

2010-2015 Long Range Strategic Plan

The Future of NALP: Innovation, Collaboration and Lifelong Learning

NALP's Long Range Strategic Planning Committee is pleased to present the 2010-2015 Long Range Strategic Plan. The plan is bold and sets out strong goals and objectives, offering future NALP leaders a robust roadmap and framework for achieving these goals over the next five years.

The plan is the result of a very collaborative process including months of outreach to NALP members, allied organizations, and other leaders in the legal industry. We conducted over 75 outreach calls and live group meetings and heard from over 500 members through the member survey. We interviewed deans, hiring partners, managing partners, and consultants to get a sense of what the outside world thinks of NALP. We received reports from every NALP section and three special task forces reporting on issues key to NALP's future. Through the extensive feedback we received and environmental scanning we conducted, the committee was able to craft a vision that encapsulates the direction our professional organization will take. NALP will drive innovation and collaboration in the legal profession through lifelong education and career development. This is the vision for the future of NALP. The theme of collaborating with one another, with other organizations, industry experts, and stakeholders is a theme we heard repeatedly through our member outreach and from others in the legal profession, and is a shared vision throughout our plan. Innovating to better connect those within the NALP community, and to develop and deliver programming, research, and data to all our interested audiences is another common thread through the different areas of strategic focus. The plan demonstrates a commitment to lifelong learning for NALP's members, and for the lawyers and law students that NALP and its members support.

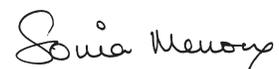
We revisited our mission to appropriately answer the question about our purpose. After the countless hours of "listening" to the ideas, thoughts, viewpoints, and themes from many individual members, the answer was clear: NALP connects its members by providing vision, expertise, research, and education; cultivating fair and ethical practices; and advocating for diversity and inclusion in the legal profession. With this mission, we were able to craft the plan and set out our goals and objectives, as NALP strives to continue to lead as the source of information on legal careers. The plan highlights NALP's strengths and opportunities in its "core value" areas of focus — member services, education, research, public service, and diversity and inclusion — and boldly calls for innovation in NALP's "core function" areas of focus — technology, governance, association brand and industry position, and revenue and resources. The plan envisions an improved technology platform and a solid foundation of leadership from its membership base, and it paves a path for collaboration and the real-time exchange of industry information and ideas.

As you read through the plan, you will find that while we build on the areas in which NALP has traditionally been strong, such as education, research, ethical practices, member professional development, diversity, and public service, we also seek to carve out excellence in areas where NALP has not necessarily excelled historically, such as industry position and technology. And, at the very heart of the plan is a rededication to member services, the core value that gives our professional association its very reason for existence.

We believe this plan is a true representation of NALP and the diversity of its membership. Our task was made easier by the careful selection of the strategic planning committee, representing a solid

cross-section of our constituents and many "voices" including public interest, government, professional development, public and private law schools, large and small employers, and diversity professionals. (See page 2 for a list of the committee members.) The group was also diverse in terms of age, years in the profession, cultural backgrounds, and involvement with NALP. This process, as with all NALP accomplishments, was truly a group effort. And to move forward with our bold and ambitious plan, we will rely heavily on our members and future leaders. Within the nine key areas of strategic focus, there are more than one hundred separate agenda items with which NALP is charged over the next five years. If one or more of those is a topic you have expertise in, or are particularly passionate about, all you have to do is say you are interested. We will put you to work! In fact, we hope through this plan that there will be greater engagement of all our members with volunteer opportunities requiring different time commitments, skills, and talents to fit different member needs. Your active involvement will contribute to the development and delivery of enhanced products, services, and education for our members and your own professional and personal growth.

NALP understands and appreciates its unique industry position and is incredibly excited about its opportunities to excel and to add value to its members and the greater legal community in the years to come. On behalf of all who were involved in putting together the 2010-2015 Long Range Strategic Plan, thank you for your interest in and support of NALP.



Sonia Menon
Chair, 2010-2015 Long Range
Strategic Planning Committee



NALP is dedicated to continuously improving career counseling and planning, recruitment and retention, and the professional development of law students, lawyers, and its members.

NALP's Vision:

Driving innovation and collaboration in the legal profession through lifelong education and career development.

NALP's Mission:

Connecting its members by providing vision, expertise, research, and education; cultivating fair and ethical practices; and advocating for diversity and inclusion in the legal profession.

Long Range Strategic Planning Committee

Chair: Sonia Menon, Neal Gerber & Eisenberg. *Vice-Chairs:* Lea Nora Ruffin, Widener University School of Law; Carol Sprague, Skadden, Arps, Slate, Meagher & Flom LLP. *Members:* Karen Britton, University of Tennessee College of Law; Cherie Conrad, Kirkland & Ellis, LLP; Terry Galligan, UC Berkeley Law School; Venu Gupta, Chicago Committee on Minorities in Large Law Firms; Bonnie Hurry, Willkie Farr & Gallagher; Mina Jones Jefferson, University of Cincinnati College of Law; Victor Massaglia, University of Minnesota Law School; David Montoya, The University of Texas School of Law; Paula Nailon, University of Arizona College of Law; Kay Nash, Wiley Rein, LLP; Jennifer Thomas, Public Defender Service for D.C.; Mark Weber, Harvard Law School; Stewart Whittingham, McCarthy Tétrault LLP.

AREAS OF STRATEGIC FOCUS

MEMBER SERVICES

Objective: NALP will strengthen its ability to deliver relevant programs and services relating to law student and lawyer career counseling, recruitment, professional development, and diversity and inclusion.

Strategies:

- Ensure that information on a broad spectrum of careers and work settings is available, including employment with public interest and public sector organizations; small, medium, and large law firms; and nonlegal employers.
- Capitalize on existing relationships with industry experts and peer organizations and forge new collaborations to enhance content knowledge, program development, and delivery.
- Conduct regular needs assessments and surveys to ensure the continued value of member programs and services.
- Identify and support initiatives to advance the careers of NALP members.
- Provide resources for members who counsel and support law students and lawyers in lifelong career development and work/life satisfaction.

Objective: NALP will foster a greater engagement of all members through enhanced volunteer and leadership opportunities.

Strategies:

- Strive to include meaningful leadership and development opportunities in all volunteer projects.

- Involve new volunteers in significant projects and undertakings.
- Develop and promote volunteer opportunities that require a range of time commitments, skills, and talents.
- Seek effective methods to showcase and promote volunteerism, such as hosting in-person and online volunteer information fairs led by section chairs and other NALP leaders.
- Recognize in appropriate and creative ways the volunteer contributions of members.
- Identify and eliminate any barriers that may impede NALP members from pursuing and succeeding in volunteer and leadership opportunities within the organization.
- Examine leadership and volunteer service experiences of current and former NALP members and share “pathway to leadership and service profiles” with members.

Objective: NALP will strengthen communication between and among its members, volunteers, and staff.

Strategies:

- Examine and utilize effective communication vehicles to connect those within the NALP community, using evolving technologies and responding to emerging member needs.
- Explore the development of an internal online community for staff and members to post real-time news and information.
- Enhance opportunities for members to network and interact online.
- Enhance the functionality and content of the online membership directory

and encourage members to update their professional profiles with expanded information, such as professional history, expertise, and volunteer experience.

Objective: NALP will review and update its membership structure, work to offer enhanced flexibility and tailored member benefits, and work to broaden and deepen its membership base.

Strategies:

- Conduct a comprehensive review of the existing membership structure, considering member feedback, non-member input, and nonprofit organization membership structures.
- Evaluate the implications of the membership structure (as it exists and as it may exist in the future) on voting rights, with a particular emphasis on the one office/one vote provision, freestanding firm members, and branch offices.
- Consider a tiered membership structure with various price points and levels of bundled services, enabling members to choose a membership level that suits them.
- Contemplate expanding membership categories, voting and/or nonvoting, to include additional legal profession constituents, both at the organization level (e.g., search firms and consulting groups) and the individual level (e.g., NALP alumni, consultants, hiring partners, professional development partners, diversity partners, deans, faculty, law students, and lawyers).
- Examine any proposed changes to membership categories and benefits from a cost-benefit standpoint for members and for the association.

EDUCATION

Objective: NALP will be the leading provider of legal career development educational programming for its members and other interested audiences.

Strategies:

- Utilize technology to diversify the delivery methods of new educational programming and collaborate with e-learning providers or partner organizations to develop and deliver programs cost-effectively.
- Repackage and organize existing educational programming to provide on-demand learning modules for members and interested audiences.
- Create educational modules that can be customized for a variety of audiences, including pre-law students, law students, and lawyers.
- Offer a one-stop shop for law students and lawyers to download career development resources and programming through a web-based platform.
- Design and implement varied levels and types of programming to meet members' skill, leadership, and personal professional development needs and goals, and to enhance members' knowledge base and organizational value.
- Assess the need for professional development certification programs for members.
- Explore collaborations with members and other organizations to provide cost-effective programming that reflects shared goals in areas such as content type, experience level, and geographic location.
- Provide law school members with tools for establishing and enhancing professional development programs

that prepare students for practice (e.g., model programs, best practices, sample curricula).

- Create incentives for members and nonmembers to share resources and contribute online educational programming for the benefit of members and other interested audiences.
- Develop and deliver programming on legal career development strategies for law students and lawyers from recruitment through retirement.
- Develop and deliver, in collaboration with members and other organizations, programming that advances diversity and inclusion in the legal profession.

RESEARCH

Objective: NALP will be the authority for reliable, comprehensive, objective, and strategic data, information, and analysis on careers in the legal profession.

Strategies:

- Evaluate NALP's research agenda, objectives, and partners on an ongoing basis, including scope, methodology, content, timing, audience, marketing, and distribution of data and research analysis.
- Utilize just-in-time data collection methods, when appropriate, and provide real-time results and analysis to targeted audiences.
- Collaborate and cooperate with allied organizations to capitalize on common research goals and create greater efficiencies and synergies in research and analysis.
- Expand the scope of information available in the *NALP Directory of Legal Employers* (NDLE) and explore alternative data collection and reporting

methods that allow for enhanced searchability, customization, and benchmarking.

- Explore the content of, continued need for, and relevance of the *NALP Directory of Law Schools* (NDLS).
- Conduct research on lawyer professional development issues from recruitment through retirement.
- Participate in the industry dialogue on employment information to help shape data collection and reporting of post-graduate and other employment outcomes.
- Measure and monitor the impact of student debt on access to the full range of legal employment opportunities for law students and lawyers.
- Review research instruments and data collection methods for content relevance, reliability, validity, and marketability.
- Evaluate the process, methods, and benefits of auditing research findings to ensure the accuracy of reported data and analysis.

Objective: NALP will utilize its research capability strategically, balancing its commitment to the value of publicly accessible consumer information and its need to recoup research and development costs by guarding the value of its data and analysis in the marketplace.

Strategies:

- Consider a fee-for-data-use structure.
- Improve the practical application, usability, and value of NALP data and information to a variety of targeted audiences, including members, non-member organizations, managing partners, practicing lawyers, law school deans, and law students.
- Enhance the packaging, distribution, sale, and marketing of research and

data to ensure effective outreach to all potential audiences.

DIVERSITY AND INCLUSION

Objective: NALP will promote diversity and inclusion in all segments of the legal profession.

Strategies:

- Advance the discussion about diversity beyond quantitative measurements of difference and toward qualitative assessments of success, focusing on inclusion, opportunity, and advancement.
- Create new, and strengthen existing, partnerships and collaborations with other organizations on diversity and inclusion issues and initiatives.
- Communicate best practices for member institutions to build more diverse and inclusive environments with opportunities for advancement.
- Highlight and communicate strategies and best practices for legal employers to build a more diverse and inclusive work environment with meaningful opportunities for advancement.
- Promote pipeline-into-the-profession projects among NALP member institutions in partnership with other organizations.
- Analyze member participation in volunteer and leadership opportunities in order to benchmark and monitor NALP's own diversity and inclusion efforts.
- Identify and eliminate any impediments to pursuing and succeeding in NALP member volunteer and leadership opportunities — for instance, by developing leadership training that includes cultural competency awareness.
- Advance the discussion and develop resources for members about aspects

of diversity that go beyond traditional classifications, to include broader perspectives such as socioeconomic background, culture, and religious diversity.

Objective: NALP will be a leading provider of data, information, and analysis regarding diversity in the legal profession.

Strategies:

- Maintain preeminence as a primary source of information on law school and legal employer diversity demographics.
- Explore options for expanding data, information, and analysis on diversity in the public interest and government employment settings.
- Launch a dialogue with diverse law students and lawyers about their law school and workplace experiences and share feedback with members for consideration in their development of programs and practices.

PUBLIC SERVICE

Objective: NALP will enhance, promote, and increase the utilization of PSLawNet.

Strategies:

- Consistently tie the PSLawNet brand to NALP, to clarify that both entities are part of the same association.
- Provide PSLawNet subscribers with an expanded range of resources and opportunities to better market its services to students and lawyers.
- Educate all types of legal employers about PSLawNet's contents, capabilities, and benefits.

Objective: NALP will be the leading provider of information, research,

data, and analysis regarding public interest careers.

Strategies:

- Assess the need for expanded content about public interest offerings (i.e., classes, scholarships, job fairs, initiatives) in the NDLS and other products and services and respond accordingly.
- Strengthen existing collaborations with public interest organizations and expand collaborations with other allied public interest organizations.
- Design and conduct research to measure and better define various aspects of employment in the public interest sector, such as access to public interest careers, salaries, and promotion opportunities.
- Aggregate industry information on trends in public interest employment.

Objective: NALP will explore synergies for connecting law firm members with government and public interest members.

Strategies:

- Utilize issue forums and other means to explore outcomes and implications from initiatives such as the placement of deferred associates into the public interest community.
- Develop initiatives to promote the inherent value and practical utility of public service and pro bono involvement to enhance professional skill development and career satisfaction.
- Create forums for public interest employers and law firm employers to share information and best practices (i.e., recruiting practices, professional development tools, and diversity and inclusion successes).
- Create channels for public service legal employers to access professional devel-

opment and other career-building resources.

TECHNOLOGY

Objective: NALP will invest in, develop, and utilize technology to meet member needs and build community.

Strategies:

- Evaluate existing capabilities, identify gaps and needs, and plan for an improved technology platform.
- Utilize social networking to connect and promote the organization and its members.
- Use technology to establish better connections between NALP, city groups, consortia, other member subgroups, and partner organizations.
- Explore the development of real-time technology for employers and law schools to report and track on-campus interviews, call-back interviews, offers, and decisions.
- Explore options for creating an online legal career job board, a portal to link existing job boards, or partnerships with existing job board providers.

Objective: NALP will continue to enhance its websites to support easy access to vital information, research, and resources for NALP members and other interested audiences.

Strategies:

- Implement a process for the ongoing review and improvement of the website.
- Redesign NALP's websites as needed to improve navigability, functionality, interactivity, and efficiency.
- Use current and emerging technology, as appropriate, to provide real-time content and information on all of NALP's websites.

Objective: NALP will explore the use of new technology to expand its range of free and fee-based resources.

Strategies:

- Develop capabilities to allow for the creation of customized reports, data sets, aggregate searches, and benchmarked comparisons within the legal profession and other industries.
- Enhance the NDLE to capture an expanded scope of real-time information and allow for enhanced searchability, customization, and benchmarking.
- Explore methods for rapid data collection and delivery to complement NALP's existing research.
- Create searchable member profiles that incorporate expanded individual member information, including professional experience, areas of expertise, volunteer experience, and other member information.

Objective: NALP will explore and utilize available and emerging technology models (e.g., mobile applications, webcasts, podcasts, online universities) to deliver educational content to members and other interested audiences.

Strategies:

- Consider and plan for multiple delivery methods in planning educational programs, issue forums, and other events.
- Explore the use of interactive technology to gather just-in-time information, data, and feedback from target audiences.
- Provide content from educational programs and other events to attendees and other interested audiences in multiple formats.

Objective: NALP will strive to become a paperless organization by continuing to evaluate the viability of print media and the communication needs of its members for all of its publications.

Strategies:

- Explore online publishing options for NALP research, data, and information.
- Assess the continued value and viability of the NALP bookstore.
- Create a transition plan for converting the *NALP Bulletin* and other paper resources into electronic formats.

GOVERNANCE

Objective: NALP will review and analyze its regional structure to determine its continued value and viability.

Strategies:

- Assess how the current regional structure impacts Board composition, election results, and member engagement.
- Consider the realignment of regions to better reflect economically integrated multi-state markets.
- Evaluate the scope of the Regional Coordinator position as it is currently implemented.

Objective: NALP will streamline its volunteer member organizational structure for maximum effectiveness.

Strategies:

- Examine ways to ensure continuity and succession planning in sections and work groups.
- Improve collaboration between sections and work groups to ensure efficient and effective information sharing and utilization of volunteer resources.
- Review existing committee, task force, and section structure and eliminate

any duplicative structures and clarify roles and responsibilities.

Objective: NALP will be responsive and timely in its decision-making.

Strategies:

- Conduct outreach, snapshot surveys, and issue forums to gather real-time information.
- Create protocols that enable NALP leaders to make timely decisions when necessary to be responsive to industry and member needs.

ASSOCIATION BRAND AND INDUSTRY POSITION

Objective: NALP will continue to be the leader in promulgating ethical standards and promoting fair practices for legal career services and legal recruitment.

Strategies:

- Continuously monitor trends and changes in the legal marketplace considering implications for standards and practices.
- Amend NALP's *Principles and Standards* as required to remain responsive to new conditions and to ensure the ongoing effectiveness of its ethical framework.

Objective: NALP will create opportunities to convene industry stakeholders.

Strategies:

- Bring industry experts and stakeholders together on a regular basis to share information and discuss current issues, trends, and challenges.
- Create just-in-time issue forums to address industry hot topics.
- Continue to conduct outreach to and collaborate with peer organizations.

Objective: NALP will expand its value to organizations outside its typical membership reach.

Strategies:

- Develop and implement a comprehensive communication strategy to improve communication with nonmember constituencies such as consultants, media, and other audiences.
- Explore ways to provide value to small and medium sized employers.
- Explore strategies for and enhance outreach to non-U.S. based law schools and legal employers and to others in the international legal community, including international bar associations.
- Promote the value of NALP products and services beyond the current membership.

REVENUE AND RESOURCES

Objective: NALP will identify additional sources of revenue and cost savings to ensure its continued financial viability.

Strategies:

- Incorporate revenue-generating potential into cost-benefit analyses and strategic decision-making for current and future projects, products, and services.
- Implement strategies for generating revenue from nonmembers, including organizations, managing partners, practicing lawyers, law school deans, and law students, and also from an expanded range of member sources.
- Explore member sponsorship of events, websites, and other potential products and services.
- Expand staff capabilities, for example, by using "graduate fellows" for discrete projects.