NALP 2016 SECTION & GROUP LEADERSHIP TRAINING GUIDE

Webinar – April 6, 2016, 3:00 pm (ET)
In Person – April 13, 2016, 7:45 am (ET)

NALP 2016 Section & Group Leadership Training Guide

Table of Contents

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

nalp

We advance law careers

2016-2017
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.

You will 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!

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

It's that easy!

NALP Open House & Welcome Reception
Tuesday, April 12
6:00 - 7:30pm
Grand Ballroom, Sheraton Boston Hotel

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

NALP's Sections with meeting times & places during the NALP 2016 Annual Education Conference:

Canadian Section
Wednesday, 4/13 at 5:00 PM, Constitution Room, Sheraton Boston (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
Thursday, 4/14 at 3:15 PM, Hynes 302
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. New 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
Thursday, 4/14 at 12:15 PM, Hynes 311
The Experienced Professionals Section provides an opportunity for experienced NALPers to share with each other and to identify programming and resources helpful to experienced professionals.

International and Advanced Degree Advising and Recruiting Section
Thursday, 4/14 at 3:15 PM, Hynes 303
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
Thursday, 4/14 at 3:15 PM, Hynes 313
This new 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
Thursday, 4/14 at 3:15 PM, Hynes 304
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
Thursday, 4/14 at 3:15 PM, Hynes 306
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
Thursday, 4/14 at 3:15 PM, Hynes 312
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
Thursday, 4/14 at 3:15 PM, Hynes 305
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
Thursday, 4/14 at 12:15 PM, Hynes 310
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
Wednesday, 4/13 at 12:00 noon, Hynes Ballroom C
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
Thursday, 4/14 at 3:15 PM, Hynes 311
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 24, 2016)

ABA Law School Employment Outcomes Task Force, Thursday, April 14, 12:00 PM, Hynes 304

Annual Education Conference Planning Comm., Thursday, April 14, 12:00 PM, Hynes 312

Emergent Employer Engagement Task Force, Wednesday, April 13, 12:00 – 1:15 pm, Hynes 302

Engaging Small Law Firms Task Force, Thursday, April 14, 3:15, Hynes 310

Nominating Committee, Thursday, April 14, 12:00 PM, Hynes 313

PSJD Advisory Group, Tuesday, April 12, 7:30 PM, Hampton, Sheraton 3rd Floor

Regional Resource Council, Saturday, April 16, 8:30 AM – 1:30 PM, Gardener, Sheraton 3rd Floor

Transforming Talent Acquisition Task Force, Thursday, April 14, 12:00, Hynes 306

Other Groups *not* meeting on-site:
Communications Advisory Group
Ethics and Standards Advisory Group
PD Quarterly Advisory Group
Research Advisory Group

NALP's Volunteer Structure – 2016-2017

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.
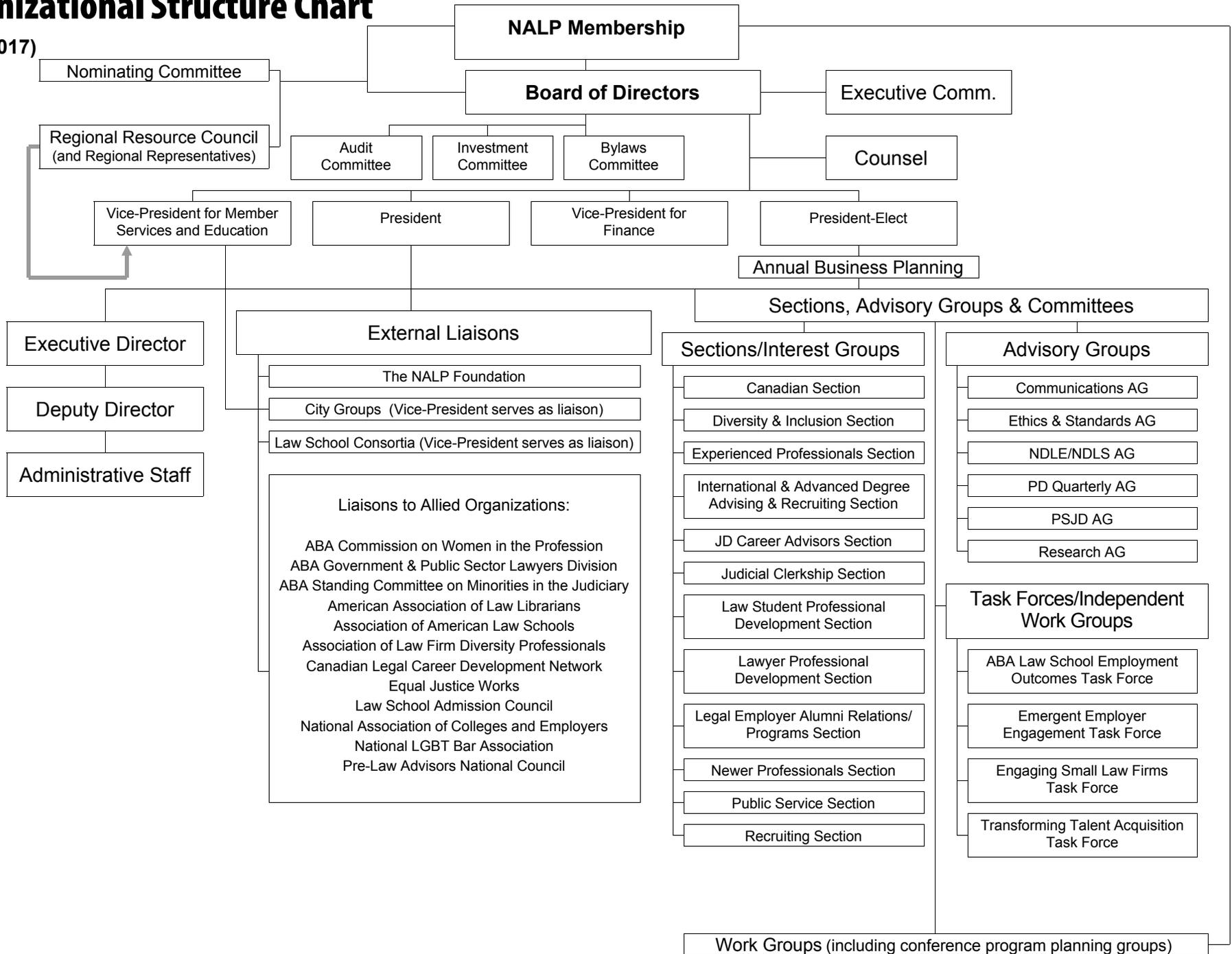
Advisory Groups

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), publications, ethics and standards, communications, and research. Advisory Group members are appointed and have a Group Leader who will work closely with a NALP staff partner.

Task Forces

Task Forces are responsible for accomplishing a discrete task or project. Task Forces for 2016-2017 include the ABA Law School Employment Outcomes Task Force, the Emergent Employer Engagement Task Force, the Engaging Small Law Firms Task Force, and the Transforming Talent Acquisition Task Force.

Organizational Structure Chart

(2016-2017)

NALP Membership

Nominating Committee

Board of Directors

Executive Comm.

Regional Resource Council
(and Regional Representatives)

Audit Committee

Investment Committee

Bylaws Committee

Counsel

Vice-President for Member Services and Education

President

Vice-President for Finance

President-Elect

Annual Business Planning

Sections, Advisory Groups & Committees

Executive Director

External Liaisons

Sections/Interest Groups

Advisory Groups

Deputy Director

The NALP Foundation

Canadian Section

Communications AG

City Groups (Vice-President serves as liaison)

Diversity & Inclusion Section

Ethics & Standards AG

Administrative Staff

Law School Consortia (Vice-President serves as liaison)

Experienced Professionals Section

NDLE/NDLS AG

International & Advanced Degree Advising & Recruiting Section

PD Quarterly AG

JD Career Advisors Section

PSJD AG

Liaisons to Allied Organizations:

ABA Commission on Women in the Profession
ABA Government & Public Sector Lawyers Division
ABA Standing Committee on Minorities in the Judiciary
American Association of Law Librarians
Association of American Law Schools
Association of Law Firm Diversity Professionals
Canadian Legal Career Development Network
Equal Justice Works
Law School Admission Council
National Association of Colleges and Employers
National LGBT Bar Association
Pre-Law Advisors National Council

Judicial Clerkship Section

Research AG

Law Student Professional Development Section

Task Forces/Independent Work Groups

Lawyer Professional Development Section

ABA Law School Employment Outcomes Task Force

Legal Employer Alumni Relations/ Programs Section

Emergent Employer Engagement Task Force

Newer Professionals Section

Engaging Small Law Firms Task Force

Public Service Section

Transforming Talent Acquisition Task Force

Recruiting Section

Work Groups (including conference program planning groups)

Tab 2 Guidelines for Section and Group Leaders

Memorandum

TO: Section & Group Leaders

FROM: Mina Jones Jefferson
             2016-2017 NALP President

DATE: March 29, 2016

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 2016-17 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 Boston 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 progression
- 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 12th from 6:00-7:30 p.m. (Grand Ballroom on the 2nd floor of the Sheraton Boston Hotel) 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 2016-17 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 ***Thursday, April 28, 2016;*** for consideration at the **July** meeting of NALP's Board of Directors, new Work Group Proposals are due by ***Thursday, June 30, 2016***.

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 2016 Annual Education Conference is ***Friday, May 20, 2016***. 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 20. You might want to start this process prior to the on-site meeting in Boston.

Bulletin Article Proposals

Proposals for articles including potential authors are due by ***Friday, June 17, 2016.*** 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 17th 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 6, 2016 (3:00 pm ET)
Section & Group Leadership Training Webinar

Wednesday, April 13, 2016 (7:45 a.m. ET – Hynes Room 305)
Section & Group Leadership Training at Annual Education Conference in Boston

Wednesday, April 13 or Thursday, April 14
Section, Advisory Group, Work Group, Task Force and Committee meetings at Annual Conference in Boston

Thursday, April 28, 2016
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, Mina Jefferson (NALP President), and Fred Thrasher (NALP Deputy Director).

Friday, May 20, 2016
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 17, 2016
Proposals for Section articles for NALP Bulletin are due to Janet Smith (jsmith@nalp.org).

Thursday, June 30, 2016
First Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, October 13, 2016
Second Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, February 2, 2017
Third Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, March 30, 2017
Fourth Status Report is due to your Board liaison and the NALP office (info@nalp.org)

1220 19th Street NW, Suite 401 • Washington, DC 20036-2405
T (202) 835-1001 F (202) 835-1112 E info@nalp.org
www.nalp.org

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

FROM: Mina Jones Jefferson, 2016-2017 President
               Fred Thrasher, Deputy Director

RE: Travel Authorization Request

DATE: April 2016

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 (mina.jefferson@uc.edu; fthrasher@nalp.org).

NAME:_____

NALP GROUP:_____

PURPOSE OF TRAVEL:_____

_____

DATES OF TRAVEL:_____

EXPECTED 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 2016-2017 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: Mina Jones Jefferson, NALP President-Elect
           Fred Thrasher, Deputy Director

Date: April 2016

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 2016-2017 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.

1220 19th Street NW, Suite 401 • Washington, DC 20036-2405
T (202) 835-1001 F (202) 835-1112 E info@nalp.org
www.nalp.org

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 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.

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 posts 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

Guide to Using NALPconnect for NALP Volunteer Leaders

Updated March 2015

Contents

Welcome

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. NALPconnect makes it easy for members, volunteers, and leaders to communicate, share resources, and build connections.

What is 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. The goal of NALPconnect is to provide an online professional community where members can express their views, share information, and interact with one another.

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.

Notification Settings

When members join a group, they are asked to set their notification settings for that group. This determines how often they want to receive updates on group activity. In every group, members can choose to receive a notification when:

- an announcement is made
- a resource is added
- a member joins a group
- an event is created
- a discussion topic is created or has been responded to

These notifications can be set to instant notification, as part of a daily digest, or as part of a weekly digest.

Tip: Since notification preferences can range from instant to a weekly digest, it is recommended that events, announcements of conference calls, and other action items be posted at least 7 days prior to the deadline/event. This will ensure that all members in the group will receive timely notification. Group leaders are encouraged to plan in advance.

Announcements for events/conference calls occurring the same day or next day often result in limited attendance.

Add a Personal Biography

Add a short description about yourself to your profile. This can be done though Edit my settings -> Community Profile. It is recommended you add a short bio beyond your job title and organization as those already appear in your NALPconnect profile. The bio should not be more than a few sentences long as often a longer biography will be truncated.

Tip: Consider listing the section/group/committee/task force you are chairing for this year.

NALPconnect Navigation Menu

The navigation menu provides direct links to various components of NALPconnect. This navigation window will always be present at the top of your window as long as you remain within the NALPconnect community.
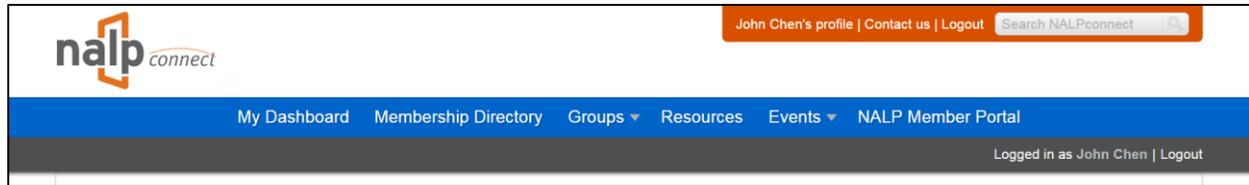
My Dashboard

Jump straight to your dashboard, which aggregates all content specific to you, at any time.

Membership Directory

When you need to locate contact and membership information on another NALP member, use the membership directory. This link will bring you to NALP's membership directory, a resource provided outside of NALPconnect. After searching for a NALP member on the membership directory, you can jump directly to that person's NALPconnect profile.

Groups

From the Groups navigation menu item, you can jump directly to any category of groups or to a listing of the groups you are a member within. NALPconnect groups are organized into six types of groups:

General. Membership-wide groups for law schools and legal employers. You are automatically subscribed to the group that reflects your membership category. Members of one group do not have access to the other group.

Sections. Each of NALP's sections have a group within NALPconnect; this platforms serves as the focal point for all section activity including discussions, resource sharing, event information, conference call times and dates. Any NALP member may join a section.

Appointed Groups. NALP's committees, task forces, and work groups each have their own group within NALPconnect to conduct the work of the group.

Elected Groups. The Board of Directors, Nominating Committee, and Regional Resource Council each have a group within this section.

Work Groups. Many sections, committees, and task forces have work groups within them to aid in the goals of the parent group. These work groups may navigate to their subgroups through this menu item or through the subgroups tab within their parent group.

Note: If you would like a subgroup created within your NALPconnect group please contact Lisa Quirk at the NALP Office.

My Groups. This menu item puts every group, section, appointed group, and/or elected group that you are a member of in one easy to access list.

Resources
Items that are posted in this resource library should be limited to items that pertain to the entire membership and community. Typically this section is only used for NALPconnect support items of interest to the NALP membership. Contact the NALP office if you want to post an item here.

Group Resources
Each group within NALPconnect also has a resources library that is available to all members within the group. Resource postings are more beneficial to the membership when posted to a group/section for the specific audience the group serves.

Events
The events link gives you access to two different views of the event calendar. TheNALPconnect community calendar displays all the events created from every group (except for events created in private groups) while the My Events calendar displays events from only the groups in which you are a member.

NALP Member Portal
When you need access to your other NALP online member benefits, use this link to direct you back to the Member Portal. For a more comprehensive description of the NALP Member Portal, see page 15.

Dashboard

The Member Dashboard aggregates content on a single landing page, which creates a relevant and comprehensive overview of the community for each individual member of the association. In addition members have the ability to customize their Member Dashboard through drag-and-drop technology. The Member Dashboard includes:

Tip: The Dashboard is customizable, so every member can re-arrange the modules on their dashboard to individual preferences. However, modules in the middle column must stay in the middle. Modules in the right column may be placed on the right or left columns.

Community Groups
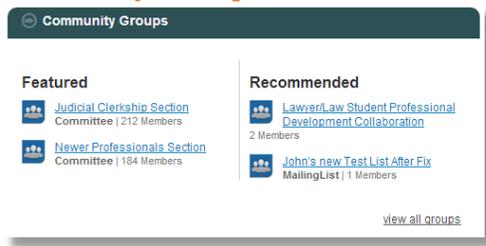
Two types of groups are listed here, featured groups and recommended groups. The featured groups will rotate through all of NALP's section groups in order to provide visibility to the NALP membership. The recommended groups are groups, sections, committees, and taskforces that are selected by NALPconnect based on your community activity and groups you have already joined.

Latest Community Updates
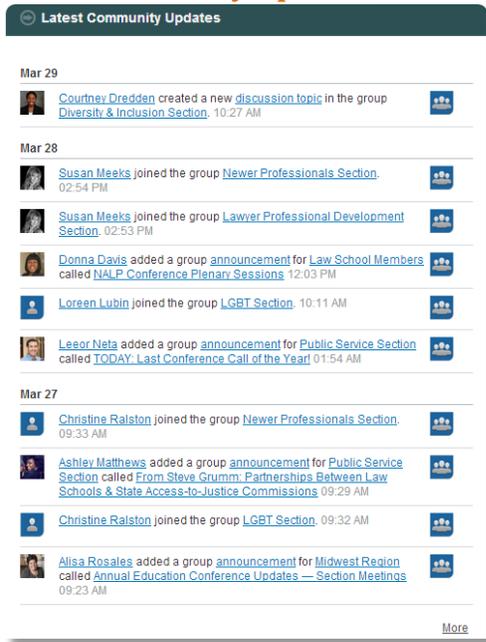
This module shows the activity for every group that you are a member of including new members who join, announcement and discussion posts, event creation, and the addition of resources to your groups.

My Groups

Use this module to quickly list all of your group memberships. With more than 100 groups, it can be time consuming to scroll through the entire list of groups.

Community Calendar
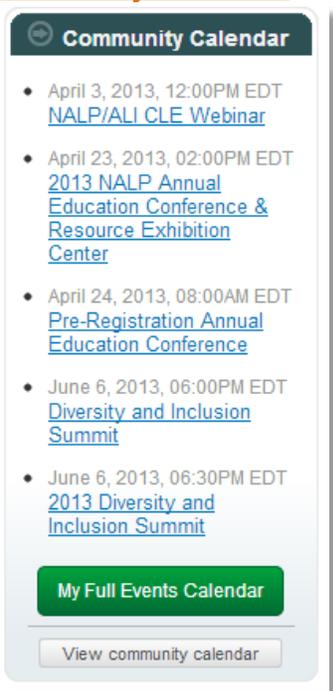
The community calendar module is used to display events created in NALPconnect.

There are two views available – Community Calendar and My Full Events Calendar.

The Community Calendar shows all of the events that have been created for every group by every member, regardless of whether or not you are a member in that group.

The "My Full Events Calendar" only displays events from groups in which you are a member.

My Contacts

Adding contacts to your NALPconnect profile provides you quick and easy access to other members' profiles and makes it easier to send them a message through the message center.

Resources

Members can see featured resources as well as resources that have been uploaded to NALPconnect recently. There are two resources libraries available within NALPconnect - The global resource library (that you can access from the main navigation window), and the resource library within each group, section, committee, task force. We encourage resource uploads (files, documents, links, etc) be uploaded to specific groups/sections rather than the global community as many resources are audience specific.

Tip: Use the resource library in your groups to share working documents in committees and task forces, samples and guides in sections. Encourage members in your group to treat the resource library as a shared models and samples group.

Featured Members
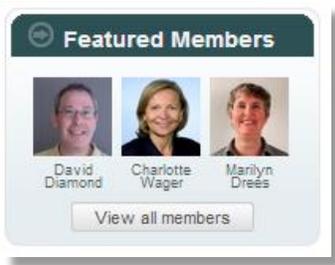
NALP features members from the Board of Directors on the Featured Members module. This module only shows three profiles at a time so every time you visit your Dashboard these profiles will be different.

My Content Alerts
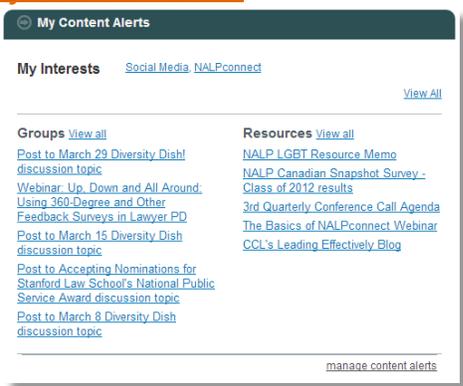
Content alerts are used to expose NALP members to discussions and content within groups that they might not already be a member in. Similar to "Google Alerts," Content alerts allow NALP members to specify what content they are interested in. Each of these content alerts has a series of keywords assigned to them that when used will generate a content alert for members that will show up through their instant, daily, or weekly notification emails.

Tip: If a member receives a content alert for a group they are not a member of, they will be required to join the group in order to read the posting.

My Feeds

My Feeds

Twitter / NALPorg

Mar 29 NALPorg: MT @CourtneyDredden: Here is this week's #DiversityDish - how corp law depts can drive diversity at law firms. http://t.co/Skn4dRyOMy

Mar 29 NALPorg: NALP's weekly news digest for legal career professionals, week ending 3/29/13: http://t.co/bTPxvJWoKo

Mar 25 NALPorg: In March NALP published a follow-up report with more in-depth questions about bridge-to-practice programs: http://t.co/VutL8HJ6ZI

The PSJD Blog

Mar 28 Job o' the Day: Paid Summer Legal Interns with the American Red Cross in Washington, D.C.

Mar 27 Job o' the Day: Housing Attorney with Bronx AIDS Services (BAS), Inc. Legal Advocacy Program

Mar 27 Get a Head Start on Postgraduate Fellowship Applications with PSJD's Deadline Calendar

NALP - The Association for Legal Career Professionals - Industry News

Mar 29 Weekly News Digest for Legal Career Professionals

Mar 29 Weekly News Digest for Legal Career Professionals -- Week Ending 3/29/2013

Mar 29 Weekly News Digest for Legal Career Professionals -- Week Ending 3/22/2013

Twitter / PSLawNet

view all my feeds

Members can import any RSS feeds into their NALPconnect dashboard from external or community sources into their dashboard to aggregate and manage additional content. Three NALP feeds are currently available – NALP's Twitter account, NALP's website, and the PSJD Blog.

My Discussions

My Discussions

Discussions I've Contributed To

Regional Resource Council Committee
Member Profile Edits & Dues | 4 posts
Last post by Kimberly Yagelski 1 month ago
I second the "love the walkthrough page" comment. ...

View all

Discussions In My Groups

Diversity & Inclusion Section Committee
March 29 Diversity Dish! | 1 posts
Last post by Courtney Dredden 1 hour ago
Welcome to this week's Diversity Dish and Happy Friday....

View all

Recommended Discussions

Technology Advisory Group Committee
NALP Open House and Welcome Reception TAG Representative | 3 posts
Last post by Victor Massaglia 14 days ago
Yea!!! V

View all

view more

This module shows the most recent discussion you've contributed to/posted, the most recent discussion out of all of your groups, and recommended discussions from your groups. You can click View All for any option to see all of the activity.

Tip: Using the "Discussions I've contributed to" is helpful if you want to go back and check on replies for a discussion post.

Groups

Groups serve as an online area for members to interact around a particular topic, section, committee, task force, or membership category allowing them to contribute discussions, documents, and links.
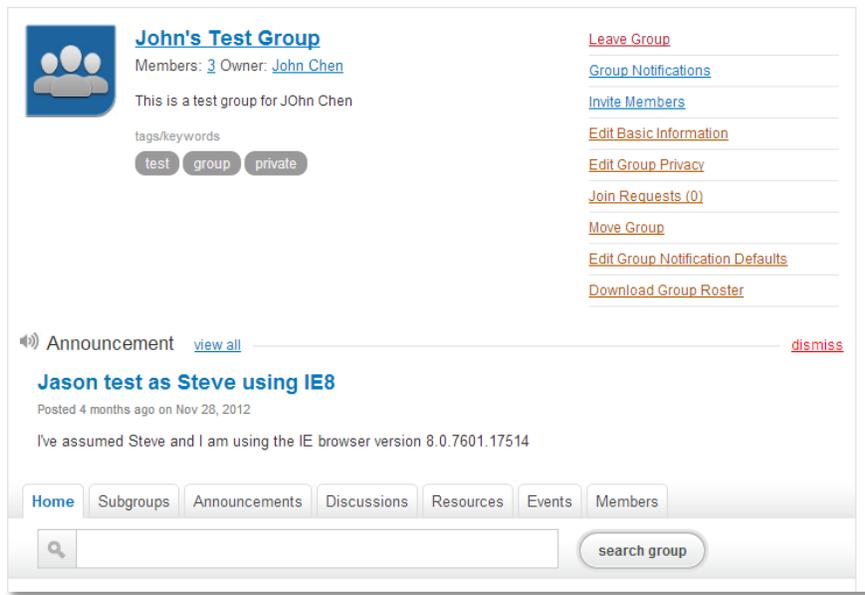
Discussions

NALPconnect discussion forums allow for dialogue around topics, interests, content or events. Each discussion board is unique for the group that it resides in. Use discussions to solicit feedback, communicate, and share ideas with other members in the group. The discussions feature should be the primary mode of communication within a group

To create a new discussion topic, go to the group in which you want to create the topic, click the Discussions tab within the group and press the **New Discussion** button on the right part of the screen.

*Tip: When posting a discussion item, compile the discussion within the discussion editor. If copying your discussion post content from Microsoft Word, use the **Paste from Word** Icon ( ) in the editor so that the correct formatting is applied.*

Tip: Every discussion topic created generates a notification email to all members in the group.

Announcements

Each group also has the ability to post announcements within the group. This is a less ideal posting for group activity because it does not provide the ability for members to respond or ask questions.

*Tip: When posting an announcement, compile the discussion within the announcement editor. If copying your announcement from Microsoft Word, use the **Paste from Word** Icon ( ) in the editor so that the correct formatting is applied.*

Tip: Every announcement created generates a notification email to all members in the group.

Subgroups

Subgroups provide a separate area within your group for a smaller subset of your group to conduct volunteer activity. Activity and postings within subgroups are viewable to all members of the parent group.

Tip: If your section, committee, work group, or task force would like a subgroup created please contact the NALPconnect Administrator (Lisa Quirk).

Resources

NALPconnect makes it easy to share files and working documents. Rather than e-mailing documents to the entire group and having to worry about version control, simply post the document to the resource section within your group. Members can post files, links, photos, or videos to the group. Another feature of the resources section is the Live Doc, which functions similar to a Google Doc, providing the ability to make live and group edits to a document. Live docs currently work best with text-based documents. When posting a resource members have the ability to add descriptive text to provide context for the resource.

Tip: Every resource created/posted will generate a notification email, so there is no need to create an additional announcement or discussion post announcing the resource unless you have specific directions for group members.

Events

The events tab provides an easy way for groups, sections, committees, task forces, and work groups to create and market basic events and conference calls. Post your scheduled conference calls through an event with the relevant call-in information and pass code.

Tip: Every event created will generate a notification email, so there is no need to create an additional announcement or discussion post announcing the event.

Tip: When creating an event, schedule the event at least seven days in advance. Since members can set their group notifications to instant, a daily digest, or a weekly digest, it is possible that group members will not see the notification of the event for a week.

Members

Every group in NALPconnect provides a listing of members in the group. This is especially helpful for sections as now you have the ability to view the individual members within your groups. The members list displays each member's title and organization while also providing the ability to send them a message within NALPconnect.

Notifications

Members have the ability to customize their notification preferences through **Edit My Settings** on the left side navigation in NALPconnect. Click the **Notifications** tab to access your Email Notification and Email Digest settings.

Email Notifications

Email Notifications controls overall NALPconnect notification settings such as the type of email you want to receive (HTML vs. Text only). You can also set preferences for whether you want to receive notifications for contact requests, new messages, group invites, or New Recommendations. These email notifications only control whether an email is sent to your email address. Members will still receive notification of these activities when they login to NALPconnect.

Email Digests

Email Digests provide members the ability to receive all their notification content in one email (set for daily or weekly distribution). Content included within the email digest includes activity (messages, contact requests, and group invites), group updates, and content alerts. Members can select if they want some or all of those activities notifications to appear in their Email Digests.

Group Updates. Members also have the ability to edit individual notification settings for each group in which they are a member. Members can customize their notification settings so they receive some group activity/updates as instant notifications and others with their daily/weekly Email Digest.

To manage your individual Group Updates, go to Edit My Settings > Notifications tab > Email Digests > Manage Individual Groups. These Account Settings allow you to select whether you want to obtain notification emails instantly or with your Digest for each group. If you select the Digest option, they will assume the Email Digest preferences set.

Within each group setting, members can select what activity they want to receive notification emails for – announcements, resources, new members, events, discussions, and replies.

Tip: Members should decide for which groups they want to receive instant notifications and which groups they would like to appear in their daily or weekly digest.

Tip: If you are a member of many groups, consider creating a separate box in your Email software (Outlook, gmail, Apple Mail, etc) for NALPconnect notifications. Then set a rule so that any emails from notifications@memberfuse.com automatically are sent into this folder.

Member Portal

The NALP member portal is the hub for your online member resources. The NALP Member Portal is your connection to accessing your members-only benefits, networking with peers and colleagues, and managing your membership information. This portal provides direct access to:
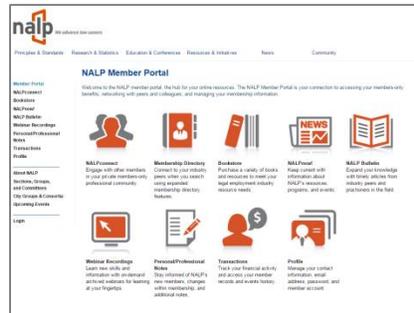
NALPconnect
Engage with other members in your private members-only professional community.

Membership Directory
Connect with your NALP peers when you search using expanded member directory features.

Profile
Manage your NALP profile information such as contact details, email address, password, and member account.

Bookstore
Purchase a variety of books and resources to meet your legal employment industry resource needs. The bookstore is also accessible through the NALP website. Accessing the bookstore through the member portal provides you with memberpricing.

NALPnow! Archives
Keep current with information about NALP's resources, programs, and events. The last eight issues are available online.

NALP Bulletin Archives
Expand your knowledge with timely articles from industry peers and practitioners in the field. The archive of past articles can be displayed by topic.

Personal/Professional Notes
Stay informed of NALP's new members, changes within the membership, and additional notes.

Webinar Recordings (Members-Only)
Learn new skills and information with on-demand archived webinars for learning at your fingertips.

Transactions History
Track your financial activity and access your member records and events history.

Frequently Asked Questions

1. **How do I update my contact information such as name, title, address, or email?**
   Membership information may be updated through the NALP Member Portal > Profile > Edit/View Information. Members may update their title but changes to their name, address, or email must be done through the NALP office by calling (202) 835-1001 or e-mailing info@nalp.org

2. **What does this error message mean: "Editing your profile has been disabled. Please contact your system administrator if any information is incorrect"?**
   Information that appears in the **Member Info** tab of your profile is pulled from your NALP Member Portal Profile and may not be edited through NALPconnect. Some information may be edited through the NALP Member Portal Profile while some information must be changed through the NALP office.

3. **How do I set my region?**
   Your region is set based on your membership location. If you or your office has moved please contact the NALP office to change your region.

4. **How do I set my Areas of Interest and Expertise?**
   Login to your NALP Member Portal Profile, click **Edit/View My Information**, and scroll to the bottom of the page to edit your Areas of Interest and Expertise.

5. **What is the difference between Email Notifications and Email Digests?**
   An **Email Notification** sends a separate email for each activity (based on your NALPconnect notification preferences) such as when a new member joins one of your groups, when a new discussion is posted, or has been replied to, or when a resource has been posted. An **Email Digest** takes all of the alert information that would normally appear in an Email Notification and combines it into a single email that is delivered daily or weekly (based on your NALPconnect notification settings).

6. **How do I create subgroups in my groups?**
   Subgroups must be approved and created by a NALPconnect Administrator. To request a new subgroup contact Lisa Quirk at the NALP office.

7. **How do I upload or share a file within a group?**
   To upload a resource file, link, photo, video, or create a Live Doc visit the group in which you want to upload the resource. Then click the **Resource** tab and fill out the appropriate fields and hit submit.

8. **Can I set notification preferences for individual groups?**
   Yes, to set notification preferences for each group go to **Edit My Settings > Notifications > Group Updates > Manage Individual Groups.**

9. **I have my notifications setting configured correctly, but I am not receiving any of my notifications.**
   Check your mail spam folder and/or your server spam filter software. There have been reports of the system not generating notification emails after a discussion or announcement has been created. If you are unable to locate a notification email after checking your spam and/or server spam filter contact the NALP office.

Posting an Announcement

Each group also has the ability to post announcements to group members. **Announcements do not provide the ability for members to respond or ask questions**. When posting an announcement, compile the announcement within the announcement editor. If copying your announcement from Microsoft Word, use the **Paste from Word Icon** to ensure the correct formatting is applied. Every announcement created generates a notification email to all members in the group.

1. Navigate to the Group you want to post an announcement in by moving your mouse over **Groups** in the main navigation menu. A drop down menu will appear; click the type of group you want to navigate to (e.g. **Sections**).
2. The list of groups will appear. Click on the name of the group to open the group's NALPconnect page.
3. Within the group's page there will be a list of tabs. Click the **Announcements** tab.
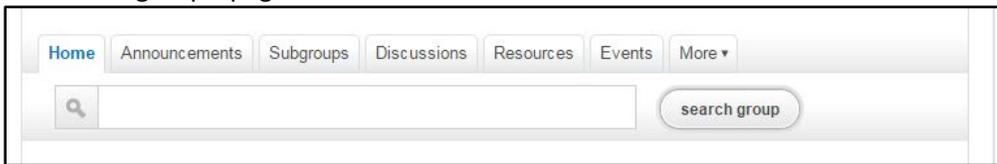
4. Underneath the Announcements tab click the blue link: **Add Announcement.**

5. Include a **title** for the announcement (e.g. Section Conference Call on June 7 at 2:00pm MT).
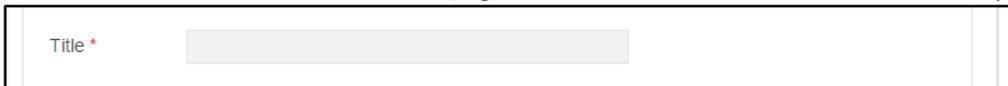
6. Within the body of the **announcement** you can include an agenda, call-in information, and/or anything else you wish to communicate. Copying and pasting from MS Word can cause formatting issues. If you do copy and paste from Word, be sure to use the **Paste from Word** icon.

7. Click Submit and NALPconnect will create the announcement and a notification email will be sent to members in the group based on their notification settings.

Posting a Discussion

Each group also has the ability to post discussions to group members. **Discussions provide the ability for members to respond or ask questions**. When posting a discussion, compile the discussion within the announcement editor. If copying your discussion post from Microsoft Word, use the **Paste from Word Icon** to ensure the correct formatting is applied. Every discussion post and reply created generates a notification email to all members in the group.

1. Navigate to the Group you want to post a discussion in by moving your mouse over **Groups** in the main navigation menu. A drop down menu will appear; click the type of group you want to navigate to (e.g. **Sections**).
2. The list of groups will appear. Click on the name of the group to open the group's NALPconnect page.
3. Within the group's page there will be a list of tabs. Click the **Discussions** tab.

4. Underneath the Discussions tab click the gray box: **New Discussion**.

5. Include a **title** for the discussion.

6. Within the body of the **discussion** you can include a question or link, or respond to an earlier discussion post. Copying and pasting from MS Word can cause formatting issues. If you do copy and paste from Word, be sure to use the **Paste from Word** icon.
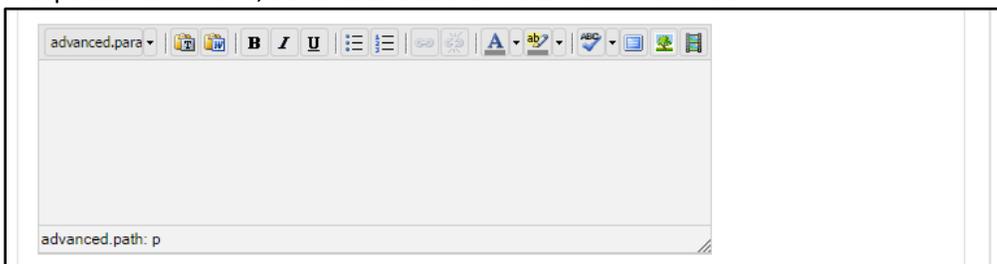
7. Click Submit and NALPconnect will create the discussion and a notification email will be sent to members in the group based on their notification settings.

Creating an Event

The events tab provides an easy way for groups, sections, committees, task forces, and work groups to schedule events and conference calls. Ensure that events are created within your specific group and not on NALPconnect's global event calendar. Each event created will generate a notification email, so there is no need to create an additional announcement/discussion post announcing the event.

1. Navigate to the Group you want to post the event in by moving your mouse over **Groups** in the main navigation menu. A drop down menu will appear; Click the type of group you want to navigate to (e.g. **Sections**).
2. The list of groups will appear. Click on the name of the group to open the group's NALPconnect page.
3. Within the section's page there will be a list of tabs. Click the **Events** tab.

4. Underneath the Events tab click the gray box: **Create.**

5. Enter an **Event Name**.

6. (Optional)
   If the event will be held via an online platform (e.g. Go To Webinar, Adobe Connect, etc) consider providing a **registration link**.

7. Enter a **location** or call-in number for the event.

8. Enter the **Start Date & Time** and expected **End Date and Time**.

9. Use the **Description** field to enter any relevant information for the event and/or a purpose, overall description, or agenda for the event.
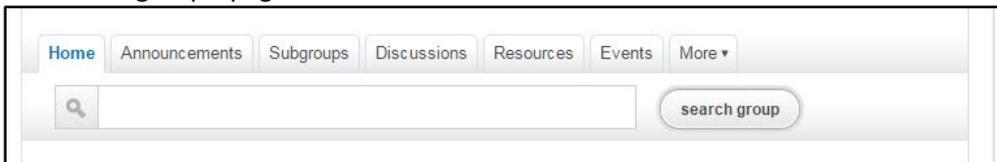

10. Click **Submit** and NALPconnect will create the event and a notification email will be sent members in the group based on their notification settings.

   Note: Events may not be edited by section members. If a change is needed please contact John Chen (jchen@nalp.org) or Lisa Quirk (lisa@nalp.org) at the NALP office.

Managing Your NALPconnect Notification Settings

To Set Your Overall NALPconnect Notification Settings

NALPconnect provides users the ability to set the frequency of their notification emails and the format in which they receive them. Users may the format in which they receive emails, which activity generates a notification email, and the frequency of their email digests.

1. Login to **NALPconnect**
2. Click **Edit My Settings** on the left side of your dashboard (next to your photo).
   Note: Users' setting page allows them to control a number of items related to their NALPconnect profile and experience (i.e. Community Profile, Member Info, Photo, Notifications, Password, and which information is displayed)

3. Click the **Notifications tab.** From the Notifications tab users may:
   a. Set the **Type of Email** they wish to receive (HTML vs. Text)
   b. Set which activity they will **Receive Email Notifications** for (contact requests, new messages, group invites, new recommendations).

c. Set the frequency of their **Email Digests** (daily, weekly, never). Under **Email Digests** users may also determine which global activity is included in their Email Digest

Note: Content and activity that appears within users' Email Digest must be individually selected from the Group's Notification Settings.

To Unsubscribe From a Specific Discussion Post

If users find a particular discussion post is not of relevance to them, they may unsubscribe from an individual post. This allows them to continue to receive all other notifications from within the group, but not of a particular discussion post. This is an ideal solution for those who wish to remain informed by a group but may not be interested in a specific discussion.

1. Login to **NALPconnect**
2. Click **Groups** (main navigation bar) and navigate to the group that has a discussion item from which you wish to unsubscribe. (i.e. Groups > Region > Southeast region).
3. Select the **Discussions tab** within the group (between Subgroups and resources)
4. Locate the discussion you want to unsubscribe from and click.
5. On the Discussion Post there is an option to **Unsubscribe**. Click the Unsubscribe link.

6. Once you have Unsubscribed from a discussion the link will switch to **Subscribe**.

To Unsubscribe From All Notification From a Group

Sometimes users may wish to not receive any notification emails but still maintain membership in a group, or would prefer to visit their individual groups to obtain new information and updates. As described above you can unsubscribe from individual discussions; a more drastic solution would be to unsubscribe to all notification emails from a group. This solution requires the user to be much more diligent about their NALPconnect usage since group activity is no longer "pushed" to their inbox.

1. Login to **NALPconnect**
2. Click **Groups** (main navigation bar) and navigate to the group that has a discussion item that you want to unsubscribe to. (i.e. Groups > Region > Southeast region).
3. Select the **Group Notifications Link** within the group (top right corner under the navigation menu)
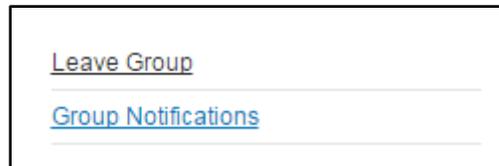
4. From the **Group Notifications** page you may:
    a. Select how often you **Receive Notifications From the Group (**Instantly, With Your Digest, Never).
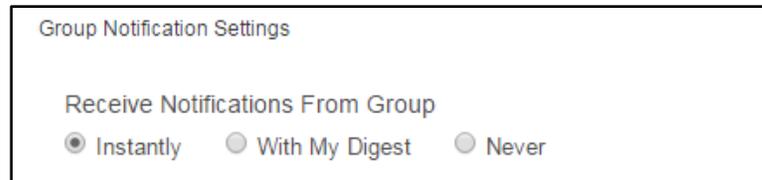
    b. Select the activity which you want to **Receive Group Updates** from (Announcements, Resources, New Members Joining, When Events are Created).
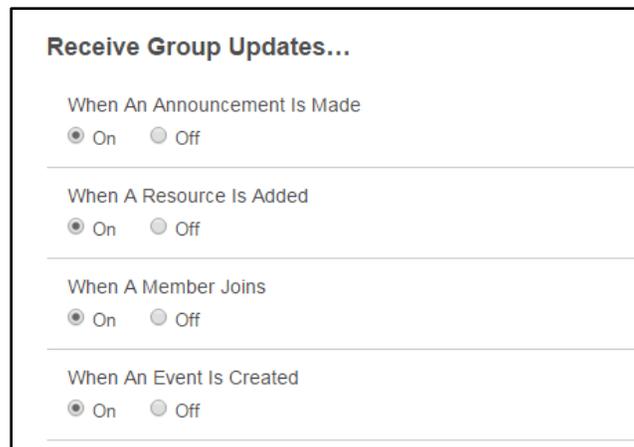
c. Select your preferences for when you **Receive Discussion Updates** (When a new discussion is created, when a post is added to a discussion you are subscribed to [discussion post replies].

Receive Discussion Updates…

When A New Discussion Is Created
◉ On   ○ Off

When A Post Is Added To A Discussion You Are Subscribed To
◉ On   ○ Off

d. Each item in the group that generates a notification email may be set to **On** or **Off**

Note: The Group Notifications Settings are an specific to each of your groups -- in order to adjust the notification email settings for your other groups, users must repeat this process in other groups.

5. On the Group Notification page users may also **unsubscribe from specific discussion** posts.

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
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.	Recommended list of individual volunteers and what role each volunteer will play.	Provide the target date for completion of each part of the project and the projected completion date.	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.

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
Gauge law firm support for participation in a Canadian Directory of Legal Employers modeled after NALP's Directory of Legal Employers.	Leader: Kara Sutherland. List each work group member with respective roles and responsibilities.	Provide the target date for completion of each part of the project and the projected completion date.	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.

Tab 6 **Annual Education Conference Request for Proposals Form**

![nalp - We advance law careers]

March 2016

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 2017 Annual Education Conference in San Francisco. 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 20, 2016. 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 2017 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.

NALP Annual Education Conference 2017
Request for Proposals:

RFP Form in Word to Prepare Your Draft

The on-line 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 on-line system at
http://www.surveymonkey.com/s/RFP_2017_Annual_Conference

Please note:

- All concurrent sessions for the 2017 Annual Conference will be 75 minutes in length.
- Panels will be limited to 4 presenters, including the moderator.
- Only on-line 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, e-mail, 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 Director of Communications, Janet Smith (jsmith@nalp.org) by <u>Friday, June 17, 2016.</u> The NALP Office will do its best to accommodate preferred publication times, but some adjustment may be necessary. Later proposals arising from the group's work during the year may be submitted but may not be able to be accommodated as quickly. 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). If you would like to submit a proposal for the August issue (copy due July 1), you can send that article proposal to Janet earlier than your other proposals.

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 Bulletin submissions. Because of the need to present a mix of topics in the Bulletin, multi-part series on a single topic are discouraged and may not be accepted as 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.

Group Name: _____

I.   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

II.   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 5, 2016
To:	Fred Thrasher, NALP Deputy Director Lisa Blair, NALP Board Liaison, Canadian Section
Cc:	Maryanne Forrayi, Canadian Regional Representative Marla Billinghurst, CLCDN liaison to NALP
From:	Stacy Keehn, Canadian Section Chair
Re:	**NALP Canadian Section Third Quarterly Board Report**

The following is an update from the Canadian Section on the activities of the Working Groups. I understand that Maryanne Forrayi, the Canadian Regional Representative, will be submitting a report to you under separate cover and that the focus of her report is on activities and market trends in the Canadian Region. In addition, I understand that Marla Billinghurst, the CLCDN liaison to NALP, will be doing the same with a school side focus. We are doing our best to coordinate our activities and reports to minimize overlap.

Bulletin Articles:

Four bulletin articles have been submitted by the Canadian Section:

Article	Contributor(s)	Issue
Enhancing the Pathways to Practice in Ontario	Claire Hepburn and Will Morrison	September
What Steps Can Students Take to Prepare for a Non-Traditional Career Path?	Leann Beggs	October
Recruiting and Supporting Indigenous Law Students in Canada	Terri Karpish	December
The Law Practice Program (LPP) in Ontario: A Practical Path to Lawyer Licensing	André Bacchus	February

One additional article has been submitted and is due to be published in March

Article	Contributor(s)	Issue
Le Programme de pratique du droit: Building Community Engagement through Experiential Legal Training	Karine Laframboise and Anne Levesque	March

Working Group Reports:

1. Summer and Articling Working Group (SAWG)

Vice-Chairs: Emily Orchard (University of Toronto) and Nancy Stitt (Goodmans – Toronto)

Members: Christina Beaudoin (Osler – Toronto), Lesley Bell (Lenczner Slaght – Toronto), Danielle Traub (Torys – Toronto), Natalie Zinman (Gowlings LLP – Toronto) Ari Blicker, (Aird & Berlis –Toronto), Jennifer Lau (UBC Law), Frances Mahil (Davies – Toronto), Mya Rimon(Osgoode Hall laws School) , Julie Chabot (uOttawa), Heather Wiltse (uVic), Marla Billinghurst (University of Manitoba), Carmen Rendall (McMillan – Toronto) Kari Abrams (Blakes – Toronto), Carol Chestnut (Stikeman Elliott – Vancouver)

Report:

At the time we provided our last report, the Summer and Articling Working Group (SAWG) was planning on moving forward to discuss and propose changes to the Toronto recruitment procedures which are governed by the Law Society of Upper Canada (LSUC). In October, the group was advised by the LSUC that they intended to introduce adjustments to next year's versions of the documents governing law student recruitment in Ontario, and requested comments on the these changes.

The working group met in November and discussed the LSUC proposals relating to remote interviewing, early offers to existing summer students, and a "cooling off" period before offers are made or accepted. The group then had a preliminary call with the LSUC to discuss feedback and determine the best way to move forward. The Canadian Law Career Development Network (CLCDN) also met to discuss the new proposals. On December 2nd, The SAWG Vice-Chairs led a discussion at the NALP Canadian Winter Meeting on the changes, to get feedback, discuss concerns and alternatives, and then shared this feedback with the LSUC (who were present at the meeting).

The new LSUC Rules have since been published (January, 2016) and SAWG members have had initial follow up discussions with the LSUC. We will continue to discuss these changes and other proposals, as well as monitor and discuss the effect of the changes.

Also since the last report SAWG has updated and distributed the dates and links for the 2015 Best Practices for Summer and Articling Recruitment Activities.

2. Canadian Directory of Legal Employers Working Group

Vice-Chairs: Robyn Marttila (Western Law) and Marie Harding (McInnes Cooper – Halifax)*

Members: Catherine Bleau (Osler LLP – Montreal), Maryanne Forrayi (University of Calgary), Nicole Lecours (Stikeman Elliott – Calgary), Clea Ward (University of New Brunswick), Jordana Laporte

(University of Toronto), Andre Bacchus (LPP – Ryerson), Christi MacCauley (Thompson Rivers University), Erin Wilcott (Aikins MacAulay & Thorvaldson – Winnipeg)

Report:

The group worked with NALP to refine some of the wording on the site and develop a more user-friendly two page organizational snapshot which was rolled out in December.

The group is continuing to promote the CDLE to prospective employers with a particular emphasis on outreach to government and public interest employers as well as employers in underrepresented regions such as the prairies and eastern Canada.

The working group has a conference call scheduled for February 11, 2016.

3. Diversity Group Working Group

Vice-Chairs: Anna DeCia-Gualtieri (University of Windsor) and Lynn Iding (McInnes Cooper – Halifax)

Members: Leeann Beggs (Gowlings LLP – Ottawa), Marla Billinghurst (University of Manitoba), Alison Cowan (Farris, Vaughan, Wills & Murphy LLP – Vancouver), Emily Finn Galer (Dentons Canada LLP–- Vancouver), Christi McAuley (Thompson Rivers University), Margaret Seko (Bereskin & Parr LLP – Toronto), Susanna Tam (McCarthy Tetrault LLP – Vancouver & Calgary), Stuart Whittingham (Miller Thomson LLP – Toronto)

Report:

The diversity working group planned and delivered the second NALP Canadian Diversity Summit in Toronto on December 1st. Approximately 60 people attended. The conference focused on the retention and advancement of women, racialized lawyers and Aboriginal lawyers. Feedback from attendees was very positive. The working group will be meeting in February or March to begin planning for 2016. Plans for 2016 will likely include educational offerings and expanding the group's online repository of diversity and inclusion resources.

4. Winter Meeting Working Group

Vice Chairs: Kim Bonnar (Osgoode Hall Law School) and Jessica Watkins (Miller Thomson LLP – Toronto)

Members: Leeann Beggs (Gowlings LLP – Ottawa), Pamela Cyr (UBC Law), Karine Laframboise (uOttawa), Patti MacDonald (Gowlings LLP – Toronto), Emily Orchard (University of Toronto), Mya Rimon (Osgoode Hall Law School)

Report:

The Canadian Winter Meeting Working Group planned and delivered the Navigating Change themed Winter Meeting on December 2nd, 2015 at the offices of Miller Thomson LLP in Toronto. Approximately 75 people attended. The conference started with a panel on the future of law, a coaching session dedicated to helping lawyers and students prepare for career change and a workshop on strategies for navigating change. The emphasis on professional development was well received by the attendees.

5. National Recruitment Survey Working Group

Vice Chair: Jordana Laporte (University of Toronto)

Members: Julie Banting (Queen's University), Lesley Bell (Lenczner Slaght– Toronto), Julie Bevan-Pritchard (Bull Housser Tupper – Vancouver), Kim Bonnar (Osgoode Hall Law School), Julie Chabot (uOttawa), Maryanne Forrayi (University of Calgary), Marketta Jokinen (BLG – Vancouver), Jennifer Lau (UBC Law), Nicole Lecours (Stikeman Elliott – Calgary), Emily Orchard (University of Toronto), Susanna Tam (McCarthy Tétrault – Vancouver & Calgary), Danielle Traub (Torys – Toronto), Heather Wiltse (uVic)

Report:

The results of the most recent Fall survey, which solicited feedback regarding 2nd year summer 2016 recruitment process in Toronto, Vancouver and Calgary, will be summarized and distributed via NALP Connect in February. Employers who received specific comments will be emailed individual reports as well. The Fall survey included new quantitative questions regarding employer behaviour, which will be included in subsequent surveys. For the first time in the survey's history, the Fall survey solicited feedback on Calgary recruitment.

The working group has finalized the content of the Winter survey, which will solicit feedback on the Toronto and Calgary first year summer 2016 recruitment processes and the Ottawa second year summer 2016 recruitment process. This survey will be distributed to students in late-February. Preliminary results from this survey will be presented at the Canadian Section meeting during the Annual Education Conference in April 2016.

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.

6. OCI Advisory Group

Vice-Chair: Margaret Seko (Bereskin & Parr – Toronto)

Members: Stacy Keehn (Immediate Past Vice-Chair, uOttawa), Julie Banting (Queen's University), Bibiane Bijsterveld (Faskens – Vancouver), Patricia Neil (University of Alberta), Shannon Leo (Norton Rose – Toronto)

Report:

The OCI advisory group has finalized and circulated the 2016 OCI Schedule. The group has a preliminary meeting about the 2017 Schedule in January and has a conference call scheduled for February 12 to continue working on the 2017 schedule.

7. Industry Data Collection Working Group

Vice-Chair: Alexandra Overchuk (WeirFoulds – Toronto)

Members: Jim Leipold (NALP), Margaret Seko (Bereskin & Parr – Toronto), Emily Orchard (University of Toronto), Jordana Laporte (University of Toronto), Lisa Blair (Borden Ladner Gervais – Ottawa), Kathleen Behan (University of Windsor)

Report:

During the working group's conference call on February 4 the scope of data collection given existing US NALP surveys, reporting and resources was discussed. The following data collection was considered: student data post-graduation, associate salary survey, NALP member salary survey, attrition data, and broadly diversity data.

Based on the discussion, the working group agreed to move forward with two items. First, a review of whether the current US NALP attrition survey could include Canadian firm data if the data was submitted and second, to implement a Canadian NALP member salary survey.

The working group agreed that additional research is required to assess how to proceed with associate salary surveys given that The Law Office Management Association ("TLOMA") already conducts an associate salary survey that is available to many firms. With respect to diversity data, the working group also agreed that additional research is required to assess how to proceed with data collection in the Canadian context. Lastly, while there is strong interest to secure student data (e.g., hired back, salary, debt load and demographics, etc.) the schools do not have sufficient internal resources required to survey and track responses. The working group has deferred this data collection for the immediate term.

With the clarity on the working group's next steps, the group would like to add a Western Canada firm representative and have confirmed that Will Morrison of the Law Society of Upper Canada will participate in meetings on an ad hoc basis.

To: Fred Thrasher, NALP Deputy Director
        Lois Casaleggi, Board Liaison
        NALP Board of Directors
From: Amy Killoran, Chair, Judicial Clerkship Section
Date: February 4, 2016
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 Tuesday, November 3, 2015, the Judicial Clerkship and Recruiting sections held a joint conference call to discuss the interplay of judicial clerkship and law firm hiring. Approximately 57 NALP members participated in the call, which proved to be a productive dialogue between school and employer participants. Law schools shared the present timeline of clerkship hiring and how students are advised, and law firms shared how their firms viewed judicial clerkship hiring and its impact on both summer associate hiring and "gap year" clerkship hiring, where judges hire law clerks to begin one or more years after they graduate.

On Tuesday, January 26, 2016, the Judicial Clerkship section held its third quarter conference call, which discussed the visit of section members to the Judges' OSCAR working group meeting in November, the introduction of "OSCAR II," a reminder of the date that rising 2Ls will be able to access OSCAR in 2016, and other work group updates, including recently-published articles in the NALP Bulletin and the forthcoming guide to administrative law judge (ALJ) clerkships. Turnout was slightly lower than usual, with much of the East Coast still digging out from a snowstorm – approximately 30 members participated in the call.

The section will hold its final call of the NALP year before the Boston Annual Education Conference on March 10, during which we will brainstorm RFP topics for the 2017 Annual Education Conference as well as receive updates from work groups.

Work Group Status Reports

OSCAR (Susan Staab, Chicago):

The Judge's OSCAR Working Group met November 6, 2015. In addition to the two NALP Representatives who are non-voting members of the Judges' OSCAR Working Group, Susan Staab (University of Chicago Law School) and Eric Stern (UC Berkeley School of Law), the Judges' OSCAR Working Group also invited back the Judicial Clerkship section chair, Amy Killoran (Georgetown) and members of the NALP OSCAR Working Group and Law Clerk Hiring subcommittees to participate in a discussion of the most recent hiring season and to provide feedback for an updated version of OSCAR.

The morning portion of the meeting consisted of NALP and OSCAR representatives. The AO OSCAR representatives started a discussion on "OSCAR II". OSCAR was created 10 years ago and its core functionality remains unchanged. However, OSCAR must adopt modern web and programming practices to improve usability, deliver service to mobile devices, employ modern web terminology and conventions. AO staff provided statistics that most first time visits to OSCAR are currently via mobile device and that OSCAR is limited in its effectiveness on such devices.

The AO emphasized the role that the law schools played in the development, adoption, and success of the current OSCAR system and expressed interest that this successful partnership should continue. The AO will work with the NALP representatives to identify the members of a law school advisory group to consult on the development of OSCAR II. The AO will issue a survey to law schools to gather feedback on the current system. The law school advisory group will participate in brainstorming ideas and make recommendation to the AO for functionality of the law school, applicant, and recommender interfaces in OSCAR II.

The afternoon portion of the meeting involved the judges and other non-voting members (other law school representatives and Deans). One recommendation made by NALP representatives was to eliminate the two-date process for rising second-year law students to gain access to OSCAR and provide a single date for full system access. A discussion followed regarding the appropriate access date (June 1, July 1, or August 1). The law schools all agreed that August 1 was too late because of on-campus interviewing programs. The judges ultimately decided July 1 would be the date rising 2Ls would receive full system access to OSCAR.

AO OSCAR representatives reported an increase in postings when communications were sent by the AO or NALP. Based on the effectiveness of such communication, the Working Group recommended the AO Director send a memorandum to all federal judges twice a year in January and July. The Working Group also requested NALP send the follow up postcard to all judges in August. Judges present at the meeting all had positive comments regarding the postcard and how it helped them remember to post their own positions.

The OSCAR Program Office also conducted webinars for law school members in January that addressed key statistics and trends from the 2015 hiring cycle, the July 1 access date for rising 2Ls, software enhancements planned for the current version of OSCAR (OSCAR 7.8), and the future of OSCAR (OSCAR II).

The Working Group will convene its next annual meeting in fall 2016. In the interim, the NALP OSCAR Working Group will continue to work in collaboration with the AO on the current OSCAR system and "OSCAR II".

State Courts (Greta Trakul, Michigan):

The State Courts Working Group updated several existing entries in the *Insight and Inside Information for Select State Court Clerkships* and uploaded it as a resource on NALPconnect. We have asked for volunteers to update other existing entries to reflect the changes in hiring at the state court level in response to the earlier federal court hiring. We will

continue to conduct individual outreach to member schools in the states for which the *Guide* currently lacks information. Volunteers to assist with the updates and outreach to member schools are welcome.

Roman Chaban at Catholic University has volunteered to explore the possibility of using NALPconnect to facilitate state court judicial clerkship applications.

Federal Clerkship Hiring Timeline (Greta Trakul, Michigan, and Michele Hoff, Connecticut):

The Federal Clerkship Hiring Timeline Working Group participated in the annual Federal Judges' OSCAR Work Group meeting in November, presenting and discussing the information gathered from members of the Judicial Clerkship Section. In the coming months, the Working Group will provide feedback to the Administrative Office of the Courts on the new, updated version of OSCAR that is now in the development stages. The Working Group will also continue to monitor federal court clerkship posting and hiring practices.

Programming and Resources (Maureen Kieffer, Loyola, and Diane Cross, Cincinnati):

Section volunteers are finalizing the updates to the *Federal Administrative Law Judges Post-Graduate Clerkship Hiring Guide,* including hiring information updates, re-formatting to a Word version, providing contact information via excel to assist with applications, and information regarding agencies that hire attorney advisers in lieu of clerks. The work group anticipates posting the resource on NALPconnect by mid-February.

For the 2016 Annual Education Conference in Boston, the Judicial Clerkship Section submitted seven RFPs. The following five were selected:

1. Wed., April 13 at 10:45, Mastering the Rolling Federal Clerkship Process, Amanda Furst, Michele Hoff, Shana Hansen
2. Thurs., April 14 at 9:00, Creating Clerkship Connections: Judicial Networking Strategies for You and Your Students, Jocelyn Salvatori, Shannon Schaab, and Ginna Galbraith Pastrano
3. Thurs., April 14 at 10:45, If At First You Don't Succeed, Apply Again! Motivating Students to Apply for Judicial Clerkships, Diane Cross, Julie McLaughlin, Erin Scherzer
4. Fri., April 15 at 10:30, Spotlight on Specialty Courts in the Northeast and Beyond, Betsy DiPardo, Jaya Saxena, Katelyn Ellermann, Victoria Braga
5. Fri., April 15 at 1:45, Judicial Clerks in the Job Market: Opportunities and Challenges for Employers and Counselors, Marilyn Drees, Nicole Oddo Smith, Charlotte Wager

In addition, Diane Fears published an article examining the intersection of diversity programs and clerkships in the September NALP Bulletin, Janet Siegel Brown published an article related to behavioral interviewing in judicial clerkships for in the October NALP Bulletin, and Michelle Hoff published an article on pathway programs to judicial clerkships in the January NALP Bulletin.

During the March 10 section conference call, members will begin to brainstorm RFP and Bulletin topics; Maureen Kieffer has agreed to again spearhead the collection of RFPs.

<u>Environmental Scanning and Miscellaneous</u>

Federal clerkship hiring continued over the past quarter for the 2017 term, with an increasing number of judges hiring for the 2018 term or beyond. State courts continue to proceed along their own timelines, with a good number actively hiring or having hired for the 2016 term, and an increasing number of judges, especially in state highest courts, beginning their recruitment of law clerks for the term beginning in fall of 2017.

To	Anna Whitener, NALP Board Liaison, Recruiting Section
	Fred Thrasher, NALP Deputy Director
From	Lynn Ann Herron, 2015-2016 NALP Recruiting Section Chair
Date	February 4, 2016
Subject	NALP Recruiting Section Third Quarter Board Report

Please find below a report of the Recruiting Section's activities during the third quarter of the 2015-2016 NALP Year.

Summary

Members of the Recruiting Section are kicking off 2016 with a busy lateral and first-year law student hiring and outreach season. Our most recent section call was held on January 14, 2016. On this call the Section provided members the opportunity to hear an update from our Board liaison and a report from our Vice-Chairs on the Bulletin articles approved and other projects completed and going forward, discussed our plans for 1L hiring and outreach, lateral hiring in the new year and changes to the summer program dates in light of the earlier recruiting season. Further information regarding our discussion and the progress of each of our work groups and vice chairs is outlined below.

In addition, I spoke on the Mid-Atlantic Region call on September 22 and the Regional Resource Council call on October 7 to report on the activities of the Recruiting Section and encourage active participation from the members.

15 members have joined the Recruiting Section since April and I have been reaching out to them to welcome them, encourage their participation and act as a resource.

Work Groups

Annual Education Conference Planning (RFPs)
Vice Chair, Lesli Hutchinson (Proskauer, Los Angeles)

Work for this group was completed in the second quarter. We look forward to seeing the 13 programs that were selected in action in Boston in early April!

NALP Bulletin Submissions
Vice Chair, Kathy Schmidt (Wiley Rein, Washington, DC)

Work for this group was completed with the article published in the February Bulletin: *Maintaining an Effective Recruiting Strategy When the Firm is Changing* authored by Irena McGrath. In total, Kathy facilitated the publication of three articles on behalf of the Section.

Entry Level Recruitment/OCI
Vice Chair, Nicole Oddo Smith (Dechert, Philadelphia)

This subgroup coordinated a joint call with the Judicial Clerkship Section on November 3. The call consisted of a facilitated discussion on the impact of early clerkship hiring and gap years on law firm recruiting and counseling law students. We also discussed how firms should communicate clerkship policies and how

schools should counsel students when they are interviewing for clerkships. It was a lively and informative discussion. We hope to schedule another call in 2016.

Lateral Recruiting Subgroup

Vice Chair, Cathy Maiorana (K&L Gates, Boston)

This subgroup will host a call on February 24. A group is currently reviewing and updating the Lateral Hiring Best Practices Guide, with an initial deadline of February 12 to submit edits. A subset of this group is reviewing the Guide to determine if it should be supplemented with information specific to partner recruitment or a separate guide should be created. In addition to Cathy Maiorana, the follwoign members are helping with this project: Kathryn Ball, Lindsay Baumgardner, Dina Billian, Bryan Hauhe, Jack Herzog, Yedida Hiller, Chia Kang, Beth Landers, Christine McWilliams, Lynn Traverse and Mary Wassel.

We will share the draft on NALPConnect and will see member input on our next conference call in early March. Section feedback will be incorporated and the final version will be submitted to the Board before the end of the fourth quarter.

Small/Mid-Sized Firm Subgroup

Vice Chairs, Soraya Walden (Jackson Walker, Dallas) and Anastasia Cappelli (Stradley Ronan, Philadelphia)

The small/midsized firm subgroup hosted a call on January 19. During that call the members discussed Juggling Multiple Hats including: delegating tasks to other members within your team or other administrative departments within the firm, time management: identifying and pacing your day, after hours: accessibility, remote access, are you always "on the grid", expectations from your firm's management regarding face-time in the office, responsibilities, autonomy, oversight, managing other employees, changes and increase in responsibility and oversight; acknowledgement of increased responsibility, collaborating with other departments (Diversity Committee, Associate Committee, Hiring Committee, Management Committee, Executive Committee, etc.) and trends: Increase in lateral hiring, summer associate hiring, market trends, and practice group trends.

The group will also plan to get members of the small/midsized employer community together at the Annual Education Conference and host a post-conference call to connect and discuss sessions relevant to the group.

Recruiting Summit Planning Committee Liaison
Lynn Herron (Hogan Lovells, Washington, DC)

The annual Legal Recruiting Summit was held on January 28, 2016 and attendance was at capacity. The Summit included presentations and discussions around how law schools, employers and clients influence the future of legal education and lawyer development, an interactive program on ethical and professional responsibilities within the industry and an insider's view of the market and the fall recruiting survey results. In addition, there were roundtable discussions facilitated by members who tracked "best ideas" which were turned into NALP at the end of the day. Many thanks to my fellow Legal Recruiting Summit Planning Committee Members: David Diamond (Northwestern), Kelly Mixon Morgan (Fish & Richardson), Melissa Maynard Leger (Stanford) and Nicole Lancia (Bryan Cave). Also much appreciate to the table facilitators who were "volun-told", but handled their duties with smiling faces, as all good NALP members do: Adriane Kyropoulos (Duke), Natalie Quinn (Fox Rotschild), Amy Jones Mattock (Georgetown), Caroline Menes (Proskauer), Patrice Hayden (UVA), Lindsay Callentine (Morgan Lewis), Nicole Cohen (Fitzpatrick, Cella),

Alissa Golden (Schulte), Mariel Staszewski (Penn), Lesley Stumphauzer (Freshfields), and Julieta Strubrin (Fenwick).

We look forward to the Lateral Recruiting Summit in June 2016!

January Section Call

Our January call had over 40 members dialed in, but they were not as talkative as they have been in the past. We discussed lateral hiring, 1L hiring and outreach, and offered an opportunity for members to ask questions. Some key points from this discussion and other outreach discussions I have had with members:

- Lateral hiring remains strong and is competitive, particularly in the Corporate/M&A practice. From the discussion it appears that members could use more programming and resources around lateral hiring and the market across regions. There has been a focus on this through the Annual Education Conference and the Lateral Recruiting Summit later this year, and the subgroup should be a resource. The section and our members need to make the most of these resources, but since we know not everyone can attend everything, if there is a way to "package" the materials/recordings from lateral specific programming to be easily accessible to members, I imagine it would be well received from the membership.

- 1L hiring and outreach appears to be picking up again this year. As the 2L recruiting moves earlier, it is evident to our members that we need to be actively engaged with law students as early as possible. This is an area that impacts all members who are responsible for recruiting, whether they are employer or law school members. Members could benefit from some additional data on 1L hiring and outcomes and programming related to hiring and outreach. The Section has incorporated more of this into programming and Bulletin articles in the past two years. However, this may be an area where a "Best Practices" guide or "FAQs" could be useful, including include information on ethical practices within the NALP Principals and Standards.

- Employer members are focused on incorporating new technology into their process, or developing skills with the systems they already have, particularly around HRIS systems and recruiting database software. It could be beneficial to consider a subgroup of the section on technology. Members could be encouraged to share best practices in working with software that is widely used or known or information on their experience in incorporating new systems into their processes and procedures. Again, perhaps a best practices guide or FAQs. A Bulletin article or two could be helpful too. While the software companies offer some support, most of the technology we use is highly customizable and the software companies do not always speak our language as fluently. Members need ways to make their daily workload more manageable, and sharing knowledge on making the most efficient use of our technology could be very helpful.

Our next call is scheduled for March, in advance of the Annual Education Conference. We plan to solicit feedback on the Lateral Recruiting Best Practice Guide, a report from the Small/Midsized and Lateral Subgroup calls and, following the lead of the past two section chairs, will begin brainstorming RFP ideas for the 2017 conference. This practice has been very successful and allowed the Section meeting at the Annual Education Conference to be more productive and help the RFP process be a little less painful.

We hope you found the above summary helpful in providing an overview of our active projects, achievements and member discussions to date.

Please feel free to contact me with any questions you may have.

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.	☐	☐	☐
Conducts regular conference calls or webinars	☐	☐	☐
Communicates with the section by posting announcements/resources on NALPconnect	☐	☐	☐

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):_____

☐ 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):_____

☐ 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:

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):_____

☐ 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):_____

☐ 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):_____

☐ 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:

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

PACIFIC MOUNTAIN CENTRAL EASTERN

Seattle Area
425 Everett
206 Seattle
253 Tacoma

Minneapolis Area
612
763
952

Chicago Area
312/872
630/331
708
773/872
847/224

Detroit Area
248/947 Pontiac
313 Detroit
734 Ypsilanti

Newfoundland
709 Prince Edward Island

New Brunswick
506

Nova Scotia
902

VANCOUVER 604/778 British Columbia 250
Alberta 780
Saskatchewan 306 REGINA
Manitoba 204
807
705
Ontario
418 QUEBEC
Quebec 819
450 514

WA 360 SEATTLE SPOKANE
503/971 PORTLAND
OR 458/541 509
ID 208 BOISE
MT 406 BILLINGS
ND 701 BISMARCK
MN 320 651 715 DULUTH
906 THUNDER BAY
231 989
MI
416/647 TORONTO
905/289 LONDON
519
613 OTTAWA MONTREAL AUGUSTA
ME 207
VT 802 NH 603 CONCORD
978/351
617/857
781/339
508/774
401
203/475

530 707 SACRAMENTO
NV 775
UT 801/385 435 SALT LAKE CITY
WY 307
SD 605 SIOUX FALLS
308
NE 402
WI 920 507 608 ROCHESTER
MADISON 414 262 MILWAUKEE GRAND RAPIDS 810 LANSING 586 DETROIT
616 517 269
IN
574 260
419/567 330/234
OH
440 216 CLEVELAND
NY 315 518 585 607 716 BUFFALO 845 914 570
MA 413 SYRACUSE SPRINGFIELD HARTFORD CT 860 RI
201/501

415 925 209 510 408
SAN FRANCISCO 650 SAN JOSE
831 559 FRESNO
805 661 BAKERSFIELD
760/442
CA
928 AZ
602 480 623 PHOENIX
858 SAN DIEGO 619
951 909 SAN BERNARDINO
LOS ANGELES

702 LAS VEGAS
CO 303/720 DENVER 970 COLORADO SPRINGS 719
435
NM
505 ALBUQUERQUE 575
TX 806 AMARILLO
KS 785 913 620 316 WICHITA TOPEKA
IA 712 515 319 DUBUQUE DES MOINES 641
309 PEORIA 217 SPRINGFIELD IL
660 816 KANSAS CITY 314 ST LOUIS 636 618 CENTRALIA
MO 573 417 SPRINGFIELD
765 317 INDIANAPOLIS 513 CINCINNATI 859 502 606 LOUISVILLE 812 EVANSVILLE
KY 270
OK 918 479 AR 501 LITTLE ROCK
940 214/469/972 DALLAS 903/430 TYLER
817/682 FT WORTH 254 325
432
830 512 AUSTIN 979 936 409 337 LA 318 SHREVEPORT JACKSON MS 601/769 662
AL 205 BIRMINGHAM 334 MONTGOMERY 251 229

213 Los Angeles
323 Los Angeles
818/747 Burbank
562 Long Beach
657/714 Anaheim
310/424 Santa Monica
626 Pasadena
949 Irvine

AL 907 ALASKA
HA 808 HAWAII-ALEUTIAN

New York City Area
212/917/646 Manhattan
718/917/347 Brooklyn
   Staten Is.
   Bronx
   Queens
914 Westchester

631 Long Island
201/551
973/862
732/848
516
215/267/445
610/484/835

908 201/501 862/973 732/848 856 609 NJ
PA 724 814 HARRISBURG 717 PHILADELPHIA
610/484 267/215 302 DE
937 740 614 COLUMBUS WV 304/681 CHARLESTON 540 VA 703/571 804 RICHMOND 757 ROANOKE 434 276 GREENSBORO
410/443 Maryland
202 Washington DC
301/240 Maryland
252 336 919 RALEIGH NC 704/980 CHARLOTTE 910 828 423 864 803 843 CHARLESTON SC
TN 615 NASHVILLE 865 KNOXVILLE 423 731 901 MEMPHIS 931 256
Atlanta
678/470/404
762/706 770/678/470 ATLANTA 762/706 GA 478 912 SAVANNAH 229
850 850 904 JACKSONVILLE 386 352 ORLANDO 321 407/321 813 727 TAMPA FL 863 561 WEST PALM BEACH 772 954/754 305/786 MIAMI 941 FT MYERS 239 305 KEY WEST MARATHON

210 SAN ANTONIO 361 956

* Single Area Code
* Overlay Area Codes

Tab 11   Board and Staff Rosters

2016-2017 NALP BOARD OF DIRECTORS

Mina Jones Jefferson, President (2016-2017)
Senior Assistant Dean and Chief of Staff
University of Cincinnati College of Law
Clifton & Calhoun, 201K Law
P.O. Box 210040
Cincinnati, OH 45221 0040
Phone: (513) 556-0075
Fax: (513) 556-2391
Mina.jefferson@uc.edu

Kristine McKinney, Vice President for Member Services and
Education (2016-2018)
Director of Diversity & Inclusion
Faegre Baker Daniels LLP
90 South Seventh Street, Suite 2200
Minneapolis, MN 55402 3901
United States
Phone: (612) 766-7195
Fax: (612) 766-1600
Kristine.McKinney@FaegreBD.com

Christina Fox, Vice President for Finance (2015-2017)
Global Manager of Attorney Recruiting
Skadden, Arps, Slate, Meagher & Flom LLP
Four Times Square
New York, NY 10036
Phone: (212) 735-3808
Fax: (917) 777-3808
Christina.fox@skadden.com

David A Montoya, President-Elect (2016-2017)
Assistant Dean for Career Services
The Univ. of Texas School of Law
Career Services, 727 E. Dean Keeton Street
Austin, TX 78705
Phone: (512) 232-1155
Fax: (512) 471-6790
dmontoya@law.utexas.edu

Julie Anna Alvarez, Director (2016-2018)
Director of Alumni Career Services
Benjamin N. Cardozo School of Law, Yeshiva University
55 Fifth Avenue, Room 1128
New York, NY 10003
Fax: (212) 790-0232
Phone: (212) 790-0827
jalvare1@yu.edu

Lisa Blair, Director (2015-2017)
Regional Head, Professional Resources
Borden Ladner Gervais LLP
100 Queen St., Suite 1100
World Exchange Plaza
Ottawa, ON K1P 1J9, Canada
Phone: (613) 787-3567
Fax: (613) 230-8842
lblair@blg.com

Lois T Casaleggi, Director (2015-2017)
Senior Director of Career Services
The University of Chicago Law School
1111 East 60th Street
Chicago, IL 60637
Phone: (773) 702-6705
Fax: (773) 702-3154
lcasaleggi@law.uchicago.edu

Andrew Hales, Director (2015-2017)
Senior Director of Professional Development and Training
Venable LLP
575 7th Street, NW
Washington, DC 20004
Phone: (202) 344-4385
Fax: (202) 344-8300
ahales@venable.com

Lynn Ann Herron, Director (2016-2018)
Associate Recruitment Manager
Hogan Lovells US LLP
555 13th Street, NW
Washington, DC 20004 1109
Phone: (202) 637-8248
Fax: (202) 637-5910
lynn.herron@hoganlovells.com

Janet D. Hutchinson, Director (2016-2018)
Associate Dean for Career Development
University of Richmond School of Law
28 Westhampton Way
University of Richmond, VA 23173
Phone: (804) 287-6427
Fax: (804) 287-6516
janet.hutchinson@richmond.edu

Michelle A Jackson, Director (2015-2017)
Executive Assistant to the Chancellor
Southern University Law Center
2 Roosevelt Steptoe Ave, Room 116
Baton Rouge, LA 70813
Phone: (225) 771-2142
Fax: (225) 771-5891
mjackson@sulc.edu

Layke Martin, Director (2015-2017)
Assistant Dean for External Relations
University of Nevada Las Vegas William S. Boyd School of Law
4505 Maryland Pkwy, Box 451003
Las Vegas, NV 89154 1003
Phone: (702) 895-2425
Fax: (702) 895-1095
Layke.martin@unlv.edu

Brad A. Sprayberry, Director (2016-2018)
Director, Attorney Recruiting & Prof Development
Gunster
East Tower, Suite 500,
777 South Flagler Drive
West Palm Beach, FL 33401 6194
Phone: (561) 650-0783
Fax: (561) 671-2440
bsprayberry@gunster.com

Jean A. Durling, Immediate Past President (2016-2017)
Chief Talent Officer
Fox Rothschild LLP
20th Floor,
2000 Market Street
Philadelphia, PA 19103
Phone: (215) 299-2808
Fax: (215) 299-2150
jdurling@foxrothschild.com

As of March 30, 2016

[About](#) > Staff

Staff

National Association for Law Placement
1220 19th Street NW, Suite 401
Washington, DC 20036-2405
Phone: 202-835-1001
Fax: 202-835-1112
http://www.nalp.org/
info@nalp.org

Executive Director
James G. Leipold
E-mail: mailto:jleipold@nalp.org

Deputy Director
Frederick E. Thrasher
E-mail: fthrasher@nalp.org

Finance Administrator
Julie P. Hamre
E-mail: jhamre@nalp.org

Director of Technology and Electronic Information Resources
Lisa Quirk
E-mail: lisa@nalp.org

Director of Member Professional Development
Mary G. Beal
E-mail: mbeal@nalp.org

Director of Meetings and Sponsorship
Christopher Brown
E-mail: cbrown@nalp.org

Director of Public Service Initiatives and Fellowships
Christina H. Jackson
E-mail: cjackson@nalp.org

Director of Research and Information Resources
Judith N. Collins

E-mail: jcollins@nalp.org

Director of Communications
Janet E. Smith
E-mail: jsmith@nalp.org

Associate Director for Membership and Conference Services
Jay E. Richards
E-mail: jrichards@nalp.org

Communications and Marketing Manager
Larissa Dalton Stephanoff
E-mail: ldstephanoff@nalp.org

Member Communications and Media Relations Manager
Sarah E. Ramirez
E-mail: sramirez@nalp.org

Member Services Coordinator
Meaghan Hagner
E-mail: mhagner@nalp.org

PSJD Fellow
Eulen E. Jang
E-mail: ejang@nalp.org

NALP Foundation
http://www.nalpfoundation.org/

Tammy Patterson
President and CEO
6624 Lakewood Boulevard
Dallas, TX 75214
Phone: (214) 828-6000
Fax: (214) 828-6001
E-mail: tpatterson@nalpfoundation.org

Jennifer Mandery
Director of Research
E-mail: research@nalpfoundation.org

Privacy Policy   Non Discrimination Policy   Terms & Conditions   Sitemap

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 than you continue to receive high value for your NALP membership.

The Goals and Strategies section of the Plan sets out, at a high-level, what NALP must accomplish in the next five years. The final section contains a Tactics Library, which suggests, in more practical terms, how the Association might go about accomplishing the Goals and Strategies. The tactics emerged from the Committee's member outreach. These crowd-sourced "how-to's" are not intended to bind future decision-makers to specific courses of action. The Library is simply meant to capture interesting ideas that spring from the aggregate intellectual capital of NALPers, which is, after all, the Association's most valuable asset. Depending on how events unfold, future NALP leaders can draw from, add, or strike ideas from the Library. Likewise, members should feel free to offer changes to meet the times.

The months-long process of developing the 2015 - 2020 plan, as well as the extensive work undertaken by NALP staff and LRSP Committee members, each of whom generously shared their varied experiences and perspectives, are the subjects of my President's column in the February Bulletin. I will not repeat

them here. But, I would like to once again express my gratitude on behalf of the NALP Board of Directors to all those who took part in the process. They include not just the Committee members and NALP staff, but the Section and Work Group leaders and members, as well as those who enthusiastically responded to our survey and other calls for feedback.

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

Terrence J. Galligan
NALP President 2014 - 15
Assistant Dean, Career Development Office
University of California, Berkeley
School of Law

Introduction

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

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

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

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

Empower members to act with authority, credibility, and confidence in their careers by being the premier provider of research and current data about legal employment and legal career development trends.

Ensure that members will continue to receive high value for low cost from NALP as a result of the association's ability to grow and develop new revenue streams.

Attract and engage non-traditional and emerging legal employers along with traditional legal employers to ensure the highest levels of employment opportunity for law students and lawyers in positions that align with academic and industry expectations.

Improve the entry level recruiting process by working with and supporting members as they grapple with this complex and multi-faceted challenge.

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

About NALP

NALP is an association of over 2,500 legal career professionals who 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.

Long Range Strategic Planning Committee

Jeff Becherer
Assistant Dean for Career Planning
New York Law School

Michele Bendekovic
Director of Attorney Recruiting & Professional
Development
Steptoe & Johnson PLLC

Lisa Blair
Director of Professional Recruitment
Borden Ladner Gervais LLP

Chris Boyd
Senior Director of Professional Services
Wilson Sonsini Goodrich & Rosati

Lois Casaleggi
Senior Director of Career Services
University of Chicago Law School

Katie Dilks
Assistant Director of Public Interest Programs
Georgetown University Law Center

Jean Durling, NALP President-Elect 2014-15
Chief Talent Officer
Fox Rothschild LLP

Christina Fox
Global Attorney Recruiting Manager
Skadden, Arps, Slate, Meagher & Flom LLP

Terry Galligan, NALP President 2014-15
Assistant Dean
Career Development Office
University of California Berkeley School of Law

Michelle Jackson
Director of Career Services
Southern University Law Center

Mina Jefferson
Assistant Dean & Director, Office of Professional
Development
University of Cincinnati College of Law

Lori Lorenzo
Deputy Director
Leadership Council on Legal Diversity

Ann Rainhart
Chief Talent Officer
Faegre Baker Daniels

Mark Weber
Assistant Dean for Career Services
Harvard Law School

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.