

Professional Development Institute 2010

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Continuing Leadership in Professional Education

NALP

THE ASSOCIATION
FOR LEGAL CAREER
PROFESSIONALS

in collaboration with

PDC

Professional Development Consortium

December 9-10, 2010

Washington, D.C.

Mandarin Oriental Hotel



**Professional Development
Institute 2010
Planning Committee**

Michele Bendekovic
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NALP & ALI-ABA thank
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Professional Development Institute 2010 from NALP and ALI-ABA

In collaboration with the Professional Development Consortium

Now more than ever, PD professionals need to stay on top of current trends and best practices, as well as understand and advance firm priorities. The **Professional Development Institute 2010** will equip you to help your firm and your lawyers succeed in today's challenging environment. Through intensive educational programming and formal and informal networking opportunities, this annual two-day program sponsored by NALP and ALI-ABA provides comprehensive, timely, and cutting-edge information for all involved in lawyer training and professional development.

Attendees will:

- ★ Explore innovative best practices with experts and leaders in the field of lawyer professional development;
- ★ Gain a deeper understanding of global trends and market forces shaping the legal profession today;
- ★ Participate in interactive sessions with take-home applications;
- ★ Share creative ideas to strengthen and advance their professional development capabilities;
- ★ Receive a complete binder of resource materials for the entire conference, including samples, checklists, bibliographies, and more.
- ★ Build invaluable connections with colleagues.

The **Professional Development Institute 2010** is a program you can't afford to miss if:

- ★ You are responsible for any aspect of lawyer training and professional development, regardless of your level of experience and regardless of whether lawyer professional development is a full-time or part-time role for you;
- ★ You want to increase your knowledge and skills in lawyer training and development, learn what others are successfully doing in this area, and enhance your lawyer talent in a new economy.

Mandatory CLE Credit

Virtually all ALI-ABA programs are accredited in mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. This program is expected to qualify for CLE credit in MCLE jurisdictions that accredit live courses on law practice management. For specific information on MCLE accreditation of this program in a particular state, please contact Crystal Finch at cfinch@ali-aba.org.

Schedule at a Glance

THURSDAY, DECEMBER 9

7:30 – 8:30 am — Registration (prepaid breakfast service available, coffee service provided for all participants)

8:30 – 9:45 am — **OPENING PLENARY** — Managing Superior Performance Through Competencies

9:45 – 10:00 am — Break

10:00 – 11:30 am — **CONCURRENT SESSIONS**

11:30 am – 12:45 pm — **NETWORKING LUNCH**

12:45 – 2:00 pm — **CONCURRENT SESSIONS**

2:00 – 2:15 pm — Break

2:15 – 3:15 pm — **CONCURRENT SESSIONS**

3:15 – 3:30 pm — Break

3:30 – 4:45 pm — **CONCURRENT SESSIONS**

FRIDAY, DECEMBER 10

7:30 – 8:30 am — Registration (prepaid breakfast service available, coffee service provided for all participants)

8:30 – 9:45 am — **PLENARY** — Developing the Next Generation of Lawyers: What Law Schools Are Doing to Prepare Practice-Ready Graduates

9:45 – 10:00 am — Break

10:00 – 11:30 am — **CONCURRENT SESSIONS**

11:30 am – 12:45 pm — **NETWORKING LUNCH**

12:45 – 2:00 pm — **CONCURRENT SESSIONS**

2:00 – 2:15 pm — Break

2:15 – 3:30 pm — **CLOSING PLENARY** — Emerging from the Wreckage: What's Next and Where Do You Fit In?

3:30 pm — Adjourn

Thursday

December 9

7:30 - 8:30 am

Registration

Prepaid breakfast service available. Coffee service will be provided for all participants.

8:30 - 9:45 am

PLENARY SESSION

Managing Superior Performance Through Competencies

You may have already implemented associate competencies or you may be considering doing so for your firm. But what are the real applications of defined competencies for your organization? This forward-thinking plenary will show you how competencies can serve as a catalyst or be leveraged to improve all aspects of talent management, including training, development, succession planning, business development, and recruiting. Panelists from diverse settings will describe how they applied competencies in their organizations. The panel will also show you how a competency-based approach to talent management can impact your bottom line. Join us for this

New to lawyer professional development?

Before attending your first Professional Development Institute, build your PD skills by viewing the archived NALP/ALI-ABA webcast, **Professional Development 101-102**. This on-demand program will give you tips and tools that you can apply immediately to your PD responsibilities — and will provide you a critical foundation for this year's conference. Topics include associate orientation, training, training needs assessments, MCLE compliance, evaluation processes, mentoring programs, and alumni relations. *PDI registrants will receive a special discount on this and other NALP/ALI-ABA online programs; more details on the back cover.*

insightful plenary and get practical ideas for applying competencies to all aspects of talent management in your organization.

Kevin Donovan, Senior Assistant Dean for Career Services, University of Virginia Law School

Siobhain McCarthy, Managing Director, Global Attorney Development, Paul, Hastings, Janofsky & Walker LLP

Lane Vanderslice, Director, Mentorship Academy, Chicago Committee for Minorities in Large Law Firms

9:45 - 10:00 am

Break

10:00 - 11:30 am

CONCURRENT SESSIONS

Aligning Associate Competencies and Diversity Principles

More and more law firms are jettisoning the traditional lockstep compensation system in favor of a performance-based model. Done well, competency-based systems can provide a straightforward learning framework and a powerful evaluative tool. But without careful management, they can reinforce the same obstacles to success that currently abound for diverse associates. To align the principles of competency and diversity, firms need to empower their associates with the knowledge of abilities and tactics needed to produce required competencies and ensure that infrastructure systems fairly support the progress of all associates. Attend this session and learn how your firm can make the transition to a competency-based system and stay true to its commitment to diversity.

Werten Bellamy, President, Stakeholders, Inc.

Helise Harrington, Professional Coach, Threshold Advisors, LLC

Michelle P. Wimes, Director of Strategic Diversity Initiatives, Shook, Hardy & Bacon L.L.P.

Alumni Programs in Law Firms: Reconnecting to Build and Nurture Relationships among Current and Former Lawyers

Law firms experience a certain level of healthy attrition every year. Through the use of effective alumni programs, law firms can stay connected with these departing lawyers and form lasting bonds that can benefit both parties from a career and business perspective. This session will discuss successful law firm alumni programs — those setting the standard for reconnecting with alumni through

social networking, events, newsletters, and other activities — and why it is important to embrace your firm's leavers.

Kelly Hoey, President, 85 Broads

Caren Ulrich Stacy, Principal, Lawyer Development Strategies LLC

Scott Westfahl, Director of Professional Development, Goodwin Procter LLP

Strengths-Based Talent Development: Practical and Effective Approaches for Law Firms

Lawyers are a skeptical group, trained to focus on problems. But when it comes to talent development, focusing on strengths rather than on weaknesses and deficiencies is more effective. This session is based on years of research by the Gallup organization and the presenters' practical experiences within law firms. Hear how a strengths-based development program can benefit the lawyer, the professional development team, and the firm; enhance the effectiveness of existing competency models; increase lawyer engagement; and improve the firm's bottom line. This session will also address practical considerations when implementing strengths-based development within the firm. Attendees will receive the Gallup *StrengthsFinder 2.0* book with an online strengths assessment code.

Cynthia Pladzewicz, Chief Development Officer, Thompson & Knight LLP

Steve Records, Partner, The Gallup Organization

Using Adult Education Insights to Improve Your Programs

Frustrated with "default" lecture or panel programs? Looking for teaching formats that can produce better learning outcomes? Attend this session to gain insights into how lawyers learn and how specific adult education methods can be employed for more effective results, even across a range of audience needs and learning styles. Find out how some firms have successfully integrated adult learning methods into their programs, whether by explicit faculty training or through "stealth methods." The speakers will also address common obstacles to doing things differently — and explore techniques to overcome those obstacles. You'll leave this program ready to commit to new methods in future program planning.

Maria Alkiewicz, Director of Professional Development, Milbank

David Cruickshank, Consultant, KermaPartners

Jennifer Queen, Chief Recruiting & Development Officer, McKenna Long & Aldridge LLP

11:30 am - 12:45 pm

Networking Lunch

Lunch will be included in your registration.

12:45 - 2:00 pm

CONCURRENT SESSIONS

All Roads Lead to Rome: Effective Strategies for Integrating and Building PD Programming Regardless of Where You Start or What You Have

How do you implement training programs that integrate with and support your firm's talent development goals when you are building a PD program from scratch? How do you build that program when you don't work at a mega-firm with a PD department, dedicated resources, and a significant budget? How do you bring order to and build synergy between seemingly disparate programs that currently are occurring in different offices, practice groups, and (let's be honest) are of a widely varied quality or effectiveness? What if you are starting from scratch in some areas and are trying to consolidate programming in others? Hear from mid-sized firms that have addressed these issues and delivered results. Specific, pragmatic strategies for building buy-in, positioning yourself as leader and expert within your organization, persevering through the rough spots, and strategically tying programming to firm goals will be discussed in detail, along with the specific programs that were implemented by using the strategies described. Learn to outlast the naysayers and "go where the pain is" to move initiatives forward strategically, while maintaining your cool and your sanity.

Michele Bendekovic, Director, Attorney Recruiting and Professional Development, Steptoe & Johnson PLLC

Jeanne Picht, Director of Professional Development & Recruitment, Stites & Harbison, PLLC

Budgeting and Financial Savvy for the PD Professional

Now more than ever, PD professionals are being asked to trim program budgets, analyze return on investment, provide consulting and analysis of compensation systems, and make recommendations to firm leadership that impact the bottom line. This practical session will address developing effective department and program budgets, key terms and metrics related to professional development, the financial concepts involved with merit-based compensation systems, and how raising your financial savvy can increase your professional portfolio. Presenters include seasoned professionals who have transitioned from lockstep to merit-based pay systems.

Kay Nash, Director of Professional Development and Attorney Recruiting, Wiley Rein LLP

J.D. Neary, Director of Professional Development & Attorney Recruiting, McGuireWoods LLP

Colleen O'Hara, Associate Director of Attorney Recruitment and Professional Development, Arent Fox LLP

Building a Firm-Wide Sales Culture: How PD and Marketing Took the Lead and Got It Done

Professional development can lead culture change; collaboration with colleagues beyond PD can dramatically increase our influence. Learn how one firm's PD and marketing teams collaborated in a multi-year, strategic culture change effort focused on sales. Together, we'll review firm culture pre-collaboration and trace the changes reflected today. We'll examine specific components of the initiative, including training developed for lawyers at the junior, middle, and senior levels. We'll parse the importance of collaboration to the initiative's success. And we'll engage in a candid discussion of the challenges and risks of engaging in such a form of collaborative leadership.

Heather Edes, Director of Professional Development, Sullivan & Worcester LLP

Linda LaBrie, President, LaBrie Consulting

Leah Schloss, Director of Marketing, Sullivan & Worcester LLP

Leadership Development Programs: Strong Survivors of the Training Drought

The recent economic downturn has wreaked havoc on training budgets across the board. The need to train future leaders of firms, however, has remained a priority. More than ever before, firms realize that talent management requires significant attention and that developing leaders who can help the firm thrive cannot be left to chance. Training leaders at every level is an informed strategy to ensure stronger talent management globally and to inspire developing lawyers to lead. This session will help you design high-impact leadership development programs in your own firm by defining its core competencies of leadership, designing a multi-faceted curriculum that supports building of those competencies, and developing mentoring supports that will sustain them.

Diane Costigan, Managing Director, Shannon & Manch LLP

Susan Manch, Principal, Shannon & Manch LLP

2:00 - 2:15 pm

Break

2:15 - 3:15 pm

CONCURRENT SESSIONS

Motivating Lawyers: Closing the Gap Between Science and Practice

Over the past 50 years, psychologists have made great strides in understanding what motivates people. Nevertheless, a large gap remains between what we know about motivation and what strategies and techniques are actually used in practice. This applies with even greater force to the legal profession, where many of the approaches we use to motivate lawyers today are ineffective or just plain wrong. Attend this eye-opening session and learn what motivates lawyers, and how you can approach them to perform at their best.

Larry Richard, Chair, Leadership & Organization Development Practice, Hildebrandt Baker Robbins

Skip Mentoring! Help Your Lawyers Create Their Own Personal Board of Directors

Have you ever tried to administer a mentor program at your firm only to find lawyers were feeling confused and disappointed? “Mentoring” is a buzzword at firms, yet again and again, mentor programs do not meet expectations. It’s time that we understand how to help lawyers build their own “board of directors”: carefully chosen people who will help the lawyer succeed. This interactive session will give you a new perspective about traditional mentoring and clear ideas to bring back to your firm so that you can show lawyers how to build their own team of advisers to help them succeed.

Gia Interlandi, President, The Leadership Conservatory
Norah Scott, Founding Faculty Member, The Leadership Conservatory

Soft Skills? Try Critical Skills!

Some call them “soft” skills, but there is nothing “soft” about them — in fact, they can be quite hard to master. Hear how one firm created its core competencies by assessing and articulating which skills were necessary — were critical — to master for success at the firm and as a professional. This session will begin with a brief overview of different approaches to instituting and implementing competency models, then describe how one firm incorporated its competencies into recruiting, evaluations, and training and development, including its comprehensive curriculum, the Critical Skills Institute. Discussion will include examples from programs featuring internal and external speakers.

Molly Peckman, Director of Professional Development, Dechert LLP
Jenny Smith, Manager of the Critical Skills Institute, Dechert LLP

Top Ten Barriers to Inclusion: Career Management Strategies for Law Firm Minorities and Their Allies in the Majority

With six-figure salaries and high-level assignments, the legal profession should have no difficulty recruiting and retaining associates of color. Yet, associates of color only make up about 13% of associates and 6% of partners in the AmLaw 200. Women of color make up less than 2% of partners. While law students and lawyers of color may be academically prepared to enter the legal profession, are they prepared to navigate an AmLaw 200 law firm? This session uncovers the top ten barriers to inclusion that historically under-represented lawyers encounter, and provides strategies that will help students and junior-level associates develop their own scripts for overcoming these barriers.

Natalie Holder-Winfield, Esq., President, Talent Management and Compliance Training, QUEST Diversity Initiatives, LLC

3:15 - 3:30 pm

Break

3:30 - 4:45 pm

CONCURRENT SESSIONS

How to Help Associates Proactively Manage Their Careers: Building an Associate Development Plan Process

Give your associates the tools to manage their careers proactively by implementing an associate development plan (ADP) process. This session will begin with a brief overview of best practices from firms that have recently implemented ADP processes, then provide a forum to strategize on steps you can take to develop an ADP process from scratch. Small work groups will focus on gaining buy-in from partners and associates, drafting the ADP questions, rolling out the program, supporting the process with one on one meetings between associates and partners, and determining how best to measure the ADP process’s success.

Jeanna Beck, Career Development Specialist, Arnold & Porter LLP
Jennifer Cook Johnson, Senior Manager of Professional Development, Arnold & Porter LLP

Lateral Associate and Partner Integration: Practical Approaches for Successful Assimilation

As firms adapt to constantly changing economic pressures, many are re-focused on lateral partner and group hiring, and are shifting their emphasis from summer programs to lateral associate hiring. Successful integration of these new lawyers is critical to the firm's long-term success and bottom line. But the integration process is fraught with potential pitfalls ranging from culture differences and expectation gaps, to missed opportunities for communication. This interactive session explores best practices for successfully integrating lateral associates, partners, and groups through practical approaches guided by the firm's PD professionals.

Debby Stone, Principal and Coach, Corner Office Coaching

Stephen D. Stone, Vice President, Cambridge Partners

Kristy Weathers, Director of Professional Development, Sutherland

The Articulate Associate: Building an Impressively Well-Spoken Firm

New lawyers are trained to write like professionals, but who trains them to talk like professionals — to report to partners, contact clients, and communicate with colleagues? This program gives you tools to teach new associates how to banish the accent of adolescence (um, like, you know), eliminate immature uptick inflection, and speak with polish and precision. This session uses the basic elements of good writing, a language skill that associates already understand, as an analogy for good communication: typos are speakos; white space is silence; pacing is phrasing; punctuation is audible; structure is gestural.

Marsha Hunter, Communication Consultant, Johnson & Hunter, Inc.

The New Big Bang: The Convergence of Technology, Marketing, and Professional Development

Advances in communication and training technology have created a new environment for firms' marketing and PD initiatives. Collaborative programming has produced new training opportunities that also reward audiences with richer learning experiences. At the same time, the convergence of technology, marketing, and PD has given law firm teams powerful new tools to distinguish themselves in a hyper-competitive marketplace. Hundreds — if not thousands — more participants can be reached, nationally and internationally, more conveniently and efficiently than could have been imagined

just a few years ago. Attend this session and learn how law firm professionals can use technology for dynamic self-marketing and positive promotional strategies to raise their profiles and stature.

Peter Glowacki, Midwest Director of Training & Development, Sidley Austin LLP

Ari Kaplan, Principal, Ari Kaplan Advisors

Friday

December 10

7:30 - 8:30 am

Registration

Prepaid breakfast service available. Coffee service will be provided for all participants.

8:30 - 9:45 am

PLENARY SESSION

Developing the Next Generation of Lawyers: What Law Schools Are Doing to Prepare Practice-Ready Graduates

Law firms and corporate clients alike say they are interested in identifying, hiring, and working with more "practice-ready" law school graduates. At the same time, many law schools are re-imagining how best to train law students in order to prepare them for the changing legal employment market. Could law schools and legal employers actually be on the same path? This forward-looking plenary will describe current research and innovative practices in skills-based and experiential learning in law schools, as well as recent trends in the legal profession. How have law schools and legal employers been collaborating? Will legal employers ever be willing to adjust their hiring practices to select students based on proven skill sets rather than on GPA alone? This session will stimulate your thinking about how law firms and law schools could align their training programs for young lawyers and give you the opportunity to learn from and

ask questions of some of the most innovative leaders in legal education today.

Benjamin Barton, Director of Clinical Programs and Professor of Law, University of Tennessee College of Law

William Henderson, Professor of Law, Indiana University Maurer School of Law

Michael Hunter Schwartz, Professor of Law and Associate Dean for Faculty and Academic Development, Washburn University School of Law

David Van Zandt, Dean, Northwestern University School of Law, and President-Designate, The New School University

James Leipold, Executive Director, NALP, **Moderator**

Tammy Patterson, President/CEO, The NALP Foundation, **Moderator**

9:45 - 10:00 am

Break

10:00 - 11:30 am

CONCURRENT SESSIONS

Connecting the Strategic Goals of Your Law Firm and Its Clients to Your Professional Development Program

Clients are the driving force behind everything we do in the law firm environment. Yet when we strategize about our PD programs, client needs are rarely part of the discussion. Join us to learn how to connect your PD strategy to the needs of your law firm and its clients. Two PD experts, a law firm managing partner, and a corporate general counsel, will outline what information, resources, and support you need to ensure that your PD program is focused on achieving your law firm's objectives and meeting its clients' needs.

Wally Martinez, Managing Partner, Hunton & Williams LLP

Tammy Patterson, President/CEO, The NALP Foundation

Caren Ulrich Stacy, Principal, Lawyer Development Strategies LLC

Do Lawyering Skills Courses Deliver Better Graduates?

Legal employers have sharpened the call for law schools to produce graduates with genuine legal and professional skills. Building on the morning plenary, this session takes a closer look at the clinics, law office or judicial placement courses, and intensive simulation courses offered in law schools today. These programs are designed to teach genuine legal skills and to give students greater professional awareness. Do they deliver better graduates? How do they

align with the competencies that law firms have developed for junior associates? Are there ways that law firm professional development directors can take advantage of their associates' school-based training? Bring your questions — and doubts — to this interactive discussion.

William Henderson, Professor of Law, Indiana University Maurer School of Law

Marcia Levy, Special Counsel for Pro Bono and Director of Professional Development, Sullivan & Cromwell LLP

Sandra Magliozzi, Director of Professional Development and Externships, Santa Clara University School of Law

Margaret Reuter, Assistant Dean for Career Planning, New York Law School

Training More Lawyers in More Offices with Fewer Resources: Videoconference and Other Distance Learning Solutions

For many of us, it is imperative that we find better ways to train larger numbers of lawyers in many offices simultaneously. This session offers practical tips on using videoconference training (and other distance learning methods) for all types of programs — including interactive skills-based training, the toughest of all scenarios. Learn from a professional workshop leader how to compensate for the shortcomings of videoconferencing and keep remote audiences engaged. Also interact with your colleagues to hear the latest solutions and successes they are having training more lawyers, in more offices — perhaps with fewer resources!

Marsha Redmon, Founder, Marsha Redmon Communications

11:30 am - 12:45 pm

Networking Lunch

Lunch will be included with your registration.

12:45 - 2:00 pm

CONCURRENT SESSIONS

Ahead of the Curve: Getting Your Lawyers Ready for the World of Project Management and Fixed Fee Matters

Law firms have responded slowly to client demands for efficiency, predictability, and fixed fees. One key response is to

manage projects, budgets, and fixed fees more effectively. Learn what one partner development survey reveals about the needs for improved project management skills and the kind of leadership required to improve these skills. Discuss the strengths and weaknesses of current firm practices. Review the strategies your professional development team can employ to get your lawyers ahead of the curve and in tune with your clients. And, finally, learn how best to pitch the strategy to your managing partner.

David Cruickshank, Consultant, KermaPartners

Investing in the Future: Best Practices for Cultivating Rising Stars

In a period of economic uncertainty and unprecedented change in law firms' business practices, one AmLaw 100 firm made a significant investment in its future success by engaging some of its best and brightest junior partners in a one-of-a-kind, "rising star" professional development process. The investment has already shown meaningful returns, and the firm is convinced the dividends will continue. In this fast-paced and interactive session, learn about this specific initiative and get strategies for developing a "rising stars" program for your firm.

Mary Kaczmarek, Principal, Skillful Means Marketing, LLC

Ann Rainhart, Director of Professional Development and Legal Personnel, Faegre & Benson, LLP

Just Do It! Strategies to Make Your In-House Training More Experiential and Effective

Lecture-driven "information dumps" masquerading as lawyer training are perhaps the greatest waste of non-billable time on the planet. But it doesn't have to be this way. Making professional development interactive, experiential, and practical is the only route to lasting attitudinal and behavioral change. Discover the secrets to tripling retention and locking in learning. Come to this dynamic program and wade knee-deep into the latest creative techniques, based on real-world research, to make PD truly interactive. Best of all, your lawyers will find that interactive programs are more exciting and enjoyable for both speaker and audience.

Steve Hughes, President, Hit Your Stride, LLC

Partners and Skills Training: As Crazy As It Sounds or the Great New Hope?

Including partners in skills training events is a largely underused way to expand your professional development initiatives and show associates and partners how much you care about their continued growth. Skepticism about partner-focused programs abounds, but

the panelists for this session will share their experiences with how these programs can work wonders for you and your firm. Models for partner involvement include inviting partners and "mentees" to a skills-training program as part of your mentoring line-up, styling skills-training programs as "editing" or "supervision" workshops, crafting CLE programs that allow partners to interact with clients, and linking training events with your firm's efforts to enhance its work product. Join us to discuss the pros and cons of these approaches and more.

Donna Branca, Director of Professional Recruitment and Development, Blank Rome LLP

Renee DeSantis, Director of Professional Development, Davis Polk & Wardwell LLP

Ross Guberman, President, Legal Writing Pro

2:00 - 2:15 pm

Break

2:15 - 3:30 pm

PLENARY SESSION

Emerging from the Wreckage: What's Next and Where Do You Fit In?

What lies ahead for law firms and those who focus on legal talent? Clear trends are emerging that are driving changes and each has implications for lawyer development. This closing plenary will focus on five critical trends that are influencing every aspect of legal education and law firm management, highlighting the professional development role in each. Topics will include the shifting structure and governance models of firms, the inevitable push for globalization, the changing nature of the law firm-law school relationship, the adoption of client-driven business models, and the mapping of alternative career paths to recognize the changing aspirations of today's lawyers. In each of these areas, we will examine the implications for our law students and lawyers, and how professional development can help them manage these changes successfully.

Terri Mottershead, Principal, Mottershead Consulting

Sue Manch, Principal, Shannon & Manch LLP

Fees

- **\$645 per person for NALP, ALI-ABA In House, and PDC members**
- **\$745 per person for non-members**
- **\$425 per person for registrants from public interest organizations**

How to Register

Event registration is available online at www.nalp.org. The system allows you to register and pay with a credit card or check online and it also allows you to book your hotel at the same time. Your hotel reservation will be forwarded to the hotel upon receipt of your conference registration payment. To access the online registration system, go to www.nalp.org/events and select **2010 Professional Development Institute**. Once you have registered, a confirmation e-mail will be sent to the e-mail address specified in your registration. Hotel reservation confirmations will be sent separately from the Mandarin Oriental Hotel approximately three weeks prior to the conference. Hotel rooms will not be reserved without a credit card.

Hotel Reservation Procedure

- ★ Upon receipt of your paid registration, NALP will reserve your hotel accommodations, should you require them, at the Mandarin Oriental Hotel, according to your specifications.
- ★ You must guarantee your hotel reservation by including your credit card number in the hotel section of the registration form.
- ★ Once your reservation is confirmed at the hotel, you will receive an electronic confirmation from the reservations department of the Mandarin Oriental Hotel. You will receive your confirmation approximately three weeks prior to the conference.
- ★ Register early. The room block tends to fill up quickly and once the block is full (or after the cutoff date of November 10) hotel rooms are subject to availability.
- ★ The sleeping room rate at the Mandarin Oriental Hotel is \$229.00 (plus 14.5% tax) per night based on single or double occupancy.

Cancellation Policy

Your registration fee will be refunded, less a \$100.00 processing fee, if cancellation is received in writing by November 29. Hotel room cancellations must be made 72 hours prior to arrival or a charge equal to the first night's room and tax will result.

Mandarin Oriental Hotel

1330 Maryland Avenue, SW
Washington, DC 20024
202-554-8588 — Fax 202-554-8999

A Note about Breakfast: Based on feedback from last year's conference attendees, a continental breakfast service will be offered this year at an additional cost of \$20 per day. In order to take advantage of this service you must sign up for it during the online registration process in advance of the conference. **Please Note:** You will **not** be able to purchase this breakfast service during the conference and the prepaid fee is non-refundable. Coffee service will be provided to all attendees.

All programs and times are subject to change. Please check www.nalp.org/events for the most up to date conference schedule.

Travel Discounts

For your convenience, Professional Service Firm Travel, LLC (PSFT) has been selected as 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**
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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 Stacy (please identify yourself as attending a NALP conference). A \$35 transaction fee will be applied to all tickets purchased.

Conference Sponsored by ALI-ABA and NALP

American Law Institute-American Bar Association Continuing Professional Education (ALI-ABA) is the premier national provider of continuing legal education in the United States, offering a comprehensive national curriculum of live courses, distance learning, and electronic and print publications. ALI-ABA also assists law offices from coast to coast in providing professional development to their lawyers, including in-house training, specialized consultation, national conferences, lawyer training information and materials, MCLE compliance services, and other resources for advancing lawyer professional development.

NALP – The Association for Legal Career Professionals™ — is the leader in providing research, education, and direction for the career planning, recruitment and hiring, employment, and professional development of law students and lawyers. Recognizing the needs of many members and non-members who are expanding their roles within the field of lawyer professional development, NALP has partnered with ALI-ABA to co-sponsor the Professional Development Institute that serves the needs of all professional development administrators, regardless of level of expertise, amount of experience, or size of role in professional development.

In Collaboration with the Professional Development Consortium

The **Professional Development Consortium (PDC)** is a group of individuals working at law firms, government agencies, and corporations who are responsible for developing and administering training and continuing professional development for lawyers.

Educational support provided by

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Your Comprehensive Source for Legal Training and CLE

West LegalEdcenter is the destination for career-enhancing legal training and CLE, with the content, software, and services that can help you transform raw talent into top talent — for yourself or an entire organization.

QUALITY PROGRAMMING THAT YOU CAN TRUST — Prestigious speakers and authors who are recognized thought leaders in their areas of expertise.

CURRENT INTELLIGENCE — West LegalEdcenter is a leader in presenting important perspectives on hot topics earlier than other sources. More than 100 new live webcasts each month bring you the latest news almost as it happens.

RELEVANT TO INDIVIDUAL NEEDS — Programs are presented in a way that demonstrates practical application to each type of practice. Online content covers the learning needs of more than 35 practice areas and 200 specialties.

Sponsored by NALP and ALI-ABA

in collaboration with the Professional Development Consortium —

Professional Development Institute 2010

December 9-10, 2010

Mandarin Oriental Hotel, Washington, DC

Plan now to be part of an event that will target and refine lawyer professional development efforts at your firm. If you are responsible for any aspect of lawyer training and professional development for your organization, attend the **2010 Professional Development Institute** to —

- ★ Learn how to help your attorneys thrive in the current environment.
- ★ Explore successful practices with experts and leaders in the field.
- ★ Build invaluable connections with colleagues.

Training for you means greater professional development opportunities for your organization's lawyers. The sessions described inside this brochure will give you the knowledge and skills to markedly improve your lawyer professional development program.

Special Discount on NALP/ALI-ABA Online Programs for PDI 2010 Registrants

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