

Schedule

Thursday, February 19

2:00 pm — Registration Opens

OPENING PLENARIES

3:30 - 4:00 pm — Grand Ballroom C

Welcome to NALP: An Introduction to Your Organization

NALP is dedicated to continuously improving career counseling and planning, recruitment and retention, and the professional development of law students, lawyers, and its members. But what exactly is NALP and how will your membership benefit you and your organization? NALP leaders will welcome conference attendees and discuss NALP resources, research, and educational opportunities as well as the benefits of NALP membership.

Jean Durling, Chief Talent Officer, Fox Rothschild LLP, and President-Elect of NALP
Beth Moeller, Assistant Dean of Career Services, UCLA School of Law, and Vice-President for Member Services and Education of NALP

4:00 - 5:00 pm — Grand Ballroom C

What the Other Side Does

Sometimes the best way to learn about your own job is to take a look at what your counterparts across the aisle are doing, particularly as you try to understand how your role fits into the larger industry picture. The relationship between those who work for law schools and those who work for legal employers is a critical one. During this session you will learn about the “invisible” issues on the other side that can influence decisions and shape interactions with your office. See how the cycle of the year flows for each group of professionals and how to build relationships from common ground. Learn from and network with the others at your table during this interactive session.

Bruce Elvin, Associate Dean and Senior Lecturing Fellow, Duke University School of Law
Stacey M. Kielbasa, Director of Professional Development, Attorney Recruitment & Diversity, Chapman and Cutler LLP, and Immediate Past President of NALP

5:00 - 6:30 pm — Grand A/B

Welcome and Networking Reception

7:00 pm

Faculty Sponsored Dinner Groups

Network with new colleagues and friends over dinner at local restaurants. Sign-up sheets will be available on-site at the conference registration desk. Dinner costs are on your own.

Friday, February 20

7:30 - 8:30 am — Grand Ballroom A

Continental Breakfast

7:45 - 8:45 am — Grand A

Breakfast Roundtable Discussions

Join one of a few roundtable discussions on key topics in the legal profession. Topics are: Getting Involved with NALP; Issues in Lawyer PD; Successful Employer-School Partnerships; Hot Topics in Public Service and Judicial Clerkships; Using NALP Research/Resources in Your Job; Graduate Employment Outcomes Data; Working with Other Departments/Offices in a Law Firm; Motivating and Coaching Students in a Challenging Legal Landscape; and Best Practices in Working with a Team.

8:45 - 11:45 am

MANAGEMENT FOUNDATIONS PROGRAMS

Management Foundations for Career Development Professionals (Grand A)

This essential, hands-on workshop is designed for those who are newer to the legal career development profession or those who have acquired new responsibilities for the programs and services of a busy career services office. We will talk about the typical seasonal activities of the career development office and why it takes a year to begin to master the job; the importance of knowing your institution and its constituencies; how to build effective relationships with students and alumni; and how we can more effectively meet the career planning and counseling needs of students with diverse backgrounds and goals. This session will also address the nuts and bolts of career services, including program planning, data collection, and administration. In addition, we will focus on practical tips for coping with the challenge of today's millennial student population and shifting economic conditions.

Lisa Abrams, Director of Career Services, The University of Chicago Law School
Marcia Pennington Shannon, Assistant Dean for Career Services, Georgetown University Law Center

Management Foundations for Recruitment Professionals (Grand C)

This hands-on workshop will provide essential training for those who are new to the legal recruitment profession or those who have acquired new responsibilities for the programs and services of a busy recruitment department. The course will offer insight and understanding into the legal recruitment processes using demonstration, lively discussion, and group interaction. The course content and materials, which are ready for you to take home and put to use, will include these and many other topics of importance: legal recruiting basics, the seasons of recruitment, hiring needs, criteria and sources, OCI and in-office interview management, hiring committees, electronic tools, recruiting surveys, lawyer support services, and related professional development issues.

Bonnie Hurry, Chief Legal Personnel Officer, Willkie Farr & Gallagher LLP
Anna Friesenhahn Whitener, Attorney Recruiting & Integration Manager, Cox Smith Matthews Incorporated

11:45 am - 12:45 pm — Grand C

Networking Luncheon

Enjoy lunch with your colleagues while learning more about NALP's affiliated 501(c)(3) foundation, The NALP Foundation for Law Career Research and Education, which conducts additional valuable and essential research for the legal recruiting and professional development industry. Foundation President and CEO Tammy Patterson will provide an overview of the work of the Foundation.

1:00 - 2:15 pm

CONCURRENT SESSIONS

Acquiring the Counseling Skills You Need to Manage Student Counseling Services, Part I (Grand A)

The pathways to careers in law school career services offices are varied, and many people who enter the profession don't have formal counseling training. Yet, counseling students is one of the most important functions of law school career services offices. This session will consider strategies that career services professionals can use to promote effective counseling of students at all levels. Such topics as training new counselors, facilitating ongoing communication among counseling staff, choosing a technique for structuring counseling appointments, incorporating job search tools into counseling sessions, using statistical analysis to counsel students, address-

ing the needs of special populations, working in concert with other law school and university offices, including student affairs offices, and properly addressing confidentiality and other ethical issues will be covered.

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law
Beth Moeller, Assistant Dean of Career Services, UCLA School of Law, and Vice-President for Member Services and Education of NALP

Competencies and Evaluations 101 (Grand B)

This session will provide an introduction to two critical components of an integrated associate development program: competencies and the evaluation process. This dynamic and interactive session will cover the basics of these topics and provide plenty of practical tips that you can use back at the office. Whether you are looking to update an existing system or introduce an entirely new one, you will walk away from this program prepared and ready for action. Among other things, the session will cover a basic introduction to competencies, the difference between competencies and benchmarks, and tips on how to weave competencies into other aspects of law firm life. We will also provide best practices for creating and managing an evaluation process in both large and small firm environments.

Jean Durling, Chief Talent Officer, Fox Rothschild LLP, and President-Elect of NALP
Stacey M. Kielbasa, Director of Professional Development, Attorney Recruitment & Diversity, Chapman and Cutler LLP, and Immediate Past President of NALP

CSO Employer Outreach (Tryon)

Employer outreach can take different forms from one career services office to another, depending on your resources, goals, and directives. What should your specific employer outreach efforts look like? This session will outline guidelines and issues to keep in mind as you consider how to approach employer outreach to a variety of employer types, including large, medium and small firms; government agencies; nonprofit organizations; and businesses. Areas covered will include goal-setting and implementation, as well as reporting progress, documenting outcomes and managing expectations for these activities. We will offer strategies for collaborating with deans, faculty, externship programs, alumni departments, and other administrative colleagues, as well as city groups and law school consortia, to enhance your employer outreach efforts. Participants will also exchange ideas and strategies about handling the

challenges involved in launching or jump-starting employer outreach efforts in today's evolving marketplace.

Susanne Aronowitz, Associate Dean for Law Career Services, Golden Gate University School of Law
Bruce Elvin, Associate Dean and Senior Lecturing Fellow, Duke University School of Law
Carol Sprague, Director of Associate/Alumni Relations & Attorney Recruiting, Skadden, Arps, Slate, Meagher & Flom LLP

Planning and Managing Standout Summer Programs (Grand C)

A truly standout summer associate program should accomplish two things: First, the program should provide summer associates with an experience as close to that of first-year associates as possible. This requires engaging them with representative work and offering meaningful contact with lawyers across practice groups and levels. Second, a summer program should provide the employer an opportunity to assess a student's likelihood of success within the firm. This involves extensive interaction and evaluation of their work. The purpose of this session is to help you accomplish both goals while successfully marketing your firm to summer associates.

Kisha Nunez, Associate Director of Recruiting and Diversity, Wachtell, Lipton, Rosen & Katz
Anna Friesenhahn Whitener, Attorney Recruiting & Integration Manager, Cox Smith Matthews Incorporated

2:15 - 2:30 pm — **Break**

2:30 - 3:45 pm

CONCURRENT SESSIONS

Acquiring the Counseling Skills You Need to Manage Student Counseling Services, Part II (Grand A)

A student comes to you for help, and it turns out looking for a job is just one of his current challenges. The more you find out, the more you are afraid this student is struggling with some very complicated personal issues. How can you help? You want to serve as a resource, but your training and background are not in mental health. Where is the line between what assistance you can provide effectively and what should be referred to a mental health professional? How can you continue to help this student with the job search while he or she is coping with these personal challenges? How can you work with other law school personnel to anticipate problems or act as a team when problems arise? What are the signs

of depression or drug dependency? This continuation of *Acquiring the Counseling Skills You Need to Manage Student Counseling Services, Part I* will specifically address counseling students in such difficult situations and will include opportunities to put strategies into practice.

Susanne Aronowitz, Associate Dean for Law Career Services, Golden Gate University School of Law
Marcia Pennington Shannon, Assistant Dean for Career Services, Georgetown University Law Center

Associate and Partner Hiring — What You Need to Know! (Grand B)

Lateral hiring continues to be an important part of strategic growth in firms. Understanding the nuances of hiring associates and partners is a critical component of a recruiting professional's responsibilities. Participants in this interactive workshop will learn the nuts and bolts of a successful lateral recruiting strategy from identifying needs, formulating a compelling search description, working with search firms, and using other means of attracting lateral candidates to crafting interview schedules, conducting due diligence, and facilitating the offer process.

Morgan L. Smith, Professional Development Director, Dykema Gossett PLLC
Carol Sprague, Director of Associate/Alumni Relations & Attorney Recruiting, Skadden, Arps, Slate, Meagher & Flom LLP

Associate and Partner Orientation and Integration (Grand C)

To successfully service clients and contribute to the firm's bottom line, your new associates and partners need to be effective and efficient from day one. Join us for this session to learn how to strategically design an orientation and integration program that accelerates the value added by new associates and partners and reduces their ramp-up time. Practical applications will be discussed in detail. As part of the session, you will have the opportunity to begin drafting a preliminary orientation and integration program for your firm using many of the best practices checklists, forms, and templates supplied by the presenters.

Cherie Conrad Beffa, Director of Attorney Recruiting and Diversity, Kirkland & Ellis LLP
Molly Peckman, Global Director of Legal Talent, Dechert LLP

The Ins and Outs of Judicial Clerkships (Tryon)

This program will cover the state and federal judicial clerkship hiring process from start to finish. Topics will include the timing of applications; methods of application (paper or OSCAR — the Online System for Clerkship Application and Review), guidelines for application components (cover letter, resume, writing sample, letters of recommendation); good methods and resources for researching courts and judges; the protocol for contacting judges; and interviewing strategies and preparation.

*Terrence J. Galligan, Assistant Dean,
University of California, Berkeley School of Law (Boalt Hall), and President of NALP
Melissa Lennon, Assistant Dean for Career Services, Temple University Beasley School of Law*

3:45 - 4:00 pm — **Break**

4:00 - 5:15 pm — Grand C

PLENARY

Professional Responsibility 101

Ethical dilemmas, confidentiality issues, and NALP's Principles and Standards are just a few of the important issues that challenge NALP members on a regular basis. Through interactive discussion, participants will examine some of the issues that impact both employers and schools, and provide strategies for successful collaboration and attainment of mutually beneficial results. Participants will also explore NALP's Principles and Standards and their interpretations as well as engage in a dialogue that will illustrate the practical applications of these important guidelines. This program and the ensuing dialogue will provide valuable insight for NALP members as they navigate these sometimes murky waters.

*Bonnie Hurry, Chief Legal Personnel Officer,
Willkie Farr & Gallagher LLP
Fred Thrasher, Deputy Director, NALP*

5:30 - 6:30 pm — Harris

✱ One-on-One Consulting

Take advantage of the opportunity to interact in a one-on-one session with an experienced faculty member to ask questions, get advice, find resources, and begin to build a professional network.

Evening

Dinner on Your Own

Saturday, February 21

7:45 - 8:45 am — Grand A

Continental Breakfast

8:00 - 8:45 am — Grand A

Breakfast Roundtable Discussions

Join one of a few roundtable discussions on key topics in the legal profession. Topics are: Issues in Law Firm Diversity; Managing a Budget; Crisis Counseling; Ethics in Recruiting; Law School Issues; What's New with NALP; and Issues in Supervising a Team.

8:00 - 9:00 am — Harris

✱ One-on-One Consulting

Take advantage of the opportunity to interact in a one-on-one session with an experienced faculty member to ask questions, get advice, find resources, and begin to build a professional network.

9:00 - 10:15 am — Grand C

PLENARY

An Introduction to the Legal Employment Market

Welcome to the legal careers profession! You will soon find yourself a student of the legal employment market. This session will provide a vital introduction to the market, helping orient you to the trends and benchmarks that are important to this industry, both in challenging times and better ones. The program will review the very latest trends in law school interest and enrollment, employment rates, starting salaries, summer program outcomes, fall on-campus recruiting levels, and outcomes for 2Ls and 3Ls, anti-trust issues, associate attrition, professional development, and the legal economy generally. The data used to develop this program is gathered by NALP and the NALP Foundation through a variety of annual research tools, many of which will cross your desk during the next year.

James G. Leipold, Executive Director, NALP

10:15 - 10:30 am — **Break**

10:30 - 11:45 am

CONCURRENT SESSIONS

A Guide to Public Interest Counseling and Government Hiring (Tryon)

Explore the depth and breadth of public service/public interest work, and the benefits and challenges your students and alumni face in connection with this career path. Discover print, online, and personal resources on public sector internships, externships and careers, including government opportunities, during this interactive, practical session for all career services professionals who are new to the public service advisor role or just want to know more about these careers.

*Terrence J. Galligan, Assistant Dean,
University of California, Berkeley School of Law (Boalt Hall), and President of NALP
Melissa Lennon, Assistant Dean for Career Services, Temple University Beasley School of Law*

Advanced Recruiting Strategies (Grand C)

So you've mastered the recruiting basics and perhaps experienced a few hiring seasons — now let's move on to the next level. Join us for an in-depth and interactive program about big-picture strategies that drive our hiring efforts. Participants will learn about strategic school partnerships; legal issues that affect hiring; successful interview techniques; and how to manage diversity recruiting as well as ideas for managing the hiring process in a compressed recruiting season. Participants should bring their own questions and challenges to the group for discussion as well.

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

Carol Sprague, Director of Associate/Alumni Relations & Attorney Recruiting, Skadden, Arps, Slate, Meagher & Flom LLP

Building a Culture of Learning: How to Design and Implement Lawyer Training Programs (Grand B)

Law firms are committing increasing resources to lawyer training and lawyer development programs. Many NALP members working at law firms have blended careers that include both recruiting and lawyer professional development, while others work full-time in lawyer PD. Participants will learn how to build effective, comprehensive associate development programs. Topics will include implementing effective men-

toring programs, effectively using lawyer training needs assessments, and mastering MCLE requirements.

Molly Peckman, Global Director of Legal Talent, Dechert LLP

Morgan L. Smith, Professional Development Director, Dykema Gossett PLLC

Nontraditional and Emerging Career Paths for Lawyers (Grand A)

Every CSO has students and alumni who seek to use their legal training and skills for nontraditional employment. The potential array of nontraditional careers can seem overwhelming to the newer career services practitioner. This session will teach you the basics of counseling students and alumni who wish to follow a variety of pathways, including in business and industry, the public sector, and emerging law-related settings. Learn how to help students assess their interests and skill sets, and how to market themselves — and their JD degrees — to a diverse range of employers. Discover essential resources CSO professionals can tap to identify and cultivate new and additional opportunities for our students and graduates.

Susanne Aronowitz, Associate Dean for Law Career Services, Golden Gate University School of Law

Beth Moeller, Assistant Dean of Career Services, UCLA School of Law, and Vice-President for Member Services and Education of NALP

11:45 am - 1:00 pm — Grand C

Networking Lunch

Enjoy lunch with your colleagues while learning more about your NALP membership and the benefits of joining the NALP Newer Professionals Section.

Anna Friesenhahn Whitener, Attorney Recruiting & Integration Manager, Cox Smith Matthews Incorporated

1:00 - 2:15 pm — Grand C

PLENARY

Diversity & Inclusion: Past, Present, and Future

NALP has long been an advocate for diversity and inclusion in the legal profession. After a brief review of recent diversity demographics based on several of NALP's key research studies, panelists will highlight several practical diversity and inclusion tips for both employers and law schools, focusing on ways in which employers and schools can collaborate on diversity recruitment and retention. Session leaders will

also facilitate discussion about some diversity and inclusion challenges and will welcome a spirited discussion of diversity and inclusion topics raised by conference participants.

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law

Terrence J. Galligan, Assistant Dean, University of California, Berkeley School of Law (Boalt Hall), and President of NALP
Kristine L. McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

2:15 - 2:30 pm — Break

2:30 - 4:00 pm

CONCURRENT SESSIONS

Increasing Your Value in the Institution (Tryon)

Your relationships with deans, partners, faculty, and others with whom you work can make all the difference in your professional life. Together let's explore the importance of building bridges with these — and other — stakeholders at your organization. This interactive session will include some personality profiling, ideas for effective internal public relations for you and your department, tips on relationship building and making the best professional impression, advice on working effectively with your supervisor, and suggestions for building — or joining — a team as a newcomer.

Lisa Abrams, Director of Career Services, The University of Chicago Law School
Bonnie Hurry, Chief Legal Personnel Officer, Willkie Farr & Gallagher LLP

Get the Best Results from Your Interviews (Grand C)

Resumes and grades only tell you so much. Interpersonal skills are the heart of how well someone will do on the job. How do you convey or judge those skills in twenty minutes of interview time? Both students and employers want to maximize their interview experiences. The current economy puts pressure on employers to hire the right candidates and on students to impress as many employers as possible. Employers will learn about behavioral interviewing techniques and how to work those techniques into their recruiting strategy. They will learn tips to engage students in their best interviews ever by asking the questions that allow them to talk about past successes and experiences, and gain advice on how to train interviewers in these techniques. Career development professionals will learn what employers are looking for with certain questions, learn the best questions for students

to ask employers, and the keys to ensuring that your students perform their best in interviews.

Cherie Conrad Beffa, Director of Attorney Recruiting and Diversity, Kirkland & Ellis LLP

Kristine L. McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

Law Student PD: How to Get Started and Maximize Results (Grand B)

This session will provide a guide to understanding and framing law student professional development so that your work helps students maximize their law school experiences. Learn how to create a development framework that identifies the skills students need and the skills legal organizations seek. Uncover the myriad professional development opportunities at your institution, identify gaps, develop methods for adding new programs, and learn how to strategically frame and leverage those opportunities to raise your institution's profile and students' success.

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law
Marcia Pennington Shannon, Assistant Dean for Career Services, Georgetown University Law Center

Where Does the Money Come from Anyway? — An Introduction to the Economics of Law Firm Practice (Grand A)

Now more than ever, law firms are focused on dollars and cents. To effectively work with lawyers and demonstrate your value to the firm, you should understand a firm's business model and how it makes money. Join us as we demystify some common markers of law firm productivity and give you an advantage in the budgeting process. We'll discuss the basic structure and business of firms, and you'll leave with a working knowledge of common law firm financial metrics such as profits per partner, revenue per lawyer, realization, and overhead. When you return to the office, this knowledge will enhance your value to the firm's recruiting and development efforts.

Bruce Elvin, Associate Dean and Senior Lecturing Fellow, Duke University School of Law
Carol Sprague, Director of Associate/Alumni Relations & Attorney Recruiting, Skadden, Arps, Slate, Meagher & Flom LLP

4:00 pm — Meeting Adjourns