

MEMORANDUM

DATE October 12, 2016

TO Brad Sprayberry, NALP Board Liaison, Recruiting Section
Fred Thrasher, NALP Deputy Director

FROM Nicole Oddo Smith, 2016-2017 NALP Recruiting Section Chair

RE NALP Recruiting Section Second Quarter Board Report

Please find below a report of the Recruiting Section's activities during the second quarter of the 2016-2017 NALP year.

Recruiting Call

The Recruiting Section held a Section call on October 4, 2016. Our call went through board news, work group updates, and a discussion on the 2016 recruiting season. One of the big concerns was the 28 day guideline for open offers. Now that the process is often over in less than 28 days, it seemed far too long, especially for our smaller summer classes. The members on the call thought maybe the board could look at this again as well as the number of offers a student can hold at a time. Currently five offers is a lot and there was interest in making it two open offers. Several felt that it would be easier for getting more small and mid-sized firms involved in NALP if it was guidelines were less stringent. We also looked to discuss early offers and an increase in students who need firms to support visas although those discussions were much more limited. Further information regarding the progress of each of our work groups is outlined below.

Work Groups

Annual Education Conference Planning (RFPs)

Vice Chair, Louisa Heller (Akin Gump, Philadelphia)

We submitted 13 conference proposals and six were accepted. Below is our list of programs that have been accepted for the 2017 Annual Education Conference in San Francisco.

#Recruiting: Reaching a Digital Generation 1 "Like" at a Time

Presenters: Rachael Bosch, Veronica Phillips, Valerie Castelo

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

3L Hiring: Is Anyone Still Out There?

Presenters: Jennifer Henfey and Nicole Oddo Smith

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

A CSO Director & a Recruiting Manager Walk into a Bar... Building Brands Through Collaboration

Presenters: Amy Jones Mattock, Lynn Ann Herron, Jennifer Henfey, Anastasia Cappelli

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

Developing Your Summer Associates into Star Associates

Presenters: Lauren Marsh, DeAnna Bumstead-Yearly

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

The Recruiting Pipeline: Building and Keeping Top Candidates in Your Firm's Pipeline

Presenters: Shannon Scott, Shannon Moynihan, Hiroko Peraza, Katie Creedon

This session will explore pro-active, innovative strategies to build a recruiting pipeline and successful ways to market your firm to target great candidates before and during law school! The panelists will discuss methods for marketing to candidates before law school; where to target efforts and which groups to target. We will also explore ways on how to keep top candidates who

may have been very close to getting an offer or declined your offer engaged with your firm for future summer (or perhaps lateral opportunities). You will hear from panelists who come from different professional backgrounds, including management, diversity and inclusion, and recruiting, who will discuss best practices and share perspectives on how to successfully grow a law firm with top talent.

Winning the War on Talent: Best Practices in Lateral Recruiting

Presenters: Catherine Maiorana, Nicole Lancia, Jacki Herzog

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

NALP Bulletin Submissions

Vice Chair, Katie Creedon (Wolf Greenfield, Boston)

The following four submissions were accepted for this year.

- Name: Ramona Sein, Assistant Dean for Employer Relations, William & Mary Law School
- Topic: Productive Ways for Employers to Engage with 1Ls
- Scheduled for October 2016 (due to Janet by September 2)

- Name: Nicole Oddo Smith, Attorney Recruitment Manager, Dechert LLP (with a co-author from the judicial clerkship section)
- Topic: Judicial Clerkship Hiring - Timing, the Gap Year, and How Firms Can Prepare
- Scheduled for December 2016 (due to Janet by November 2)

- Name: Jacki Herzog, Manager of Legal Recruitment, Clark Hill
- Topic: What is the candidate's and the firm's professional responsibility during the recruitment process and notice period and how should recruiting manage the risk
- Scheduled for February 2017 (due to Janet by January 3)

- Name: Chia Kang, Lateral Partner Recruiting Manager, Ropes & Gray
- Topic: best practices for sourcing candidates
- Scheduled for April 2017 (due to Janet by March 2)

Entry-Level Hiring

Vice Chair, Donna Harris (Cleary Gottlieb, New York)

We would like to propose a new charge that incorporates some of the recommendations of the Innovative Talent Acquisition work group. For entry-level hiring, we would like to build a group to collaboratively look at managing yield. We felt that managing yield was one of the ways that a recruiter can play a more strategic role in hiring. We would like to propose a group of firms and law schools work together to suggest initiatives that would assist firms managing their yield and law schools make better student matches/ placements. This would be achieved by establishing a forum where law schools can share data on the % of students interested in our market, % interested in different practices, as well as offer advice for how recruiters can assess the data, present it, etc. Law firms/ organizations would share information relating to those who have received and/or accepted offers as well as those who are on waitlists. This partnership with law schools was inspired by outreach that NYU did with firms earlier this month to help students and firms make faster and better decisions. We believe that all firms (regardless of summer class size) have challenges with yield and a desire for their recruiting teams to better control and manage this strategic part of the recruiting season. Equally, we believe that law schools would like to better inform and guide students on their decision making and having more information from firms will assist with this goal. A couple of benefits of this partnership are the ability of firms and law schools to build better relationships through the exchange of information and establish more transparency in the hiring process. We would like to propose the group present a webinar to share our findings, suggestions, and tips.

Lateral Hiring

Vice Chair, Jacki Herzog (Clark Hill, Pittsburgh)

Vice Chair, Soraya Walden (Jackson Walker, Dallas)

The lateral hiring guide has been submitted to NALP. Jacki and Soraya want to have more lateral focused conversations and continue the momentum of the Lateral Recruiting Summit. Our first lateral hiring call was Wednesday, July 20, 2016 at 2pm EDT. We had a small group and would like to do more to engage more people. It was suggested on the section call that we do an article review (an article and some questions to review before the call) so that people can participate more. Our next call will be October 19, 2016.

Small and Mid-Size Firms

Vice Chair, Anastasia Cappelli (Stradley Ronan, Philadelphia)

Vice Chair, Kristen Uhl Hulse (Coblentz, San Francisco)

Our first call was Thursday, October 6, 2016. Our agenda included budget best practices, encouraging use of the new NALPConnect, entry-level hiring, 3L hiring, and ideas for the coming year. We had 8-10 participants and the call went well. It was interesting to note that we had several

schools participate which really helped with the entry-level and 3L hiring discussions. The group discussed ways to get in front of firms when you are a small firm with limited or no law student hiring. Several schools mentioned panels and opportunities for smaller firms, especially alumni. We are planning our next call for January 2017.

Recruiting Summit Planning Committee

Representative, Nicole Oddo Smith (Dechert, Philadelphia)

The Recruiting Summit Planning team met Tuesday, June 28th to plan the 2017 Recruiting Summit. We have promoted registration for the Summit on the section call as well as through NALPConnect. The Summit will be January 26, 2017 and we will have our first networking reception the night before.