



NEWER PROFESSIONALS'
FORUM

PORTLAND

OREGON FEBRUARY 20
— 2020 — 22



NEWER PROFESSIONALS' FORUM

A Conference Designed for Newer Professionals

The NALP Newer Professionals' Forum (NPF) held February 20-22, 2020 will bring together newer professionals and experienced faculty members for two-and-a-half days in Portland, OR, to focus on the career development of newer professionals in the fields of legal recruitment, law student and lawyer professional development, and career services. Participants will engage in meaningful education tailored to the unique needs and perspectives of newer professionals, including learning about trends facing the legal employment industry and the role NALP plays in member professional development.

"I met so many people at this event who were in my same situation – how great to have a network of people to use as a resource when I need help! I was excited to learn about all the NALP resources available to me – I cannot wait to put those resources to work."

— 2019 NPF Attendee

Why should I attend this conference?

NPF is the one essential educational conference for anyone with less than four years of experience as a legal career professional. In addition to Management Foundations Programs and one-on-one consulting, this conference provides a framework for understanding counseling skills, competencies and evaluations, summer programs, lateral hiring, associate orientation, public interest counseling, lawyer training programs, diversity and inclusion, and much more! You can count on the Newer Professionals' Forum to provide you with the skills and tools to ensure that you succeed in your organization.

"The programming was geared right to my level and the courses provided practical tips and takeaways that I could use immediately when I returned to the office. This conference was a great use of my time!"

— 2019 NPF Attendee

Why should I send my new staff member or coworker to NPF?

The Newer Professionals' Forum will provide attendees with opportunities to learn fundamental skills while growing their professional networks in legal recruitment, lawyer professional development, and career services. Law firms and law schools that send new employees to NPF will immediately see results in increased job proficiency and efficiency. The organization benefits immediately from having a well-educated and well-connected professional staff member.

"I have sent my newer staff members to the NALP Newer Professionals' Forum every year and I am always amazed at their increased confidence when they return. To gain skills and education as well as their own networks is important to their careers but also adds tremendous value when they return to the office."

— Supervisor of a 2019 NPF attendee

Registration and Travel

How to Register

To register for the 2020 Newer Professionals' Forum, go to www.nalp.org/npf2020. The system allows online registration and payment with a credit card or payment by check (select the latter if you want to receive an invoice). To qualify for the early bird rate, your registration and full payment (by check or credit card) must be received in the NALP office by Friday, January 17. Registration at the regular rate will be welcomed thereafter and on-site at the conference.

	EARLY BIRD RATE (by Jan. 17)		REGULAR RATE (after Jan. 17)	
	Member	Non-Member	Member	Non-Member
Schools, Private Employers	\$595	\$775	\$645	\$845
Public Interest Employers, Government	\$495	\$545	\$545	\$595

Hotel Information

The Benson Hotel
309 SW Broadway
Portland, OR 97205

Hotel Reservation Procedures

- Attendees will make their hotel reservations during the registration process. Hotel reservation confirmations will be sent directly from the Benson. Rooms will not be reserved without a credit card.
- Register early. The room block tends to fill up quickly and once the block is full (or after the cutoff date of January 27, 2020). Hotel rooms are subject to availability.
- The sleeping room rate at the Benson is \$169 (plus 15.30% taxes) per night based on single or double-occupancy.

Cancellation Policy

- Full refund for cancellation received by **January 24, 2020** minus a \$100 cancellation fee.
- 50% refund for cancellations received **January 25–31, 2020**.
- No refunds after **January 31, 2020**.
- Hotel room cancellations must be made 72 hours prior to arrival or a charge equal to the first night's room and tax will be incurred.

Travel Discounts

Professional Service Firm Travel, LLC (PSFT) is the official event travel service for this event. PSFT will research the most economical route, airline, and flight times to help get you the lowest possible fare. PSFT has special contract airfares that are available to attendees of this meeting.

Professional Service Firm Travel, LLC
475 Park Avenue South, 34th Floor, New York, NY 10016
Phone: 212-592-1370 or 1-888-773-8728 | **Fax:** 212-532-5776 | **Website:** www.psftravel.com
Email: lmelendez@psftravel.com or jduberry@psftravel.com

PSFT reservation hours are Monday-Friday 8:30 am – 6:00 pm Eastern Time. Make your reservations with Professional Service Firm Travel, LLC by calling 1-888-773-8728 and asking for Lissette or Jacqueline (please identify yourself as attending a NALP conference). A \$35 transaction fee will be applied to all tickets purchased.

Program Schedule

NALP Meeting Policies

Open Meeting: NALP is committed to the free exchange of information and open meetings at its conferences, and we recognize that there may be differences of opinion during sessions. We rely on our members to respect each other and our invited guests and speakers, and to honor the conventions of civil discourse. Disrespect for any speaker will not be tolerated. In addition to member participants, NALP opens registration to non-members, including program speakers, vendors, and members of the press.

Antitrust Awareness: As members of a professional trade association, NALP members should always bring a heightened awareness of antitrust and anticompetitive risks and behaviors to professional gatherings. NALP's law school members compete with one another and NALP's law firm members compete with one another. Accordingly, NALP's members should avoid entering any sort of agreement or understanding with competitors related to any aspect of competition. However, it is always appropriate for NALP members to discuss information that is not competitively sensitive, such as industry trends, best practices, or the general types of opportunities and challenges that arise in legal recruiting.

No Solicitations: This conference is specially designed to be an open forum for NALP conference attendees. Solicitation is strictly prohibited unless you are an official conference sponsor or vendor. If you are interested in becoming a conference sponsor or vendor, please contact Jay Richards, Senior Director of Operations, Member Services, and Meetings, at jrichards@nalp.org or 202-835-1001.

Consent to Use of Photographic, Video, and/or Audio Materials: Registration and attendance at, or participation in, NALP meetings and other activities constitutes an agreement by the registrant to allow NALP to use and distribute (both now and in the future) the registrant or attendee's image or voice in photographs, video recordings, electronic and print reproductions, and audio recordings of such events and activities.

Thursday, February 20

Registration Opens
2:00 pm

OPENING PLENARIES

Welcome to NALP: An Introduction to Your Organization
3:30 – 4:00 pm

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.

Georgia Emery Gray, Director of Attorney Development – U.S., Cleary Gottlieb Steen & Hamilton LLP

Michelle Jackson, Director of Alumni Advising, Northwestern Pritzker School of Law

An Introduction to the Legal Employment Market
4:00 – 5:00 pm

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 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, antitrust issues, associate attrition, professional development, and the legal economy generally. The data used to develop this program is gathered by NALP through a variety of annual research tools, many of which will cross your desk during the next year.

James G. Leipold, Executive Director, NALP

Welcome and Networking Reception
5:00 – 6:30 pm

Faculty Sponsored Dinner Groups
7:00 pm

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 21

Continental Breakfast
7:30 – 8:45 am

BREAKFAST PLENARY SESSION

A Conversation with Dean Marcilynn Burke
8:15 – 8:45 am

Join your colleagues for a breakfast session with Dean Marcilynn Burke of the University of Oregon School of Law. Dean Burke will share stories of her career path and the important people she met along the way, and she will discuss how legal career professionals can make an impact on the profession.

MANAGEMENT FOUNDATIONS PROGRAMS

9:00 am – 12:00 pm

Management Foundations for Career Development Professionals

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. It's chock full of tips and advice regarding 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 to more effectively meet the career planning and counseling needs of students with diverse backgrounds and goals. Participants

and program leaders will share ideas for program planning, professional development training, data collection, and administration. In addition, we will focus on practical tips for coping with the challenge of counseling a stressed student population that is facing shifting economic conditions, heavy student loan debt and new J.D. advantage careers opportunities.

Donna Gerson, Associate Dean of Career Strategies, Drexel University Thomas R. Kline School of Law

Marcia Pennington Shannon, Assistant Dean for Career Strategy, Georgetown University Law Center

Management Foundations for Recruitment Professionals

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 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.

Dyana Barninger, Director of Talent Acquisition and Development, K&L Gates LLP

Karl Riehl, Director of Practice Management, Epstein Becker & Green, P.C.

Networking Lunch

12:00 – 12:45 pm

MANAGEMENT FOUNDATIONS PROGRAM

1:00 – 3:45 pm

Management Foundations for Lawyer PD Professionals

This hands-on workshop gives newer PD professionals the fundamental skills and knowledge they need to get off to a great start and grow into their PD roles. Participants in this workshop will receive valuable insights into the responsibilities of PD professionals, as well as helpful forms, templates, and resource lists. Topics include training, principles of adult learning, MCLE compliance, core competencies, benchmarks, performance evaluations, and mentoring programs. Participants

also have the opportunity to discuss current projects, successes, and challenges.

Andrew Hales, Senior Director of Professional Development, Venable LLP

Melanie Priddy, Chief Talent Officer, Katten

CONCURRENT SESSIONS

1:00 – 2:15 pm

CSO Employer Outreach

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 consider when crafting your approach for outreach to a variety of employer types, including large, medium and small firms, government agencies, non-profit organizations, businesses, and the judiciary. Areas covered will include goal setting and implementation, as well as reporting progress and outcomes, and managing expectations with all stakeholders for these activities.

Susanne Aronowitz, Senior Consultant, Naomi Beard & Associates, Inc.

Jennifer Henfey, Assistant Dean for Career Strategy and Advancement, Villanova University Charles Widger School of Law

Planning and Managing Standout Summer Programs

A truly standout summer associate program should accomplish two things: First, the program should provide summer associates with the building blocks to prepare for what they will experience as first-year associates. This requires engaging them with representative work, providing tailored training opportunities, 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 these goals while successfully marketing your firm to summer associates.

Sarah Bergen, Senior Legal Recruiting Manager, Sidley Austin LLP

Karl Riehl, Director of Practice Management, Epstein Becker & Green, P.C.

Student Counseling Fundamentals

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, addressing 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.

Michelle Jackson, Director of Alumni Advising, Northwestern Pritzker School of Law

Clara Solomon, Director, Counseling & Career Development, New York University School of Law

Break

2:15 – 2:30 pm

CONCURRENT SESSIONS

2:30 – 3:45 pm

Associate and Partner Hiring – What You Need to Know!

Lateral hiring continues to be an important part of strategic growth for law 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.

Dyana Barninger, Director of Talent Acquisition and Development, K&L Gates LLP

Sarah Bergen, Senior Legal Recruiting Manager, Sidley Austin LLP

Counseling Students in Crisis

A student comes to you for help, and it turns out looking for a job is just one of his or her current challenges. The more you find out, the more you

are afraid this student is struggling with some very complicated personal issues such as depression, learning differences, and relationship heartbreak. 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 session will specifically address counseling students in such difficult situations and will include opportunities to put strategies into practice.

Donna Gerson, Associate Dean of Career Strategies, Drexel University Thomas R. Kline School of Law

Marcia Pennington Shannon, Assistant Dean for Career Strategy, Georgetown University Law Center

The Ins and Outs of Judicial Clerkships

This program will cover the state and federal judicial clerkship hiring process from start to finish, as well as provide information for employers who are recruiting clerks or recruiting students who plan to clerk. Topics will include the timing of applications; methods of application (paper, email, or OSCAR — the Online System for Clerkship Application and Review); guidelines for application components (cover letter, resume, writing sample, letters of recommendation, and transcripts/grade sheets); good methods and resources for researching courts and judges; the protocol for contacting judges; interviewing strategies and preparation; and ethical issues and practical considerations for recruiting clerks.

Bruce Elvin, Associate Dean and Senior Lecturing Fellow, Duke University School of Law

Melissa Lennon, Assistant Dean for Career Services, Temple University Beasley School of Law

Break

3:45 – 4:00 pm

PLENARY

4:00 – 5:15 pm

Professional Responsibility 101

Ethical dilemmas, confidentiality issues, and NALP's Principles for a Fair and Ethical

Recruitment Process 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 employers, schools, and especially students and provide strategies for successful collaboration and attainment of mutually beneficial results. Participants will also explore NALP's Principles 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.

Carol Sprague, Director of Talent Acquisition & Associate Engagement, Skadden, Arps, Slate, Meagher & Flom LLP

Fred Thrasher, Deputy Director, NALP

One-on-One Consulting

5:30 – 6:30 pm

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 22

Continental Breakfast

7:45 – 8:45 am

Breakfast Roundtable Discussions

7:45 – 8:45 am

Join one of several roundtable discussions by region to meet people from your area of the country.

One-on-One Consulting

8:00 – 9:00 am

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.

PLENARY

9:00 – 10:15 am

World Café: Shaping Our Professional Life Through Conversations that Matter

Using a World Café format, this plenary will connect all attendees through conversations and

brainstorming sessions on being a “careerpreneur” and on effectively managing up to providing thought leadership to your organization. How can you create the mental bandwidth necessary to thrive and make meaningful contributions to your team? What makes an effective team member? How can teams collaborate and run efficiently? Learn from each other and from experienced faculty as we delve into the important issues of being successful professionals in today's workplace.

Mina Jones Jefferson, Senior Assistant Dean & Chief of Staff, University of Cincinnati College of Law

Break

10:15 – 10:30 am

CONCURRENT SESSIONS

10:30 - 11:45 am

A Guide to Public Interest and Government Career Counseling

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 a variety of 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.

Jennifer Henfey, Assistant Dean for Career Strategy and Advancement, Villanova University Charles Widger School of Law

Clara Solomon, Director, Counseling & Career Development, New York University School of Law

Advanced Recruiting Strategies

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.

Carol Sprague, Director of Talent Acquisition & Relations, Skadden, Arps, Slate, Meagher & Flom LLP

Alternative and Emerging Career Paths for Lawyers

Increasingly, students and alumni plan to use their legal training and skills in roles and environments other than those traditionally associated with law practice. The variety of alternative and emerging careers can feel overwhelming to newer career services professionals and their advisees, alike. This session will explore some of these pathways and the fundamentals of advising others about them; share tips for helping students and alumni assess their interests and skill sets; discuss techniques for marketing a JD to a diverse range of employers; and review resources you can use to help your students and graduates successfully pursue these opportunities.

Susanne Aronowitz, Senior Consultant, Naomi Beard & Associates, Inc.

Elizabeth C Moeller, Assistant Dean of Career Services, UCLA School of Law

Associate and Partner Orientation and Integration

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.

Georgia Emery Gray, Director of Attorney Development – U.S., Cleary Gottlieb Steen & Hamilton LLP

Melanie Priddy, Chief Talent Officer, Katten

Networking Lunch

11:45 am – 12:30 pm

PLENARY

12:30 – 1:30 pm

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, highlighting the roles of diversity professionals and focusing on ways in which employers and schools can collaborate on diversity recruitment and retention. Session leaders will also facilitate discussion about various diversity and inclusion challenges and will welcome a spirited discussion of diversity and inclusion topics raised by conference participants.

Michelle Jackson, Director of Alumni Advising, Northwestern Pritzker School of Law

James G. Leipold, Executive Director, NALP

Melanie Priddy, Chief Talent Officer, Katten

Break

1:30 – 1:45 pm

CONCURRENT SESSIONS

1:45 – 3:00 pm

Time Management and Organization Hacks

Hack: noun \ˈhæk\; a creative solution to a problem; a tip, trick, or efficient method for doing or managing something (life!). In this session, you'll get a true geek's look at practical – and sometimes clever – hacks for managing your workload and your work day. Using Outlook, we'll share hacks for e-mails, calendars, to do lists, phone calls, documents, meetings, and more. From old school checklists, to new school apps and shortcuts, you'll walk away with timesaving tips you can't wait to share with your colleagues.

Andrew Hales, Senior Director of Professional Development, Venable LLP

Fred Thrasher, Deputy Director, NALP

What Every Newer Professional Needs to Know about Graduate Employment Data Collection and Reporting

Graduate employment data collection is one of the most important things a CSO does each year, and is subject to audit and review by the ABA. Whether you just assist with or you are in charge of the data collection and reporting process for your school, this program has tips and tricks for you. Panelists will review the nuts and bolts of having the most effective and efficient spring data collection and reporting season. Panelists will offer their insights into techniques to maximize data collection success and strategies to help you implement the requirements of the ABA Protocol, as well as highlight potential pitfalls to avoid in the

data collection and reporting process. In addition to covering the requirements of ABA reporting, the panel will address the unique aspects of collection and reporting under NALP's Employment Report and Salary Survey and will discuss how to use this data to the benefit of your office and school. This session is not to be missed for any professionals participating in the collection, auditing, or reporting of graduate employment data.

James G. Leipold, Executive Director, NALP

Melissa Lennon, Assistant Dean for Career Services, Temple University Beasley School of Law

Kirsten M. Winek, Manager, Law School Analytics and Reporting, American Bar Association, Section of Legal Education and Admissions to the Bar

Where Does the Money Come from Anyway? – An Introduction to the Economics of Law Firm Practice

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 Talent Acquisition & Associate Engagement, Skadden, Arps, Slate, Meagher & Flom LLP

Break

3:00 – 3:15 pm

Using What You Have Learned

3:15 – 4:00 pm

Join faculty members for a wrap up of the conference with an opportunity to ask questions and glean last-minute advice on your job and career. Learn tips and tricks for using the information you have learned at the conference as well.

MEETING ADJOURNS

4:00 pm



1220 19th Street NW, Suite 401
Washington, DC 20036-2405

NEWER PROFESSIONALS' FORUM

An information-packed forum for those newer to the fields of legal recruitment, lawyer professional development and career services.

NEWER PROFESSIONALS' FORUM

Build a strong foundation for your future professional success

The 2020 Newer Professionals' Forum will help you begin to build your own personal professional network. The conference will provide many opportunities to meet colleagues in legal recruitment, lawyer professional development, and career services and benefit from the expertise of seasoned NALP faculty. You'll also have relaxed opportunities to get to know your colleagues and build your professional network during luncheons, roundtable discussions, receptions, and dinners.

NALP's pre-eminent Management Foundations programs will be offered exclusively at the Newer Professionals' Forum. These intensive, three-hour programs feature comprehensive training specifically geared toward law school career services, legal recruitment administration, and lawyer professional development. Participants will receive certificates of completion and detailed materials that will serve as a reference long after the Forum.

This conference is the only place you will find two-and-a-half days' worth of information-packed programming geared specifically to newer legal recruitment, lawyer PD, and career development professionals.

"The Foundations course for law firm recruiters was fantastic. It was fast paced and full of information that I can use right away." — 2019 NPF attendee

One-on-One Consulting

Watch for the Forum's special one-on-one consulting program.

This innovative program provides conference attendees the opportunity to speak with an experienced NALP leader in a one-on-one session to ask questions, get advice, find resources, and begin to build a professional network.