



# **NALP 2019 SECTION & GROUP LEADERSHIP TRAINING GUIDE**

**Webinar – March 27, 2019, 2:00 pm (ET)  
In Person – April 10, 2019, 7:45 am (PT)**



## **NALP 2019 Section & Group Leadership Training Guide**

### **Table of Contents**

- Tab 1 NALP Section, Committee, Work Group, Council & Advisory Group Meetings
- Tab 2 Guidelines for Section & Group Leaders
- Tab 3 Draft NALP 2019-2020 Business Plan
- Tab 4 Communicating with Sections: NALPconnect, Conference Call & Webinar Guidelines
- Tab 5 Work Group Forms
- Tab 6 Annual Education Conference Request for Proposals Form
- Tab 7 NALP Bulletin Article Proposal Form
- Tab 8 Research Proposal Form
- Tab 9 Sample Section Report
- Tab 10 Conference Call Primer
- Tab 11 Board and Staff Rosters
- Tab 12 NALP's 2015-2020 Long Range Strategic Plan

**Tab 1 NALP Section, Committee, Work Group, Council & Advisory Group Meetings**



# NALP Sections & Interest Groups

## 2019-2020

Get involved in the work of NALP and connect with your colleagues by joining a NALP Section or Interest Group! Sign up today at [www.nalp.org/sections](http://www.nalp.org/sections), and be sure to join us in person during NALP's 2019 Annual Education Conference in San Diego. Times and locations are listed below. See you there!

| Section/Interest Group   | Day                 | Time               | Location                             |
|--|---------------------|--------------------|--------------------------------------|
| Canadian Section<br>(combined with Regional Business Meeting)        | Wednesday, April 10 | 5:00 - 7:00 pm     | Omni Hotel -<br>Palm Foyer & Terrace |
| Chief Officer Interest Group   | Thursday, April 11  | 7:45 - 9:00 am     | Indigo 202                           |
| Diversity & Inclusion Section  | Wednesday, April 10 | 4:15 - 5:30 pm     | Indigo 202                           |
| Experienced Professionals Section                                    | Wednesday, April 10 | 11:45 am - 1:00 pm | Indigo Ballroom A/E                  |
| International and Advanced Degree<br>Advising and Recruiting Section | Wednesday, April 10 | 4:15 - 5:30 pm     | Sapphire 411                         |
| JD Career Advisors Section   | Wednesday, April 10 | 4:15 - 5:30 pm     | Indigo 204                           |
| Judicial Clerkship Section   | Wednesday, April 10 | 4:15 - 5:30 pm     | Aqua 313                             |
| Law Student Professional Development Section                         | Wednesday, April 10 | 4:15 - 5:30 pm     | Aqua 314                             |
| Lawyer & Law Student Well-Being Interest Group                       | Thursday, April 11  | 11:45 am - 1:00 pm | Sapphire 411                         |
| Lawyer Professional Development Section                              | Wednesday, April 10 | 4:15 - 5:30 pm     | Aqua 300                             |
| Legal Employer Alumni Relations Section                              | Wednesday, April 10 | 4:15 - 5:30 pm     | Aqua 310                             |
| Legal Master's Programs Interest Group                               | Wednesday, April 10 | 4:15 - 5:30 pm     | Indigo 206                           |
| Newer Professionals Lunch & Section Meeting                          | Wednesday, April 10 | 11:45 am - 1:00 pm | Indigo 202                           |
| Public Service Section   | Wednesday, April 10 | 4:15 - 5:30 pm     | Sapphire 400                         |
| Recruiting Section   | Wednesday, April 10 | 4:15 - 5:30 pm     | Aqua Salon A/B/C                     |
| Small/Solo Career Office Section                                     | Wednesday, April 10 | 4:15 - 5:30 pm     | Sapphire 410                         |

For more information about NALP Sections and Interest Groups,  
see reverse side or go to [www.nalp.org/sections](http://www.nalp.org/sections).

# NALP Sections & Interest Groups 2019-2020

## Canadian Section

For members with a particular interest in Canadian legal education, Canadian law school career services, and issues surrounding legal employment and admission to the bar in a Canadian setting.

## Chief Officer Interest Group

For members who hold a chief role of any sort, broadly defined. Designed to facilitate information sharing and best practices, and to provide leadership and guidance to the association and its members about issues around industry change and evolution.

## Diversity and Inclusion Section

For members with a particular interest in advocating for diversity and inclusion in legal education and legal employment. Serves as a resource for all NALP members on matters of diversity and inclusion. Work Groups include the LGBTQ Work Group and a First Generation Work Group.

## Experienced Professionals Section

Provides an opportunity for experienced NALPers to share with each other and to identify programming and resources helpful to experienced professionals.

## International and Advanced Degree Advising and Recruiting Section

For law school professionals who support and advise domestic and international LLM students as well as students and alumni seeking international opportunities. Also for employer members who hire graduates with LLM degrees, who are involved in international recruiting, and who evaluate international experience for both international and domestic positions.

## JD Career Advisors Section

For members who have an interest in or responsibility for career development of law students and alumni. Includes work groups on developing resources and conference programming on career development, and the CSO Employer Outreach Work Group.

## Judicial Clerkship Section

For members who have responsibility for preparing law students for judicial clerkships or for managing the departure and return of associates who take judicial clerkships. This section is a clearing-house for information on judicial clerkships at all levels.

## Law Student Professional Development Section

For members with an interest in the renewed efforts to educate law students about professional standards of behavior required for the practice of law.

## Lawyer and Law Student Well-Being Interest Group

The topic of well-being for our lawyers and law students continues to be of great importance and interest. This group is for those working in this space to facilitate collaboration support for one another and to share learning and best practices with one another and the rest of the NALP community.

## Lawyer Professional Development Section

For members with an interest in or responsibility for a law firm or other legal employer's professional development programming.

## Legal Employer Alumni Relations/Programs Section

For members who have an interest in or responsibility for alumni-related issues.

## Legal Master's Programs Interest Group

Designed to bring together those professionals who provide career services to graduate students in legal master's programs for non-lawyers (non LLM master's degree programs) – professionals who may or may not be staff members of the law school career development office. Provides opportunities for networking, resource sharing, and the development of best practices to support one another and to share with the rest of the NALP community.

## Newer Professionals Section

For members who have been in the profession for four years or less, and who would like to build a resource network of similarly situated colleagues. This section will advise the organization on how best to serve its newest members.

## Public Service Section

For members who share an interest in or responsibility for law school graduates whose career paths lead to public sector, public interest, and pro bono work. NALP's public sector and nonprofit members and those responsible for implementing or marketing a law school or law firm pro bono program are encouraged to join.

## Recruiting Section

For members who have an interest in or responsibility for law school outreach, summer programs, lateral hiring, and lawyer recruiting. All law firm recruitment professionals are encouraged to take advantage of membership in this section.

## Small/Solo CSO Section

For members working in career services offices with three or fewer career services professionals.

**Appointed Committee, Work Group, Advisory Group, Council & Task Force Meetings**  
(scheduled as of March 15, 2019)

***50<sup>th</sup> Anniversary Commemoration Commission***, Thursday, April 11, 7:45 AM, Sapphire 411

***ABA Council Update w/Q&A***, Friday, April 12, 7:45- 8:45 AM, Indigo Ballroom A/E

***ABA NALP Employment Outcomes Reporting Advisory Group***, Thursday, April 11, 7:45 – 9:00 AM, Indigo 204

***Annual Education Conference Planning Comm.***, Thursday, April 11, 11:45 AM, Indigo 204

***Communications Advisory Group***, Thursday, April 11, 11:45 AM, Sapphire 410

***Developing the Professional Work Group***, Thursday, April 10, 7:45 AM, Sapphire 410

***Ethics & Standards Advisory Group***, Thursday, April 11, 11:45 AM, Indigo 206

***Knowledge Management Implementation Advisory Group***, Wednesday, April 10, 11:45 AM, Indigo 204

***NDLE/NDLS Advisory Group***, Thursday, April 11, 7:45 AM, Indigo 206

***Nominating Committee***, Wednesday, April 10, 11:45 AM, Sapphire 410

***PSJD Advisory Group***, Tuesday, April 9, 7:30 PM, Aqua 310

***Professional Identity Formation Work Group (Fine)***, Thursday, April 11, 11:45 AM, Indigo 202

***Regional Resource Council***, Monday, April 8, 1:00 – 5:00 PM and Tuesday, April 9, 8:00 AM – 11:00 AM, Aqua 310

***Research Advisory Group***, Thursday, April 11, 7:45 AM, Sapphire 400

***Strategic Planning Advisory Group***, Wednesday, April 10, 11:45 AM, Indigo 206

Other Groups *not* meeting on-site:

***PD Quarterly Advisory Group***

## **NALP's Volunteer Structure – 2019-2020**

### ***Sections and Interest Groups***

Each Section, led by a Section Chair, is “virtually headquartered” on and maintains an active presence on NALPconnect – NALP’s online professional community. Each Section is responsible for soliciting articles and authors for the NALP Bulletin, for identifying topics and speakers in response to the Request for Proposals for Annual Education Conference programs, for developing webinar content relevant for their Section members, for engaging its members through NALPconnect, and for reporting to the Board of Directors on industry developments, products, or programs related to their Section and relevant to NALP members. Each Section Chair is also responsible for overseeing any Section Work Groups and the completion of their tasks from the Annual Business Plan.

Interest Groups are similar to Sections without some of the formalities of a full-blown Section. Interest Groups are often formed around emerging topics of interest to members and may morph into Sections in time.

All Sections and Interest Groups have open membership, and members communicate with each other via NALPconnect and can participate in Section and Interest Group conference calls and webinars. All Sections and Interest Groups will meet during the Annual Education Conference.

### ***Section Work Groups***

Work Groups are responsible for accomplishing a discrete task or project related to the topical area of the Section. The Work Group format provides busy NALP members with the opportunity to participate in meaningful NALP projects in a way that does not overly burden their time. Work Groups will generally be temporary in nature and will exist on an ad hoc basis until the assigned task is completed. Section Vice-Chairs will lead Section Work Groups.

### ***Committees***

NALP also has a limited number of Committees as required either by our bylaws or state laws that govern nonprofits, or because they have a specific role in the NALP governance and oversight structure. The Nominating Committee is populated by elected members from each General region. The Audit and Investment Oversight Committees are appointed and oversee the financial health of the organization.

### ***Standing Advisory Groups***

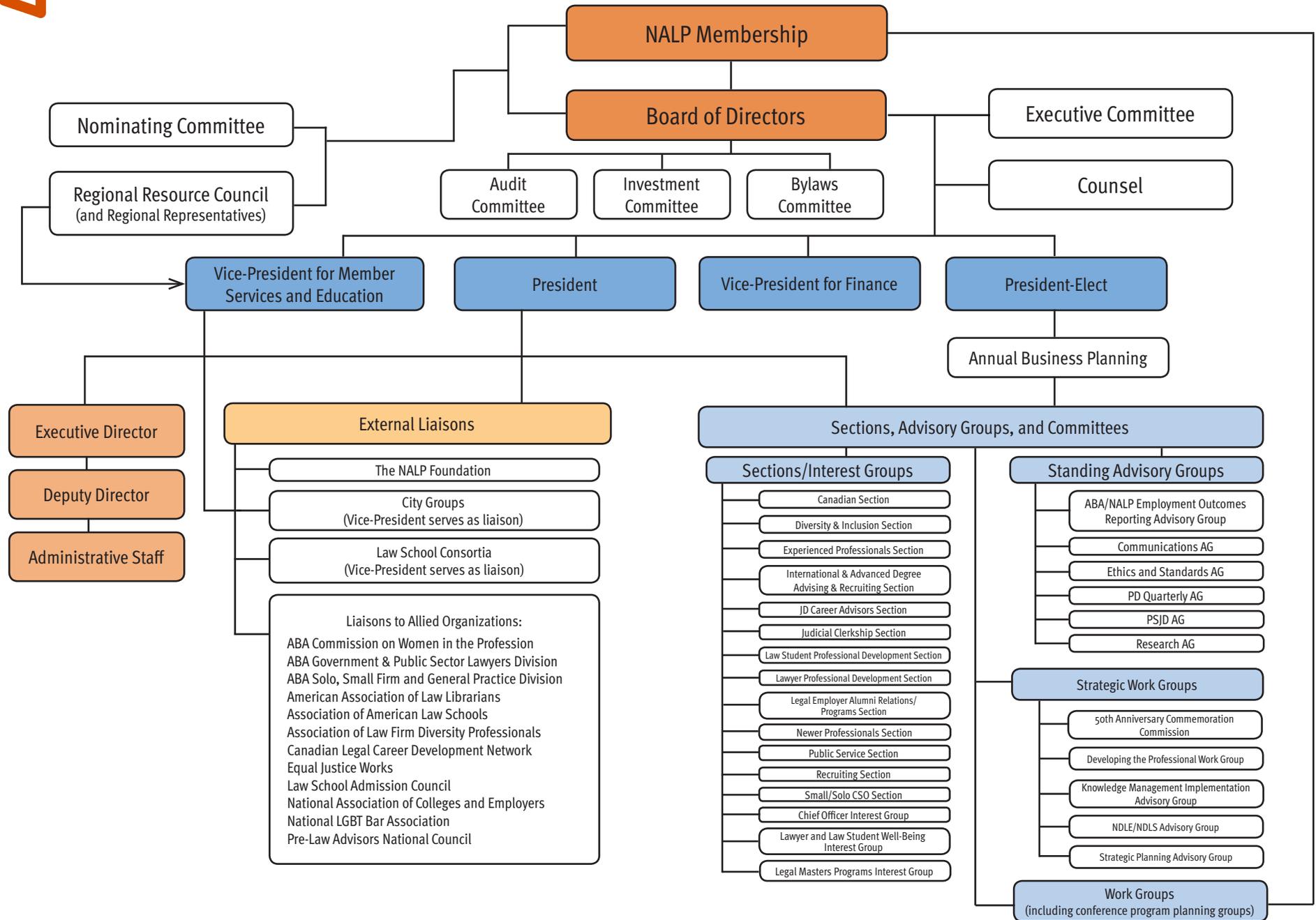
Another important role that NALP volunteers have traditionally played is to support NALP staff on matters of policy, procedure, and content with our core products and services. Advisory Groups are small groups of NALP members whose role is to advise staff and the Board on particular projects or work areas. Currently, Advisory Groups support the NALP staff in the areas of public service (PSJD), ethics and standards, communications (including publications), research, employment outcomes reporting, and *PD Quarterly*. Advisory Group members are appointed and have a Group Leader who will work closely with a NALP staff partner.

### ***Commissions and Strategic Work Groups***

Commissions and Strategic Work Groups are responsible for accomplishing a discrete task or project. Commissions and Strategic Work Groups for 2019-2020 include the Developing the Professional Work Group, the Knowledge Management Implementation Advisory Group, the NDLE/NDLS Advisory Group, the Strategic Planning Advisory Group, and the 50<sup>th</sup> Anniversary Commemoration Commission.



# Organizational Structure Chart (2019-2020)



**Tab 2 Guidelines for Section and Group Leaders**



## Memorandum

**TO:** Section & Group Leaders

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

**DATE:** March 22, 2019

**RE:** Welcome and Guidelines

Thank you for agreeing to chair a Section, Interest Group, Advisory Group, Committee, or Work Group in the coming year. Your willingness to serve on the leadership team for the next business cycle will greatly benefit the Association and I am confident you will have a great time. There are many things that you could be doing with your time and talent. I am so pleased that you are sharing both with us!

Because the Annual Conference may be the only in-person meeting of your group the tone you set is very important. The goal is to create momentum and sustain it throughout the year. NALP is only as strong as each of these groups is active. Interacting with your group at the Annual Conference and throughout the business cycle will ensure productive and satisfying work and rewarding experiences. This memorandum provides necessary information to prepare you for your leadership role. Please read it carefully BEFORE you arrive in San Diego and refer to it throughout the year. In it, we cover:

- Background Information on NALP Sections
- Strategic Planning
- Your Role as Chair
- Charges and Work Groups
- Conference Programming
- Bulletin Article Proposals
- Surveys
- Miscellaneous

## **BACKGROUND INFORMATION ON NALP SECTIONS**

It may be helpful to think of each Section as an interest or affinity group with responsibility for supporting and engaging its members, working on issues of importance to the group, and providing information about its area of specialty to the larger NALP membership. Sections are organizational units where members with similar interests and professional responsibilities share information, network and educate the broader NALP community through webinars, *Bulletin* articles and annual conference programming. Internally, each Section is responsible for ensuring communication among Section members, highlighting the Section's area of expertise and supporting Section members. This support comes from conference calls, discussion threads in NALPconnect and resources, such as best practices guides or relevant research.

To educate the broader NALP community, each Section will support the membership through speaking, writing, and surfacing issues to NALP leaders. For example, each Section is responsible for submitting ideas and potential authors for *Bulletin* articles and responding to the RFP for conference programming. Another key component of each Section's work, one which I think is critical to meeting our members' growing and changing needs, is to conduct environmental scanning of our industry. Environmental scanning is the discovery and use of information about events, trends and relationships in the legal industry and in the academy that may assist the Board and staff of NALP in planning a future course of action. The information your Section gathers and shares about the environments in which our members work will allow NALP to make informed decisions about new projects and collaborative opportunities, and respond to member needs.

All Sections have open membership with members having varying levels of experience in the industry; consequently, your leadership skills will be essential to creating a positive experience for our members and leveraging their collective expertise.

## **Strategic Planning**

During the coming year, we will be developing NALP's strategic plan for the next few years. The majority of the work will rest with the Board of Directors who will be actively seeking guidance, insight, and input from each Section and Work Group.

Each Section will be tasked with providing a memorandum to the Board outlining the Section's or Work Group's recommendations for strategic goals and planning as it relates to their respective group. The Section or Work Group should plan to conduct specific environmental scanning related to strategic planning and have a separate section call to discuss recommendations to the Board.

## Your Role as Chair

As a Section Chair you are serving in an important leadership capacity within our organization. You have proven ability to:

- advance NALP's vision of driving innovation and collaboration in the legal profession
- communicate, facilitate and build consensus
- motivate and support other members while fostering collegiality in our community
- achieve our goals

Your term as Section Chair is one year, which ends when the term of the appointing President ends, so we will cross the finish line together! Note, however, that Chairs may be asked to serve for another year by the incoming President. Sections provide NALP members with the opportunity to participate in the organization in a meaningful way. As Section Chairs, you are responsible for actively engaging members and harnessing their energy in a productive way. With more than 2,400 members, it is important that we have a way of engaging them and that we are focused in creating a true sense of community.

Another responsibility of a Section Chair is to foster the next generation of leadership. In January or February of 2020, you will be asked to identify the people in your Section who performed well and might make good leaders for the next business cycle. You will also be asked to review the current charges and make recommendations on charges for next year, i.e., more time needs to be devoted to a specific charge or one has been completed.

### ***Engaging Your Section***

One of the most challenging parts of being a Section Chair is keeping your Section members communicating with one another, supporting each other and focused on accomplishing the work set forth in your charges. The **Annual Education Conference** provides **your first touch** with your **Section during your Section Meeting**.

This is an important meeting – it may be the only in-person meeting you have as a group – and will last a little over an hour (75 minutes). Keep the agenda for this meeting simple. I suggest you cover the following:

- **NALPconnect.** Remind attendees that the way to join a Section is by signing up on NALPconnect. Make sure everyone who attends the meeting understands this is how to join. If you would find it useful you can circulate a paper sign-in sheet for those attending the Section meeting, but use that document only as a back-up record of those who attended in person at the conference. Rely on NALPconnect as your method of communicating.

- **Make everyone feel included!** Depending on how many people show up to the meeting, have people introduce themselves. Make a special effort to reach out to people who are alone or new to NALP. All Sections are inclusive and welcoming, and you as Chair will set the tone.
- **Call for volunteers.** Solicit volunteers for projects and charges. Try to involve new people. Find roles for new Section members. If someone seems hesitant, suggest they can partner with other members to co-lead a task.
- **Describe the Work Groups for the year.** Ask for volunteers to lead or participate in Work Groups. In particular, you should spend some time talking about Conference Programming and Bulletin Article Proposals because those deadlines come up so quickly after the conference.
- **Follow up after the conference.** Contact all those who attended the Section meeting to be sure they joined the Section on NALPconnect and stay involved.

### ***Building on the Annual Conference Momentum***

Here are a few ways in which you can (and should) engage Section members after the Annual Conference:

- **Use NALPconnect.** Every Section has its own NALPconnect page. This is your primary means of communicating with Section members. Keep Section members coming to your Section page by posting announcements and starting discussion threads. You may also want to reach out to new members who have joined your Section to welcome them to the group. If you need help with NALPconnect, do not hesitate to reach out to Lisa Quirk, Director of Electronic Information Systems on the NALP Staff ([lisa@nalp.org](mailto:lisa@nalp.org)).
- **Schedule quarterly (at minimum) calls for your Section.** Plan calls in advance, solicit members to present, and tap Section members ahead of time to start discussions. Large calls can be challenging, so taking some time to prepare will ensure that your calls run smoothly.
- **Engage in Environmental Scanning.** It is important to let Section members know that one of the things you will do as a group is discuss trends, events and other influences that impact their work. Your quarterly report to the Board of Directors will include a synopsis of events (job fairs, conferences and other programs), trends (recurring or developing issues of concern to Section members) and other external forces that are having an impact on NALP members.

## ***Working with NALP's Board***

An important part of your role as Section Chair is to keep the NALP Board of Directors apprised of the work of your Section, any issues or Section concerns, and the results of your environmental scanning. This communication is facilitated through your Board Liaison and a quarterly report you will prepare for the Board of Directors. Your quarterly report will include any work group reports, articles your Section has written and feedback on the environmental scanning of your Section. Given this reporting cycle, you should schedule your Section calls prior to the due date for the quarterly reports so that you can include information and feedback gathered during the call in your report to the Board. Your completed report should be sent to your Board Liaison and the NALP office. Your report should also be available to your Section members - post it on NALPconnect.

Your Board Liaison is the voice of your Section at meetings of the Board of Directors. Each Board member will have a copy of your quarterly report and, in addition, your Board Liaison will provide a verbal report to the Board that may explain additional details to supplement your written report. It is important that you include your Board Liaison on any conference call, email distribution, letter, report, or request that you generate so they are familiar with the progress of your Section and can serve as a resource for you. For example, questions about work groups or requests for assistance from NALP staff should all go through your Board Liaison. You should schedule regular calls with your Board Liaison and contact him/her if you have any concerns about work groups, charges or any other subject.

## **Charges and Work Groups**

Sections have Charges and Work Groups. A Charge is the description of the work or assignment for each Section. We have already assigned some of these Charges/Work Groups in consultation with the outgoing and incoming Section Chairs and in consideration of the 2019-20 NALP Business Plan. Sections can also come up with their own Charges/Work Groups but you need to make sure that the President and Board know about and agree to the new additions.

Your Section may propose additional Work Groups following the conference and throughout the year by completing a Work Group Proposal and submitting it with one of your quarterly reports. For consideration at the **May** meeting of NALP's Board of Directors, new Work Group Proposals are due by **Tuesday, April 23, 2019;** for consideration at the **July** meeting of NALP's Board of Directors, new Work Group Proposals are due by **Wednesday, June 26, 2019.** Please send these proposals to Fred Thrasher in the NALP office and your Board Liaison.

Each Work Group needs a Vice Chair (or perhaps two co-Vice Chairs). Some of you may have already identified Vice Chairs. Some of you are still looking for Vice Chairs to

lead a Work Group. If you appoint a Vice Chair please let me, NALP's Deputy Director Fred Thrasher, and your Board Liaison know.

Work Groups also need volunteers, which you or your Vice-Chairs will solicit from among your Section's members.

## Conference Programming

The deadline for responding to the RFP for the 2020 Annual Education Conference is **Friday, May 17, 2019**. It is important to identify topics of interest to your Section and areas where Section members can help educate the broader NALP community on issues relevant to your section. You will want to identify section members willing to write program descriptions and volunteer to facilitate or speak at the annual conference. You should ask one Section volunteer to follow up on ideas generated at the conference and report back to you so that you are able to submit all of the responses to the RFP through the on-line submission process no later than May 17. You might want to start this process prior to the on-site meeting in San Diego.

## Bulletin Article Proposals

Proposals for articles including potential authors are due by **Friday, June 7, 2019**. As a group you will want to identify matters for inclusion in the NALP Bulletin. Please encourage as many volunteer writers as possible to author pieces for the Bulletin. Your section may want to provide an update on section work or an announcement seeking member support or assistance for publication in the Bulletin. Periodic articles featuring information of importance to your section may be submitted on a regular basis for inclusion in the Bulletin. Longer information pieces may be submitted for publication as feature articles. Your Section meeting is a great opportunity for generating ideas and soliciting a volunteer to follow up on all of the ideas generated and report back to you well ahead of the June 7<sup>th</sup> deadline.

Please note that bulletin submissions are due on the 1<sup>st</sup> of the month prior to the month of publication. (For example: if your section is writing an article for the September bulletin, the article is due to Allison Beard, NALP's Director of Communications and Member Engagement, by August 1<sup>st</sup>.) If the 1<sup>st</sup> of the month falls on a weekend or holiday, the NALP office will need the submission **before** the 1<sup>st</sup>.

## Surveys

At NALP, we send a number of annual surveys to the membership throughout the year. This is how we gather the information and data that is so important to our Association. While NALP uses surveys regularly, we are very aware that most of our members are inundated with surveys and that there is a fair amount of survey fatigue.

As a result, I encourage you to think very carefully about whether a survey is essential to your Section's work. If you really want to proceed with a survey, please follow this procedure:

- First, you must discuss the survey with your Board Liaison.
- Second, you need to contact the NALP staff to discuss the survey topic.
- Third, you must also provide the NALP staff with a copy of the proposed survey instrument.

In some instances, a survey will need to be reviewed and approved by the NALP Board before it can be distributed. Please note that any survey that is conducted in NALP's name (which includes any survey conducted by a Section) must go through this approval process.

## **Travel**

It is not anticipated that you will need to travel as a Section Chair. However, an occasion may present itself where, as Section Chair, you are invited to participate in a conference or meeting by an affiliated organization. Or, you might be asked to attend an event by the Board of Directors, or you may identify an opportunity to lend your expertise on behalf of NALP at a non-NALP event that you would not normally attend on behalf of your employer. The Board of Directors evaluates and adopts an annual budget in July. If you have any requests for financial support for NALP-related travel, please submit the Travel Request Form at the back of this Tab to NALP's Deputy Director Fred Thrasher as soon as you are aware of the need for funds.

## **Thank You**

NALP is a member-driven organization. We succeed only because of the hard work, energy and enthusiasm of volunteers and leaders like you. On behalf of the entire Board of Directors I thank you for all you have done in the past and the work you will do this year. Together we will continue to provide an unrivaled community for our members and drive innovation and collaboration in the legal profession. I look forward to working with you and am so grateful you are part of the team this year!



CALENDAR OF IMPORTANT  
DATES & DEADLINES FOR  
SECTION, INTEREST GROUP,  
ADVISORY GROUP, WORK  
GROUP, COMMISSION,  
COUNCIL, AND COMMITTEE  
LEADERS

**Wednesday, March 27, 2019 (2:00 pm ET)**  
Section & Group Leadership Training Webinar

**Wednesday, April 10, 2019 (7:45 am PT – Sapphire 400)**  
Section & Group Leadership Training at Annual Education Conference in San Diego, CA

**Wednesday, April 10 or Thursday, April 11, 2019**  
Section, Advisory Group, Work Group, Commission, and Committee meetings at Annual Conference in San Diego

**Tuesday, May 7, 2019**  
Submit updates of any Section work group leaders, any proposed changes to work group charges, and any items that require Board attention to your Board Liaison, Georgia Gray (NALP President), and Fred Thrasher (NALP Deputy Director).

**Friday, May 17, 2019**  
Response to NALP's Request for Proposals for the 2020 Annual Education Conference due (see RFP at Tab 5 and on NALP's Website for details on submission) (RFPs are accepted through the on-line submission system).

**Friday, June 7, 2019**  
Proposals for Section articles for NALP Bulletin are due to Allison Beard (abeard@nalp.org).

**Wednesday, June 26, 2019**  
First Status Report is due to your Board liaison and the NALP office (info@nalp.org).

**Thursday, October 24, 2019**  
Second Status Report is due to your Board liaison and the NALP office (info@nalp.org).

**Thursday, February 6, 2020**  
Third Status Report is due to your Board liaison and the NALP office (info@nalp.org).

**Thursday, April 9, 2020**  
Fourth Status Report is due to your Board liaison and the NALP office ([info@nalp.org](mailto:info@nalp.org))





TO: NALP Liaisons and Section, Interest Group, Committee,  
Commission, Advisory Group, and Work Group Leaders

FROM: Georgia Emery Gray, 2019-2020 President  
Fred Thrasher, Deputy Director

RE: Travel Authorization Request

DATE: April 2019

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Much of NALP's work is accomplished during meetings at the Annual Education Conference and through conference calls throughout the year. In addition, some groups traditionally have in person meetings during the year. We typically do not otherwise budget for leaders of Sections, Committees, Task Forces, Advisory Groups or Work Groups to travel.

Should a circumstance arise throughout the year wherein you believe it would be in NALP's best interest for you to travel to a particular event that you wouldn't otherwise be attending on behalf of your employer, please complete the information below, and submit the request to us via e-mail ([gegray@cgsh.com](mailto:gegray@cgsh.com); [fthrasher@nalp.org](mailto:fthrasher@nalp.org)).

NAME: \_\_\_\_\_

NALP GROUP: \_\_\_\_\_

PURPOSE OF TRAVEL: \_\_\_\_\_

\_\_\_\_\_

DATES OF TRAVEL: \_\_\_\_\_

EXEPECTED EXPENSES (\$\$\$) (please itemize and include estimated transportation, accommodations, and incidental costs): \_\_\_\_\_

\_\_\_\_\_

Please attach any supplemental information that would be helpful in evaluating this request.



**Tab 3 Draft NALP 2019-2020 Business Plan**

The Business  
Plan will follow  
under separate  
cover.

**Tab 4 Communicating with Sections: NALPconnect, Conference Call & Webinar Guidelines**



To: Section (and other Group) Leaders

From: Georgia Emery Gray, NALP President-Elect  
Fred Thrasher, Deputy Director

Date: April 2019

Subject: Communicating within Sections & Interest Groups: E-mail Discussion Lists & Webinars

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One of the most valuable aspects of belonging to a NALP section or interest group is the opportunity to interact and communicate with peers who work in the same substantive area. In order to facilitate that communication, NALP utilizes three primary tools:

- 1) NALPconnect – Every Section and Group has its own NALPconnect “page.” This should be your primary means of communicating with Section and Interest Group members. This is also the way that NALP members **join a Section and/or Interest Group**. Joining a Section/Interest Group is easy: go to the NALPconnect site and identify the Sections/Interest Groups you want to join. NALPconnect Community Guidelines follow in this tab.
- 2) CONFERENCE CALL OPPORTUNITIES – Each Section and Group has its own unique passcode and is welcome to schedule calls throughout the year. Conference calls are often the best way for Section and Group members to have meetings and discuss Section projects and items of interest. Conference calls have a toll-free dial-in. Each Section, Group and Committee chair will receive a one page sheet with the Section’s code and instructions on using the reservationless system.
- 3) WEBINAR OPPORTUNITIES – NALP subscribes to a service (gotowebinar) that will allow each Section to conduct webinars for their members (and/or broader NALP audiences) over the course of the year. The webinar system provides the technology to follow a PowerPoint presentation while listening to a live audio feed through your computer or over the phone. The on-line presentation and computer audio feed is free; the phone audio requires listeners to dial in over a long distance line.

We are pleased to offer each Section and Interest Group the opportunity to conduct 1-2 webinars over the course of the 2019-2020 business cycle. Webinars are best for more formal presentations or meetings and will require some advance work and lead time on the part of those responsible for generating the content for the webinar and for those handling the logistics of the program.



### **Guidelines for Developing & Setting Up Section Webinars**

1. Sections and Interest Groups should determine if they would like to host a webinar. It is not necessary that every group host a webinar, but for those that have content that they would like to share with a broad audience, a webinar may be a very effective medium. If you decide to host a webinar, 1-2 vice chairs should take responsibility for developing content (or identifying speaker(s)) and planning the logistics.
2. Responsible vice chairs should coordinate with the NALP office (Mary Beal, Senior Director of Member Professional Development, Communications, and Research [mbeal@nalp.org](mailto:mbeal@nalp.org)) to schedule a date and time for the webinar as well as a test run 1-2 days in advance of the scheduled program.
3. Responsible vice chairs will work with the speaker(s) to prepare the session description and ensure that the program is marketed to the appropriate audience(s) via NALPconnect, e-mails, and other methods. Mary Beal can assist with marketing as well.
4. Responsible vice chairs will work with the NALP office to ensure that members know how to register for the program.
5. 1-2 Vice Chairs will introduce the webinar and give an introduction of the speaker as needed.



[Community](#) > [NALPconnect](#) > [NALPconnect Community Guidelines](#)

## NALPconnect Community Guidelines

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### Welcome to NALPconnect.

NALP is pleased to provide a forum for sharing and interacting related to the legal employment industry. NALPconnect is a members-only professional community made up of NALP members from law schools, private legal employers, public service employers, bar associations, and affiliate members. In keeping with the spirit of our professional community, a core set of guidelines must be followed by all participants of NALPconnect. By participating in NALPconnect, you agree that you have read and will follow these rules and guidelines.

NALP's goal is to provide an online professional community where members can express their views, share information, and interact with one another. These guidelines are designed to ensure NALPconnect is a professional, collaborative, inspiring, and safe area for all members. The viewpoints and opinions expressed in NALPconnect are those of the individual participants, and may not reflect NALP policies or positions. To preserve a climate that encourages both civil and fruitful dialogue, NALP reserves the right to delete posts or terminate participation of members who violate these guidelines.

Please take a moment to acquaint yourself with these important guidelines. If you have questions about these guidelines or NALPconnect, contact the NALP support team at [support@nalp.org](mailto:support@nalp.org). Questions about NALP should be directed to our member services center at 202-835-1001 or [info@nalp.org](mailto:info@nalp.org). For more information about eligible membership categories please visit NALP's membership webpage.

### Mission

#### **Providing an online platform for conducting NALP-related activities.**

NALPconnect aims to provide a platform for NALP members, volunteers, and staff to connect, communicate, and conduct the business of the association. Volunteers, sections, and those with specific topical interests may gather to form discussions, share resources, and reach out to fellow members through the member directory.

#### **Fashioning a professional community useful for you.**

If there is something you want to talk about with other members of the community, start a discussion. If an existing discussion engages you, jump in. If you have questions, don't hold back. If you have a resource to share, upload it to a group or the general resource library.

#### **Owning your own words.**

You are responsible and liable for your own posts. NALP is not liable for material posted by members. We do not prescreen postings and will rarely remove messages. We do, however, reserve the right to do so. Inappropriate posts include, but are not limited to, those containing advertising, copyrighted materials used without permission, those with antitrust implications, or libel or obscenities.

### Here is what you should do

#### **Be respectful and responsible.**

It is okay to disagree with others but cutting down or insulting individuals will not be tolerated. Comments will be removed that use obscenities, personal insults, ethnic slurs, or other disparaging language. Respect that other people have different points of view, work experiences, styles, budgets, and confidence levels. Be responsible for your interactions with other members. NALP reserves the right, but has no obligation, to monitor and/or remove disputes between you and other users.

**Tell it like it is.**

Don't misrepresent yourself or lie about your identity or affiliations. The NALP community is based on contributions of real members who share their experiences and ideas with the greater community. Identify yourself in the messages you post. Be sincere in your contributions. Post with purpose — to inspire, enable, or share with colleagues.

**Keep your comments on topic.**

NALPconnect is about providing an online platform for all members from law schools, private legal employers, public service employers, bar associations, and affiliate members to collaborate and form an online professional community. We welcome discussion about NALP and the legal employment industry. If posts are off topic, NALP staff may move your post to a more relevant forum or help you create a new group or discussion post.

**Link to other websites.**

NALP is not responsible for the content of any linked website, or any link contained in a linked website, or any changes or updates to such websites. The inclusion of any link does not imply endorsement by NALP of that website. In addition, please be aware that NALP is not responsible for the privacy practices of such other websites. NALP encourages you to read the privacy statements of every website.

**Keep it legal.**

Comply with all applicable local, state, and federal rules, regulations, and laws. Do not post content protected by any intellectual property rights, including but not limited to copyright, trademark, or other proprietary rights without permission from the owner. Do not post any information or other material protected by copyright without first obtaining permission from the copyright owner. By posting material, the posting party warrants and represents that he or she owns the copyright with respect to such material or has received permission from the copyright owner.

## Here is what NOT to do

**Do not spam.**

Don't create misleading posts, discussion items, or resources in order to increase views and/or link click-throughs. Do not post large amounts of untargeted, unwanted, or repetitive content, including comments and private messages.

**Do not harass other members.**

NALP encourages active discussions in its forums, including discussion on controversial topics, but the forums can only flourish if all members feel welcome and safe. NALP will not tolerate messages targeting any member(s) with insults, attacks, challenges to another member's right to participate, sarcastic asides, or snide comments. Harassment and/or unethical acts are taken very seriously.

**Do not invade a member's privacy.**

Do not post personal or confidential information about yourself or others. Harvesting contact information from NALPconnect is not permitted. NALP will not sell the email addresses of participants, and no one is allowed to collect or use the addresses of list participants for the purpose of unsolicited email marketing or "spam." Once notified of such activity, NALP reserves the right to permanently remove the offending party from participation in NALPconnect.

**Do not post hate speech.**

NALP encourages the expression of unpopular points of view but will not permit hate speech or discrimination based on sex, actual or perceived gender, age, race, color, religion, creed, national or ethnic origin, disability, sexual orientation, gender identity and expression, genetic information, parental, marital, domestic partner, civil union, military, or veteran status. Read NALP's Non-Discrimination and Fair Access in Legal Recruitment policy.

**Do not post offensive language or images.**

We do not allow objectionable language and images, including but not limited to profanity, obscenity, vulgarity, racial/ethnic slurs, hate speech, personal insults, hostile comments, and threatening language. All the standard curse words are banned (you know what they are), and we will remove messages that contain clever (or not clever) misspellings of curse words.

**Do not sell or advertise.**

Members do not visit NALPconnect to be solicited or "sold to." Please do not recommend your business, even if your business or services would seem to be an ideal fit for a member's needs. As a business owner or representative you may not recommend your own business or service. However, participants may post referrals, recommendations, and critiques about vendors or services used. Messages and posts may not exist solely for the promotion, endorsement, or advertisement of a business or organization. Refrain from posting commercial links and commercial or personal contact information unless it is directly requested.

**Do not post unsubstantiated critical or negative comments or reviews of businesses, products, or services.**

You must completely refrain from posting any critical comments about your competitors. NALPconnect participants are not permitted to provide unsubstantiated critical or negative claims, reviews, or comments about the products, services, management, or employees of an organization or business.

**Do not post libelous, slanderous, defamatory, or abusive messages.**

NALPconnect is designed for the open exchange of information and ideas among NALP members. All defamatory, abusive, profane, threatening, offensive, or illegal materials are strictly prohibited. Participants should not post anything that they are not comfortable acknowledging came from them.

**Do not post information about pricing, salaries, or personnel benefits.**

Participants should not post any message that encourages or facilitates arrival at any agreement that either expressly or implicitly leads to price fixing, a boycott of another's business, or other conduct intended to illegally restrict free trade. Messages that encourage or facilitate an agreement about the following subjects are inappropriate and could be illegal: salaries; bonuses; benefits; profits, profit margins, or cost data; selection, rejection, or termination of vendors or suppliers.

## The Bottom Line.

Please take these guidelines seriously. As with any community, it's up to all participants to create and engage in open conversations that can bring us together.

## Disclaimers and Legal Rules

NALPconnect is provided as a member service for NALP members. NALP accepts no responsibility for the opinions and information posted on NALPconnect. The messages posted belong to the individual participants who post them. Opinions expressed in postings are not necessarily the opinions of NALP. NALP disclaims all warranties with regard to information posted in NALPconnect, whether posted by NALP or any third party; this disclaimer includes all implied warranties of merchantability and fitness. In no event shall NALP be liable for any special, indirect, or consequential damages or any damages whatsoever resulting from loss of use, data, or profits, arising out of or in connection with the use or performance of any information posted on this site.

In addition, by posting material, you grant to NALP and the members in NALPconnect the nonexclusive, world-wide, transferable right and license to display, copy, publish, distribute, transmit, print, and use such information or other material in any way and in any medium, including but not limited to print or electronic form.

NALP reserves the right to remove and/or block any content and/or users who do not abide by these guidelines. NALP also reserves the right to revise this policy at any time and will post and alert the NALPconnect community of such changes. This serves as a supplement to, and not a replacement of, any pre-existing NALP policy.

Please take a moment to acquaint yourself with these important guidelines. If you have questions about these guidelines or NALPconnect, contact the NALP support team at [support@nalp.org](mailto:support@nalp.org). Questions about NALP should be directed to our member services center at 202-835-1001 or [info@nalp.org](mailto:info@nalp.org). For more information about eligible membership categories please visit NALP's membership webpage.

Updated March 12, 2012

Updated March 8, 2012

Updated March 5, 2012

Updated February 28, 2012

Updated February 10, 2012

Updated February 9, 2012

Updated February 3, 2012

Updated January 31, 2012

Updated January 30, 2012

[Privacy Policy](#) [Non Discrimination Policy](#) [Terms & Conditions](#) [Sitemap](#)

National Association for Law Placement, Inc.® (NALP®), 1220 19th Street NW, Suite 401, Washington, DC 20036-2405, (202) 835-1001  
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# Guide to Using NALPconnect for Volunteer Leaders

<http://connect.nalp.org>

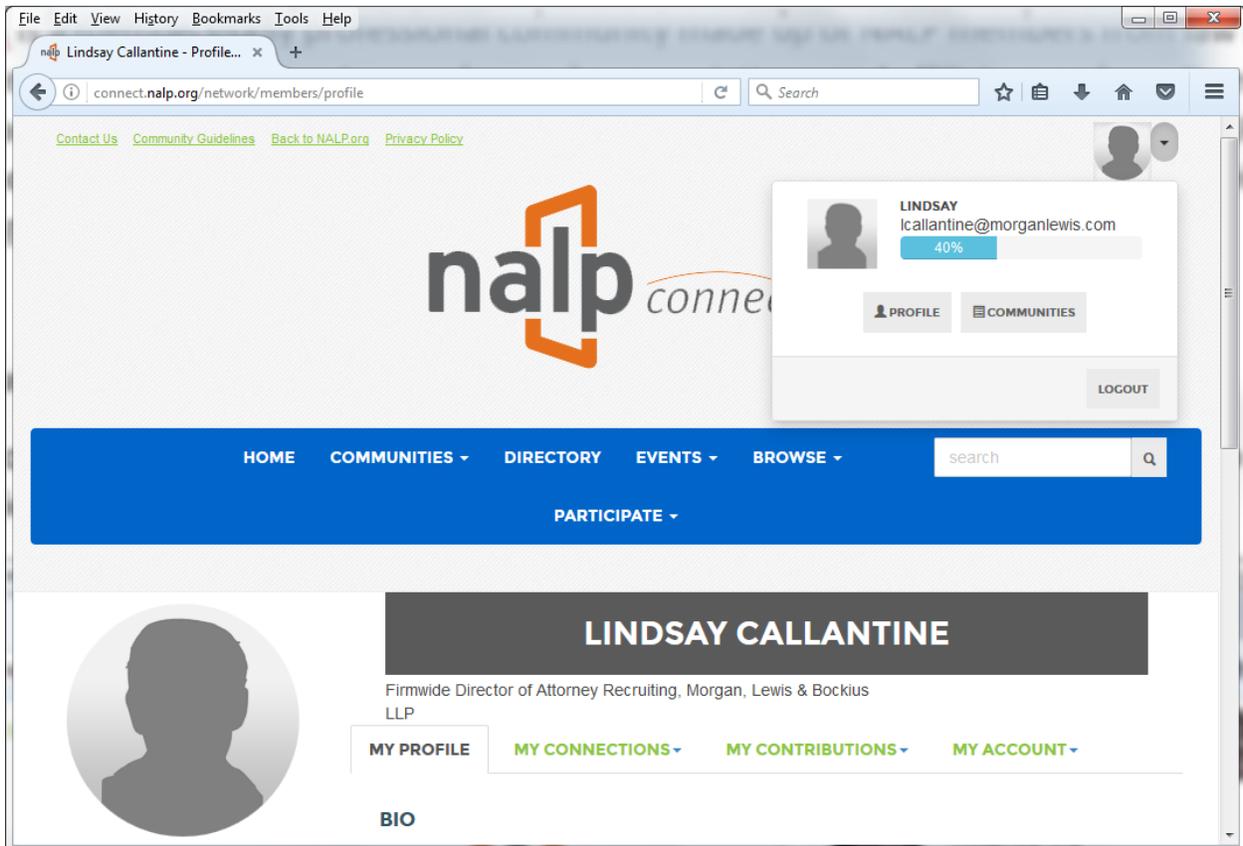
April 2019

## Basics of NALPconnect

NALPconnect is a members-only professional community made up of NALP members from law schools, private legal employers, public service employers, bar associations, and affiliate members. It serves as a forum for sharing and interacting on topics related to the legal employment industry. As a NALP volunteer leader, you will find NALPconnect to be an invaluable resource for communicating with NALP members, organizing the work of your group, and sharing resources.

### *Updating your profile/photo*

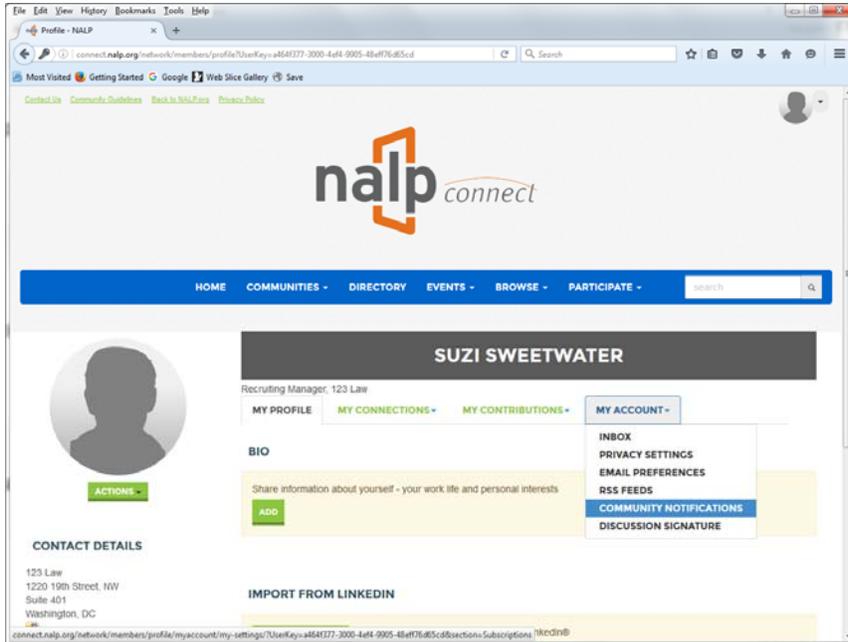
If you have not already done so, NALP suggests that you update your profile to include a photo and some basic biographical information. To update your NALPconnect profile, click the drop-down arrow in the top right corner to access your profile.



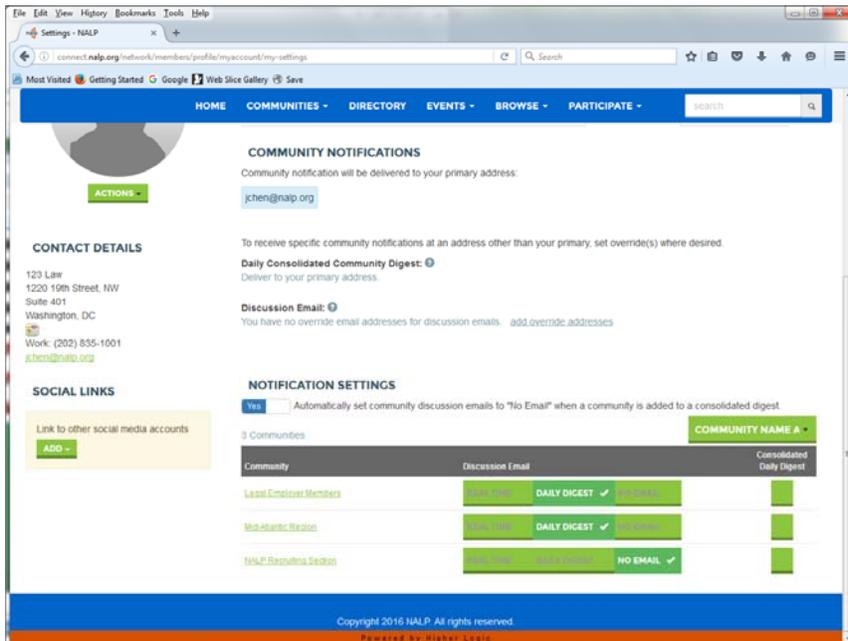
**Tip: Consider listing the volunteer position you hold for this year.**

## Email notifications

To change your email notifications, go to your profile and click the My Account button. Community Notifications allows you to control which communities you receive email messages from and how frequently.



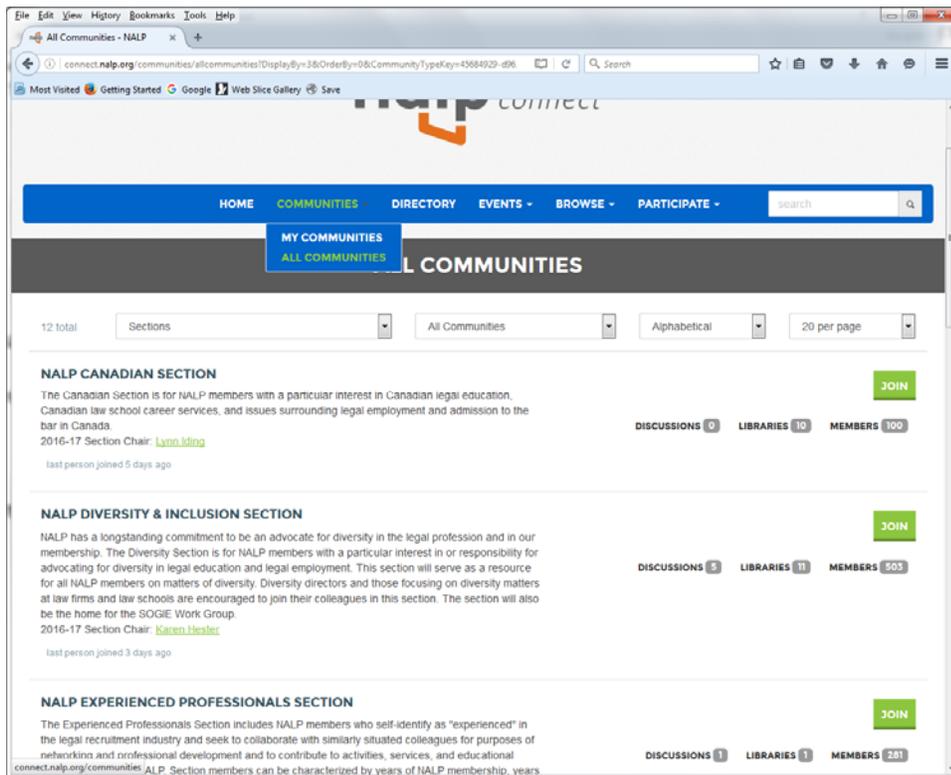
Select whether you want to receive emails from each community in real time, as a daily digest, or not at all. You can also select several communities for inclusion in a “consolidated digest,” which aggregates multiple community messages into one digest.



## Joining communities

All topical Section communities are open to any NALP member to join. You can join any topical Section by navigating to the communities listing and clicking the green JOIN button next to any Section you wish to join. (If you are already a member of any Sections you will not see the JOIN button for those Sections.)

Region communities are assigned based upon a member's NALP region and cannot be changed by the member. The Law School and Legal Employer communities are also assigned based on a member's affiliation, and members can only belong to one of these groups.



The screenshot shows the 'All Communities' page on the NALP Connect website. The page features a navigation bar with 'HOME', 'COMMUNITIES', 'DIRECTORY', 'EVENTS', 'BROWSE', and 'PARTICIPATE'. Below the navigation bar, there is a search bar and a 'MY COMMUNITIES' dropdown menu. The main content area displays a list of communities with the following details:

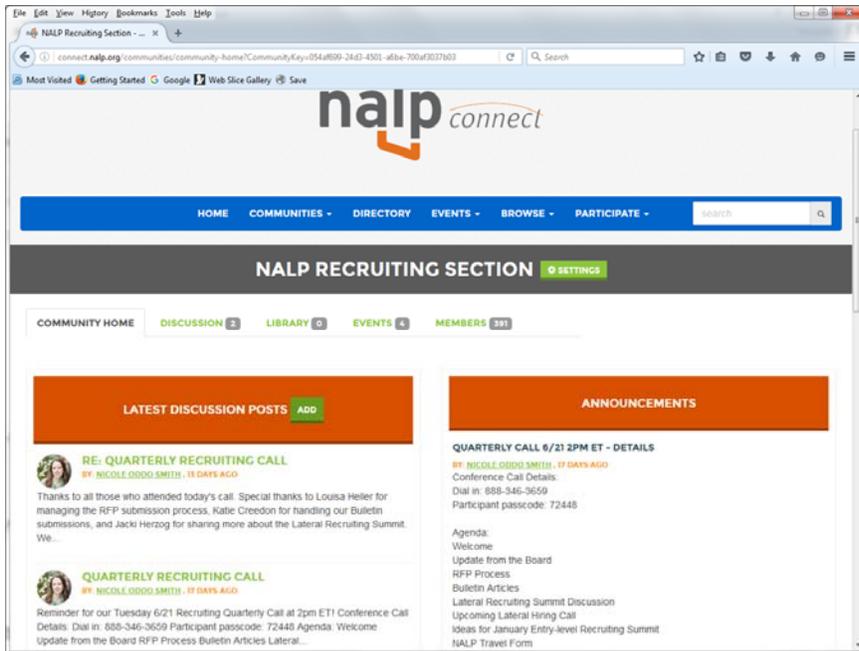
| Section Name                           | Description  | Discussions | Libraries | Members | Join Button |
|--|--|-------------|-----------|---------|-------------|
| NALP CANADIAN SECTION                  | The Canadian Section is for NALP members with a particular interest in Canadian legal education, Canadian law school career services, and issues surrounding legal employment and admission to the bar in Canada. 2016-17 Section Chair: <a href="#">Lynn Iding</a> . Last person joined 5 days ago.   | 0           | 10        | 100     | JOIN        |
| NALP DIVERSITY & INCLUSION SECTION     | NALP has a longstanding commitment to be an advocate for diversity in the legal profession and in our membership. The Diversity Section is for NALP members with a particular interest in or responsibility for advocating for diversity in legal education and legal employment. This section will serve as a resource for all NALP members on matters of diversity. Diversity directors and those focusing on diversity matters at law firms and law schools are encouraged to join their colleagues in this section. The section will also be the home for the SOGIE Work Group. 2016-17 Section Chair: <a href="#">Karen Hester</a> . Last person joined 3 days ago. | 5           | 11        | 503     | JOIN        |
| NALP EXPERIENCED PROFESSIONALS SECTION | The Experienced Professionals Section includes NALP members who self-identify as "experienced" in the legal recruitment industry and seek to collaborate with similarly situated colleagues for purposes of networking and professional development and to contribute to activities, services, and educational opportunities. Section members can be characterized by years of NALP membership. years  | 1           | 1         | 201     | JOIN        |

## Discussions vs. announcements

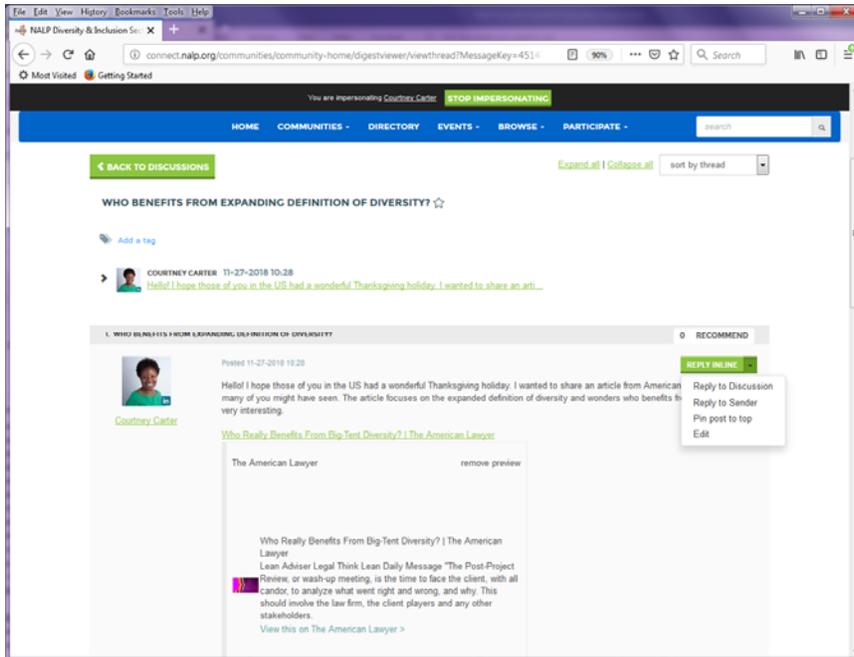
Discussions are the type of message that would generate a response – usually a question or statement for debate. An announcement is one-way – simply informational, with no way to respond. In addition, announcements are not included in real-time email notifications or in digests.

If you want to push information out to community members, you should post that information as a discussion, since **announcements and events do not generate email notifications**.

You can start a discussion by navigating to the community and clicking the green ADD button.



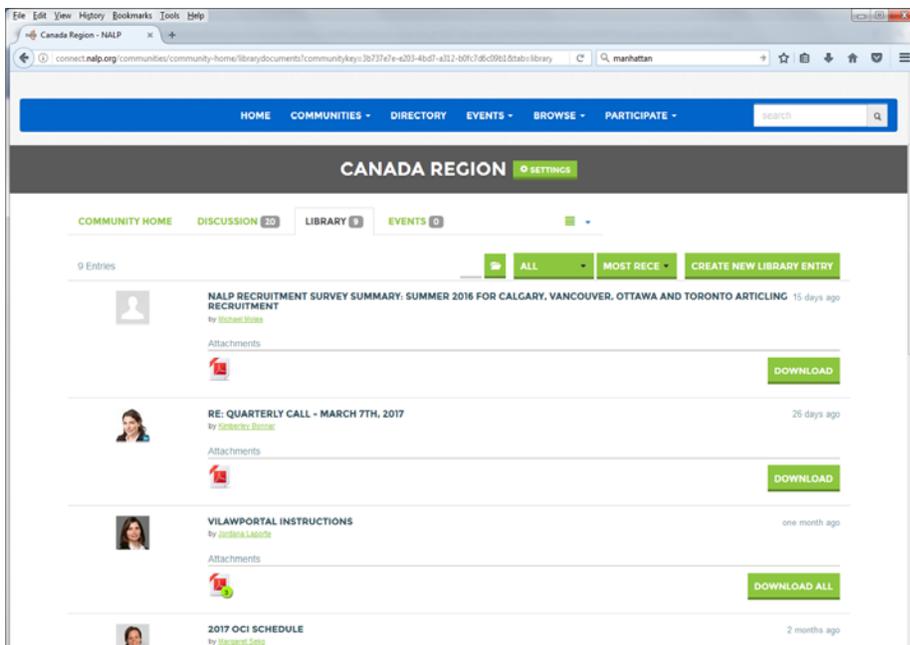
If you are logged into the community through a web browser, you can respond to a question by clicking on the question and then clicking the green REPLY INLINE button. The drop-down arrow will also allow you to reply only to the sender.



If you are viewing the message in your email client, you can also respond directly to the message by clicking the “Reply to Group” or “Reply to Sender” button.

## Resources

To add a resource (or document), navigate to the Library tab of the community and click Create New Library Entry.



## Special to Section Chairs and Regional Representatives

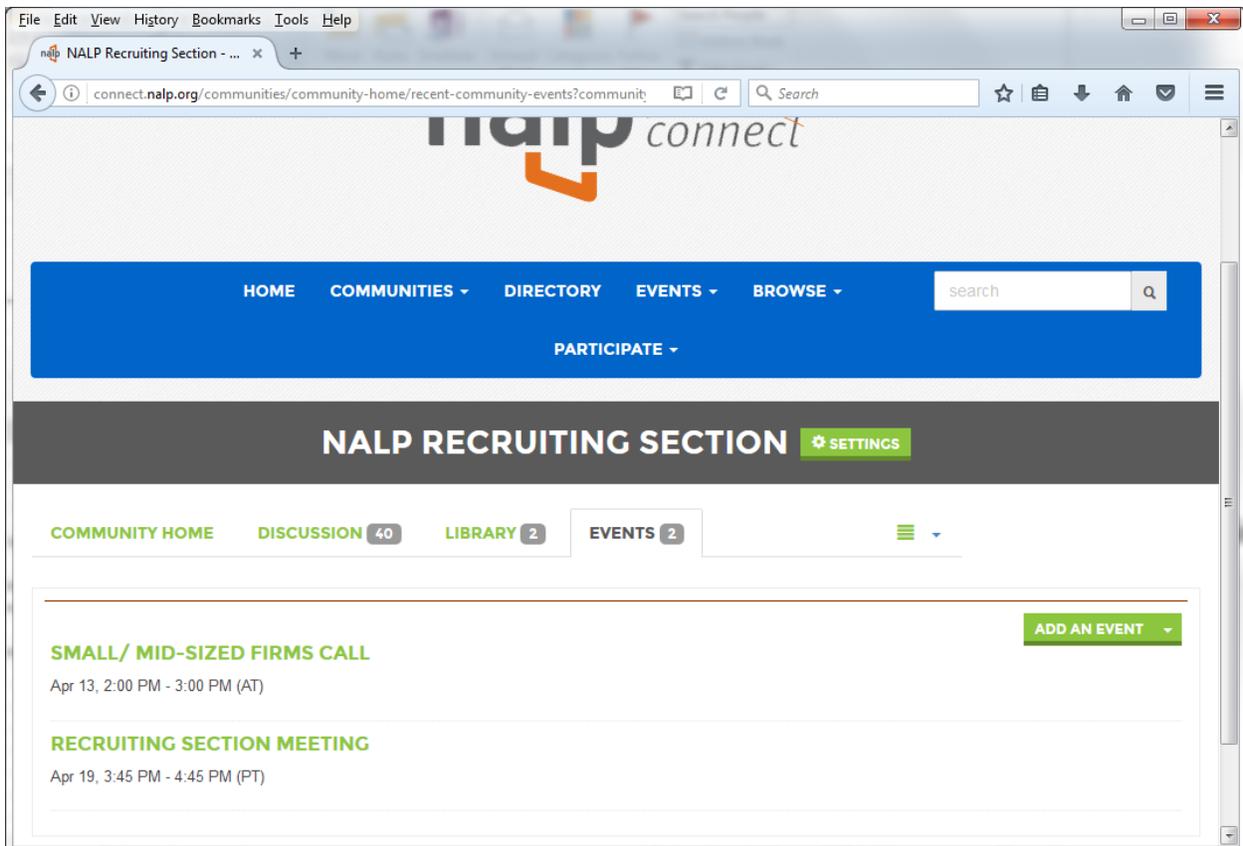
Administrative privileges include the ability to post community events, to send a mass email to all members of the community, and to generate reports of members.

**Section chairs** are designated as administrators for their respective communities. **Regional representatives** are members of all regional communities and are set as administrators for their specific region.

Each community has a limited number of administrator slots, but within those constraints, section leaders may request that vice chairs have administrative privileges as well.

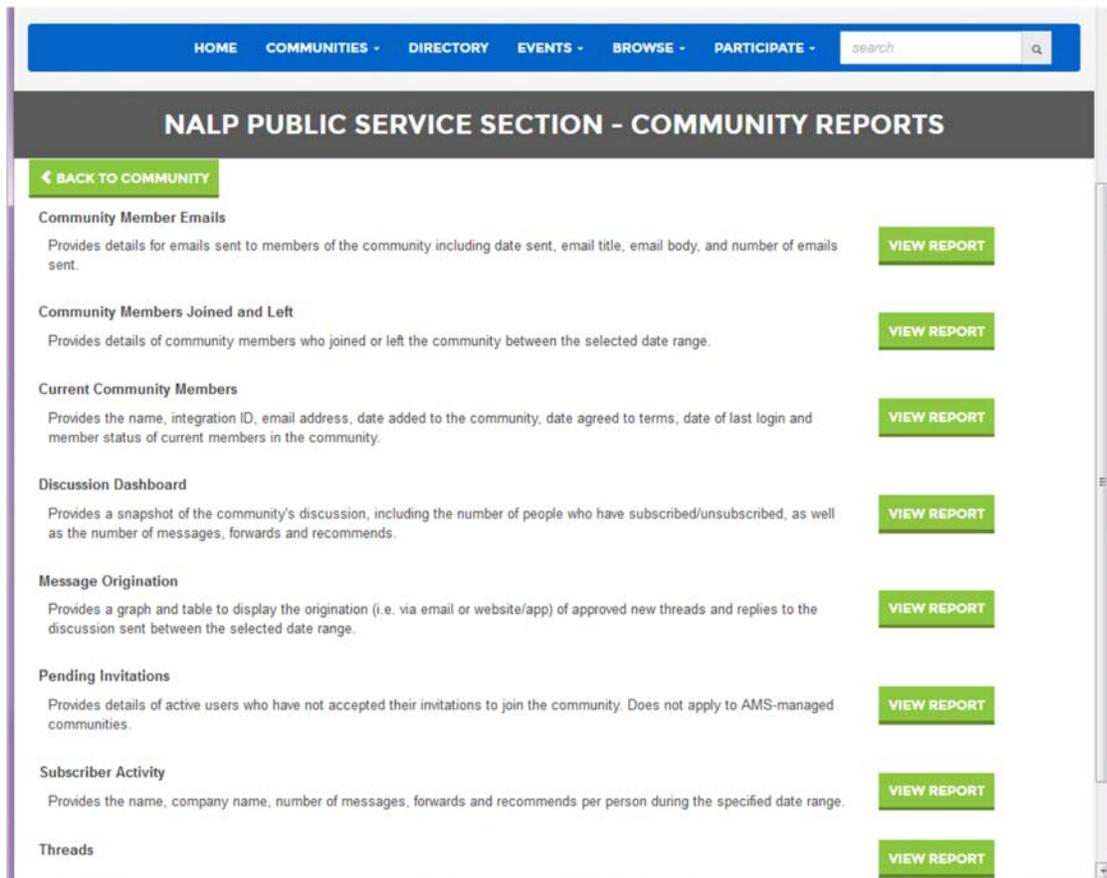
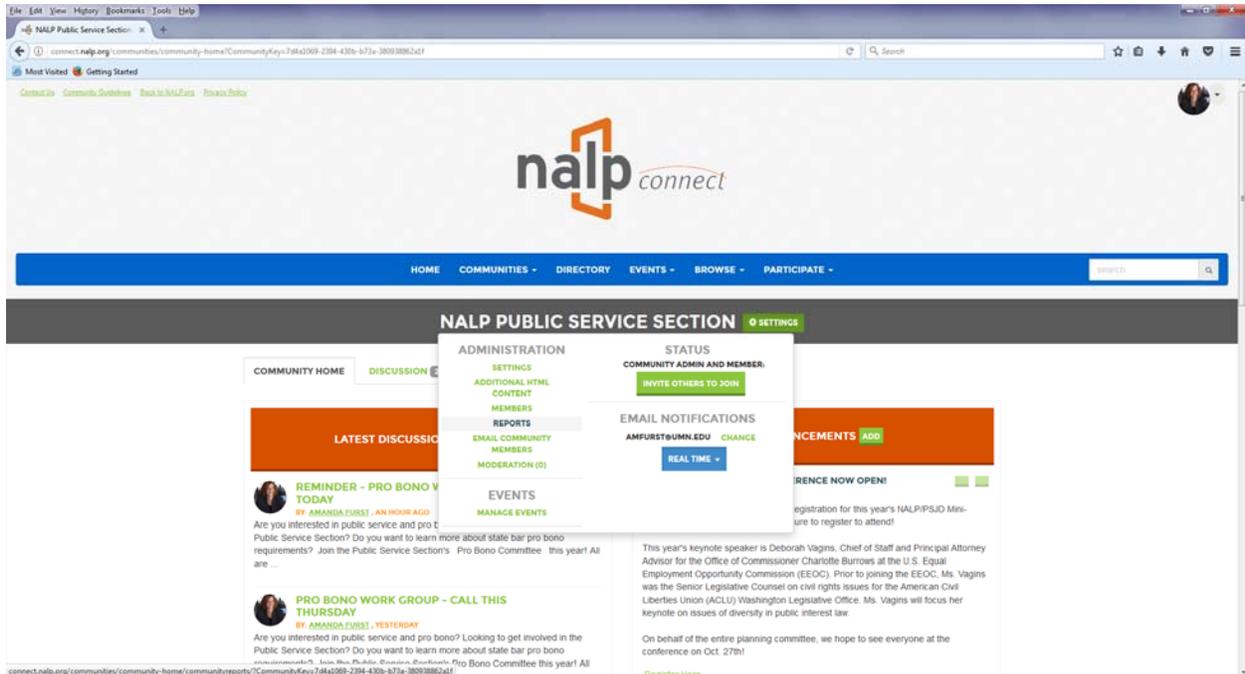
### Events

To post an event in your community, navigate to the community page and click the Events tab, then use the green Add Event button to access the event screen. Please note that events (like announcements) are not included in the email notifications. If you want a notice about the event to go to group members, you should also post it as a discussion.



## Reports

To create reports, navigate to your community and click the green Settings button and navigate to Reports. From the Reports page select the report you would like to view.



## **Best Practices and Tips**

If you're a NALP volunteer leader or section/committee/task force chair then you are likely looking for the best way to obtain maximum value and effectiveness from NALPconnect. Knowing how to get started, where to turn, and best uses of NALPconnect will aid in your success for the upcoming year. Below are a few lessons learned from NALPconnect:

### ***Communication***

Use NALPconnect as your primary method of communication to stay in contact with other members throughout the year. NALPconnect is the most effective platform for disseminating information to members in your groups, regions, or sections. Circulate agendas in advance of conference calls and use the Discussions feature to ask for feedback before and after calls. Encourage members within your groups to initiate discussions and post announcements.

### ***Captivate Your Audience***

Craft your message to fit the needs and interest of your audience. Keep in mind that members can change their settings to receive as much or as little information as they would like. Don't send information that will make members want to turn off their notification settings. Many members are involved in other sections and groups within NALPconnect, so it's likely they receive multiple messages throughout the week from various groups, sections, and regional groups.

### ***Announcements vs. Discussions***

Use Announcements to notify members of conference calls or upcoming events. Announcements are a one-way method of communication. Discussions serve to initiate a conversation and provide an opportunity for members to respond. Discussions are intended for multi-party communications. When you want to ask a question or need input from others, you want to post a discussion.

*Tip: NALPconnect is meant to serve as an interactive platform between members; we suggest that you try to post more discussion items than announcements.*

### ***Event Calendar***

Manage your group's conference calls and related events through the group calendar. As a group leader you have the ability to create events posted in your group. Use the event calendar in your group to list deadlines, events, and conference calls for your group.

*Tip: When posting an event, ensure you post at least 7 days in advance to provide enough time for all members to view the notification of the event posting. Should you need to edit or change an event contact Lisa Quirk at the NALP office.*

**Tab 5 Work Group Forms**

# New Work Group Proposal

Submitted by:

Date: 4/11/2006

| Proposed Project Goal and Outcome | Responsibilities and Volunteers | Target Dates | Resources Required |
|-----------------------------------|---------------------------------|--------------|--------------------|
|                                   |                                 |              |                    |

# New Work Group Proposal

Submitted by:

Name of Section

Date:

4/11/2006

| Proposed Project Goal and Outcome   | Responsibilities and Volunteers  | Target Dates   | Resources Required   |
|---|--|--|--|
| <p>Section Chair will insert text here that indicates what the proposed project is and how it relates to NALP's mission and/or Core Objectives.</p> | <p>Recommended list of individual volunteers and what role each volunteer will play.</p> | <p>Provide the target date for completion of each part of the project and the projected completion date.</p> | <p>List the resources that will be required in order to complete this project. Examples include NALP staff time required, research, facilities, travel, conference calls, printing, and postage.</p> |

# Work Group Action Plan

Submitted by: Canadian Directory of Legal Employers Work Group  
 Date: 4/11/2006

| Proposed Project Goal and Outcome   | Responsibilities and Volunteers  | Target Dates   | Resources Required   |
|---|--|--|--|
| <p>Gauge law firm support for participation in a Canadian Directory of Legal Employers modeled after NALP's Directory of Legal Employers.</p> | <p>Leader: Kara Sutherland.<br/>           List each work group member with respective roles and responsibilities.</p> | <p>Provide the target date for completion of each part of the project and the projected completion date.</p> | <p>List the resources that will be required in order to complete this project. Examples include NALP staff time required, research, facilities, travel, conference calls, printing, and postage.</p> |

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



March 2019

To: NALP Group Leaders

From: Mary Beal, Senior Director of Member Professional Development, Communications & Research

RE: Request for Proposals Process

NALP has issued a *Request for Proposals* (RFP) for the 2020 Annual Education Conference in Montreal, Quebec. As part of the conference planning process, the Conference Planning Team will evaluate the proposals at their June meeting and determine which of the proposals they would like to add to the program.

The conference planning team is asking sections, interest groups, and advisory groups to respond to the RFP as appropriate. Attached you will find:

- Information and guidelines for submitting a proposal
- A copy of the RFP form

This information, plus a link to a Word document that can be used for drafting your proposal before submittal, can be found at NALP's website – just follow the link from the home page.

The submission deadline is May 17, 2019. Proposals from sections, interest groups, and advisory groups should be complete and will be evaluated in the same manner as all other proposals. Please ensure that all recommended speakers and their contact information are included. Speakers should be confirmed, but if there is a situation where this is not appropriate, the RFP form does allow for you to include their names as unconfirmed. In most cases, however, preference will be given to proposals where all speakers are confirmed. After a proposal is accepted, it is considered final and the speaker list should not be changed.

After the proposal deadline, NALP will provide section chairs a list of all proposals submitted by that group. In July section chairs will receive an update indicating which of their proposals were accepted for the 2020 Annual Education Conference. We will also inform the individual who submitted the proposal. If a proposal is accepted, the individual organizing the session will inform the speakers of the selected date and time and confirm their participation. During the months following, the session organizer will work with any other speakers on content, while the NALP office will contact speakers about conference logistics.

If you have any questions about this process please contact me at 804-282-1585 or [mbeal@nalp.org](mailto:mbeal@nalp.org).

**To be posted at <http://www.nalp.org/conferenceproposals>**

## **NALP Annual Education Conference 2020 Request for Proposals**

NALP invites you to submit a proposal for the 2020 Annual Education Conference, which will be held on **April 28 – May 1 in Montreal**. NALP's Annual Education Conference offers innovative and timely information through sophisticated educational programs presented by knowledgeable speakers. These educational programs cover an array of topics to meet the broad needs of NALP's diverse membership. This is your opportunity to share your expertise and tap your creativity by developing an original program for presentation at the conference.

### **What is NALP?**

NALP is an association of over 2,500 legal career professionals who advise law students, lawyers, law offices, and law schools in North America and beyond. What brings NALP members together is a common belief in three fundamental things. First, all law students and lawyers should benefit from a fair and ethical hiring process. Second, law students and lawyers are more successful when supported by professional development and legal career professionals. Third, a diverse and inclusive legal profession best serves clients and our communities. That's why NALP members work together every day to collect and publish accurate legal employment data and information, and champion education and standards for recruiting, professional and career development, and diversity and inclusion. For more than forty years, NALP has played an essential role in the success of our members and the lawyers and law students they serve.

### **About NALP's Members**

NALP's members include virtually all of the ABA-accredited US law schools, most Canadian law schools, and more than 1,000 legal employers. Audiences at NALP programs typically include legal career services professionals, recruitment/personnel administrators, and attorney professional development managers, as well as management and support staff, hiring attorneys, counselors, training directors, diversity directors, law faculty, human resources directors, law school deans, assistant deans, bar representatives, and legal consultants.

NALP members are key players in a highly complex, people-centered profession and are well-informed about historical and contemporary topics and trends in legal education, recruitment and law practice management. Women outnumber men in the field of legal career planning and recruiting and, generally, as members of NALP audiences. There are NALP members both with JD degrees and without them. NALP members have various levels of experience, ranging from beginning professionals to experienced professionals with considerable expertise.

NALP members appreciate challenging topics and are noted for their high expectations. Like all adult learners, NALP members are eager to interact with those presenting

information and especially appreciate educational programs that offer concrete ideas that can be adapted for and implemented in their organizations.

### **Breadth and Range of Topics Sought**

NALP seeks a broad range of topical presentations for its Annual Education Conference. Appropriate topic areas include (but are not limited to):

- entry level and lateral lawyer recruiting and integration
- the small law firm market
- law school career counseling
- lawyer professional development and training
- law student professional development and professionalism
- law student public interest counseling
- public interest lawyer career pathways
- diversity and inclusion (particularly programs that focus on sustaining women and minorities in legal careers as well as diversity issues in international offices)
- management and leadership
- law firm economics and business models
- alternative careers/emerging legal jobs
- judicial clerkships
- research on lawyers and legal careers
- personal professional development
- wellness and substance abuse
- Visas and other issues of hiring international students or employing lawyers in international offices

### **Proposal Selection Criteria**

Each proposal will be reviewed by the Annual Education Conference Planning Committee. The committee will review proposals based on:

- Extent to which the proposal targets and is relevant to NALP members
- Experience/expertise of presenters/speakers
- Definition and focus of the topic
- Practical application of material
- Timeliness and importance of topic
- Overall program quality

Proposals should illustrate that the speakers will make every effort to present a balanced point of view in each program. When developing a panel presentation, speakers from multiple organizations and perspectives should be chosen.

In addition each program proposal should:

- Encourage active learning (indicate in the proposal what active learning strategies you will use to engage the audience in the session instead of having them passively

listen to information; some possibilities include case study exercises, role playing, small group discussion, facilitated brainstorming, action plans, quick quizzes, etc.);

- Demonstrate innovative thinking;
- Present ideas, best practices, and/or relevant research for positioning attendees as leaders within their organizations;
- Present strategies for effective implementation of information learned once attendees are back at their offices; and
- Include presenters who have significant expertise in the topic area and can speak successfully in front of large groups.

The proposal form will ask you for a program description, learning objectives, and instructional methods. In providing this information, please provide enough detail so the planning committee can understand how the session will be structured and what key issues will be covered.

Incomplete proposals will not be considered and all proposals must be submitted using this online system.

**SPECIAL NOTE:** Individuals submitting proposals with multiple speakers should contact everyone included in the proposal to verify their interest and commitment in participating before submitting the proposal. It is important that panelists be able to attend the conference in Montreal, and that they are willing to participate in the program.

When contacting potential speakers, be sure to indicate that the program is in the proposal stage only, and that final decisions about program acceptance will be made by the conference planning committee, with notification by July 31, 2019. If you have a situation where it is not appropriate to contact and confirm all possible speakers prior to submitting the proposal, you will need to describe those circumstances in the proposal. Preference will be given to proposals where all speakers are confirmed.

Note: In recent years we have had a very high response rate of quality programming proposals through our RFP process. For the 2019 conference, about one half of the proposals received were accepted. We therefore encourage you to review these guidelines carefully to ensure your proposal is a serious contender.

### **Requirements for Speakers**

- All speakers must commit to the presentation of a program at designated times during the conference, from April 28 – May 1 in Montreal.
- Speakers should grant permission for hardcopy and online distribution of supplemental resource materials.
- If you wish to distribute copyrighted information in your supplemental resource materials, it is your responsibility to obtain the necessary permission. Such materials will be distributed only if they are submitted with the publisher's written permission attached.

- NALP has determined that programs with more than four speakers are ineffective. Please limit your proposal to not more than four speakers, which includes a moderator as needed.

### **Membership Surveys**

NALP has determined that online member surveys are not an effective way to prepare for a conference presentation, and therefore strongly discourages the use of NALP member surveys to gather information for a session. Instead, where presenters need to gather information from members in advance of a conference program, NALP recommends the use of targeted outreach calls to garner more meaningful information. If the proposal truly merits a survey, that survey **must** be requested and approved as part of the original proposal, and then presenters must submit the survey content for review by NALP research staff before administering the survey to NALP members.

### **Member and Affiliate Member Speakers**

Each year more than 100 NALP members serve as volunteer speakers – the conference wouldn't be the same without these members willing to share their expertise with their peers! Please note that member and affiliate member speakers are responsible for covering their own conference registration and travel expenses.

### **Submissions from NALP Sections and Interest Groups**

If you are submitting a proposal on behalf of a NALP Section or Interest Group, indicate that on the RFP form. Please coordinate proposal submissions with other members of your section. NALP will inform Section chairs which proposals have been submitted for their section after the RFP deadline and which proposals were accepted after decisions are made.

### **Additional Guidelines for Consultants**

We receive many proposals from consultants who offer great expertise and valuable outside perspectives. Each year, the Annual Education Conference's programming has demonstrated this group's important contributions. At the same time, we tend to receive more proposals from consultants than there is space for, and often need to make difficult decisions in selecting amongst them. We encourage you to carefully consider both the above tips and the following:

- Successful sessions usually teach NALP members how to implement a program/service/etc., at their own organization, without necessarily hiring consultant assistance. Ultimately attendees might decide to hire someone outside the organization to facilitate or implement a program but selling your services should not be the focus of the program.
- In some cases, consultants have successfully paired with NALP members to present a session. This is particularly effective when it gives attendees "how-we-did-it" advice from someone in their position.
- Ideally, proposals should reflect content targeted for NALP conference attendees. Proposals that appear to be an existing program for a different audience, such as practicing attorneys, are evaluated less favorably.

- To target your proposal and refine the topic focus, consider speaking with clients and/or past conference attendees to get their feedback.
- Participants do not react well to outright marketing of services during conference education sessions. An indirect approach to marketing will be much more successful. A well-received session, where participants have gained from your particular expertise, is often the very best way of positioning yourself in the market.

### **Non-member Speakers - Travel Support**

Limited travel funds are available for non-member speakers who are not with resource center exhibitors. In consideration of our not-for-profit status, we encourage speakers to support some or all of their travel. The proposal form asks you to indicate the number of speakers who will request travel support funds. This number cannot increase after program acceptance. Please note that if this field is left blank, we will assume that there are zero requests for travel support and will plan and budget accordingly.

### **Important Dates**

- May 17, 2019 – proposals due
- July 31, 2019 – all applicants will be notified about the status of their proposals
- April 28 – May 1, 2020 – Annual Education Conference in Montreal

### **Your Next Steps: Submitting a Proposal**

On NALP's website, you will find the following links:

- [Download a Word version of the RFP form](#)  
The online RFP system does not allow you to save a copy of your work. We recommend you download a copy of the RFP in Word and then type your proposal in word processing software. You can then cut and paste the text into the online system. This will allow you to save a copy of your work, in addition to using spell check and word counts.
- [The online system to submit proposals](https://www.surveymonkey.com/r/RFP_2020_Annual)  
[https://www.surveymonkey.com/r/RFP\\_2020\\_Annual](https://www.surveymonkey.com/r/RFP_2020_Annual)  
All proposals must be submitted using the online system.
- [Descriptions for sessions in the 2019 Annual Education Conference brochure](#):  
If you are new to NALP and this conference, you may want to see which sessions were ultimately accepted and/or created for the 2019 conference.

Note: You are welcome to submit more than one proposal but must complete one online submission before beginning another.



## **NALP Annual Education Conference 2020 Request for Proposals:**

### **RFP Form in Word to Prepare Your Draft**

The online RFP system does not allow you to save a copy of your work. We recommend you type your proposal in Word in the document provided, and then cut and paste the text into the online system. Note that the text boxes for your responses will expand once you start typing in them. Once you are ready, submit your proposal via the online system at [https://www.surveymonkey.com/r/RFP\\_2020\\_Annual](https://www.surveymonkey.com/r/RFP_2020_Annual)

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Please note:

- Concurrent sessions for the 2020 Annual Education Conference will be 60 or 75 minutes in length.
- Panels will be limited to 4 presenters, including the moderator.
- Only online submissions will be considered. You may not submit your proposal using this document.
- If a question does not apply to you, simply leave the field blank. You do not need to type in N/A or anything else.

**Title of Program (KEEP IT SHORT - limit to 80 characters to fit in the conference app!):**

**Program Description** – In **100 words or less**, provide a summary of the content that will give proposal evaluators an accurate depiction of what will be covered in your program. If your proposal is accepted, this is the text that will be used to market the program.

**Learning Objectives** – Describe the benefits to be gained by participating in your session. Please indicate at least three skills, ideas, procedures, etc. that attendees will take away from this presentation. You can list objectives as an ending to the following sentence: At the end of this session, participants will be able to...



**Instructional Methods** - List the methodologies that will be used for delivering each component of the course. Include any ways you will encourage active learning, such as case study exercises, role playing, small group discussion, facilitated brainstorming, or action plans. You may also include any key job aids to be distributed as handouts, such as samples, checklists, or self-evaluations.

**Please pick a category that best describes your program using the list below:**

- Career Paths
- Counseling
- CSO Administration
- Diversity and Inclusion
- Judicial Clerkships
- Lateral Recruiting and Hiring
- Law Student Professional Development
- Lawyer Professional Development
- Leadership
- Legal Market
- Management
- Member Professional Development (public speaking, time management, negotiation, etc.)
- Public Service
- Recruiting
- Technology
- Wellness (mental health, substance abuse, etc.)

**Who is the audience for the program?**

- Employer
- School
- Both

**Audience experience level for program:**

- Beginner
- Intermediate
- Advanced

**Type of program:**

- Plenary
- Concurrent Session (60 minutes)
- Concurrent Session (75 minutes)
- Workshop (3 hours)



**Are you or your co-presenter(s) submitting other proposals for consideration?**

- Yes  
 No

**Is this proposal being submitted on behalf of a NALP Section or Interest Group?**

- Yes  
 No

**If yes, which Section or Interest Group?** \_\_\_\_\_

*Note: NALP will inform Section chairs which proposals have been submitted for their section after the RFP deadline and which proposals were accepted after decisions are made.*

**If all proposed speakers are new to NALP conferences and the NALP membership, please indicate the relevance of the topic to the NALP audience.**

### **Travel Support Policy**

Limited travel funds are available for non-member speakers who are not with resource center exhibitors. In consideration of our not-for-profit status, we encourage speakers to support some or all of their travel. For planning purposes we need to know how many non-member speakers will be requesting travel funds. Due to budgeting constraints this number cannot increase after program acceptance.

*NALP member speakers and resource center vendors are not eligible for travel support.*

Please indicate the number of non-member speakers who will request travel support funds: \_\_\_\_\_

List the names of those seeking travel support as well.

### **SPEAKER INFORMATION**

*Individuals submitting proposals with multiple speakers should contact everyone included in the proposal to verify their interest and commitment in participating before submitting this proposal. There are certain unique situations where this might not be appropriate. For those cases, indicate the individual's information in the last question. Only provide full contact information and bios for speakers whom you have confirmed.*



**Lead Presenter/Session Coordinator**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City, State Zip Code Country \_\_\_\_\_  
Phone \_\_\_\_\_  
Email \_\_\_\_\_

Are you a NALP member?

\_\_\_\_ Yes  
\_\_\_\_ No

Are you a lawyer? (information needed for CLE credit)

\_\_\_\_ Yes  
\_\_\_\_ No

The lead presenter listed above will be contacted for any questions and will be informed of the decision on the proposal. **If the lead contact for the session is actually not a speaker for this program, please indicate the name, email, and phone number for the proper individual, so he/she can be contacted instead.**

**Enter a SHORT biographical sketch (not more than 250 words)** for the Lead Speaker.

In general, bios should be written in a narrative format and include name, current title, current organization and a few sentences containing biographical information that illustrates why the individual is qualified to speak on a specific topic. If the proposal is accepted, the bios in this section will be used in the on-site conference manual.

**Start the bio with your name as in Mary Beal is the .....**

**Enter two references for this presenter.** References should be able to attest to the applicant's expertise and/or instructional presentation skills.

**If this speaker is new to NALP,** please list any relevant past speaking engagements.



**Presenter Two**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City, State Zip Code Country \_\_\_\_\_  
Phone \_\_\_\_\_  
Email \_\_\_\_\_

Is Presenter Two a NALP member?

\_\_\_\_ Yes  
\_\_\_\_ No

Is Presenter Two a lawyer? (information needed for CLE credit)

\_\_\_\_ Yes  
\_\_\_\_ No

**Enter a brief biographical sketch** (not more than 250 words) for this presenter.

**Enter two references for this presenter.** References should be able to attest to the applicant's expertise and/or instructional presentation skills.

**If this speaker is new to NALP**, please list any relevant past speaking engagements.

**Presenter Three**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City, State Zip Code Country \_\_\_\_\_  
Phone \_\_\_\_\_  
Email \_\_\_\_\_

Is Presenter Three a NALP member?

\_\_\_\_ Yes  
\_\_\_\_ No

Is Presenter Three a lawyer? (information needed for CLE credit)



\_\_\_\_\_ Yes  
\_\_\_\_\_ No

**Enter a brief biographical sketch** (not more than 250 words) for this presenter.

**Enter two references for this presenter.** References should be able to attest to the applicant's expertise and/or instructional presentation skills.

**If this speaker is new to NALP,** please list any relevant past speaking engagements.

**Presenter Four**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City, State Zip Code Country \_\_\_\_\_  
Phone \_\_\_\_\_  
Email \_\_\_\_\_

Is Presenter Four a NALP member?

\_\_\_\_\_ Yes  
\_\_\_\_\_ No

Is Presenter Four a lawyer? (information needed for CLE credit)

\_\_\_\_\_ Yes  
\_\_\_\_\_ No

**Enter a brief biographical sketch** (not more than 250 words) for this presenter.

**Enter two references for this presenter.** References should be able to attest to the applicant's expertise and/or instructional presentation skills.

**If this speaker is new to NALP,** please list any relevant past speaking engagements.



## **OTHER SPEAKER QUESTIONS**

**If this session is a panel format and you have designated one speaker as a moderator**, please indicate which speaker will serve as the moderator. (Remember, panels are limited to 4 people total, including the moderator.)

**If you have a situation where you think it is not appropriate to contact and confirm all possible speakers** prior to submitting this proposal, indicate the possible speaker(s) to be invited. Please also provide any relevant information on your ability to confirm this/these individual(s), such as NALP contacts with this individual, and why it is more suitable to make contact after the proposal stage.

**Any additional information** you would like the planning team to know:

**Tab 7 NALP Bulletin Article Proposal Form**



## Proposals for Articles in the *NALP Bulletin*

*Sections, Advisory Groups, Committees,  
Task Forces, and Work Groups*

### [DUE TO NALP by Friday, June 7, 2019](#)

The *NALP Bulletin*, our monthly magazine, delivers essential information, insights, and ideas that empower NALP's members to master challenges, inspire imagination, and act decisively to advance law careers. The *NALP Bulletin* is a leading benefit of membership in NALP and provides a forum for the major players in legal career development to exchange information.

**We are now welcoming article submissions from members of NALP Sections, Advisory Groups, Committees, Task Forces, and Work Groups for the 2019-2020 editorial year.** Please use the form on the next page as a guideline when compiling your section/group submission lists. You may either use the form itself or simply email your submission list to Allison Beard at [abeard@nalp.org](mailto:abeard@nalp.org).

A few pointers:

- Sections, Committees, and Advisory Groups that propose multiple columns and features are encouraged to tap a variety of writers to the extent possible.
- The combined total of columns and feature articles should be no more than eight (8) article submissions.
- NALP welcomes a mix of topics and formats in the *NALP Bulletin*. However, multi-part series on a single topic are discouraged and may not be accepted as a series.
- There are two types of articles/columns available:
  - **Periodic** are “nuts and bolts” pieces that are 500-750 words in length.
  - **Feature Articles** are up to 1,200 words and are published less frequently.
- In addition to submitting traditional articles, we also encourage sections to consider proposing other kinds of pieces, including book reviews, profiles/Q&A with other members/industry leaders, a post-event writeup, and more.
- When proposing publication dates, **please also indicate an alternate second choice** (or a range of possible dates) whenever possible.
- **Articles that are accepted are due on the first (1<sup>st</sup>) day of the month before publication to Allison Beard, Editor.**

Looking for samples of past articles and columns? Visit <https://www.nalp.org/archives/>. The attached “[NALP Bulletin Editorial Guidelines and Author Information](#)” document also provides more information about the submission process.

**REMINDER: *Bulletin* article and column ideas are due by Friday, June 7, 2019.**

Questions? Contact Allison Beard at [abeard@nalp.org](mailto:abeard@nalp.org) or call (202) 835-1001.



# NALP Bulletin

## Editorial Guidelines and Author Information



The *NALP Bulletin*, a monthly magazine, presents news and issues of professional interest to NALP's membership of over 2,500 legal career professionals who advise law students, lawyers, law offices, and law schools in the U.S., Canada, and beyond. The *NALP Bulletin* invites articles from members and other interested professionals and suggests the following guidelines to potential authors.

### Article Length

Articles should not exceed 1,500 words in length. There is no minimum word count, and articles of 750 or fewer words are encouraged. NALP will review articles of greater length, but has only limited potential for publication of lengthier articles. Authors who find the word limit problematic are encouraged to contact Allison Beard at the NALP office to discuss such options as narrowing the focus of an article.

### Submissions/Outlines

NALP encourages authors to submit ideas or outlines prior to beginning writing. This helps ensure that authors are not duplicating other articles already under consideration and allows NALP to offer suggestions that may improve the chances of the final manuscript being accepted. Acceptance of a proposal does not, however, guarantee acceptance of the final manuscript.

NALP will also review unsolicited completed manuscripts for possible inclusion in the *NALP Bulletin*. Submission in Word or rich text format is preferred. Email [abeard@nalp.org](mailto:abeard@nalp.org) if you have questions.

Photographs, charts, or other graphics may be submitted with the article. Repro-

duction of any graphics will depend upon space and upon a determination of their reprint quality. If the graphics an author submits are not original, the author is responsible for ensuring that he or she has the legal right to have them reproduced in the *NALP Bulletin* as part of the article. In the case of original photographs, the author assumes responsibility for acquiring permissions from anyone who is pictured.

### Style

A journalistic style is most appropriate for *NALP Bulletin* articles. In other words, a magazine-like or newspaper-like style is more appropriate than an academic, footnote-heavy style. NALP will be happy to provide comments on drafts, or to furnish additional advice to help ensure that articles have a lively, interesting tone that will communicate to readers.

NALP reserves the right to edit articles for style, grammar, accuracy, and space requirements. The responsibility for accuracy rests with the author; NALP is not staffed to research or check for accuracy.

### Audience

Remember that NALP's membership includes both law school and employer members as well as affiliate members. Your article may address issues of concern primarily to one of these membership segments, but remember that you are writing for NALP's membership and not directly addressing their constituencies of lawyers and law students.

Although writing for the *NALP Bulletin* may provide good visibility for an author and for the organization with which he or she

is affiliated, an article should not seem to exist primarily to promote a specific organization, product, or person.

### Author Bios

A brief biographic credit line should accompany the article. This should consist of the author's name as it should appear in the byline and credit plus title and affiliation. A brief additional sentence about experience relevant to the article may be included, but this added biographical data will be published at NALP's discretion.

### Copyright and Reprint Permission

The *NALP Bulletin* is copyrighted and articles published in it become the property of NALP unless other prior arrangements have been made. Authors must request permission from NALP if they wish to reprint or resubmit to another publication. In submitting an article, the author assumes responsibility for ensuring he or she has the legal right to offer the article for publication — that is, NALP must be informed if the article has been previously published.

### Send Articles or Questions to:

Allison Beard  
Director of Communications &  
Member Engagement  
NALP  
1220 19th Street, NW, Suite 401  
Washington, DC 20036-2405  
202- 835-1001  
[abeard@nalp.org](mailto:abeard@nalp.org)



**Tab 8 Research Proposal Form**



## Guide to Research Project Proposal Submissions

NALP actively encourages its members to follow their interests and engage in original research relevant to J.D./attorney recruiting and career development in the legal profession. These projects are invaluable in identifying new ideas and research that will interest the NALP community and the public at-large. NALP section and work groups, and NALP members are asked to submit a research project proposal if NALP financial support and staff resources are needed. All research proposal submissions are evaluated by the association's research staff to determine its content, value, and viability. NALP will retain the copyright for research accepted for publication and distribution.

Danielle Taylor, NALP Director of Research, ([dtaylor@nalp.org](mailto:dtaylor@nalp.org); or 202-835-2619) is available to answer questions about the research submission process (in particular with questions regarding the section on Viability). In order to facilitate our evaluation, all research project proposals must conform to the following format and organization:

- 1. Name and affiliation (law school/employer) of proposal author(s)**
  - A. List, if any, other individuals engaged in this project and include their affiliations.
  - B. If your project is part of a NALP Section or Work Group, please indicate which one(s).
- 2. Abstract (100 words or less)**
  - A. State the title and the topic and focus of the research.
  - B. Compose a brief description of the research/work to be done.
- 3. Background and Related Research (500 words or less)**
  - A. Indicate what is currently known about this topic.
  - B. Include, where possible, a brief summary of other available research related to your topic; a bibliography summarizing your citations is helpful.
- 4. Value**
  - A. What may be learned from your research?
  - B. Who is the intended audience? (career services or, recruitment professionals, law students, practicing attorneys, etc.).
  - C. What value/benefit does it bring or add to J.D./attorney recruiting and career development in the legal profession?
- 5. Viability (Feasibility/Methodology/Budget)**
  - A. Who will manage the research project?
  - B. Who will do the actual research? (i.e., NALP staff, NALP volunteers, consultants, outside contractors, etc.)
  - C. Identify the source(s) of the data to be collected (e.g., law school students, practicing attorneys).
  - D. How will the data will be collected and over what period of time? (e.g., mail survey, web survey, focus groups; one-time study, or longitudinal study)
  - E. Tell us about potential challenges to the project and your initial thoughts on addressing them.
  - F. How do you plan to publish or publicize your findings? (e.g., white paper, Web site, NALP conference presentation, NALP Bulletin, a book)
  - G. List the project work plan and timetable; if possible, identify which person(s) will be responsible for each project step.
  - H. Include a proposed budget by estimating the costs attached to the tasks listed in your work plan (use a placeholder for costs that are unknown).
- 6. Submit your research proposal to:**

Danielle Taylor, NALP Director of Research,  
1220 19<sup>th</sup> Street, NW, Suite 401  
Washington, DC 20036-2405  
[dtaylor@nalp.org](mailto:dtaylor@nalp.org) • (202) 835-2619

## Tab 9 Sample Section Report

**To:** Clara Solomon, Board Liaison  
NALP Board of Directors  
**Cc:** Fred Thrasher, NALP Deputy Director  
**From:** Samantha Kasmarek, Chair, Judicial Clerkship Section  
**Date:** January 30, 2019  
**Re:** Judicial Clerkship Section Third Quarter Report

The following is a report on the activities of the Judicial Clerkship Section and its Work Groups for the third quarter.

I. **Leadership Team**

***Chair:***

Samantha Kasmarek, Syracuse University College of Law ([kasmarek@law.syr.edu](mailto:kasmarek@law.syr.edu))

***Annual Education Conference/Bulletin Article/Webinar Planning:***

Michele Hoff, Georgetown ([mh1845@georgetown.edu](mailto:mh1845@georgetown.edu)) and  
Jen Pollard, University of Maryland Francis King Carey School of Law  
([jpollard@law.umaryland.edu](mailto:jpollard@law.umaryland.edu))

***OSCAR:***

Marilyn Drees, Yale ([marilyn.drees@yale.edu](mailto:marilyn.drees@yale.edu))

***State Courts:***

Laura Woodson, UGA ([lwoodson@uga.edu](mailto:lwoodson@uga.edu))

***Diversity in Judicial Clerkships:***

Eric Stern, Berkeley ([ericstern@berkeley.edu](mailto:ericstern@berkeley.edu))

***Bankruptcy Court Clerkships:***

Andrea Hilton, Washington and Lee ([HiltonA@wlu.edu](mailto:HiltonA@wlu.edu))

***Federal Law Clerk Hiring Plan***

Liz Peck, Cornell ([ep83@cornell.edu](mailto:ep83@cornell.edu)) and Greta Trakul, Michigan  
([gtrakul@umich.edu](mailto:gtrakul@umich.edu))

II. **Section Meeting**

The Section's third quarter call was held on Wednesday, January 23<sup>rd</sup> at 2 pm Eastern. Approximately 30 people were on the call, including two recruiters.

The Work Groups provided the following updates:

A. **OSCAR Work Group - Vice-Chair, Marilyn Drees**

Courts have found money to stay open until January 31st. Enhancements for OSCAR Ver. 8 (on existing platform) will be delayed until government shut-down gets sorted out.

There are still plans to open OSCAR to 2Ls on February 6th; the help desk will be available - but with limited coverage, so there may be some response

delays if anyone has questions/issues arise. OSCAR is in communication with judges. They plan to remind judges before January 31st that there will be a new crop of students accessing the OSCAR system. They will prompt judges to update info on their OSCAR profiles and also remind them that OSCAR is following plan, so applications from Class of 2020 will be held until June 17.

The federal judges' OSCAR Working Group had scheduled its annual meeting for late February, but the shutdown caused them to postpone it. They are currently considering alternative dates in the spring or summer. NALP's OSCAR work group will have a half-day virtual meeting on Feb. 20 with the OSCAR staff to discuss the next-generation OSCAR platform. (Note: OSCAR announced in December that the contract for the next-generation platform was awarded to Symplicity.)

NALP's postcard to judges is in the works; coordinating with Laura at OSCAR given the communications they need to get out; should hopefully go out in the next few weeks.

**B. RFP and Bulletin article submissions & updates: Vice-Chairs, Michele Hoff and Jen Pollard**

Upcoming article next month (February *Bulletin*) on communicating with employer-side members about hiring plan and timeline to help manage their coinciding summer programs.

**C. Diversity in Judicial Clerkships: Vice-Chair, Eric Stern**

Program at NALP AEC on ABF study being done appears to be moving forward.

**D. State Courts - Vice-Chair: Laura Woodson**

The *Insight and Inside Information for Select State Court Clerkships* resource has been finalized. It is posted on the Judicial Clerkship Section's NALP Connect Page under Resources.

Updates should be passed along to Laura and Sam so that updates may be made contemporaneously.

**E. Federal Law Clerk Hiring Plan - Liz Peck at Cornell and Greta Trakul at Michigan**

Some district court judges seemed confused on the new hiring plan; for example, a judge posted to OSCAR that she wanted to see more Class of 2020 applications, but didn't seem to realize that the class couldn't see that. Working with NALP member employers to see what would be most helpful - should we let them generally know the timeline or just what to expect. May wait to see for article in *Bulletin* and go from there. For now, NALP member

employers can find more information on the [NALP website](#) and [OSCAR website](#).

**F. Bankruptcy Court Clerkships - Andrea Hilton**

Judge Isicoff is out of the country until the end of January. She will connect with Sam and Andrea upon her return.

There are annual conferences for Bankruptcy Judges in both the fall and spring; the National Conference of Bankruptcy Judges event is in Washington, DC from October 30th - November 2nd. They typically do a panel discussion for law students local the DC Metro area; we anticipate judge will as us to market program and encourage students to participate; please keep dates on your radar; more information will follow as we receive it.

**III. Environmental Scanning; Questions that Arose During the Quarter**

***NALP member Employer asked questions about best practices for recruiting law clerks***

Interested in hearing more about sourcing for judicial clerks by means of holding events and recruiting them. Presentation at NALP AEC 2016 in Boston is a good starting point - [handouts one](#) [handout two](#)

***Questions regarding government shutdown -impacting hiring?***

Some were hearing from candidates that judges were trying to make decisions; asking clerks to accept before January 25th (date which funding would run out; but was subsequently extended to January 31st). Judges were saying after that they could not hire.

Others were hearing that background checks for summer interns were being held up. Discussion about who does background checks; some courts do not do them for interns; others said their spring externs (some of whom were supposed to be working for government agencies and were switching to clerkships) were getting their background checks completed during the shutdown.

**IV. Next call**

The Section's 4<sup>th</sup> Quarter Call will take place on ***Wednesday, March 13, 2019 at 2 pm Eastern.***

## MEMORANDUM

**To:** Amy Jones Mattock, Board Liaison

**Cc:** Fred Thrasher, Deputy Director  
Meaghan Hagner, Member Services Manager

**From:** Catherine Clement, Newer Professionals Section Chair

**Date:** Monday, January 28th, 2019

**Re:** NALP Newer Professionals Section Quarterly Board Report

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### SUMMARY

The third quarter of our Newer Professionals section has seen a strong continuation of many of our work groups' initiatives as well as some improvements and additions made to other work groups. I also distributed a reminder to the NP section in late November about nominations for upcoming NALP positions. I look forward to seeing what members of the NP section are up for elections this year!

We held our third NP section quarterly call on Thursday, January 10th, 2019. On the call, we heard the board update, received updates from each work group, and at the end of the call, we had an open forum for discussion and questions - the topic we chose to address was the changes in the NALP Recruiting Guidance, a topic of relevance for both employers and schools.

### WORK GROUPS

#### NALP Integration

Vice Chairs: Shaani Budrum (Howard) and Uroosa Haider (K&L Gates)

In November, Shaani and Uroosa sent out a blast email on Connect to introduce the Newer Professionals section members to the Recruiting section. They introduced the section chairs, listed out the various work groups in the Recruiting section, and finished with a reminder about the Professional Development Institute. In December, their blast focused on the Diversity & Inclusion section. They provided information about upcoming quarterly calls for the D&I section, detailed the various D&I workgroups, and highlighted information about 2019 Legal Recruiting Summit. These blasts have been informative and are a great way to introduce sections that may be of interest to

many of our Newer Professionals, either to participate in or perhaps take a leadership role in come next year.

Shaani and Uroosa also started sending welcome messages to any new members who join the Newer Professionals section. This is a charge that was a bit delayed due to some NALP Connect accessibility issues, but now that those have been rectified, we're thrilled that new NALP NP section members are receiving a welcome and overview of the section.

### Ask the Experts Webinars/Conference Calls

Vice Chairs: Robin Hennegan (South Texas) and Korey Henson (Stetson)

After a successful webinar on "Mastering the Interview" in the fall, Korey and Robin are now working on February's webinar, titled "Measuring Performance: Using Data Analytics Effectively for Recruiting and Professional Development". This topic is very timely and is a great way that we as recruiting and career services professionals can expand our expertise and add value to our roles. Korey and Robin have been working with Michelle Le Biavant and Marit Slaughter to identify speakers, and have been posting requests for participation in the Experienced Professionals, Recruiting and Law Student Professional Development sections. They are aiming for a date in February that they are still finalizing.

### Bulletin Article Planning

Vice Chairs: Valerie Castelo (Berkeley) and Melissa Norman (Iowa)

The Newer Professionals section members have enjoyed seeing and learning from the Newcomers Corner articles in each month's NALP Bulletin. Below are the topics and authors that were featured in the Newcomers Corner section of the Bulletin in the third quarter.

#### **November 2018**

Finding Your Niche on an Existing CDO Team - Stephanie Gallo (University of Houston)

#### **December 2018 (Feature)**

Supporting Student Wellness through Career Services: How to Help and When to Pass the Baton - Tamara McClatchey (Chicago-Kent)

#### **December 2018**

Engage, Empower, and Evaluate: Increasing Student Involvement in Programming - Erin O'Neal Muilenburg (University of the Pacific)

## **January 2019**

Framing Individual Interactions to Instill Professionalism in Students - Tishia Browning (Wayne State University)

In addition to our Newcomers Corner features, which provided wonderful advice and insight into important topics of interest, we were thrilled to have a feature piece written by Tamara McClathchey at Chicago-Kent. We're looking forward to the next quarter and the remaining articles we have coming up!

### Q&A with an Experienced Professional

Vice Chairs: Chelsey Parrott-Sheffer (Seyfarth) and Katy Van De Weghe (Wachtell)

Katy and Chelsey continued to provide wonderful opportunities for learning and development through the Q&A with an Experienced Professional outreach. In November, the Q&A sent out via Connect addressed how newer professionals can help bridge generational gaps in their office, whether it be with law firm partners or law school administrators. Five different members of the Experienced Professionals section provided feedback on the question, and our section members were treated to a variety of helpful perspectives. The December Q&A sent via Connect addressed the topic of taking vacation time, particularly how to approach year end time off requests. We had two EP responses - one from a law school and one from an employer - which was great as it is valuable to see perspective from both sides.

Katy informed us that she had accepted a role at an employer outside of the legal industry, and so would no longer be a NALP member as of mid-January. Chelsey, Katy and I had a transition call and I am confident that for the remainder of her term, Chelsey will do a great job at maintaining the work of this work group.

### Environmental Scanning

After the board and vice-chair updates on the quarterly call this month, we took some time to engage in discussion. The discussion topic on this call was the new NALP Recruiting Guidance, a topic that is obviously timely and applicable to everyone on the call. Amy and I started by introducing the topic and talking about the changes on a higher level. Amy and I caught up before the call, and agreed that she would provide some framing around the topic - particularly that we were not asking for people to share their plans for their organization due to antitrust considerations. This turned out to be a very helpful caveat, as many people on the call were not aware of these considerations, and learning about how it could play out in this situation was helpful. For many of our Newer Professionals, some of whom only began in their jobs this past fall, it was helpful to hear a brief discussion of the "old" vs. "new" - i.e. what has changed, and how and why does this impact us. Ultimately, the topic was too new to provide much of an opportunity for discussion, but we did

get a good number of questions - particularly from people who were still trying to understand what the new guidelines mean - that made it a valuable opportunity to educate.

In addition to the discussion topic, I concluded the meeting by reminding everyone about the NALP AEC in April, and put a plug in for people to consider heading up a work group next year either in the Newer Professionals section or another section.

**Tab 10      Conference Call Primer**



TO: Section & Interest Group Leaders  
FROM: Fred Thrasher, Deputy Director  
RE: Conference Call Set-up  
DATE: April 2019

As Section leaders, you will be setting up conference calls throughout the year. NALP contracts with Quickconnect.com to provide reservationless conference call services. Once you have set up a time for the call with your group, you simply provide them with the Access Numbers and the Participant Entry Code for your group below, and they are able to access the call through the toll-free number provided.

The Access Numbers are:

**Toll-free access: 888-346-3659 (US and Canada)**  
**Local and International Access (Toll): 857-288-2638**

We have obtained unique conference call numbers for each of you to set up group calls. The entry codes are:

| Group Name                                       | Host Code/HEC | Participant Code/PEC |
|--|---------------|----------------------|
| Canadian Section                                 | 75919         | 7591                 |
| Diversity & Inclusion Section                    | 77249         | 7724                 |
| Experienced Professionals Section                | 425069        | 42506                |
| Int'l & Adv Degree Adv & Rec Section             | 365029        | 36502                |
| JD Career Advisors Section                       | 73949         | 7394                 |
| Judicial Clerkship Section                       | 50719         | 5071                 |
| Law Student Prof Dev Section                     | 30189         | 3018                 |
| Lawyer Professional Development Section          | 76419         | 7641                 |
| Legal Employer Alumni Relations/Programs Section | 546429        | 54642                |
| Newer Professionals Section                      | 67499         | 6749                 |
| Newer Profs Ask the Experts                      | 18779         | 1877                 |
| Public Service Section                           | 648729        | 64872                |
| Recruiting Section                               | 724489        | 72448                |
| Small and Solo CSO Section                       | 85639         | 8563                 |
| Chief Officers Interest Group                    | 428869        | 42886                |
| Lawyer and Law Student Well-Being Interest Group | 75379319      | 7537931              |
| Legal Master's Programs Interest Group           | 39315369      | 3931536              |

There is a detailed user guide attached for your convenience. (If you'd like to use the Host's Commands, you should enter the call with your HOST Entry Code noted above and then the pound sign.)

*Once you have set up a call, please let me ([fthrasher@nalp.org](mailto:fthrasher@nalp.org)) and/or Claire Nash ([info@nalp.org](mailto:info@nalp.org)) know by ccing us on your e-mail to your group or sending us an e-mail so that we are aware of the call for billing purposes.*

If you experience any difficulties initiating your call or during your call, please contact us here in the Office, or you may contact Quickconnect directly at 866-640-5038.



The following commands can be performed during a conference by either the Host or Participants as indicated below.

| <b>RESERVATIONLESS CONFERENCE CALLING - KEYPAD COMMANDS</b> |  |                           |
|---|--|---------------------------|
| <b>Command</b>  | <b>Description</b>                     | <b>Host / Participant</b> |
| *0  | Speak to a live operator.              | Host, Participant         |
| *5  | Lock/unlock conference.                | Host                      |
| *6  | Mute/unmute your own line.             | Host, Participant         |
| *7  | Mute/unmute participants.              | Host                      |
| #1  | Hear a roll call/Obtain a Headcount    | Host                      |
| #7  | Start/stop recording/Playback          | Host                      |
| *99 then 1  | End the conference and drop all lines. | Host                      |

### **Recording**

- Dial into the conference using the host passcode
- #7 - Enter Record Menu
  - Press 1 - To begin recording the current conference

You will hear a system message confirming that the recording has successfully initiated.

**<<< Recording Begins >>> If you do not hear this message, press \*0 and an operator will assist you in starting the recording.**

Need help while on a conference call: Dial \*0

If you would like a copy of your recording please request from [gthomas@quickconnected.com](mailto:gthomas@quickconnected.com)

### **Playback**

- Dial: 866-430-1300 or 404-260-1414
- Enter Access Code: **Participant code followed by #**
- Press 1 - Listen To Latest Recording
- Press 2 - Listen To Previous Recording

## **Playback Controls**

**5** Pause/Resume Playback

**8** Stop Playback

**1** Rewind (1 Minute)

**4** Rewind (5 Minutes)

**7** Rewind (20 Minutes)

**3** Fast-forward (1 Minute)

**6** Fast-forward (5 Minutes)

**9** Fast-forward (20 Minutes)

**\*0** Listen To Playback Options



## Conducting Successful Conference Calls

Each Section will have the opportunity to convene by conference call throughout the year. You are encouraged to schedule a conference call prior to submitting your quarterly status report to the Board. Conference calls are an efficient way to allow an unlimited number of members to participate in an ongoing dialogue. There are a few keys to holding successful conference calls:

- Always let your Board Liaison know when you are conducting a conference call, so that they can try to be available for your calls.
- Let NALP's Deputy Director know when you are meeting by conference call so that we have an accurate record of all conference calls held.
- Remember that time is money. Conference calls are a cost-effective way to communicate but they are not cost free and any time NALP members spend on a conference call is time they are not spending on other professional responsibilities.
- Set an agenda ahead of the call and share that agenda with all members of your Section. This will enable you to keep things moving once your call begins and provides Section members with information they may need in determining whether they will participate.
- Identify goals and outcomes with your agenda. If the Board of Directors has asked for input from your Section on a particular project it is essential that you obtain the views of your members on the next call. Additional items of interest may come up during the call but you should meet set goals first and if time permits come back to the group for additional discussion.
- Schedule quarterly conference calls for your Section. Providing members with those dates and times as early as possible will allow members to plan for them and create time in their schedules to participate. Remember that your Section includes members from a variety of time zones; this will naturally limit the timing of your calls.
- Schedule additional conference calls as needed. If an important issue has arisen it is within your discretion to convene by conference call. In addition, there may be occasion for a subset of members from your Section to meet by conference call to discuss a work group proposal, article or conference program.
- Be aware of hold music! If your phone system plays music while you have a call on hold the music will play if you put your conference call on hold. Instead look for your phone's mute button that will allow you to respond in private to any issue that comes up in your office while you step away from the call.

**Tab 11 Board and Staff Rosters**

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*As of March 21, 2019*



[About](#) > [Staff](#)

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**Tab 12      NALP's 2015-2020 Long Range Strategic Plan**



# **2015 - 2020**

# **Long Range Strategic Plan**

## President's Letter

Envisioning the future — a necessary first step in strategic planning — is challenging in all times. Forecasting during a time of fast-moving and fundamental change, the pace of which appears to be increasing every day, is particularly difficult. Globalization, technology, rising costs and falling demand have our law students and lawyers (and the clients they serve) clamoring: “Faster, cheaper, smarter!”

The 2015 - 20 Strategic Plan supports our members in meeting — and even exceeding — their constituents' demands. It also reflects our continuing commitment to improving our industry over the next five years and beyond. It serves as an agile and flexible raft as we navigate the unsettling, but nevertheless exciting, white waters of future change.

While the Plan itself is designed to be resilient, it is firmly anchored in our enduring values, which served as organizing principles for the Long Range Strategic Planning Committee as we imagined the future. You will see those values tied to each of the Goals. And to that end, unlike past plans, which included diversity and inclusion as a separate area of work, here they are embedded throughout the entire Plan.

Unlike some organizations' strategic plans, which, once drafted, sit ignored on some out-of-the-way shelf gathering dust, NALP's are regularly consulted and serve as blueprints for NALP Presidents and Boards of Directors as they construct their concrete action plans. We trust that future NALP leaders will find that this Plan not only provides guidance as to what they must do, but that it also gives them the space to innovate and the ability to rapidly respond to unforeseen change. It is also designed to permit them to choose to do fewer things than we have done in the past in order to focus on those that provide higher value to our members. Above all else, this plan is designed to ensure that you continue to receive high value for your NALP membership.

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

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

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

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

A handwritten signature in black ink, reading "Terrence J. Galligan". The signature is fluid and cursive, with a large initial "T" and "G".

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

## Introduction

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

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

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

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

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

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

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

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

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

## About NALP

NALP is an association of over 2,500 legal career professionals who work in more than 200 law schools and over 800 law offices and other organizations and who advise law students, lawyers, law offices, and law schools in North America and beyond.

What brings NALP members together is a common belief in three fundamental things.

First, all law students and lawyers should benefit from a fair and ethical hiring process.

Second, law students and lawyers are more successful when supported by professional development and legal career professionals.

Third, a diverse and inclusive legal profession best serves clients and our communities.

That's why NALP members work together every day to collect and publish accurate legal employment data and information, and champion education and standards for recruiting, professional and career development, and diversity and inclusion. For more than 40 years, NALP has played an essential role in the success of our members and the lawyers and law students they serve.

## NALP Values

### **Expertise**

Delivering a level of information and innovation that only comes from experts in a field. Valuing all our members' expertise within the areas of recruiting, career counseling and professional development.

### **Fairness**

Creating a professional standard that ensures law students can compete on a level playing field for jobs and creating a professional community where all members are valued and treated with respect.

### **Collaboration**

Modeling a collaborative approach in all NALP's work as well as fostering strong professional and personal relationships between our members.

### **Inclusivity**

Recognizing that our work improves the lives and careers of our members and of the legal professionals they educate and employ. Our work touches myriad groups and we want each to feel welcome and respected as an important part of the organization.

### **Service**

Service is inherent in all that NALP does. Practically, it serves individual members, legal employers, schools and other organizations, but beyond that, the pure culture of responsiveness and support shows that this is first and foremost a service-oriented group of people.

# Membership

## Goal

The products and services NALP offers to members will make membership essential to succeeding as career and talent management professionals at law schools and legal employer organizations.

## Implementation Strategies

- Focus on the relevancy and value of membership so members at all levels of experience and in all types of member organizations understand how NALP can empower them to act with authority, credibility and confidence in their careers.
- Effectively communicate the value of membership so that the leaders of legal employers and law schools understand the value and benefits that NALP brings to their employees and their organizations.
- Promote the development and further the enhancement of professional relationships amongst members.

## Goal

Professionals who have not typically been NALP members, but who share mutual interests, will have access to NALP membership opportunities and existing NALP members will benefit from the development of valuable working relationships with these potential new members.

## Implementation Strategies

- Seek out and cultivate opportunities to engage with emerging legal employers.
- Build relationships with small and mid-size legal employers.
- Harness NALP resources to benefit schools and employers that do not rely heavily on on-campus interviewing.
- Develop collaborative opportunities for corporate legal departments.
- Aggressively pursue alliances with, and membership opportunities for, other industry experts.
- Increase members' global connections by expanding membership opportunities beyond North America.

## Programs and Services

### Goal

NALP members will educate one another in ways that enable them to act with authority, credibility and confidence in their careers.

### Implementation Strategies

- Regularly evaluate and adapt educational programming to ensure it meets member needs.
- Actively engage NALP's experienced professionals to share their expertise and knowledge for the benefit of other NALP members.

### Goal

NALP shall create and strengthen collaborations with external organizations to enable members to maximize their ability to achieve their respective missions, while also promoting the NALP brand.

### Implementation Strategies

- Evaluate and pursue current and potential strategic alliances for research and educational programming.
- Implement multi-front media and public relations campaigns to promote the NALP brand and NALP expertise.
- Capitalize on relationships with the volunteer leadership and staff of key stakeholder organizations.
- Re-imagine external liaison roles.

### Goal

NALP will be a leader in providing comprehensive programming and information on lateral hiring.

### Implementation Strategies

- Assess member needs in this area, then develop and implement a plan to meet them, paying particular attention to the differences between lateral partner and associate hiring.
- Review NALP educational programming and publications to ensure relevant content about lateral hiring.
- Assess need for additional research about lateral hiring.

### Goal

Legal talent professionals will continue to benefit from NALP's leadership in creating innovative professional development programming that keeps pace with a rapidly changing legal landscape.

### Implementation Strategies

- Educate members about emerging legal careers (JD advantage and alternative careers) and provide programs, information, data, and analysis.
- Explore becoming a credentialing agent for coaching.
- Consider diverse professional development needs of members.
- Incorporate technology in educational programming.

**Goal**

NALP members will be equipped with the latest and best information about public interest careers through the organization's continuing commitment to be a leading provider of programming in this area.

**Implementation Strategies**

- Deliver programming that creatively addresses the access to justice gap.
- Educate members about debt and loan forgiveness issues.
- Evaluate the efficacy of bridge-to-practice programs and provide related member education.
- Work to realize the full potential of PSJD.

**Goal**

NALP members will be afforded the latest and best information about diversity and inclusion in the legal profession through the organization's continuing commitment to be a leading provider of programming in this area.

**Implementation Strategies**

- Regularly evaluate the effectiveness of the annual Diversity and Inclusion Summit and consider alternatives for delivering effective training and education about diversity and inclusion.
- Continue to position NALP as a leading authority on law firm demographics including the representation of women, minority and LGBT lawyers at every level.
- Ensure that NALP programs, publications, and services address the issues that affect NALP constituents with disabilities, including law students, lawyers and NALP members.

## Information

### Goal

NALP will be the preeminent provider of information about legal careers and legal career development.

### Implementation Strategies

- Identify — and fill — gaps in NALP's portfolio of research and information about legal careers and legal career development.
- Take full advantage of all media to ensure NALP's preeminence as the provider of information about legal careers and legal career development.
- Ensure that NALP information, research, data and analysis includes public interest careers.
- Explore ways to increase information specifically relevant to the Canadian legal market.
- Ensure that NALP's research and information about legal careers and legal career development considers the global perspective.

### Goal

NALP members and stakeholders will be able to access up to date, accurate and comprehensive legal employment and career development research and data that will enable them to meet their professional responsibilities and advance their careers.

### Implementation Strategies

- Identify the critical member and stakeholder decision-making scenarios in which NALP could provide data and information to optimize outcomes.
- Periodically assess usage and outcomes and adjust data collection and methodologies as necessary.
- Ensure timeliness and effectiveness of data and information dissemination to members.
- Provide synthesis and curation of NALP data and information to maximize their usefulness to the membership and stakeholders.

### Goal

NALP will continuously monitor the legal landscape to be poised to manage changes.

### Implementation Strategies

- Ensure that adequate environmental scanning practices are in place to regularly inform Board and staff about changes in the legal education and legal services arenas.
- Ensure that members have the latest information about changes taking place in law schools and law firms that may affect their professional responsibilities and that members have access to best practices and programming for coping with these changes.

## Governance

### Goal

NALP will champion a fair and more effective entry-level hiring process.

### Implementation Strategies

- Evaluate the role of the Timing Guidelines in the legal recruiting landscape.
- Convene discussions about law school and legal employer challenges surrounding the current OCI timeframe, and seek potential solutions to those challenges.
- Engage and educate law school deans and hiring partners about the challenges in the entry-level hiring process, and their impact on legal career professionals and the industry.

### Goal

NALP members of all types and levels of experience will be afforded valuable skills- and career-enhancing volunteer opportunities.

### Implementation Strategies

- Create innovative and inclusive pathways to leadership and volunteer opportunities.
- Identify, cultivate, develop, and promote service-oriented volunteer and staff leaders.
- Continually evaluate and adapt as necessary the leadership structure and pathways to leadership.

### Goal

NALP shall periodically evaluate its relationship and collaboration with the NALP Foundation.

### Implementation Strategies

- Engage the NALP Foundation leadership in high level discussions about how both organizations can best serve the industry.

## Financial

### Goal

NALP shall exercise the highest level of fiscal responsibility.

### Implementation Strategies

- Ensure that the Board and staff have the skills and training necessary to exercise the highest level of fiduciary care.
- Seek expert advice where necessary to supplement the capabilities of the staff and Board.
- Maintain a balanced budget philosophy in approaching annual financial planning.

### Goal

NALP shall develop additional sources of revenue.

### Implementation Strategies

- Ensure that new streams of revenue are related to the organization's mission.
- Explore the revenue generating potential of new products and services including credentialing opportunities, custom report generation or data subscription services, and member sponsorship opportunities.
- In the annual budgeting process senior staff and the Board will actively establish a reasonable revenue growth target.

## Workforce

### Goal

In carrying out the work of the organization, each NALP volunteer and staff member will feel welcome and respected as a vital part of the organization.

### Implementation Strategies

- Reduce barriers to member volunteer service and leadership opportunities.
- Ensure that NALP is an inclusive organization with a workforce that is fully representative of the membership.

### Goal

NALP members will benefit from volunteer and staff members who have been trained to deliver the highest level of quality service provided in the most efficient and cost effective manner.

### Implementation Strategies

- NALP will ensure that there are adequate resources to provide professional development for its staff and volunteers appropriate to their responsibilities.
- Evaluate all existing training and development programs to ensure volunteers and staff receive adequate preparation prior to engaging in their required duties.
- Ensure continuity of effective and efficient staff leadership and operations.

### Goal

NALP members will be served by a staff structure that is optimally positioned to address predicted changes in the market as well as one that is sufficiently nimble to rapidly respond to unforeseen challenges and fully exploit unexpected opportunities.

### Implementation Strategies

- Continually evaluate staff structure to ensure alignment with current and future demands.
- Equip the NALP administrative office with state-of-the-art technology to advance the work of the organization.

## Long Range Strategic Planning Committee

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## Tactics Library

The Tactics Library contains a wealth of possible projects and ideas that might serve as a basis for the effective implementation of the various Goals and Strategies within this Plan. They are provided here for discretionary and selective use by the Board and President each year as the annual business plan for the association is formulated. It is anticipated that the Board as it is composed each year will be in the best position to choose and implement tactics that will best meet the association's business goals in that year. This Library is merely suggestive and does not aim to be comprehensive. Nor is it intended that every idea on this list will be implemented. It should be evaluated at least annually and amended as projects are completed and new suggestions are offered. It is anticipated that NALP members and members of the Board will both be involved in generating new ideas and tactics that will best serve the membership.

Suggestions from NALP members for additions to the tactics library are always welcome.

### Membership

- Re-evaluate the membership structure and benefits.
- Conduct a public relations campaign to highlight the value proposition for NALP members and better present available resources, particularly those that become more relevant as member job duties expand.
- Create a group to consider membership options for the following: NALP alumni, law firm alumni professionals, small employers (particularly those with interests in lateral hiring), government agencies, public service organizations, corporations, new D&I professionals, consultants, JD Advantage employers, international employers, pre-law advisors, emerging legal employers, search firms, and higher education administrators.
- Consider partnerships with the following stakeholders: bar associations, law school deans, law firm leadership and other industry organizations and leaders.
- Consider forming a new member liaison group to explore possible new sources for potential members and to provide support to new members, including orientation to NALP and its resources.
- Explore dual membership options with other organizations.
- Foster stronger relationships with city groups to identify new members and potential leaders.
- Evaluate section structure to ensure that all potential members can readily see a place where they can learn, build relationships and contribute to the organization.
- Consider involvement of law students.
- Consider methods to re-engage experienced professionals.

### Programs and Services

- Host a Lateral Recruiting Summit.
- Conduct an Experienced Professionals Summit.
- Host hiring partner roundtables on lateral hiring.
- Host law school deans' roundtables.
- Host webinars on lateral hiring issues.
- Update the lateral hiring best practices guide.
- Review all conference programming and determine its efficacy.

- Consider the idea of an institute at the conference (either pre- or post-) on a variety of topics including diversity, lateral recruiting, experienced professionals, or emerging jobs.
- Develop a law student app to track the interview process.
- Implement “data zone” real-time surveys.
- Create programs and services for law students and lawyers with disabilities.
- Consider programming on Title IX issues.
- Create programs and services for military veterans returning to law school and the legal market.
- Review NALP’s current social media strategy.
- Explore programming to educate members on LLMs and other non-JD degree students.
- Explore programming to educate members on business acumen or consider options for offering a “mini-MBA.”
- Explore option of delivering a summary of NALP research reports to include talking points for members to capitalize on NALP data.
- Convene law student focus groups to learn their perspective, promote the NALP brand, and consider potential products and services of interest to them.
- Explore conducting certifications for assessments like MBTI, DISC, etc.
- Deliver programming that supports initial legal employment in traditionally underserved communities.

## Information

- Consider additional Canadian data collection.
- Collect employment data for LLM, MLS, and other advanced degree candidates.
- Collect data on judicial clerkship pathways.
- Measure ROI on law student PD efforts.
- Measure ROI on lawyer PD efforts.
- Conduct more research on the size and function of talent management teams, including turnover of junior staff and limited upward mobility.
- Enhance LGBT data collection.
- Conduct research on the impact/ROI of new law school programs.
- Consider ERSS data collection practices in light of new ABA role.
- Develop metrics/competencies for our members’ roles.
- Convene a task force on the future of legal recruiting.
- Collect and publish enhanced data on military veterans in the legal profession.
- Collect and publish enhanced data on law students and lawyers with disabilities.
- Conduct additional research on lateral recruiting.

## Governance

- Evaluate the efficacy of the Regional Resource Council.
- Consider section leadership issues, empowering and training leaders for success.
- Identify volunteer micro-opportunities, thus encouraging the next generation of leaders.
- Review and revise transition and succession planning policies and procedures for elected and volunteer positions in order to ensure continuity and institutionalization of knowledge.
- Evaluate the relationship between the SOGIE Section and the Diversity and Inclusion Section.
- Consider 1L law student timing issues.
- Consider whether the Ethics and Standards Advisory Group should be empowered to author published advisory opinions.

- Consider using the Ethics and Standards Advisory Group to assist members with difficult ethical or practical dilemmas that arise in the recruiting setting.

## Financial

- Consider creating a NALP University/Deloitte University for in-house counsel.
- Consider creating a NALP University for NALP members.
- Create training that engages law deans and/or hiring partner/managing partners.
- Create a separate Lawyer Job Bank.
- Consider engaging emerging employers as vendors or members.
- Consider new membership categories.
- Consider law student PD resources for law faculty and others.
- Hire a revenue consultant.
- Explore an applicant database.
- Consider membership for search firms.
- Rethink NDLE in order to revitalize.
- Consider collaboration with the Canadian Bar Association.
- Create a video series to train various segments of the membership.

## Workforce

- Continually revisit the division of labor between volunteers and staff to reflect current realities of available volunteer time.
- Regularly consult with staff to ensure that their talents and skills are being utilized in the most efficient manner.
- Regularly consult with staff to receive input on organizational goals and Implementation Strategies.
- Create pathways and mechanisms for knowledge transfer to ensure continuity in meeting staff and volunteer responsibilities.
- Consider additional support for marketing and communications operations.