counsel, Jenner & Block LLP*

### **So You Want to be Chief**

How does one progress to and achieve a Chief title in a law firm? What do Chiefs do that is different from Directors? What do Chiefs expect from their team? How does having a Chief title impact one's career progression both within an organization and in the external market? Hear perspectives on these questions and obtain practical how-to's and career development tips from senior professionals who have earned Chief titles and were or are successfully acting as Chiefs.

*Sandra Bang, Founder & CEO, Sable Group LLC*  
*Chris Boyd, Chief Operating Officer, Wilson Sonsini*  
*Jennifer Bluestein, Chief Talent Officer, Perkins Coie*

11:45 AM - 1:15 PM

## Public Interest Luncheon

### **Justice for Everyone: Revolutionizing Canada's System for Training New Lawyers**

The Everyone Legal Clinic is a first of its kind virtual public interest legal incubator. Launched in May 2022, 25 recent law graduates receive quality training and mentorship and provide direct legal services to clients based out of their home communities across British Columbia. Using modern legal technology, the Clinic serves the dual purpose of training the next generation of British Columbian legal professionals while simultaneously increasing access to justice for British Columbians based in underserved areas across the province. The presenters will share with the audience the methodology behind our planning and execution, as well as the lessons learned and stories from the Clinic's pilot year. At the time of the presentation, the clinic will have been in operation for almost one year, providing us with useful materials and statistics to share with the audience.

*Jamie Maclaren KC, Executive Director, Access Pro Bono Society of BC*  
*Christine Arnold, Managing Lawyer, Everyone Legal Clinic, Access Pro Bono Society of BC*  
*Erin Monahan, Project Manager, Access Pro Bono Society of BC*

11:45 AM-1:15 PM

## Networking Lunch

## Section Meetings

1:30 PM-2:30 PM

## Concurrent Sessions

### **An Exploration of Transgender and Non-Binary Experience and Impacts on our Profession**

As we continue our dialogue about how to foster inclusivity and belonging in our profession, we can't lose sight of why it matters. In our increasingly fractured political environment, how are non-binary and transgender lawyers navigating the profession on behalf of their clients and for themselves? What are the structures and institutional systems that affect legal professionals and their clients and colleagues? We will discuss the lessons learned from the evolution of inclusive practices in the British Columbia courts as well as the challenges that lie ahead with a focus both on the individual and the community at large.

*Carey Bertolet Grand, Associate Dean, Office of Career Services, Cardozo School of Law*  
*Lee Nevens, Acting Senior Counsel, Department of Justice, Government of Canada*  
*Naomi Moses, Associate, JFK Law LLP*

### **Bears, Beets, Border Hopping: The Back and Forth of Practicing Law Across the U.S./Canadian Border**

“The Great Resignation” has impacted the legal market significantly in both Canada and the U.S., with associates transitioning to new positions at high rates and employers scrambling to fill the gaps left behind. The upside is that this has opened the door by providing more opportunities than ever for students and associates to build their legal careers across the border. Panelists from law schools and legal employers in both markets will share perspectives on hiring trends, and how to advise students/associates on how to market their unique backgrounds and skillsets effectively to employers across the 49th parallel.

*Stephanie Mui, Assistant Dean, Career Services Office, Peter A. Allard School of Law, University of British Columbia*  
*Neil Dennis, Director, Director, Professional Development, Blaney McMurtry LLP*  
*Ashley Concini, Senior Manager, Americas Legal Recruiting, White & Case LLP*

### **Caregiving Beyond Childcare: Practical Advice for a Growing “Secret Society”**

Increasingly, caregiving duties reach beyond childcare, with many people now providing long-term or intermittent care to adult loved ones. Yet many are reluctant to speak about these duties, leaving caregivers of adults without meaningful support. As institutional support for working parents grows, it’s crucial to think about how to extend that support to caregivers of adults. This presentation will offer practical advice on how to find and leverage existing resources for caregiver support, proactively work with students and lawyers to begin the process of long-term planning, and create a strategy for managing your workload during times of increased stress.

*Maria Comas, Director of Career Services, Thomas R. Kline School of Law of Duquesne University*  
*Meredith Wiggins, Senior Director of the Career Development Office, University of Arizona School of Law*  
*Aisha L. Joseph, Executive Director, Office of Academic Planning & Career Development, New York Law School*  
*Gillian Murray, Senior Professional Development Manager, Seward & Kissel LLP*  
*M. Teresa Schmiedeler, Managing Director, Public Service Programs & Outreach, University of Maryland Carey School of Law*

### **From Good to Great: Counseling with Self-Awareness, Empathy, and Cultural Responsiveness**

Do you want to elevate your counseling from good to great? This goal may feel easier said than done because career counselors are expected to address many student issues such as job searching, interviewing, networking, and much more. While a good career counselor is able to advise on many of these topics, a GREAT counselor is prepared to address the underlying emotional and cultural aspects of the issue. In this interactive session, attendees will learn how to bring self-awareness, empathy, and cultural responsiveness to the counseling session so that students feel supported, and the counselor develops from good to great!

*Christopher Neal, Director of Career Services, Temple University Beasley School of Law*  
*Elisabeth Beal, Assistant Dean of Career Services, William and Mary Law School*  
*Eric Bono, Assistant Dean for Career Development, University of Denver Sturm College of Law*  
*Tanya Gaskins, Senior Manager of Emerging Talent – US, Bryan Cave Leighton Paisner*

### **FUN to FIRM: Growing into A Role That Firm Leadership Recognizes and Respects**

Many law firm recruiting roles start in the coordinator position, focused on the summer program and OCI. The role is FUN - managing summer events, giveaways, and meeting candidates. For career growth and promotion opportunities, it’s important to learn about how your role impacts the FIRM and demonstrate that knowledge to firm leadership. Our expert panel will focus on the types of information you need to acquire to move up the ladder, how to gain insights into your firm’s bottom line, what news sources to read, and how to manage recruiting and firm data to be able to use it wisely. As you gain knowledge, you will also need to learn about delegating, hiring, budgeting, and more. Come hear how to

grow your role at the FIRM by understanding the complexities of being a trusted and exceptional legal career professional.

*Mary Beth Walsh, Senior Director, Legal Recruiting & Development, Dykema Gossett PLLC*

*Natalie Quinn, Director of Associate Recruitment, Fox Rothschild*

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

### **How To Re-Energize Your Firm's Mentorship Program**

Hear how an AmLaw 100 firm engaged their lawyers in their mentorship program by adding structure and providing clear direction for advisors and advisees to maximize their relationships. Session attendees will engage in discussion about what makes a strong mentor relationship and how to encourage proactive relationship-building across the firm. Integrating summers and first-years into the firm will be a focus of this session. Speakers will provide proven strategies for strengthening relationships in a hybrid and intergenerational work environment.

*Rebecca Jackson, Attorney Professional Development Manager, Blank Rome*

*Elise Gelwicks, Founder and CEO, Eleview Consulting*

### **Managing Up: How to Routinely Present Alumni Program ROI to Firm Leaders**

Law firms have a long history of successful alumni programs that connect to every aspect of the business from human resources to marketing. When done well, these programs have significant impact on business development and talent acquisition. This session will not only cover the larger business goals, but also showcase the key day-to-day community health metrics that demonstrate a full, well-rounded picture that executive sponsors will find useful. Find out how surveys, consistent engagement, and key metrics come together to unlock the full potential of an alumni program that leaders will look forward to hearing about.

*Jenn Pedde, VP of Customer Advocacy, PeoplePath*

*Danya Ray, Alumni Relations Manager, Seyfarth Shaw LLP*

### **Professional Identity Formation: Bridging the Gap Between Law School and Practice**

ABA Standard 303 requires students to receive “substantial opportunities” to develop a professional identity as well as training in bias, cultural competency, and racism. Of course, neither students’ professional identity formation — nor their “work” to become anti-racist, unbiased, culturally competent lawyers — end with their law school graduation. To retain and train top talent, law firms and other legal employers must continue to emphasize and provide opportunities for lawyer professional identity formation in the practice environment and throughout a new lawyer’s career. This program will explore how law firms benefit from law students’ ongoing professional identity formation and how they can best encourage it. We also explore ways in which law schools and legal employers can partner to build a bridge between law school and law practice.

*Leanne Fuith, Associate Professor and Dean of Career and Professional Development, Mitchell Hamline School of Law*

*Erika N. Pont, Visiting Associate Professor and Interim Associate Director, Fundamentals of Lawyering, The George Washington University Law School*

### **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. DeSantis LLC*

### **You Can Handle the Truth — Making Upward Feedback Less Scary**

We know how important feedback is to ongoing development. But, there are real obstacles to getting useful feedback, especially for more senior roles. Not only is it time consuming to collect feedback from those who report to us, but it can also be hard to hear. “What do you mean, I’m not the best at everything?!?” In this session, we’ll have some real talk about upward feedback from a law firm leader, a seasoned executive coach, and a feedback system developer. We’ll discuss confidentiality, and learn some lessons about navigating the uncomfortable responses and reactions that inevitably come up.

*Rachael Bosch, Managing Director and Founder, Fringe Professional Development  
Veronica Matthews, Executive Leadership Coach, VLM Coaching & Consulting  
Jennifer Dolan, Chief Marketing and Business Development Officer, Katten*

2:45-4:00 PM

### **Governance Block: Section Meetings**

4:00-4:30 PM

### **Exhibit Hall Final Look/Prizes**

4:30-6:00 PM

### **Reception Celebrating Diversity, Equity, and Inclusion**

Join your colleagues for a celebration of DEI.

9:00 PM-12:00 AM

### **Late Night Event**

## **Friday, April 28, 2023**

7:30-9:00 AM

### **Continental Breakfast and Coffee Service**

7:45-8:45 AM

### **ABA Q&A**

Join Stephanie Giggetts, Deputy Managing Director, and Molly Wilensky, Manager, Law School Analytics and Reporting, Section of Legal Education and Admissions to the Bar, for an update from the ABA.

7:30-8:45 AM

## Section Meetings

9:00-10:15 AM

### Plenary – The Future of Work Is Now – Are You Ready?

We are going through ongoing change and the pace of change can feel as if we are always struggling to keep up. The key to being now and future ready is being agile, resilient and having the tools and resources to deal with change. The now and future workplace needs ‘everyone to be a leader’ which requires a new way of thinking and doing. In this keynote with future of work expert Cheryl Cran you will leave with:

- Insights into the trends shaping the now and future workplace
- Ideas on how to adapt to a ‘future is human’ reality
- How to successfully work with and engage with diverse personalities/generations and work styles
- Tools on how to increase mindset resiliency and ability to navigate the fast pace of change
- Inspiration and actionable ideas on how to increase success for yourself and others

**Cheryl Cran**, Founder of NextMapping™/NextMapping.com, Creator of the NextNow podcast, and the CEO of Synthesis at Work Inc.

10:15-10:30 AM

## Break

10:30-11:45 AM

## Concurrent Sessions

### **AI-Enabled Assessments: Building Buy-In and Driving Adoption**

Whether you have begun implementing candidate assessments into your hiring program, or are still considering doing so, this session will provide participants with the ultimate roadmap for success. Join us to discover best practices for successful implementation from firm buy-in to process deployment. Panelists will share strategies for creating and maintaining buy-in; insights on lawyer performance metrics needed for building a predictive hiring model; considerations for integrating candidate assessment results into your process; tips for successful project partnerships internally and with your assessment provider; and insights on maintaining momentum as results improve year over year.

*Christina Fox, Associate Director, Talent Operations & Strategic Projects, Skadden, Arps, Slate, Meagher & Flom LLP*  
*Matthew Spencer, Co-Founder & CEO, Suited*  
*Tara Conlon, Director of Legal Recruitment, Cadwalader, Wickersham & Taft LLP*  
*Terrence Yarde, Director - Strategic Accounts, Suited*

### **Collecting, Maintaining, and Reporting Graduate Employment Data Using 12twenty**

Attending the Collecting, Maintaining, and Reporting Graduate Employment Data 101 workshop is highly recommended for newcomers to obtain foundational information they need for employment outcomes reporting and for this session. NALP, the ABA, experienced law school career services professionals representing the ABA/NALP Employment Outcomes Reporting Advisory Group, and a 12twenty representative will share best practices and common mistakes made by schools using 12twenty. Participants will learn how to leverage 12twenty in the collection, maintenance, or reporting of employment data, ensuring complete, accurate, and not misleading data will be submitted by the NALP and ABA Class of 2023 reporting deadlines.

*Molly Wilensky, Manager, Law School Analytics and Reporting, American Bar Association Section of Legal Education and Admissions to the Bar*

*Danielle Taylor, Director of Research, NALP*

*Kimberly Underdown, Director, Student Engagement & Employment, St. Mary's University School of Law*

*Maureen Kieffer, Assistant Dean of Career Services, Loyola University Chicago School of Law*

### **Don't Change the Player, Change the Game: Transforming a System of Bias into Belonging**

Many organizations signal virtuosity by spotlighting their programs helping historically excluded individuals navigate the legal profession, appreciate its unwritten rules, and learn to mold themselves into old models of success. Yet, for decades, statistics on marginalized individuals advancing into our profession's leadership have barely shifted. Thankfully, the conversation recently has broadened to recognize that what needs repair is the system, not the marginalized individual. Join belonging experts and legal profession leaders to explore what this means for the legal profession and for legal employers, and to learn actionable tactics to change the game while supporting the players along the way.

*Neha Sampat, CEO and Founder, BelongLab LLC*

*Koriambanya (Kori) S. Carew, Chief Inclusion & Diversity Officer, Seyfarth Shaw LLP*

### **Enabling Lawyers to Reach Their Fullest Potential Through Competencies**

For over a decade, some law firms have used competency models to shape lawyer professional development. However, competency models can serve a larger purpose in aligning and empowering professional development, recruiting, and hiring for lawyers from law school through partnership. In this panel integrating law school, law firm, and vendor perspectives, we will discuss how understanding and leveraging core lawyering competencies in law school, in hiring, in development, and in performance management can enable lawyer success and well-being throughout their careers.

*Juliet Aiken, Chief Science Officer, Thine*

*Nicholas Jelf, CEO, Volta Talent Strategies*

### **Lessons on Leadership: What the Legal Profession Can Learn From Martin Luther King, Jr.**

This session will discuss leadership lessons we can all take from the life of Dr. Martin Luther King, Jr. It will use Donald T. Phillips' *Martin Luther King, Jr. on Leadership: Inspiration & Wisdom for Challenging Times* as a framework for discussion. This presentation will discuss Dr. King's leadership style, and how legal professionals can incorporate these leadership lessons in their own practices. Key to this discussion will be issues related to professionalism, diversity, equity and inclusion, and civility. While we recommend reading the book, participants need not read the book to benefit from the session!

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

*Marlon Lutfiyya, Director of Talent & Diversity, Neal Gerber Eisenberg LLP*

*Cardelle Spangler, Managing Partner, Chicago Office, Winston & Strawn LLP*

### **Many Methods, One Goal: Case Studies in Programmatic Efforts to Increase Law Clerk Diversity**

For many years, a growing proportion of federal and state judicial employers have consistently expressed their interest in increasing law clerk diversity. This diversity is often broadly defined by the judiciary to include categories of applicants who have been traditionally underrepresented in the law clerk population, for example: women; racial or ethnic minorities; LGBTQ+; first-generation professionals; immigrants; and others. Students and alumni applicants, in turn, of all backgrounds, have expressed a growing interest in serving as law clerks, with many expressing their long-term interests in a judicial career. What can law schools do to help facilitate this market demand? And why does it matter? This program will discuss existing resources available to support underrepresented clerkship applicants.

It will also present learning lessons from three independent initiatives — one faculty-alumni peer mentoring program, one educational programming series, and one multi-school recruiting event — intended to improve law clerk diversity outcomes. Panelists will detail the development of each initiative, discuss the process of collaborating with federal and state judiciary, share results, and outline plans for expansion and refinement. Attendees will receive a resource to support diverse applicants and concrete ideas for program creation and implementation.

*Amy Nixon, Assistant Director of Judicial Clerkships, The University of Chicago Law School*  
*Andrea Cristina Saavedra, Assistant Dean of Judicial Clerkships, Columbia Law School*  
*Andrea Hilton, Chair, Judicial Clerkship Committee, Washington & Lee University School of Law*  
*Jordan Carter, Director of Diversity, Equity, Inclusion & Belonging, University of Kansas School of Law*

### **Maximizing Pro Bono to Achieve Professional Development and Wellbeing Goals**

Can pro bono measurably contribute to lawyer professional development and personal fulfillment, while building intra-firm camaraderie and breaking down silos? Yep, pro bono can do that...if you thoughtfully integrate it into your PD, well-being, and DEI frameworks and reinforce its importance to our profession and ourselves. As presenters, we work at the intersection of pro bono, professional development, and wellness. We've succeeded, taken wrong turns, and learned from our peers. We'll share what we know, illustrate successful models, and facilitate discussion around your experiences and goals. C'mon and join us!

*Steve Grumm, Director, Community Engagement, Legal Aid of Western Michigan*  
*Rachel Jennings, Professional Development & Pro Bono Manager, Neal, Gerber & Eisenberg*  
*Kelly Tautges, Pro Bono Counsel, Faegre Drinker*

### **The Business of Our Business: Law Firm Economics You Need to Know**

Even as the business of law firms evolves more quickly than ever, common fundamentals among larger law firms remain foundational to their businesses. Whether in recruiting, career counseling, DEI or PD, understanding the keys of firm business practices, profit drivers, and business decisions will enable you to add more value to your organization and the lawyers and students with whom you work. We will provide opportunities to engage and apply what you learn through case studies and group discussion as well as share practical takeaways to connect your daily work to the business goals of our business.

*Bruce Elvin, Associate Dean & Sr. Lecturing Fellow, Duke Law School*  
*Melissa Berry, Director of Professional Development & Diversity, Lane Powell PC*

### **Turning the Great Resignation Into the Great Reprioritization**

Employers across the country are grappling with huge turnover in their staff, and a shift in the way employees view their jobs and their lives after surviving an international pandemic. In this session we'll talk about how employers and managers can create thriving workplaces, help employees avoid burnout, and prevent unhealthy cultures that lead to turnover. We'll look at how we can build cultures of belonging even in hybrid offices, provide employees flexibility while expecting great work, and lay the groundwork for the future of the workplace.

*Swati Parikh, Assistant Dean, Office of Public Service and Pro Bono Initiatives, New York Law School*  
*Lillian Evans, Director of Recruitment, NYC Law Department*  
*Jaya Saxena, Director of Diversity, Equity, and Inclusion, The Brattle Group*

### **Yikes!! When Students Renege**

In this highly competitive market where legal employers are vying for talent, career counselors are seeing more instances of students renege on their offers. We will discuss the various reasons that give rise to a student's decision to renege, and our panel, comprised of career advisors and one employer,

will explore the implications for the student, the school, and the employer. We will ask tables to work through challenging scenarios based on actual situations that have occurred and then discuss audience feedback. We will discuss best practices for hopefully limiting these scenarios, advising the student, and navigating these sticky situations when they do occur.

*Melanie Anderson, Associate Director, Paul M. Hebert Law Center, LSU*

*Marcie Davis, Assistant Dean, Office of Career Services, SMU Deadman School of Law*

*Jennifer Queen, Chief Talent Officer, Bracewell*

12:00-1:30 PM

## Business Meeting and Lunch

1:45-3:00 PM

## Concurrent Sessions

### **Collecting, Maintaining, and Reporting Graduate Employment Data Using Symplicity**

Attending the Collecting, Maintaining, and Reporting Graduate Employment Data 101 workshop is highly recommended for newcomers to obtain foundational information they need for employment outcomes reporting and for this session. NALP, the ABA, experienced law school career services professionals representing the ABA/NALP Employment Outcomes Reporting Advisory Group, and a Symplicity representative will share best practices and common mistakes made by schools using Symplicity. Participants will learn how to leverage Symplicity in the collection, maintenance, and reporting of employment data, ensuring complete, accurate, and not misleading data will be submitted by the NALP and ABA Class of 2023 reporting deadlines.

*Molly Wilensky, Manager, Law School Analytics and Reporting, American Bar Association Section of Legal Education and Admissions to the Bar*

*Danielle Taylor, Director of Research, NALP*

*Angélica Salinas Evans, Associate Director for Career Services, The University of Texas School of Law*

*Joanne Casey, Director, Albany Law School*

### **Ensuring the Success of Underrepresented Lawyers from Hiring to Alumni Status**

As we know from NALP data, law firms are doing a much better job at getting attorneys from underrepresented groups in the door. However, statistics have also made it clear that “business as usual” within firm talent management processes results in the attrition of underrepresented lawyers at much higher rates. Please join us as we address the distinct — and often unmet — needs of underrepresented lawyers working in Big Law. Learn strategies for supporting your underrepresented attorneys from starting on their first day and continuing throughout their tenure at the firm on, including facilitating their sense of belonging at the firm, allowing them to be their authentic selves, and assisting them as they make long-term career decisions (which may even mean support moving out of the firm!), including — perhaps — moving out of the firm. Attendees will come away with programming and resource ideas both from the panelists and interactive discussions!

*Pascale Bishop, Manager of Attorney Integration, Ice Miller LLP*

*Chante Spann, External Career Ops Manager, Sidley Austin LLP*

*Sandy Minea, Professional Development Manager, Greenberg Traurig*

*Michelle Jackson, Director, Pathway & Recruitment Innovations, Diversity Lab*

### **From Law to Politics: How to Get Into the Room Where it Happens**

Students are increasingly interested in jobs related to the legislative process, both on the government side and as lobbyists. This topic will cover the variety of job opportunities in this arena, including bar required to JD Advantage, the skills and experiences needed to be competitive for these positions, and the often hidden avenues to find these opportunities. Federal, State, and local legislative jobs will be discussed, as well as not-for-profit professional, trade and public interest associations, think tanks, political parties, lobbying firms, and governmental affairs divisions of major law firms.

*Laurie Feldon, Senior Law Career Counselor - Government Hiring, The George Washington University Law School*  
*Debra Henley, Associate Dean Career Services and Professional Development, Florida State University College of Law*

### **Lateral Hiring Session**

TBA

### **Navigating The Arc – Performance Coaching for the First Year Lawyer**

First year lawyers experience three phases as they transition into practice — Adjustment, Integration, and Brand Evolution. Each phase presents its own unique set of challenges and stressors, which, if supported correctly, can set a positive and upward trajectory for a budding lawyer. The panel will roleplay each phase with volunteers from the audience followed by facilitated group strategy discussions, audience opinions, and key takeaways at the conclusion of the role plays. The phases will include: 1) Adjustment — The period of time prior to entrance into firm life and shortly thereafter — will explore Anxiety dynamics. 2) Integration — Understanding the reality of Big Law practice, building internal relationships, and managing work-life balance challenges — will explore Imposter Syndrome. 3) Brand Evolution — Stability is in sight, and focus shifts to identifying where subject matter expertise can be best developed — will explore Confidence dynamics.

*Scott Langley, Director of Performance Coaching, Legal Innovators by Greenblatt and Parker Inc*  
*Victoria Doñé, Practice Operations Manager, Orrick Herrington & Sutcliffe LLP*  
*Amy Tenney Curren, Director of Attorney Learning & Development, Morrison Foerster LLP*  
*Nicole Llorenz, Manager of Attorney Career Services, Latham & Watkins*

### **Small Adjustments; Big Impact: Supporting Neurodiversity in Recruiting and Advising**

Small adjustments can make a big impact in recruiting and advising neurodivergent students. This program will support both employers and law schools as they strive to ensure that their recruiting processes, events, programs, and organizational structures are accessible to neurodivergent talent. Our panel will explore the nuances of neurodiversity and ways recruiters and advisors can reduce barriers to engagement. As our understanding of neurodiversity deepens, we have witnessed the impact small adjustments can make for these students. Attendees will walk away with tangible tips and strategies that can be immediately implemented in their organizations.

*Mary Beth Nielsen, Senior Associate Director, SMU Dedman School of Law*  
*Angela Sordi, Senior Director, Professional Development, Fasken*  
*Joanna Craig, Director of Private Sector Recruiting, University of Pennsylvania Carey Law School*  
*Melissa Berry, Director of Professional Development and Diversity, Lane Powell PC*

### **Start Now, Benefit Later: Retirement and Succession Planning for You and Your Team**

Even if you haven't found that first grey hair, planning for retirement is something you should do now. Forethought can make the difference between a relaxed, even early retirement, and a less-secure later

life with fewer choices. Succession planning for your office/team also requires strategic preparation. Join this panel of NALP veterans to explore navigating employer (school/firm) retirement programs, difficult to decipher federal benefits like Social Security and Medicare, and receive solid advice on ensuring a smooth transition for you and your department. Hear candid stories and guidance on how to realize a fulfilling next chapter in this safe, confidential session!

*Thomas Schoenherr, (Retired) Assistant Dean, Public Interest Resource Center, Fordham University School of Law*  
*Elizabeth "Betsy" Armour, (Retired) Associate Dean and Dean of Career Services, USC Gould School of Law*  
*Michelle Gage, (Retired) National Director, Legal Talent, Norton Rose Fulbright Canada LLP*  
*Patricia Patrick, (Retired) Director of Legal Recruiting and Employee Benefits, Greenberg Glusker Fields Claman & Machtinger LLP*

### **The Psychology of Getting it Done**

Do you really need to respond to the partner's email at 10:00 pm? How do you demonstrate to others that you are efficient and feel as if you're getting things done? The Psychology of Getting it Done™ is a powerful, comprehensive session to help you take charge of your time, reduce stress, and increase effectiveness. We all know it can be hard to break away from our routine and commit to new habits. But it's worth trying. There is a better way to structure the working day for maximum efficiency by changing outdated beliefs and taking some simple steps to make lasting changes.

*Sherine Clarke, Corporate Trainer, Seminar Facilitator, International Speaker, Sherine Clarke & Associates*

*Meeting Adjourns at 3:00 pm*

## 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 other activities constitutes an agreement by the registrant to allow NALP to use and distribute (both now and in the future) the registrant or attendee's image or voice in photographs, video recordings, electronic and print reproductions, and audio recordings of such events and activities.

## Why should you attend the 2023 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.

## The 2023 NALP Annual Education Conference by the Numbers:

### Meals included:

3 breakfasts  
3 lunches  
3 receptions  
1 dinner

6 sessions on careers and talent teams  
3 sessions on law student career paths  
5 sessions on coaching  
6 sessions on retention and integration  
3 sessions on neurodiverse students and lawyers  
3 sessions on innovation in the legal industry  
3 sessions on law firm alumni programs  
4 sessions on parents, care giving, and flexible work  
3 sessions on competencies  
14 sessions on diversity, equity, and inclusion  
And so much more!