

DRAFT
Pending Approval

2015 - 2020 Long Range Strategic Plan

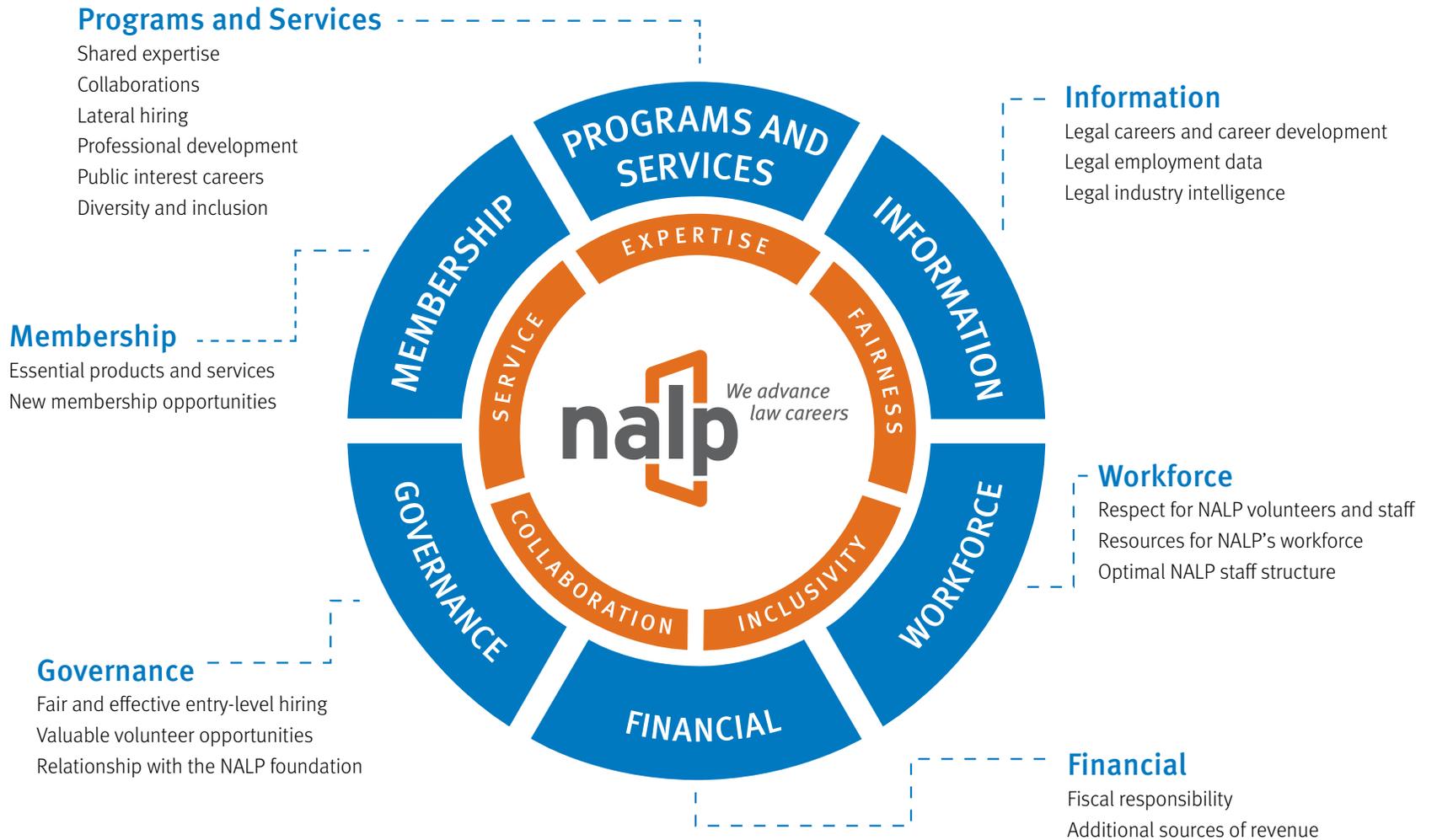
BUILDING ON 40 YEARS OF COOPERATION AND COLLABORATION BETWEEN LAW SCHOOLS AND LEGAL EMPLOYERS



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Strategic Overview



President's Letter

Envisioning the future — a necessary first step in strategic planning — is challenging in all times. Forecasting during a time of fast-moving and fundamental change, the pace of which appears to be increasing every day, is particularly difficult. Globalization, technology, rising costs and falling demand have our law students and lawyers (and the clients they serve) clamoring: “Faster, cheaper, smarter!”

The 2015 - 20 Strategic Plan supports our members in meeting — and even exceeding — their constituents’ demands. It also reflects our continuing commitment to improving our industry over the next five years and beyond. It serves as an agile and flexible raft as we navigate the unsettling, but nevertheless exciting, white waters of future change.

While the Plan itself is designed to be resilient, it is firmly anchored in our enduring values, which served as organizing principles for the Long Range Strategic Planning Committee as we imagined the future. You will see those values tied to each of the Goals. And to that end, unlike past plans, which included diversity and inclusion as a separate area of work, here they are embedded throughout the entire Plan.

Unlike some organizations’ strategic plans, which, once drafted, sit ignored on some out-of-the-way shelf gathering dust, NALP’s are regularly consulted and serve as blueprints for NALP Presidents and Boards of Directors as they construct their concrete action plans. We trust that future NALP leaders will find that this Plan not only provides guidance as to what they must do, but that it also gives them the space to innovate and the ability to rapidly respond to unforeseen change. It is also designed to permit them to choose to do fewer things than we have done in the past in order to focus on those that provide higher value to our members. Above all else, this plan is designed to ensure that you continue to receive high value for your NALP membership.

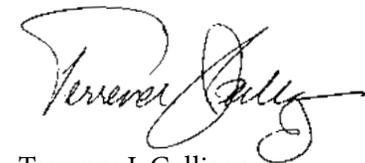
The Goals and Strategies section of the Plan sets out, at a high-level, what NALP must accomplish in the next five years. The final section contains a Tactics Library, which suggests, in more practical terms, how the Association might go about accomplishing the Goals and Strategies. The tactics emerged from the Committee’s member outreach. These crowd-sourced “how-to’s” are not intended to bind future decision-makers to specific courses of action. The Library is simply meant to capture interesting ideas that spring from the aggregate intellectual capital of NALPers, which is, after

all, the Association's most valuable asset. Depending on how events unfold, future NALP leaders can draw from, add, or strike ideas from the Library. Likewise, members should feel free to offer changes to meet the times.

The months-long process of developing the 2015 - 2020 plan, as well as the extensive work undertaken by NALP staff and LRSP Committee members, each of whom generously shared their varied experiences and perspectives, are the subjects of my President's column in the [February Bulletin](#). I will not repeat them here. But, I would like to once again express my gratitude on behalf of the NALP Board of Directors to all those who took part in the process. They include not just the [Committee members](#) and NALP staff, but

the Section and Work Group leaders and members, as well as those who enthusiastically responded to our survey and other calls for feedback.

Your efforts helped create this template of an optimistic future that will include new members from non-traditional and emerging legal employers, improved entry level recruiting, and new revenue streams that will enable us to keep dues and other costs reasonable. No matter what the future holds, we will continue empowering one another to act with authority, credibility, and confidence in our careers — and continue to serve as the definitive source for the cutting-edge, comprehensive information and the professional relationships we need to be the very best at what we do.



Terrence J. Galligan

NALP President 2014 - 15

Assistant Dean, Career Development Office

University of California, Berkeley

School of Law

Introduction

NALP's 2015-20 strategic plan builds on more than 40 years of cooperation and collaboration between law schools and legal employers. In addition to this shared history, the plan's initiatives and goals are grounded in NALP's collective mission, its vision for the future, and, most fundamentally, its core values: Expertise, Fairness, Collaboration, Inclusivity, and Service.

These values infuse the NALP member experience, inform all of the association's work and unite us around certain foundational beliefs. First, all law students and lawyers should benefit from a fair and ethical hiring process. Second, law students and lawyers are more successful when supported by professional development and legal career professionals. Third, a diverse and inclusive legal profession best serves clients and our communities.

These beliefs drive our mission to advance the careers of our members so they, in turn, can better advance the careers of the lawyers and law students they serve. NALP members and staff accomplish this by working together every day to collect and publish accurate legal employment data and information and to champion education and standards for recruiting, professional and career development, and diversity and inclusion.

NALP's core values, beliefs, and shared mission are constants, but the last several years have taught us that almost everything else in our industry is in flux and the rate of change is increasing. In order to successfully guide the association through the rapid change that is certain to occur over the next five years, we envision that NALP must:

- Empower members to act with authority, credibility, and confidence in their careers by being the premier provider of research and current data about legal employment and legal career development trends.
- Ensure that members will continue to receive high value for low cost from NALP as a result of the association's ability to grow and develop new revenue streams.
- Attract and engage non-traditional and emerging legal employers along with traditional legal employers to ensure the highest levels of employment opportunity for law students and lawyers in positions that align with academic and industry expectations.
- Improve the entry level recruiting process by working with and supporting members as they grapple with this complex and multi-faceted challenge.

It is with this envisioned future in mind that we have developed these goals and strategies.

About NALP

NALP is an association of over 2,500 legal career professionals who advise law students, lawyers, law offices, and law schools in North America and beyond.

What brings NALP members together is a common belief in three fundamental things.

First, all law students and lawyers should benefit from a fair and ethical hiring process.

Second, law students and lawyers are more successful when supported by professional development and legal career professionals.

Third, a diverse and inclusive legal profession best serves clients and our communities.

That's why NALP members work together every day to collect and publish accurate legal employment data and information, and champion education and standards for recruiting, professional and career development, and diversity and inclusion. For more than 40 years, NALP has played an essential role in the success of our members and the lawyers and law students they serve.

EXPERTISE

FAIRNESS

COLLABORATION

INCLUSIVITY

SERVICE

NALP Values

EXPERTISE

Delivering a level of information and innovation that only comes from experts in a field. Valuing all our members' expertise within the areas of recruiting, career counseling and professional development.

FAIRNESS

Creating a professional standard that ensures law students can compete on a level playing field for jobs and creating a professional community where all members are valued and treated with respect.

COLLABORATION

Modeling a collaborative approach in all NALP's work as well as fostering strong professional and personal relationships between our members.

INCLUSIVITY

Recognizing that our work improves the lives and careers of our members and of the legal professionals they educate and employ. Our work touches myriad groups and we want each to feel welcome and respected as an important part of the organization.

SERVICE

Service is inherent in all that NALP does. Practically, it serves individual members, law firms, schools and other organizations, but beyond that, the pure culture of responsiveness and support shows that this is first and foremost a service-oriented group of people.

Membership



Membership
 Programs
 and Services
 Information
 Governance
 Financial
 Workforce

Goal

The products and services NALP offers to members will make membership essential to succeeding as career and talent management professionals at law schools and legal employer organizations.

Implementation Strategies

Focus on the relevancy and value of membership so members at all levels of experience and in all types of member organizations understand how NALP can empower them to act with authority, credibility and confidence in their careers.

Effectively communicate the value of membership so that the leaders of legal employers and law schools understand the value and benefits that NALP brings to their employees and their organizations.

Promote the development and further the enhancement of professional relationships amongst members.

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Goal

Professionals who have not typically been NALP members, but who share mutual interests, will have access to NALP membership opportunities and existing NALP members will benefit from the development of valuable working relationships with these potential new members.

Implementation Strategies

Seek out and cultivate opportunities to engage with emerging legal employers.

Build relationships with small and mid-size legal employers.

Harness NALP resources to benefit schools and employers that do not rely heavily on on-campus interviewing.

Develop collaborative opportunities for corporate legal departments.

Aggressively pursue alliances with, and membership opportunities for, other industry experts.

Increase members' global connections by expanding membership opportunities beyond North America.

Programs and Services



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Goal

NALP members will educate one another in ways that enable them to act with authority, credibility and confidence in their careers.

Implementation Strategies

Regularly evaluate and adapt educational programming to ensure it meets member needs.

Actively engage NALP's experienced professionals to share their expertise and knowledge for the benefit of other NALP members.

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Goal

NALP shall create and strengthen collaborations with external organizations to enable members to maximize their ability to achieve their respective missions, while also promoting the NALP brand.

Implementation Strategies

Evaluate and pursue current and potential strategic alliances for research and educational programming.

Implement multi-front media and public relations campaigns to promote the NALP brand and NALP expertise.

Capitalize on relationships with the volunteer leadership and staff of key stakeholder organizations.

Re-imagine external liaison roles.

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Goal

NALP will be a leader in providing comprehensive programming and information on lateral hiring.

Implementation Strategies

Assess member needs in this area, then develop and implement a plan to meet them, paying particular attention to the differences between lateral partner and associate hiring.

Review NALP educational programming and publications to ensure relevant content about lateral hiring.

Assess need for additional research about lateral hiring.

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Goal

Legal talent professionals will continue to benefit from NALP's leadership in creating innovative professional development programming that keeps pace with a rapidly changing legal landscape.

Implementation Strategies

Educate members about emerging legal careers (JD advantage and alternative careers) and provide programs, information, data, and analysis.

Explore becoming a credentialing agent for coaching.

Consider diverse professional development needs of members.

Incorporate technology in educational programming.

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Goal

NALP members will be equipped with the latest and best information about public interest careers through the organization's continuing commitment to be a leading provider of programming in this area.

Implementation Strategies

Deliver programming that creatively addresses the access to justice gap.

Educate members about debt and loan forgiveness issues.

Evaluate the efficacy of bridge-to-practice programs and provide related member education.

Work to realize the full potential of PSJD.

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Goal

NALP members will be afforded the latest and best information about diversity and inclusion in the legal profession through the organization's continuing commitment to be a leading provider of programming in this area.

Implementation Strategies

Regularly evaluate the effectiveness of the annual Diversity and Inclusion Summit and consider alternatives for delivering effective training and education about diversity and inclusion.

Continue to position NALP as a leading authority on law firm demographics including the representation of women, minority and LGBT lawyers at every level.

Ensure that NALP programs, publications, and services address the issues that affect NALP constituents with disabilities, including law students, lawyers and NALP members.

Information



Goal

NALP will be the preeminent provider of information about legal careers and legal career development.

Implementation Strategies

Identify — and fill — gaps in NALP's portfolio of research and information about legal careers and legal career development.

Take full advantage of all media to ensure NALP's preeminence as the provider of information about legal careers and legal career development.

Ensure that NALP information, research, data and analysis includes public interest careers.

Explore ways to increase information specifically relevant to the Canadian legal market.

Ensure that NALP's research and information about legal careers and legal career development considers the global perspective.

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Goal

NALP members and stakeholders will be able to access up to date, accurate and comprehensive legal employment and career development research and data that will enable them to meet their professional responsibilities and advance their careers.

Implementation Strategies

Identify the critical member and stakeholder decision-making scenarios in which NALP could provide data and information to optimize outcomes.

Periodically assess usage and outcomes and adjust data collection and methodologies as necessary.

Ensure timeliness and effectiveness of data and information dissemination to members.

Provide synthesis and curation of NALP data and information to maximize their usefulness to the membership and stakeholders.

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Goal

NALP will continuously monitor the legal landscape to be poised to manage changes.

Implementation Strategies

Ensure that adequate environmental scanning practices are in place to regularly inform Board and staff about changes in the legal education and legal services arenas.

Ensure that members have the latest information about changes taking place in law schools and law firms that may affect their professional responsibilities and that members have access to best practices and programming for coping with these changes.

Governance



Goal

NALP will champion a fair and more effective entry-level hiring process.

Implementation Strategies

Evaluate the role of the Timing Guidelines in the legal recruiting landscape.

Convene discussions about law school and legal employer challenges surrounding the current OCI timeframe, and seek potential solutions to those challenges.

Engage and educate law school deans and hiring partners about the challenges in the entry-level hiring process, and their impact on legal career professionals and the industry.

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Goal

NALP members of all types and levels of experience will be afforded valuable skills- and career-enhancing volunteer opportunities.

Implementation Strategies

Create innovative and inclusive pathways to leadership and volunteer opportunities.

Identify, cultivate, develop, and promote service-oriented volunteer and staff leaders.

Continually evaluate and adapt as necessary the leadership structure and pathways to leadership.

Goal

NALP shall periodically evaluate its relationship and collaboration with the NALP Foundation.

Implementation Strategies

Engage the NALP Foundation leadership in high level discussions about how both organizations can best serve the industry.

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Financial



Goal

NALP shall exercise the highest level of fiscal responsibility.

Implementation Strategies

Ensure that the Board and staff have the skills and training necessary to exercise the highest level of fiduciary care.

Seek expert advice where necessary to supplement the capabilities of the staff and Board.

Maintain a balanced budget philosophy in approaching annual financial planning.

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Goal

NALP shall develop additional sources of revenue.

Implementation Strategies

Ensure that new streams of revenue are related to the organization's mission.

Explore the revenue generating potential of new products and services including credentialing opportunities, custom report generation or data subscription services, and member sponsorship opportunities.

In the annual budgeting process senior staff and the Board will actively establish a reasonable revenue growth target.

Workforce



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Goal

In carrying out the work of the organization, each NALP volunteer and staff member will feel welcome and respected as a vital part of the organization.

Implementation Strategies

Reduce barriers to member volunteer service and leadership opportunities.

Ensure that NALP is an inclusive organization with a workforce that is fully representative of the membership.

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Goal

NALP members will benefit from volunteer and staff members who have been trained to deliver the highest level of quality service provided in the most efficient and cost effective manner.

Implementation Strategies

NALP will ensure that there are adequate resources to provide professional development for its staff and volunteers appropriate to their responsibilities.

Evaluate all existing training and development programs to ensure volunteers and staff receive adequate preparation prior to engaging in their required duties.

Ensure continuity of effective and efficient staff leadership and operations.

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Goal

NALP members will be served by a staff structure that is optimally positioned to address predicted changes in the market as well as one that is sufficiently nimble to rapidly respond to unforeseen challenges and fully exploit unexpected opportunities.

Implementation Strategies

Continually evaluate staff structure to ensure alignment with current and future demands.

Equip the NALP administrative office with state-of-the-art technology to advance the work of the organization.

EXPERTISE

FAIRNESS

COLLABORATION

INCLUSIVITY

SERVICE

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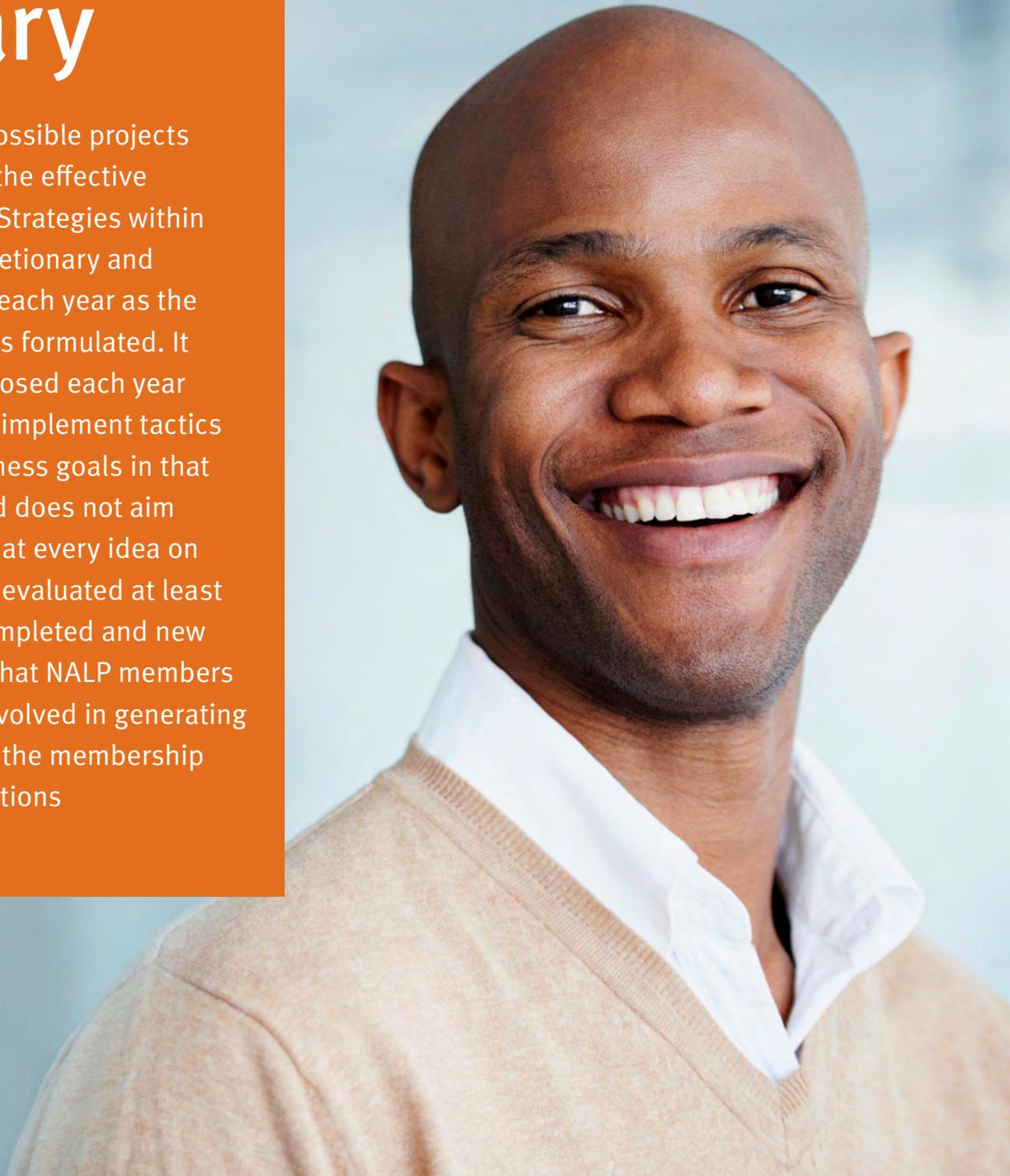
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Tactics Library

The Tactics Library contains a wealth of possible projects and ideas that might serve as a basis for the effective implementation of the various Goals and Strategies within this Plan. They are provided here for discretionary and selective use by the Board and President each year as the annual business plan for the association is formulated. It is anticipated that the Board as it is composed each year will be in the best position to choose and implement tactics that will best meet the association's business goals in that year. This Library is merely suggestive and does not aim to be comprehensive. Nor is it intended that every idea on this list will be implemented. It should be evaluated at least annually and amended as projects are completed and new suggestions are offered. It is anticipated that NALP members and members of the Board will both be involved in generating new ideas and tactics that will best serve the membership. Suggestions from NALP members for additions to the tactics library are always welcome.



Tactics Library

Membership Programs and Services Information Governance Financial Workforce

- Re-evaluate the membership structure and benefits.
- Conduct a public relations campaign to highlight the value proposition for NALP members and better present available resources, particularly those that become more relevant as member job duties expand.
- Create a group to consider membership options for the following: NALP alumni, law firm alumni professionals, small employers (particularly those with interests in lateral hiring), government agencies, public service organizations, corporations, new D&I professionals, consultants, JD Advantage employers, international employers, pre-law advisors, emerging legal employers, search firms, and higher education administrators.
- Consider partnerships with the following stakeholders: bar associations, law school deans, law firm leadership and other industry organizations and leaders.
- Consider forming a new member liaison group to explore possible new sources for potential members and to provide support to new members, including orientation to NALP and its resources.
- Explore dual membership options with other organizations.
- Foster stronger relationships with city groups to identify new members and potential leaders.
- Evaluate section structure to ensure that all potential members can readily see a place where they can learn, build relationships and contribute to the organization.
- Consider involvement of law students.
- Consider methods to re-engage experienced professionals.

Tactics Library

- Host a Lateral Recruiting Summit.
- Conduct an Experienced Professionals Summit.
- Host hiring partner roundtables on lateral hiring.
- Host law school deans' roundtables.
- Host webinars on lateral hiring issues.
- Update the lateral hiring best practices guide.
- Review all conference programming and determine its efficacy.
- Consider the idea of an institute at the conference (either pre- or post-) on a variety of topics including diversity, lateral recruiting, experienced professionals, or emerging jobs.
- Develop a law student app to track the interview process.
- Implement "data zone" real-time surveys.
- Create programs and services for law students and lawyers with disabilities.
- Consider programming on Title IX issues.
- Create programs and services for military veterans returning to law school and the legal market.
- Review NALP's current social media strategy.
- Explore programming to educate members on LLMs and other non-JD degree students.
- Explore programming to educate members on business acumen or consider options for offering a "mini-MBA."
- Explore option of delivering a summary of NALP research reports to include talking points for members to capitalize on NALP data.
- Convene law student focus groups to learn their perspective, promote the NALP brand, and consider potential products and services of interest to them.
- Explore conducting certifications for assessments like MBTI, DISC, etc.
- Deliver programming that supports initial legal employment in traditionally underserved communities.

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Tactics Library

- Consider additional Canadian data collection.
- Collect employment data for LLM, MLS, and other advanced degree candidates.
- Collect data on judicial clerkship pathways.
- Measure ROI on law student PD efforts.
- Measure ROI on lawyer PD efforts.
- Conduct more research on the size and function of talent management teams, including turnover of junior staff and limited upward mobility.
- Enhance LGBT data collection.
- Conduct research on the impact/ROI of new law school programs.
- Consider ERSS data collection practices in light of new ABA role.
- Develop metrics/competencies for our members' roles.
- Convene a task force on the future of legal recruiting.
- Collect and publish enhanced data on military veterans in the legal profession.
- Collect and publish enhanced data on law students and lawyers with disabilities.
- Conduct additional research on lateral recruiting.

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Tactics Library

- Evaluate the efficacy of the Regional Resource Council.
- Consider section leadership issues, empowering and training leaders for success.
- Identify volunteer micro-opportunities, thus encouraging the next generation of leaders.
- Review and revise transition and succession planning policies and procedures for elected and volunteer positions in order to ensure continuity and institutionalization of knowledge.
- Evaluate the relationship between the SOGIE Section and the Diversity and Inclusion Section.
- Consider 1L law student timing issues.
- Consider whether the Ethics and Standards Advisory Group should be empowered to author published advisory opinions.
- Consider using the Ethics and Standards Advisory Group to assist members with difficult ethical or practical dilemmas that arise in the recruiting setting.

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Tactics Library

- Consider creating a NALP University/Deloitte University for in-house counsel.
- Consider creating a NALP University for NALP members.
- Create training that engages law deans and/or hiring partner/managing partners.
- Create a separate Lawyer Job Bank.
- Consider engaging emerging employers as vendors or members.
- Consider new membership categories.
- Consider law student PD resources for law faculty and others.
- Hire a revenue consultant.
- Explore an applicant database.
- Consider membership for headhunters.
- Rethink NDLE in order to revitalize.
- Consider collaboration with the Canadian Bar Association.
- Create a video series to train various segments of the membership.

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Tactics Library

- Continually revisit the division of labor between volunteers and staff to reflect current realities of available volunteer time.
- Regularly consult with staff to ensure that their talents and skills are being utilized in the most efficient manner.
- Regularly consult with staff to receive input on organizational goals and Implementation Strategies.
- Create pathways and mechanisms for knowledge transfer to ensure continuity in meeting staff and volunteer responsibilities.
- Consider additional support for marketing and communications operations.

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