



NALP 2017 SECTION & GROUP LEADERSHIP TRAINING GUIDE

Webinar – April 5, 2017, 3:00 pm (ET)

In Person – April 18, 2017, 4:30 pm (PT)



NALP 2017 Section & Group Leadership Training Guide

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Tab 1 NALP Section, Committee, Task Force, Council & Advisory Group Meetings

2017-2018 | NALP Sections

Have you joined a NALP Section yet?

NALP thrives on member involvement, and one of the many benefits of NALP membership is the opportunity to actively participate in the NALP community. Sections are a great way to join colleagues with whom you share interests and work responsibilities, and also provide an ideal way to get involved in the work of NALP.



NALP OPEN HOUSE, WELCOME RECEPTION & RESOURCE CENTER GRAND OPENING!

April 18 | 5:30 - 7:30 p.m.
Grand Ballroom - Tower 2
*Hilton San Francisco
Union Square*

Join a Section, and You'll Have the Opportunity to:

- Collaborate in your own online Section group through **NALPconnect** — NALP's online, professional members-only community
- Engage in networking opportunities with colleagues
- Contribute your ideas and authors for **NALP Bulletin** articles
- Identify topics and speakers for the **NALP Annual Education Conference**
- Conduct environmental scanning to keep the Section and the Board of Directors apprised of industry developments, products, or programs related to the Section
- Work on projects through dedicated **Work Groups**
- Communicate regularly through **NALPconnect**, conference calls and webinars

JOIN NOW!

- Go to www.nalp.org/sections
- Click "Join Section" under any Section description

It's that easy!

See reverse side for Section list and meeting schedule for the Annual Conference!

NALP's Sections with meeting times & locations during the NALP 2017 Annual Education Conference:

Canadian Section

Wednesday, 4/19 at 5:00 PM, Continental 2 & 3

Hilton San Francisco Union Square (will include Regional Business Meeting and Reception)

The Canadian Section is for NALP members with a particular interest in Canadian legal education, Canadian law school career services, and issues surrounding legal employment and admission to the bar in a Canadian setting.

Diversity and Inclusion Section

Wednesday, 4/19 at 3:45 PM, Golden Gate 4 & 5

Hilton San Francisco Union Square

The Diversity and Inclusion Section is for NALP members with a particular interest in advocating for diversity and inclusion in legal education and legal employment. This section will serve as a resource for all NALP members on matters of diversity and inclusion. Work Groups in this Section include the Sexual Orientation and Gender Identity and Expression (SOGIE) Work Group and a First Generation Work Group. Diversity professionals and those focusing on diversity and inclusion matters at law firms and law schools are encouraged to join their colleagues in this section.

Experienced Professionals Section

Wednesday, 4/19 at 12:45 PM, Continental 7, 8 & 9

Hilton San Francisco Union Square (Lunch & Section Meeting Combined)

The Experienced Professionals Section provides an opportunity for experienced NALP members to share with each other and to identify programming and resources helpful to experienced professionals.

International and Advanced Degree Advising and Recruiting Section

Wednesday, 4/19 at 3:45 PM, Golden Gate 6

Hilton San Francisco Union Square

This section is for law school professionals who support and advise domestic and international LLM students as well as students and alumni seeking international opportunities. This section is also for employer members who hire graduates with LLM degrees, who are involved in international recruiting, and who evaluate international experience for both international and domestic positions.

JD Career Advisors Section

Wednesday, 4/19 at 3:45 PM, Golden Gate 7

Hilton San Francisco Union Square

This Section is for NALP members who have an interest in or responsibility for career development of law students and alumni. The Section will include work groups on developing resources and conference programming on career development. The Section will also serve as the home for the Solo & Small CSO Work Group and the CSO Employer Outreach Work Group, and for those interested in alumni career services.

Judicial Clerkship Section

Wednesday, 4/19 at 3:45 PM, Golden Gate 8

Hilton San Francisco Union Square

The Judicial Clerkship Section is for NALP members who have

responsibility for preparing law students for judicial clerkships or for managing the departure and return of associates who take judicial clerkships. This Section will be a clearinghouse for information on judicial clerkships at all levels.

Law Student Professional Development Section

Wednesday, 4/19 at 3:45 PM, Franciscan C & D

Hilton San Francisco Union Square

Increasingly, law school career services staff are taking responsibility for providing professional development training to prepare students for the practice of law in today's legal settings. The Law Student Professional Development Section is for NALP members with an interest in these renewed efforts to educate law students about professional standards of behavior required for the practice of law.

Lawyer Professional Development Section

Wednesday, 4/19 at 3:45 PM, Franciscan A & B

Hilton San Francisco Union Square

The Lawyer Professional Development Section is for NALP members with an interest in or responsibility for a law firm or other legal employer's professional development programming.

Legal Employer Alumni Relations/Programs Section

Wednesday, 4/19 at 3:45 PM, Executive Board Room

Hilton San Francisco Union Square

The Legal Employer Alumni Relations/Programs Section is for NALP members who have an interest in or responsibility for alumni-related issues.

Newer Professionals Section

Wednesday, 4/19 at 12:45 PM, Continental 2 & 3

Hilton San Francisco Union Square (Lunch & Section Meeting Combined)

This section is for NALP members who have been in the profession for four years or less, and who would like to build a resource network of similarly situated colleagues. This section will advise the organization on how best to serve its newest members.

Public Service Section

Lunch, Wednesday, 4/19 at 12:45 PM in Continental 4, 5 & 6;

Section Meeting, Wednesday, 4/19 at 3:45 PM in Yosemite A & B;

Hilton San Francisco Union Square

The Public Service Section is for NALP members who share an interest in or responsibility for law school graduates whose career paths lead to public sector, public interest, and pro bono work. NALP's public sector and nonprofit members and those responsible for implementing or marketing a law school or law firm pro bono program are encouraged to join.

Recruiting Section

Wednesday, 4/19 at 3:45 PM, Plaza B

Hilton San Francisco Union Square

The Recruiting Section is for NALP members who have an interest in or responsibility for law school outreach, summer programs, lateral hiring, and lawyer recruiting. All law firm recruitment professionals are encouraged to take advantage of membership in this section.

Appointed Committee, Work Group, Advisory Group, Council & Task Force Meetings
(scheduled as of March 27, 2017)

CONFIRMED ON-SITE MEETINGS

Annual Education Conference Planning Comm., Thursday, April 20, 7:45 am, Imperial B

JD Advantage Careers Task Force, Thursday, April 20, 7:45 am, Golden Gate 6

Legislative and Regulatory Reporting Task Force, Thursday, April 20, 12:15 pm, Continental 2&3

NALP Data and Market Intelligence Insights Task Force, Thursday, April 20, 1:00 pm, Continental 2&3

International Members Research Group, Friday, April 21, 7:45 am, Golden Gate 4&5

Nominating Committee, Thursday, April 20, 7:45 am, Imperial A

PSJD Advisory Group, Tuesday, April 18, 7:30 PM, Golden Gate 8

Regional Resource Council, Saturday, April 22, 8:30 AM – 1:30 PM, Imperial A

POTENTIAL ON-SITE MEETINGS

Communications Advisory Group, Thursday, April 20, 7:45 am, Franciscan C/D

Ethics and Standards Advisory Group, Thursday, April 20, 7:45 am, Franciscan A/B

NO ON-SITE MEETING

Audit Committee

Investment Oversight Committee

PD Quarterly Advisory Group

Research Advisory Group

NALP's Volunteer Structure – 2017-2018

Sections

Each Section, led by a Section Chair, is “virtually headquartered” on and maintains an active presence on NALPconnect – NALP’s online professional community. Each Section is responsible for soliciting articles and authors for the NALP Bulletin, for identifying topics and speakers in response to the Request for Proposals for Annual Education Conference programs, for developing webinar content relevant for their Section members, for engaging its members through NALPconnect, and for reporting to the Board of Directors on industry developments, products, or programs related to their Section and relevant to NALP members. Each Section Chair is also responsible for overseeing any Section Work Groups and the completion of their tasks from the Annual Business Plan.

All Sections have open membership, and Section members communicate with each other via NALPconnect and can participate in Section conference calls and webinars. All Sections will meet during the Annual Education Conference.

Section Work Groups

Work Groups are responsible for accomplishing a discrete task or project related to the topical area of the Section. The Work Group format provides busy NALP members with the opportunity to participate in meaningful NALP projects in a way that does not overly burden their time. Work Groups will be temporary in nature and will exist on an ad hoc basis until the assigned task is completed. Section Vice-Chairs will lead Section Work Groups.

Committees

NALP also has a limited number of Committees as required either by our bylaws or state laws that govern nonprofits, or because they have a specific role in the NALP governance and oversight structure. The Nominating Committee has elected members from each General region. The Audit and Investment Oversight Committees are appointed and oversee the financial health of the organization.

Advisory Groups

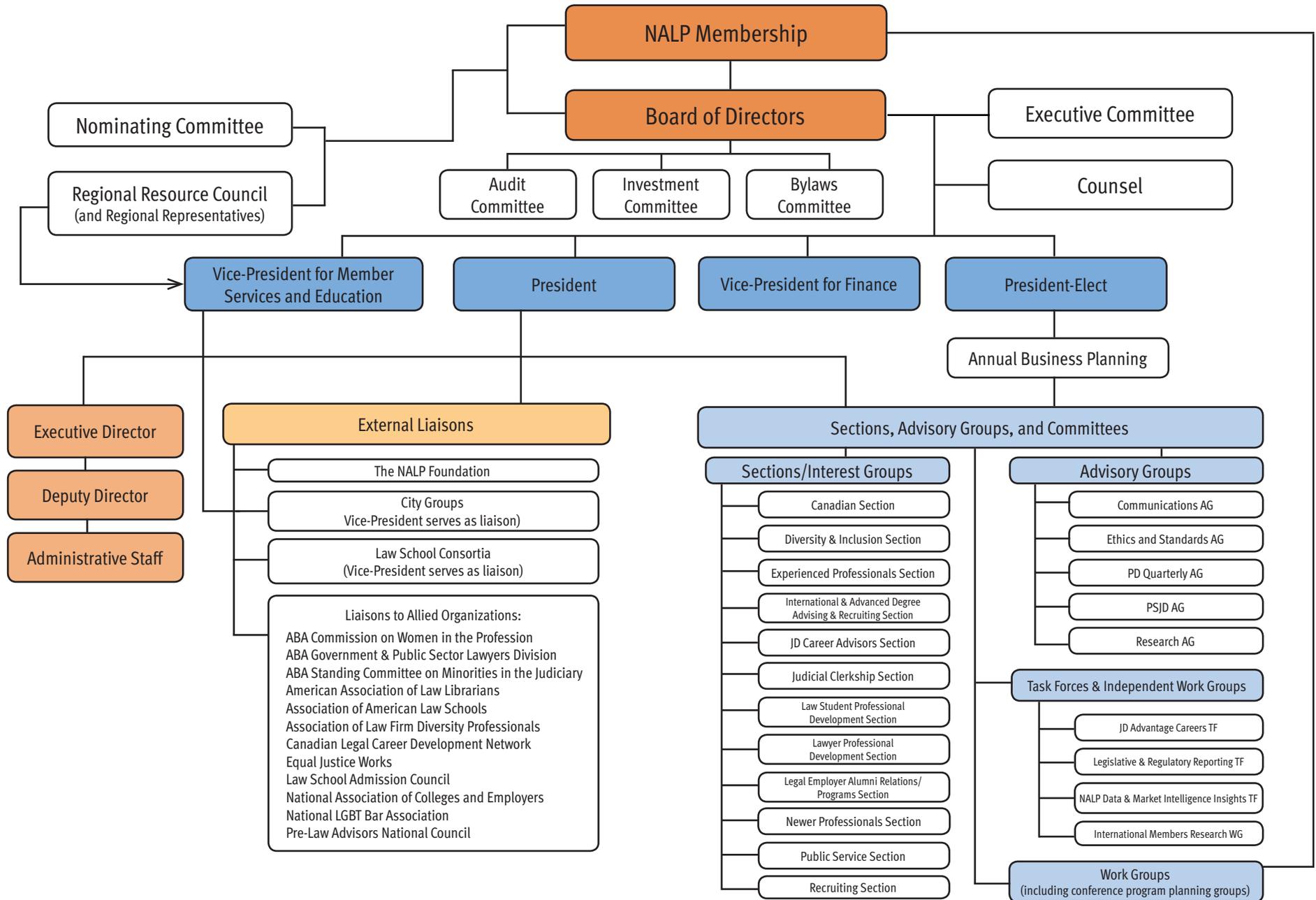
Another important role that NALP volunteers have traditionally played is to support NALP staff on matters of policy, procedure, and content with our core products and services. Advisory Groups are small groups of NALP members whose role is to advise staff and the Board on particular projects or work areas. Currently, Advisory Groups support the NALP staff in the areas of public service (PSJD), ethics and standards, communications (including publications), the *PDQuarterly*, and research. Advisory Group members are appointed and have a Group Leader who will work closely with a NALP staff partner.

Task Forces and Work Groups

Task Forces are responsible for accomplishing a discrete task or project. Task Forces for 2017-2018 include the JD Advantage Careers Task Force, the Legislative and Regulatory Reporting Task Force, and the NALP Data and Market Intelligence Insights Task Force. There is also a new work group: International Members Research Group.



Organizational Structure Chart (2017-2018)



Tab 2 Guidelines for Section and Group Leaders



Memorandum

TO: Section & Group Leaders

FROM: David Montoya
2017-2018 NALP President

DATE: March 30, 2017

RE: Welcome and Guidelines

Thank you for agreeing to chair a Section, Advisory Group, Task Force, Committee, or Work Group in the coming year. Your leadership will greatly benefit the Association and I am confident that you will find the experience rewarding. There are many things that you could be doing with your time and talent. I am glad that you are sharing both with us.

The Association is only as strong as each of these groups is active. Interacting with your group at the Annual Conference will lay the foundation for your work during the 2017-18 business cycle. Because the Annual Conference may be the only in-person meeting of your group the tone you set is everything. The goal is to create momentum and sustain it throughout the year. Accordingly, this memorandum provides important information to prepare you for the role this year. Please read it carefully BEFORE you arrive in San Francisco and refer to it throughout the year. For your reference, the following subjects are covered below:

- Background Information on NALP Sections
- Your Role as Chair
- Charges and Work Groups
- Conference Programming
- Bulletin Article Proposals
- Surveys
- Miscellaneous

BACKGROUND INFORMATION ON NALP SECTIONS

It may be helpful to think of each Section as an interest or affinity group with responsibility for engaging its members and providing information about its interests to the larger NALP membership. Sections are organizational units where members with similar interests and professional responsibilities share information, network and educate the broader NALP community through webinars, *Bulletin* articles and annual conference programming. Internally, each Section is responsible for ensuring communication among Section members, highlighting the Section's area of expertise and supporting Section members. This support comes from conference calls, discussion threads in NALPconnect and resources, such as best practices guides or relevant research.

To educate the broader NALP community, each section will support the membership through speaking, writing, and surfacing issues to NALP leaders. For example, each Section is responsible for submitting ideas and potential authors for *Bulletin* articles and responding to the RFP for conference programming. Another key component of each Section's work, one which I think is critical to meeting our members' growing and changing needs, is to conduct environmental scanning of our industry. Environmental scanning is the acquisition and use of information about events, trends and relationships in the legal industry and in the academy that may assist the Board and staff of NALP in planning a future course of action. The information your Section gathers and shares about the environments in which our members work will allow NALP to make informed decisions about new projects and collaborative opportunities, and respond to member needs.

All Sections have open membership with members having varying levels of experience in the industry; consequently, your leadership skills will be essential to creating a positive experience for our members and leveraging their collective expertise.

Your Role as Chair

As a Section Chair you are serving in an important leadership capacity within our organization. You have proven ability to:

- advance NALP's vision of driving innovation and collaboration in the legal profession
- communicate, facilitate and build consensus
- motivate others and help us achieve the goals set forth in our strategic plan

All of these skills and aptitudes will serve you well as you begin or continue your Chair role; serve your Section as well as the NALP Community.

Your term as Section Chair is one year, which ends when the term of the appointing President ends, so we will sunset together! Note, however, that Chairs may be asked to serve for another year by the incoming President. Sections provide NALP members with the opportunity to participate in the organization in a meaningful way. As Section Chairs, you are responsible for actively engaging members and harnessing their energy in a productive way. With more than 2,400 members, it is important that we have a way of engaging them and that we are focused in creating a true sense of community.

Engaging Your Section

One of the most challenging parts of being a Section Chair is keeping your Section members communicating with one another, supporting each other and focused on the work of your Section. The **Annual Conference** provides **your first touches** with your **Section: (1) Open House** on Tuesday, April 18th from 5:30-7:30 p.m. in the Exhibit Hall (Grand Ballroom in the San Francisco Hilton Union Square) and **(2) your Section Meeting**.

The Open House provides the opportunity to meet potential new Section Members. You should take some time now to talk with the outgoing chair from your Section to discuss staffing for the Open House. At the Open House you should be prepared to take names and remind folks to join your Section on NALPconnect and attend the Section Meeting. This is an important meeting--it may be the only in-person meeting you have as a group – and will last a little over an hour (75 minutes), so you should keep the agenda for this meeting simple. I suggest you cover the following:

- **NALPconnect.** Remind attendees that members join a Section by signing up on NALPconnect. Make sure everyone who attends the meeting understands this is how to join. If you would find it useful you can circulate a paper sign-in sheet for those attending the Section meeting, but I think it is preferable to rely on NALPconnect as your method of communicating.
- **Make everyone feel included!** Depending on how many people show up to the meeting, have people introduce themselves. Make a special effort to reach out to people who are alone. Our Sections need to be inclusive and welcoming.
- **Call for volunteers.** Solicit volunteers for projects. Try to involve new people. Find roles for new Section members.
- **Describe the Work Groups for the year.** Ask for volunteers to lead or participate in Work Groups. In particular, you might want to spend some time talking about Conference Programming and Bulletin Article Proposals because those deadlines come up so quickly after the conference.
- **Follow up after the conference.** Contact all those who attended the Section meeting to be sure they joined the Section on NALPconnect and stay involved.

Building on the Annual Conference Momentum

Here are a few ways in which you can (and should) engage Section members after the Annual Conference:

- **Use NALPconnect.** Every Section has its own NALPconnect page. This should be your primary means of communicating with Section members. This is also the way that NALP members join a Section. Keep Section members coming to your Section page by posting announcements and starting discussion threads. You may also want to reach out to new members who have joined your Section to welcome them to the group. If you need help with NALPconnect, do not hesitate to reach out to Lisa Quirk, Director of Electronic Information Systems on the NALP Staff.
- **Schedule quarterly (at minimum) calls for your Section.** Plan calls in advance, solicit members to present, and tap Section members ahead of time to start discussion. Large calls can be challenging, so taking some time to prepare will ensure that your call runs smoothly.
- **Engage in Environmental Scanning.** It is important to let Section members know that one of the things you will do as a group is discuss trends, events and other influences that impact their work. Your quarterly report to the Board of Directors will include a synopsis of events (job fairs, conferences and other programs), trends (recurring or developing issues of concern to Section members) and other external forces that are having an impact on NALP members.

Working with NALP's Board

An important part of your role as Section Chair is to keep the NALP Board of Directors apprised of the work of your Section, any issues or Section concerns, and the results of your environmental scanning. This communication is facilitated through your Board Liaison and a quarterly report you will prepare for the Board of Directors. Your quarterly report will include any work group reports, articles your Section has written and feedback on the environmental scanning of your Section. It is a good practice to schedule your Section calls prior to the due date for the quarterly reports so that you can include information and feedback gathered during the call in your report to the Board. Your completed report should be sent to your Board Liaison and the NALP office. Your report should also be available to your Section members - post it on NALPconnect.

Your Board Liaison is the voice of your Section at meetings of the Board of Directors. Each Board member will have a copy of your quarterly report and, in addition, your Board Liaison will provide a verbal report to the Board that may explain additional details to supplement your written report. It is important that you include your Board Liaison on any conference call, email distribution, letter, report, or request that you generate so they are familiar with the progress of your Section and can serve as a

resource for you. For example, questions about work groups or requests for assistance from NALP staff should all go through your Board Liaison. You should schedule regular calls with your Board Liaison and contact him/her if you have any concerns about work groups, charges or any other subject.

Charges and Work Groups

Sections have Charges and Work Groups. A charge is the description of the work or assignment for each Section. We have already assigned some of these Charges/Work Groups in consultation with the outgoing and incoming Section Chairs and in consideration of the 2017-18 NALP Business Plan. Sections can also come up with their own Charges/Work Groups but you need to make sure that the President and Board know about and agree to the new additions.

Your Section may propose additional Work Groups following the conference and throughout the year by completing a Work Group Proposal and submitting it with one of your quarterly reports. For consideration at the **May** meeting of NALP's Board of Directors, new Work Group Proposals are due by **Tuesday, May 2, 2017;** for consideration at the **July** meeting of NALP's Board of Directors, new Work Group Proposals are due by **Thursday, June 22, 2017.**

Each Work Group needs a Vice Chair (or perhaps two co-Vice Chairs). Some of you have already identified Vice Chairs. Some of you are still looking for Vice Chairs to lead a Work Group. If you appoint a Vice Chair please let me and NALP's Deputy Director, Fred Thrasher, know.

Work Groups also need volunteers, which you or your Vice-Chairs will solicit from among your Section's members.

Conference Programming

The deadline for responding to the RFP for the 2017 Annual Education Conference is **Friday, May 19, 2017.** It is important to identify topics of interest to your Section and areas where Section members can help educate the broader NALP community on issues relevant to your section. You will want to identify section members willing to write program descriptions and volunteer to facilitate or speak at the annual conference. You should ask one Section volunteer to follow up on ideas generated at the conference and report back to you so that you are able to submit all of the responses to the RFP through the on-line submission process no later than May 19. You might want to start this process prior to the on-site meeting in San Francisco.

Bulletin Article Proposals

Proposals for articles including potential authors are due by ***Friday, June 16, 2017***. As a group you will want to identify matters for inclusion in the NALP Bulletin. Please encourage as many volunteer writers as possible to author pieces for the Bulletin. Your section may want to provide an update on section work or an announcement seeking member support or assistance for publication in the Bulletin. Periodic articles featuring information of importance to your section may be submitted on a regular basis for inclusion in the Bulletin. Longer information pieces may be submitted for publication as feature articles. Your Section meeting is a great opportunity for generating ideas and soliciting a volunteer to follow up on all of the ideas generated and report back to you well ahead of the June 16th deadline.

Please note that bulletin submissions are due on the 2nd of the month prior to the month of publication. (For example: if your section is writing an article on educating students about the timing guidelines for the September bulletin, the article is due to Janet Smith, NALP's Director of Communications, by August 2nd.) If the 2nd of the month falls on a weekend or holiday, the NALP office will need the submission **before** the 2nd.

Surveys

At NALP, we send a number of annual surveys to the membership throughout the year. This is how we gather the information and data that is so important to our Association. While NALP uses surveys regularly, we are very aware that most of our members are inundated with surveys and that there is a fair amount of survey fatigue.

As a result, I encourage you to think very carefully about whether a survey is essential to your Section's work. If you really want to proceed with a survey, please follow this procedure:

- First, you must discuss the survey with your Board Liaison.
- Second, you need to contact the NALP staff to discuss the survey topic.
- Third, you must also provide the NALP staff with a copy of the proposed survey instrument.

In some instances, a survey will need to be reviewed and approved by the NALP Board before it can be distributed. Please note that any survey that is conducted in NALP's name (which includes any survey conducted by a Section) must go through this approval process.

Travel

It is not anticipated that you will need to travel as a Section Chair. However, an occasion may present itself where, as Section Chair, you are invited to participate in a conference or meeting by an affiliated organization. Or, you might be asked to attend an event by the

Board of Directors, or you may identify an opportunity to lend your expertise on behalf of NALP at a non-NALP event that you would not normally attend on behalf of your employer. The Board of Directors evaluates and adopts an annual budget in July. If you have any requests for financial support for NALP-related travel, please submit the Travel Request Form at the back of this Tab to NALP's Deputy Director Fred Thrasher as soon as you are aware of the need for funds.

Thank You

NALP is a member-driven organization. We succeed only because of the hard work, energy and enthusiasm of volunteers and leaders like you. On behalf of the entire Board of Directors I thank you for all you have done in the past and the work you will do this year. Together we will continue to provide an unrivaled community for our members and drive innovation and collaboration in the legal profession. I look forward to working with you this year!



CALENDAR OF IMPORTANT
DATES & DEADLINES FOR
SECTION, ADVISORY GROUP,
WORK GROUP, TASK FORCE,
COUNCIL AND COMMITTEE
LEADERS

Wednesday, April 5, 2017 (3:00 pm ET)
Section & Group Leadership Training Webinar

Tuesday, April 18, 2017 (4:30 pm PT – Hilton – Golden Gate 1)
Section & Group Leadership Training at Annual Education Conference in San Francisco

Wednesday, April 19 or Thursday, April 20
Section, Advisory Group, Work Group, Task Force and Committee meetings at Annual Conference in Boston

Tuesday, May 2, 2017
Submit updates of any Section work group leaders, any proposed changes to work group charges, and any items that require Board attention to your Board Liaison, David Montoya (NALP President), and Fred Thrasher (NALP Deputy Director).

Friday, May 19, 2017
Response to NALP's Request for Proposals for the 2017 Annual Education Conference due (see RFP at Tab 5 and on NALP's Website for details on submission) (RFPs are accepted through an on-line submission system).

Friday, June 16, 2017
Proposals for Section articles for NALP Bulletin are due to Janet Smith (jsmith@nalp.org).

Thursday, June 22, 2017
First Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, October 12, 2017
Second Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, February 1, 2018
Third Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, March 5, 2018
Fourth Status Report is due to your Board liaison and the NALP office (info@nalp.org)





TO: NALP Liaisons and Section, Committee, Task Force, Advisory Group, and Work Group Leaders

FROM: David Montoya, 2017-2018 President
Fred Thrasher, Deputy Director

RE: Travel Authorization Request

DATE: April 2017

Much of NALP's work is accomplished during meetings at the Annual Education Conference and through conference calls throughout the year. In addition, some groups traditionally have in person meetings during the year. We typically do not otherwise budget for leaders of Sections, Committees, Task Forces, Advisory Groups or Work Groups to travel.

Should a circumstance arise throughout the year wherein you believe it would be in NALP's best interest for you to travel to a particular event that you wouldn't otherwise be attending on behalf of your employer, please complete the information below, and submit the request to us via e-mail (dmontoya@law.utexas.edu; fthrasher@nalp.org).

NAME: _____

NALP GROUP: _____

PURPOSE OF TRAVEL: _____

DATES OF TRAVEL: _____

EXEPECTED EXPENSES (\$\$\$) (please itemize and include estimated transportation, accommodations, and incidental costs): _____

Please attach any supplemental information that would be helpful in evaluating this request.

Tab 3 Draft NALP 2017-2018 Business Plan

The Business
Plan will follow
under separate
cover.

Tab 4 Communicating with Sections: NALPconnect, Conference Call & Webinar Guidelines



To: Section (and other Group) Leaders

From: David Montoya, NALP President-Elect
Fred Thrasher, Deputy Director

Date: April 2017

Subject: Communicating within Sections: E-mail Discussion Lists & Webinars

One of the most valuable aspects of belonging to a NALP section is the opportunity to interact and communicate with peers who work in the same substantive area. In order to facilitate that communication, NALP utilizes three primary tools:

- 1) NALPconnect – Every Section and Group has its own NALPconnect “page.” This should be your primary means of communicating with Section members. This is also the way that NALP members **join a Section**. Joining a Section is easy: go to the NALPconnect site and identify the Sections you want to join. NALPconnect Community Guidelines follow in this tab.
- 2) CONFERENCE CALL OPPORTUNITIES – Each Section has its own unique passcode and is welcome to schedule Section calls throughout the year. Conference calls are often the best way for Section members to have meetings and discuss Section projects and items of interest. Conference calls have a toll-free dial-in. Each Section and Committee chair will receive a one page sheet with the Section’s code and instructions on using the reservationless system.
- 3) WEBINAR OPPORTUNITIES – NALP subscribes to a service (gotowebinar) that will allow each Section to conduct webinars for their members (and/or broader NALP audiences) over the course of the year. The webinar system provides the technology to follow a PowerPoint presentation while listening to a live audio feed through your computer or over the phone. The on-line presentation and computer audio feed is free; the phone audio requires listeners to dial in over a long distance line.

We are pleased to offer each Section the opportunity to conduct 1-2 webinars over the course of the 2017-2018 business cycle. Webinars are best for more formal presentations or meetings and will require some advance work and lead time on the part of those responsible for generating the content for the webinar and for those handling the logistics of the program.



Guidelines for Developing & Setting Up Section Webinars

1. Sections should determine if they would like to host a webinar. It is not necessary that every section host a webinar, but for those Sections that have content that they would like to share with a broad audience, a webinar may be a very effective medium. If the Section decides to host a webinar, 1-2 vice chairs should take responsibility for developing content (or identifying speaker(s)) and planning the logistics.
2. Responsible vice chairs should coordinate with the NALP office (Mary Beal, Director of Member Professional Development, mbeal@nalp.org) to schedule a date and time for the webinar as well as a test run 1-2 days in advance of the scheduled program.
3. Responsible vice chairs will work with the speaker(s) to prepare the session description and ensure that the program is marketed to the appropriate audience(s) via NALPconnect, e-mails, and other methods. Mary Beal can assist with marketing as well.
4. Responsible vice chairs will work with the NALP office to ensure that members know how to register for the program.
5. 1-2 Vice Chairs will introduce the webinar and give an introduction of the speaker as needed.



[Community](#) > [NALPconnect](#) > [NALPconnect Community Guidelines](#)

NALPconnect Community Guidelines

Welcome to NALPconnect.

NALP is pleased to provide a forum for sharing and interacting related to the legal employment industry. NALPconnect is a members-only professional community made up of NALP members from law schools, private legal employers, public service employers, bar associations, and affiliate members. In keeping with the spirit of our professional community, a core set of guidelines must be followed by all participants of NALPconnect. By participating in NALPconnect, you agree that you have read and will follow these rules and guidelines.

NALP's goal is to provide an online professional community where members can express their views, share information, and interact with one another. These guidelines are designed to ensure NALPconnect is a professional, collaborative, inspiring, and safe area for all members. The viewpoints and opinions expressed in NALPconnect are those of the individual participants, and may not reflect NALP policies or positions. To preserve a climate that encourages both civil and fruitful dialogue, NALP reserves the right to delete posts or terminate participation of members who violate these guidelines.

Please take a moment to acquaint yourself with these important guidelines. If you have questions about these guidelines or NALPconnect, contact the NALP support team at support@nalp.org. Questions about NALP should be directed to our member services center at 202-835-1001 or info@nalp.org. For more information about eligible membership categories please visit NALP's membership webpage.

Mission

Providing an online platform for conducting NALP-related activities.

NALPconnect aims to provide a platform for NALP members, volunteers, and staff to connect, communicate, and conduct the business of the association. Volunteers, sections, and those with specific topical interests may gather to form discussions, share resources, and reach out to fellow members through the member directory.

Fashioning a professional community useful for you.

If there is something you want to talk about with other members of the community, start a discussion. If an existing discussion engages you, jump in. If you have questions, don't hold back. If you have a resource to share, upload it to a group or the general resource library.

Owning your own words.

You are responsible and liable for your own posts. NALP is not liable for material posted by members. We do not prescreen postings and will rarely remove messages. We do, however, reserve the right to do so. Inappropriate posts include, but are not limited to, those containing advertising, copyrighted materials used without permission, those with antitrust implications, or libel or obscenities.

Here is what you should do

Be respectful and responsible.

It is okay to disagree with others but cutting down or insulting individuals will not be tolerated. Comments will be removed that use obscenities, personal insults, ethnic slurs, or other disparaging language. Respect that other people have different points of view, work experiences, styles, budgets, and confidence levels. Be responsible for your interactions with other members. NALP reserves the right, but has no obligation, to monitor and/or remove disputes between you and other users.

Tell it like it is.

Don't misrepresent yourself or lie about your identity or affiliations. The NALP community is based on contributions of real members who share their experiences and ideas with the greater community. Identify yourself in the messages you post. Be sincere in your contributions. Post with purpose — to inspire, enable, or share with colleagues.

Keep your comments on topic.

NALPconnect is about providing an online platform for all members from law schools, private legal employers, public service employers, bar associations, and affiliate members to collaborate and form an online professional community. We welcome discussion about NALP and the legal employment industry. If posts are off topic, NALP staff may move your post to a more relevant forum or help you create a new group or discussion post.

Link to other websites.

NALP is not responsible for the content of any linked website, or any link contained in a linked website, or any changes or updates to such websites. The inclusion of any link does not imply endorsement by NALP of that website. In addition, please be aware that NALP is not responsible for the privacy practices of such other websites. NALP encourages you to read the privacy statements of every website.

Keep it legal.

Comply with all applicable local, state, and federal rules, regulations, and laws. Do not post content protected by any intellectual property rights, including but not limited to copyright, trademark, or other proprietary rights without permission from the owner. Do not post any information or other material protected by copyright without first obtaining permission from the copyright owner. By posting material, the posting party warrants and represents that he or she owns the copyright with respect to such material or has received permission from the copyright owner.

Here is what NOT to do

Do not spam.

Don't create misleading posts, discussion items, or resources in order to increase views and/or link click-throughs. Do not post large amounts of untargeted, unwanted, or repetitive content, including comments and private messages.

Do not harass other members.

NALP encourages active discussions in its forums, including discussion on controversial topics, but the forums can only flourish if all members feel welcome and safe. NALP will not tolerate messages targeting any member(s) with insults, attacks, challenges to another member's right to participate, sarcastic asides, or snide comments. Harassment and/or unethical acts are taken very seriously.

Do not invade a member's privacy.

Do not post personal or confidential information about yourself or others. Harvesting contact information from NALPconnect is not permitted. NALP will not sell the email addresses of participants, and no one is allowed to collect or use the addresses of list participants for the purpose of unsolicited email marketing or "spam." Once notified of such activity, NALP reserves the right to permanently remove the offending party from participation in NALPconnect.

Do not post hate speech.

NALP encourages the expression of unpopular points of view but will not permit hate speech or discrimination based on sex, actual or perceived gender, age, race, color, religion, creed, national or ethnic origin, disability, sexual orientation, gender identity and expression, genetic information, parental, marital, domestic partner, civil union, military, or veteran status. Read NALP's Non-Discrimination and Fair Access in Legal Recruitment policy.

Do not post offensive language or images.

We do not allow objectionable language and images, including but not limited to profanity, obscenity, vulgarity, racial/ethnic slurs, hate speech, personal insults, hostile comments, and threatening language. All the standard curse words are banned (you know what they are), and we will remove messages that contain clever (or not clever) misspellings of curse words.

Do not sell or advertise.

Members do not visit NALPconnect to be solicited or "sold to." Please do not recommend your business, even if your business or services would seem to be an ideal fit for a member's needs. As a business owner or representative you may not recommend your own business or service. However, participants may post referrals, recommendations, and critiques about vendors or services used. Messages and posts may not exist solely for the promotion, endorsement, or advertisement of a business or organization. Refrain from posting commercial links and commercial or personal contact information unless it is directly requested.

Do not post unsubstantiated critical or negative comments or reviews of businesses, products, or services.

You must completely refrain from posting any critical comments about your competitors. NALPconnect participants are not permitted to provide unsubstantiated critical or negative claims, reviews, or comments about the products, services, management, or employees of an organization or business.

Do not post libelous, slanderous, defamatory, or abusive messages.

NALPconnect is designed for the open exchange of information and ideas among NALP members. All defamatory, abusive, profane, threatening, offensive, or illegal materials are strictly prohibited. Participants should not post anything that they are not comfortable acknowledging came from them.

Do not post information about pricing, salaries, or personnel benefits.

Participants should not post any message that encourages or facilitates arrival at any agreement that either expressly or implicitly leads to price fixing, a boycott of another's business, or other conduct intended to illegally restrict free trade. Messages that encourage or facilitate an agreement about the following subjects are inappropriate and could be illegal: salaries; bonuses; benefits; profits, profit margins, or cost data; selection, rejection, or termination of vendors or suppliers.

The Bottom Line.

Please take these guidelines seriously. As with any community, it's up to all participants to create and engage in open conversations that can bring us together.

Disclaimers and Legal Rules

NALPconnect is provided as a member service for NALP members. NALP accepts no responsibility for the opinions and information posted on NALPconnect. The messages posted belong to the individual participants who post them. Opinions expressed in postings are not necessarily the opinions of NALP. NALP disclaims all warranties with regard to information posted in NALPconnect, whether posted by NALP or any third party; this disclaimer includes all implied warranties of merchantability and fitness. In no event shall NALP be liable for any special, indirect, or consequential damages or any damages whatsoever resulting from loss of use, data, or profits, arising out of or in connection with the use or performance of any information posted on this site.

In addition, by posting material, you grant to NALP and the members in NALPconnect the nonexclusive, world-wide, transferable right and license to display, copy, publish, distribute, transmit, print, and use such information or other material in any way and in any medium, including but not limited to print or electronic form.

NALP reserves the right to remove and/or block any content and/or users who do not abide by these guidelines. NALP also reserves the right to revise this policy at any time and will post and alert the NALPconnect community of such changes. This serves as a supplement to, and not a replacement of, any pre-existing NALP policy.

Please take a moment to acquaint yourself with these important guidelines. If you have questions about these guidelines or NALPconnect, contact the NALP support team at support@nalp.org. Questions about NALP should be directed to our member services center at 202-835-1001 or info@nalp.org. For more information about eligible membership categories please visit NALP's membership webpage.

Updated March 12, 2012

Updated March 8, 2012

Updated March 5, 2012

Updated February 28, 2012

Updated February 10, 2012

Updated February 9, 2012

Updated February 3, 2012

Updated January 31, 2012

Updated January 30, 2012

[Privacy Policy](#) [Non Discrimination Policy](#) [Terms & Conditions](#) [Sitemap](#)

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Guide to Using NALPconnect for Volunteer Leaders

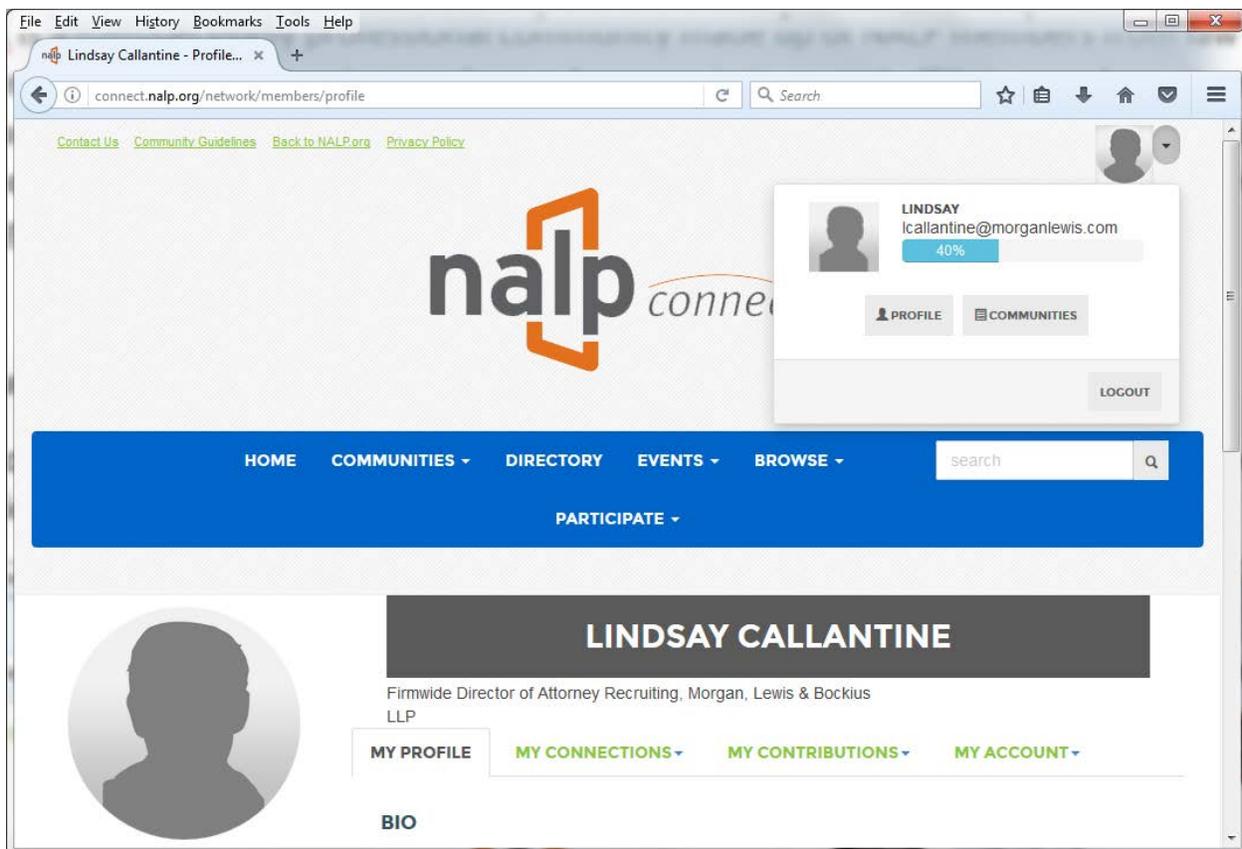
April 2017

Basics of NALPconnect

NALPconnect is a members-only professional community made up of NALP members from law schools, private legal employers, public service employers, bar associations, and affiliate members. It serves as a forum for sharing and interacting on topics related to the legal employment industry. As a NALP volunteer leader, you will find NALPconnect to be an invaluable resource for communicating with NALP members, organizing the work of your group, and sharing resources.

Updating your profile/photo

If you have not already done so, NALP suggests that you update your profile to include a photo and some basic biographical information. To update your NALPconnect profile, click the drop-down arrow in the top right corner to access your profile.

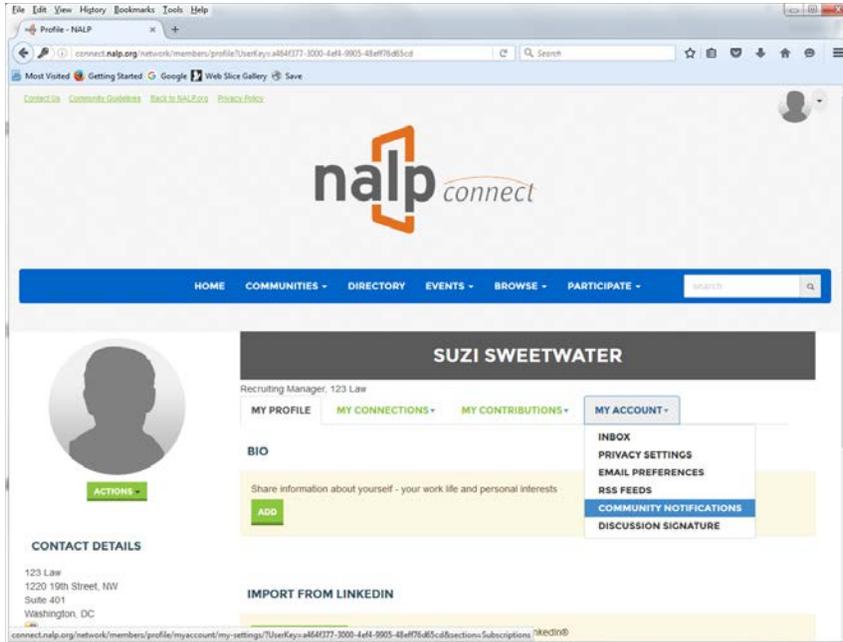


The screenshot shows a web browser window displaying the NALPconnect website. The browser's address bar shows the URL connect.nalp.org/network/members/profile. The page features the NALPconnect logo and a navigation menu with options: HOME, COMMUNITIES, DIRECTORY, EVENTS, BROWSE, and a search bar. Below the navigation menu is a blue bar with the word "PARTICIPATE" and a dropdown arrow. The main content area displays the profile of Lindsay Callantine, including a placeholder for a profile picture, the name "LINDSAY CALLANTINE", and the title "Firmwide Director of Attorney Recruiting, Morgan, Lewis & Bockius LLP". There are tabs for "MY PROFILE", "MY CONNECTIONS", "MY CONTRIBUTIONS", and "MY ACCOUNT". A "BIO" section is visible below the tabs. In the top right corner, there is a user profile dropdown menu showing the name "LINDSAY", email "lcallantine@morganlewis.com", a 40% progress indicator, and buttons for "PROFILE", "COMMUNITIES", and "LOGOUT".

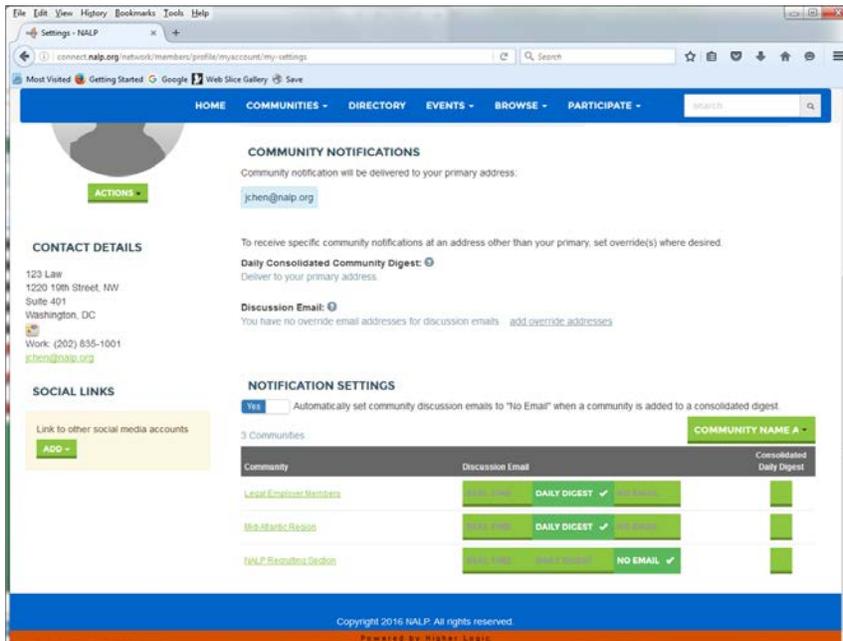
Tip: Consider listing the volunteer position you hold for this year.

Email notifications

To change your email notifications, go to your profile and click the My Account button. Community Notifications allows you to control which communities you receive email messages from and how frequently.



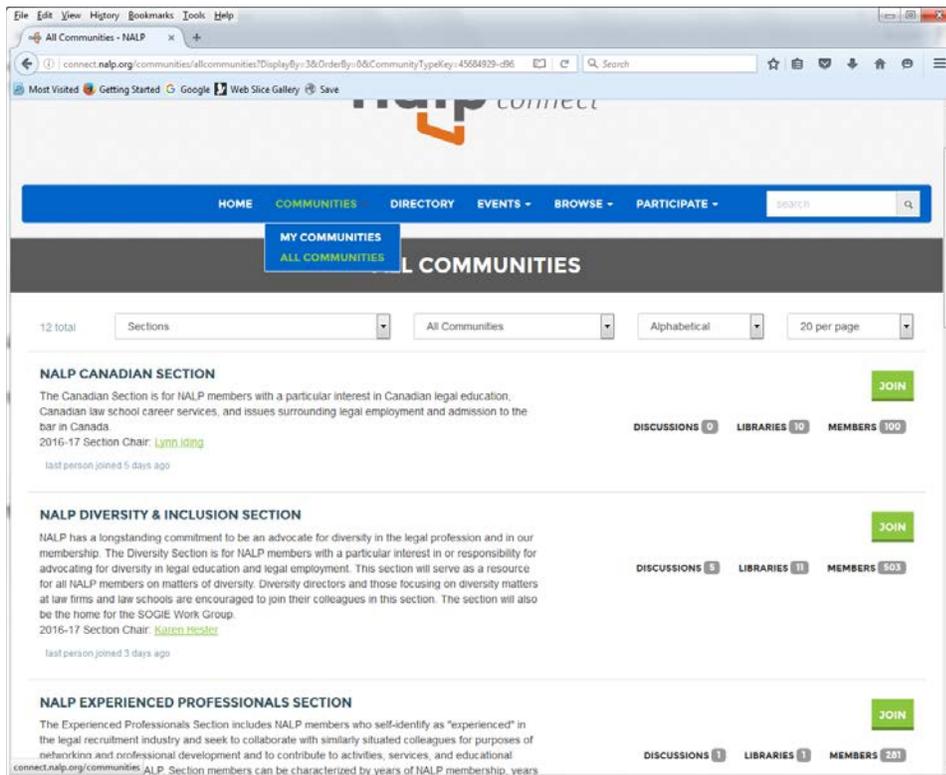
Select whether you want to receive emails from each community in real time, as a daily digest, or not at all. You can also select several communities for inclusion in a “consolidated digest,” which aggregates multiple community messages into one digest.



Joining communities

All topical Section communities are open to any NALP member to join. Region communities are assigned based upon a member's NALP region and cannot be changed by the member. The Law School and Legal Employer communities are also assigned based on a member's affiliation, and members can only belong to one of these groups.

You can join any topical Section by navigating to the communities listing and clicking the green JOIN button next to any Section you wish to join. (If you are already a member of any Sections you will not see the JOIN button for those Sections.)



The screenshot shows the 'All Communities' page on the NALP Connect website. The page features a navigation bar with 'HOME', 'COMMUNITIES', 'DIRECTORY', 'EVENTS', 'BROWSE', and 'PARTICIPATE'. Below the navigation bar, there are filters for 'Sections', 'All Communities', 'Alphabetical', and '20 per page'. The page lists three sections:

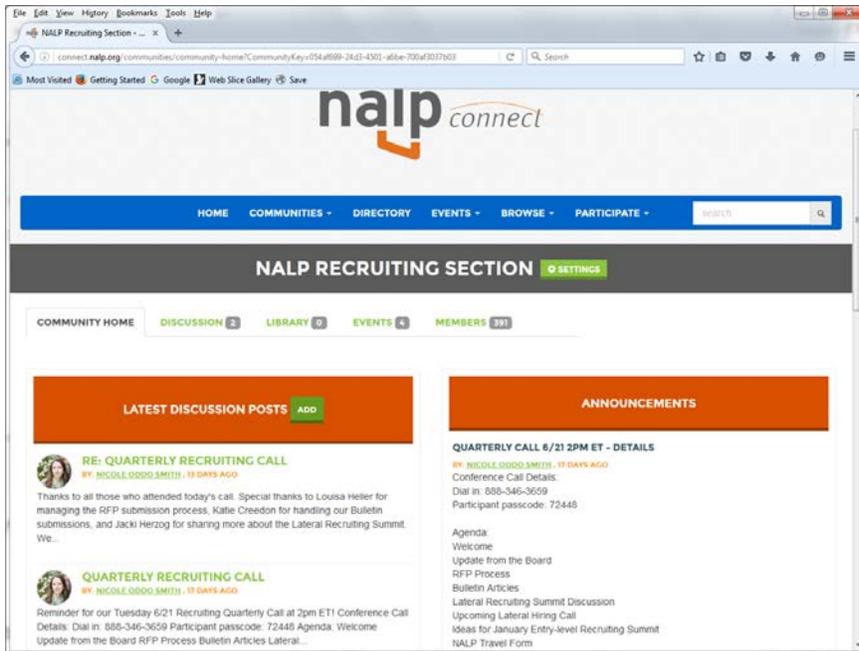
- NALP CANADIAN SECTION**: The Canadian Section is for NALP members with a particular interest in Canadian legal education, Canadian law school career services, and issues surrounding legal employment and admission to the bar in Canada. 2016-17 Section Chair: [Lynn Iding](#). Last person joined 5 days ago. Statistics: DISCUSSIONS 0, LIBRARIES 10, MEMBERS 100.
- NALP DIVERSITY & INCLUSION SECTION**: NALP has a longstanding commitment to be an advocate for diversity in the legal profession and in our membership. The Diversity Section is for NALP members with a particular interest in or responsibility for advocating for diversity in legal education and legal employment. This section will serve as a resource for all NALP members on matters of diversity. Diversity directors and those focusing on diversity matters at law firms and law schools are encouraged to join their colleagues in this section. The section will also be the home for the SOGIE Work Group. 2016-17 Section Chair: [Karen Hoeller](#). Last person joined 3 days ago. Statistics: DISCUSSIONS 5, LIBRARIES 11, MEMBERS 503.
- NALP EXPERIENCED PROFESSIONALS SECTION**: The Experienced Professionals Section includes NALP members who self-identify as "experienced" in the legal recruitment industry and seek to collaborate with similarly situated colleagues for purposes of networking and professional development and to contribute to activities, services, and educational programs. 2016-17 Section Chair: [Lynn Iding](#). Last person joined 5 days ago. Statistics: DISCUSSIONS 1, LIBRARIES 1, MEMBERS 201.

Discussions vs. announcements

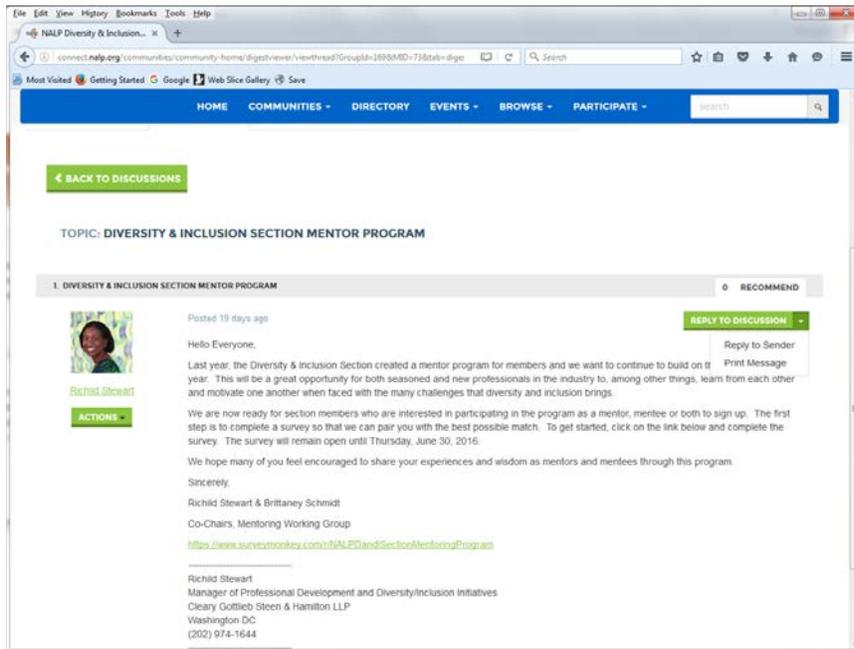
Discussions are the type of message that would generate a response – usually a question or statement for debate. An announcement is one-way – simply informational, with no way to respond. In addition, announcements are not included in real-time email notifications or in digests.

If you want to push information out to community members, you should post that information as a discussion, since announcements and events are passive and do not generate email notifications.

You can start a discussion by navigating to the community and clicking the green ADD button.



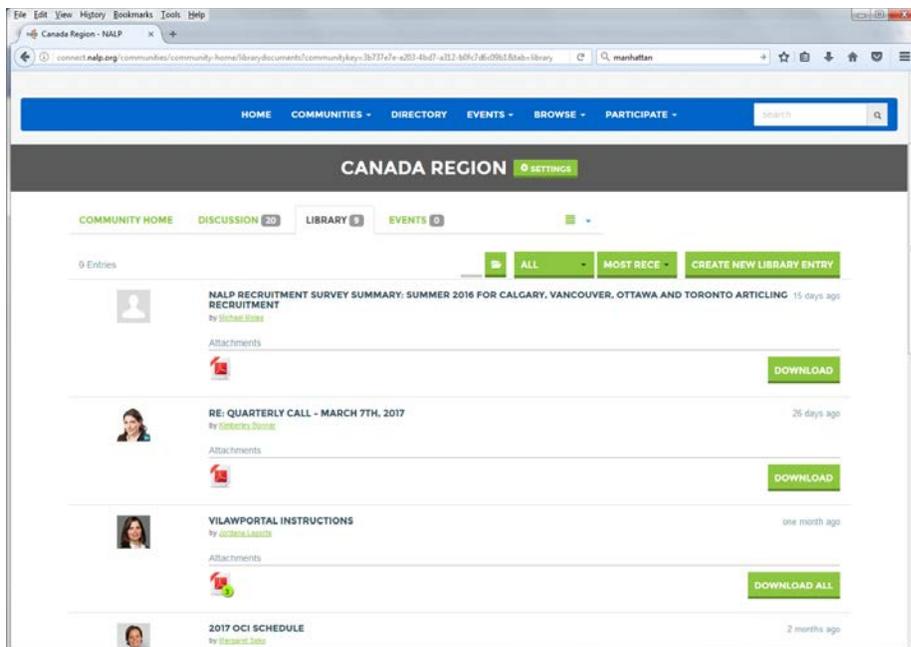
You can respond to a question by clicking on the question and then clicking the green REPLY TO DISCUSSION button. The drop-down arrow will also allow you to reply only to the sender.



You can also respond directly to an email message by clicking the “Reply to Group” or “Reply to Sender” button.

Resources

To add a resource, navigate to the Library tab of the community and click Create New Library Entry.



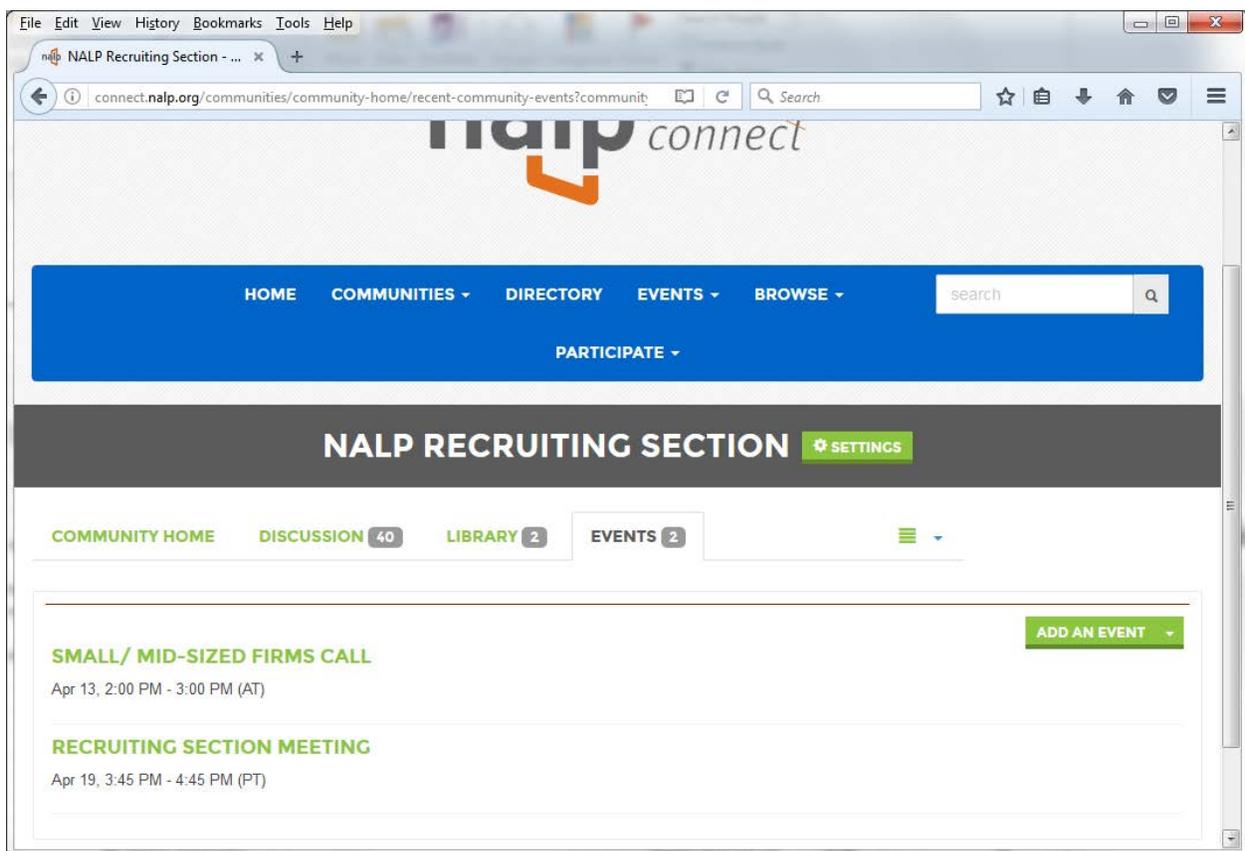
Special to Section chairs, Regional Representatives, Board Members

Section chairs are designated as administrators for their respective communities. Regional representatives are members of all regional communities and are set as administrators for their specific region. Administrative privileges include the ability to post community events, to send a mass email to all members of the community, and to generate reports of members.

Each community has a limited number of administrator slots, but within those constraints, section leaders may request that vice chairs have administrative privileges as well.

Events

To post an event in your community, navigate to the community page and click the Events tab, then use the green Add Event button to access the event screen. Please note that events (like announcements) are not included in the email notifications. If you want a notice about the event to go to group members, you should also post it as a discussion.



The screenshot shows a web browser window displaying the NALP Connect website. The browser's address bar shows the URL: connect.nalp.org/communities/community-home/recent-community-events?community. The website header features the NALP Connect logo and a navigation menu with links for HOME, COMMUNITIES, DIRECTORY, EVENTS, and BROWSE. A search bar is also present. Below the navigation, the page title is "NALP RECRUITING SECTION" with a "SETTINGS" button. The main content area has tabs for COMMUNITY HOME, DISCUSSION (40), LIBRARY (2), and EVENTS (2). The "EVENTS" tab is active, showing a list of events. The first event is "SMALL/ MID-SIZED FIRMS CALL" on Apr 13, 2:00 PM - 3:00 PM (AT). The second event is "RECRUITING SECTION MEETING" on Apr 19, 3:45 PM - 4:45 PM (PT). A green "ADD AN EVENT" button is visible in the top right corner of the event list.

Best Practices and Tips

If you're a NALP volunteer leader or section/committee/task force chair then you are likely looking for the best way to obtain maximum value and effectiveness from NALPconnect. Knowing how to get started, where to turn, and best uses of NALPconnect will aid in your success for the upcoming year. Below are a few lessons learned from NALPconnect:

Communication

Use NALPconnect as your primary method of communication to stay in contact with other members throughout the year. NALPconnect is the most effective platform for disseminating information to members in your groups, regions, or sections. Circulate agendas in advance of conference calls and use the Discussions feature to ask for feedback before and after calls. Encourage members within your groups to initiate discussions and post announcements.

Captivate Your Audience

Craft your message to fit the needs and interest of your audience. Keep in mind that members can change their settings to receive as much or as little information as they would like. Don't send information that will make members want to turn off their notification settings. Many members are involved in other sections and groups within NALPconnect, so it's likely they receive multiple messages throughout the week from various groups, sections, and regional groups.

Announcements vs. Discussions

Use Announcements to notify members of conference calls or upcoming events. Announcements are a one-way method of communication. Discussions serve to initiate a conversation and provide an opportunity for members to respond. Discussions are intended for multi-party communications. When you want to ask a question or need input from others, you want to post a discussion.

Tip: NALPconnect is meant to serve as an interactive platform between members; we suggest that you try to post more discussion items than announcements.

Event Calendar

Manage your group's conference calls and related events through the group calendar. As a group leader you have the ability to create events posted in your group. Use the event calendar in your group to list deadlines, events, and conference calls for your group.

Tip: When posting an event, ensure you post at least 7 days in advance to provide enough time for all members to view the notification of the event posting. Should you need to edit or change an event contact Lisa Quirk at the NALP office.

Tab 5 Work Group Forms

New Work Group Proposal

Submitted by:

Date:

4/11/2006

Proposed Project Goal and Outcome	Responsibilities and Volunteers	Target Dates	Resources Required

New Work Group Proposal

Submitted by: Name of Section
Date: 4/11/2006

Proposed Project Goal and Outcome	Responsibilities and Volunteers	Target Dates	Resources Required
<p>Section Chair will insert text here that indicates what the proposed project is and how it relates to NALP's mission and/or Core Objectives.</p>	<p>Recommended list of individual volunteers and what role each volunteer will play.</p>	<p>Provide the target date for completion of each part of the project and the projected completion date.</p>	<p>List the resources that will be required in order to complete this project. Examples include NALP staff time required, research, facilities, travel, conference calls, printing, and postage.</p>

Work Group Action Plan

Submitted by: Canadian Directory of Legal Employers Work Group
 Date: 4/11/2006

Proposed Project Goal and Outcome	Responsibilities and Volunteers	Target Dates	Resources Required
<p>Gauge law firm support for participation in a Canadian Directory of Legal Employers modeled after NALP's Directory of Legal Employers.</p>	<p>Leader: Kara Sutherland. List each work group member with respective roles and responsibilities.</p>	<p>Provide the target date for completion of each part of the project and the projected completion date.</p>	<p>List the resources that will be required in order to complete this project. Examples include NALP staff time required, research, facilities, travel, conference calls, printing, and postage.</p>

Tab 6 Annual Education Conference Request for Proposals Form



March 2017

To: NALP Group Leaders
From: Mary Beal, Director of Member Professional Development
RE: Request for Proposals Process

NALP has issued a *Request for Proposals* (RFP) for the 2018 Annual Education Conference in Hollywood, Florida. As part of the conference planning process, the Conference Planning Team will evaluate the proposals at their June meeting and determine which of the proposals they would like to add to the program.

The conference planning team is asking sections, interest groups, and advisory groups to respond to the RFP as appropriate. Attached you will find:

- Information and guidelines for submitting a proposal
- A copy of the RFP form

This information, plus a link to a Word document that can be used for drafting your proposal before submittal, can be found at NALP's website – just follow the link from the home page.

The submission deadline is May 19, 2017. Proposals from sections, interest groups, and advisory groups should be complete and will be evaluated in the same manner as all other proposals. Please ensure that all recommended speakers and their contact information are included. Speakers should be confirmed, but if there is a situation where this is not appropriate, the RFP form does allow for you to include their names as unconfirmed. In most cases, however, preference will be given to proposals where all speakers are confirmed. After a proposal is accepted, it is considered final and the speaker list should not be changed.

After the proposal deadline, NALP will provide section chairs a list of all proposals submitted by that group. In July section chairs will receive an update indicating which of their proposals were accepted for the 2018 Annual Education Conference. We will also inform the individual who submitted the proposal. If a proposal is accepted, the individual organizing the session will inform the speakers of the selected date and time and confirm their participation. During the months following, the session organizer will work with any other speakers on content, while the NALP office will contact speakers about conference logistics.

If you have any questions about this process please contact me at 804-282-1585 or mbeal@nalp.org.

To be posted at <http://www.nalp.org/conferenceproposals>

NALP Annual Education Conference 2018 Request for Proposals

NALP invites you to submit a proposal for the 2018 Annual Education Conference, which will be held on April 24-28, 2018 in Hollywood, Florida. NALP's Annual Education Conference offers innovative and timely information through sophisticated educational programs presented by knowledgeable speakers. These educational programs cover an array of topics to meet the broad needs of NALP's diverse membership. This is your opportunity to share your expertise and tap your creativity by developing an original program for presentation at the conference.

What is 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 forty years, NALP has played an essential role in the success of our members and the lawyers and law students they serve.

About NALP's Members

NALP's members include virtually all of the ABA-accredited US law schools, most Canadian law schools, and more than 1,000 legal employers. Audiences at NALP programs typically include legal career services professionals, recruitment/personnel administrators, and attorney professional development managers, as well as management and support staff, hiring attorneys, counselors, training directors, diversity directors, law faculty, human resources directors, law school deans, assistant deans, bar representatives, and legal consultants.

NALP members are key players in a highly complex, people-centered profession and are well-informed about historical and contemporary topics and trends in legal education, recruitment and law practice management. Women outnumber men in the field of legal career planning and recruiting and, generally, as members of NALP audiences. There are NALP members both with JD degrees and without them. NALP members have various levels of experience, ranging from beginning professionals to experienced professionals with considerable expertise.

NALP members appreciate challenging topics and are noted for their high expectations. Like all adult learners, NALP members are eager to interact with those presenting

information and especially appreciate educational programs that offer concrete ideas that can be adapted for and implemented in their organizations.

Breadth and Range of Topics Sought

NALP seeks a broad range of topical presentations for its Annual Education Conference.

Appropriate topic areas include (but are not limited to):

- entry level and lateral lawyer recruiting and integration
- the small law firm market
- law school career counseling
- lawyer professional development and training
- law student professional development and professionalism
- law student public interest counseling
- public interest lawyer career pathways
- diversity and inclusion (particularly programs that focus on sustaining women and minorities in legal careers)
- management and leadership
- law firm economics and business models
- alternative careers/emerging legal jobs
- judicial clerkships
- research on lawyers and legal careers
- personal professional development

Proposal Selection Criteria

Each proposal will be reviewed by the Annual Education Conference Planning Committee. The committee will review proposals based on:

- Extent to which the proposal targets and is relevant to NALP members
- Experience/expertise of presenters/speakers
- Definition and focus of the topic
- Practical application of material
- Timeliness and importance of topic
- Overall program quality

Proposals should illustrate that the speakers will make every effort to present a balanced point of view in each program. When developing a panel presentation, speakers from multiple organizations and perspectives should be chosen.

In addition each program proposal should:

- Encourage active learning (indicate in the proposal what active learning strategies you will use to engage the audience in the session instead of having them passively listen to information; some possibilities include case study exercises, role playing, small group discussion, facilitated brainstorming, action plans, quick quizzes, etc.);
- Demonstrate innovative thinking;
- Present ideas, best practices, and/or relevant research for positioning attendees as leaders within their organizations;

- Present strategies for effective implementation of information learned once attendees are back at their offices; and
- Include presenters who have significant expertise in the topic area and can speak successfully in front of large groups.

The proposal form will ask you for a program description, learning objectives, and instructional methods. In providing this information, please provide enough detail so the planning committee can understand how the session will be structured and what key issues will be covered.

Incomplete proposals will not be considered and all proposals must be submitted using this online system.

SPECIAL NOTE: Individuals submitting proposals with multiple speakers should contact everyone included in the proposal to verify their interest and commitment in participating before submitting the proposal. It is important that panelists be able to attend the conference in Hollywood, Florida, and that they are willing to participate in the program.

When contacting potential speakers, be sure to indicate that the program is in the proposal stage only, and that final decisions about program acceptance will be made by the conference planning committee, with notification by July 31, 2017. If you have a situation where it is not appropriate to contact and confirm all possible speakers prior to submitting the proposal, you will need to describe those circumstances in the proposal. Preference will be given to proposals where all speakers are confirmed.

Note: In recent years we have had a very high response rate of quality programming proposals through our RFP process. For the 2017 conference, about one half of the proposals received were accepted. We therefore encourage you to review these guidelines carefully to ensure your proposal is a serious contender.

Requirements for Speakers

- All speakers must commit to the presentation of a program at designated times during the conference, from April 24-28, 2018 in Hollywood, Florida.
- Speakers should grant permission for hardcopy and online distribution of supplemental resource materials.
- If you wish to distribute copyrighted information in your supplemental resource materials, it is your responsibility to obtain the necessary permission. Such materials will be distributed only if they are submitted with the publisher's written permission attached.
- NALP has determined that programs with more than four speakers are ineffective. Please limit your proposal to not more than four speakers, which includes a moderator as needed.

Membership Surveys

NALP has determined that online member surveys are not an effective way to prepare for a conference presentation, and therefore strongly discourages the use of NALP member surveys to gather information for a session. Instead, where presenters need to gather information from members in advance of a conference program, NALP recommends the use of targeted outreach calls to garner more meaningful information. If the proposal truly merits a survey, that survey **must** be requested and approved as part of the original proposal, and then presenters must submit the survey content for review by NALP research staff before administering the survey to NALP members.

Member and Affiliate Member Speakers

Each year more than 100 NALP members serve as volunteer speakers – the conference wouldn't be the same without these members willing to share their expertise with their peers! Please note that member and affiliate member speakers are responsible for covering their own conference registration and travel expenses.

Submissions from NALP Sections and Interest Groups

If you are submitting a proposal on behalf of a NALP Section or Interest Group, indicate that on the RFP form. Please coordinate proposal submissions with other members of your section. NALP will inform Section chairs which proposals have been submitted for their section after the RFP deadline and which proposals were accepted after decisions are made.

Additional Guidelines for Consultants

We receive many proposals from consultants who offer great expertise and valuable outside perspectives. Each year, the Annual Education Conference's programming has demonstrated this group's important contributions. At the same time, we tend to receive more proposals from consultants than there is space for, and often need to make difficult decisions in selecting amongst them. We encourage you to carefully consider both the above tips and the following:

- Successful sessions usually teach NALP members how to implement a program/service/etc., at their own organization, without necessarily hiring consultant assistance. Ultimately attendees might decide to hire someone outside the organization to facilitate or implement a program, but selling your services should not be the focus of the program.
- In some cases, consultants have successfully paired with NALP members to present a session. This is particularly effective when it gives attendees "how-we-did-it" advice from someone in their position.
- Ideally, proposals should reflect content targeted for NALP conference attendees. Proposals that appear to be an existing program for a different audience, such as practicing attorneys, are evaluated less favorably.
- To target your proposal and refine the topic focus, consider speaking with clients and/or past conference attendees to get their feedback.
- Participants do not react well to outright marketing of services during conference education sessions. An indirect approach to marketing will be much more successful. A well-received session, where participants have gained from your

particular expertise, is often the very best way of positioning yourself in the market.

Non-member Speakers - Travel Support

Limited travel funds are available for non-member speakers who are not with resource center exhibitors. In consideration of our not-for-profit status, we encourage speakers to support some or all of their travel. The proposal form asks you to indicate the number of speakers who will request travel support funds. For planning purposes, this number cannot increase after program acceptance. Please note that if this field is left blank, we will assume that there are zero requests for travel support, and will plan and budget accordingly.

Important Dates

- May 19, 2017 – proposals due
- July 31, 2017 – all applicants will be notified about the status of their proposals
- April 24-28, 2018 – Annual Education Conference in Hollywood, Florida

Your Next Steps: Submitting a Proposal

- Download a Word version of the RFP form (*live link to that document here*): The online RFP system does not allow you to save a copy of your work. We recommend you download a copy of the RFP in Word and then type your proposal in word processing software. You can then cut and paste the text into the online system. This will allow you to save a copy of your work, in addition to using spell check and word counts.
- The online system to submit proposals (*live link to* http://www.surveymonkey.com/s/RFP_2018_Annual_Conference)
- All proposals must be submitted using the online system.
- Descriptions for sessions in the 2017 Annual Education Conference brochure (*live link to 2017 full brochure here*): If you are new to NALP and this conference, you may want to see which sessions were ultimately accepted and/or created for the 2017 conference.

Note: You are welcome to submit more than one proposal but must complete one online submission before beginning another.



NALP Annual Education Conference 2018 Request for Proposals:

RFP Form in Word to Prepare Your Draft

The online RFP system does not allow you to save a copy of your work. We recommend you type your proposal in Word in the document provided, and then cut and paste the text into the online system. Note that the text boxes for your responses will expand once you start typing in them. Once you are ready, submit your proposal via the online system at https://www.surveymonkey.com/r/RFP_2018_Annual_Conference

Please note:

- All concurrent sessions for the 2018 Annual Education Conference will be 75 minutes in length.
- Panels will be limited to 4 presenters, including the moderator.
- Only online submissions will be considered. You may not submit your proposal using this document.
- If a question does not apply to you, simply leave the field blank. You do not need to type in N/A or anything else.

Title of Program (please limit to 80 characters – keep it short to fit in the conference app!):

Program Description – In **100 words or less**, provide a summary of the content that will give proposal evaluators an accurate depiction of what will be covered in your program. If your proposal is accepted, this is the text that will be used to market the program.

Learning Objectives – Describe the benefits to be gained by participating in your session. Please indicate at least three skills, ideas, procedures, etc. that attendees will take away from this presentation. You can list objectives as an ending to the following sentence: At the end of this session, participants will be able to...



Instructional Methods - List the methodologies that will be used for delivering each component of the course. Include any ways you will encourage active learning, such as case study exercises, role playing, small group discussion, facilitated brainstorming, or action plans. You may also include any key job aids to be distributed as handouts, such as samples, checklists, or self-evaluations.

Please pick a category that best describes your program using the list below:

- Career Paths
- Counseling
- CSO Administration
- Diversity and Inclusion
- Judicial Clerkships
- Lateral Recruiting and Hiring
- Law Student Professional Development
- Lawyer Professional Development
- Leadership
- Legal Market
- Management
- Member Professional Development (writing, public speaking, time management, negotiation, etc.)
- Public Service
- Recruiting
- Technology

Who is the audience for the program?

- Employer
- School
- Both

Audience experience level for program:

- Beginner
- Intermediate
- Advanced

Type of program:

- Plenary
- Concurrent Session (75 minutes)



___ Workshop (3 hours)

Are you or your co-presenter(s) submitting other proposals for consideration?

___ Yes

___ No

Is this proposal being submitted on behalf of a NALP Section or Interest Group?

___ Yes

___ No

If yes, which Section or Interest Group? _____

Note: NALP will inform Section chairs which proposals have been submitted for their section after the RFP deadline and which proposals were accepted after decisions are made.

If all proposed speakers are new to NALP conferences and the NALP membership, please indicate the relevance of the topic to the NALP audience.

Travel Support Policy

Limited travel funds are available for non-member speakers who are not with resource center exhibitors. In consideration of our not-for-profit status, we encourage speakers to support some or all of their travel. For planning purposes we need to know how many non-member speakers will be requesting travel funds. Due to budgeting constraints this number cannot increase after program acceptance.

NALP member speakers and resource center vendors are not eligible for travel support.

Please indicate the number of non-member speakers who will request travel support funds: _____

List the names of those seeking travel support as well.

SPEAKER INFORMATION

Individuals submitting proposals with multiple speakers should contact everyone included in the proposal to verify their interest and commitment in participating before submitting this proposal. There are certain unique situations where this might not be appropriate. For those cases,



indicate the individual's information in the last question. Only provide full contact information and bios for speakers whom you have confirmed.

Lead Presenter/Session Coordinator

Name _____
Title _____
Organization _____
Address _____
City, State Zip Code Country _____
Phone _____
Email _____

Are you a NALP member?

_____ Yes
_____ No

Are you a lawyer? (information needed for CLE credit)

_____ Yes
_____ No

The lead presenter listed above will be contacted for any questions and will be informed of the decision on the proposal. **If the lead contact for the session is actually not a speaker for this program, please indicate the name, email, and phone number for the proper individual, so he/she can be contacted instead.**

Enter a SHORT biographical sketch (not more than 250 words) for the Lead Speaker.

In general, bios should be written in a narrative format and include name, current title, current organization and a few sentences containing biographical information that illustrates why the individual is qualified to speak on a specific topic. If the proposal is accepted, the bios in this section will be used in the on-site conference manual.

Enter two references for this presenter. References should be able to attest to the applicant's expertise and/or instructional presentation skills.

If this speaker is new to NALP, please list any relevant past speaking engagements.



Presenter Two

Name _____
Title _____
Organization _____
Address _____
City, State Zip Code Country _____
Phone _____
Email _____

Is Presenter Two a NALP member?

_____ Yes
_____ No

Is Presenter Two a lawyer? (information needed for CLE credit)

_____ Yes
_____ No

Enter a brief biographical sketch (not more than 250 words) for this presenter.

Enter two references for this presenter. References should be able to attest to the applicant's expertise and/or instructional presentation skills.

If this speaker is new to NALP, please list any relevant past speaking engagements.

Presenter Three

Name _____
Title _____
Organization _____
Address _____
City, State Zip Code Country _____
Phone _____
Email _____

Is Presenter Three a NALP member?

_____ Yes
_____ No



Is Presenter Three a lawyer? (information needed for CLE credit)

Yes
 No

Enter a brief biographical sketch (not more than 250 words) for this presenter.

Enter two references for this presenter. References should be able to attest to the applicant's expertise and/or instructional presentation skills.

If this speaker is new to NALP, please list any relevant past speaking engagements.

Presenter Four

Name _____
Title _____
Organization _____
Address _____
City, State Zip Code Country _____
Phone _____
Email _____

Is Presenter Four a NALP member?

Yes
 No

Is Presenter Four a lawyer? (information needed for CLE credit)

Yes
 No

Enter a brief biographical sketch (not more than 250 words) for this presenter.

Enter two references for this presenter. References should be able to attest to the applicant's expertise and/or instructional presentation skills.

If this speaker is new to NALP, please list any relevant past speaking engagements.



OTHER SPEAKER QUESTIONS

If this session is a panel format and you have designated one speaker as a moderator, please indicate which speaker will serve as the moderator. (Remember, panels are limited to 4 people total, including the moderator.)

If you have a situation where you think it is not appropriate to contact and confirm all possible speakers prior to submitting this proposal, indicate the possible speaker(s) to be invited. Please also provide any relevant information on your ability to confirm this/these individual(s), such as NALP contacts with this individual, and why it is more suitable to make contact after the proposal stage.

Any additional information you would like the planning team to know:

Tab 7 NALP Bulletin Article Proposal Form



**Proposal for Section, Committee,
Work Group, Task Force, and Advisory Group
Articles in the *NALP Bulletin***

Please note: **The information requested in this form must be submitted to NALP's Senior Editor, Janet Smith (jsmith@nalp.org) by Friday, June 16, 2017.** For purposes of proposing dates, be aware that articles that are accepted will be due to Janet by the 2nd of the month preceding the month of publication (or by the Friday before the weekend when the 2nd falls on a weekend). When proposing publication dates, please also indicate an alternate second choice (or a range of possible dates) whenever possible. If you would like to submit a proposal for the July or August issue, you are encouraged to send proposals for these issues to Janet earlier than the rest of your proposals so she can confirm immediately whether the articles can be scheduled. Except for proposals for these early issues, all of your proposals should be submitted together.

Sections, Committees, and Advisory Groups that propose multiple columns and features are encouraged to tap a variety of writers to the extent possible. The combined total of columns and feature articles should be no more than 8 article submissions. Because of the need to present a mix of topics in the *NALP Bulletin*, multi-part series on a single topic are discouraged and may not be accepted as a series.

You do NOT have to use this actual form to submit proposals. The information requested can simply be emailed to Janet Smith at jsmith@nalp.org. **Please contact Janet if you have questions.**

Group Name: _____

- PERIODIC COLUMNS** are “nuts and bolts” pieces that are 500-750 words in length. Indicate NO MORE THAN SIX preferred dates for publication and provide a tentative indication of possible topics to be featured in each column.

Proposed Publication Date	Tentative Topic	Author

- FEATURE ARTICLES** run up to 1200 words in length and are published less frequently. Sections, Committees, and Advisory Groups are welcome to submit proposals for 2-3 feature articles during the year.

Proposed Publication Date	Tentative Topic	Author

Tab 8 Research Proposal Form



Guide to Research Project Proposal Submissions

NALP actively encourages its members to follow their interests and engage in original research relevant to J.D./attorney recruiting and career development in the legal profession. These projects are invaluable in identifying new ideas and research that will interest the NALP community and the public at-large. NALP section and work groups, and NALP members are asked to submit a research project proposal if NALP financial support and staff resources are needed. All research proposal submissions are evaluated by the association's research staff to determine its content, value, and viability. NALP will retain the copyright for research accepted for publication and distribution.

Judy Collins, NALP Director of Research, (jcollins@nalp.org; or 202-835-1001) is available to answer questions about the research submission process (in particular with questions regarding the section on Viability). In order to facilitate our evaluation, all research project proposals must conform to the following format and organization:

- 1. Name and affiliation (law school/employer) of proposal author(s)**
 - A. List, if any, other individuals engaged in this project and include their affiliations.
 - B. If your project is part of a NALP Section or Work Group, please indicate which one(s).
- 2. Abstract (100 words or less)**
 - A. State the title and the topic and focus of the research.
 - B. Compose a brief description of the research/work to be done.
- 3. Background and Related Research (500 words or less)**
 - A. Indicate what is currently known about this topic.
 - B. Include, where possible, a brief summary of other available research related to your topic; a bibliography summarizing your citations is helpful.
- 4. Value**
 - A. What may be learned from your research?
 - B. Who is the intended audience? (career services or, recruitment professionals, law students, practicing attorneys, etc.).
 - C. What value/benefit does it bring or add to J.D./attorney recruiting and career development in the legal profession?
- 5. Viability (Feasibility/Methodology/Budget)**
 - A. Who will manage the research project?
 - B. Who will do the actual research? (i.e., NALP staff, NALP volunteers, consultants, outside contractors, etc.)
 - C. Identify the source(s) of the data to be collected (e.g., law school students, practicing attorneys).
 - D. How will the data will be collected and over what period of time? (e.g., mail survey, web survey, focus groups; one-time study, or longitudinal study)
 - E. Tell us about potential challenges to the project and your initial thoughts on addressing them.
 - F. How do you plan to publish or publicize your findings? (e.g., white paper, Web site, NALP conference presentation, NALP Bulletin, a book,)
 - G. List the project work plan and timetable; if possible, identify which person(s) will be responsible for each project step.
 - H. Include a proposed budget by estimating the costs attached to the tasks listed in your work plan (use a placeholders for costs that are unknown).
- 6. Submit your research proposal to:**

Judy Collins, NALP Director of Research,
1220 19th Street, NW, Suite 401
Washington, DC 20036-2405
jcollins@nalp.org • (202) 835-1001

Tab 9 Sample Section Report

MEMORANDUM

Date: February 1, 2017

To: Fred Thrasher, NALP Deputy Director
Lisa Blair, NALP Board Liaison, Canadian Section

Cc: Kimberley Bonnar, Canadian Regional Representative

From: Lynn Iding, Canadian Section Chair

Re: NALP Canadian Section February Board Report

The following is an update from the Canadian Section on the activities of the Working Groups. Kimberley Bonnar, the Canadian Regional Representative, has submitted a separate report to you focusing on activities and trends in the Canadian Region

NALP Working Group Reports

1. OCI Advisory Group Update

Vice Chairs:

Julie Banting (Queen's) and Shannon Leo (Cassels Brock)

Members:

Margaret Seko (Bereskin Parr), Bibiane Bijsterveld (Faskens), Kimberley Bonnar (Osgoode), Pat Neil (University of Alberta)

Report:

The Vancouver, Calgary, Toronto OCI schedule for 2017 is finalized and was circulated to schools, employers, and Law Society of Upper Canada. The group has started mapping out the 2018 schedule and plan to have a draft out to the law schools before the NALP conference.

2. Mid Winter Meeting Working Group

Vice Chairs:

Kimberley Grange (Norton Rose) and Judith Atwood (McMillan)

Members:

Jessica Watkins (Miller Thomson), Kimberley Bonnar (Osgoode), Marla Billingham (University of Manitoba)

Report:

The mid-winter meeting was held in December in Toronto and was a great success! Ritu Bhasin was a keynote speaker. Mina Jones Jefferson and Jim Leipold attended and gave remarks. Sessions focused on millennials, on the National Committee on Accreditation, the Canadian Bar Association, NALP working group updates and a recruitment debrief.

3. Canadian Industry Data Working Group

Vice Chairs:

Alex Overchuk (WeirFoulds), Nanci Shipp (Davies) and Bibiane Bijsterveld (Faskens)

Members:

Jim Leipold (NALP), Margaret Seko (Bereskin & Parr), Lisa Blair (Borden Ladner Gervais), Kathleen Behan (University of Windsor), Jordana Laporte (University of Toronto), Emily Orchard (University of Toronto), Jennifer Lau (University of British Columbia), Alexandra Overchuk (WeirFoulds)

Report:

The working group is gearing up for the NALP school salary survey and the rescheduled Articling survey. Their first 2017 call is scheduled to take place in early February.

4. National Recruitment Survey Working Group

Vice Chair:

Jordana Laporte (University of Toronto)

Members:

Julie Banting (Queen's), Lesley Bell (Lenczner), Julie Bevan-Pritchard (Bull Housser Tupper), Nicola Martin (Osgoode), Julie Chabot (Ottawa), Marketta Jokinen (Borden Ladner Gervais), Jennifer Lau (UBC), Nicole Lecours (Stikeman Elliott), Christi MacAuley (Thomson Rogers), Emily Orchard (University of Toronto), Mandy Seidenberg (University of Alberta), Susanna Tam (McCarthy Tétrault), Danielle Traub (Torys), Laura Pringle (University of Victoria)

Report:

The results of the Winter 2016 survey, which solicited feedback on the Toronto and Calgary first year summer 2016 recruitment processes and the Ottawa second year summer 2016 recruitment process, were summarized and distributed via NALP Connect in August. Employers in those markets who

received specific comments were emailed individual reports as well. Results from the Summer 2016 survey (articling recruitment in all markets) will be distributed in February 2017.

Preliminary results from the Fall 2016 survey soliciting feedback on the Calgary, Vancouver and Toronto second year recruitment processes for summer 2017 were presented at the NALP Winter Meeting in December, specifically student feedback on the Ontario “cooling off” period. The Working Group will work towards a Summary Report of the fall survey results.

As two full years of surveying have now been completed, the Working Group engaged in consultation with NALP staff, Judy Collins and Jim Leipold. After consultation, the Working Group decided to continue with surveying students each recruitment cycle (Fall, Winter, Spring), but NALP will no longer prepare individual school survey links and, due to the onerous nature of reporting, will only produce a full Summary Report approximately once per year and specific reports regarding a particular issue (*e.g.* changes to the Law Society Procedures) when needed for discussion. The Working Group is currently accepting feedback to determine when to produce Employer-specific reports.

The group will also continue to work with the Summer and Articling Working Group to identify best practices in the design and implementation of future surveys.

5. Canadian Directory of Legal Employers Working Group

Vice Chairs:

Clea Ward (McInnes Cooper) and Christie McCauley (Thomson Rivers)

Members:

Robyn Martilla (Western University), Nicole Lecours (Stikeman Elliott), Catherine Bleau (Osler), Maryanne Forrayi (University of Alberta), Laura Pringle (University of Victoria).

Report:

The CDLE Working Group met in October and January. The focus of the group this year is increasing employer membership in the CDLE. The members of the committee are continuing to do outreach with employers in their respective regions and reporting back to the group. So far, there has not been a significant uptake in employer participation, but the members of the group are continuing their efforts. In October the group also reviewed the CDLE employer form and provided feedback to NALP.

The next meeting is on April 6.

6. Summer and Articling Working Group

Vice Chairs:

Nancy Stitt (Goodmans) and Jordana LaPorte (University of Toronto. Note that Jordana took over from Emily Orchard)

Members:

Gail Wong (McCarthy Tetrault), Natalie Zinman (Gowlings), Christina Beaudoin (Osler), Jennifer Lau (UBC), Frances Mahil (Davies), Mya Rinon (Osgoode), Julie Chabot (University of Ottawa), Lesley Bell (Lenczner Slaughter), Heather Wiltse (University of Victoria), Marla Billingham (University of Manitoba), Carmen Rendall (McMillan), Kari Abrams (Blakes), Sindy Peixoto (Borden Ladner Gervais), Carol Chestnut (Stikeman Elliott)

Report:

Last quarter, the Summer and Articling Working Group updated the dates on viLawPortal for the recruitment periods across Canada, as well as the NALP Best Practices for Summer and Articling Recruitment, which was circulated on NALPConnect.

The Working Group also discussed the Law Society of Upper Canada's "cooling off period" which was implemented for the 2017-2018 articling recruitment process in Toronto. Further discussions took place at the NALP Winter Meeting in December. The employer members of SAWG will be sending their feedback pertaining to modification of the "cooling off period" to the Law Society of Upper Canada to complement the feedback that will be sent in a joint letter by law schools across Canada.

7. Diversity Working Group

Vice Chairs:

Danica Beauchamp (Gowlings) and Maryse Chouinard (McGill. Note that Maryse has taken over from Anna DeCia)

Members:

Emily Galer (Dentons), Leann Beggs (Gowlings), Marla Billingham (University of Manitoba), Susanna Tam (McCarthy Tetrault), Maryanne Forray (University of Calgary), Leigh-Ann McGowan (Norton Rose), Laura Scull (Borden Ladner Gervais), Maryse Choinard (McGill)

Report:

The working group does not have an update at this time. The group presented a webinar, as reported in the last Board update. The group is scheduling a call within the next few weeks to begin preliminary planning for a diversity summit in late 2017.

MEMORANDUM

To: NALP Board of Directors
From: Experienced Professionals Section, Lee Anne Masetti-Martin, Chair
Re: Quarterly Update
Date: February 2017

I. Experienced Professionals and Newer Professionals Collaboration Working Group Update

The Vice-Chairs for this working group had a call with Courtney Dredde and Sheryl Roberts, the Vice-Chairs for the Newer Professionals Webinars working group. Together, they came up with two webinar topics:

1. Interviewing Skills
 - Our volunteer presenters are Lynn Herron (Hogan Lovells) and Holly Saydah (Keker & Van Nest)
2. How Law School Career Advisers Can Best Engage With Students
 - Our volunteer presenters are Moon Kim (NYU School of Law) and Robye Margolius (Pace University School of Law)

In addition, the Vice-Chairs for this group will launch an “Advice To My Younger Self” campaign. This will involve the Vice-Chairs posing a question to our members in this format: What advice would you give your younger self regarding _____? The advice would be distributed to the NP Section membership.

The EP/NP Vice-Chairs are working on the first questions to send out. The tentative questions are:

1. What advice would you give your younger self regarding attending the NALP conference?
2. What advice would you give your younger self when you are given a task or project from a manager that you have never handled before?

II. Quarterly Call

We hosted our third EP Section call on January 10, 2017. Approximately 30 members joined the call. The agenda is included below:

- Board Update/Highlights: Lynn Herron
- Call for NALP Next Talks: Lee Anne Masetti-Martin

- This served as a reminder for members to submit proposals for short, TED talk-style ten minute presentations. We encouraged EP members to submit a proposal or video to be considered for the NALP Conference, or to be shown on the NALP website. Several members expressed interest and we indicated that they should contact Mary Beal should they have questions.
- EP/NP Working Group Update: Yujin An
 - See update in section I. above.
- NALP Bulletin RFP's and Request for 2017 Articles: Lee Anne Masetti-Martin
 - Members, especially those whose Conference RFP was not selected, are encouraged to submit RFP proposals for the NALP Bulletin. Janet Smith, Senior Editor of the NALP Bulletin, is specifically seeking content for the 2017 May, June, July and August issues. Members are encouraged to contact Janet with content ideas, especially for the May issue.
- Managing Your Own Professional Development segment:
 - Diana Ross-Butler from Paul Hastings gave a very timely and informative presentation on overcoming bias. Her presentation is going to be part of a larger presentation she is putting together for her office. Diane referenced Verna Myers' book, *What if I Say the Wrong Thing? 25 Habits for Culturally Effective People*, throughout the presentation and noted that the book was distributed to everyone in the office to read.

III. Future Meeting Schedule:

March 9, 2017: 10:30 am Pacific/1:30 pm Eastern

(tentative, due to the NE Regional Call scheduled at 2 pm Eastern)

NALP International and Advanced Degree Advising and Recruiting Section Report

To: Julie Anna Alvarez, Board Liaison
Cc: Meaghan Hagner, Member Services Coordinator NALP
From: Caroline Springer, Section Chair
Date: February 1, 2017

Please find below a summary of the Section's activities during the most recent quarter.

Schedule of Quarterly Section Calls (2016-2017)

All times are 1:00-2:00 pm EST

(Fall) Wednesday, October 5, 2016 (completed); (Winter) Wednesday, January 18, 2017; (Spring)

Wednesday, March 22, 2017

Dial-in number: 1.888.346.3659

Passcode: 36502

1. Board Report by Julie Anna Alvarez

Our Board Liaison, Julie Anna Alvarez, provided the Section with a summary of the last NALP Board Meeting. She reported:

- a) At the last meeting in November, the primary goals were to review the budget report and annual audit. Based on the review, the Board determined that NALP is in a good place financially (revenues are over budget, expenses are under budget) and similarly situated as other nonprofits.
- b) There was interest among members about how to use technology more effectively (e.g., producing more short videos, replacing binders for iPads, etc). This led to a discussion about how schools handle getting support to use new technology. Some Section members reported that they use their IT departments because they do not have the budget to outsource their technology projects.
- c) The Board adopted several changes to the NALP Principles and Standards. Updates were made to Parts 1, 2 and 5. Julie Anna provided us with an overview of these changes and noted that most of these changes affect JD students and the recruiting of JD students. The changes to the recruiting standards will take effect for the 2017 recruitment cycle.
- d) Several representatives from the NALP Foundation also visited the Board meeting. The Foundation appreciates our Section's help in updating the *International Directory of Lawyer Qualifications*. The Foundation is also doing studies on alumni, diversity, mentoring and their annual study on associate attrition.
- e) The next Board meeting will be at the end of February.

2. Upcoming Job Fairs and Recruiting Season Updates (trends/information sharing/questions)

Clara Solomon from NYU Law reported on the upcoming job fair for foreign-trained students (ISIP) at NYU Law. She made the following points:

- a) There was a decline in the number of interviews scheduled and students interviewing. NYU thinks this is because ISIP took place during the Lunar New Year which caused a conflict with students and many employers.
- b) NYU is monitoring the legal market in London because of Brexit, but so far there has not been a significant change in the hiring in this market. It is still early, so NYU will continue to watch this market for the next few years.
- c) The US market for foreign-trained students is relatively stable. It was up a bit in terms of postings, but not significantly.
- d) Employer registrations was slightly up from last year (there were a handful of new employers and they did not lose anyone from the year before). The resume collection number was higher, but not as many on campus interviews. NYU thinks this is because of the Lunar New Year.

3. **NALP's New Initiative: NALPnext Talk**

Caroline Springer reported on a new initiative at NALP called NALPnext

- a) NALPnext is like a TED style talk. Members are encouraged to use an iPhone to record themselves giving a 10 minute talk or members can submit a written proposal of what they would present in 10 minutes. Members should answer the question: "What's next for them?" This could be answered on a personal or professional level. It could be about what they see next for the legal market or about their goals, New Year's resolutions for 2017, etc.
- b) NALP will select four videos to be presented in person at the Annual Conference and they will put several other videos on the NALP website
- c) The recordings should be conversational and informal.
- d) Deadline to submit your recording or written proposal is in March.
- e) Members should reach out to Mary Beale if they have questions.
- f) Interested members should complete this short online proposal form: https://www.surveymonkey.com/r/2017_NALPnext
- g) There was agreement that someone in our Section should submit a recording and be featured at the Conference!

4. **Annual Education Conference/Bulletin Article Planning** (*Vice-chairs: Mary Maher, Northwestern; Sara Marshall, Boston University*)

Sara Marshall and Caroline Springer highlighted a few programs for the Section that they thought would be helpful to members going to the Conference:

- a) Wednesday, April 19th
 - i. 10:00 a.m. - A Tool Kit to Embed Inclusiveness in Law Schools
 - ii. 10:00 a.m. – Big Ideas about Small Firm Hiring
 - iii. 10:00 a.m. – Legal Market Hot Topics: How the Legal Market Continues to Change in the Aftermath of the Great Recession
 - iv. 11:30 a.m. – The Times They Are A-Changing: Counseling Tips for New JD and Non-JD Programs
 - v. 2:15 p.m. – The Future of Compliance and Risk Management Career Opportunities

- vi. 2:15 p.m. – Building Law Student Resilience: Practical Tools for Programming and Counseling
- vii. 2:15 p.m. – The Myths and Realities of Entry-Level In-House Legal Hiring
- b) Thursday, April 20th
 - i. 9:15 a.m. – Blowing Up the Glass Ceiling: Ways to Increase Diversity
 - ii. 9:15 a.m. – Striking a Balance Between Handholding and Tough Love
 - iii. 10:45 p.m. - Global JD Admissions and Law Firm Growth vs. H1B Visa Cap (our Section’s proposal)
 - iv. 2:15 p.m. – OCI Meets World: Strategies for Counseling and Recruitment of International JDs
- c) Friday, April 21st
 - i. 10:30 a.m. – I Can’t Find a Job

One member mentioned that she found it useful to go to programs that were geared more towards law firm recruiters rather than career advisors as a way to learn about the issues and needs of law firms. Going to these programs allows career advisors to share the law firm perspective with students.

We also discussed having a Happy Hour for our Section after our Section Meeting on Wednesday. We will follow up with a member from San Francisco to locate a place to host the reception.

5. **Spring Program Ideas and Issues Being Raised by LL.M. Students**

- a) Caroline from Georgetown mentioned that Georgetown is doing a Countdown to Commencement series to help foreign students adjust to the US workforce. The career office is partnering with the Alumni Office to organize these programs in the Spring.
- b) Melissa Berry from the University Washington mentioned that she runs parallel career related programming for their ILs, foreign students and LL.M. students, but they are discussing whether this makes sense.
- c) One school reported that they require students to watch a webinar on resume and cover letter drafting before they will review the student’s documents. The school reported that this requirement has really reduced the number of student interactions the office has involving basic resume and cover letter questions.
- d) Clara from NYU uses podcasts to present practice area and practitioner information to students and students find this very helpful.
- e) Most career offices reported that they do not review writing samples and a few schools have graduate legal writing classes which help students with writing samples.
- f) Sara Marshall from Boston University mentioned that their big challenge has been how to develop courses and other programs to deal with the NY Bar’s new requirements.

6. **Bar Exam Questions and Updates** *(Vice-chair: Clara Solomon, NYU)*
Clara did not have anything to report or update on this topic. Our Section will continue to monitor any changes in the U.S. bar exam requirements and share updates with the Section.

7. **Environmental Scanning**
An issue that has come up at one of the schools is that some JD career advisors need more guidance from their LL.M. counterpart on how to help international students. One school asked if other career offices offer cross training to the JD advisors. Clara from NYU mentioned that she has created a one page handout for the career advisors who advise international students on F1 visas and other issues related to international students. She has also invited an immigration lawyer to come speak to the entire career staff. NYU has a Global Services Office and she sends students to that office if they have specific visa questions.

8. **Planned agenda topics for next quarterly call in March**
 - a) Discuss Section meeting at the Annual Conference
 - b) Update on bulletin articles and potential webinars
 - c) Environmental scanning

To: Fred Thrasher, NALP Deputy Director
Lois Casaleggi, Board Liaison
NALP Board of Directors
From: Maureen Kieffer, Chair, Judicial Clerkship Section
Date: February 2, 2017
Re: Judicial Clerkship Section Quarterly Report

Below, please find information about the Judicial Clerkship Section's activities since our last report, including section communication and updates from work groups.

Section Communication

On January 24, 2017 the Judicial Clerkship section held its second quarter conference call, during which members discussed work group updates and conducted environmental scanning.

Work Group Status Reports

OSCAR (Marilyn Drees, Yale):

NALP's OSCAR Working Group (OWG) had a busy quarter preparing for and attending the annual meeting of the federal judges' OSCAR work group in Washington, DC, in January. The primary focus of the judiciary group is a complete overhaul of the OSCAR platform. OSCAR's technology is over ten years old, and it is not as mobile-friendly, tablet-friendly, or just user-friendly as it could be. The OSCAR program staff is in the midst of its market research to use as the basis for a contract solicitation. The OWG was able to review and comment on the survey that the OSCAR program staff sent to the OSCAR Law School Administrators in December 2016. In addition, the OWG sought feedback on the past year's clerkship hiring from section members, through a short questionnaire posted on NALPConnect and through individual outreach by each member of the OWG to section members from a cross-section of schools and regions.

The OWG participated in meetings at the Administrative Office of the US Courts in Washington, DC, on January 24-25, 2017. On January 24, the OWG met for a half-day with the OSCAR Program Manager and technology team leaders. This meeting provided a great opportunity to brainstorm with the staff about OSCAR's key features and modifications or enhancements that might be part of a new online environment. The OSCAR staff plans to continue gathering feedback and ideas in the coming months – including the NALP Conference in San Francisco, where they look forward to speaking with as many interested NALP members as they can at their booth in the exhibitor hall. The OWG attended the annual meeting of the federal judges' OSCAR work group on January 25. The OSCAR staff will share information related to the federal judges' work group meeting on the OSCAR website in due course. I can – happily – report that the judges expressed strong appreciation for this unique collaboration with law schools facilitated by NALP. The judges also noted the importance of continuing that collaboration in developing the next generation of OSCAR.

It is too early in the process to know when the next generation of OSCAR will launch, but the current version of OSCAR will operate through 2017. The OSCAR staff also made it clear that the current OSCAR will remain in place until the next generation is fully tested and operational. Throughout the coming months, the OWG will continue working with the OSCAR staff to coordinate information-gathering for a variety of OSCAR users (e.g., LSAs, applicants, recommenders) – and eventually some testing, too.

State Courts (Roman Chaban, Catholic University):

The State Courts Work Group will continue to update existing entries in the *Insight and Inside Information for Select State Court Clerkships*.

Roman Chaban was not able to join the call, but reported his progress on a unified state clerkship application database. He has reached out to the DC Superior Court Chief Judge to see if their court would be interested in posting clerkships on PSJD. Maureen Kieffer reached out to the HR Manager for the Minnesota Appellate and Supreme Court who expressed interest in posting clerkships on PSJD.

Judicial Clerkship and Employer Relations Work Group (Michele Hoff, Connecticut):

The work group held a joint conference call with the Recruiting Section on Tuesday, December 13, 2016. Members from both the firm recruiting side and the clerkship counseling side participated in a structured discussion during the call. The work group had a follow up conversation after the call to discuss a strategy for gathering additional information. The group's goal is still to create a brief publication/guide addressing common practices in the market with respect to clerkship hiring and counseling which will be available at the annual conference.

Programming and Resources (Stephanie Powell, Mercer):

For the 2017 Annual Education Conference in San Francisco, the Judicial Clerkship Section has four scheduled programs:

Wed., April 19 at 11:30 OSCAR Sneak Peek: A New Platform for a New Generation, Marilyn Drees, Laura Simon, Tyrus Manuel, The Honorable Timothy Burgess

Wed., April 19 at 2:15pm— Filling the Gaps in Clerkship Recruiting, Michele Hoff, Julie McLaughlin, Elizabeth Klein

Wed., April 19, 3:45 – 5:00 p.m. Section Meeting

Fri., April 21 at 10:30 am— Judicial Clerkships for (Nearly) Everyone! Best Practices and Resources to Market State Court Clerkships to the Skeptical Student, Diane Cross, Samantha Kasmarek, Bill Chamberlain

Fri., April 21 at 1:45pm— Mining for Gold: How to Find Hidden Clerkship Opportunities in California, Eric Stern, Mishkah Ismamil

Bulletin Submissions:

Published articles

Clerking as Career, by Janet Siegel Brown in Nov. Bulletin

How to Handle Judges' Questions on the Other Side of the Bench, by Maureen Kieffer in Jan. Bulletin

Upcoming article in the Feb. Bulletin, Marilyn Drees and Liz Peck will be writing an article on applying to new appointed federal judges.

We are accepting ideas for webinars and brainstorming for RFPs for the next conference.

Environmental Scanning and Miscellaneous

We discussed the federal hiring freeze and what potential impact it may have on clerkship hiring. The general consensus from the call was this freeze could potentially impact ALJ clerkships where the agency falls under the Executive Branch (for example DOJ Honors Program clerkships with Immigration Judges although it sounds like from what you gathered from the DOJ that extended offers would be honored) but would likely not affect judicial clerkships with Article III judges.

Our next quarterly call is scheduled for March 21, 2017, 2pm EDT, 1pm CDT, 11am PDT.

Memorandum

To: Michelle Jackson, NALP Board Liaison, Public Service Section

Cc: Fred Thrasher, NALP Deputy Director; Christina Jackson, NALP Director of Public Service Initiatives and Fellowships

From: Katie Dilks, NALP Chair, Public Service Section (2016-2017)

Re: NALP Public Service Section Third Quarter Board Report

Date: February 2, 2017

This report contains updates on the activities of the NALP Public Service Section and its Work Groups for the third quarter. The 2016-2017 Public Service Section Work Groups and Vice-Chairs are:

- LRAP/CCRAA Work Group: Amanda Furst, Public Interest Director, University of Minnesota Law School
- Mini-Conference Planning Work Group: Rochelle McCain, Director of Public Interest and Government Relations, University of Pittsburgh School of Law
- NALP Conference RFP Work Group: Samantha Zappia Kasmarek, Associate Director for Career and Professional Development, Syracuse University College of Law and Swati Parikh, Director of Public Service Careers, New York Law School
- Pro Bono Work Group: Melissa Berry, Assistant Dean for Student & Career Services, University of Washington School of Law and Diane Fears, Director of Career Services, Wayne State University Law School
- PSJD Resources Website Work Group: Michael Bergmann, Executive Director, Public Interest Law Initiative (PILI) and Emily Kite, Associate Director Career Services, University of Wisconsin Law School
- Publications Work Group: Sarah Bookbinder, Associate Director for Public Interest Advising, Suffolk University Law School

The third Public Service Section Quarterly Call was held on January 24 at 3:00pm EDT, and was attended by approximately 15 people.

According to NALP Connect, the Public Service Section membership is currently at 286. Section members use NALP Connect to share job openings, information about upcoming conferences and updates on resources. Each week, the section receives a notification of the "PSJD Public Interest News Digest" posted every Friday by Christina Jackson, which has invaluable updates on hiring trends and other news. The new NALP Connect platform is being used fairly robustly, and the Section is engaged and supportive on it. It has been particularly helpful the past week or two to share timely updates on the roll-out and impact of the federal hiring freeze. Christina has been regularly supplying updates, and other members are sharing information as they speak with their agency connections.

WORK GROUP UPDATES

NALP Conference RFP Work Group

Vice-chairs: Samantha Zappia Kasmarek, Associate Director for Career and Professional Development, Syracuse University College of Law and Swati Parikh, Director of Public Service Careers, New York Law School

As shared in the last report, the Annual Education Conference RFP Work Group helped coordinate 13 RFPs on behalf of the Public Service Section, including programs in collaboration with the Clerkship Section, the Law Student Professional Development Section, and the Diversity/Inclusion Section. 9 of those RFPs were selected for Conference, listed below:

- Advising Public Service Grads from Pre-bar Passage to Life Transitions
- Answering Difficult Questions In Public Interest Interviews
- Counselor, Activist, Advocate – What is the Role of Career Services Offices During Campus Protests?
- Law, Life & the Pursuit of Happiness: Prescriptions for Student and Lawyer Well-Being
- Mission Not Impossible: Navigating Federal Government Legal Hiring from Application to Clearance
- Through the Side Door: Entry into Government Service through Alternative Avenues
- The Art of Writing Successful Public Interest Fellowship Applications
- Mining for Gold: How to Find Hidden Clerkship Opportunities in California (co-submitted with Clerkships)
- Promoting Careers in Prosecution to People of Color: A Discussion of the How's, Why's, and Implications of Diversity & Inclusion in Prosecutors' Offices (co-submitted with Diversity and Inclusion)

Sam and Swati have also been helpful in reminding Section members who are leading programs on relevant deadlines (in addition to the reminder emails from NALP staff).

Publications Work Group

Vice-chairs: Sarah Bookbinder, Associate Director for Public Interest Advising, Suffolk University Law School

Diane Cross had to step down as one of the vice chairs for the Publications Work Group as she shifted careers, but Sarah Bookbinder remains in a strong leadership role. The Publications Work Group is in the midst of a full slate of articles for the NALP Bulletin for the year:

Samantha Kasmarek, Miriam Ingber	Public Interest Jobs in the Private Sector: Part I	September
Laura Torchio, Katie Shelton	The Public Interest Auction: Is it still an effective fundraising tool?	October
Jaya Saxena, Rochelle McCain, Katie Dilks	Continuing the Conversation on Diversity in Public Interest Law	November
Carolyn Goodwin, Laren Spierer	Lessons from NY pro bono requirement as CA prepares to implement the same	December

Teresa Schmiedeler and Dina Billian	Professionalism & Civility in Legal Profession and what public sector and private sector might learn from each other in addressing importance of professionalism and civility in work cultures	January
Elyse Diamond Moskowitz	Creative ways to collaborate with faculty and student groups to build a successful public interest program/community	February
Sam Kasmarek and Miriam Ingber	Public Interest Jobs in the Private Sector: Part II	March
Katie Dilks	TBD	April
Sarah Bookbinder	Trends in Americorps programs for 2017 grads	May
Oscar Teran	Trends in Pro Bono Programs – changes/best practices as a result of state pro bono requirements (maybe different?)	June
Lindsey McCaslin	TBD	July
Rochelle McCain	TBD	August

The Work Group successfully found authors for the June, July, and August Bulletin issues, with Oscar Teran taking over for Diane Cross on pro bono topics, and Lindsey McCaslin and Rochelle McCain volunteering for the summer months. Those topics will be generated out of the Section meeting at Annual Conference in April. Additionally, the Publications Group is working to support Section members in writing for the PSJD Blog and other outlets, as appropriate, particularly for a series on helpful resources. Publications and Pro Bono have partnered to help highlight pro bono projects for the PSJD Weekly News Roundup.

LRAP Work Group

Vice-chair Amanda Furst, Public Interest Director, University of Minnesota Law School

The LRAP Work Group held their third conference call on January 10th and continues to make great strides on the goals established over the summer. They have identified schools without LRAP programs and are now actively working with Equal Justice Works to develop a webinar on best practices to build an LRAP. They are also working to update the Student Debt resources on PSJD to ensure that all helpful resources are conveniently listed together. Finally, they are continuing to work closely with our contacts at EJW to stay on top of any potential changes to Public Service Loan Forgiveness, particularly as information comes out from the new administration. The last call allowed the group to offer feedback to EJW on a potential alternative proposal to PSLF they and the ABA are working on, which could be an important effort in Congress this year.

Pro Bono Work Group

Vice-chairs: Melissa Berry, Director, Graduate Program and Alumni Coaching, University of Washington School of Law and Diane Fears, Director of Career Services, Wayne State University Law School

The Pro Bono Work Group is holding their third call on February 6 to continue the efforts they established for the year. On the last call in October, the vice-chairs reminded the Work Group of their vision for the group to provide a space to share ideas and resources to advance pro bono efforts. The Co-Chairs have built on that vision by joining the AALS Pro Bono Collaboration Group, which was identified by member Carolyn Goodwin (Boston University), who recommended that group members consider becoming members of the AALS Section on Pro Bono and Public Service Initiatives, a privilege extended to faculty and staff of AALS member law schools. Diane participated in an AALS Pro Bono Collaboration Group call on November 7, 2016. The Work Group is partnering with AALS Collaboration Group to make the resources on PSJD more robust and to add to the pro bono resources, such as the creation of issue-oriented best practices guides, which will be discussed on the next Work Group call. Members were also encouraged to contact Christina Jackson to contribute to the PSJD Blog.

PSJD Resources Work Group

Vice-chairs: Michael Bergmann, Executive Director, Public Interest Law Initiative (PILI) and Emily Kite, Associate Director Career Services, University of Wisconsin Law School

The PSJD Resources Work Group continued to build on their work last year when they created a Summer Funding Primer and a Summer Funding Sources and Paid Internships chart, both of which are now available in the PSJD Resource Center, and a new Criminal Law Practice Area Guide, available in the Public Sector Careers Paths section on PSJD. They have now added a new Practice Area Guide on Native Peoples Law and are working on one for Water Law, which should be completed soon, and are developing additional resources on JAG/Military Law and policy work. Additionally they are actively soliciting resources on self-assessment and informational interviewing/networking. The PSJD Resource Center is a valuable resource for many of our members, creating efficiency and information-sharing.

Mini-Conference Planning Work Group

Vice-chair Rochelle McCain, Director of Public Interest and Government Relations, University of Pittsburgh School of Law

The Public Service Mini-Conference was held on Thursday, October 27th, the day before the Equal Justice Works Conference and Career Fair, in Washington, DC and was a rousing success. Over 100 people attended, and the conference featured a keynote speech from Deborah Vagins of the EEOC on diversity in public interest law, and how schools and employers can seek to support and increase diversity efforts. There were also 4 interactive breakout sessions:

1. Professional Development Hot Topics for Public Service Counselors and Employers
2. Building Practice-Ready Graduates: Creating and Counseling Students Towards Pro Bono and Externship Programs
3. Creating Jobs Out of the Mist: Envisioning, Building, and Funding Postgraduate Fellowships
4. Challenge: Counseling New Graduates and Recent Alumni

The Mini-Conference once again offered Public Interest Advising 101 – an overview of public interest counseling for members who are new to the profession, attended by approximately 20 people. This was followed by a “round robin” dinner, which brought together 30+ NALP members for a casual networking opportunity over dinner at three area restaurants.

Christina, Rochelle, and the work group solicited evaluations of the Conference afterwards, and will review those evaluations to continue to refine and improve the program for next year.

MEMORANDUM

DATE January 30, 2017

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 Third Quarter Board Report

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

Recruiting Call

The Recruiting Section held a Section call on January 10, 2017. We had a good group of attendees but the call was fairly quiet. We had some open discussion but not a lot of participation. We did a board update detailing the new virtual job fair capability and discussed lateral, clerkship, and 1L Hiring. It seems the biggest news was that 1Ls are starting to look more at the December 1st date as a kick off to applying and more of them are waiting until after finals to apply. It was interesting to note that some judicial internship hiring programs occur in December/ January and before students have first semester grades.

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

3L Hiring: Is Anyone Still Out There?

Presenters: Jennifer Henfey, Hillary Maropis, Jessica Gangjee and Kenny Tatum

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

Developing Your Summer Associates into Star Associates

Presenters: Lauren Marsh, DeAnna Bumstead-Yearly

The Recruiting Pipeline: Building and Keeping Top Candidates in Your Firm's Pipeline
Presenters: Shannon Scott, Shannon Moynihan, Hiroko Peraza, Katie Creedon

Winning the War on Talent: Best Practices in Lateral Recruiting
Presenters: Catherine Maiorana, Nicole Lancia, Jacki Herzog

NALP Bulletin Submissions

Vice Chair, Katie Creedon (Wolf Greenfield, Boston)

We had four selected articles and the following articles are still to come this year.

- 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 proposed a new charge to build a group to collaboratively look at managing yield. The board would like us to work on the more specific goal of a webinar for managing yield and we are looking to put together a program for March or April. At the moment, this is a work in progress. Donna will be taking the lead and we will likely be looking for other members to contribute.

Lateral Hiring

Vice Chair, Jacki Herzog (Clark Hill, Pittsburgh)

Vice Chair, Soraya Walden (Locke Lord, Dallas)

We had a small group call on October 19, 2016 that had limited participation. Our decision afterwards was to focus more on programming rather than discussion. The Lateral Hiring Section hosted a very successful webinar on December 8, 2016 to discuss Succession Planning presented by Andi Cullins and Stephen Nelson of The McCormick Group, Inc., A national executive search and consulting firm. We had over 50 attendees and the program has been recorded on NALP. This was an excellent program and they are looking for other topics. The next one of interest will be Diversity and Inclusion related. The next lateral hiring call will be on February 14, 2017.

Small and Mid-Size Firms

Vice Chair, Anastasia Cappelli (Stradley Ronan, Philadelphia)

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

Our second call was Thursday, January 12, 2017. Our agenda included 1L Hiring, clerk hiring, and other issues. We had a small group of participants (probably 5-6 people) but the call was productive. Our schools definitely help with participation so I would like to see more schools participate in the future and to do more to connect our small firms together.

Recruiting Summit Planning Committee

Representative, Nicole Oddo Smith (Dechert, Philadelphia)

The Recruiting Summit took place on January 26, 2017 and was a great success. We had our largest attendance and our best weather to date! Here are a few highlights.

We had our first Networking Reception hosted at Cleary and sponsored by 12Twenty. This was a great opportunity to network with other attendees and was an excellent start to the conference. One of the challenges about the table structure of the Recruiting Summit is not having enough time to network and I think this really helped people to have time to mingle.

The Global Landscape in a Post \$180k World

James Jones gave a very informative presentation about the changes in the last ten years in the legal landscape. He spoke about the death of the billable hour, rate increases driving all revenue growth, and the need for firms to consider more changes to stay viable and competitive.

Preview and Discussion of NALP Fall Recruiting Survey Results

Jim Leipold went through the results from the NALP Fall Recruiting Survey and provided a tremendous amount of valuable data. Trends seemed to be relatively the same as last year and flat with a few notable exceptions. Follow up visits were down this year, pre-OCI offers continue to rise, and many of the students surveyed did not enjoy the process (understandably so). The survey continues to ask for more detail each year, allowing us to further explore relevant recruiting data.

The Other End of the Pipeline: Trends in Law School Admissions and Bar Passage

This topic was new and very helpful for those of us on the firm side to learn more about the challenges in legal education. Benjamin Barton was an engaging speaker and had extensive data to support his discussion and show us the changes in the legal education landscape. This topic mentioned diversity and this could be another good topic to explore in legal education.

Beyond Law: Lessons from Elite Professional Services Employers

This panel featured three panelists from corporate and professional services recruiting points of view. They were able to share different practices that may be useful in attorney hiring as well as

the greater emphasis on technology and brand recognition. After the Innovative Talent Work Group report, there continues to be great interest in learning from other industries and finding ways of improving our recruiting practices (particularly student recruiting).

Roundtable Discussions

The roundtable discussions proved to be very valuable again this year and an important benefit of the conference. Some of the valuable questions that came out of my table discussion included working with visas, using new sourcing resources like LearnLeo, and 1L outreach/ retention/ success. I would like to address visa questions on an upcoming recruiting call, especially as there may be changes with a new administration.

Finally, I would like to thank my fellow committee members (Nicole Cohen, Lynn Herron, Fiona Hornblower, Jenny Li, Jason McCann, and Abe Pollack), our table leaders, and of course Mary Beal for all their work to make the Summit a success.



NALP BOARD LIAISON REPORT - SECTIONS

Date: _____

Board Liaison: _____

Section: _____

Section Chair: _____

Board Liaison Consent Agenda Recommendation

This Board Liaison Report should be placed on the Consent Agenda for approval.

Please include this Board Liaison Report on the Formal Agenda for full discussion.

Is the Section currently facing any particular challenges? Yes No

Comments:

Specific Action Items Requiring Board Direction or Approval:

Leadership Development – Section Chair

Part of the Board Liaison’s role is to encourage leadership development and provide guidance to people who may be new in their leadership roles. Your feedback on the Section Chair will be of great assistance in that regard.

How would you assess the Chair of this section?

	Exceeding Expectations	Meeting Expectations	Not Achieving Expectations
Is engaged with and knowledgeable about the people in his/her section.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducts regular conference calls or webinars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates with the section by posting announcements/resources on NALPconnect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions for development (please include whether it is your intention to speak with the Chair in this regard).



Leadership Development – Work Group Leaders

Part of the Board Liaison's role is to encourage leadership development and help identify people who should be tapped for future leadership positions. Your feedback on the Work Group Leaders will be of great assistance in this regard.

Work Group: _____ Work Group Leader(s): _____

On track to complete its charges Struggling to meet its charges Completed its charges

Other comments on Work Group Leader, including potential for future leadership opportunities:

Work Group: _____ Work Group Leader(s): _____

On track to complete its charges Struggling to meet its charges Completed its charges

Other comments on Work Group Leader, including potential for future leadership opportunities:

Work Group: _____ Work Group Leader(s): _____

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Work Group: _____ Work Group Leader(s): _____

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Other comments on Work Group Leader, including potential for future leadership opportunities:



Leadership Development – Work Group Leaders (Continued)

Part of the Board Liaison's role is to encourage leadership development and help identify people who should be tapped for future leadership positions. Your feedback on the Work Group Leaders will be of great assistance in this regard.

Work Group: _____ Work Group Leader(s): _____

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Other comments on Work Group Leader, including potential for future leadership opportunities:

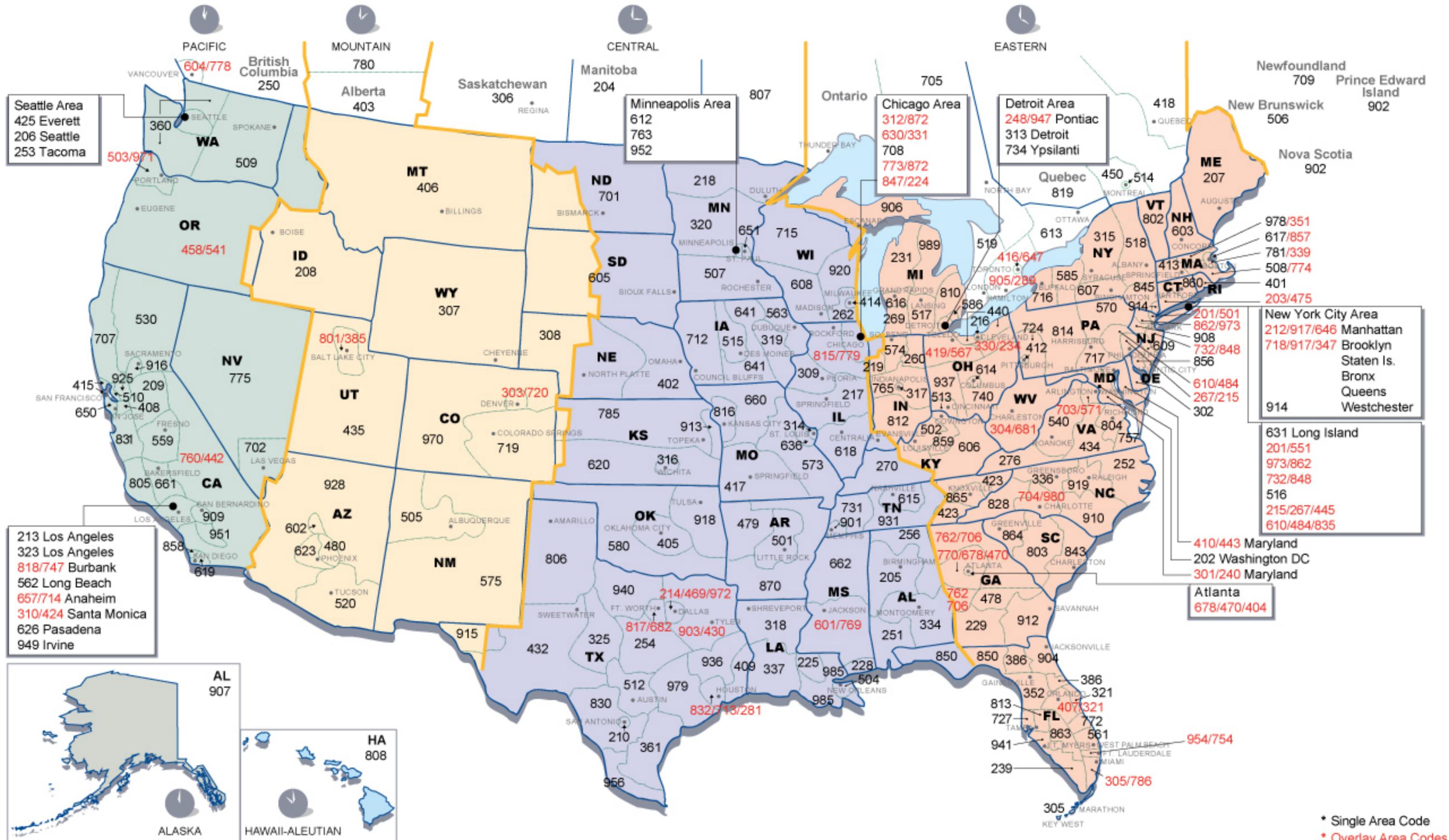
Tab 10 Conference Call Primer

Conducting Successful Conference Calls

Each Section will have the opportunity to convene by conference call throughout the year. You are encouraged to schedule a conference call prior to submitting your quarterly status report to the Board. Conference calls are an efficient way to allow an unlimited number of members to participate in an ongoing dialogue. There are a few keys to holding successful conference calls:

- Always let your Board Liaison know when you are conducting a conference call, so that they can try to be available for your calls.
- Let NALP's Deputy Director know when you are meeting by conference call so that we have an accurate record of all conference calls held.
- Remember that time is money. Conference calls are a cost-effective way to communicate but they are not cost free and any time NALP members spend on a conference call is time they are not spending on other professional responsibilities.
- Set an agenda ahead of the call and share that agenda with all members of your Section. This will enable you to keep things moving once your call begins and provides Section members with information they may need in determining whether they will participate.
- Identify goals and outcomes with your agenda. If the Board of Directors has asked for input from your Section on a particular project it is essential that you obtain the views of your members on the next call. Additional items of interest may come up during the call but you should meet set goals first and if time permits come back to the group for additional discussion.
- Schedule quarterly conference calls for your Section. Providing members with those dates and times as early as possible will allow members to plan for them and create time in their schedules to participate. Remember that your Section includes members from a variety of time zones; this will naturally limit the timing of your calls.
- Schedule additional conference calls as needed. If an important issue has arisen it is within your discretion to convene by conference call. In addition, there may be occasion for a subset of members from your Section to meet by conference call to discuss a work group proposal, article or conference program.
- Be aware of hold music! If your phone system plays music while you have a call on hold the music will play if you put your conference call on hold. Instead look for your phone's mute button that will allow you to respond in private to any issue that comes up in your office while you step away from the call.

Area Code/Time Zone Map



Tab 11 Board and Staff Rosters

**2017-2018 NALP BOARD OF DIRECTORS
-FOR DISTRIBUTION-**

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Tab 12 NALP's 2015-2020 Long Range Strategic Plan



2015 - 2020

Long Range Strategic Plan

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.

A handwritten signature in black ink, reading "Terrence J. Galligan". The signature is fluid and cursive, with a large initial "T" and "G".

Terrence J. Galligan
NALP President 2014 - 15
Assistant Dean, Career Development Office
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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 work in more than 200 law schools and over 800 law offices and other organizations and 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.

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, legal employers, 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

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.

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

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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

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.

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.

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.

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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.

Membership

- 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.

Programs and Services

- 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.

Information

- 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.

Governance

- 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.

Financial

- 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 search firms.
- Rethink NDLE in order to revitalize.
- Consider collaboration with the Canadian Bar Association.
- Create a video series to train various segments of the membership.

Workforce

- 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.