



ANCHORING  
THE  
PROFESSION

# NALP 2024

## ANNUAL EDUCATION CONFERENCE

April 16-19

As of 3/25/24



2025

# NALP in Boston: Anchoring the Profession

## April 16-19, 2024

The NALP Annual Education Conference is the single largest, most comprehensive, and most well-respected educational program in the legal careers profession. The content provides much to choose from — over 90 concurrent sessions and 2 plenary sessions — covering all areas of our profession from recruiting and career counseling to professional development, law student PD, diversity initiatives, and more.

Given the challenges and changes in our profession and our world over the past couple of years, it is imperative to stay on top of current industry trends; learn about best practices as they evolve; and develop, rekindle, and maintain relationships with peers across the industry.

To advocate for your participation in the NALP Annual Education Conference, see these documents to make your case for attendance.

### Key Facts – Registration fee includes:

- 6 meals (breakfast and lunch on Wednesday, Thursday, and Friday)
- 3 networking receptions (Tuesday – Exhibit Hall Opening, Wednesday – Regional Receptions, Thursday – DEI Reception)
- 1 dinner (Wednesday Member Celebration, open to all attendees)
- 90+ educational programs
- 2 educational and informative plenaries
- Numerous networking opportunities (meals, receptions, yoga, and more)
- Access to over 50 vendors and consultants
- Participation in NALP section meetings
- A great investment for your organization!

# NALP Sails into Boston: Anchoring the Profession

*A Letter from Cybele Smith, Chair, 2024 Annual Education Conference Planning Work Group*



So many outside forces are impacting and rocking the legal profession. The currents seem constantly changing with the recent Supreme Court decisions, hybrid work and return to work challenges, and the uptick in artificial intelligence in the workplace. The one constant in the sea of change is NALP. Our organization values and fosters diversity, stays ahead of the tides, and enhances our ability to perform at our highest and best levels for our law students and lawyers. It is with great excitement that — on behalf of the entire Conference Planning Work Group — I invite you to please come to Boston in the spring for the 2024 NALP Annual Education Conference!

The conference will be held at the **Hynes Convention Center**, located in the heart of Boston. The Hynes is connected to both the primary conference hotel (the Sheraton Boston) as well as a full-service shopping mall. **Improv Boston** will kick off the conference with a high energy plenary highlighting communication, collaboration, and active listening. **Geoff Canada**, American educator, social activist, and author will present a plenary on the recent SCOTUS decisions, the impact on the legal pipeline, and how we can improve our DEI efforts moving forward, all through the lens of his work with disadvantaged youth. We will also have over 90 other educational sessions on a myriad of topics to make you an expert at your organization.

Our Member Celebration, open to all attendees, will be held at the **Boston Museum of Science** with plenty of food, interesting exhibits, a great band, and quiet spaces to catch up with old friends or network with new ones.

Boston is both an historical and vibrant city with all the best of walking tours and foodie options, a gorgeous waterfront, and tons of shopping. Come for the education, the networking, and take time to enjoy the city as well.

We look forward to seeing you in April!

## **Cybele Smith, Chair**

2024 NALP Annual Education Conference Work Group and  
Attorney Talent Manager, Ice Miller

# Why should you attend the 2024 NALP Annual Education Conference?

- It 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 the use of AI in the legal careers profession, the impact of the SCOTUS decisions on legal hiring, antitrust rules, managing GenZ, and much more.
- You will have opportunities to network with representatives of peer institutions during the Resource Center Opening Reception, Regional Receptions, the Member Celebration, 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 and preview consultants without having to pay consultant fees – over 30 consultants are participating as presenters.
- Trying to decide which service provider to go with on a new project? You will have time to consult with vendors and compare possible providers in the Resource Center.
- You will solidify relationships with colleagues from schools or employers with whom your organization seeks to develop stronger ties. With decreased travel budgets and a constantly changing environment, the opportunity to meet with representatives from numerous organizations all in one place becomes even more valuable.
- Lawyers can take advantage of the conference as a cost-effective way to earn CLE.

## Opening Reception in the Exhibit Hall

All conference attendees are invited to the Grand Opening of the Exhibit Hall on Tuesday, April 16, from 6:00 – 7:30 pm to meet vendors and network with colleagues while enjoying light refreshments.

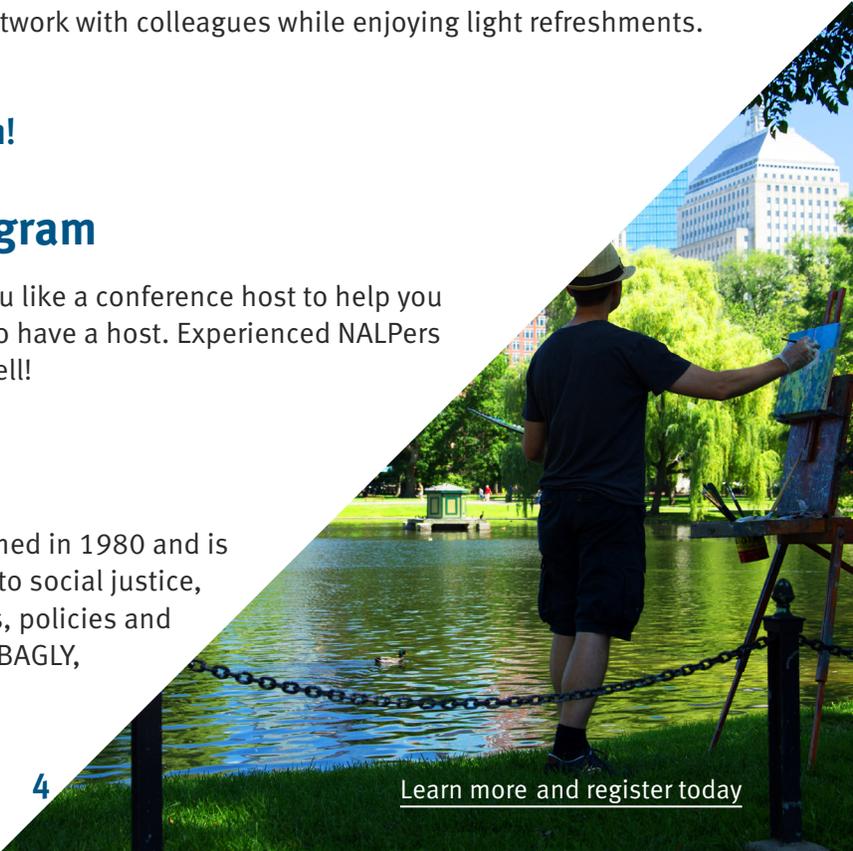
**Watch for the 2024 Conference App coming soon!**

## 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 BAGLY

The Boston Alliance of LGBTQ+ Youth (BAGLY) was formed in 1980 and is a youth-led, adult-supported organization committed to social justice, and creating, sustaining, and advocating for programs, policies and services for the LGBTQ+ youth community. To support BAGLY, click this link – [NALP Conference Giving – bagly, inc.](#)



## 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)

## 2024 Annual Education Conference Planning Work Group

The 2024 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:

Cybele Smith (Chair)  
Courtney Harris (Vice Chair)  
Lynn Iding (Vice Chair)  
Amy Perez (Vice Chair)

### Conference Planning Coordinators:

Debbie Atlas  
Jeff Becherer  
Lisa Del Col  
Nirvana Dove  
Kate Eklund  
Michele Hoff  
Shawn McKenna  
Caroline Pao  
Nancy Parker  
Lindy Resh  
Megan Slocum  
Chris Teague (Local Host)

## Conference Location

Hynes Convention Center  
900 Boylston St Boston MA

## Conference Hotels

There are two Conference hotels this year. 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.

The Sheraton Boston (\$294) is attached to the convention center.

The Boston Marriot Copley Place (\$295) is a short walk to the convention center through Copley Plaza indoor shopping mall about 0.2 miles from the convention center entrance.



## How to Register

Event registration is available online at [www.nalp.org/boston2024](http://www.nalp.org/boston2024). 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<br>(Before March 1st) |            | REGULAR<br>(After March 1st) |            |
|--|----------------------------------|------------|------------------------------|------------|
|  | Member                           | Non-Member | Member                       | Non-Member |
| <b>Full Conference **</b>                          |                                  |            |                              |            |
| Schools, Private Employers,<br>Government          | \$975                            | \$1900     | \$1075                       | \$2100     |
| Non-Members Employed at Member<br>Institutions *** | \$1300                           |            | \$1400                       |            |
| Affiliate Members                                  | \$975                            |            | \$1075                       |            |
| Public Interest Employers                          | \$775                            | \$1000     | \$850                        | \$1100     |
| <b>One Day Registration **</b>                     |                                  |            |                              |            |
| Schools, Private Employers,<br>Government          | \$650                            | \$975      | \$700                        | \$1075     |
| Affiliate Members                                  | \$650                            |            | \$700                        |            |
| Public Interest Employers                          | \$600                            | \$875      | \$650                        | \$925      |

\* 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 1, 2024. 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 \$300, entitling you to the member rate of \$975 (plus all NALP benefits) for a savings of \$25.

## Cancellation Policy

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

Full refund for cancellations received by March 15 (minus processing fee).

50% refund for cancellations received March 15-March 25th.

No refunds after March 25th.

## Tuesday, April 16, 2024

2:00–8:00 PM

### Registration

5:00–6:00 PM

### Newcomers Orientation

If this is your first or second NALP conference, join us at this session for tips on how to get the most out of this conference. Conference newcomers will have the opportunity to speed network with other newcomers as well as learn how to navigate the conference to maximize their experience.

6:00–7:30 PM

### Opening Reception in the Exhibit Hall

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

## Wednesday, April 17, 2024

6:30 AM

### Yoga

7:00 AM

### Early Bird Walk

7:30 AM–5:00 PM

### Registration and Resource Center Open

7:30–9:00 AM

### Continental Breakfast and Coffee Service

7:30–8:45 AM

### Section Meetings

9:00–10:15 AM

### Opening Plenary: Yes And: Learning Vital Skills through Improv

Improv is a terrific way to share ideas, discover something new and inspire others. The skilled professionals from ImprovBoston will seamlessly integrate interactive improv and skillful storytelling into an unforgettable and high energy session. Improv is built on collaboration, communication, and creativity, skills which legal career professionals use each day. Participants will learn to take risks, trust their instincts, and contribute ideas with confidence. In this energizing session, you will shut off

that little voice that says no and replace it with the foundation of improv - YES, AND!

*Presented by ImprovBoston*

10:15–10:45 AM

### Break

10:45 AM-12:00 PM

### Concurrent Sessions

#### Alumni Perspectives: Leveraging Law Firm Alumni Networks for Professional Success

Have you ever wondered what is most important to your organization's alumni? Hear from three lawyer alumni from three different law firms who have taken different career paths — in-house, government, and boomerang hire — about what matters most to them before, during and/or after they departed their law firm. Panelists will share their own personal experiences, reflect on their career trajectory, and how they continue to leverage their alumni network.

*Paul Lazdowski, Associate Director of Alumni Relations, Proskauer  
Elizabeth Fraser, Shareholder, Greenberg Traurig  
Ariane Waldron, Attorney, US First Circuit Court of Appeals  
Daniel (DJ) Jeng, Associate General Counsel, First Eagle Investments*

#### Building Resilience for Students and Public Interest Lawyers

In the public service sector, wellness is a key factor when evaluating career opportunities and impacts the services students expect from career advisors. The focus on wellness for those who experience vicarious trauma and compassion fatigue presents opportunities and challenges for advisors and public service employers. This program will explore how a range of actors across law schools and employers are building solutions to create wellness strategies and developing pathways towards resilience specifically in the public sector.

*Jonaki Sanyal, Senior Program Associate, Acacia's Unaccompanied Children Program  
Rosetta Williams, Senior Director, Immigrant Justice Corps  
Jasminder Deol, Assistant Dean for Career Development, UC Irvine School of Law*

#### Demystifying Diversity Statements: Tips for Advising Law Students

As diversity programming at law firms grows more common place, effective advising by career services professionals has become a hot topic of discussion. This panel presentation and

# Wednesday, April 17, 2024

small group discussion will explore both law firm and school side perspectives on how students may effectively draft diversity statements. Topics will include advising law students on telling their story without oversharing, maintaining a balance between honesty and positivity throughout their statement, and drawing a line between their diversity experience and what they hope to accomplish in the practice of law.

**Adam Gratch**, Director of Employer Engagement, University of Wisconsin Law School

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

**Khevna Patel**, Manager, Legal Recruiting and Development, Dykema

**Bryant Park**, Senior Associate Director, South Carolina University School of Law

## Leading Teams Through Organizational Change

Whether it's a merger, a new boss, or the changing hybrid work model, the only certainty we have seems to be the certainty of change. This program will explore change management models, utilize case studies and provide practical frameworks to provide attendees with actionable takeaways that will allow participants to lead successful change initiatives from any level in their organization.

**Kristine McKinney**, Chief Operating Officer, Fish & Richardson

**Mina Jones Jefferson**, Chief Culture & Engagement Officer, Bricker Graydon LLP

## Managing a Spectrum of Talent: Neurodiversity in the Legal Profession

As conversations about neurodiversity and disclosure of neurodivergence become more common in the legal profession, leaders and managers must learn how to support the success of neurodiverse talent. This program bridges the gap from recruiting neurodivergent law students, lawyers, and team members to onboarding and retaining them once they join your organization. We will focus on how organizations can develop effective support structures to help neurodiverse employees thrive. Attendees will get tangible tips to implement in various environments and hear about successes we can learn from in creating culturally specific initiatives.

**Melissa Berry**, Director of Attorney Development, Perkins Coie LLP

**AJ Link**, Founder, NDLSA (National Disability Law Student Association) & NDLP (National Disabled Legal Professionals Association)

**Rachael Bosch**, CEO & Founder, Fringe Professional Development

**Angela Sordi**, Senior Director, Professional Resources, Fasken

## Messaging and Presence

A highly interactive session focusing on two key presentation skills: content and form. The group will be given an overview

of what it means to have “executive Presence”. The group will learn the basics of effective messaging and be subsequently tasked with creating messages in the form of “Vision Statements” and/or “Elevator Speeches”. This will all come together when volunteers will share their messages and practice presenting skills

**Chris DeSantis**, Principal, C.P. DeSantis LLC

## OMG ChatGPT!

A panel discussion and presentation from law firm recruiting professionals and law school career services staff on the impacts and implications of generative AI such as ChatGPT on the recruitment and hiring process.

**Jackie Russell**, Director of Career Services and Recruitment Programs, Chicago-Kent College of Law

**Amy Kimmel**, Asst. Dean—Career Development Office, Univ. of California Law San Francisco

**Ashley Gardner**, Attorney Recruiting and Development Manager, O'Melveny and Myers LLP

**Alexis Brown**, Director of Attorney Recruiting & Development, Kecker, Van Nest & Peters LLP

## Redesigning Feedback to Grow and Retain Top Talent: A Quarles & Brady/IDEO Case Study

Attracting and retaining top talent is a business-critical imperative as associates increasingly switch firms in search of meaningful development and growth opportunities. In 2022 and 2023, Quarles worked with international design firm IDEO to craft employee-centered tools and practices for transforming their feedback culture. Come learn about how they uncovered insights, prototyped, and implemented their Loop feedback system through a months-long, full-court press across the firm. You'll leave inspired with your own ideas for improving your organization's feedback culture.

**Joe Wilson**, Executive Committee Member and Energy and Utility Partner, Quarles & Brady LLP

**Natalie Osterweil**, Director of Organizational Design, IDEA

**Erica Gholson**, Director of Learning & Development, Quarles & Brady, LLP

## Silenced Not Silent: Things Black Lawyers Wish YOU Knew But Won't Tell You

It's no secret that attrition rates for Black lawyers in Big Law are alarming and have been for decades. Have you ever wished you could get a glimpse inside the mind of that top associate walking out of your firm's doors for the very last time? What aren't they saying? In this session, you will walk through the talent life cycle of a Black associate and learn about often missed blind spots through a recruiting, DEI, and coaching lens. Come and

hear what your Black associates wish you knew but won't tell you and leave with actionable next steps.

*Erin Wilkins, Manager, Diversity, Equity + Inclusion, Goodwin Procter LLP*

*Kendra Tannis, Associate Director of Diversity & Inclusion, Baker Botts LLP*

*Tiffany Partlowe, Senior Legal Recruiting Manager, Reed Smith LLP*

## They Don't Stay Like They Used To: Cultivating Belonging and Engagement

In a recent survey of 2,500 Millennial and Gen Z respondents on the career platform The Muse, 80% said it is "acceptable to leave a new job before six months if it doesn't live up to expectations and the position or company was very different from what they were led to believe." This widespread phenomenon is called "Shift Shock." At this panel, representatives from DOJ, NYC Law Department, a law firm, and a DEI professional will provide best practices to prevent "Shift Shock" at your organization and discuss ways to promote belonging and engagement. Panelists will also provide strategies CSOs can use when advising students about how to address expectations in interviews. This program has something for everyone!

*Lillian Evans, Director of Legal Recruitment, NYC Law Department*

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

*Jaya Saxena, Director of Diversity, Equity and Inclusion, Spencer Stuart*

*Michael Nguyen, Director, Attorney Talent Acquisition, Davis Wright Tremaine*

## Trends in Workplace Flexibility Beyond Hybrid

We will discuss data, strategies and innovative best practices for workplace flexibility, hybrid workplaces and caregiver leave policies. First, we will talk about critical policy features. Next, we will talk about necessary infrastructure (i.e. structures and resources around onboarding/integration, training, evaluations, workload allocation, mentoring, affinity groups, and advancement) that will support your organization's policies. Further, we will talk about success stories and how to replicate them.

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

*Zakiyyah Salim-Williams, Partner & Chief Diversity Officer, Gibson Dunn*

## Understanding Partner Compensation Systems and the Revealing Questions Everyone Should Ask

Since compensation touches so many aspects of lateral partner recruiting (e.g., how much the candidate will be paid, how much a search consultant will be paid, how interested the

candidate and the law firm are in one another, the basis upon which a candidate may ultimately be judged, etc.), it is crucial to understand the variety of partner compensation systems in use and how they work. And just as important, how supposedly similar compensation systems may vary dramatically from one firm to the next. The second half of this program will focus on seven revealing questions every candidate, search consultant, and law firm recruiter should ask before finalizing a deal for a lateral partner. Too often firms and candidates gloss over critical issues that may destroy the long-term success of the union. These 7 questions will dramatically increase the odds of success for both candidates and firms alike.

*Blane Prescott, Managing Shareholder, MesaFive LLC*

## What's CORA Got to Do With It?

This session will discuss the new CCJ/COSCA portal — named CORA, Court Opportunity Recruitment for All — that identifies and promotes opportunities for internships, externships, and clerkships within state and local courts, both in person and remote. CORA works by connecting interested applications to these state court opportunities, and allows them to apply through the portal directly. During this session, attendees will hear about the CORA portal and its importance from several of its key champions, including chief justices of state supreme courts who helped found CORA as part of a national Blueprint for Racial Justice state court initiative.

*Danielle Hirsch, Managing Director, National Center for State Courts*  
*Chief Justice Richard Robinson, Chief Justice, Connecticut Supreme Court*

*Chief Judge Anna Blackburne-Rigsby, Chief Judge, DC Court of Appeals, DC Court of Appeals*

12:00–1:15 PM

## Networking Lunch

Join your colleagues for lunch.

## Experience Professionals Section Meeting

## Newer Professionals Section Meeting

## Section Meetings

## City Group and Law School Consortia Leaders Lunch

1:30–2:30 PM

## Concurrent Sessions

### Become a Boss in Boston: A Toolkit for New Recruiting Managers

Are you a new (or aspiring) recruiting manager and a first-time people manager at a legal employer? Do you want to gain insight into best practices for managing direct reports or a recruiting team? Legal recruiting professionals are often elevated to a manager role due to mastery of their daily responsibilities and they may not have experience or skills in managing others. Join this panel of knowledgeable people managers who will share personal experiences and advice on a variety of topics, including delegating, staffing, coaching, performance management, feedback, and communication. This session will help all new recruiting managers become great bosses and skilled managers of your direct reports and your team.

*Ginette Mueller, Recruitment Manager, Baker McKenzie*

*Anne White, Attorney Recruiting Manager, Morrison Foerster LLP*

*Tanisia Charles, Recruiting Manager, Jones Day*

### From Performative to Transformative: Reimagining Professionalism

Our concepts of “professionalism” can be unintentionally grounded in bias and can have discriminatory impact, even when we are committed to and want to promote workplace equity. In this session, we will re-imagine the definition of professionalism by re-grounding related concepts in our concrete workplace needs and our own values. We will identify often-hidden biases that compromise transformative growth. By the end of the session, we will have worked individually, in small groups, and as a full group to develop new language and concepts that better support students, lawyers, and our organizational leadership. In doing this, we can contribute to more equitable workplaces and ultimately to better organizational performance.

*Christopher Neal, Director of Career Services, Temple University Beasley School of Law*

*Melanie Rowen, Manager of Attorney Development and Programs, Latham & Watkins*

*Rachael Bosch, CEO & Founder, Fringe Professional Development*

*AJ Link, Founder, NDLSA (National Disability Law Student Association) & NDLP (National Disabled Legal Professionals Association)*

### How To Talk About Your Expertise So People Want to Learn From You

The session focuses on advanced strategies for delivering learning content in engaging and memorable ways. A common way to

teach skills or share ideas is to tell people what you know. You do research, reflect, and then craft simple explanations. Doing this is challenging, but only at the beginning. Participants will learn how to create content that people talk about, post on social media about, and that gets you remembered for months, even years afterward. (If that’s never happened to you, please come to the session!)

*Chris Graham, Principal, TellPeople Inc. (www.tellpeople.ca)*

### In Defense of the Middle: Developing Associates Who Go from Succeeding to Exceeding

While most of our professional attention goes to lawyers at opposite ends of the continuum — high performers and low performers — the necessary and usually largest cohort in the middle may be neglected. Overlooking the middle can suppress and drag down morale and engagement and hinder development. Yet many of the middle stay the course on the path to partnership. These solid performers could realize their full potential with focused development efforts. This program explores who makes up the middle and why, and how intentional investment in the middle supports a more sustainable, inclusive, and equitable environment.

*Melissa Berry, Director of Attorney Development, Perkins Coie*

*Nicole Llorenz, Manager – Attorney Career Services, Latham & Watkins*

*Anna-Lesa Calvert, Manager of Professional Development and Diversity, Hodgson Russ LLP*

*Melissa Forshey Schwind, Director of Attorney Recruiting, Professional Development, and Diversity & Inclusion, Ward and Smith, P.A.*

### Integrating and Enhancing Well-Being Through Feedback

The well-being and mental health of legal professionals is suffering. As a profession, we are being called to find ways to support the well-being of our people and our profession that go beyond individual skill building and find ways to integrate well-being into the way we practice law. Clear, constructive, compassionate feedback is an essential aspect of successful leadership. It is also a powerful tool in helping those we supervise to grow and flourish. The objective of this panel discussion is to explore the relationship between feedback and well-being in the legal profession, and how it impacts the mental health, productivity, development, and retention of lawyers. The panel will provide insights into recommended practices for creating a culture of feedback that promotes effective professional development, a healthy work environment, resilient relationships and strengthened well-being.

*Ashleigh Frankel, Co-founder, The WiseMind Co.*  
*Gavin Alexander, Wellness Director, Jackson Lewis LLP*  
*Rudhir Krishtel, CEO, Krishtel LLC*  
*Amy Johnston, Clinical Director, Urban Wellness*

## Meeting in the Middle: Managing Gen Z in the Legal Industry

New professionals in the workforce have a different philosophy on what they want from their careers, which means we must approach leading and managing them differently. As a group of millennial managers caught managing up, down and everywhere in between the generations, we will share tips and tricks from our lived experiences during this highly interactive session. Whether you are working with summer associates, first years, or business professionals, we'll discuss how to find a balance between acknowledging these lifestyle changes and meeting the demands of our industry.

*Kelly Ryan, Senior Manager, Professional Development, Venable LLP*  
*Alexandra Gharghoury, Legal Recruitment Manager, Brown Rudnick LLP*  
*Shannon Curry, Senior Talent Acquisition Manager, Witherworldwide*

## News Flash! Learn the Benefits of NALP's New Retirement Advising Network

NALP's most experienced members offer unique insights given their wealth of experience in the profession. And now NALP's Retirement Advising & Affiliate Membership Network (RAN), which just completed its inaugural year, finally provides a platform to access this previously untapped resource. Learn from RAN recent retirees the multiple ways in which we advise current members — both themselves and those they supervise - on topics including: healthcare and financial decision-making; succession planning; pursuing paid employment and/or volunteering post-retirement; dealing with the emotions of all these changes; and making the case for continued NALP membership. You'll come away with a concrete roadmap for yourself and/or those you manage for this important transition, and how to retain your valued affiliation with NALP.

*Elizabeth (Betsy) Armour, Dean of Career Services (Retired), USC Gould School of Law*  
*Tom Schoenherr, Assistant Dean of Public Interest Resource Center (Retired), Fordham Law School*  
*Marcia Pennington Shannon, Career & Leadership Coach/Senior Consultant, See Clear Coaching (current); Assistant Dean for Career Strategy (retired), Georgetown Law Center*

## Public Interest Fellowships: Tips for Applicants & Host Organizations

This panel will provide an update on new and existing fellow-

ship public interest programs for law school professionals and public interest employers. We'll cover: tips for identifying candidates and preparing applications, the difference between project-based and cohort models, differences in review/selection processes, reflect on changes to fellowships in remote/hybrid working models, and discuss professional development opportunities offered by fellowship programs.

*Lauren Hartley, Portfolio Manager, Equal Justice Works*  
*Kerry Stotler, Career Counselor, Office of Career & Professional Development, American University Washington College of Law*  
*Becca Vogt, Recruitment Manager, Immigrant Justice Corps*

## Pushing Back on Pushback: Making Progress Toward DEI Goals Despite Resistance

Diversity, equity and inclusion work is a transformational change management process that requires innovation, accountability and emotional intelligence. Pushback against new initiatives, structures, and systems is an inherent and expected part of DEI work. As a result, practitioners may experience high levels of frustration, disappointment and burnout. This interactive program will provide space for experienced DEI professionals at law schools and legal employers to process their experiences with pushback and provide all attendees with comprehensive tools to effectively manage and work toward overcoming resistance.

*Jennifer Mencarini, Director of Diversity & Inclusion, Fox Rothschild LLP*  
*Alison Ashe-Card, Associate Dean for Diversity, Equity, and Inclusion, Duke University School of Law*  
*Sylvia James, Chief Diversity & Inclusion Officer, Winston & Strawn*  
*Morolake "Lake" Laosebikan Buggs, Director of Inclusive Excellence for Graduate and Professional Education, Elon University*

## Retention Reality: What Really Matters to Associates from The NALP Foundation's New Stay Study

What did 3,374 associates say really drives associate retention? Join The NALP Foundation to learn about key insights from The NALP Foundation's recently released study, Should I Stay or Should I Go? Key Factors Driving Law Firm Associate Retention. Fiona Trevelyan Hornblower, President and CEO, Jennifer Mandery, Vice President for Research, and Skip Horne, Vice President for Engagement, will share the illuminating results, as well as discussing divergences in the data across different cohorts including gender, race/ethnicity, seniority and firm size.

*Fiona Trevelyan Hornblower, President and CEO, The NALP Foundation*  
*Jennifer Mandery, Vice President for Research, The NALP Foundation*  
*Skip Horne, Vice President for Engagement, The NALP Foundation*

## Supporting and Placing Indigenous Students

The number of Indigenous lawyers and Indigenous students enrolled in law schools has been on the rise over the past few decades, but the structures and techniques for supporting Indigenous law students transitioning into their legal careers has not been openly discussed or developed. The responsibilities and hurdles Indigenous students carry to law school multiply as they proceed to and past law school graduation, and career services professionals need to know how to identify these issues and address them. This presentation will help placement professionals and law firms identify and address the issues Indigenous lawyers experience.

**Sherri Thomas**, Associate Dean of Institutional Equity and Inclusion, University of New Mexico

**Rodina Cave-Parnall**, Executive Director, American Indian Law Center

**Bonnie Stepleton**, Director of Student and Career Services, University of New Mexico

## We Need to Talk: Communication Strategies for 1Ls and Transfer Students

Effective, early engagement means stronger advising relationships and better outcomes for students. A panel of experienced career office professionals share strategies and tips for engaging 1Ls and transfer students during their first year. The cross-country representation of schools will take a chronological look at how we communicate and engage, sharing a variety of approaches to provide a broad perspective on best practices. Engaging table discussions and idea sharing will round out the session.

**Megan Zurbriggen**, Director of Career Counseling, University of Wisconsin Law School

**Bryant Park**, Senior Associate Director, University of South Carolina Law School

**Fairuz Abdullah**, Deputy Director of the Career Development Office, University of California, College of the Law

**Leslie Becker Wilson**, Director of Legal Career Services and Alumni Relations, University of Massachusetts School of Law-Dartmouth

## You've Got a Friend in Me: Best Practices for Partnering with Your Search Consultant

This moderated panel presentation includes a cross-section of senior-level firm recruiting professionals and veteran outside search consultants (headhunters) discussing best practices and innovative tips about how best to partner with outside search consultants on partner-level lateral searches. The moderator and speakers will seek audience engagement and encourages swapping war stories for the benefit of the room. The discussion will benefit seasoned partner recruiters and those interested in expanding into partner-level searches.

**Laura DeRise**, Director of Attorney Recruiting, Bass, Berry & Sims  
**Georgia Gray**, Director of Associate Recruitment, Hogan Lovells US LLP

**Justine Donahue**, Managing Director, Macrae

**Joe Christian**, Lateral Recruiting Manager, Bass, Berry & Sims

2:30–3:00 PM

## Break

3:00–4:00 PM

## Concurrent Sessions

### ABR (Always Be Recruiting): At Every Level, From Every Angle!

The days of “post and pray” are long behind us, and internal recruiting teams are being asked with increased urgency to go out and find the right candidate instead of waiting for them to come to us. This program will introduce a variety of proactive recruiting initiatives and efforts, designed for summer associates to partners and everyone in between. We will share best practices for identifying and tracking strong prospective talent and increasing brand awareness externally. Provide value to your organization by growing this culture of recruitment, and always be recruiting!

**Kimberly Jones**, Senior Attorney Recruiting Manager, Stoel Rives LLP

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

**Mary Beth Walsh**, Sr. Director, Legal Recruiting and Development, Dykema Gossett PLLC

**Andrea Korphage**, Manager, Partner Growth and Integration, Quarles & Brady, LLP

### Advising Today's Law Students through the Interview Process with Sensitivity and Realism

Are you having trouble supporting your students' need to be accepted for who they are with giving them sound interview advice? Today's law students are unique and come from many diverse backgrounds. They all have a different understanding of what it means to be successful in the legal profession. What might be intuitive to some, is uncomfortable or unknown to others. In this session, we will discuss the delicate balance of helping your students feel comfortable with the interview processes they undergo while also impressing employers and proving they are the right choice for the job.

**Larissa Brewster**, Assistant Director for Government and Public Interest, Boston University School of Law

**Lauren Brown**, Director of Recruiting and Professional Development, Arnall Golden Gregory

**Christie Vonk**, Senior Recruiting Manager, Law Student Recruiting & Campus Outreach, King & Spalding

**Claudette Harris**, Director, Emory Law

## Allocating Opportunities Equitably: Why Work Allocation Should be Your Top EDI Priority

Historically, work allocation has been driven by proximity and familiarity — relationships, word of mouth, or which associate “pops to mind”. Because humans are naturally drawn to people who remind us of ourselves, a relationship-based model risks affinity bias, and can lead to inequitable and unbalanced work distribution. Recognizing that lack of opportunity leads to early departures by members of equity groups, firms are starting to develop systems that delegate based on capacity, need and interest. This workshop will make the case for structured work allocation, offer tips to create buy-in and compliance by partners, and advice on how to find the right platform.

*Nikki Gersh bain, CEO, IDEA Consulting Group*

*Kari Abrams, Director, Legal Personnel and Professional Development and Employment Counsel, Blakes LLP*

*Kim Bonnar, Chief Professional Resources Officer, Cassels*

## An Introvert and Extrovert Walk into a Reception – How Anyone Can Network!

Because the essence of networking is relating to others, it calls especially to the introversion-extraversion spectrum. Introverts and extroverts each face unique challenges, and each bring unique advantages to networking opportunities. Join extrovert Mindy Finnigan and introvert Marilyn Drees as they walk into a reception, the most common (and fearsome) networking setting for law students and junior lawyers. Learn tips and strategies for extroverts and introverts not just to survive, but to make the most of those opportunities. They will also suggest strategies for virtual networking, along with networking possibilities that might be more comfortable for introverts or extroverts.

*Marilyn Drees, Career Counselor, The University of Texas School of Law*

*Mindy Finnigan, Director of Professional Development, The University of Texas School of Law*

## In Their Shoes: The Candidate’s Perspective in the Associate Lateral Process

This panel will help firm recruiting teams better understand the candidate’s perspective during the lateral associate job search and, as a result, implement more effective recruiting and marketing strategies. The presentation will provide new, real-life, surprising insights for recruiting teams, including about the main types of lateral associate moves, resources that candidates actually use for their search, the stressors and considerations, and how candidates really choose where to apply or accept. Using hypothetical scenarios based on true stories, this interactive panel will provide a fresh perspective for recruiting teams from the “other side” of the recruiting process.

*Albert Tawil, Founder & CEO, Lateral Hub / Summer Associate Hub*  
*Elizabeth Claps, Global Director of Alumni Relations and Career Services, Cleary Gottlieb Steen & Hamilton LLP*

*Valery Federici, Career & Life Coach / Co-Founder, Valery Federici Coaching, LLC / Level Up Legal*

*Amy Killoran, Alumni Career Advisor, Northwestern Pritzker School of Law*

## Lawyer Integration Renovation: From “Want” to “Need”

For every lawyer who leaves a law firm, the firm suffers a significant economic loss. We know that lateral lawyers also are more likely to leave a firm, so how do we give them the support that makes them stay? Sometimes the role of integration and retention falls on a member of the recruiting team, sometimes it’s a PD task, and sometimes no one owns it. But more and more firms are hiring a dedicated integration professional. No matter where your firm falls, we have ideas to make integration more efficient and more successful. And if you feel the time is right to make the pitch for a full-time integration professional, we will talk about how to make the case.

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

*Shannon Burke, Director of Talent Development and Diversity, Chapman and Cutler LLP*

*Susan Parker Schmitz, Managing Director, ELR Legal Search*

## Let’s Get Physical!: Exploring Weight Bias

Weight and physicality bias is one of the most common EXPLICIT and acceptable biases that exists. Like other social identity explicit and implicit biases, bias against individuals of particular sizes come with connotative understandings of who they are as people, what they can do and what we think those individuals can achieve. This can ultimately impact their success in our organizations and the extent to which they feel included. In this session, participants will learn more about weight and physicality bias and how it manifests, the impact on inclusion and success in organizations, and the ways leaders can start to address this known bias.

*Bendita Cynthia Malakia, Director of Diversity & Engagement, O’Melveny & Myers*

*Brenda Carr, Chief Diversity & Inclusion Officer, Arnold & Porter*

## Maximizing Micro-Sponsorship: People Leader Habits for High Performance Culture

This workshop highlights the significance of small yet powerful actions in driving individual and team performance. Participants will explore the concept of micro-sponsorship and its distinction from traditional mentorship and sponsorship relationships, learn practical strategies for developing micro-spon-

sorship habits and creating an organizational environment that encourages micro-sponsorship. Through activities and small group discussions, attendees will gain the knowledge and tools necessary to embed a high-performance culture through micro-sponsorship relationships, benefiting both sponsors and protégés.

**Keya Dasgupta**, *Head of Learning & Organizational Development, Norton Rose Fulbright*

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

## Structuring Your Summer Program on a Budget

Law students look for internships that offer them the three S's — structure, substantive experience and social connection with lawyers. In this panel moderated by a law school career services representative, you will hear from a government office, a public defender organization, and a small law firm about how they host an excellent summer intern programs with limited resources. Attendees will learn how internship programs can support law students from all backgrounds to create a pipeline for future lawyers. And attendees will hear practical ways to adjust their internship programs so they better meet the needs of today's law students.

**Lillian Evans**, *Director of Legal Recruitment, NYC Law Department*

**Jennifer Thomas**, *Director of Legal Recruitment, Public Defender Service for the District of Columbia*

**Aisha Joseph**, *Executive Director, Office of Academic Planning & Career Development/Deputy Diversity Officer, New York Law School*

**Meghan Pier**, *Director of Associate Recruiting, Jackson Walker LLP*

## Suicide: The Mental Health Crisis That We Do Not Discuss

Lawyers have a statistically higher suicide rate than other industries (due to stress, depression, exhaustion), and death by suicide among college students has increased nationwide. Research indicates that one of the highest at-risk groups is males aged 18 to 24; and youth suicides and instances of self-harm have increased over the past decade, directly affecting our law students. Additionally, the stress and exhaustion being felt by professional development, career services, and recruiting professionals, while supporting lawyers and students, is at an all-time high. Join us as we offer space, resources, and training to create better support structures for students and legal professionals in need.

**Sheryl Roberts**, *Legal Recruiting Manager, Smith Anderson Blount Dorsett Mitchell & Jernigan LLP*

**Jessie Spressart**, *Managing Director, Optia Consulting*

**Beth Burkstrand-Reid**, *JD, MSW, LICSW, Brite Counseling*

**Mia Kontnik**, *Career Consultant, University of Denver - Sturm College of Law*

## Values-Based Leadership

No matter your level of seniority, you have an impact on and an ability to influence those around you. But what impact are you having? This program will help you re-set, re-group, and re-define what leadership means to you so that you can influence others in a way that aligns with your personal and professional values. We'll clarify your values, develop a behavioral leadership framework to guide your actions and goals moving forward and give actionable tools to help you set and adapt boundaries, grow your leadership skills, and navigate challenges in alignment with what matters most to you.

**Rachael Bosch**, *CEO & Founder, Fringe Professional Development*

**Neha Nissen**, *Chief Talent Officer, Fenwick & West LLP*

## 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 DeSantis**, *Principal, C. P. DeSantis LLC*

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 at the Boston Museum of Science

# Thursday, April 18, 2024

6:30 AM

## Yoga

7:00 AM

## Early Bird Walk

7:30 AM–4:30 PM

## Registration and Resource Center Open

7:30–9:00 AM

## Continental Breakfast and Coffee Service

7:30–8:45 AM

## Section Meetings

7:45–8:45 AM

## Breakfast for Public Interest and Public Sector Employers

Public interest/public sector employers are invited to meet over breakfast to discuss recent trends, challenges and best practices in attorney recruiting and retention.

9:00–10:00 AM

## Concurrent Sessions

### Change Makers: How Alumni, DEI and Well-Being programs Enhance and Evolve Law Firm Culture

Alumni, well-being, and DEI professionals break through departmental silos, play a role in each part of the employee life cycle, and enhance and evolve law firm culture. Organizational change happens by better understanding what motivates outside departments to incorporate alumni relations into their programming. We will discuss effective collaborations, approaches to encourage collaboration when met with reluctance from other groups, and how to evolve law firm culture so that alumni relations is always top of mind. Speakers with DEI and well-being backgrounds will help us understand what motivates them to partner with alumni relations and share their approaches to organizational change.

**Laura Higgins**, Director of Alumni and Client Relations, Haynes and Boone, LLP

**Sylvia James**, Chief Diversity & Inclusion Officer, Winston & Strawn

**Clare Roath**, Director of Alumni Relations, Troutman Pepper

**Abby Read**, Wellness Manager, Haynes and Boone, LLP

### Chat Them Up Before They Go-Go: 3L Year & Exit Interviews

Looking to improve your law school's relationship with graduating students? Join us for a dynamic session on implementing a 3L exit interview program in your law school, including consideration for your timeline and internal partners (Alumni Relations anyone?). Learn best practices for how to build relationships with 3Ls, gather their feedback, and implement that feedback into systematic changes and/or communicate your findings with stakeholders in the law school.

**Whittley Pike**, Director, Law Career Development, Santa Clara University Law School

**Willow King-Locke**, Assistant Dean of Professional Development, Indiana University Robert H. McKinney School of Law

**Stacey Blakeman**, Assistant Dean of Career Services, University of Kansas School of Law

**Seth Mills**, Director of 3LE/3L/4LE Advising, New York Law School

### Focus on Inclusion: Initiatives in the Federal Judiciary for Law Clerks and More

Diversity in the ranks of federal law clerks is a perennial discussion topic, and ideas to improve inclusivity are offered from many quarters. This program offers a unique opportunity to hear directly from the federal judiciary about programs, resources, and plans to diversify the pool of judicial employees, including law clerks. Come be part of the conversation about the federal judiciary's strategic plan to "broadly reflect the public it serves."

**Marilyn Drees**, Career Counselor, The University of Texas School of Law

**Bruce Hendricks**, U.S. District Judge and Chair of the Diversity Subcommittee of the Federal Judiciary's Judicial Resources

Committee, U.S. District Court for the District of South Carolina

**Tiffany Blakey**, Fair Employment Practices Officer, Administrative Office of the United States Courts

**Laura Simon**, Chief, Recruitment Services Branch, Administrative Office of the United States Courts

### Identifying and Assisting the Next Generation of Prosecutors in the Post-George Floyd Era

Being a prosecutor can be an incredibly rewarding career for many law students. And nearly one in every 20-30 entry level law jobs is in a prosecutor's office. However, for a variety of reasons, and especially since the events surrounding the death of George Floyd, fewer students seek this position. This program, led by two seasoned prosecutor-recruiters, seeks to provide career services professionals with the tools to (1) identify students that should consider exploring the field, (2) utilize local

prosecutors to provide clarity to students about what the job actually is (hint: it's not Law and Order: SVU!), (3) assist with resume, cover letter, and interview preparation, and (4) guide students in how to land that ("I can't believe I get paid to do this") job.

**Mike Romney**, Deputy District Attorney, Head of Legal Recruiting, Riverside County District Attorney's Office  
**Tina Hooks**, Deputy-in-Charge Recruitment Unit, Los Angeles County District Attorney's Office

## Journey into the Unknown: Student Use of AI as a Career Development Tool

AI is having a profound impact on the practice of law. The use of AI is already predominant (e-Discovery, Microsoft Word add-ins, etc.) and there is no doubt that there are many ways that AI tools can be used to effectively streamline and jumpstart legal tasks. Indeed, with ethical standards such as the ABA's Model Rules of Professional Conduct 1.1.8, practicing lawyers can — and should — use evolving technology in their practice to advance the interests of their clients in ethical ways. But, what are schools doing to support these efforts and when is it appropriate to showcase these skills? This session will explore how law schools and legal recruiters are managing the use of AI throughout the legal recruiting process.

**Leah Gould**, Assistant Dean for Public Service, University of Virginia School of Law  
**Kaitlyn Parker**, Director of Student and Graduate Placement Success, The University of North Carolina School of Law  
**April Giancola**, Assistant Dean of Career and Professional Development, Campbell University Law School

## Keep Your Stars Shining: Successful Support of Your Lateral Hires

Law firms do a great job of hiring lateral associates, but not such a great job keeping them. This problem is especially acute with lawyers from under-represented backgrounds. This interactive session will share and help you create best practices from Diversity Equity & Inclusion, Professional Development and Recruiting perspectives. You will return to the office with proven integration plans and data to support their implementation.

**Annabrooke Temple**, Professional Development Manager, Covington & Burling  
**S. Jessica Ourk**, Manager of Global Attorney Diversity & Inclusion, Latham & Watkins  
**Nicole Llorenz**, Manager, Attorney Career Services, Latham & Watkins

## Mentoring Madness: How to Create a Hybrid Program with Impact, Efficiently

A perfect mentor program often feels like an aspiration, not a goal achieved, and adding hybrid work into the mix has made our jobs even trickier. Let's talk about some adaptations and additions we can make to our mentor programs to increase their effectiveness while not overloading ourselves! Topics will include: mentoring as an integration tool, pairings versus groups, virtual, in-person, or both, to prompt or not to prompt, when to shuffle the deck, and how do we measure success?

**Pascale Bishop**, Manager of Attorney Integration, Ice Miller LLP  
**Rochelle Weiner**, Director of Professional Development, Blank Rome LLP  
**Kelly Ryan**, Sr. Manager, Professional Development, Venable LLP

## Radical Striving: High Performance and Revisiting Your Relationship with Work

Something is happening in our lives at work (and beyond), where no matter how hard or how long we work, it somehow doesn't feel like it's enough. We are constantly feeling behind, underwater and "needing to get on top of things", with a view that somehow once we're through this next push, things will get easier. While dreadful, there is also a sense that this kind of striving (the feeling of almost, always) drives our success and achievement. But striving doesn't have to be a struggle. Join us to investigate our relationship to work and practice alternate, effective and even joyful ways of striving at the highest levels.

**Kara Hardin**, Founder & CEO, The Practice Lab

## Shattering the Cookie Cutter: How to Hire Successful Nontraditional Candidates

The lockstep progression from law school to law firms and legal departments means that many employers are missing out on nontraditional candidates — for example, those who took a career break to raise a family or took different paths through college and law school. And the traditional, "pedigree" — based process means that employers do not always know how to source or evaluate nontraditional candidates. Learn from our panelists some new ways of accessing and assessing these pools of talented lawyers to diversify your pipeline across many dimensions of diversity!

**Amber Carter**, Director of Inclusion Innovations, Diversity Lab  
**Juliet Aiken**, Chief Science Officer, Thine and Volta Talent Strategies  
**Lindsey Boyle**, Senior Diversity Recruiter & Team Lead-Legal, Amazon

## Truth and Trends: NALP Foundation Data on Hiring, Attrition, and Early Stage Legal Careers

Drawing on The NALP Foundation's signature Law School Alumni Employment and Satisfaction, Update on Associate Attrition, and forthcoming Why Associates Stay studies, this session will provide concrete data not only on associate hiring, attrition, and the early career experiences of young lawyers but also information on their import to and impact on associates' careers, and how these may affect recruiting, retention and institutional loyalty. You will not want to miss this comprehensive discussion of the latest NALP Foundation research!

*Fiona Trevelyan Hornblower, President and CEO, The NALP Foundation*

*Jennifer Mandery, Vice President for Research, The NALP Foundation*

*Skip Horne, Vice President for Engagement, The NALP Foundation*

## Update on Public Service Loan Forgiveness

Join this program for an update on the status of public service loan forgiveness as of April 2024.

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

## Wait, what? There's a World Outside of Legal? How Other Industries Recruit, Train, and Retain Talent

As in-house legal recruiters, we do our best to keep up with market trends. We talk to our counterparts from other firms, we attend NALP section meetings and conferences, we read all the articles alerting us of the latest legal hiring trends. But, how often do we ask ourselves, "How do other industries do it? What strategies do they use to recruit the best and the brightest? How do they train and retain talent?" In this session, you will gain insights from seasoned recruiting leaders who have previously worked or currently work in industries outside of legal, and hopefully gain fresh ideas and unique perspectives to help your firm win this ongoing war for talent.

*Kasey Fenn, Senior Associate Recruiting Manager, Western Region, Hogan Lovells LLP*

*Yujin Ahn, Firmwide Lateral Recruitment Manager, WilmerHale*

*Vivian Wexler, Director of Leadership and Organizational Development, Greenberg Traurig*

*Allison Allen, Chief Human Resources Officer, Transwestern*

10:00–10:30 AM

## Break

10:30–11:45 AM

## Concurrent Sessions

### AI Laws for Talent Tools: Making Sense of it All

Regulations governing talent decisions are constantly evolving, especially regarding the use of AI. These technologies offer incredible opportunities to drive more accurate, less biased, and more efficient decisions, but talent leaders need to understand current and future laws to properly use them. This program will discuss potential pitfalls of AI that cause regulators' concerns and promising results that AI based tools can deliver when used appropriately. We will examine current and expected future regulations and offer a prescriptive approach to evaluating, selecting, and implementing these tools to ensure both regulatory compliance and tangible, positive results.

*Lindsay Levine, Head of Customer Success, Holistic AI*

*Alexander Urbelis, Senior Counsel, Crowell LLP*

*Aaron Myers, Chief Technology Officer, Suited*

*Kaelin Burns, Chief Product Officer, Suited*

### Building a Strengths-Based Organization

Over 30 million people worldwide have taken the CliftonStrengths Assessment and 90% of Fortune 500 companies have used CliftonStrengths. In addition, many people you meet can proudly recite their Top 5. This program will go beyond individual assessments and focus on results relative to the larger organization. Law schools and law firms both struggle to create and continually improve organizational "culture." Come and learn how a strengths-based approach can increase lawyer/student engagement, career clarity, foster feelings of belonging, and even increase metrics of success! Participants need not have taken the CliftonStrengths Assessment to benefit from this program.

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

*Rose Liesveld, Strengths Consultant, Liesveld Strengths*

*Mary Maher, Alumni Relations & Career Strategy Manager, Jenner & Block*

### Disparate Outcomes in Legal Employment: A Research Perspective on Closing the Gaps

NALP's research has documented long-standing disparities in employment and salary outcomes for new law graduates by race, gender, level of parental education, and other demographic variables, while systemic barriers within the profession lead to even wider gaps as lawyers progress in their careers. This session will begin with an overview of NALP's latest

research on this topic, followed by a panel discussion from research experts at organizations that are working to identify solutions and increase access to and diversity within the legal profession from the bar to the bench.

*Danielle Taylor, Director of Research, NALP*

*Tiffane Cochran, Vice President, Research, AccessLex*

*Lisa Kirby, Chief Inclusion & Equity Officer, Diversity Lab*

*Jeremy Fogel, Executive Director, Berkeley Judicial Institute*

## **I Get So Emotional, Baby! Emotional Intelligence in the Legal Profession**

Substantive knowledge and logic are clearly required to succeed in law. The legal profession also requires self-awareness and the ability to navigate relationships. Yet emotional intelligence is often overlooked as a critical competency. In this session we: 1. define a framework for “emotional intelligence” (EQ); 2. demonstrate its importance in the life cycle of a legal professional (student to partner) and its contribution to success; 3. explore strategies career professionals can use to support EQ development; 4. discuss and outline how legal employers can assess candidates’ EQ in recruitment; and support EQ development through performance reviews and mentorship programming.

*Gina Alexandris, Career Coach, Gina Alexandris, Coaching and Consulting*

*Neil Dennis, Director of Professional Development, Blaney McMurtry LLP*

*Waleska Vernon, Director, Professional Recruitment & Development, Paliare Roland*

## **Inspiring Initiative, Purpose and Accountability Within Your Team**

Leaders in law firms, particularly partners, regularly complain that their team members (both associates and staff members) are not taking sufficient initiative over, ownership of, or accountability for their work. This has become an increasingly common mantra due to generational changes in the workplace, where leaders are more likely to blame this perception on “the way employees are these days.” What is lacking, however, is an awareness of how long-standing (and fundamentally flawed) leadership and communication norms within law firms are often causing, or at least mightily contributing to, these issues. In this program, a set of science-based principles and tools will be shared for leaders to use during assignment delivery, project oversight, and feedback delivery — interwoven with opportunities for roleplaying and experiential learning — that will assist the participants in unlocking a greater sense of initiative, autonomy, purpose and accountability from their team members, as well as tangible takeaways for guiding partners on

how to do the same. Research shows that the average “modern employee” is capable of exercising far more initiative, autonomy, purpose and accountability than employees from prior generations — as long the current leaders both understand how to unlock these gems and take responsibility for doing so.

*Jarrett Green, Well-Being, Stress Resiliency, & Peak Performance Consultant and Lecturer-in-Law, Jarrett-Green.com and USC Law School*

*James Keshavarz, Chief Wellness Officer, Gibson Dunn & Crutcher LLP*

*Nita Cumello, Director of Well-Being and Global Business Director of Large Law Firms, Thomson Reuters*

## **Lost at OCI: Confronting Public Interest Drift Among Law Students**

Many students come to law school wanting to do public interest work but leave on a different path. In what ways are law schools to blame and how can they be part of the solution? How do we counsel students to keep pursuing the kind of career they want, while acknowledging the challenges and reality they face? As counselors, we must be sensitive to the valid financial, strategic, and personal reasons for this shift, while ensuring students aren’t simply getting swept up in the OCI current and landing in a job that’s not right for them.

*Kala Mueller, Director of Public Interest & Pro Bono Initiatives, University of Nebraska College of Law*

*Swati Parikh, Assistant Dean, Office of Public Service and Pro Bono, New York Law School*

*Charleen Hutson, Program Manager, Equal Justice Works*

## **Now We Know More: Race Conscious Recruitment After Students for Fair Admissions v Harvard**

In the months since the SCOTUS decisions, legal employers and law schools have examined their policies and practices in student recruitment as they strive to maintain momentum in their DEI efforts. Many law schools are admitting their first classes using race-neutral methods deemed acceptable to their institutions. Guided by the key findings in the decisions, panelists will discuss the ripple effects faced by various stakeholders, focusing on ways that schools and employers can work together to create and maintain effective pipeline recruitment activities. Panelists will discuss the challenges for those who advise students in their career exploration and job searches, acknowledging the immediate opportunity to affect the first cohort of students as they progress through law school and the recruitment arena after these decisions.. This session will provide a forum for employer and school professionals to learn from each other through frank discussion.

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

**Courtney Carter**, Director, Diversity, Equity & Inclusion, Jenner & Block LLP

**Sarah Good**, Partner and Chief Talent and Inclusion Officer, Farella Braun + Martel LLP

**Sherry-Ann N. Smith-Gomez**, Senior Director, Career Services and Diversity Initiatives, Benjamin N. Cardozo School of Law

## Perspectives on Leadership: Teaching Lawyers and Law Students to Lead

Leadership training is important to a new lawyer's and law student's professional identity formation and preparation for law practice, but it is often under-represented in law school curriculums. In fact, law schools and legal employers often promote skills and habits that hinder leadership if used incorrectly. In this interactive session, participants will be introduced to models for teaching new lawyers and law students to lead and to enhance their traditional lawyering skills. Participants will be equipped with best practices for launching a leadership development program that reflects the needs of law practice and is responsive to Amended ABA Standard 303.

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

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

**Jordana Confino**, Adjunct Professor; Founder, Fordham Law School; JC Coaching & Consulting

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

## Revolutionizing Law Firms: A New Wave of Talent and Innovation

Top companies are known for their brand and their people. The legal industry is no exception, and leading law firms are starting to recognize the value of bringing in talent from adjacent industries including professional and financial services. These firms are reimagining their talent acquisition, lawyer development and retention strategies, technology adoption, and ways to improve their culture to drive innovation and growth. This panel brings together successful professionals from the outside who have leveraged their experiences to drive positive change in their firms. Join us to gain valuable insights into strategies that have helped them succeed. You'll learn how they've brought fresh perspectives and forward-thinking approaches to legal talent management, and how you can do the same.

**Cleo Kirkland**, Managing Partner, Head of North American Legal Center of Expertise, Korn Ferry

**Jill Attkisson**, Chief Talent Officer, Thompson Hine

**Kelly Cullen**, Senior Manager of Talent Innovation, Orrick, Herrington & Sutcliffe

**Konstantin Shishkin**, Chief Communications Officer, Goodwin Procter LLP

## The Art and Science of Motivation: It is Simpler (and Less Expensive) Than You Think

On a consistent basis over the last year, there are complaints from partners and professors about the lack of professionalism and motivation. And while the details may vary, the theme is the same: there is a misalignment of expectations and uniform disappointment. While firms and schools are struggling to address these challenges, what we propose as a solution is building trust and awareness among the frustrated constituents. Why does this matter? Because trust and better communication lead to motivation which is the key to more effective teams. Come hear from two coaches about the art and science of motivation and leave with practical strategies to implement in your workplace and with your colleagues.

**Kara Dodson**, Coach & Consultant, Volta

**Miriam Benor**, Director of Attorney Coaching, Pillsbury Winthrop Shaw Pittman LLP

## The Nuances of Counseling and Hiring International Talent

The program will discuss the value add of hiring international students and will provide an overview of relevant U.S. immigration options and visa categories to educate NALP members on the nuances of firm sponsorship and ultimate benefits of hiring and retaining international talent. The program will facilitate discussion on steps law firms can proactively take to support international students and will outline resources and counseling strategies law schools can provide to international JD students. Additionally, the program will highlight how similar strategies, visa options and resources apply to international LLM students. The program will include: 1. An overview of relevant U.S. immigration options, visa categories for international students as well as the alternative employment-based visa options for individuals who are not selected in the H-1B registration process. 2. We will discuss resources and strategies on how to assist international JD students with on campus law firm recruitment, including strategies on how to select firms, questions students ought to ask prior to accepting an offer, and advise for first year foreign national Associates who have secured a U.S. position but do not receive a H-1B Visa. The program will introduce additional resources and highlight how similar counseling strategies and visa options apply to international LLM students. 3. An outline of the processes for visa sponsorship to recruit international students and retain foreign national associates.

[Learn more and register today](#)

*Caroline Ruhle, Associate Director for LL.M Counseling and International Careers, University of Pennsylvania Carey Law School*  
*Claire Lee, Associate Director of Professional Development, Boston University School of Law*  
*Bennett R. Savitz, Managing Attorney, Savitz Law Offices*  
*Ana Maria Knapp, International Assignments and Secondments Manager, Hogan Lovells US LLP*

## What is Pipeline Sponsorship Really

Many law firms have pipeline programs for which they wish to establish relationships with diverse law students through student affinity groups. Many of these relationships end up being monetary sponsorships for events and programming, with occasional engagement between students and firms. With student group leadership changing often, there can be little traction when it comes to establishing a true relationship between the two. This discussion will focus on establishing strategic diversity pipeline sponsorship programs with law schools and student affinity groups that are positively impactful, sustainable for the long-term and mutually beneficial for law students, law schools and law firms.

*Kia Scipio, Director of Diversity, Equity & Inclusion, Ropes & Gray, LLP*  
*Alison Ashe-Card, Associate Dean for DEI, Duke University School of Law*  
*Ayanna Ryans-Holder, DEI Growth Manager, Davis Wright Tremaine LLP*

11:45 AM–1:15 PM

## Public Interest Luncheon

Join your colleagues for a special lunch focused on public interest hiring and initiatives. This year's speakers will feature professionals from BAGLY, the Boston Alliance of LGBTQ+ Youth and our conference charity for 2024. BAGLY serves LGBTQ+ youth and young adults (25 and under) throughout Massachusetts, including youth living in urban, suburban, and rural communities. Attendees will learn more about their mission and work in the local area and how they serve the community while also networking with peers over lunch.

To support BAGLY, click this link – [NALP Conference Giving – bagly, inc.](#)

11:45 AM–1:15 PM

## Networking Lunch

12:00–1:15 PM

## Section Meetings

1:30–2:30 PM

## Concurrent Sessions

### BD 2.0: Cultivating Rainmakers: A Drought-Proof Approach

Lawyers learn how to practice law and manage teams, but fewer learn how to cultivate business methodically and effectively. Economic climates fluctuate, but relationship and brand building skills weather any environment. Our panel will explore strategies for building BD muscles early in a lawyer's career that habituate and sustain over time. We'll focus on identifying and developing "go-to" expertise, approaches to promoting high-level skillsets, the value of cultivating successful role models and the importance of nurturing a significant peer group early that can blossom into critical relationships, potential clients, and allies with whom lawyers can grow their mutual brands.

*Jennifer Greiner, President & Founder, Greiner Consulting Group*  
*Joi Bourgeois, Global Director, Diversity, Equity & Inclusion, Kirkland & Ellis*  
*Patrick Campbell, Partner, Milbank*  
*Nicole Petrie, Chief Marketing & Business Development Officer, Schulte Roth & Zabel*

### Bridging the Gap: Law Schools and Employers Addressing Inequities During the Hiring Process

It is commendable that law firms are more intentional about hiring students from diverse backgrounds for internship and job opportunities. Unfortunately, many students from diverse backgrounds experience microaggressions and other inequities from employers during the hiring process, which also presents challenges for law schools advising students. This session will include panelists from law schools and employers who will objectively address hiring practices that may have discriminatory impact and the challenges these practices present for advising domestic and international students. By the end of this interactive session, attendees will be provided with best practices for facilitating important conversations and will have engaged in small group discussions that strengthen equitable recruiting practices.

*Sunita Iyer, Senior Associate Director, Office of Graduate Careers and Adjunct Professor of Law, Georgetown Law School*  
*Karren Shorofsky, Director, Office of Career Services, University of San Francisco School of Law*  
*Amber Crosby, Sr. Manager–Inclusion, Equity & Diversity, Littler Medelson*

## From Flash to Force: Increasing the impact of trainings and internal programs

Too often, even our best training programs can feel like little more than a flash in the pan. Once lawyers return to their desks, they may revert to old habits, and the impact we hoped for does not come to pass. In this session, we will explore the challenges and best practices in change management, from techniques to generating greater buy-in and commitment to tips for a more effective rollout process. By breaking the cycle of short-lived change, we can generate significantly greater impact on our teams and increase the return on our program investments.

**Ben 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

## From Newcomer To Next Level – Ensuring Summer Associates Become Successful Lawyers

With the arrival of #NO-CI, more firms are hiring a greater percentage of their summer associates outside of OCI and making faster decisions with less information. Creating clarity around expectations is becoming increasingly important. Hear from firms that are exploring different strategies to ensure that summer associates have a framework for modeling successful behaviors and providing resources which they can leverage when transitioning to permanent associates.

**Jennifer Kasmin**, Consultant, Volta Talent Strategies  
**Trisha Weiss**, Director of Attorney Recruiting, Cooley  
**Kiley Bostick**, Chief Talent Officer, Selendy Gay Elsberg  
**Alix Kupferschmidt**, Senior Attorney Recruiting and Development Manager, Akin Gump

## How Law Firms and CSOs are Pivoting to Hire Summer Talent

In this interactive session, we will discuss how law firms and CSOs are working together to create a positive recruiting experience for students and lawyers, despite being stretched thin as a result of pre-recruiting and challenging expectations from all sides. While it can be easy to focus on the negatives, this session will highlight beneficial initiatives and programs to improve recruiting efforts, including how to engage and encourage diverse and first generation candidates.

### Additional Speakers TBA

**Amy Mattock**, Assistant Dean, Georgetown  
**Dorianna Phillips**, Director of Attorney Recruitment, Fisher Phillips  
**Amy Monroe-Bujnoch**, Attorney Recruiting Manager, Fisher Phillips

## If You Don't Market It, Does It Even Exist? Marketing Strategies for Law Firm Alumni Programs

Experienced marketing and alumni professionals will review industry survey data and share their experiences about the value of a defined marketing strategy for alumni engagement and how law firms can effectively engage alumni to positively impact recruitment, integration, and business development efforts. Discover how to create program objectives, measure KPIs, tailor marketing campaigns, identify your target audience, leverage social media, and create meaningful events.

**Stephanie Dorssom**, Senior Manager - Digital Marketing, Alumni Relations, Husch Blackwell  
**Adrienne Kelly**, Global Director of Alumni Relations, McDermott, Will & Emery  
**Judy Davis**, Attorney & Alumni Engagement Manager, Greenberg Traurig, LLP

## Industry Perspectives – Working all the Angles – Schools, Firms, and Consulting

Ever thought about what comes next? This panel of experienced professionals will discuss their paths and the opportunities they created. Does the “other” side sound interesting? Find out how your skills translate into working for a different type of organization. Can you ever go back? What are the added benefits of having a new perspective if you decide to return to your former type of employer. Are consultants useful? We will explore what consultants do, who their clients are, and what services they provide so you can see if this is part of your path.

**Lisa Dickinson**, Consultant and Career Coach, Total Talent Design  
**Betsy Armour**, Dean of Career Services (Retired), USC Gould School of Law  
**Jessica Hernandez**, Principal, JLH Coaching and Consulting  
**Mina Jones Jefferson**, Chief Culture & Engagement Officer, Bricker Graydon LLP

## Let's Join Forces: Collaborating to Support Underrepresented Students

Underrepresented students often face unique challenges as it relates to navigating “professionalism” in the legal profession. This session will highlight situations that students face when plotting their journeys from law school to a law firm setting. You will hear the presenters’ perspectives and they will offer concrete action items, from both sides, to help students better integrate into the legal profession and set them on a path for success. Attendees will walk away with best practices that they can effectively implement within their own organizations.

**Robyn Rucker-Moore**, Director, DEI Initiatives and Recent Graduates, Georgetown University Law Center  
**Chasity Thompson-Osborn**, Director of Attorney Learning & Development, Taft Stettinius & Hollister

# Thursday, April 18, 2024

## The Hidden Gem: Mining the Value of State Court Clerkships

Nationwide, we are finding that students do not understand the value of state court clerkships. There is potential for many more students to seek out state court clerkships, and there are many opportunities, as judges in at least some regions are finding it increasingly difficult to staff their chambers. We will address the perception among students, and even among some faculty and practicing lawyers, that state court clerkships are not worth pursuing. Our panelists will include law school career advisors and a Boston lawyer who clerked for a state court judge. The program will provide resources and strategies for law school career advisors to effectively convey the values and opportunities that state court clerkships afford.

**Ann Chang**, Associate Director of Career Development, Pepperdine University Caruso School of Law

**Sharon Buckingham**, Associate Director of Career Strategy, Villanova University Charles Widger School of Law

**Melanie Stallone**, Associate, Cloherty & Steinberg LLP

## The Quality of Justice: Developing Lawyer and Law Student Professional Identity, Responsibility, and Cultural Competence

Lawyers and law students have a special responsibility for the quality of justice and the way in which we individually and as a profession choose to work on behalf of our clients. Join us for a presentation and interactive discussion on the values that drive the legal profession and individual lawyers in the work that we do and the need to develop and train law students and lawyers who are culturally competent and able to advocate for equal access and the elimination of bias, discrimination, and racism in the legal profession. This session will focus on how law schools and legal employers can partner in the professional identity formation of new lawyers and law students (now required under Amended ABA Standard 303(b) and 303(c)) and ensure a successful transition for law students and new lawyers into externships, clerkships, and legal practice.

**Members of the ABA Section 303 Professional Identity Guidance Task Force will present at this session.**

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

## To Disclose or Not to Disclose? Disability Disclosure and Student Advising

Disability disclosure in the recruiting process is a personal – and sometimes sensitive – decision for law students. There is no one-size fits all approach – decisions differ by student and situation. This program will give advisors an understanding of

types of disclosure, knowledge of the advantages and disadvantages of disclosing disability in the recruiting process, and the tools needed to have meaningful conversations with students and alumni in career advising sessions. Join us as we lay the groundwork for facilitating discussions with students and leave more confident in your ability to guide students through disclosure questions and decisions.

**Mary Beth Nielsen**, Director of Career Services, SMU Dedman School of Law

**Paul Johnson**, Assistant Dean, Career Development & Professionalism, Chicago-Kent College of Law

**Robin Thorner**, Assistant Dean of Career Strategy, St. Mary's University School of Law

**Joanna Craig**, Director of Private Sector Recruiting, University of Pennsylvania Carey Law School

2:45–4:00 PM

## Section Meetings: Main Governance Block

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.

# Friday, April 19, 2024

6:30 AM

## Yoga

7:00 AM

## Early Bird Walk

7:30–9:00 AM

## Continental Breakfast and Coffee Service

7:30–8:45 AM

## Section Meetings

7:45–8:45 AM

## ABA Update and Q&A

Representatives from the ABA will provide an overview of the new audit process for the Class of 2023, which kicks off Monday, April 22, and highlight changes to the Employment Protocols for the Class of 2024.

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

**Daniel (Dan) Becker**, Director of Accreditation Administration, Section of Legal Education and Admissions to the Bar, American Bar Association

9:00–10:15 AM

## Plenary: Fighting for Social and Economic Justice after the Supreme Court Rulings

Join your colleagues for this timely and important plenary discussion with Geoffrey Canada, an American educator, social activist, and author, during which he will address the far-reaching implications of the recent SCOTUS decisions on the diversity pipeline to higher education and, in particular, to the legal profession. Since 1990, Canada has been president of the Harlem Children's Zone in Harlem, NY, an organization whose goal is to increase high school and college graduation rates among young people from under-resourced communities. Canada has made it his life's mission to help these young people succeed through education and he thinks deeply about the issues facing people from underrepresented backgrounds as they consider and navigate the American educational landscape. How can NALP members amplify the long-term implications of the SCOTUS decisions on the legal profession within our respective organizations? What does the data say about the issues we face? While the answers are not to be found in any one strategy, how can we utilize our collective efforts to prevent and circumnavigate the increased challenges that underrepresented students face in entering the legal profession following the SCOTUS decision? Attend this important plenary to learn more.

**Geoffrey Canada**, President, Harlem Children's Zone and Author, Educator, and Social Activist

10:15–10:30 AM

## Break

10:30–11:45 AM

## Concurrent Sessions

### 50 Shades of Brown: Addressing Colorism in the Workplace

It is no secret that people of color experience racism at work. However, not all of them have the same experience. Experiences can range based on the shade of their skin tone. This session will help attendees understand colorism and its historical context steeped in colonialism and American history. More importantly, the panelists will share personal stories of how colorism shows up in the workplace and the disparate treatment that results even within various communities of color.

By the end of the session, attendees will have engaged in small group discussions that highlight best practices for how organizational leaders can identify colorism and how people of color can be empowered to self-advocate.

**Christopher Neal**, Director of Career Services, Temple University Beasley School of Law

**Koriambanya (Kori) Carew**, Chief Catalyst Officer/Founder, Bridge 68 LLC

### Beyond Clerkships: Exploring Career Opportunities in the Judiciary

We all know that law school graduates work for courts in a wide array of positions, not just as clerks and judges. What are those jobs really like? What are their advantages and challenges? How can we find job descriptions and postings? What can we do to help our job seekers land those positions? Lawyers and a recruiting professional with the federal and state court systems will share their personal stories as well as concrete information and resources.

**Rochelle McCain**, Director, Judicial Clerkships, Yale Law School

**Meredith Shih**, Special Assistant to Chief Justice Kimberly, Massachusetts Supreme Judicial Court

**Laura Simon**, Chief, Recruitment Services Branch, Administrative Office of the United States Courts

**Susan Goldberg**, Circuit Executive, United States Court of Appeals for the First Circuit

### Goodbye Yellow Brick Road: Coaching Experienced Lawyers Through Significant Career Changes

Law schools and firms are excellent at providing support to law students and recent grads in their career path planning. However, more experienced lawyers often face major career decisions without the resources and guidance needed to ensure they are able to make thoughtful and successful transitions. This program will focus on experienced lawyers and several predictable career inflection points, including partnership decisions/promotions, "midlife career crisis," and retirement. Through a facilitated discussion with a panel of law firm, law school, and coaching professionals, we will explore how those who work closely with lawyers can provide assistance as they navigate these career changes.

**Mary Maher**, Alumni Relations & Career Strategy Manager, Jenner & Block

**Amy Killoran**, Alumni Career Advisor, Northwestern Pritzker School of Law

**Marcia Pennington Shannon**, Career and Leadership Coach, See Clear Coaching

## High Volume Legal Recruiting: Managing Strategic Change at Scale

In legal recruiting, change is a constant, and change at scale must also be an art. Trying something new at large organizations may seem so overwhelming that change is simply avoided, stifling innovation. How can recruitment teams at high-headcount employers make their size an advantage rather than an obstacle? In this session, panelists will discuss how to pitch strategic change, get leadership buy-in, execute, and assess the success of projects across national teams – including how they utilize technology to do so. The panelists and audience groups will share firsthand accounts of projects they've spearheaded, both failed and successful, and what they learned in the process.

*Hannah Kelly, Sr. Manager of Employer Sales, Flo Recruit*  
*Carly Appel, Associate Director of Attorney Recruiting, Skadden*  
*Meghan Chamberlin, Director of Firmwide Legal Recruiting, Kirkland & Ellis*  
*Matt Satlak, Legal Talent Operations and Technology Manager, Morrison & Foerster LLP*

## Improve Your Lateral Partner Recruiting with the Universal LPQ (U-LPQ)

Does your lateral partner hiring process grind to a halt at the LPQ stage? Are your candidates, hiring partners, recruitment professionals, and due diligence teams stymied by key terms such as “originations,” “realization,” “responsible partner” defined slightly differently firm by firm? Enter the Universal Lateral Partner Questionnaire (U-LPQ). The creators of the U-LPQ reveal what it covers, why to use it, and how it's a win for all parties involved – candidates, law firms, and inside and outside recruiting professionals alike. Don't miss out on top candidates due to a burdensome LPQ process. Exponentially enhance your firm's success rate with the U-LPQ!

*Dan Binstock, Partner, Garrison & Sisson*  
*Shannon Davis, Chief Legal Recruiting and Integration Officer, Mintz*  
*Mitch Satalof, President and CEO, Juris Placements*  
*Tina Solis, Partner, Nixon Peabody*

## Improving Institutional Effectiveness and Outcomes by Managing Up and Across

Career services offices often work tirelessly in siloes, while being accountable to deans, faculty, students, and administrators. Our success expands when other law school departments support CSO initiatives and are more invested in student employment. This interactive session will discuss different models of collaboration, including managing up and across, that will make your life easier, your work more productive and meaningful, and improve your results.

*Greg Miarecki, Executive Assistant Dean for Career Planning and Professional Development, University of Illinois College of Law*  
*Robin Thorner, Assistant Dean of Career Strategy, St. Mary's University School of Law*  
*Tiffany Tucker, Assistant Dean for Career Development, University of Houston Law Center*  
*Diana Mercer, Director, Career Development Office, Loyola University New Orleans College of Law*

## Negotiation Nuggets: Advising Students About Offers

This program will offer career advisors tips on coaching students through offer negotiation. We will cover when to negotiate a salary or benefits package and how to set expectations. We will also touch on helping students overcome anxiety associated with negotiation, including groups that are often the most uncomfortable. A negotiation tool kit will be introduced so advisors can have resources ready as soon as they return to the office.

*Heather Spielmaker, Assistant Dean, University of Arizona James E. Rogers College of Law*  
*Ray English, Senior Director of Diversity, Equity, and Inclusion, Snell & Wilmer*  
*Carole Tillotson, Associate Director, Career Development, Drake University Law School*  
*Kimberly Underdown, Director, Student Engagement & Employment, St. Mary's University School of Law*

## Successful Legal Pipeline Programs: What Does it Take?

Under-resourced students need multiple touchpoints throughout their educational experience to successfully enter the legal profession. While traditional legal pipeline initiatives are critical to making the profession work for all, there is evidence that suggests that students make their decision to enter the profession much earlier. This workshop invites participants to learn about two successful initiatives, Street Law Inc. and Barrier Breakers Inc., that are contributing towards ensuring that young people have the support necessary to enter the legal profession. You will hear about what works, lessons learned, ways your firms can get involved, and challenges facing all of us in our quest to make the profession work for all.

*Ashok Regmi, Chief Executive Officer, Street Law, Inc.*  
*Sydney Montgomery, Executive Director and Founder, Barrier Breakers*

## The Real Deal: Chief Roundtable Discussions

This Chief Roundtable Discussion is designed for Chiefs across the various HR disciplines: diversity, HR, recruiting and talent and aims to facilitate meaningful discussions, foster network-

ing opportunities, and provide a platform for Chiefs to discuss critical topics relevant to their roles. The event will be organized in a roundtable format, with designated table leaders guiding discussions on specific topics. Through structured table rotations, attendees will have the chance to explore various topics, share insights, and build connections throughout the event.

*Donatella Verrico, Chief Human Resources Officer, Lowenstein Sandler LLP*

*Timothy Henderson, Chief Legal Talent Officer, Finnegan, Henderson, Farabow, Garrett & Dunner*

## Wonder Women Rise: Supporting Women to Partnership

This interactive program will provide a practical toolkit to help firms identify and support high-performing female associates in reaching partnership. Even after becoming indispensable associates, women often face unique challenges in getting promoted. At large firms, typically only 20-30% of partners are women. The panel includes a recent female partner and will share concrete strategies that have successfully helped women eliminate obstacles to partnership. From identifying and assessing to supporting and advocating, topics will include assessments, sponsorship, business development training, finding female allies, coaching and other concrete strategies to help women advance to partner.

*Lauren Symington, Chief Talent Officer, Lewis Roca*

*Sara Neva, Partner, Procopio*

*Neha Nissen, Chief Talent Officer, Fenwick & West*

*Valerie Moore, Partner, Nutter McClennon & Fish LLP*

*Grover Cleveland, Principal, Lessons for Sharks LLC*

12:00–1:30 PM

## Business Meeting and Lunch

1:45–3:00 PM

## Concurrent Sessions

### Full Rooms, Full Zooms: How to Get Your Programs the Attendance They Deserve

Your well-being programs can be the most transformative in the world — but what good is that if people don't show up? Marketing a program (virtual or in-person) to maximize attendance and engagement is a craft, with its own principles and practices. In this program, you'll gain a toolkit of simple, low-effort, high-return methods to grab your people's attention, get them excited to attend, inspire them to tell colleagues, and close that pesky gap between registrations and attendance.

*Jon Krop, Founder and CEO, Flourish Legal Well-Being*

*Matthew Galando, Director of Professional Development, K&L Gates LLP*

*Nakia Humphrey, Sr. Director of Attorney Development, Gunderson Dettmer Stough Villeneuve Franklin & Hachigian, LLP*

### Have I Been Clear(ed)?: Counseling Students on Government Background Checks

How often have you received a question from a student about whether something in their past will impact their future employment with the government? While “it depends” is a common answer to legal questions, it does not necessarily alleviate your student's anxiety about this particular issue. This session will define and explain the differences between suitability reviews, background investigations, and security clearances, bust myths about what red flags are acceptable and unacceptable for government employment, and provide concrete guidance for giving your students and alumni accurate advice when they have questions about government background investigations.

*Leah Gould, Assistant Dean for Public Service, University of Virginia School of Law*

### LGBTQ+ Safe Zone Training for Legal Professionals

This training instructs participants on contemporary LGBTQ+ core vocabulary, pronouns and appropriate usage, and inclusive language. We discuss gender diversity as it relates to gender identity and expression and non-binary identities. The session also discusses LGBTQ+ history, legal milestones and policies, and examines some of the obstacles and challenges faced by members of the LGBTQ+ community, historically and presently. We discuss intersectionality and its relationship to the marginalization of sexual and gender minorities. Finally, we explore ways that participants can work toward becoming better LGBTQ+ allies and colleagues. This training includes practice scenarios to foster participant engagement and learning.

*Brad Grimes, Assistant Director, West Virginia University College of Law, Meredith Center for Career Services and Professional Development*

### Looking for Your Next Big Move? Learn How These Experts Reinvented their Careers!

Thinking about your next big career move? Has the Great Resignation made you start thinking about your future? Or, are you striving for that seemingly elusive new role, but not sure how to get there? Join this panel of leaders and coaches to learn how they strategically stepped into new and interesting roles. Each panelist has reinvented her career several times over by leveraging transferable skills and relationships to achieve new heights of career satisfaction and responsibility. Learn how

they continuously navigated through their careers to get to the next level.

**Amy Wegener**, *Executive Coach and Consultant*,

**Sandra Bang**, *Founder & Principal, Sable Group*

**Diana Ross**, *Director, Talent Management (Attorney Careers), Paul Hastings LLP*

**Shilpa Patel**, *Senior Legal Project Manager, Foley Hoag*

## Network to Net Worth: How to Teach Job Hunting

Law students and lawyers know they need to network to get ahead in their careers. The only problem? They don't know what that means. By teaching them the nuances of how to tap into their existing network and how to turn strangers into mentors and friends, you not only help them access the hidden job market now, you teach them how to do it for the rest of their legal careers. And because these methods include building killer mindset in addition to practical steps, even your most introverted students/lawyers will walk away with the swagger of David Boies.

**Jessie DaSilva**, *CEO, speaker, author, Jessie DaSilva Coaching, LLC*

## Retired Partners: Easing the Retirement Process and Engagement in an Alumni Program

Retirement is a significant life transition, and a challenging issue for firms, with over 40% of current partners in the AmLaw 200 expected to retire over the next 7 years. Many firms struggle with implementing a retirement process for partners that is efficient, fair and consistent, making it difficult to later keep retired partners engaged in an alumni program. This program features panelists who will share their experience guiding partners through the retirement process, advising law firms on succession planning and creating retirement policies and best practices, and implementing initiatives to engage retired partners in the firm's alumni program.

**Kari Jensen Thomas**, *Senior Manager of Business Development & Alumni Engagement, Faegre Drinker Biddle & Reath LLP*

**Ida Abbott**, *President, Ida Abbott Consulting*

**Marcia Shannon**, *Senior Coach and Consultant, See Clear Coaching*

## Risky Business: When Coaching and Therapy Collide

Risky Business: When coaching and therapy collide is a program designed for internal law firm coaches and advisors, law school counselors, and HR professionals to understand and appreciate the potential risks that arise when coaching and therapy overlap. Participants will learn what to look out for and what steps to take when a mental health issue arises during a coaching/counseling session or conversation with a lawyer, law student and/or professional staff member. The program

will provide guidance on how to avoid crossing professional boundaries, handling emotional issues, and understanding the importance of referrals. Human resources leaders, legal administrators, and law school career services deans would benefit from attending this program to support their staff and ensure appropriate training and supervision.

**B. Foster Blair**, *Principal, Foster Blair Consulting, LLC*

**Michelle Nash**, *Director, Learning & Development, Hogan Lovells US, LLP*

**Kay Nash**, *Chief Talent Officer, Wiley Rein LLP*

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

## You're Not Drinking From a Firehose Anymore: Partner Recruiting is a Long Game!

Lateral Partner and Counsel recruiting is a key component to many law firms' growth strategies and professional roles in this area can play an important part in shaping a firm's future. Join seasoned professionals as they walk through not only the arc of the recruiting process, but the key facets of a firm's approach to strategic growth and expansion through lateral acquisition. Learn with colleagues as we discuss best practices around sourcing candidates, managing conflicts, tech tools on the market, team staffing and partnering with firm leadership on strategy, to name a few. We will be the one stop shop for all you need to know.

**Dyana Barninger**, *Senior Director of Legal Recruiting, Faegre Drinker*

**Melissa Peters**, *MP Legal Search and President of NALSC*

## Meeting Adjourned at 3:00 PM

## About NALP

NALP is an association of over 3,000 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 attendee, including non-members, program speakers, vendors, and members of the press, will not be tolerated and a violation of this policy may result in, but is not limited to, termination of an individual's right to attend the conference. NALP opens registration to non-members, including program speakers, vendors, and members of the press.

**Awareness of Antitrust and Competition Laws:** 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, including the sharing of competitively sensitive information with competitors. 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 and to participate in NALP's benchmarking studies.

**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.

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