

# Bulletin

April 2021

COMMEMORATIVE  
ISSUE

1971



**nalp**

2021



# CONTENT

- 4 **Welcome to the 50th Anniversary Commemorative Edition of the NALP Bulletin**  
by Betsy Armour and Kisha Nunez
- 6 **Looking Back at NALP's History, Part 3: 2009-2021**  
by Terrence J. Galligan
- 21 **Making You an Expert for 50 Years: A NALP Timeline**
- 23 **Looking Back While Moving Forward: Celebrating NALP's 50th Anniversary**  
by Beth Moeller
- 25 **Looking Ahead to NALP's Next 20 Years**  
by Rebecca Ivanoff
- 29 **50 Years Strong: NALP Educational Programming Adapts to Member Needs**  
by Mary Beal
- 34 **Annual Education Conference: A Framework for Supporting the NALP Community for 50 Years**  
by Mary Beal
- 39 **How We Got Here: NALP's Presidents and Charter Members**

- 40 **Messages from NALP Members**
- 42 **NALP 50th Anniversary Articles from April 2020-March 2021: A Recap**
- 44 **Making Noise: The Work Underway and a Call to Action (Again)**  
by Alison Ashe-Card, Molly Stafford, and Nicole Netkin-Collins
- 53 **How NALP's DEI Research Documents the Slow Progress of Underrepresented Groups in the Legal Profession**  
by Judith N. Collins
- 58 **The Evolution of Lawyer Professional Development**  
by Andy Hales
- 62 **NALP at 50: Exploring the Data from the Employment Report & Salary Survey**  
by Judith N. Collins
- 68 **NALP Foundation Celebrates 25 Years of Service to the Legal Profession**  
by Fiona Trevelyan Hornblower, Skip Horne, and Jennifer Mandery
- 73 **We're Just Getting Started ... Here's to 50 More!**  
by James G. Leipold



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# Welcome to the 50<sup>th</sup> Anniversary Commemorative Edition of the *NALP Bulletin*

By Betsy Armour and Kisha Nunez

We are extremely pleased to introduce this special edition of the *NALP Bulletin* commemorating NALP's 50th Anniversary! What an honor to be asked to serve as Co-Chairs of the 50th Anniversary Commission and what a pleasure it has been to work alongside Commission members and the NALP staff over the past two years. While our original plans were to cap our year-long celebration with an in-person event at the Annual Education Conference in Scottsdale, AZ this year, like the rest of the world, we had to pivot quickly and transition our plans to a virtual format. Nevertheless, the entire 50th Anniversary Commission is excited for you to join us in a virtual version of this anniversary fete and we look forward to hosting future in-person festivities when possible.

NALP traces its humble beginnings to 1971, when the organization had a total of 35 members. That number has swelled today to a little over 2,800 members. The founding of the organization occurred during a time of “rapid change in both the legal profession and legal education,” according to the NALP website — not unlike the times we are experiencing today.

In our opinion, the beauty of this organization is the ever-developing membership and the ability for everyone's voices to be heard. If you haven't already, we urge you to take a look at the historical timeline at [www.nalp.org/nalps\\_50th\\_anniversary\\_celebration](http://www.nalp.org/nalps_50th_anniversary_celebration) developed by 50<sup>th</sup> Anniversary Commission members and our awesome NALP staff. You will see how far we have come!

As we were developing ideas and programming for the anniversary year, we posed the question to the membership, “What three words come to mind when you think of NALP?” with the intention of focusing our efforts on the responses that were conveyed the most. It may not come as a surprise that words like Friendship, Community, and Professional Development came up time and time again in the responses.

Because so many members reflected on the strong sense of community they find among their NALP peers and colleagues, we wanted to weave the celebration of the 50<sup>th</sup> Anniversary into programming that was already happening in your virtual communities. During fall 2020, we launched the so-called virtual “Party in a Box” program, which showcases NALP's rich history and contributions to the profession and features a (tough!) quiz and other entertaining elements. If you haven't already planned or attended a city group or consortium meeting with a 50<sup>th</sup> Anniversary “Party in a Box,” we encourage you to join in the fun.

For all of the NALP history buffs out there, we encourage you to read (or reread) the treasure trove of articles that have appeared in

the *NALP Bulletin* since April 2020 and that are conveniently archived in the 50<sup>th</sup> Anniversary section of the website and highlighted on pages 42-43. We are also blown away by our social media-savvy members who have contributed content to our Instagram feed that we launched earlier this year. NALP members are devoted to our association and enjoy interacting with each other, whatever the medium. Finally, we hope you will enjoy poring over this 50<sup>th</sup> Anniversary Commemorative Edition of the *NALP Bulletin* that includes fantastic content showcasing the reach and influence of NALP — then, now, and into the future.

As we commemorate this 50<sup>th</sup> year of the organization, we should consider NALP's values: Expertise, Fairness, Collaboration, Inclusivity,

Continued on page 5

**The beauty of this organization is the ever-developing membership and the ability for everyone's voices to be heard.**

and Service. We invite you to recommit yourself to these values and pass them along to our new members. We believe that if we continue to let these values drive the work of the organization, we will be well positioned to weather the ups and downs of our industry and society for the next 50 years.

Again, many thanks for all you do to make NALP such a vibrant and relevant association. Cheers and Happy Anniversary to us all! 

Best Wishes,  
Betsy & Kisha



Betsy Armour



Kisha Nunez

Elizabeth "Betsy" Armour ([earmour@law.usc.edu](mailto:earmour@law.usc.edu)) is Associate Dean and Dean of Career Services at USC Gould School of Law. Kisha C. Nunez ([KCNunez@wlrk.com](mailto:KCNunez@wlrk.com)) is the Director of Diversity and Associate Director of Legal Recruiting at Wachtell, Lipton, Rosen & Katz. All of the articles in this April 2021 edition were submitted on behalf of the NALP 50th Anniversary Commission.

## NALP 50th Anniversary Commission Members

(Members and institutional affiliations as of April 2020.)

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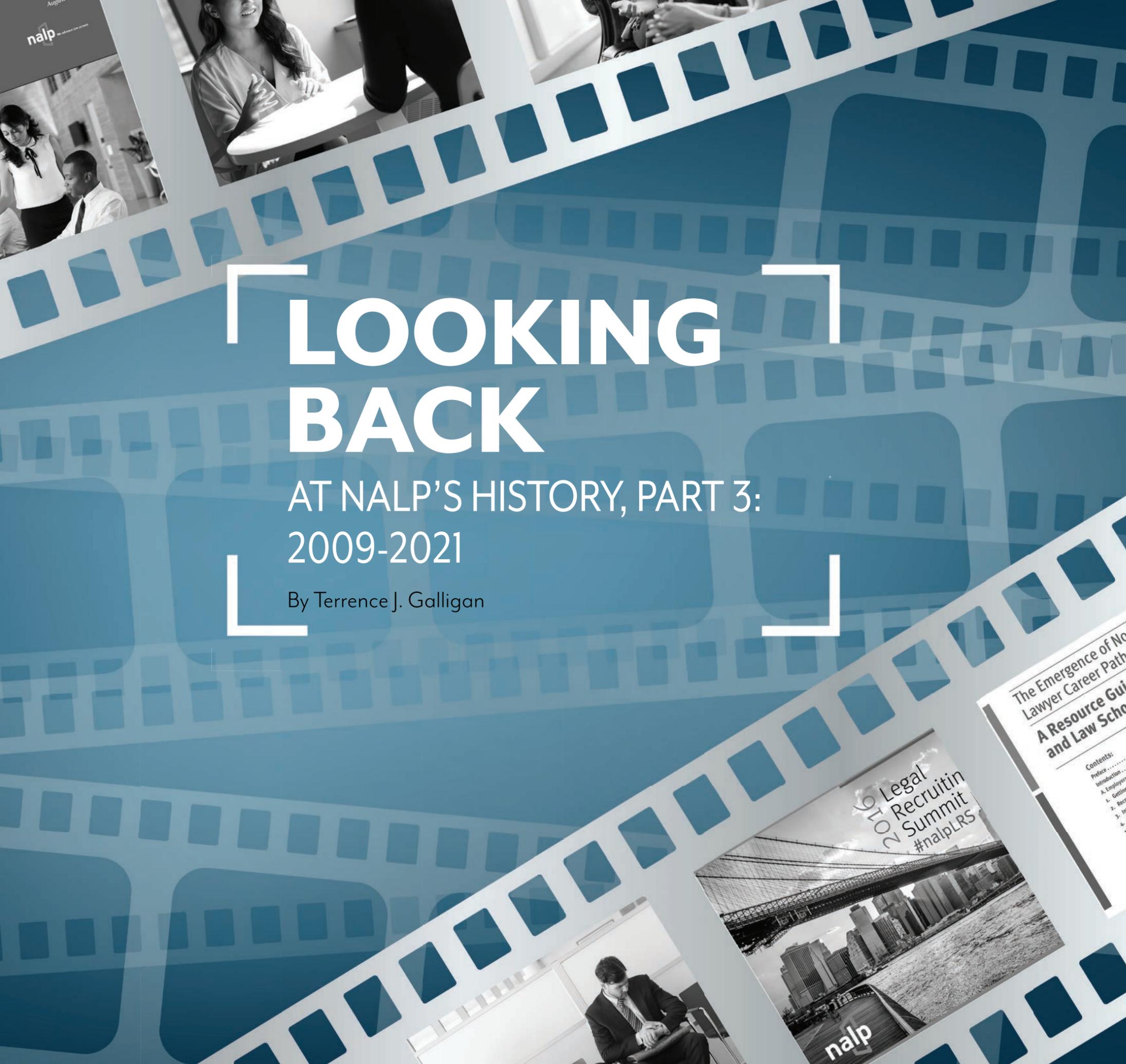
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# LOOKING BACK

AT NALP'S HISTORY, PART 3:  
2009-2021

By Terrence J. Galligan

As outlined in the first installment of this series (see *NALP Bulletin*, July 2020), NALP was created in 1971 to meet an expected — though ultimately unrealized — crisis in the legal job market. At the threshold of its fifth decade, in late 2008, it faced a real and quite unexpected crisis that extended well beyond the legal industry. It began as a series of subprime mortgage business failures, but quickly spiraled into the most severe global economic and financial meltdown since the Great Depression that started in 1929.

### The Great Recession

The Great Recession officially ended in June 2009, but its effects on the legal profession were felt for several years after that. It produced fundamental change in the legal industry and NALP's story over the last dozen or so years is mostly about how the organization has helped its members understand and adapt to all of this change. We came through this period stronger and, while our core values – integrity, expertise, inclusivity, community, and adaptability – were tested, they survived intact.

### Immediate Effects of the Great Recession and NALP's Response

Demand for law firm services plummeted in late 2008 and into 2009, which was roughly the same time that non-law firm – and even non-lawyer – competitors started to break out for the delivery of those legal services. Corporate clients, under tremendous economic pressure, demanded more value for their legal spend. Firms had to become more efficient and more cost-conscious. Their long and nearly uninterrupted period of prosperity came to an abrupt end and cast doubt over employment outcomes for law students.

While our core values – integrity, expertise, inclusivity, community, and adaptability – were tested, they survived intact.

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Initially, law schools experienced a spike in applications as prospective students sought to “wait out” an uncertain job market in graduate school. But, as the downturn lengthened, and its longer-term effects on job prospects became more widely known, applications took a nosedive. Law schools, already financially strapped, faced the additional burdens of lost tuition revenues and increased competition for students. Law graduate and law student hiring, which had just hit a 20-year high the year before the Great Recession hit, cratered.

Pre-existing complaints about the recruiting process grew louder as firms took immediate short-term steps to shut down the extended legal talent pipeline to law schools. Start dates for new associates were deferred and, in some cases, offers were rescinded, while summer programs shrank or were discontinued entirely and existing associate ranks were culled. (According to one study, the 138 largest law firms ended up laying off more than 12,000 people in 2009.)

Continued on page 9



## THE LGBT BAR CONGRATULATES NALP ON 50 YEARS OF IMPROVING THE LEGAL PROFESSION.

The **LGBT Bar** thanks everyone at **NALP** for its deep and profound contributions to building the annual **Lavender Law® Conference and Career Fair** into the world’s largest minority recruiting event over these last decades!

UCLA School of Law  
congratulates  
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and congratulations to our very own  
Beth Moeller, UCLA’s Assistant Dean of Career Services,  
as she finishes her successful year of leading NALP as President.



Join us this year at [WWW.LAVENDERLAW.ORG](http://WWW.LAVENDERLAW.ORG)  
To sponsor, contact **Seth Rosen** at [seth@lgbtbar.org](mailto:seth@lgbtbar.org).

Knowledge is power, especially in the midst of a crisis. And NALP — through its volunteer leaders and dedicated staff — empowered its members, as well as other lawyers, prospective and enrolled law students, and the general public, with knowledge during this time. NALP data informed all of us about exactly what was happening in the immediate aftermath of the Great Recession, including the following:

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Somewhere between 3,200 and 3,700 new associates were deferred in 2009.

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Offer rates from summer programs plummeted to 69% in 2009 (from pre-recession and post-recession levels of >90%).

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For fall 2009, almost every law school in the U.S. reported a fairly dramatic decrease in the number of employers coming to campus, with 55% of schools reporting a decrease of 30% or more.

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For firms listed in NALP's 2010 National Directory of Legal Employers (NDLE), 2L employment was off by more than half as compared with 2008.

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From 2008 to 2011, the number of entry-level Big Law jobs collapsed, and more than 3,100 jobs disappeared.

---

Lateral hiring dropped by 25% from 2007 to 2008 and fell by an estimated 46% from 2008 to 2009.

Continued on page 10



Congratulations to **NALP** on 50 years of advancing legal careers, and best wishes to our colleague, **Traci Mundy Jenkins**, on becoming NALP president (2021-2022).

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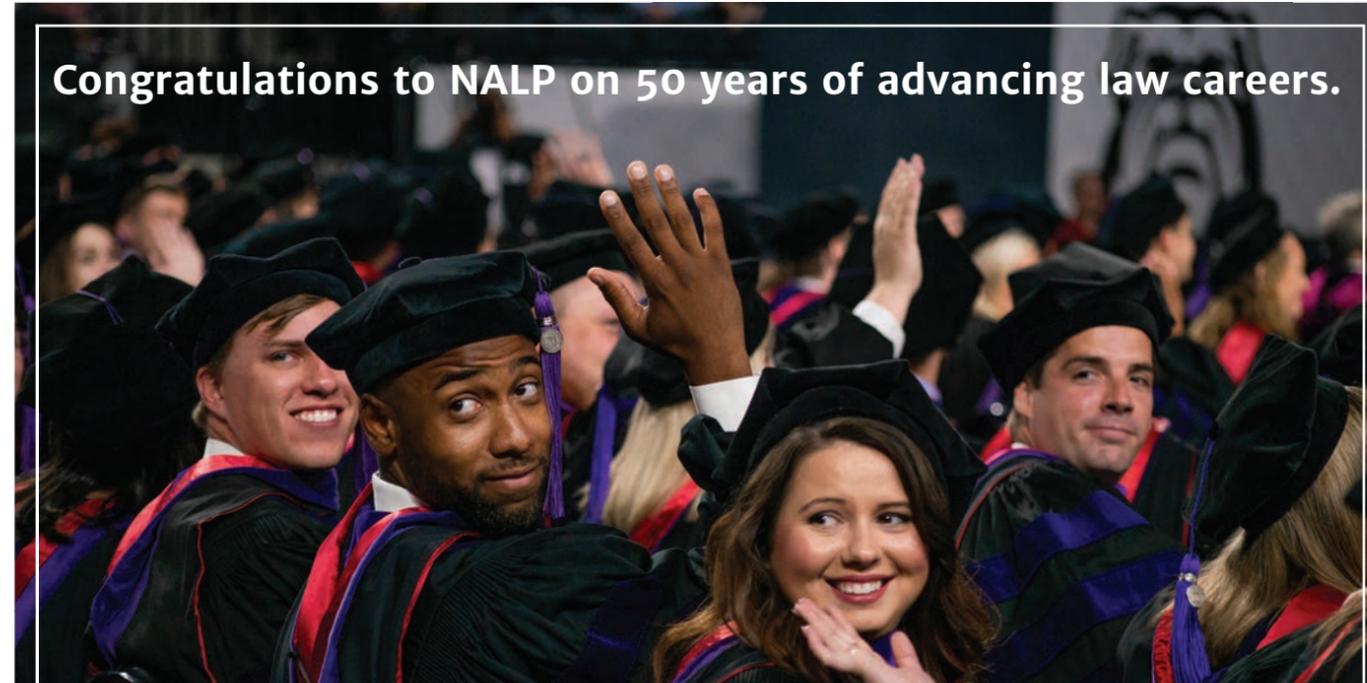
In addition to gathering and reporting data, NALP embarked on several new initiatives to keep members informed of unfolding market developments. The *Weekly Industry News Digest* was a product of this time. In addition, NALP and the NALP Foundation convened roundtable discussions of deans, hiring partners, and other industry leaders around the country to discuss lawyer hiring, development, and advancement. The web-based Shared Resources Pool was also created at this time to make it easier for law school members to share student handouts,

presentation materials, and other information, as well as to foster further collaboration with one another.

The early days of the Great Recession were indeed a challenging time for NALP members, but there were some bright spots. NALP's first Black President, LeaNora Ruffin, was slated at this time. And, of course, the United States elected its first Black U.S. President, who promised hope and change. And change is exactly what we got.

Continued on page 11

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\*Source: PwC survey



# A BEACON OF LIGHT

We congratulate NALP on 50 years of promoting fair recruiting and flourishing careers in the legal profession.

By shining a light on ethical hiring processes, career development, and the importance of diversity, NALP has helped us to learn, grow, and best serve our law students and lawyers.

Richards, Layton & Finger shares NALP's conviction that a diverse and inclusive legal profession elevates us all. From Delaware, where the world incorporates, we thank NALP for its trailblazing advocacy, extraordinary commitment, and invaluable expertise.

## Long-Term Effects of the Great Recession

The Great Recession technically lasted only 19 months. However, the recovery was slow and extended over a period of several years. Moreover, as time went on, it became increasingly clear that some of the changes brought about by the Great Recession were here to stay. Trying to understand the nature and extent of all this change while in its throes was anxiety-provoking. Legal industry punditry from this time was filled with all sorts of speculations about the future.

NALP helped calm our fears. Its activities and initiatives during this time helped us cut through the noise and provided focus as we planned our own futures and those of our employers and institutions. NALP's influence went beyond its members. It was during this time that NALP solidified its reputation as *the* trusted authority on the entry-level legal job market, law firm demographics, and even on the legal economy.

One of the ways NALP helped ease our anxieties was providing many forums for serious and careful thinkers about the future

Continued on page 12



## NALP's influence went beyond its members.

of the legal industry to communicate their ideas. They included, among others, Jim Jones, David Wilkins, Jordan Furlong, and Bill Henderson. NALP also exposed its members to groundbreaking books like *Tomorrow's Lawyers* by Richard Susskind and *Law Is a Buyer's Market: Building a Client-First Law Firm* by Jordan Furlong.

With the benefit of hindsight, some predictions turned out to be accurate, others not so much, and still others are just taking longer than originally thought.

### Effects on Legal Employers

One accurate prediction was the permanent shift from a “seller’s market” to a “buyer’s market” for legal services in which law firms compete not just with each other, but against non-law firm entities that — in many cases — are more efficient, cost-effective, and able to better leverage technology. Firms responded by, among other things, creating new staffing models.

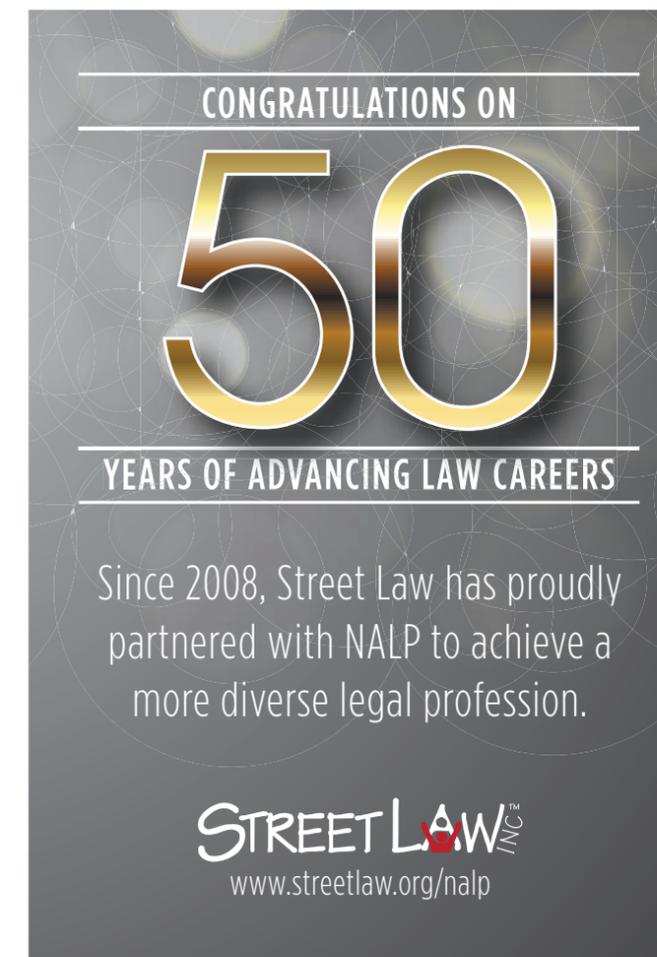
To help members stay on top of this trend, NALP researched and published *The Emergence of Nontraditional-Track Lawyer Career Paths: A Resource Guide for Law Firms and Law Schools*. It helped not only those considering new tracks, but also those seeking to enhance their existing programs by focusing on career progression and competency frameworks. Fundamental market changes also accelerated the pre-existing trend away from lock-step promotion and compensation for traditional, partnership-track associates.

Another accurate prediction was that non-lawyer, non-law firm legal services providers (now lumped together under the heading of Alternative Legal Service Providers, or ALSPs) would proliferate post-recession and that these providers would be a potential source of entry-level jobs for law school graduates. This segment of the legal industry, which was virtually non-existent in 2007, grew its global annual revenues to an estimated \$10.7 billion by 2017.

In addition, legal industry futurists correctly foresaw new types of positions becoming more common as technology, systems, and processes played a more central role in the post-recessionary legal economy. To keep its members informed on this front, NALP formed the Emerging Legal Jobs Work Group and later the Emergent Employer Engagement Task Force. The work of these groups culminated in the creation of the Summit on Emerging Careers for Law Grads, which was held in October 2017.

NALP, in tracking JD Advantage positions over time, helped document the rise of non-lawyer legal service provider positions as alternatives for new grads. The percentage of JD Advantage jobs almost doubled in 10 years, from 8.8% of jobs in 2006 to 16.9% of jobs in 2016.

Not all predictions withstood the test of time. It was widely believed that associate salaries, which climbed so steeply during the frothy economy of the mid-2000s, would come back down to earth. That, of course, never happened.



### Effects on Law Schools

The slow pace of recovery in the entry level job market sharpened law schools’ focus on making their students more practice-ready. Schools began building and expanding professional development curricula and their experiential learning programs. Meanwhile, NALP’s Professional Development Institute (PDI) offered more law school programming,

Continued on page 13

**NALP withstood the pressure and seized the opportunity to publicly re-commit to be led by its research and always to speak the truth.**

and law school attendance at the event has increased every year since the recession.

There was also more coverage of law school professional topics in the *PD Quarterly*, which NALP took on responsibility for publishing in 2014 from founder Evelyn Gaye Mara. The number of law school clinics and externship programs increased. And schools worked to provide recent graduates with bridges to the world of law practice through incubators and guided fellowships.

Some of these fellowships were funded by the law schools themselves, which led critics to claim that schools were trying to “buy” improved employment statistics. In fact, the story was much more complex and NALP data helped clarify things.

Many programs, in addition to helping students build relevant legal skills, were a well-intentioned response to a decrease in the number of public service jobs at a time of increasing demand for legal services for the underrepresented. Others, however, were aimed more at merely helping graduates stay financially afloat, rather than keeping them on a meaningful career path. By shining a

light on the nature of law school-funded positions, NALP (as well as the ABA) helped influence how they took shape. NALP data showed that, over time, this segment of the entry-level job market moved away from having larger numbers of extremely low-paid, part-time, short-term positions and more toward having fewer, but longer-term, more full-time, better-paying lawyer-career-path positions.

To counter an extended period of declining enrollments in their JD programs (enrollment fell 29% between 2010 and 2016), schools

began to experiment with other educational programs, including non-LL.M. master’s degree programs, professional certificate programs, and partnerships with undergraduate units to offer a minor in legal studies. NALP continues to provide a forum for law school members to exchange information about these programs and help them grapple with challenges these new programs present in their day-to-day work.

The lack of student and graduate job prospects also gave rise to the transparency

Continued on page 14



**50 years!**

We proudly support NALP and its commitment to fair and ethical recruiting standards, career professionalism, and diversity and inclusivity. Here's to 50 more.

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movement. Students and recent graduates began advocating for more information about graduate employment outcomes. They believed that they were not adequately informed (some even argued they had been misled) by the data made available to them when they decided to attend law school. Their call for the academy to do a better job in this regard was picked up — and greatly amplified — by the media, which, in turn, caught the attention of the ABA, the body which accredits law schools.

NALP moderated the stridency of this movement and facilitated productive dialogue among law schools, transparency advocates, and the ABA. NALP used its relationship with the ABA and leveraged its expertise (gained over its previous 40 years of collecting and verifying law school employment outcomes data) to help positively shape the current reporting and audit regime. Neither NALP nor its law school members agreed with every decision made by the ABA, but it's reasonable to say that the final result was better, fairer, and much less onerous than it would have been without NALP's mediation.

In order to help its law school members comply with the ABA's reporting and audit requirements, NALP produced the *Best Practices Guide for Reporting Law School Employment Outcomes*. Even before the transparency push, law schools had put into place many of the best practices in the guide. The guide serves as yet another example of NALP doing what it does best — marshalling the collective wisdom of its members and creating consensus about the best and most ethical practices in our field.

Another example of NALP at its finest is the way it resisted tremendous pressure by some beleaguered law school representatives to convey a more optimistic message about the entry level job market during this time. They were, no doubt, financially strained and perhaps exhausted by sustained (and often overly pessimistic) media attacks as well as by threats of potentially ruinous lawsuits. Whatever their state of mind, what is important historically is that NALP withstood the pressure and seized the opportunity to publicly re-commit to be led by its research and always to speak the truth.

Continued on page 15



# Congratulations to NALP on your milestone of 50 years!



## Why consider NALSC?

NALSC has over 200 members including legal search firms and leading law firms as supporting members. All are dedicated to improving the lateral attorney hiring process and promoting the NALSC Code of Ethics®. NALSC has two conferences per year plus engaging programs on the lateral attorney market throughout the year.

## NALSC IS DEDICATED TO:

- Raising the image of the legal search profession through national public relations;
- Providing education & information on trends & issues in the marketplace.

## Effects on Recruiting

In the years since the Great Recession, law firms gradually increased their summer associate hiring. However, they are no longer relying on their summer programs to the extent they did beforehand. According to NALP data, the average summer class size in 2007 was 12; it went down to as low as five in 2010, climbed back up to 10 in 2015 and has been hovering around that level ever since.

In order to help members figure out the new normal in recruiting, NALP added a new educational program to its annual roster in early 2014 called the Legal Recruiting Summit. Typically limited to around 100 attendees (to foster discussion), it is targeted at mid- to senior-level recruiting personnel and their counterparts from law schools. It includes presentations and roundtable discussions while generating several networking opportunities.

The Recruiting Summit was not NALP's first attempt to engage members in making improvements to the recruiting process. During the height of the Great Recession, when market conditions were straining a recruiting system that was already considered by many to be broken, NALP's leaders sensed an openness among members to doing things

differently. They created the Commission on Recruiting in the Legal Profession, which issued a set of recommendations for sweeping changes in early 2010 (the centerpiece of which was a proposed January offer kick-off date).

An unprecedented number of members provided feedback. Unfortunately, much of it was negative (and some of it was quite harsh). Antitrust concerns were raised, and the Commission ultimately withdrew its recommendations, allowing the NALP Board to take the more incremental step of shortening the offer consideration period from 45 to 28 days.

While it failed to produce a consensus about a future direction, the Commission's feedback process was successful in fostering a positive and extended dialogue between law firms and law schools and helped them better understand each other's concerns. Much later, NALP scrapped its timing guidelines altogether, opting for a more flexible reasonableness standard. This was, at least in part, a recognition of the increasing variability of its members' interests and an increasing divergence in their needs. The divergence of interest among members began prior to the Great Recession but accelerated in the ensuing years.

Continued on page 16

# CONGRATULATIONS to NALP on leading the way for 50 years.



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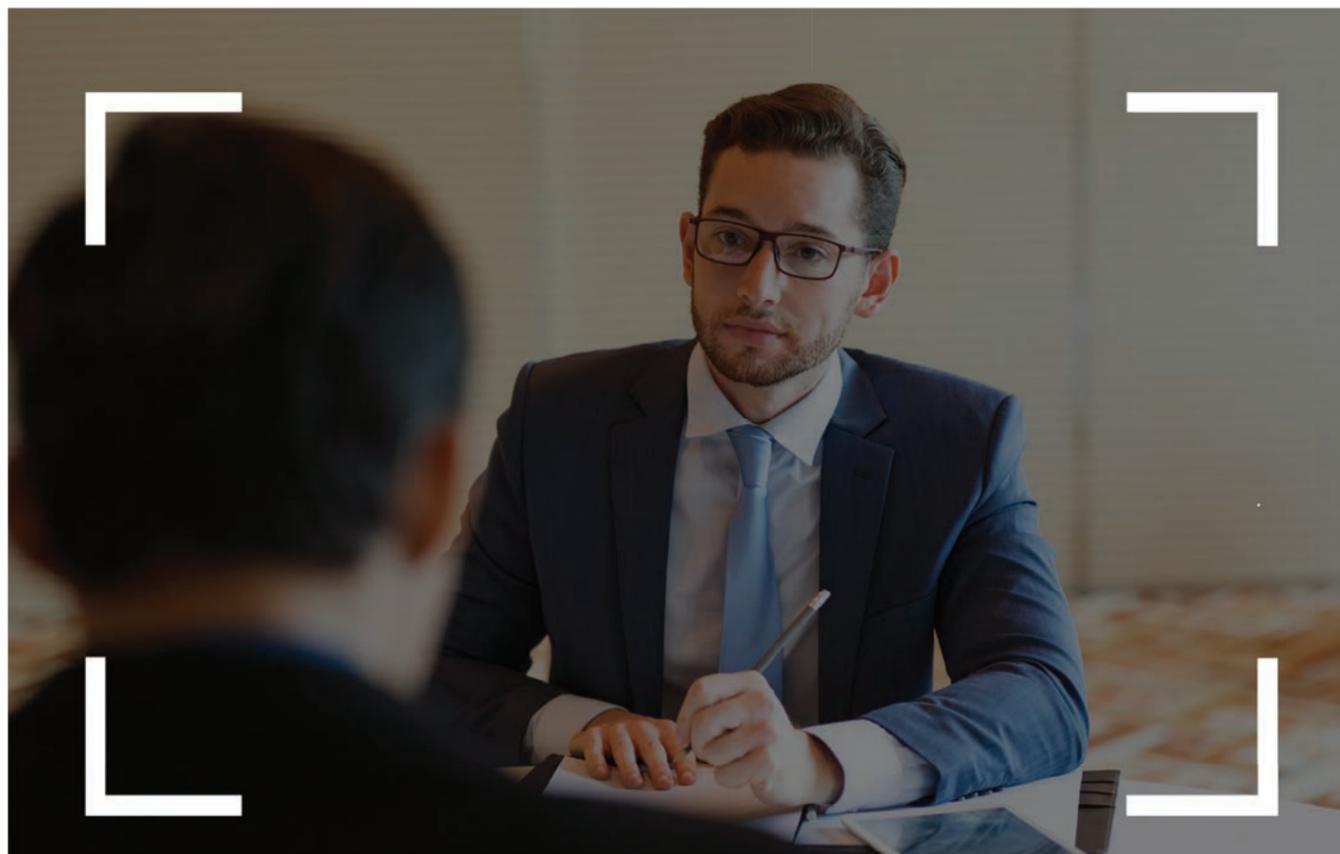


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### Data on Diversity, Equity, and Inclusion

NALP has tracked the diversity of law firm workforces since 1993. Prior to the Great Recession, while law firms struggled to recruit and retain a diverse attorney workforce, there were small gains each year. During the Great Recession and into the extended period of recovery, NALP measured and publicly reported on the significant backsliding in that progress. NALP leaders were consistent and loud in calling for redoubling of efforts and a greater sense of urgency around the issues of diversity, equity, and inclusion.

In addition to arming advocates for change with needed data, during this time, NALP also launched a diversity pipeline program in partnership with the Street Law organization. It encourages young people from diverse communities to pursue legal careers by exposing them to law firm lawyers and law students. It started with five partner law firms and has nearly doubled in size.

### Other Milestones From the 2010s

Aside from helping its members adjust and even thrive in the post-recessionary new

normal, NALP engaged in some other noteworthy initiatives over the last dozen years or so that had nothing to do with the Great Recession or its aftereffects. One example is the establishment of additional NALP leadership opportunities in 2011 through the creation of the Regional Resource Council (RRC). RRC representatives are regional experts and assist NALP Board members with gathering local industry information and sharing it with the membership.

Other major structural changes NALP made in the 2010s included the addition of consultants, legal search consultants, and NALP alumni as non-voting affiliate members. Their participation enriches NALP programs and events for all participants.

The *NALP Bulletin* became digitally available in early 2012. At around the same time, a new online member directory and a new interactive online member professional community, NALPconnect, made its debut. Online data collection for the NDLE, as well as a publicly

Continued on page 17

## Congratulations on 50 years of leading the way

Here's to NALP's unparalleled contribution to the legal industry. Helping law firms, attorneys and professionals succeed is our passion—and we're proud to have partnered with NALP in that mission for over 15 years.



*Powering law firm talent*

- Executive Coaching
- Outplacement
- Talent Development

[naomibeardinc.com](http://naomibeardinc.com)

searchable version of the directory, became available during that same year.

Member surveys were launched of Canadian legal employers (in 2016) and law schools (in 2017), providing reliable comparative information within the country and as a comparison to U.S. members.

The inaugural Design Thinking Workshop and NALPathon took place in Washington, DC in 2019. This annual workshop is designed to help members address challenging issues in diversity, recruiting, and professional development.

The mid 2010s were also a time of student activism inspired by the #MeToo and the racial justice movements, beginning with Ferguson, MO (2014) and Baltimore, MD (2015) and continuing on through to Minneapolis, MN, and Kenosha, WI in 2020. We also began hearing much more about unconscious, or implicit, bias, as well as lawyer and law student well-being during this time. NALP facilitated discussions and exchanges of best practices to help members grapple with these issues.

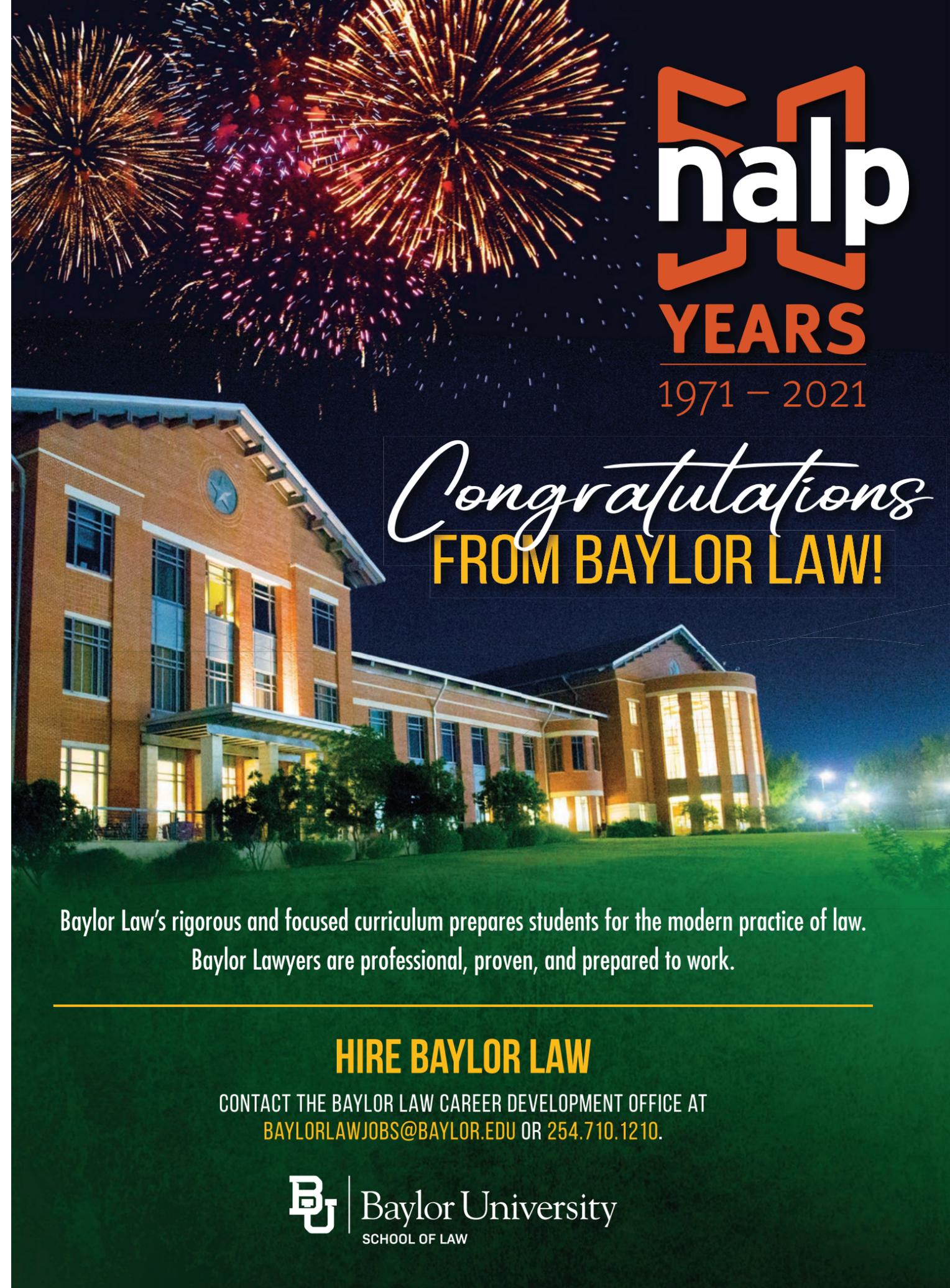
## COVID-19 Pandemic

By 2019, the overall employment rate for law graduates had recovered to within just 1.6 percentage points of its 2007 all-time high. And the percentages of positions requiring bar passage and those in private practice had finally clawed their way back to pre-recession levels. Then, the COVID-19 pandemic struck, and we were plunged into another recession.

Despite all the disruption to our lives, NALP's dedicated leadership, staff, and volunteer members have continued to provide us with services and resources that were immediately useful in helping us understand and cope with the sudden change brought on by the pandemic.

As of this writing, vaccines are being distributed and there is some light at the end of the tunnel, but it's hard to know exactly when we will go back to something resembling "normal." In the meantime, there's no reason to doubt that NALP members will continue to support one another, just as they have over the course of this very difficult year.

Continued on page 18



**nalp**  
**YEARS**  
1971 – 2021

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## NALP'S FUTURE: 75 YEARS AND BEYOND

So, what will NALP's 75<sup>th</sup> Anniversary Commission write about as they look back on NALP and the legal industry in the 2020s and 2030s? Predicting the future is dangerous business, even in ordinary times, which these are most certainly not. Like the last crisis, we are facing another period of accelerating fundamental change.

Notwithstanding the risk of the ultimate harsh judgment of history, here are some speculations about what may be on the horizon:

## PREDICTION 1 MORE STRATIFICATION

Further stratification among our membership (both on the law school and legal employer sides) will take place, with each stratum having different market positions, differing interests, and divergent needs. There will be firms that will focus more on commodity legal work. There will be schools that will focus more on practical training. That will present NALP with more of a challenge to provide services, programs, and research that will serve all of its members in the future. Increasingly, one size — whether we are talking about

Continued on page 19



## Congratulations to NALP

on 50 years of promoting fairness, facts and the power of a diverse community.

*Fox Rothschild LLP is proud to be an active member of NALP. Thank you for the learning opportunities, connecting us with our peers, and always providing outstanding research and data.*



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ATTORNEYS AT LAW

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research, programs, or recruiting guidelines — will not fit all members.

## PREDICTION 2

### MORE BIG DATA

Employers will expand their use of predictive analytics (Big Data) beyond their pricing models and begin to use it in recruiting as psychometric tests and other assessments become progressively more common. Finding new ways to make better and more lasting matches and building a more diverse and inclusive workforce should be applauded. But NALP will surely have a role in helping our members shape these efforts, evaluate their efficacy, and develop best practices that are consistent with our core values of fairness and professionalism.

## PREDICTION 3

### IN-HOUSE SHIFT

More corporate in-house departments will hire our students and new graduates. And more will become NALP members as NALP makes the value proposition for membership by offering services, programs, and research relevant to chief legal officers. There appears

to be a growing sense among chief legal officers of their responsibility to help train new lawyers. The increased use of secondments is one hopeful sign.

## PREDICTION 4

### NEXT GENERATION

Legal employers will have to do some serious soul-searching about their values, culture, and the moral dimensions of their services as the Millennial generation rises into leadership roles at our institutions and Gen Z continues to enter the workforce. Both generations are deeply concerned with larger societal issues (racial justice, inequality, climate change, and environmental sustainability) and expect their professional work (and their employers) to be a force for positive change. Perhaps we will see less emphasis on the yearly growth rate in profits per partner and a renewed focus on the service dimension of what used to be more commonly referred to as the legal profession (as opposed to the legal industry). NALP, no doubt, will be at the center of conversations about how we can best serve these next-generation lawyers and law students in their desire to make the world a better place while pursuing interesting and challenging client work.

Continued on page 20



## Villanova University Charles Widger School of Law

*congratulates*

# THE NATIONAL ASSOCIATION FOR LAW PLACEMENT

ON ITS 50<sup>TH</sup> ANNIVERSARY

Villanova Law is proud to be  
a Founding Member of NALP

We thank Jennifer Henfey, Assistant Dean of Career Strategy and Advancement at Villanova Law for her service to NALP as a member of the Board of Directors and congratulate her on her new role as Vice President for Finance.

## PREDICTION 5

### FOCUS ON PRACTICAL EDUCATION

Finally, the long slow march of the academy toward greater integration of the practical into the curriculum will continue. That would include more coursework on lawyering roles and institutions and core competencies (beyond thinking like a lawyer) such as business literacy, new technology, decision-making, process design, and teamwork across differences.

The future will bring much change and only some of it will be expected. But one thing will endure — just as it has for the past 50 years — our shared values. No matter what the future holds, we will continue empowering one another to act with authority, credibility, and confidence in our careers. And we will 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.

Cent'anni NALP! 



Terrence J. Galligan ([tgalligan@berkeley.edu](mailto:tgalligan@berkeley.edu)) is Assistant Dean of the Career Development Office at the University of California Berkeley School of Law and a member of NALP's 50th Anniversary Commission.

*This is the third and final part of a three-part series of articles on NALP's history, with the first article appearing in the July 2020 edition and the second in the December 2020 edition. This final installment focuses on the more recent dozen years of NALP's existence, spanning from the end of the Great Recession in 2009 to present day 2021, with a brief look ahead at the organization's future. This article was submitted on behalf of the 50th Anniversary Commission, taking a historic look back at NALP's challenges and accomplishments as we celebrate the 50th anniversary of our founding in 2021. Read more articles about NALP's history at [www.nalp.org/nalps\\_50th\\_anniversary\\_celebration](http://www.nalp.org/nalps_50th_anniversary_celebration).*

National Association for Law Placement

# Bulletin+

May 2021

## Coming in May 2021: *Bulletin+* to Combine *PDQ* and *Bulletin*

We are excited to announce the launch of a new monthly digital resource starting in May 2021: *NALP Bulletin+*. This new member resource will combine the legacy *Bulletin* and *PD Quarterly* publications into a single digital monthly publication. It will include all the regular features of the current *NALP Bulletin* that you rely on to help you with your daily job and keep you up to date on developments within the profession, as well as at least two longer-format articles each month focused on professional development and clearly identified as the *PD Quarterly* features. *PD Quarterly* archives will continue to be hosted in the same place they always have been at [www.nalp.org/pd\\_quarterly](http://www.nalp.org/pd_quarterly).

In addition to the monthly digital publication, we will be releasing articles throughout the month as they become available. NALP Sections will continue to contribute the types of articles now featured in the *NALP Bulletin*, and the *PD Quarterly* Advisory Group will continue to develop content for *PD Quarterly* features within *Bulletin+*.

Please join us in welcoming *Bulletin+* into the NALP community.

# KEY MOMENTS IN NALP HISTORY: 1971-1996

View NALP's interactive 50th Anniversary Timeline at [www.nalp.org/50\\_years\\_timeline](http://www.nalp.org/50_years_timeline).

Timeline designs by Annette Headley, NALP Publications Manager.

YEARS  
1971 - 2021



## 1971

The first survey of placement directors was developed.

NALP's inaugural organizational meeting began with 33 school members, one employer member, and one bar association member. Organizational dues were established at \$50 per year.

## 1975

The association voted to begin "working on a set of guidelines for NALP to assist employers making contact with law placement officers, as a statement of ethics for students and employers concerning placement procedures and as a statement of NALP's policies on employment discrimination."

An annual report of law graduate employment was established. A total of 83 law schools reported on the employment status of 17,188 members of the Class of 1974.

## 1978

The *Law Placement Handbook: Employers Guide to NALP Member ABA-Approved Law Schools* is launched. Eventually becomes the *NALP Directory of Law Schools*.

## 1980

NALP introduced the first surveys to learn about employer members: "1980 Recruitment Administrator Job Description Survey" and the "1980 Legal Employers' Hiring Procedures Survey."



## 1985

NALP's governance model shifted from "governors" to a Board of Directors.

## 1988

The *NALP Bulletin* was introduced as a successor to *NALP Notes*, a print member newsletter previously known as *NALP News*. From its inception, NALP has provided a news source for members with current developments in the industry, resources, and personal news and notes.



## 1992

Paula Patton becomes Executive Director and serves until 2002.

## 1994

NALP prepares the first compilation of attorney demographics from the Directory of Legal Employers, reporting on the two years of info collected at the time, 1993 and 1994.

The term "career services" replaces the term "placement" in the National Directory of Law Schools.

The NALP Board of Directors formed a Gay, Lesbian & Bi Working Group to recommend steps to increase visibility and celebrate diversity in the profession.



## 1996

NALP creates the NALP Foundation for Law Career Research and Education, a non-profit 501(c)(3) organization, to ensure that the legal community and society at large have a reliable, objective, and affordable source of information.

## CELEBRATING 50 YEARS

## 1972

Results of the survey, "Who We Are — NALP Investigates NALP" are reported. It eventually becomes the Law School Career Services Survey.

NALP's first Annual Education Conference was held in Boulder, CO.

## 1977

NALP adopts first set of guidelines for the placement process based on "Interviewing Procedures for Law Students and Prospective Employers," a set of guidelines originally adopted in the early 1960s by a group of schools meeting under the auspices of the Association of the Bar of the City of New York. Schools could choose whether or not to adopt the guidelines.

## 1979

NALP first promulgated the Principles and Standards for Law Placement and Recruitment Activities



## 1982

NALP's Recruitment Practices Committee established "timing guidelines" and encouraged law schools to communicate their Fall OCI dates by April 1.

## 1987

NALP's Board of Directors created the position of Executive Director. The first Executive Director was Jamieenne S. Studley, Associate Dean at Yale Law School, who served in that position until 1990.

## 1990

Bylaws changed to allow employers to be officers. Gaye Mara becomes the first employer to become a NALP officer as Vice-President.

Lujana Wolfe Treadwell becomes NALP's second Executive Director.

NALP starts its now annual assessment of fall recruiting with the "Report on the Fall 1990 Recruiting Season."

## 1993

NALP develops stand-alone educational programming in attorney training and development to expand its member services.

## 1995

NALP launched its Associate Salary Survey in response to the need for employer access to reliable data on associate compensation. This report is widely accepted as the most comprehensive resource on compensation levels up to partnership in American law firms.



Continued on page 22

# KEY MOMENTS IN NALP HISTORY: 1997-2021

View more events in the history of NALP's first 50 years at [www.nalp.org/50\\_years\\_timeline](http://www.nalp.org/50_years_timeline).

1971 - 2021



**1997**

NALP launches its first website!

NALP 25th Anniversary Celebration in Atlanta.

**2001**

First Newer Professionals' Forum takes place at the Opryland Hotel in Nashville, TN.

**2003**

NALP acquires the Public Service Law Network (PS LawNet), now PSJD.



Toronto End-of-Season Series debuts and over time becomes the Canadian Winter Meeting, held annually in December.

**2005**

NALP's Board of Directors voted to file amicus brief in the *FAIR v. Rumsfeld* litigation.

**2007**

Gihan Fernando is installed as NALP's first person-of-color President.

**2009**

LeaNora Ruffin is installed as NALP's first African-American President.

**2014**

NALP becomes the publisher of *PD Quarterly*.



First Legal Recruiting Summit is held in New York City, and annually through 2020.

**2016**

Member surveys of Canadian law schools (2017) and legal employers (2016) were launched.



**2019**

The inaugural Design Thinking Workshop ("NALPathon") takes place in Washington DC.

## CELEBRATING 50 YEARS

**1999**

*Jobs & JDs* is first published for the Class of 1998, replacing the Employment Report and Salary Survey, and includes more detailed analysis of graduate demographics and trends over time.



**2002**

First Professional Development Institute (PDI) with ALI-ABA (now ALI-CLE) takes place in Washington, DC.

**2004**

The NALP Foundation, with the American Bar Foundation, publishes initial findings from After the JD study.

James G. Leipold joins as Executive Director.

**2006**

Sections are established to encourage member involvement by their affinities and interests.

NALP launched the twice-monthly e-newsletter NALPnow!

Inaugural Diversity Summit takes place in Chicago with over 350 participants.

**2008**

Pilot year for the NALP/Street Law Diversity Pipeline Program with five participating law firms.



STREET LAW

**2011**

The Regional Resource Council is established, restructuring the Conference Planning Committee. A non-voting Affiliate member category is created.

NALP and the NALP Foundation partner to develop an annual Study of Law School Alumni Employment Outcomes Three Years After Graduation.

**2015**

For the first time, NALP collects data on transgender graduates in the Employment Report and Salary Survey for the Class of 2014.

**2018**

NALP introduces the new Principles for a Fair and Ethical Recruiting Process and retires the Principles and Standards for Law Placement and Recruiting Activities including the Part V Timing Guidelines.

**2020**

NALP hosts a series of virtual Town Halls and webinars to provide resources and community as members navigate the COVID-19 pandemic.

Developing the Professional Lawyer Work Group introduces interactive elearning video modules on professional development topics for law students.



## LOOKING BACK WHILE MOVING FORWARD: CELEBRATING NALP'S 50<sup>TH</sup> ANNIVERSARY

By Beth Moeller

**A**s I reflect back on this past year as NALP President, I am filled with such mixed emotions, many of which the NALP Board has seen first-hand on Zoom meetings with more than a few ugly cries in addition to some good laughs. When I began my term, I believed we would surely be together in Scottsdale to celebrate NALP's 50th and what a party it would be! Of course, the world had other ideas. As such, we will

have to wait another year until we gather in New Orleans for our conference, many NALP hugs, and a fabulous overdue 50th Anniversary celebration. I can't wait!

Though this year has been a different one than any of us could have fathomed even a year ago, I am truly honored to have been able to play a small role in this incredible organization between the last 50 years and the

next 50. NALP's core values and mission have stood the test of time and have allowed NALP to evolve and remain relevant to this day by making our members experts in their chosen profession.

I have no doubt this foundation will continue to be essential to the organization's future and will be something that our successors will also be proud of, even 50 years from now. Our research and data continue to make NALP the leading authority on information about careers in the legal profession. Our collaboration, volunteerism, and willingness to share best practices with each other — despite being competitors — is remarkable and helps us develop as experts and leaders. Our long-standing commitment to diversity, equity, and inclusion is critical, not only to our members and institutions, but to the legal industry as a whole in its efforts to make real progress and become an anti-racist profession.

Especially during these challenging times, I am filled with gratitude for the NALP leaders and staff of the past 50 years who were thoughtful and forward-thinking stewards of our organization. They primed NALP for

success in numerous ways, including being fiscally responsible, allowing us to withstand the financial hit that canceling in-person events would necessarily bring. Even though NALP's current strategic plan was created well before the pandemic, it handed us the perfect roadmap to not only weather the storm, but to thrive in it.

I am really proud of what we have accomplished together by helping achieve NALP's goals of prioritizing the member experience; promoting health and well-being; being a champion of diversity, equity, and inclusion; providing strong member relations support; and protecting revenue streams. Thanks to the tireless efforts and talents of the NALP staff and so many of you, our NALP volunteers, we have provided essential education, research, and the ability to connect with one another over the past year in new ways we had not previously seen.

During 2020 alone, NALP hosted 92 events (two in person, 90 virtually) and we engaged 16,000 attendees. Prior to the pandemic, NALP would hold about 35 events annually,

Continued on page 24

## Our collaboration, volunteerism, and willingness to share best practices with each other — despite being competitors — is remarkable.

including 20-25 virtual events and 9-10 in-person events, engaging approximately 5,000 attendees. In short, NALP stepped up consistently to meet the evolving needs of our members. Like Jim Leipold, I too am hopeful that we will soon “de-emergency” and host in-person events again soon. Even so, it’s great how we have uncovered new ways to connect so that the time between formal events won’t seem so long.

While I am delighted that we have accomplished so much together this year, I am even more excited to see the ways in which NALP will continue to enhance its strengths and evolve to meet the ever-expanding needs of our membership and that of the legal profession of the future. I agree with NALP President-Elect Traci Mundy Jenkins, who has predicted that in the future, NALP will be a “continued leader in the legal industry, both internally for our members by cultivating their skills to support themselves and others, and externally as a voice advocating for true

inclusiveness and continued evolution of thought and action in our profession.”

On a personal note: A big, heartfelt thanks to all of you! To say that leading this amazing association has been the highlight of my year would be an understatement — it has been an incredible year. I am eternally grateful for your talents, ideas, expertise, support, kind words, and participation over this past year. I am excited to see where we will go during the next 50 years and look forward to celebrating with all of you in person before we know it!

Happy 50th, NALP, and thank you for all you have done for me and our profession! 



Beth Moeller ([moeller@law.ucla.edu](mailto:moeller@law.ucla.edu)) is the Assistant Dean of Career Services at UCLA School of Law.



# VOLTA

/vɒltə/

Noun

1. In poetry, a rhetorical shift or dramatic change in thought and/or emotion.
2. An Italian dance, popular in the 16th C.
3. A river in West Africa, having given its name to Upper Volta, now Burkina Faso.

## 4. The lawyer coaching company.

Known for **coaching, training and consulting** on: leadership ▪ engagement ▪ working parents ▪ well-being ▪ resilience ▪ delegation ▪ feedback ▪ BD ▪ communication ▪ executive presence ▪ teamwork ▪ time management ▪ DEI ▪ sponsorship ▪ retention ▪ retirement ▪ succession ▪ interviewing ▪ mentoring ▪ performance management ▪ career transitions ▪ lateral partners ▪ career development ▪ assessments.

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## LOOKING AHEAD TO NALP'S NEXT 20 YEARS

By Rebecca Ivanoff

**A**s a newer professional in NALP, I was honored when our President Beth Moeller asked me to write an article exploring the possibilities for our organization over the next 20 years through 2041. This opportunity necessarily provided the chance to reflect on some of the things NALP does so well — things like sharing expertise, developing connections, and cultivating inclusive communities. In engaging in that reflection, I am reminded of and humbled by all the gifts I've been given as a NALP member in just five short years.

It was quite a transition to move from a career in prosecution to one in legal career services. Just eight weeks into my tenure, I had the good fortune of attending NALP's Annual Education Conference in Boston. There, in addition to enjoying an epic dance party (something that never happened at DA conferences!), I was given the data and resources I needed to feel confident in my new role. In addition, I was welcomed by NALP members like a long-lost friend. Never before had I been in a space with such supportive professionals, all of whom modeled through their actions the level of care, creativity, inclusivity, and collegiality that have defined NALP over the past five decades.

The beauty of NALP is that my story is not unique. Rather, it is the story of NALP since its inception — a community where new members are welcomed and encouraged to develop as leaders as they share their gifts and talents with others. To me, NALP represents the very best of what a professional organization can be, and it serves as a shining example of what is possible when women, people of color, and disrupters lead.

The possibilities for NALP in the coming decades are limitless because of the strength of our foundation, a foundation fortified by the diversity of our members. And it is in that space of diversity, equity, and inclusion (DEI) that I believe our greatest opportunities for growth lie. In looking ahead to the next 20 years, I see the crux of the association's work focused on greater diversity within the legal profession and within our membership. By channeling our energy into those areas, we will be well-positioned to drive change within the profession for decades to come.

Continued on page 26

**NALP serves as a shining example of what is possible when women, people of color, and disrupters lead.**

**Diversity Within the Legal Profession**

NALP's 2020 Report on Diversity in U.S. Law Firms (see [www.nalp.org/reportondiversity](http://www.nalp.org/reportondiversity)) clearly highlights the need for our organization's ongoing work in supporting greater diversity, equity, and inclusion within the legal profession. Following the racial and social justice movements of summer 2020, NALP redoubled its commitment to using the data it collects to highlight the inequities that exist in legal employment (see [www.nalp.org/fighting\\_racism](http://www.nalp.org/fighting_racism)). It also adopted as a strategic

initiative that all NALP members will feel confident in their ability and well-equipped to champion DEI within their organizations and the profession.

To that end, NALP added to the rich library of resources available on its DEI webpage at [www.nalp.org/diversity](http://www.nalp.org/diversity). It also invited members to discuss the specific ways they are supporting lawyers and law students of color, and importantly, to examine how they are amplifying the voices of Black community members. Further, over the past several months, NALP members contributed Bulletin

articles with powerful personal accounts along with actionable steps that each of us can take as we engage in anti-racism work within our institutions and as individuals.

It is this commitment to shared knowledge and to the use of data that will move us forward in the effort to achieve our ideals for the profession. As we lean into this work in the decades to come, let us continue to hold the organization and each other accountable to these ideals. Let us also challenge ourselves to think deeply about the ways we can effect

Continued on page 27

**Congratulations on 50 years**

The Association of American Law Schools congratulates the National Association for Law Placement on 50 years of service and partnership with legal education and the legal profession.

AALS is proud of its many collaborations with NALP and we look forward to our continued cooperation for the benefit of our member schools, law graduates, and legal employers.

**AALS** *Advancing Excellence in Legal Education*

**FISH.**

**Congratulations to NALP on 50 Years of Leadership in the legal profession!**

Fish & Richardson, the premier global intellectual property law firm, is trusted by the world's most innovative and influential companies. We share the commitment of NALP to advance fairness, facts, and the power of a diverse community. On behalf of our NALP members, cheers to another 50 years!

*Kristine McKinney, Beatriz De Jesus, Rebekah Foster, Jessica Montoya, Melinda Walsh, Whitney Alwood, Clare Fitzgerald, Kim Jordan, Megan Stanley, Jeff DaRocha-Boyle, Lisa Manuark, Allie Tillson*

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**The possibilities for NALP in the coming decades are limitless because of the strength of our foundation.**

change within our personal and professional spheres of influence by disrupting the status quo. And let us engage with kindness and patience for ourselves and each other as we do the hard work to examine our own biases as we move toward greater cultural competence. It will be through these intentional acts of courage that we make our vision for a more diverse, equitable, and inclusive profession a reality.

#### **Diversity Within Our Membership**

As we seek to achieve greater diversity within the legal profession, we also have an opportunity to enhance the diversity of our membership. Although our law schools and law firm employers are currently well represented, there is space for additional representatives from government and public-interest employers, as well as members of the judiciary. Beyond those more traditional legal employers, however, our association will benefit from the addition of members from business and industry, and those working at the intersection of law and technology.

We watched a dramatic expansion of law school graduates securing JD Advantage positions in the years following the Great

Continued on page 28



Garrison & Sisson offices in Washington, DC.

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We congratulate NALP on its 50th Anniversary.  
Looking forward to seeing you in person, again.

**DAN BINSTOCK | JUSTINE DONAHUE | NANCY PALERMO | MATT SCHWARTZ | ERIN SEARS**

[www.g-s.com](http://www.g-s.com)



Recession. And while we saw a greater percentage of graduates returning to traditional law practice as the market recovered, many law students remain interested in pursuing JD Advantage positions after graduation. Given the current COVID-19 pandemic and the inevitable ebbs and flows of the economy, it is fair to assume JD Advantage employers will remain a vital part of the legal employment landscape for decades to come.

We know that the vast majority of these positions reside in business and industry. And with the growth in market share held by alternative legal service providers (ALSPs) coupled with the dramatic impact of technology on

law practice, legal education, and legal career services in response to the global pandemic, there has never been a better time to extend invitations to these potential members.

The practice of law is shifting, and we will need to shift with it. Expanding our membership to include JD Advantage employers and legal tech professionals will enhance the organization and member experience as it leads to the cross-pollination of ideas, the infusion of new and different perspectives, and the development of natural networks that will benefit incoming and existing members alike. As we consider how to best position ourselves to be flexible and nimble in the face of future

challenges, the addition of fresh perspectives will allow for greater creativity and better solutions. Our challenge moving forward is to determine how to best recruit and retain those new members. Doing so will allow us to most effectively fulfill our mission to drive innovation in the legal profession.

### Core Values at the Forefront

With our core values of integrity, expertise, inclusivity, community, and adaptability at the center of our work, the possibilities for our future are without limit. It is a privilege to be part of a group of such smart, dedicated, and engaged professionals. I look forward to everything the future holds for us, including the very near future when we will be able to safely gather again. Because, in addition to everything else NALP does well, we know that NALP knows how to throw a party. A great party.

See you on the dance floor in New Orleans in 2022! 



Rebecca Ivanoff ([rivanoff@uoregon.edu](mailto:rivanoff@uoregon.edu)) is the Assistant Dean for Career Planning and Professional Development at University of Oregon School of Law. She served as a conference

planning coordinator for the greatest conference that never was – Montreal 2020. She is also active with the NW Consortium of Law Schools and is past chair of the Oregon State Bar Diversity Section’s Executive Committee.

## CHEERS TO 50 YEARS!

With gratitude for the National Association for Law Placement’s expert and inclusive community of legal career professionals, Denver Law wishes NALP a happy 50th anniversary!

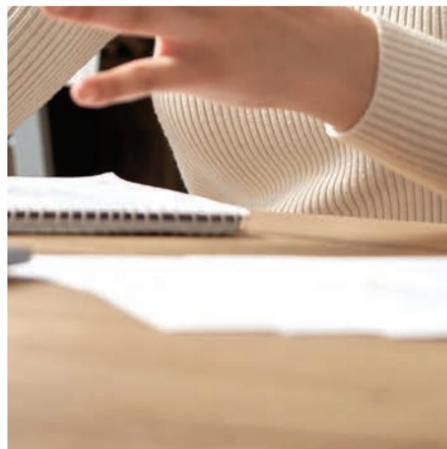
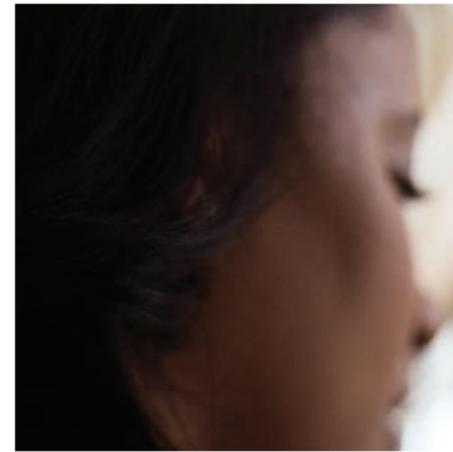
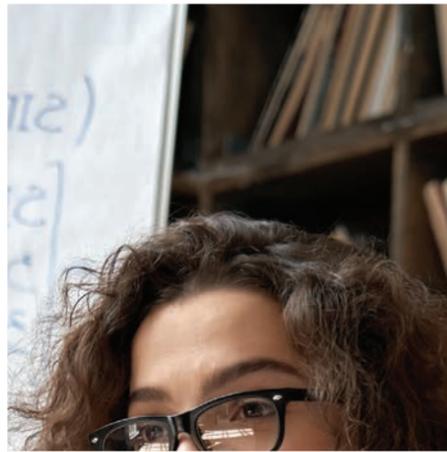


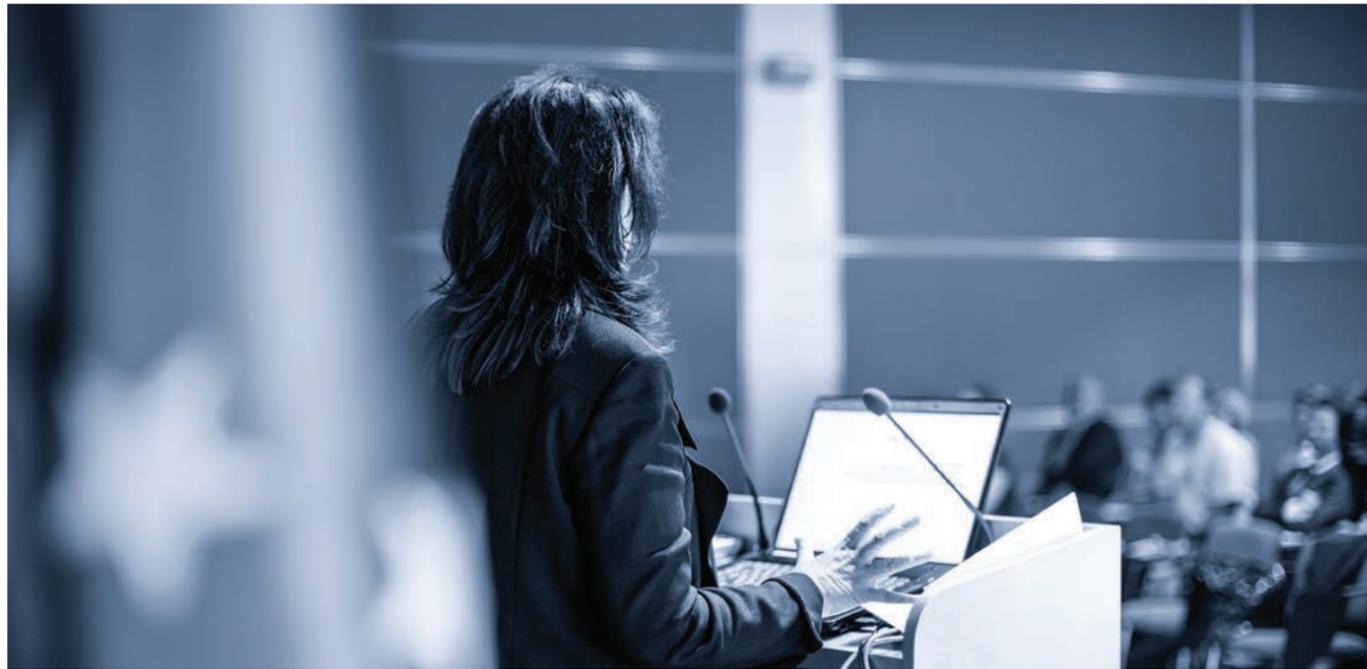
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# 50 YEARS STRONG: NALP EDUCATIONAL PROGRAMMING ADAPTS TO MEMBER NEEDS

By Mary Beal





Since its founding, NALP has sought to create educational programming that is innovative, adaptable, and responsive to the needs of the membership. These themes are at the heart of all of NALP's events, from our flagship Annual Education Conference (AEC) all the way through to our more narrowly focused events such as the Design Thinking Workshop.

While the effects of COVID-19 on NALP's educational programming have been undeniable, resulting in a shift from in-person to virtual events, the larger story to emerge from the pandemic is the way in which NALP's membership has responded to a period of uncertainty by continuing to innovate, adapt,

and respond. This article explores the history of NALP's educational programming from the early years through the recent response to the pandemic, concluding with an in-depth look at the Annual Education Conference.

### HISTORY OF NALP'S EDUCATIONAL PROGRAMMING

NALP's educational programming, which has taken many different forms over its 50-year history, is designed to meet the needs of the membership. We have conducted in-person events at the international, national, regional, and local levels, and hosted online events, including webinars, virtual conferences, and Town Halls.

The key to the success of NALP's programming has been to offer members what they need when they need it, including information and education on a wide variety of timely topics such as recruiting, career counseling, lawyer professional development, emerging legal careers, and diversity, equity, and inclusion (DEI). We get ideas for programming from all parts of the NALP community, including directly from members, as well as from Sections, Work Groups, and Committees, the NALP President and the Board of Directors, and staff. The ideas are then vetted through

a robust RFP process for NALP's largest conferences, which ensures that member expertise and member interests are highlighted throughout each programming year.

### ADAPTABLE

One of the hallmarks of NALP educational programming has always been adaptability, and as the job market for law graduates and the legal profession itself continues to change, NALP has been able to provide new

Continued on page 31

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programming that responds to member needs for education in new areas.

For example, after the Great Recession, a renewed focus on law-related JD Advantage jobs led to the development of the Summit on Emerging Legal Careers, an event which has occurred twice thus far.

The Lateral Hiring Summit is another example of a specialized, niche program which was planned out of a need for our members to discuss the perplexing issues around the hiring and integration of lateral lawyers as an increasing number of NALP members' job descriptions began to include responsibility for lateral lawyer recruiting.

Continued on page 32



The National Conference of Bar Examiners congratulates our colleagues at NALP on 50 years of service to law students, legal educators, and legal practitioners.

Together, we're working to build a competent, ethical, and diverse legal profession.

## RECENT NALP CONFERENCES AND EVENTS

- Annual Education Conference
- Canadian Winter Meeting
- Design Thinking Workshop
- Diversity, Equity & Inclusion Summit
- Lateral Hiring Summit
- Lawyer Development Institute
- Legal Recruiting Summit



- Newer Professionals' Forum
- Professional Development Institute
- Public Service Mini-Conference
- Summer Outcomes Summit
- Summit on Emerging Legal Careers



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One of NALP's most popular programs is the Legal Recruiting Summit, which began in 2014. This event addresses the specific needs of our members who focus on the hiring and recruiting of students for summer programs and fall associate programs at law firms. Even during the COVID-19 pandemic when the recruiting calendar and process was turned on its head, NALP adapted to host a virtual Summer Outcomes Summit to discuss the outcomes of the unusual summer programs of 2020, as well as a Legal Recruiting Summit to discuss the outcomes of the delayed on-campus interview season (which wasn't on campus at all!).

NALP has also adapted to the changing legal careers profession in the area of professional development by offering timely programs based on the types of information that our members need. For instance, with the growth of the lawyer PD field in the late 1990s and early 2000s, NALP created the Professional Development Institute (PDI) in 2002. As the student professional development movement grew a few years later, NALP added student development programming to PDI. Today, PDI is well established as the premier event for

education on lawyer PD and law student PD and one of the most widely attended annual NALP events.

NALP's educational programming also contains examples of the collaborative model of conference programming across organizations. NALP has collaborated with ALI-CLE (formerly ALI-ABA) and the Professional Development Consortium (PDC) to plan and organize PDI, drawing content and expertise from members of all three organizations. Another example of this within the public service sector is the NALP/PSJD Public Service Mini-Conference, which has been held annually since 1989. The Mini-Conference brings together NALP members who counsel law students and lawyers on public service careers, taking place on a date near the Equal Justice Works Annual Conference and Career Fair. By hosting the Mini-Conference around the same time, NALP members are able to increase opportunities to network with colleagues, attend additional sessions, and learn more about PSJD. Finally, NALP is pleased to be able to host the DEI Summits in collaboration with the Association of Law Firm Diversity Professionals (ALFDP).

## INNOVATIVE

Innovation has always been a cornerstone of NALP's educational programming. The relatively new Design Thinking Workshop, launched in 2019, is a great example. This program included a hackathon (or NALPathon) designed to help members reimagine the recruiting process. This event is another great example of programming planned to assist NALP members with their most significant issues in the moment, and we were excited to host it again in 2021.

In 2001, NALP hosted its first Newer Professionals' Forum, an event tailored to new professionals in recruiting and career services. This boot camp for those newer to the legal careers profession, built around a series of in-depth foundations courses developed in conjunction with some of our most senior members, has been a constant source of innovation and fresh ideas, and has evolved as the profession and the job market for law school graduates have evolved. Over the years, courses were added to train those newer to lawyer PD as well.

Continued on page 33



We also offer newcomers to the legal careers profession 101 types of courses in conjunction with other conferences, for example the PD Foundations Course takes place right before PDI, the Diversity 101 course occurs just prior to the Diversity, Equity & Inclusion Summit, and a Public Interest Advising 101 course is offered with the NALP/PSJD Public Service Mini-Conference. One of NALP's main priorities through the past five decades has been to equip new legal careers professionals with the tools they need to be successful.

## RESPONSIVE TO MEMBERS

NALP's conference programming has always been responsive to member needs. As industry attention and energies turned increasingly to the diversity challenges faced by the legal profession, the Diversity, Equity & Inclusion Summit, which began in 2006, was created out of a need to spotlight and provide support for our members whose work increasingly included DEI responsibilities.

The Diversity, Equity & Inclusion Summit brings together attendees from across the profession to explore a wide variety of diversity, equity, and inclusion topics, including the ongoing struggle to reach better

representation of women and people of color among the lawyers in law firms, and increased focus on advancing the careers of lawyers in the LGBTQ+ community and students and lawyers with disabilities. One of the newest areas of focus for this summit has been on hiring and supporting neurodiverse law students and lawyers.

## RESPONDING TO THE PANDEMIC

The COVID-19 pandemic forced organizations around the world to move to primarily hosting virtual events. As the pandemic began spreading around the U.S. in early 2020, NALP pivoted to host the 2020 Annual Education Conference — previously scheduled to take place in Montreal — on a virtual platform. The 2021 Annual Education Conference, previously scheduled to take place in Scottsdale, AZ, is also being held virtually from April 26-30, 2021.

While having to move to virtual meeting as a result of the pandemic was not necessarily the preferred option for NALP leadership and members, the highlights of our annual event have remained intact. These include high-quality educational programming, networking events, and business events such

as the Regional Business Meetings and the Annual Business Meeting.

In total, NALP offered more than 90 virtual programs in 2020, including many Town Halls and vendor demonstrations. Member engagement in NALP's events skyrocketed as we attempted to offer programming to meet the changing needs of our members.

## RESILIENCE OF THE NALP COMMUNITY

NALP has hosted hundreds of events over the past 50 years on a wide variety of topics covering all types of member needs. Our events educate members while providing a platform for member connections through shared experiences and events.

As a former NALP member who joined the NALP staff, I have attended every NALP Annual Education Conference since 1994 in

Orlando (except the Toronto event in 2009!). For me — personally and professionally — I am all the better for it. I've loved the opportunity to visit all the amazing cities where we have hosted events, and I relish the chance to interact with NALP members and see old friends and colleagues.

To me, our educational programming is more than just education — it is NALP at its best, allowing for shared connections and experiences among our members. 



Mary Beal ([mbeal@nalp.org](mailto:mbeal@nalp.org)) is Senior Director of Member Professional Development, Communications, and Research for NALP. Read more articles about NALP's history at [www.nalp.org/nalps\\_50th\\_anniversary\\_celebration](http://www.nalp.org/nalps_50th_anniversary_celebration).

## HOW YOU CAN GET INVOLVED

Many NALP events involve a planning team of NALP members who assist with the development of educational programming. You can get involved by filling out the Call for Volunteers and indicating that you would like to serve on a planning team. To get involved in the Annual Education Conference, you can put your hat in the ring to run for the position of Conference Planning Coordinator in our annual elections process. Or just give me a call or send me an email at [mbeal@nalp.org](mailto:mbeal@nalp.org), and I'll look to see if we have any areas where we could use your help.

# ANNUAL EDUCATION CONFERENCE: A FRAMEWORK SUPPORTING THE NALP COMMUNITY FOR 50 YEARS

By Mary Beal

All of the themes of innovation, adaptability, and member-driven content flow through NALP's trademark event, the Annual Education Conference (AEC), which first took place in 1972 in Boulder, CO. It has since been held in a wide variety of locations throughout the United States including Puerto Rico, and in Canada as well. The Annual Education Conference's attendance peaked in 2019 in San Diego with 1,500 attendees, tying the former high-water mark from the 2006 conference, also held in San Diego.

The Annual Education Conference can host as many as 100 concurrent sessions on a wide

variety of topics, including within the core areas of interest for many NALP members such as recruiting, career advising, and lateral hiring. At the same time, the conference explores topics central to other parts of NALP's membership, including coaching, DEI, emerging legal careers, law student professional development, the legal economy, alumni programs, and career services administration.

One of the most popular subject areas within NALP's AEC programming is Member Professional Development, which includes courses on time management, email management, public speaking, leadership and

Continued on page 35



management skills, organizational skills, and other important topics to help assist NALP members in their jobs.

Wellness is the topic area that has experienced the most growth over the past five years. We have seen a rise in demand for courses about well-being in the legal profession and how to support lawyers and staff in increasingly stressful times. Programs focused on meditation, stress management, preventing alcohol and drug misuse, and supporting mental health in law students and lawyers are very popular right now. Once the

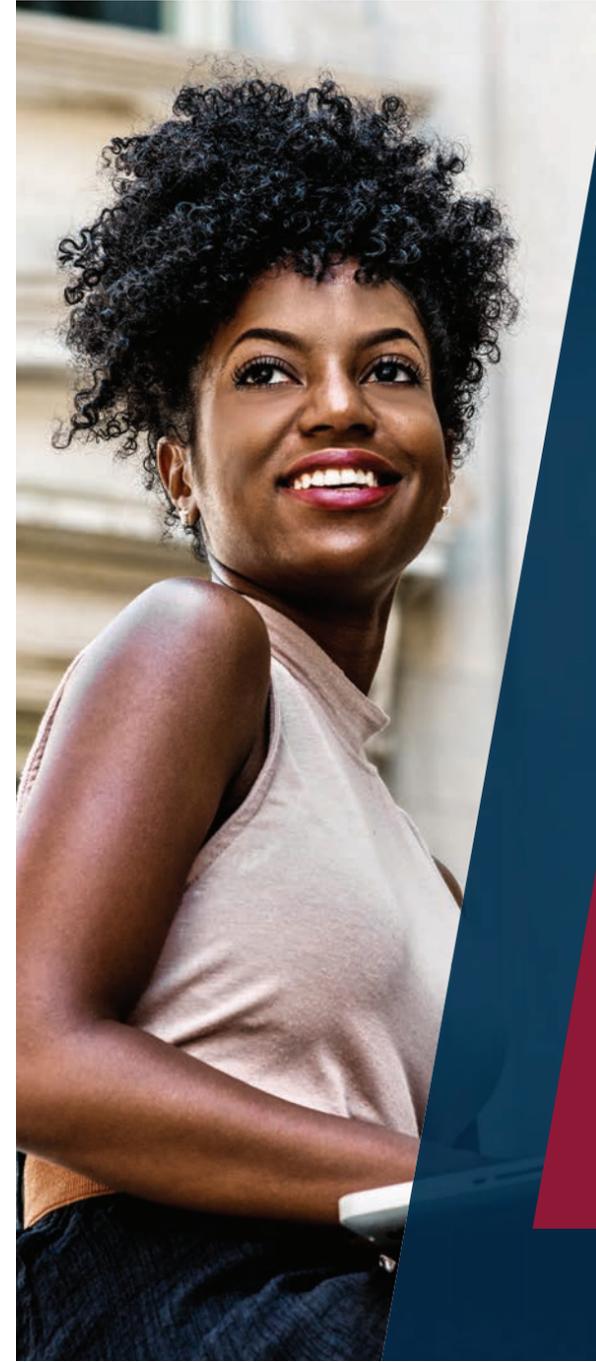
pandemic is behind us, NALP will likely hold a Wellness Summit to spotlight these issues.

Over the years, NALP's Annual Education Conference has been known for the quality of its plenary sessions. Typically, there are two or three keynote plenaries at this event involving high-profile topics and speakers. There have been quite a few memorable plenary speakers over the years, including:

- Jim Abbott, former MLB pitcher
- Christine Carter, author of *The Sweet Spot: How to Achieve More by Doing Less*
- Adrienne Haslet, survivor of the Boston Marathon bombing
- Lyn Heward, Former President of Creative Content at Cirque du Soleil
- Jia Jiang, author of *Rejection Proof*
- Jerry Kang, Distinguished Professor of Law, Professor of Asian American Studies, *Korea Times-Hankook Ilbo* Chair in Korean American Studies and Law for UCLA Law School



Continued on page 36



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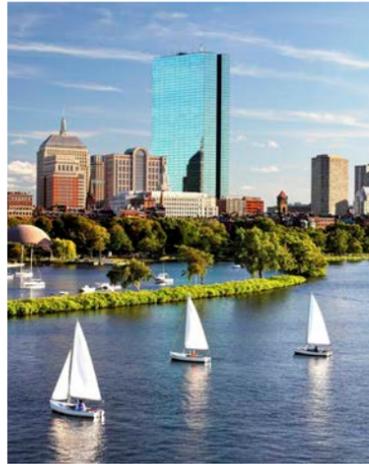


- Vernā Myers, VP of Inclusion Strategy for Netflix
- Norah O'Donnell, news anchor for *CBS Evening News*
- Lindsey Pollak, expert on multi-generational workplaces
- Second City, an improvisational theater and comedy club in Chicago
- Brad Smith, President of Microsoft Corp.
- Sarah Weddington, lawyer who argued *Roe v. Wade* before the U.S. Supreme Court
- David Wilkins, Lester Kissel Professor of Law, Director, Center on the Legal Profession, Vice Dean for Global Initiatives on the Legal Profession, Harvard Law School



Many NALP members can recall a conference by the plenary speaker or by the location of the event, as opposed to the year it occurred. The plenary and the location are two of the more important facets of NALP's events, with resort locations sometimes being slightly more popular than urban locations. (A full list of Annual Education Conference sites is listed on page 38.)

Continued on page 37



Still, other NALP members can identify a conference by the cover of the brochure, the exhibit hall, meals or other non-business events such as late-night karaoke. Longtime NALP members may recall subdued member celebrations in the past that took place in hotel ballrooms, while more recent NALP conference attendees will remember this event taking place poolside or oceanside at some of our resort locations like Hollywood, FL, Palm Springs, CA, and San Juan, Puerto Rico. Sometimes a member celebration is hosted at a venue. These past gems, which provided memorable networking locations for conference attendees, as well as being exciting tourist locations to visit while not in NALP sessions, include:

- the California Academy of Science in San Francisco,

- the Field Museum in Chicago,
- the Experience Music Project in Seattle,
- the Gaslight District in San Diego,
- the National Portrait Gallery in Washington, DC,
- Austin City Limits Live in Austin, and
- the Faneuil Hall Marketplace in Boston.

No matter where the event has been held in recent years, the story of innovation, adaptability, and responsiveness to members has been the same. Our events seek to bring NALP members together to build their professional networks, share ideas, and solve the problems of the day together, as part of the NALP mission to advance legal careers. 



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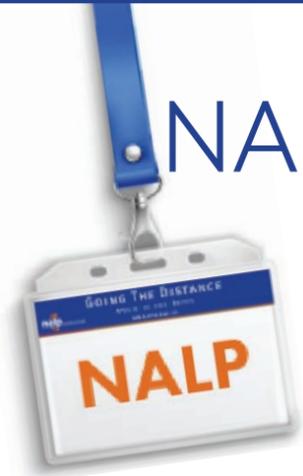
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# NALP ANNUAL EDUCATION CONFERENCE SITES

- 1971 Philadelphia, PA, University of Pennsylvania (organizational)
- 1972 Boulder, CO, University of Colorado
- 1973 Houston, TX, Shamrock Hilton
- 1974 Washington, DC, Key Bridge Marriott
- 1975 San Francisco, CA, Stanford Court
- 1976 Chicago, IL, Hyatt Regency-Chicago
- 1977 New Orleans, LA, Royal Sonesta
- 1978 Buck Hill Falls, PA, Buck Hill Inn
- 1979 San Diego, CA, Hotel del Coronado
- 1980 Vail, CO, The Lodge at Vail
- 1981 Boston, MA, Copley Plaza
- 1982 St. Petersburg Beach, FL, Don CeSar Hotel
- 1983 San Antonio, TX, St. Anthony Intercontinental
- 1984 Minneapolis, MN, Amfac, Minneapolis

- 1985 San Francisco, CA, Sheraton Palace
- 1986 Alexandria, VA, Radisson Mark Plaza
- 1987 New Orleans, LA, Westin Canal Place
- 1988 Tucson, AZ, Westin La Paloma
- 1989 Palm Beach, FL, The Breakers
- 1990 Chicago, IL, The Drake
- 1991 Keystone, CO, The Keystone Resort
- 1992 Boston, MA, The Westin Hotel, Copley Place
- 1993 Seattle, WA, The Westin Hotel
- 1994 Orlando, FL, The Peabody Hotel
- 1995 Cleveland, OH, The Stouffer Renaissance Hotel and The Ritz Carlton
- 1996 Palm Springs, CA, The Westin Mission Hills Resort
- 1997 Atlanta, GA, The Westin Peachtree Plaza
- 1998 San Francisco, CA, The Westin St. Francis
- 1999 San Antonio, TX, Hyatt Regency San Antonio
- 2000 Boston, MA, Park Plaza Hotel
- 2001 Phoenix, AZ, Pointe Resort South Mountain

- 2002 Kansas City, MO, Hyatt Regency Crown Center
- 2003 Orlando, FL, Hilton at Walt Disney World Village
- 2004 Salt Lake City, UT, The Grand America Hotel
- 2005 Chicago, IL, Hyatt Regency
- 2006 San Diego, CA, Sheraton San Diego Hotel & Marina
- 2007 Keystone, CO, Keystone Resort
- 2008 Toronto, Ontario, Westin Harbour Castle
- 2009 Washington, DC, Omni Shoreham Hotel
- 2010 San Juan, Puerto Rico, Caribe Hilton
- 2011 Palm Springs, CA, Desert Springs JW Marriott
- 2012 Austin, TX, Hilton Austin
- 2013 Tampa, FL, Tampa Convention Center
- 2014 Seattle, WA, Washington State Convention Center & Sheraton Seattle

- 2015 Chicago, IL, Sheraton Chicago Hotel and Towers
- 2016 Boston, MA, Hynes Convention Center & Sheraton Boston Hotel
- 2017 San Francisco, CA, Hilton San Francisco
- 2018 Hollywood, FL, Diplomat Resort Hollywood
- 2019 San Diego, CA, Hilton San Diego Bayfront
- 2020 Montreal, Quebec – Virtual
- 2021 Scottsdale, AZ – Virtual

**Congratulations to NALP on its 50<sup>th</sup> Anniversary!**

Here's to many more successful years with gratitude for the talent programs, resources and partnerships.


  
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# NALP PRESIDENTS

(Affiliations listed are at the time of presidency.)

- 1971-1972 Helen Hoffman, Rutgers, The State University of New Jersey School of Law, Newark
- 1972-1973 Mettie Brown, University of Texas School of Law
- 1973-1974 Albert C. Neimeth, Cornell Law School
- 1974-1975 Helena F. Clark, University of Pennsylvania Law School
- 1975-1976 Ann Kendrick, Lewis & Clark University School of Law
- 1976-1977 Richard Badger, University of Chicago Law School
- 1977-1978 Gary A. Munneke, University of Texas School of Law
- 1978-1979 Peter N. Kutulakis, Dickinson School of Law
- 1979-1980 Nick A. LaPlaca, McGeorge School of Law
- 1980-1981 Michael K. Magness, New York University School of Law
- 1981-1982 Mary Dee Pifer, Boston University School of Law
- 1982-1983 L. Wayne Greenberg, Tulane Law School
- 1983-1984 Carroll D. Stevens, University of Kentucky College of Law
- 1984-1985 Stephen T. Yandle, Northwestern University School of Law
- 1985-1986 Lynn Strudler, New York University School of Law
- 1986-1987 Abbie Willard, Georgetown University Law Center
- 1987-1988 Susan Sullivan, Washington University School of Law
- 1988-1989 Maureen Provost-Ryan, Fordham University School of Law
- 1989-1990 Lujana Wolfe Treadwell, University of California at Berkeley School of Law (Boalt Hall)
- 1990-1991 Robert C. Sullivan, University of Akron School of Law
- 1991-1992 Judith O. Saunders, Chicago-Kent College of Law
- 1992-1993 Linda North, California Western School of Law
- 1993-1994 Gail Peshel, Valparaiso University School of Law
- 1994-1995 Cynthia L. Rold, University of Illinois College of Law
- 1995-1996 Kathleen Brady, Fordham University School of Law
- 1996-1997 Pam Malone, Vanderbilt University School of Law
- 1997-1998 Elizabeth Armour, Boston University School of Law

- 1998-1999 Kelly Toole, Indiana University School of Law-Bloomington
- 1999-2000 Patricia Bass, Mercer University School of Law
- 2000-2001 Gina Sauer, William Mitchell College of Law
- 2001-2002 Irena McGrath, Wiley, Rein & Fielding
- 2002-2003 Mayhugh H. "Skip" Horne III, Santa Clara University School of Law
- 2003-2004 Karen Britton, The University of Tennessee College of Law
- 2004-2005 Cherie Conrad, Kirkland & Ellis, LLP
- 2005-2006 Bonnie Hurry, Davis Polk & Wardwell
- 2006-2007 Lisa Dickinson, University of San Francisco School of Law
- 2007-2008 Gihan Fernando, Georgetown University Law Center
- 2008-2009 Michael Gotham, Perkins Coie LLP
- 2009-2010 Lea Nora Ruffin, Widener University School of Law
- 2010-2011 Carol Sprague, Skadden Arps Slate Meagher & Flom LLP
- 2011-2012 Marcy Cox, University of Miami School of Law
- 2012-2013 Charlotte Wager, Jenner & Block LLP
- 2013-2014 Stacey Kielbasa, Chapman and Cutler LLP
- 2014-2015 Terrence Galligan, University of California, Berkeley School of Law (Boalt Hall)
- 2015-2016 Jean Durling, Fox Rothschild LLP
- 2016-2017 Mina Jones Jefferson, University of Cincinnati College of Law
- 2017-2018 David Montoya, The University of Texas School of Law
- 2018-2019 Melissa Lennon, Temple University Beasley School of Law
- 2019-2020 Georgia Emery Gray, Cleary Gottlieb Steen & Hamilton LLP
- 2020-2021 Elizabeth Moeller, UCLA School of Law
- 2021-2022 Traci Mundy Jenkins, Venable LLP

# CHARTER MEMBERS

The organizational meeting of the National Association for Law Placement was held at the University of Pennsylvania Law School August 12-13, 1971. Participants are listed below, along with their affiliations at the time of the organizational meeting:

- John P. Finan, University of Akron School of Law
- Irene Econome, Albany Law School of Union University
- Anita Allan, American University, Washington College of Law
- Conest M. Haddad, Boston University School of Law
- Vernon Miller, The Catholic University, American School of Law
- Mildred H. Crane, Salmon P. Chase College School of Law
- Thomas E. Murphy, University of Cincinnati College of Law
- Alex C. Jamieson, Cleveland-Marshall Law School
- Mildred P. Danielson, University of Colorado School of Law
- Charles C. Turner, University of Denver College of Law
- Jaye Howes, De Paul University College of Law
- Urey W. Alexander, Dickinson School of Law
- Jeanne Q. Svikhart, George Washington University, National Law Center
- Arvilla Seligman, Golden Gate College School of Law
- William Robie, U.S. Army The Judge Advocate General's Office
- Ruth J. Squire, McGeorge School of Law, University of the Pacific
- Helen M. Thatcher, John Marshall Law School
- LaFrances Johnson, Howard University School of Law
- Gerald B. Jaski, University of Miami School of Law
- Robert A. Melott, University of North Carolina School of Law
- Edward H. Palmer, Northwestern University School of Law
- Daniel S. Guy, Ohio Northern University College of Law
- Helena F. Clark, University of Pennsylvania Law School
- William B. Hazlett, University of Pittsburgh School of Law
- Peter R. Bent, Rutgers University Camden School of Law
- Helen Hoffman, Rutgers University Newark School of Law
- Isabel Crawford, St. John's University School of Law
- William G. Walston, St. Mary's University of San Antonio School of Law
- Mary Ivary, University of Santa Clara School of Law
- Anthony J. DeVico, Suffolk University School of Law
- Mettie R. Brown, University of Texas School of Law
- Helen Edwards, University of Utah College of Law
- Christine White, Villanova University School of Law
- Sheila D. Brown, Davis Polk & Wardwell
- Wendy L. Wilson, Bar Association of the District of Columbia

# “MESSAGES FROM MEMBERS”

Thank you NALP for being the consistent lifeline allowing me to learn and grow in my career. I appreciate beyond words the continual connection and collaboration, leadership opportunities, diversity, research and data, and lifelong friendships. What I love most though is that NALP is filled with “my people!” Happy 50th!

**Beth Moeller**  
Assistant Dean of Career Services,  
UCLA School of Law

 NALP President 2020-2021

Congratulations! NALP has been integral to my development as a recruiting professional. And the relationships I formed with my peers are invaluable. A fond memory is from my time with the 2005 Conference Planning Committee — we planned it in Miami, then had to move it to San Diego!

**Michelle Baird-Johnson**  
Director of Talent Acquisition and Integration,  
Schwabe Williamson & Wyatt

Thanks to those who came before us to create NALP — to those who made that vision a reality — and to those who will create NALP over the next 50 years!

**Kara Sutherland**  
Director of Talent, Ontario, Dentons Canada LLP

**Happy 50th NALP! Thanks for being a safe place to grow, and learn, and connect with exceptional colleagues.**

**Laurie A. Powers**  
Assistant Dean, Professional Development, Gonzaga University School of Law

Thank you to the NALP leaders and friends I have made along the way. From Ameer McKim to Lisa Dickinson to Gihan Fernando to Jean Durling and many more, my service has filled my heart and been a true testament to the ability to volunteer your way as far as you can aspire to in this amazing organization! Here's to 50 more years of NALP!

**Cybele Smith**  
Director, Public Service Law Center, The Ohio State University

NALP's most special talent is its ability to evolve and grow in response to its members' needs. My career focussed on law school public interest and LGBTQ issues, pioneering concerns three decades ago. NALP provided the community and structure crucial to my professional growth — and life-long friends as well.

**Thomas J. Schoenherr**  
(Retired) Assistant Dean, Public Interest Resource Center, Fordham University School of Law

When I reflect on NALP's profound impact on my personal and professional development, many things come to mind: abundant resources, unforgettable experiences, and dear friends in the NALP community. That support ultimately helped my teams, law students and lawyers. Happy Anniversary, NALP and many thanks!

**Traci Mundy Jenkins**  
Director of Career Development, Venable LLP  
 NALP President 2021-2022

**NALP has been an integral part of my professional development from day one! Not only that, but I've been very lucky to develop lifelong friendships. For that and many reasons, I am grateful to those who have enriched my experiences while volunteering for NALP. Congrats and here's to another 50 years!**

**Kisha Nunez**  
Director of Diversity and Associate Director of Legal Recruiting, Wachtell, Lipton, Rosen and Katz

Congratulations NALP on 50 years of leadership, innovation, and collaboration. The legal world is a better place thanks to the work of all — paid staff and volunteers — who contribute their talents to help NALP thrive and flourish. Here's to another 50 years and beyond!

**Elizabeth K. Peck**  
Assistant Dean for Judicial Engagement and Professional Development, Cornell Law School

**Happy 50th! So grateful for NALP opportunities to learn, collaborate, contribute, and lead. Thanks to NALP members who have become colleagues, mentors, mentees, and lifelong friends. Cheers to the amazing NALP team who fuels fairness, facts, and the power of a diverse community!**

**Irena McGrath**  
President, McGrath Talent Strategies  
 NALP President 2001-2002

*When I first joined Windsor Law, NALP Bulletin articles and the Boston conference helped me get my bearings. Volunteering with the Canadian Section has helped me learn even more, and I have been honoured to be the Canadian Representative for PSJD's Advisory Group. Thanks for all NALP does, and congratulations!*

**Kathleen Behan**  
Social Justice Career Coordinator, University of Windsor, Faculty of Law

NALP played an important role helping me as a new-comer and continues to play an integral role in my professional career today. NALP meetings and communications are invaluable in keeping us informed about developments in the legal industry. Thank you for investing in us! **Congratulations on 50 years!**

**Selena Randhawa**  
Career Advisor, University of Windsor, Faculty of Law



Thank you amazing NALP staff, Jim, Fred, Mary, Jay, Sam, Danielle, Judy, Lisa, Meaghan, Andrew, Janet, Annette, Claire, Julie, Brittany, and everyone before and after you, the impact you have is immeasurable. “Heroes are made by the path they choose, not the powers they are graced with.” (Iron Man)

**Andy Hales**  
VP, Professional Development & Training, Venable LLP

*The best people in the world are NALPers! NALP has helped me grow professionally and given me a family who have seen me through personal and professional challenges and triumphs. NALP has given me more than I could ever give back in return, though I will try! Happy Anniversary, NALP!*

**Heather Day DiFranco**  
Director of Professional Development, Benesch Friedlander Coplan & Aronoff LLP

Congratulations on 50 years! My NALP involvement has afforded me the tremendous opportunity to serve the association, contribute to the legal profession, and make lifelong friends along the way. Special thanks to my husband, Andy — without your love and support, none of this would have been possible.

**Skip Horne**  
Vice President for Engagement, The NALP Foundation  
 NALP President 2002-2003

Congratulations to NALP’s past and present staff and volunteer members on this special anniversary. We are grateful for all the ways you help us help others succeed professionally and, most of all, for the lifelong friendships we made along the way.

**Terrence J. Galligan**  
Assistant Dean, University of California, Berkeley, School of Law  
 NALP President 2014-2015

*NALP has been my professional home and my source of inspiration, information, and friendship for nearly 15 years. For this past pandemic-ridden year, it has also my source of professional sanity! Thanks to the staff, board, and members for making NALP special. Happy anniversary, NALP!*

**Eric Bono**  
Assistant Dean, Career Development, University of Denver Sturm College of Law

NALP, you look fabulous for 50! The number of law careers that you have advanced (including my own) is amazing. I cannot wait to see what you do with your next 50 years. Congratulations on your golden anniversary! P.S. Do not forget that you will always be older than me.

**Shannon M. DeGennaro**  
Chief of Administration/Assistant Dean, DePaul University College of Law

*NALP has always been the “constant” for my entire professional career and for that, I am grateful. NALP has also offered me the privilege to learn from so many talented professionals whom I am proud to call friends. Happy Birthday, NALP – 50 looks fabulous.*

**Georgia Emery Gray**  
 NALP President 2019-2020

No better organization, no better expertise, no better leadership, and no better professional network that turns into an international web of dear friends! You have enriched my professional and personal life beyond measure. Thank you my beloved NALP! Here’s to the next 50!

**Melissa Lennon**  
Chief Legal Talent Officer, Richards, Layton & Finger  
 NALP President 2018-2019

*Being part of the NALP family for 13 years has made me richer, both personally and professionally. I am grateful for the priceless things I have gained from NALP: knowledge, friendship, mentorship, leadership, confidence, and career growth. Thank you for empowering me and cheers to you for 50 amazing years!*

**Anna Maria DeCia-Gualtieri**  
Director of Career Services, University of Windsor, Faculty of Law

*NALP has been a constant throughout my long and winding career. It provides a safe harbor during the rough conditions of our profession – a source of calm, comfort, commiseration, and companionship. Thank you NALP for fostering unparalleled support, professional development, and leadership opportunities, and most importantly, enduring friendships.*

**Betsy Armour**  
Dean of Career Services, USC Gould School of Law  
 NALP President 1997-1998

Cheers to NALP! Congratulations on 50 years of dedicated service, enhancing the personal & professional development of its members. A shepherd through an ever-changing industry, consistently advocating for fairness & inclusivity. NALP, and its dynamic professional network have been my primary source of leadership development, and professional success. Here’s to 50 more!

**Gwendolyn L. Ferrell**  
Director of Career Services, LSU Paul M. Hebert Law Center

Congratulations, NALP, on 50 years! Looking back, I am thankful for lessons learned and friendships made. Looking forward, I am inspired by what is yet to come. Thank you NALP for being such a large part of my life and for providing some of my most cherished opportunities and treasured memories.

**Jean A. Durling**  
Chief Talent Officer, Fox Rothschild LLP  
 NALP President 2015-2016

Happy 50th birthday to NALP. I’ve been thrilled to be a member for more than a decade. Thank you to the diverse, incredible members and staff for all that you do to make NALP the special organization it is.  
**Lynn Iding**  
Director, Human Resources, Stewart McKelvey, Halifax, Nova Scotia, Canada



# NALP 50TH ANNIVERSARY ARTICLES FROM APRIL 2020– MARCH 2021: A RECAP

## Bulletin

April 2020 - March 2021



This special NALP 50th Anniversary Commemorative Edition of the *NALP Bulletin* that you are reading is just one part of the celebrations around the half-century milestone. In addition to online member parties, special events during the Annual Education Conference from April 26-30, an interactive timeline, and other ways

that NALP members have connected around the 50th Anniversary, the *NALP Bulletin* has been a source of 50th Anniversary-themed articles dating back to April 2020. Here is a summary of the articles, which can be found on the NALP 50th Anniversary web page at [www.nalp.org/nalps\\_50th\\_anniversary\\_celebration](http://www.nalp.org/nalps_50th_anniversary_celebration).

### MARCH 2021

#### Celebrating 50 Years: Assessing the Influence of NALP Research on Legal Salaries

By Judith N. Collins

Highlighting the importance of NALP's data gathering efforts related to the Associate Salary Survey and its effect on the compensation for associates.

*"The median starting salary for a first-year associate went up by about 150% over the 25-year period from 1995 to 2019."*

### FEBRUARY 2021

#### NALP at 50: Publications Past, Present and Future

By Janet Smith

Recapping the history and reach of NALP's 50 years of publications, including the *NALP Bulletin*, *PD Quarterly*, *NALPnow!*, the Directory of Legal Employers, the Directory of Law Schools, books, and other special projects.

*"Will members write articles? You have only to look at today's NALP Bulletin to know that the resounding answer to this question is yes."*



### JANUARY 2021

#### NALP by the Numbers: A Self Portrait

By Fred Thrasher

What started with 35 individuals meeting at the University of Pennsylvania has grown to an organization of more than 2,800 individuals, 221 law schools and 784 law offices. This is the story of NALP's membership since its founding in 1971.

*"From the beginning, NALP members have been avid volunteers."*

### DECEMBER 2020

#### Looking Back at NALP's History, Part 2: 1990-2008

By Terrence J. Galligan

Examining NALP's history from 1990 through 2008, a period where many of the modern member services offered by the association got their start.

*"Integrity has always been a core value for NALP."*

#### NALP: A Leader for Public Service

By Sue Schechter and Tom Schoenherr

Exploring the role and growth of the NALP Public Service Section in celebration of NALP's 50th Anniversary.

*"Our first year we started with about a dozen people. Five years or so later, attendance exceeded 100!" -Lauren Dubin, on the early years of the NALP Public Service Section.*

## NOVEMBER 2020

### The Evolution of Technology Within NALP’s Member Services

By Lisa Quirk

How technology has helped shape several of the key benefits offered to NALP members over the course of 50 years as an association, including NALP’s website, the NALP Directory of Legal Employers (NDLE), the NALP Directory of Law Schools (NDLS), PSJD and other NALP member services.

“NALP is continuing to improve the usefulness of our technology.”



## OCTOBER 2020

### NALP at 50: Leading the Legal Profession Forward on LGBTQ+ Rights

By Gihan Fernando and Morgan Smith

Looking back at how NALP’s involvement with the Solomon Amendment and other efforts have helped move the legal profession forward in striving for equal treatment for LGBTQ+ lawyers and law students.

“NALP’s leadership and guidance on this difficult issue was among its most notable accomplishments.”

## SEPTEMBER 2020

### Celebrating 50 Years: Assessing the Role of NALP in Researching Law Schools and Firms

By Judith N. Collins

Honoring NALP’s 50th Anniversary through an in-depth look at NALP’s research on law schools and law firms.

“By the time of the 2005 survey, the share of schools reporting just one professional staff stood at 25%.”

## AUGUST 2020

### 500-Foot View of NALP’s First 50 Years: The Evolution of Jobs in Legal Recruiting and Career Services

By Karen Britton

Summarizing the professional roles of NALP members since the association was founded in 1971 through modern day 2021, illustrating the issues that have shaped the profession and the association in its formative years.

“Commonly held values — fairness, diversity, justice, helping others — link our efforts and practice.”

## JULY 2020

### Looking Back at NALP’s History, Part 1: 1971-1991

By Terrence J. Galligan

Exploring NALP’s early history from 1971-1991, the first in a three-part series in the NALP Bulletin

leading to the 50th Anniversary celebration at the virtual 2021 Annual Education Conference.

“The idea of providing an annual picture of the national entry level legal job market was one of NALP’s earliest goals.”

## JUNE 2020

### NALP: The Secret Weapon That Levels the Playing Field

By Lisa Kirby and Caren Ulrich Stacy

Diversity Lab’s Lisa Kirby and Caren Ulrich Stacey examine how NALP’s data on diversity, equity, and inclusion (DEI) has helped level the playing field.

“NALP’s data is collected straight from the sources — firms and law schools — and calculated impartially.” -Tammy Patterson

## MAY 2020

### Founders’ Take: Looking Back and Moving Forward

By Chris White and Jeanne Svikhart

Two founding members of NALP share their favorite moments, including important moments in the association’s history, in recognition of NALP’s 50th Anniversary.

“NALP over the years has been and continues to be open minded, resilient, and always eager to do the right thing.”

## APRIL 2020

### Better Together: NALP Nears 50th Anniversary Milestone

By Georgia Emery Gray, Immediate Past President



Immediate Past President Georgia Emery Gray describes some of her favorite moments in the role and looks to the road ahead for NALP as it begins to celebrate its 50th Anniversary year.

“Our 50th Anniversary Commission has worked hard to make sure we are all able to celebrate the half-century milestone.”

### NALP’s Countdown to 50 Begins!

By James G. Leipold, NALP Executive Director

For five decades, NALP has supported an exceptional network of legal career professionals from law schools and law firms in a culture of unyielding congeniality. NALP’s Executive Director starts the countdown to the 50th Anniversary celebration.

“NALP has been focused on making you an expert for 50 years.”



# MAKING NOISE: THE WORK UNDERWAY AND A CALL TO ACTION (AGAIN)

By Alison Ashe-Card, Molly Stafford, and Nicole Netkin-Collins

Many law schools and law firms have begun to address the individual and systemic inequities that we discussed in the first two articles of this three-part series, Making Noise: Doing Our Part to Dismantle White Supremacy in the Legal Profession. In this final article, we describe categories of action and highlight some of the many existing efforts underway, while also noting that the premise of many of these efforts is predicated on preconceived measures of success based upon white norms. We challenge ourselves to re-evaluate these measures of success with a call to further action in order to dismantle white supremacy in the legal profession.

## SECTION 1

### PRE-LAW PROGRAMS

Commonly known as “pipeline” or “pathway” programs, many law schools and even a few law firms are reaching out to elementary, middle, and high school students to start making connections that they hope will encourage more Black, Indigenous, and People of Color (BIPOC) applicants in the future. The AccessLex Institute, a nonprofit organization that furthers access, affordability, and the

value of legal education through policy advocacy, research, and student-focused initiatives, reports that “many of the differences in education outcomes begin at a very early age,” emphasizing the importance of focusing efforts on primary and secondary education settings. Below are examples of diversity, equity, and inclusion (DEI) programs that range from kindergarten to college, hosted by nonprofit organizations, local bar associations, law schools, and law firms.

### K-12 YEARS: DIVERSITY PIPELINES

Programs such as “JDs for ABCs” in St. Louis, MO and “Junior Judges” in Santa Clara, CA engage volunteer lawyers to read to and talk with elementary school children, as young as kindergarten. Other programs focus on middle school students: Lewis & Clark Law School hosts a summer law camp as part of its “Diversity Pipeline” for middle school students, who spend a week preparing for and arguing a case before a local judge.

Legal Outreach is a 30-year-old nonprofit organization in New York City that prepares urban students from underserved communities to compete at high academic levels by

Continued on page 45

## Racial inequities plague the legal profession far beyond the criminal justice system.

Continued from page 44

using intensive legal and educational programs, starting in eighth grade and continuing through high school.

Discover Law Days, funded in part by the Law School Admissions Council (LSAC), brings local elementary, middle school, high school, and community college students to law school campuses for a day of fun and thought-provoking activities (e.g., mock classes, panels of alumni, scavenger hunts throughout the law school offices, educational bingo) that plant a seed for a career in law as a possibility in their futures.

NALP has its own legal diversity pipeline program in partnership with Street Law. This program partners law firms with diverse groups of high school students with the goal of teaching the students about the law and legal careers, encouraging them to pursue legal careers, and offering support in that pursuit.

### COLLEGE YEARS:

#### JUST THE BEGINNING

Many programs focus on college students. For example, LSAC partners with law schools to provide undergraduate sophomores and juniors from minoritized groups who are underrepresented in the legal profession with a summer program in which they sample rigorous coursework in legal writing, a variety of legal topics, and attend sessions about the law school admission process and legal careers.

Organizations like “Just the Beginning” in Chicago host camps and day-long programs for students of color and students from other underrepresented groups to engage with lawyers and judges, visiting law schools, law firms, and local courts. The Boston Law Group (BLG) is another organization whose mission is to support the efforts of its member organizations — 37 law firms and legal organizations

Continued on page 46



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— to “identify, recruit, advance, and retain attorneys of color.” BLG places undergraduate college students of color at several of its member law firms for a 10-week paid summer internship.

### STATE BAR ASSOCIATIONS: OTHER PIPELINES

State bar associations also host “pipeline” programs. The North Carolina Bar Association sponsors a Minority Pre-Law Conference, which provides information to undergraduate

and high school students who are considering a career in the law.

Are these “pipeline” programs working to ensure lasting change? According to Miosotti H. Tenecora, a graduate of Boston University Law School and current law fellow in the Immigration program of East Palo Alto Community Legal Services, “...although there is no magic formula that one can apply to increase diversity in the legal field, pipeline programs must definitely be part of the equation. Diverse students not only need the tools to

navigate the application process, but also need to believe that they deserve to go to law school. These programs are crucial to developing confidence.”

## SECTION 2

### LAW SCHOOL OPPORTUNITIES

There are a plethora of events and hiring programs available to diverse law students. The purpose of these opportunities ranges from providing students with spaces to connect with individuals who share aspects of their identity/identities to attempting to solve for the biases ingrained in legal hiring processes. The efforts are many — and yet, the needle budes at a snail’s pace, as highlighted in our second article.

### AFFINITY BAR ASSOCIATION AND STUDENT GROUPS: AN INVALUABLE RESOURCE

Affinity bar associations and student groups are invaluable to students finding support from individuals who can

relate to their experiences and provide guidance, mentorship, and a sense of belonging. Recall research from the Law School Survey of Student Engagement (LSSSE) that was cited in the second article of this series which highlighted the fact that BIPOC students are

Continued on page 47

**THANK YOU, NALP,**  
for helping advance the legal  
careers of our students and alumni  
for 50 years and counting!

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**Not enough has happened. The progress of the profession – and more specifically the progress of large law firms – had stagnated.**

*- Sara Lee's General Counsel Roderick Palmore*

Continued from page 46

less likely than their white counterparts to feel included on their campuses.

While affinity groups should not be the only places where we strive to ensure that diverse students are comfortable, these spaces are key to creating that sense of belonging students require to succeed. For example, 2L Clement Asante at the University of Colorado Law School noted the connection he feels toward his law school is due to his friendships with fellow students, relationships with staff, and involvement with the school's Black Law Students' Association. Here are three things to keep in mind:

- **CSOs should empower and assist affinity student groups.** Ask student leaders what they need. Assistance may include programming collaboration, finding panel speakers, advertising help, and more.

- **CSOs should foster connections with local area affinity bar associations.** CSOs can help students become aware of affinity bar associations and encourage involvement.
- **Employers should connect with, but not overburden, affinity student groups.** Remain conscientious of student leaders' role as students. For example, CSOs should remain the points of contact for hiring programs.

### **LEGAL EMPLOYERS' OUTREACH EFFORTS**

In Fall 2019, diverse students at the University of Colorado Law School were invited to attend approximately two to three diversity receptions per month. 2L Erandi Ratnayake relayed her deep appreciation for the opportunities, but also noted that the volume was overwhelming at times, particularly during

Continued on page 48



## **Building a Just and Prosperous World Together**



**At LSAC, we believe in a justice system that reflects everyone it serves.** We're proud to join the celebration for NALP's 50th anniversary, and to continue our work as a community to open access to legal education and the legal profession. Through the many programs we offer to enhance opportunities for all individuals to add their unique voices to the future of justice, we will build a just and prosperous world where all may thrive.

Visit us at [LSAC.org](https://www.lsac.org).

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- [Law School Admission Council](https://www.youtube.com/LawSchoolAdmissionCouncil)

her first semester. Erandi was grateful for the events including multiple employers, reducing the need for more evenings away from studying.

One of the most well-loved programs for first-year students at Colorado Law, University of Denver Sturm College of Law, and the University of Wyoming College of Law, is the Practical Skills Program from Hogan Lovells, which is part of their contribution to the Colorado Pledge to Diversity 1L Summer Clerkship Program. This event includes a reception, a mock interview program, and a panel of diverse employers who address topics such as imposter syndrome. Here are some key takeaways from successful out-reach efforts:

- **Employers should consolidate DEI events.** This is important during students' first semester when they are adjusting to the rigors of law school.
- **Employers should host events** which can help diverse students prepare for their legal careers.
- **CSOs should help students prioritize DEI events** relevant to their interests.

## PRIVATE SECTOR INTERNSHIP AND SCHOLARSHIP PROGRAMS

There are a multitude of law firm and corporate hiring programs, career fairs, and scholarship opportunities available to diverse students. Some initiatives are specific to BIPOC applicants, others include veterans, students with disabilities, first-generation students, and LGBTQ+ students, and still others are open to any students with a commitment to DEI work.

Most, but not all, of these diversity hiring initiatives are outlined below in the resources section. Upon review, it's notable that the majority of such initiatives are geared toward students' 1L summer. Although not 100% of the time, such opportunities might lead to return offers for 2L summer and then post-grad job offers. This is the case for 2L Marcia Levitan-Haffar, a student at the University of Colorado Law School who accepted a 1L LCLD Scholars position at Bryan Cave Leighton Paisner and will be returning this summer. Moving forward, we hope to see more 2L summer opportunities, which traditionally have a greater impact on post-grad entry level hiring.

Continued on page 49



Pre-hiring assessments for lawyers,  
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The prevalence of diversity hiring, scholarship, and career fair opportunities can place students in an awkward position as job searches ramp up on campus. Marcia Levitan-Haffar noted that she sometimes “felt conflicted” about being able to benefit from such programs. Her classmate, Clement Asante, noted that at times he could “feel” the eyes of his (white) classmates roll when he was dressed for interview opportunities not available to them.

It’s up to CSOs and employers to do a better job of explaining why such programs remain necessary. One helpful resource is NALP’s *2020 Report on Diversity in U.S. Law Firms*, which, among other findings, reveals that people of color continue to make very slow progress in representation at major U.S. law firms.

### PUBLIC SECTOR INTERNSHIP PROGRAMS

We would be remiss to not mention the public sector diversity opportunities, some of which are highlighted below. Funding, of course, is often



an issue and should be evaluated by CSOs and employers alike as efforts to diversify and make the hiring processes for opportunities with judges, government, and public interest organizations more equitable and inclusive.

## SECTION 3

### LAW FIRM PROGRAMS AND SCHOLARSHIPS

There are numerous programs and scholarships designed to diversify law firms. Law firms are slowly becoming more diverse, but they continue to struggle with retention of diverse lawyers, particularly lawyers of color.

Retention of Black/African American lawyers and other lawyers of color remains an ongoing issue, as they continue to leave their firms at a higher rate than other groups. Law firms must be fully vested in the success of BIPOC attorneys. Below are a few representative initiatives that demonstrate firms’ investment in BIPOC attorneys.

### LEADERSHIP COUNCIL ON LEGAL DIVERSITY

The Leadership Council on Legal Diversity (LCLD) is made up of more than 350 corporate chief legal officers and law firm managing partners, working to build a more open and diverse legal profession. In addition to the programs for diverse law students, they have a Fellows Program designed for diverse, high-potential, mid-career attorneys (with eight to 12 years of experience) at LCLD Member organizations. The program is designed to supplement training initiatives already in place at LCLD Member organizations. The goal of this program is to provide Fellows with:

- professional and personal development opportunities,
- leadership training,
- relationship-building opportunities, and
- access to LCLD members (managing partners and general counsel).

### BILLABLE CREDIT HOURS

In 2010, Nixon Peabody launched a Diversity Challenge, calling on its attorneys to dedicate at least 40 hours a year to diversity-related initiatives and projects. In 2015, Miller Nash Graham & Dunn began offering up to 150 hours of billable credit for associates per year for hours spent on diversity and inclusion efforts. Since then, several other law firms have stepped up to provide billable hour credit for attorneys involved with diversity and inclusion work — Dorsey & Whitney in 2019 (50 billable hours for associates), Hogan Lovells in 2021 (50 billable hours for all U.S. counsel and associates), and Nixon Peabody (which re-framed its Diversity Challenge to offer billable hour credit).

Continued on page 50

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SEMJE 2021, a virtual event  
July 15 and 16  
[www.semjf.org](http://www.semjf.org)

SEMJE: helping employers achieve diversity hiring goals for 35 years

Recently, Reed Smith announced a similar policy (retroactive to Jan. 1, 2021) that extends to *all timekeepers*, not just lawyers. As Reed Smith's Global Managing Partner Sandy Thomas noted, "Building an inclusive culture is integral to our business and should be rewarded and incentivized, not left to chance."

Ropes & Gray not only has a 20-hour annual commitment for *all* lawyers related to advancing diversity, but the firm also offers up to 100 hours of billable credits to associates and counsel for diversity, equity, and inclusion activities. Those hours count toward the 20-hour commitment.

To date, Baker McKenzie, Cooley, Davis Wright Tremaine, Sheppard Mullin, and Stroock Stroock & Lavan have instituted similar billable credit hour policies. Billable credit hour policies place *real value* on diversity, equity, and inclusion work and compensate attorneys (often led by attorneys of color and women) who have been doing the work in addition to their billable work without compensation. These policies also encourage everyone to get involved in firms' diversity efforts.

## LEGAL INNOVATORS

Legal Innovators and Orrick are collaborating on a pilot program through which two Legal Innovators lawyers will join Orrick's incoming class of law school graduates as "Orrick Legal Innovators' Fellows." Legal Innovators moves beyond traditional hiring metrics. Utilizing predictive analytics, they look at more than 20 factors, such as accolades and work experience in undergrad, to determine the potential success of a candidate.

Through this collaboration, Orrick's Legal Innovators Fellows will be fully integrated into Orrick client teams while continuing to receive the support of Legal Innovators' unique training and mentorship program. After their second year with the firm, the Fellows may be offered full-time associate positions. Orrick and Legal Innovators hope to build on the experience to devise strategies that can drive systemic change in diversity and inclusion. Bechtel Corporation also announced a collaboration with Legal Innovators in December 2020 to expand its in-house model.

## CALL TO ACTION: DOING OUR PART

In 2020, the United States faced a reckoning with the racial inequality that has existed throughout our nation's history and continues to impact the daily lives of Black people and other people of color. This reckoning began with the stark inequities of the impact of the COVID-19 pandemic; the tragic killings of George Floyd, Breonna Taylor, Ahmaud Arbery, and others; and the anti-racist protests that followed marked with the teargassing of and violence against peaceful protesters lawfully protesting against injustice.

As highlighted in our second article, racial inequities plague the legal profession far beyond the criminal justice system. Many law firms and law schools were quick to publish statements denouncing these inequities and reaffirmed their commitment to racial equality. However, this is not the first time that the legal profession reaffirmed its commitment to diversity, equity, and inclusion.

In spring 2004, Sara Lee's General Counsel Rick Palmore created "A Call to Action:

Diversity in the Legal Profession," a document reaffirming a commitment to diversity in the legal profession and to taking action to ensure that corporate legal departments and law firms increased the numbers of women and minority attorneys hired and retained. And if law firms didn't, the document states: "We (the undersigned corporate legal department representatives) further intend to end or limit our relationships with firms whose performance consistently evidences a lack of meaningful interest in being diverse."

Palmore wrote the Call to Action to build on a previous manifesto — former BellSouth General Counsel Charles Morgan's "Diversity

Continued on page 51

**Happy 50<sup>th</sup> NALP & Thank You!**

And to my NALP Board of Trusted Advisors (and you all know who you are!), thank you for your love, support, friendship, business and encouragement, especially when I launched MPTD five years ago! Take extra good care! --Molly

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in the Workplace: A Statement of Principle,” written in 1999. “In that document, signatories espoused an interest in diversity and the principle of diversity, which was a fabulous thing at the time,” Palmore says.

“But it struck me that not enough has happened. The progress of the profession — and more specifically the progress of large law firms — had stagnated.” The Call to Action takes the Statement of Principle a step further, Palmore adds. “Its purpose is to take the general principle of interest in advancing diversity and translate that into action, into a commitment to act on, to make decisions about retaining law firms based in part on the diversity performance of those law firms.”

Despite these calls to action and the numerous existing programs to increase diversity, the legal profession is still not representative. Black/African American and Latinx/Hispanic individuals represent 12.3% and 18.3%, respectively, of the U.S. population but only represent 5.9% and 5.7%, respectively, of the population of lawyers in the country. Black and Latinx individuals represent 3.50% and 4.08%, respectively, of all lawyers in law firms yet they are only 1.94% and 2.62, respectively, of equity partners.

As we challenge ourselves to take further action, we should critically evaluate existing and new initiatives to ensure that we are not unconsciously reinforcing notions of success based on traditional white norms. For example, we need to look at dress code requirements, what we define as academic success, and other metrics of success — or the potential to be successful — that traditionally have been used to exclude BIPOC individuals knowingly or unknowingly.

So, what are we going to do differently to truly effectuate change? As John Lewis said: “We may not have chosen the time, but the time has chosen us.” 

### RESOURCES

Review of 261 selected Pipeline projects: [Pipeline Diversity Directory](#), ABA Council for Diversity in the Educational Pipeline and the Law School Admission Council (LSAC).

Leadership Council on Legal Diversity. Available at: <https://www.lclldnet.org/>

[Inclusion Blueprint Guide for Firm Leadership](#), Diversity Lab, December 2020.

[Press Release](#): Orrick and Legal Innovators Team Up to Pilot a New Approach to Developing Junior Legal Talent and Driving Gains in D&I, February 15, 2021.

[“Charles R. Morgan: Leading General Counsel - And Their Law Firms - Up The Path To Diversity,”](#) Corporate Counsel Business Journal, March 1, 2006.

Continued on page 52

## Mitchell Hamline School of Law’s blended-learning enrollment option has made law school accessible for over 1,000 people since 2015.

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[“Call to Action – Sara Lee’s General Counsel: Making Diversity A Priority,”](#) MCCA, October 24, 2004.

[Left Out and Left Behind: The Hurdles, Hassles, and Heartaches of Achieving Long-Term Legal Careers for Women of Color](#) by Destiny Peery, Paulette Brown, and Eileen Letts, June 2020.

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[“The Importance of Pipeline Programs: I Would Not be Here Without Them,”](#) by Miosotti H. Tenecora, September 2009.

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Molly Stafford



Nicole Netkin-Collins

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# How NALP's DEI Research Documents the Slow Progress of Underrepresented Groups in the Legal Profession

By Judith N. Collins

**N**ALP's research on diversity, equity, and inclusion (DEI) in the legal profession over almost 30 years has helped keep a spotlight on the slow, incremental progress made by law firms in increasing the representation of diverse lawyers at the partner and associate levels. This article examines demographic data collected from NALP's Directory of Legal Employers ([www.nalpdirectory.com](http://www.nalpdirectory.com)), and reported in press releases and more recently in the annual *Report on Diversity in U.S. Law Firms* ([www.nalp.org/reportondiversity](http://www.nalp.org/reportondiversity)) as we celebrate NALP's 50<sup>th</sup> Anniversary in 2021.

As has been the case with the beginnings of other NALP research, learning something about the demographics of lawyers came about in 1994 as the result of inquiries from

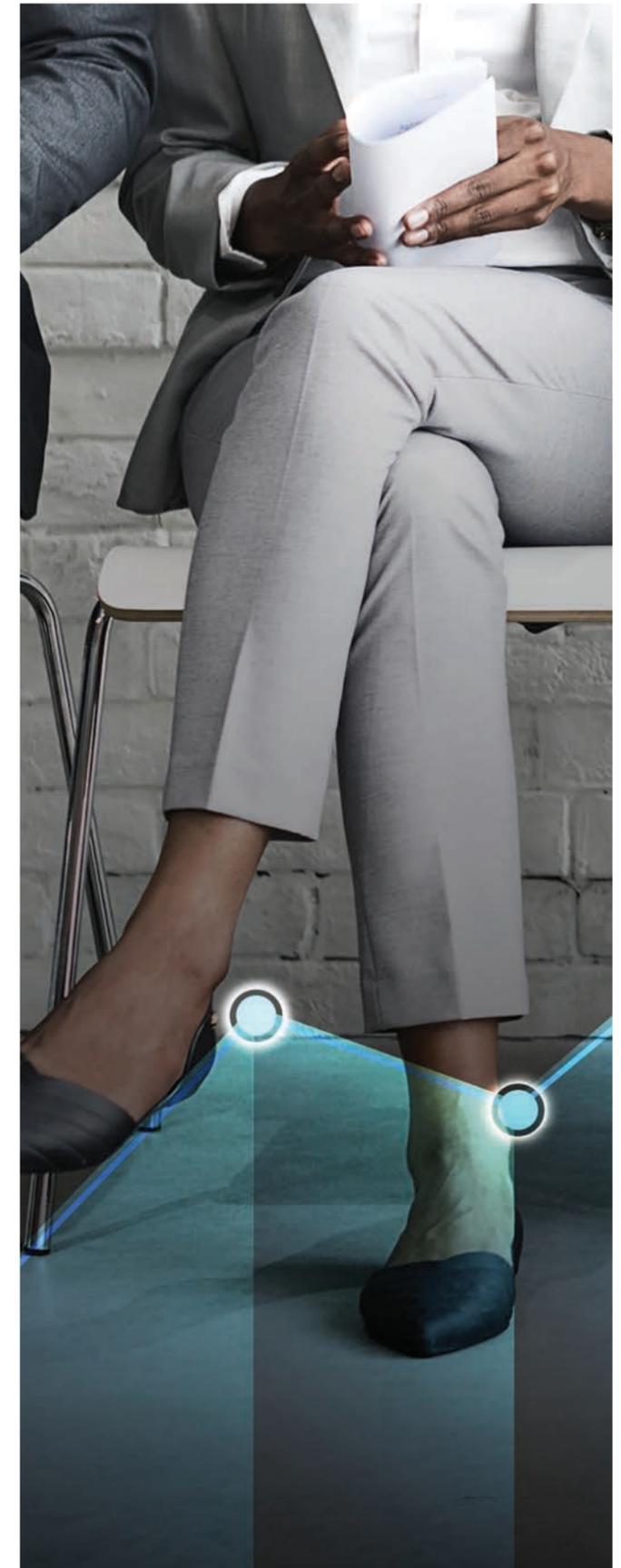
NALP members, and others, seeking information about the representation of women lawyers and lawyers from various racial and ethnic groups in law firms. Although sources such as the U.S. Bureau of Labor Statistics (BLS) provided some information about individuals whose occupation is lawyer, these very general figures available at the time did not offer benchmarking that would be helpful to our members.

For example, a table from the BLS' Labor Force Statistics from the *Current Population Survey (CPS) 1995*, "Annual Averages - Household Data - Employed persons by detailed occupation, sex, race, and Hispanic origin" reported that among those whose occupation was lawyer — about 894,000 at the time — 26% were women, 3.6% were Black, and 3.1% were

of Hispanic origin. (Note: BLS referred to people of Latinx origin as "Hispanic" in this 1995 table and changed the term to "Hispanic or Latino" in the early 2000s. The U.S. Census Bureau, including in the 2020 Census, refers to the group as "Hispanic, Latino or Spanish origin.") These very aggregate figures do not distinguish between kinds of lawyers, e.g., partners or associates, and reflect all employment settings: law firms of all sizes, including the many solo practitioners, as well as government and other non-firm settings.

There was a need for information more relevant to the large law firm setting in which most NALP employer members worked, and information specific to types of attorneys and location.

Continued on page 54



## NALP'S EMPLOYER DIRECTORY

As it turns out, NALP was collecting that type of information, and had been since 1979, when, under the leadership of the Employers Liaison Committee, NALP published its first employer directory, *Private Sector Employers Directory*. A full history of the evolution of the directory is provided elsewhere. Suffice it to say here that the concept of providing a means for firms to provide standardized

directory referred to Senior Lawyers, Junior Lawyers, and Summer Associates. That was replaced with Partners and Associates the very next year, while Summer Associates remained the same. The form asked for counts of attorneys who were Black, Asian American, Spanish Surnamed, and American Indian. Over time, of course, there were changes, as descriptions were updated, and categories of attorneys were modified.

**The story of diversity at large law firms is one of slow incremental gains for women and people of color in both the associate and partnership ranks ... but at a rate so slow as to almost seem imperceptible at times.**

information that would be used at many law schools, rather than having to file a separate form for each school at which a firm interviewed, resulted in — among other things — a uniform way of reporting on attorney demographics.

That reporting looked different than what we are used to in more recent directories: the first

Taken together, NALP had collected demographic information for hundreds of law offices across the country. The problem was that the technology of the time consisted of using a typewriter to complete a paper form, sending that piece of paper to the committee, and later to the NALP office, and copying the collected forms — organized by state — to create the NALP Directory. No data file existed,

nor did the ease of computing that was made possible by the widespread introduction of personal computers.

The advent of using an electronic format rather than paper and a typewriter in the early 1990s changed that. Although offices still printed and sent in paper forms which were then collated into the directory, an online companion piece (available on Westlaw at the time) meant there was also an underlying data base of all those individual forms that could be retrieved and put to use.

The first file was generated from NALP's 1994 *Directory of Legal Employers*, which reported demographic information for both 1993 and 1994. At that time, the attorney categories were partner, of counsel, associate, senior associate, and staff attorney. The forms asked for the racial ethnic groups, established with the first directory, although the term "Spanish Surnamed" had been replaced with "Hispanic."

## WHAT DID WE LEARN?

So, with this trove of data made available in electronic format starting with the 1994 *Directory of Legal Employers*, what did we

learn? In 1994, based on collective reporting of about 40,000 partners and of counsel (the counts were combined in the analyses at that time), just 2.68% were from underrepresented groups, defined as — using descriptors in place at the time — Black, Asian and Pacific Islander, Hispanic, and American Indian/Alaska Native — and referred to collectively as "minorities" at the time. The figure for 1993 was 2.55%. Descriptors for the group as a whole have changed and evolved to include "diverse," "people of color," and "underrepresented." These terms are used interchangeably here, depending on the context and time period referenced.

For associates, numbering about 41,000 (and the analyses at the time including senior attorneys and staff attorneys), 8.36% were minorities, compared with 7.69% in 1993. Meanwhile, 12.91% of partners and of counsel were women (of any race or ethnicity) and 38.78% of associates were women. The 1993 figures were 12.27% and 38.78%, respectively. The first press release on the findings, dated March 22, 1995, noted that "while both these figures [referring to the partnership figures for 1994] represent slight increases compared to 1993 in the same firms, both women and

minorities remain substantially under-represented among the partnership ranks at these firms.”

What is meant by substantially? A comparison with figures from the 1990 U.S. Census gives us an approximate answer. According to figures from that Census, the population of the U.S. was not quite 249 million people. Of these, almost one-quarter — 24.4% — were minorities as defined above, and just over half — 51% — were women. (Note that NALP’s Directory follows Census Bureau and EEOC definitions, whereby Hispanics are defined as being of any race.) A gap at the partner level of almost 22 percentage points with respect to race and ethnicity, and a gap of 38 percentage points for women, is indeed substantial.

And when considered that the make-up of the population in urban areas — defined by the Census Bureau as comprised of one or more places (or “central place”) and the adjacent densely settled surrounding territory (urban fringe) that together have a minimum of 50,000 persons — and which is where the represented law firms are generally located, was about 30% people of color in 1990, the gap is even larger.

That general conclusion from the March 1995 press release has been used in some form every year since, as the findings, at their most fundamental, have not changed. In 2020, just 10.23% of partners were other than non-Hispanic white people, and one quarter, or 25.05%, were women. (Note that in compilations subsequent to the first one covering 1993 and 1994, partners and of counsel were not combined; however, the volume of counsel/of counsel included in the 1993 and 1994 data was not large enough to materially affect the calculations.)

As noted in the *2020 Report on Diversity in U.S. Law Firms*, “In 2020, women, people of color, and women of color all made small improvements in representation at the partner level, and Black partners overall finally surpassed 2% for the first time since NALP began collecting this data. Despite these increases, however, less than four percent of all partners are women of color — a figure that remains abysmally low due to the significant underrepresentation of both women and people of color at the partnership level.... Worse, Black women and Latinx women each continued to represent less than 1% of all partners in U.S. law firms. Similarly, in 2020, the percentage of Black associates surpassed 5% for the first

time since NALP began collecting these data and the share of Black women associates (3.04%) finally exceeded the 2009 figure of 2.93%. Despite these increases, the representation of Black women at the associate level has increased by just one-tenth of a percentage point over 11 years.”

Indeed, an increase in underrepresented groups among partners of not even eight percentage points since 1993 is even more stark when contrasted with the makeup of the U.S. population as whole. In 2019, according to population estimates from the Census Bureau, the population totaled just over 328

million, and 40% were people of color — that is, other than non-Hispanic white. So instead of a 22-percentage-point gap, we now have about a 30-percentage-point gap.

For associates (not including senior and staff attorneys as they were in in the 1993/1994 compilations), about one-quarter (26.48%) were considered people of color, and 47.45% were women. So now the gap in representation of people of color among associates compared to the population as a whole was about 13.5 percentage points, as compared with about 16 percentage points in 1994.

Continued on page 56



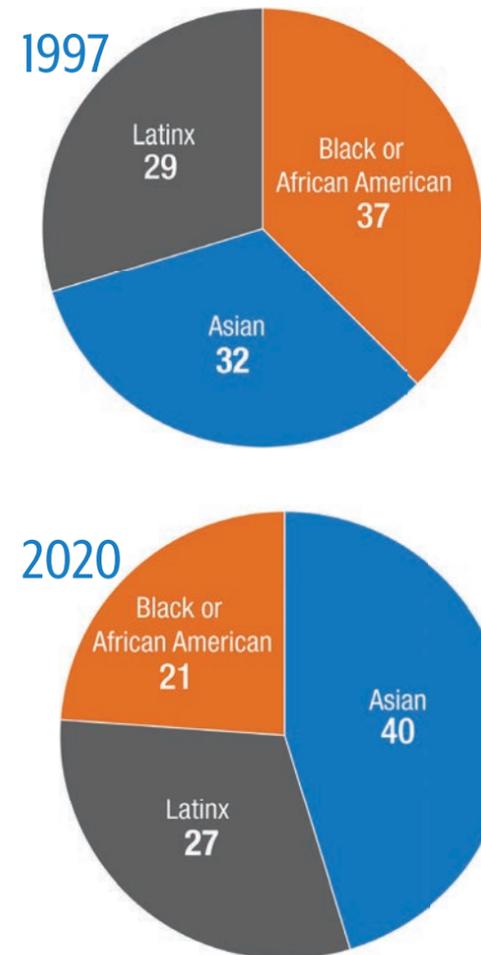
Women have made more progress in reaching parity in representation, now at about 47% of associates. However, as we have learned in the intervening years, year-over-year changes in these figures at the associate level have not always been positive.

Although offices have reported figures for each of the racial/ethnic categories over the years, aggregate figures were not compiled for each of the categories until 1997. A look at these figures reveals disparities that the aggregate figures noted above conceal.

Setting aside for the moment the fact that representation of people of color among partners remains astonishingly small, at just 10.23% overall in 2020 compared with 2.95% in 1997, representation steadily increased for Black, Asian/Pacific Islander, and Latinx partners from 1997 to 2020. (Note: Pacific Islanders are included in the 1997 Asian figures, but not the 2020 figures.) However, growth in representation of Asian/Pacific Islander partners outpaced that of Black and Latinx partners. Therefore, what had been a fairly equal split of diverse partners among the three groups became more lopsided, with the share accounted for by Asian/Pacific Islander partners increasing from 31% of partners of color in 1997 to 40% in 2020.

Meanwhile, the percentage of diverse partners who are Black decreased from 36% to 20% of partners of color. The share who are Latinx decreased from 29% to 27% of partners of color. (The remainder are either Native American, or multi-racial, a category that was not used in 1997, but has grown some since its introduction in 2003. See Figure 1.)

**Figure 1. Distribution of Minority Partners by Race/Ethnicity (in percentages)**



Note: Percentages do not add to 100 because the Native American and multi-racial categories are not shown. Source: *NALP Directory of Legal Employers*, 1997 and 2020

But at the associate level, the data over the course of these years reveal that we can't say that increases were steady, even if small, for each of these three groups. The proportion of associates who are Asian/Pacific Islanders had increased without interruption from 4.57% in 1997 to 12.17% in 2019, but then declined slightly to 12.12% in 2020. Despite the decrease in the Asian/Pacific Islanders among associates overall, the share of underrepresented associates accounted for by Asian/Pacific Islanders nonetheless increased from 41% in 1997 to 46% in 2020.

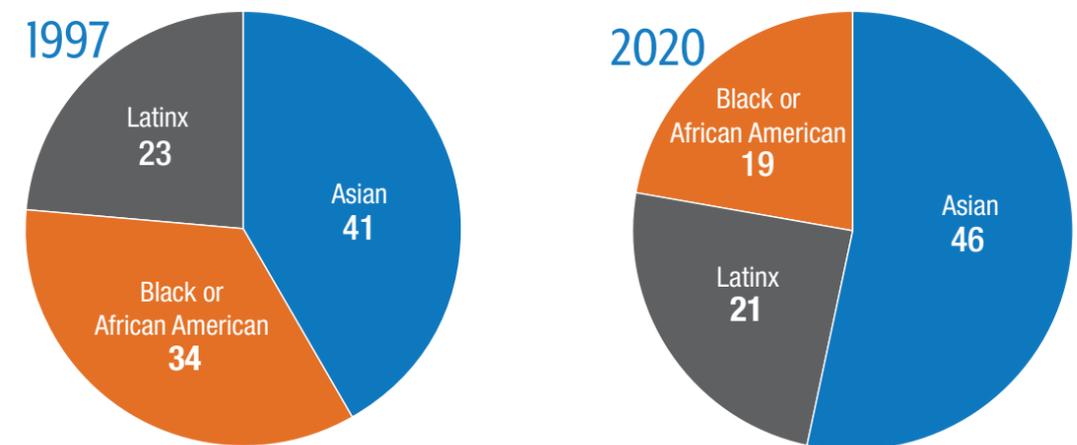
In contrast, the representation of Black associates increased steadily from 3.77% in 1997 to 4.75% in 2008. Then the percentage dropped

in 2009, and it fell steadily right through 2015 when it stood at 3.95%. It took until 2019 for that percentage to finally return to its pre-recession level, at 4.76%. As a result of these disparate changes, the share of underrepresented associates accounted for by Black lawyers has decreased from 34% to 19%.

Representation of Latinx associates has increased in fits and starts since 1997, and essentially flatlined between 2008 and 2014. The share of underrepresented associates that are Latinx has decreased from 23% in 1997 to 21% in 2020. (As is the case with partners, the remainder are either Native American or multi-racial. See Figure 2.)

Continued on page 57

**Figure 2. Distribution of Minority Associates by Race/Ethnicity (in percentages)**



Note: Percentages do not add to 100 because the Native American and multi-racial categories are not shown. Source: *NALP Directory of Legal Employers*, 1997 and 2020

Finally, among associates, not quite four in 10 (38.78%) were women in 1993; by 2020, this figure had only increased to 47.45%. That figure is closer to — but not yet on par with — the population as a whole. And, in those intervening years, there were six years in a row, from 2010 to 2015, during which representation of women among associates declined, from its high of 45.66% in 2009 to 44.68% in 2015. It took until 2018 before representation of women returned to its pre-recession level.

### WHERE ARE WE NOW?

So where are we now? In a country where white, non-Latinx men made up just 30% of the population in 2019, they are still the overwhelming majority — 69% — of partners at large law firms in the U.S. This gap is smaller, but still exists at the associate level, where white, non-Latinx men account for 41% of associates. While the proportion of white, non-Latinx men among summer associates is close to proportionate to the population as a whole, at 32%, we know from NALP Foundation studies that women and people of color of either gender are more likely to leave their associate position within five years than are white non-Latinx men. Moreover, we know that gains for underrepresented

groups as a whole have not been equal when we compare the experiences for Black, Latinx, and Asian partners and associates over the 1997- 2020 period.

### WHERE ARE WE GOING?

Where will we go from here? Offices and firms reporting in the 2020 NALP Directory of Legal Employers were doing so largely just as COVID-19 was becoming a pandemic and resulting in economic devastation, and before the widespread and ongoing racial reckoning sparked by the May 2020 death of George Floyd at the hands of Minneapolis Police Department officers. The narrative on 2020



findings differs little in the overall bottom line from the preceding commentaries spanning more than a quarter-century.

Will the trifecta of events that started in 2020, and are continuing into 2021, result in any change in that narrative for 2021? There have been reports of associate layoffs as a result of the pandemic, although not as widespread as occurred during the Great Recession. Will we see a decrease in the already very small gains for Black and Latinx partners and associates, as other metrics continue their tiny year-by-year upticks? That remains to be seen. 



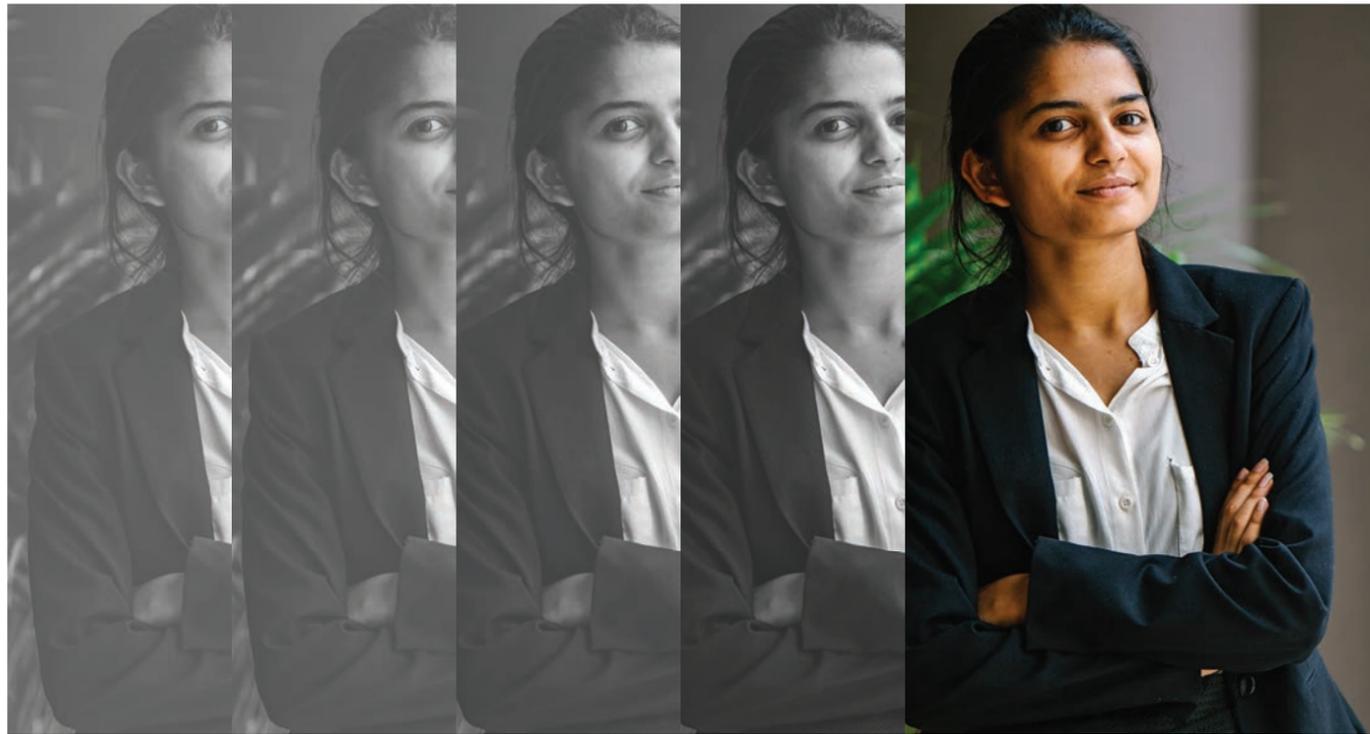
Judith N. Collins ([jcollins@nalp.org](mailto:jcollins@nalp.org)) is NALP's Senior Research Associate for Special Projects and former Director of Research. This is the third article in a four-part series on NALP Research for the 50th Anniversary celebration.

## ¡Feliz Aniversario NALP!

Over the last 18 years, NALP connected me to the most talented and caring collective of legal professionals. My professional journey has been guided by NALP mentors from my first conference in my college town of Orlando, Florida in 2003. Since then, I've been blessed to rely on the expertise and friendship of NALP mentors at every critical junction of my career. As NALP celebrates its 50th Anniversary, I want to celebrate and thank my chosen mentor familia for advancing my legal career, gracias!

 Carlos Dávila-Caballero

 <b>José Bahamonde-González</b>		 <b>Donna Harris</b>
 <b>Norma Cirincione</b>		 <b>Beth Moeller</b>
 <b>Georgia Emery Gray</b>	 <b>Karl Riehl</b>	 <b>Maja Hazell</b>
		 <b>Skip Horne</b>



# THE EVOLUTION OF LAWYER PROFESSIONAL DEVELOPMENT

By Andy Hales

**A**ctive participation in (and desire for) continuous learning and professional development has long been a core tenet of the legal profession. As early as 1916, the Association of the Bar of the City of New York began offering a series of lectures by specialty lawyers to the city's general practitioners. The program was wildly successful.

By the 1930s, bar associations in Ohio, Minnesota, and Wisconsin had developed similar legal education programs, and experienced very high demand. In 1938, the Cleveland Bar Association Institute offered 11 lectures, each of which garnered attendance of between 400 and 600 lawyers.

That same decade, law schools began hosting programs aimed at newer lawyers to bridge the gap between law school studies and practical experience. On the grounds of New York University Law School, Practising Law Institute was born in 1933 with 16 evening lectures followed by a similar effort established by the Stanford Law Society. The Stanford program quickly filled its 300-person lecture hall and hundreds of applicants were turned away.

The demand and sophistication of the educational programming only grew, expanding to state bar associations across the country and by the 1970s, states began establishing rules and expectations for mandatory continuing legal education.

Back in the offices of private practice law firms, lawyers were being trained in the centuries-old apprenticeship model. Mentorship

wasn't a program but a practice. Partners were teaching the law to their young associates with an emphasis on learning by doing. Any learning conveyed through group meetings was saved for topics like legal ethics, new or novel legal research techniques, and administrative matters such as timekeeping. Legal analysis was taught by Socratic method.

## 1980s and 1990s

The evolution to the modern professional development program began in the 1980s. Movement was gradual but not rapid. The larger firms had legal personnel departments and law librarians to assist with training. At the most progressive firms, these staff professionals took the initiative to train lawyers on best practices in recruiting, interview techniques, and how to "sell" their firms to prospective new associates.

NALP and NALP members began to have an early influence on lawyer professional development.

Indeed, during the 1980s, these law office administrators became instrumental in

Continued on page 59

changing lawyers’ — principally partners’ — mindsets around professional development. In addition to the early days of “inside” training, the legal personnel and recruiting professionals were helping the firms’ lawyers match law students’ skills and interests with practice group placements. They ran the firm’s performance appraisal processes and coached partners on managing associates through work assignments and feedback. They also began advising partners on formal mentor-mentee pairings with guidance on how to make the most out of mentor relationships.

Into the 1990s, the NALP membership grew and so did professional development programming. Back at their firms, NALP members were building more robust orientation and training programs for new associates. They introduced budding young lawyers to firm culture, the business of the firm, and best practices they had observed in high-performing associates before them. They held sessions on working with paralegals and secretarial staff and coordinated meetings to introduce the new associates to each of the firm’s practice areas. At some firms, they coordinated formal practice rotations around each practice area. In 1993, NALP began developing stand-alone educational programming in

attorney training and development to expand its member services.

It was also during this time that technology was seeing rapid advancement. Legal research was moving online, document management systems were getting installed, and automated timekeeping and billing became the norm. Partners relied on associates to build legal documents in WordPerfect and the traditional interoffice memo was replaced by email. Technology training became a necessary part of new associate training.

By the late 1990s, the pioneering NALP members also began giving PD attention to the more experienced lawyers. In 1999, the Foundation of the Association of Legal Administrators funded a study to identify the most critical business and management skills for lawyers. The study resulted in 58 skills, including client relationship skills, client development, accounting and finance, industry knowledge, statistical analysis, and dozens of others.

It was on the shoulders of the legal personnel and PD professionals to compile resources and training for senior associates, of counsel, and junior partners in these areas. Practice

group leaders were getting additional support on resource allocation, managing associate workload, and lessons on delegating, supervising, and giving feedback.

## 2000s

In the 2000s, technology continued to grow at a swift pace. In addition to more advancement in legal research tools, firms also saw advancements in technology specifically for the PD function. Firms were able to offer training to multiple offices at one time through video conferencing. Recorded CLE

programming was available “on-demand” and technology allowed individual lawyers and firms to track their training and education. Firms that had formal work allocation systems were beginning to use technology to assign projects to associates based on the skills they have or need to grow.

Performance evaluation software also became commonplace. Evaluation tools helped the firm’s professional staff facilitate feedback in a more formal and consistent way. Some firms introduced upward feedback

Continued on page 60

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into the process, gauging associates' satisfaction on their careers while soliciting comments about the effectiveness of their supervisors in managing their work and their development.

In 2002, NALP's first Professional Development Institute (PDI) with ALI-ABA (now ALI-CLE) took place in Washington, DC.

By the mid-2000s, PD as a function was recognized as a crucial element of the modern law firm. More firms were dedicating a person or small team to oversee lawyer professional development. Although the level of experience and responsibility varied by firm depending on firm size and its own prior history in lawyer development (from PD Coordinator to Manager to Director), firms recognized the need to hire a professional who was

solely focused on the now well-established PD program.

PD professionals came from diverse backgrounds. Some were part of the legal personnel department and gradually transitioned responsibilities. Some were practicing lawyers who split their time or were making a career change of sorts. Some had formal training in organization development or brought training and development experience from other industries.

These professionals viewed PD strategically. They crafted formal PD budgets with line items for consultants who delivered internal programs; self-study materials in the form of books, tapes, and CDs; funds for catering and space for training; outside CLE; and travel.

Many of the first PD professionals coordinated with a PD committee of lawyers on annual planning. Some still do today.

These PD professionals also infused lessons of learning and development theory into their programs. They

were incorporating a methodical approach to program design to include formal needs assessments, detailed learning objectives, content delivery that appealed to adult learning principles and different styles of learning, and formal program evaluation.

PD programs were also central and critical to the firm's business goals and strategy, and vice versa.

The 2000s also saw a rise in diversity, equity, and inclusion (DEI) initiatives. Although diversity had been an important part of recruitment and retention before the turn of the century, the new century brought increased involvement through diversity committees, affinity groups, and women's initiatives. Many DEI efforts at this stage were dedicated to programming around networking, public speaking, client development, balancing work, as well as mentoring and partnerships with student and minority organizations.

## 2010s

The 2010s brought more structure to lawyer professional development. Firms that hadn't already established core competencies for associates had them buttoned up by now. They studied hiring trends, performance evaluations, and metrics to identify key characteristics of high-performing associates and partners. Together with practice-specific benchmarks, many firms created associate development frameworks and organized their PD programs into formal curriculums.

Confidential associate advising, in-house coaching, and individual career development plans allowed associates to take a more active role in their own development.

Continued on page 61



**HAPPY 50TH, NALP!**  
Congratulations on fostering the professional growth of innumerable members of the NALP community. With gratitude for all NALP and its members mean to us, we look forward to celebrating many more anniversaries with you.



*Norma Cirincione*



*Georgia Emery Gray*

The most ambitious PD programs would be branded to their firm and position themselves as a key differentiator over other firms when competing to attract and retain talent.

In a true full-circle move, law schools again partnered with firms and their PD departments on programs to help “bridge the gap” with extra-curricular programs on professionalism, emotional intelligence (EQ), and empathy as major focus areas.

As the momentum of the PD office grew, the evolution of PD raised the profile of the Chief Talent Officer (CTO). Today, the CTO and PD teams take a holistic view in talent strategy and talent development. PD is foundational to every step of the lawyer experience, including:

- attracting diverse talent,
- developing competencies and skills through work assignments,
- providing high quality education and training,
- motivating and engaging people,
- measuring performance,
- providing competitive compensation and rewards,
- facilitating coaching and mentoring,

- promoting diversity, equity, and inclusion,
- providing knowledge management tools, and
- driving innovation.

It’s also foundational to the career experience, to client service, and to the business.

### The Road Ahead

Lawyer professional development has come a long way, but it’s not done growing. Frankly, it never will be, and that’s the excitement of it all.

Chief Diversity and Inclusion Officers are bringing comprehensive diversity strategy to talent management. They are examining our systems; creating new expectations around sponsorship; educating employees on race, racism, bias and interrupting bias, gender identity, and what it means to be differently-abled; and they are advising executive committees on equity and action.

PD Directors are using individual personality and cognitive ability assessments to customize PD resources for individuals. They are incorporating lessons on generational differences. Training managers are using

e-learning, gaming, social learning and microlearning as part of a blended learning strategy. Knowledge management administrators are using KM for best practices guides, data analytics, project management and pricing, and collaborative team sites. All of us are learning (and teaching) more around well-being.

We’ve come a long, long way.

Congratulations to NALP for 50 years of world-class lawyer professional development. Here’s to 50 more. 



Andy Hales ([AHales@Venable.com](mailto:AHales@Venable.com)) is Vice President of Professional Development and Training for Venable LLP. Andy served on the NALP Board of Directors from 2015 to 2017 and is a longtime contributor to NALP’s publications.



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# NALP AT 50: EXPLORING THE DATA FROM THE EMPLOYMENT REPORT & SALARY SURVEY

By Judith N. Collins



**W**hile apples-to-apples comparisons are not always possible, data from NALP's annual Employment Report & Salary Survey (ERSS) have provided some key insights into employment and salary outcomes for law school graduates. As we celebrate NALP's 50<sup>th</sup> Anniversary in 2021, it's important to look back at the ways the ERSS has evolved through the years, while examining some of the stark realities that this ongoing data collection has allowed

us to document — specifically the persistent gaps in employment outcomes by race and ethnicity.

## ERSS Origin Story: 1973

Back in September 1973, placement directors at NALP member law schools received a letter dated September 11 from the newly appointed chair of NALP's Research Committee. The letter read in part:

*"It is obvious to all of us that questions regarding the job market for lawyers are being asked by many people. Questions commonly asked include: are there presently too many lawyers or is there a need for more?...Though we have all developed 'form' responses to such questions I know that I would feel more confident if I had better data upon*

Continued on page 63

*which to formulate an opinion. The Research Committee and all the officers of NALP believe that the first step law school placement offices should and can take is to standardize the in-house data gathering process so that each school is keeping similar kinds of statistics in similar form....Each of us will then be able to better assess the activities of our individual placement offices and provide...more uniform placement information and estimates regarding the law placement market....I am asking first that you....complete the enclosed questionnaire. The questions are designed to determine what data each law school has been gathering in the past and the format used. We are particularly interested in the most current and complete data you have on 1973 law graduates. Second, it is essential that you begin to use the format set forth in [Enclosure A](#) in keeping statistics on the jobs accepted by seniors graduating during the coming 1973-74 school year..."*

According to the results of that survey — completed by 119 schools and presented at the NALP Annual Conference in June 1974 — 69% of schools kept statistics on post-graduate employment, and of those who did not, about half said they would be able to gather such information for the 1974-75 academic year. That report was not formally published, nor were employment findings for the Class of 1973 based on about 70 schools which completed “Enclosure A.” And in fact, I had never seen any report on the Class of 1974; tidbits — particularly on employer types — were gleaned from later published ERSS reports.

However, after rummaging around in NALP files, I found the report on the Class of 1974, which was disseminated to all NALP members

in October 1975 in the form of a [three-page memo](#) from the chair of the Research Committee. The memo, reporting aggregate counts only, noted that 83 schools, with a total of 17,188 graduates in the Class of 1974, had reported on 13,250 graduates, of whom 11,679 reported employment. ([See the original survey here.](#))

Percentages for employer type were calculated separately, based on approximately 5,600 graduates for whom employer type was known, and noted in later published reports. So began the employer-type trend table that has continued since, with some definitional changes, such as how graduates pursuing graduate studies are classified.

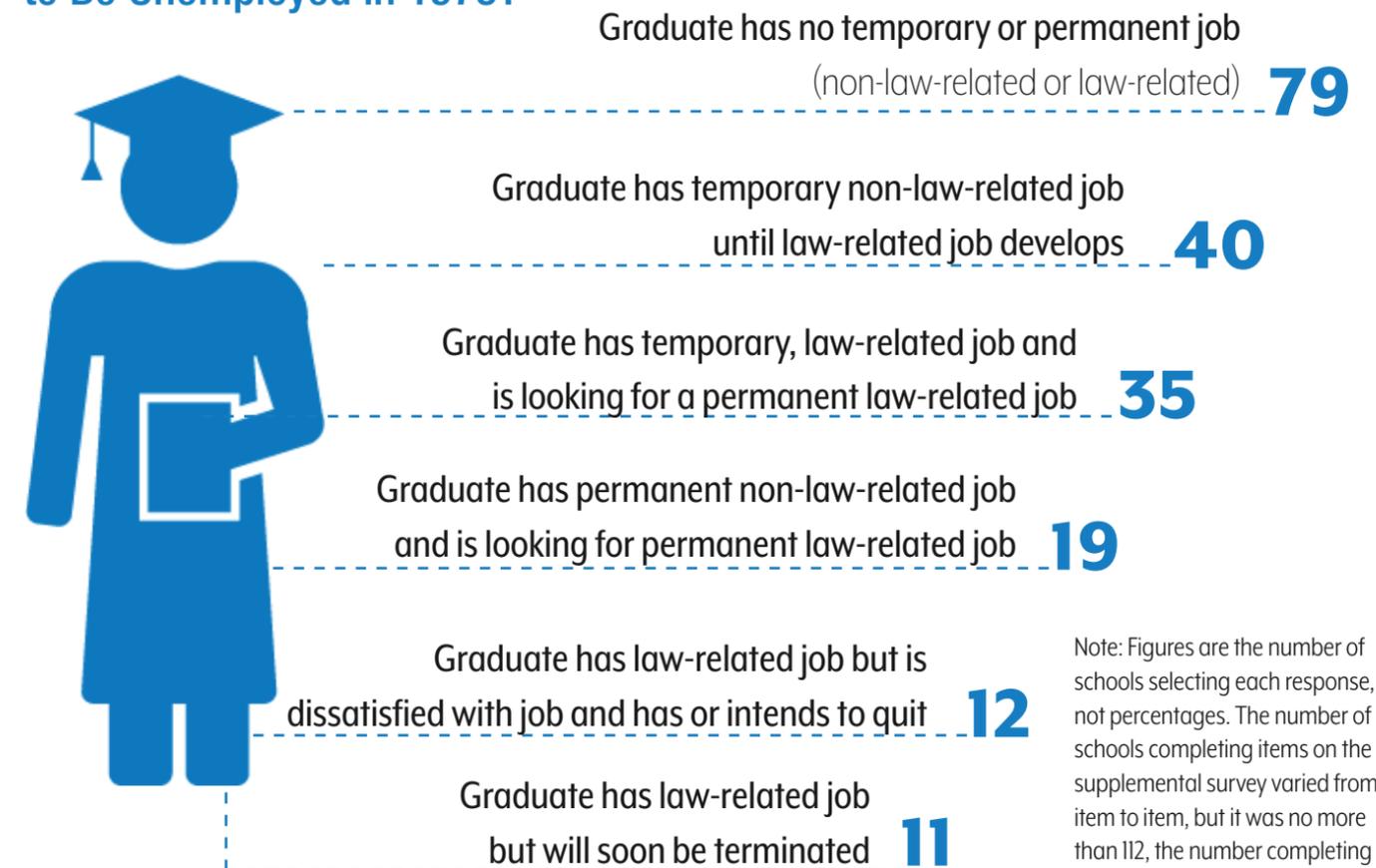
## The share of jobs taken in law firm jobs has been and is lowest for Black graduates.

More interesting perhaps are the early discussions about how to define employment and unemployment. As the memo on the Class of 1974 noted, “Since there was no place to indicate the number of graduates who were not seeking employment, we were not able to ascertain if placement directors recorded

them under ‘unemployed’ or ‘employed.’” The survey for the next year (1975) included a supplemental survey, requesting information on, among other things, under what circumstances a school considered a graduate unemployed. Findings were included in the report for the Class of 1975 and are illustrated below.

Continued on page 64

### How Did Schools Think About What It Means for a Graduate to Be Unemployed in 1975?



Note: Figures are the number of schools selecting each response, not percentages. The number of schools completing items on the supplemental survey varied from item to item, but it was no more than 112, the number completing the 1975 employment survey.

The report noted the need for better definitions, distinguishing, for example, the status of a graduate who has a temporary but law-related job from the graduate who is a clerk in a grocery store — the equivalent to today’s stereotype of barista or Uber driver. The committee further queried as to whether graduates who had not passed the bar exam should even be considered as being in the job market, and that perhaps there should be a category for such graduates on the survey for the Class of 1976.

Given the ambiguities of how “employed” was defined, we really can’t draw a trend line on that most basic measure back to the early days of the data collection. Further, counts of jobs by category very likely did not count all grads who by more recent definitions would be considered as employed. Finally, with no distinctions as to kind of job — legal, other professional, etc. — those old waters are further muddied.

**The employment market for new law school graduates has proved to be quite consistent over time.**

### Class of 1976

The survey for the class of 1976 codified new categories for graduates who are eligible to be employed because they have passed a bar exam and for those who are not eligible. Graduates who were eligible could be reported as either “employed,” or “still seeking employment” and were “above the line.” (Presumably, those employed could be in a non-legal position, but this was not explicit until the 1982 survey.) The other categories were “qualified but not seeking employment” and “did not take/pass bar exam” and were “below the line.”

By the calculations of the day, only graduates above the line were included when calculating the employment rate, which worked out to 92% that year. But if the figures are re-calculated to include all grads with known status in the denominator, the rate works out closer to 87%. But among those reported as “not

taken/passed a bar exam,” some likely were employed and would add a few percentage points to what we think of today as the employment rate.

### Class of 1982

This scheme continued through reporting for the class of 1982. However, the employed category was refined to distinguish legal and non-legal employment, as well as full-time and part-time employment. (The 1981 reporting had separated business jobs only into legal and non-legal.) The reporting for the class of 1983 dropped the concept of eligibility and graduates could be reported as employed (full-time/part-time/legal/non-legal), pursuing advanced

degree full-time, unemployed and seeking, or unemployed and not seeking. Prior to 1983, graduate students had been reported as employed in academia. The employer type categories were also re-worked in places to look more like what we are familiar with today.

Also of note: for the first six years of data collection from 1974 to 1980, schools did not submit information for individual graduates. Instead, schools reported aggregate counts for each of the categories. Schools additionally reported, if they could, aggregate figures for men, women, and minorities in each of the categories, and counts of jobs by state and counts for a list of cities. Supplemental salary information was collected for 1979 and 1980.



The procedure changed for the Class of 1981, with the introduction of [Scantron \(aka bubble\)](#) forms completed for individual graduates. The advent of computerized processing facilitated larger reports, and indeed that is what happened. The report on the Class of 1980 came in at just over 100 pages, all typed. The report ballooned to about 465 pages for the Class of 1988. But quantity did not necessarily equate with quality, as computer printouts

went on for pages with overall benchmarks hard to find.

### Classes of 1989 and 1990

With the classes of 1989 and 1990, the number of pages dropped. When NALP hired its first research staff and Publications Manager Janet Smith, the report on the Class of 1989 was reduced to just over 90 pages, with graphs and

formatted tables and text instead of printouts. Data processing and analysis also gradually came in-house to NALP during the 1989-91 period, with the last contracted analysis being preparation in early 1992 of school reports for the Class of 1990.

Finally, also missing from early data collection was any guidance on an “as of” date. The timing of reporting to NALP was generally in

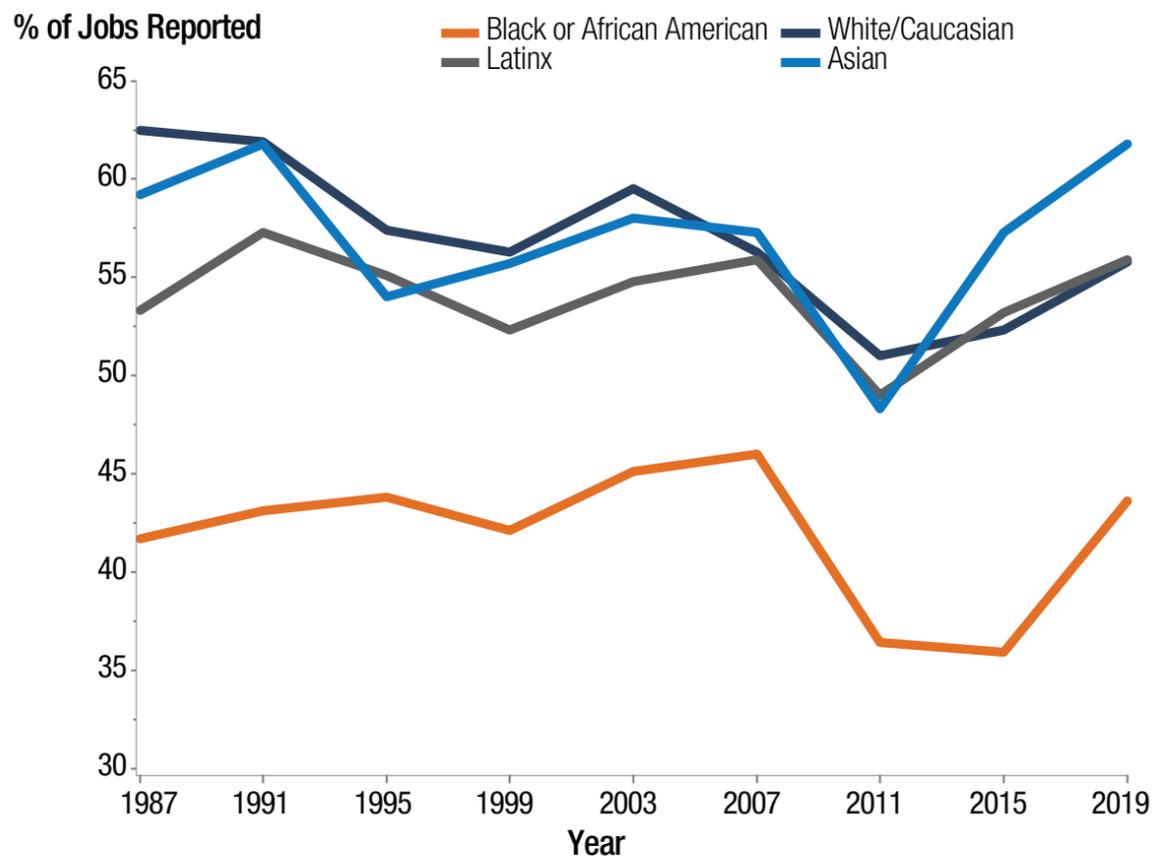
the January-February period, which suggests that schools would be gathering data in a time period approximately six months after a May graduation.

The first mention of a timeline — “six months post-JD” — appeared in the Class of 1989 report, but more explicit guidance did not appear until data collection instructions for the Class of 1996, which stated “up to but no

Continued on page 66

**Chart 1. Percent of Jobs Taken in Law Firms**

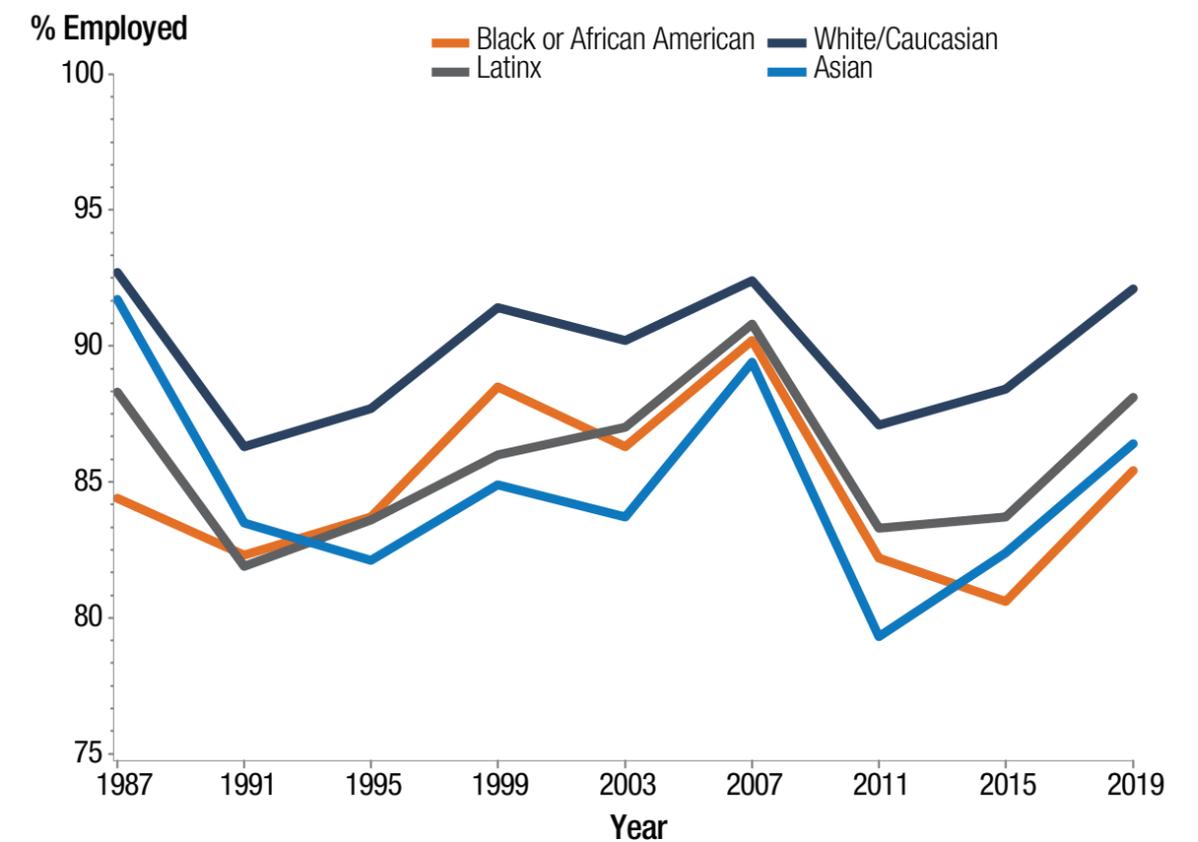
(By Graduate Race/ethnicity, selected years 1987-2019)



Figures for 1987 are estimates based on counts published in the report.

**Chart 2. Overall Employment Rate**

(By Graduate Race/ethnicity, selected years 1987-2019)



Figures for 1987 are estimates based on counts published in the report.

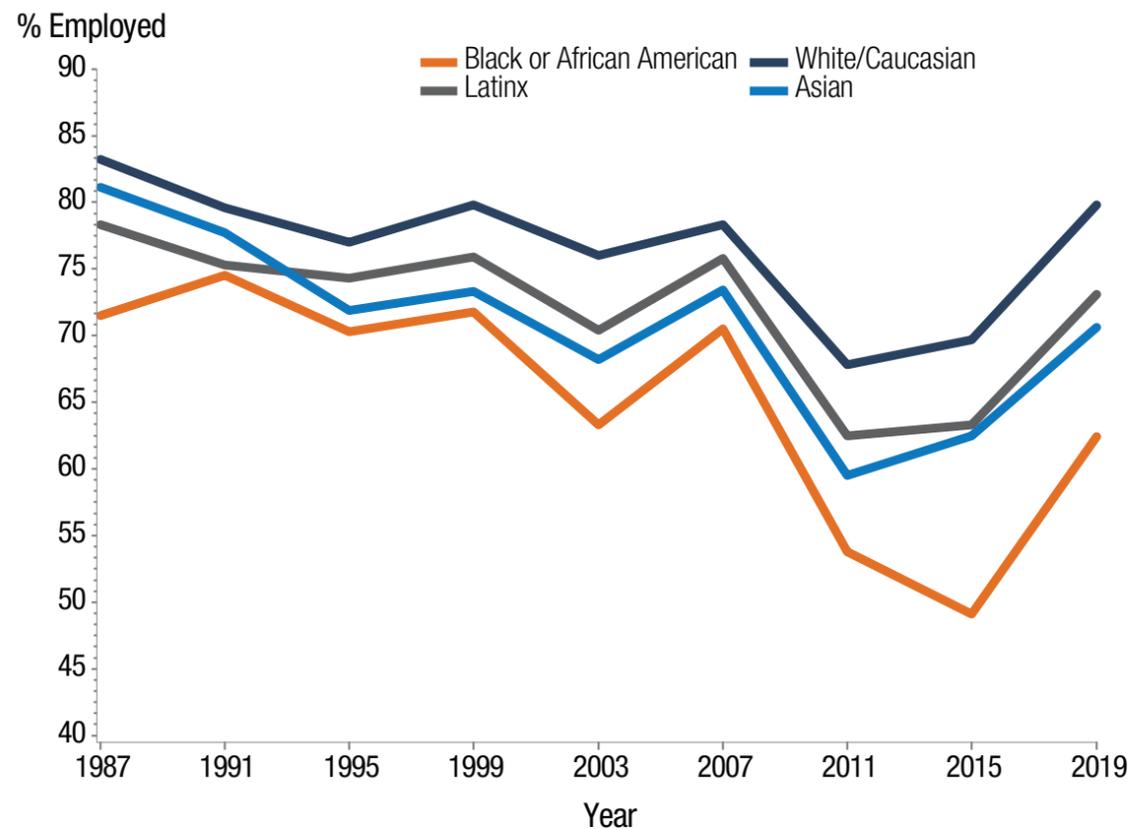
more than six months after graduation.” The as-of date was pinpointed as February 15 for the Class of 1997 and adjusted to March 15 starting with the Class of 2014.

### How Have Employment Outcomes Varied by Race and Ethnicity Data

We have had, for almost all of NALP’s 50-year history, at least some information about what law school graduates do once they graduate

and — generally — become licensed to practice law. Published annually for 45 years, our series of reports provides many answers. But as a contribution to NALP’s recent commitment to use its data to document racial disparities in the legal profession, I have compiled trends in selected metrics by race and ethnicity. Some of these figures have appeared in earlier publications, others were compiled specifically for this column.

**Chart 3. Employment in Legal Jobs**  
(By Graduate Race/ethnicity, selected years 1987-2019)



Figures for 1987 are estimates based on counts published in the report.

Arguably the most basic metrics are: are graduates employed and to what extent are they employed in a job that can be characterized as “legal” in nature? What kinds of employers do graduates work for? And, how large are the law firms for those graduates who enter private practice? Here are some

takeaways from analyzing the report over the years:

- The employment rate has been and remains highest for white graduates, as does the rate of legal employment. The ranking of other demographic groups

Continued on page 67

**Table 1: Employment in Selected Sectors, by Race/Ethnicity, Selected Years, 1987-2019**

	% of jobs in firms for each group					% of jobs in public interest organizations for each group				
	Black	White	Asian	Latinx	All employed grads	Black	White	Asian	Latinx	All employed grads
1987	41.7%	62.5%	59.2%	53.3%	63.5%	2.1%	0.5%	5.3%	7.4%	3.0%
1991	43.1	61.9	61.8	57.3	60.8	6.6	2.0	2.2	4.8	2.3
1995	43.8	57.4	54.0	55.1	56.1	4.5	1.8	1.8	3.6	2.0
1999	42.1	56.3	55.7	52.3	55.1	5.2	2.3	3.0	5.9	2.8
2003	45.1	59.5	58.0	54.8	57.8	4.2	2.6	4.1	6.4	3.1
2007	46.0	56.3	57.3	55.9	55.5	8.5	5.3	6.9	8.9	5.8
2011	36.4	51.0	48.3	49.0	49.5	12.3	6.5	8.5	12.0	7.5
2015	35.9	52.3	57.3	53.2	51.3	9.8	6.1	7.6	11.0	7.1
2019	43.6	55.8	61.8	55.9	55.2	11.1	7.0	6.9	11.6	8.0

Note: In the published Jobs & JDs/ERSS reports for 1991-2007, figures for employer types by race/ethnicity were based on full-time jobs only. Figures for those years shown here were recalculated to include all jobs, full-time and part-time, and so do not always match what is in the published reports. The 1987 report does not indicate whether the numbers are for all jobs or just full-time jobs.

Figures for 1987 are estimates based on counts published in the report.

Note: From 1974-1989, public defenders were categorized as public interest jobs. From 1990-2003 they were included in the government category, and in 2004, returned to the public interest category.

Blue = lowest percentage for that year. For purposes of this table, differences of just 0.1 percentage point are considered as a tie. Yellow = highest for that year.

**Table 2: Percent of Law Firm Jobs by Size of Firm and Race/Ethnicity, for Selected Years, 1987-2019**

	Black	White	Asian	Latinx	All grads in law firms
<b>1987</b>					
2-10	23.5%	31.0%	21.9%	29.2%	30.9%
100+*	29.9	23.3	38.2	27.8	23.6
<b>1991</b>					
2-10	19.8	31.6	17.0	27.0	30.2
251+	18.1	12.1	21.0	11.3	13.3
<b>1995</b>					
2-10	24.3	37.6	23.9	36.4	35.3
251+	18.4	11.4	20.7	10.3	12.1
<b>1999</b>					
2-10	17.8	29.8	16.9	34.0	28.6
251+	31.6	22.1	33.9	22.0	23.1
<b>2003</b>					
2-10	25.9	32.9	24.7	37.6	31.6
251+	30.4	23.6	36.4	22.1	24.8
<b>2007</b>					
2-10	21.7	33.1	23.0	35.6	31.3
251+	41.3	29.2	45.3	31.8	31.8
<b>2011</b>					
2-10	33.4	44.9	36.0	49.3	42.9
251+	27.1	18.2	31.5	14.9	21.2
<b>2015</b>					
2-10	33.3	41.2	29.1	46.8	39.5
251+	32.3	26.6	44.8	23.9	29.5
<b>2019</b>					
2-10	26.5	32.7	19.7	37.5	31.5
251+	41.9	34.1	55.8	32.4	41.0

Note: In the published ERSS Sampler reports on diversity for 1991 and 1995, figures for firm size by race/ethnicity were based on full-time jobs only. Figures for those years shown here were recalculated to include all jobs, full-time and part-time, and so do not always match what is in the published reports.

The 1987 report does not indicate whether job counts, which were used to calculate these figures, include both full and part-time jobs.

\*This was considered very large at the time, and additional firm size information was not collected.

**Blue** = lowest percentage for that year. For purposes of this table, differences of just 0.1 percentage point are considered as a tie.

**Yellow** = highest percentage for that year.

on overall employment varies, but the rate of legal employment is consistently lowest for Black graduates. (See Charts 2 and 3.)

The share of jobs taken in law firms is almost always highest for white graduates, although exceptions are noted in 2007, 2015, and 2019. (See Chart 1 and Table 1.) The share has been and is lowest for Black graduates. (Because NALP does not have data to compare actual outcomes with desired outcomes, it is impossible to say if career aspirations differ by race and ethnicity, but recent analyses of Law School Survey of Student Engagement (LSSSE) data suggest that this is not the case. See the [2017 LSSSE Annual Survey Results: Preferences & Expectations for Future Employment.](#))

- For graduates who enter private practice, white and Latinx graduates have been and are more likely to enter small firms, compared with Black and Asian graduates. In 2019, the most recent class for which data is available, a plurality of Black graduates going into private practice joined a firm of more than 250 lawyers, as did well over half of Asian graduates.

- Latinx graduates have been more likely to take jobs in public interest organizations, and this has typically been the case for Black graduates. (Again, we do not have data to compare actual outcomes with desired outcomes.) See Tables 1 and 2.

### Lessons Learned from ERSS Data

The employment market for new law school graduates has proved to be quite consistent over time, particularly in terms of the kinds of employers — some well-documented disrupters notwithstanding. Employment rates overall and in legal positions have gone up and down. The market has also proved itself quite consistent over time in terms of contrasts between different racial/ethnic groups on these measures, despite larger macro-economic and demographic trends. Where this goes in the future, only time can tell. 



Judith N. Collins ([jcollins@nalp.org](mailto:jcollins@nalp.org)) is NALP's Senior Research Associate for Special Projects and former Director of Research. This is the final installment of a four-part series on NALP Research for the 50th Anniversary celebration.



# NALP FOUNDATION CELEBRATES 25 YEARS OF SERVICE TO THE LEGAL PROFESSION

By Fiona Trevelyan Hornblower,  
Skip Horne, and Jennifer Mandery

In 1996, as NALP prepared to celebrate a quarter-century of leadership among law schools and legal employers, its Board of Directors embarked on an ambitious new project — establishing a non-profit foundation focused solely on research about and education for the legal profession. With the courage and foresight of a remarkable consortium of attorneys, law school professionals, academics, and association executives, the NALP Foundation was born. Now, as NALP celebrates its first 50 years, the NALP Foundation is proud to celebrate its first 25 years.

From the beginning NALP and the NALP Foundation have been closely tied in both mission and purpose, and yet each organization has had a unique identity, and operating and governance autonomy. Both organizations have made important and lasting contributions to the legal profession while remaining committed to cooperation, collaboration, open communication, good will, and mutual respect.

## THE EARLY DAYS OF THE FOUNDATION

Paula Patton became NALP's Executive Director in 1992 and quickly expanded NALP's scope of work, adding additional educational programs and research projects to the association's annual business plan. During her early outreach to NALP members, she discovered a desire for in-depth, long-term research projects that were difficult to pursue given NALP's rigorous ongoing annual research projects. In particular, she discovered a strong desire in the industry to learn more about the arc of lawyer's careers once they left law school. From this emerged an idea for a longitudinal study of lawyer careers over the first 10 years following the bar exam, the inspiration for what would eventually become the seminal *After the JD* study, and the kernel around which early organizing efforts for establishing the NALP Foundation were centered.

Patton presented the concept of committing to longer-term, in-depth research to the NALP Board of Directors, which approved hiring a consultant to explore various options. "From that, the idea of creating a separate non-profit foundation that would respond to the profession's needs came to light," Patton recalls. "The primary goal was to provide data on

Continued on page 69

associate retention, the path to partnership, attorney training, diversity, and of course, much more in response to the profession's evolving needs.”

Incorporated in 1996, the NALP Foundation was established as a 501(c)(3) tax-exempt organization nested initially within NALP itself, sharing office space and personnel, and began operations as a fully independent entity in 2002. Incorporation as a 501(c)(3) provided the NALP Foundation with the ability to seek grants and to solicit tax-deductible charitable contributions from organizations seeking to partner on research studies, fundraising options not available to NALP itself, which is organized as a 501(c)(6) tax-exempt trade association.

Within a few years of its inception, the NALP Foundation launched its first major collaborative research project, *After the JD: A National Survey of Legal Careers*. This landmark longitudinal study — a cooperative effort among a coalition of nonprofit entities, principally the NALP Foundation and the American Bar Foundation, and also including the Access Group (now the AccessLex Institute), the Law School Admission Council, NALP, the National

Conference of Bar Examiners, the National Science Foundation, and the Open Society Institute of the Soros Foundation — was one of the largest and most ambitious studies ever undertaken of the legal profession. It set out to follow a nationally representative cohort of bar exam takers from the year 2000 through the first decade of their careers.

The research team made up of senior researchers, social scientists, and legal scholars, and an executive coordinating committee consisting of representatives from the various funding organizations, ultimately completed a project that resulted in three written reports published by the NALP Foundation (*After the JD I, II and III*), along with scores of law review articles and other academic works in peer reviewed journals. The study, taking more than 15 years to complete, comprehensively examined the career trajectories of approximately 4,000 lawyers, surveying participants at three separate points — 2003, 2007, and 2012 — over the course of 12 years following their bar passage in 2000. This large-scale project established the NALP Foundation as a key source for reliable, data-driven, and affordable research for the profession.

## THE FOUNDATION TAKES FLIGHT

From the beginning, the NALP Board of Directors recognized the potential importance of the contributions the Foundation could make to the profession and provided the Foundation with financial support as well as in-kind services and support. Over the years, NALP has contributed more than \$2.2 million in funding to support the growth of the Foundation, and continues to provide an operational grant every year, though most of the Foundation's annual funding now comes from charitable donations made by law firms, law schools, and corporate legal departments.

In 2008, after 16 years with NALP and the NALP Foundation, Patton retired and Tammy Patterson, a long-time NALP member and former Director of Recruiting and Professional Development at Gardere Wynne Sewell LLP, took over the reins of the NALP Foundation as its second President & CEO. Under Patterson's leadership, the Foundation grew and evolved as the legal profession experienced various economic and environmental cycles and adapted to the changing marketplace, diversifying its research efforts to focus on a mix of signature research projects, including

Continued on page 70



the *Keeping the Keepers* series as well as annual studies on associate attrition. A new joint research project with NALP was launched, the annual *Study of Law School Alumni Employment and Satisfaction*,

which surveys law graduates three years after commencement. On the education side, the Foundation continued hosting regular webinars and presenting at industry conferences and city group/law school consortia meetings, and began partnering with a wider array of outside organizations on timely research projects that were of interest to the legal profession, including studies on effective mentoring and the experiences of women in the profession.

In 2017, the Foundation launched its first Hiring Partner Conference, a popular, invitation-only event designed to bring together senior law firm leaders and decision-makers from a range of law firms to discuss current trends and developments in law firm



*Pam Malone (left) and Tammy Patterson share a conversation at the Latham & Watkins reception during the 2008 NALP Annual Education Conference.*

recruiting. Patterson reflected that the addition of the Hiring Partner Conference to the Foundation's curriculum helped it reach a new audience and spread the important work of both NALP and the NALP Foundation.

## 25 YEARS AND GROWING

The NALP Foundation today is led by its governing body, the Board of Trustees, with a second close group of advisors and supporters serving on its National Advisory Board. Throughout the Foundation's 25-year history, nearly 100 individuals (including many NALP members themselves) have served as Trustees or Advisory Board members, representing a wide variety of law firms, law schools, corporations, and legal associations. Howard Ellin, Partner with Skadden, Arps, Slate, Meagher & Flom LLP, currently serves as Foundation Chair and John Reich, Partner with Merchant & Gould PC, serves as Foundation Secretary/Treasurer. The Foundation's bylaws provide that the NALP Board of Directors fills three seats on the Foundation's Board

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of Trustees — spots currently held by Stacey Kielbasa, Chief Talent Officer, Chapman and Cutler LLP and former NALP President; Chris Guthrie, Dean and John Wade-Kent Syverud Professor of Law, Vanderbilt Law School; and Leigh Taylor, Dean Emeritus of Southwestern Law School, who has served as a Trustee since 1999.

The NALP Foundation's administrative staff has always been "small but mighty" according to Fiona Trevelyan Hornblower, who joined the Foundation as its third President & CEO in 2020. Hornblower previously served as Assistant Dean for Career Development and Public Service at Boston University School of Law, and prior to that as National Director of Legal Recruiting for Bingham McCutchen. Rounding out the current Foundation team is Jennifer Mandery, Senior Director of Research, who joined the Foundation in 2011 and brings over 20 years of research and analytical expertise in the legal industry. The newest member of the team, Skip Horne, joined the Foundation in 2020 as Vice President for Engagement. Horne, in addition to numerous roles with both leading law firms and law schools, served as NALP President in 2002-03, and in that role was the NALP signatory to the original memorandum of understanding

between the two organizations that laid out the commitment between them to work cooperatively toward mutually agreed upon goals.

Hornblower and Horne collectively bring more than 40 years of NALP member experience to their respective Foundation roles, which highlights the strong historic connection between the two organizations. The Foundation also benefits from Mandery's deep research background, now at the Foundation for nearly a decade and previously with Thompson Reuters. Over the years, a number of other NALP members have contributed their time and talent to the Foundation staff, including Pam Malone, Michelle Nash, and Jeremy Bloom.

The close relationship between NALP and the NALP Foundation continues, including ongoing collaboration on several joint research projects, including the annual Study of Law School Alumni Employment and Satisfaction and programming such as this past summer's COVID-19 Town Hall series.

Reflecting on the legacy of the NALP Foundation during its first 25 years, all three Presidents point to the *After the JD* study as setting the bar and establishing the

Continued on page 72



Morrison & Foerster's Legal Talent Team congratulates

## **NALP on its 50<sup>th</sup> anniversary.**

NALP's commitment to legal career professionals, fairness in hiring, and promoting diversity and inclusion in the industry, is a model and inspiration to us all. Here's to wishing for another 50 years of success!

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reputation of the Foundation as an important source for reliable, accurate, and data-driven information for the legal profession. “I commend my predecessor, Paula Patton, for her forethought and hard work in getting this study off the ground,” said Patterson. “It is also important to thank the financial supporters and partners, including NALP, the NALP Foundation Board of Trustees, and most importantly, the research team who devoted over 13 years to this significant project. After the JD would not have been possible without the contributions of all these groups and leaders. It really was the project that launched the Foundation and all of the work that has followed.”

Looking ahead, Patton, Patterson, and Hornblower are all extremely optimistic about the future. “At this pivotal time, when the legal profession is evolving in ways and at speeds no-one would have previously contemplated, the Foundation has a critical role to play as a credible and cutting-edge source for research and programming on central issues,” reflected Hornblower. “With a firm foundation in the work of the past 25 years, the Foundation now looks to the next quarter-century, eager to expand and innovate to support the profession’s transformation.” 



## CHAIRS OF THE NALP FOUNDATION BOARD OF TRUSTEES

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Fiona Trevelyan Hornblower ([fhornblower@nalpfoundation.org](mailto:fhornblower@nalpfoundation.org)) is President & CEO, Skip Horne ([shorne@nalpfoundation.org](mailto:shorne@nalpfoundation.org)) is Vice President of Engagement, and Jennifer Mandery ([jmandery@nalpfoundation.org](mailto:jmandery@nalpfoundation.org)) is Senior Director of Research of the NALP Foundation. Learn more at [www.nalpfoundation.org](http://www.nalpfoundation.org).

## Cheers to Celebrating NALP's 50 Years!



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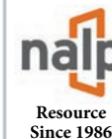
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# WE'RE JUST GETTING STARTED ... HERE'S TO 50 MORE!

By James G. Leipold



The legal profession has changed a great deal since NALP was founded 50 years ago, as has NALP itself and the professional roles that

one thing has remained constant — NALP has been making its members experts for 50 years, and my enduring hope is that NALP will continue to do so for at least the next 50 years.

The NALP nerd in me continues to be fascinated by this vibrant organization whose members are both the volunteer workforce that produces the work of the association and the clients or customers who consume that work product that helps make NALP members the experts that they are.

It is this generosity of spirit, this impulse toward collegiality in a brutally competitive industry, this willingness to share information, expertise, and resources — and to support

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NALP members hold. The entire series of 50<sup>th</sup> Anniversary articles from April 2020 through March 2021 that have led up to this special commemorative edition of the *NALP Bulletin*, and the articles included in this issue, have done a wonderful job of chronicling many of those changes, not least among them Terrence Galligan's terrific three-part history of NALP and the legal careers profession. Despite the many changes, however, at least

Continued on page 74

one another — that has been the hallmark of NALP’s first 50 years and is likely to be the hallmark of its next 50 years as well. The professional network that NALP members share and develop with one another is perhaps the most lasting legacy of that first small group of law schools and law firms that came together in 1971 to see what common interests and initiatives they might find together.

What else will the next 50 years hold for NALP and its members? Rebecca Ivanoff and Terrence Galligan both make thoughtful predictions about the future in their articles in this issue, and to their predictions I will add a few of my own.

It is inevitable that change, and indeed the acceleration of change, will shape the challenges and rewards for NALP member institutions and the individual member employees

who work for them. Law schools and law firms are partway through an evolution that began before the Great Recession, was accelerated by the recession in the years that followed, and has been accelerated further by the current year of pandemic challenges that started in March 2020.

It is impossible to say what law firms or law schools will look like 50 years from now, but they will surely be institutions that are very different from those we know today. How so? I am not much of a futurist, preferring to measure things that exist now rather than things that might be, and my crystal ball is notoriously murky, but I do think we will see some combination of the following.

Much more law school teaching will take place online, maybe in some cases all of it. Law schools will offer a wider range of

degrees and certificates and will hopefully be supporting students seeking a wider range of licenses to deliver legal services. Also, it seems inevitable that all legal services will be delivered with a much greater reliance on technology and automation, from human-facing services for individuals and families to government- and corporate-facing services. And I do think the lawyer workforce, and the broader workforce of all of those who deliver legal services of all sorts, will be much more reflective of the diverse communities they serve. I think law school graduates will face a much wider range of possible employers, perhaps even a dizzying array of choices, from corporate law departments to legal technology companies, alternative legal services providers, large consulting and accounting firms, and others we can’t even begin to imagine just yet.

From inside this long, lonely, strange period of pandemic lockdown we have all been living for more than a year now, it is hard some days to see into next month, let alone next year, or 50 years down the road, but for what it’s worth, I do think we will return to working together in person, at least some of the time,

even as remote work and telecommuting rapidly become normalized parts of the landscape. I also think we will look back on Zoom as a quaint and clunky tool that got us through a bad patch, but which was rapidly eclipsed by much more sophisticated online meeting tools.

Beyond that, I really don’t know what the future holds, but I think that 50 years from now, NALP members will still be vested in fairness, facts, and the power of a diverse community, and will still be committing their professional lives to supporting the careers of the law students and lawyers they serve. And I think NALP members will still be supporting one another, sharing their expertise and their challenges, solving problems together, and making each other experts. And yes, Rebecca, I think there will be dance parties, great and wondrous dance parties.

Happy Anniversary my friends! Here’s to the next 50 years. 

**The professional network that NALP members share and develop with one another is perhaps the most lasting legacy of NALP’s founders.**