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NALP 2015 Section & Group Leadership Training Guide

**Webinar – April 10, 2015, 12:00 noon ET
In Person – April 22, 2015, 7:45 am CT**





NALP 2015 Section & Group Leadership Training Guide

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Tab 1 NALP Section, Committee, Task Force, Council & Advisory Group Meetings



2015-2016 SECTIONS

HAVE YOU JOINED A NALP SECTION YET?

NALP thrives on member involvement, and one of the many benefits of NALP membership is the opportunity to actively participate in the NALP community. Sections are a great way to join colleagues with whom you share interests and work responsibilities, and also provide an ideal way to get involved in the work of NALP. **All sections have open membership.**

Each Section:

- ▶ collaborates in its own online group through NALPconnect, NALP's online professional members-only community
- ▶ provides an opportunity for networking with colleagues
- ▶ solicits ideas and authors for *NALP Bulletin* articles
- ▶ identifies topics and speakers for the Annual Education Conference
- ▶ conducts environmental scanning to keep the Section and the Board of Directors apprised of industry developments, products, or programs related to the Section
- ▶ works on projects through dedicated Work Groups
- ▶ communicates regularly through NALPconnect, conference calls, and webinars

To Join a Section:

To join a Section, please visit <http://www.nalp.org/sections>. Under each Section entry, you may click on "Join Section" to join a Section group on NALPconnect. Also visit with members from each Section at NALP's Open House and Welcome Reception on Tuesday, April 21 from 6:00 – 7:30 pm in Exhibit Hall A of the Sheraton Chicago.

SEE REVERSE SIDE FOR A LIST OF SECTIONS, INCLUDING WHEN AND WHERE THEY WILL MEET DURING THE CONFERENCE!

NALP's Sections with meeting times & places during the Annual Education Conference:

CSO Employer Outreach Section, Thursday, 4/23 at 12:15 PM, Ohio

The CSO Employer Outreach is for NALP members who are charged with employer outreach. The Section explores goals and best practices (including technology, long distance vs. local employer relations and visibility issues) of law school employer outreach.

Canadian Section, Wednesday, 4/22 at 5:00 PM, Fountainview (will include Regional Business Meeting and Reception)

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 a Canadian setting.

Diversity and Inclusion Section, Wednesday, 4/22 at 12:00 noon, Columbus

The Diversity and Inclusion Section is for NALP members with a particular interest in advocating for diversity and inclusion in legal education and legal employment. This section will serve as a resource for all NALP members on matters of diversity and inclusion. Diversity professionals and those focusing on diversity and inclusion matters at law firms and law schools are encouraged to join their colleagues in this section.

Experienced Professionals Section, Thursday, 4/23 at 7:30 AM, Parlor C

The Experienced Professionals Section provides an opportunity for experienced NALP members to share with each other and to identify programming and resources helpful to experienced professionals.

International and Advanced Degree Advising and Recruiting Section, Thursday, 4/23 at 12:15 PM, Mississippi

This section is for law school professionals who support and advise domestic and international LLM students as well as students and alumni seeking international opportunities. This section is 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.

Judicial Clerkship Section, Friday, 4/24 at 7:30 AM, Ohio

The Judicial Clerkship Section is for NALP 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 will be a clearinghouse for information on judicial clerkships at all levels.

Law School Alumni Career Services Section, Thursday, 4/23 at 12:15 PM, Arkansas

In addition to working with current students, career offices are often responsible for working with alumni at various points in their careers. The Law School Alumni Career Services Section is for NALP members who work regularly with alumni, or have an interest in developing resources and services to provide their alumni. The goal of this group is to bring together colleagues to share information and develop resources to benefit NALP members. The group will collaborate to develop best practices regarding alumni career services and the use of technology to facilitate reaching this audience.

Law Student Professional Development Section, Wednesday, 4/22 at 12:00 noon, Mayfair

Increasingly, law school career services staff are taking responsibility for providing professional development training to prepare students for the practice of law in today's legal settings. The Law Student Professional Development Section is for NALP members with an interest in these renewed efforts to educate law students about professional standards of behavior required for the practice of law.

Lawyer Professional Development Section, Thursday, 4/23 at 4:15 PM, Parlor C

The Lawyer Professional Development Section is for NALP members with an interest in or responsibility for a law firm's professional development programming.

Legal Employer Alumni Relations/Programs Section, Thursday, 4/23 at 12:15 PM, Colorado

The Legal Employer Alumni Relations/Programs Section is for NALP members who have an interest in or responsibility for alumni-related issues.

Newer Professionals Section, Wednesday, 4/22 at 12:00 noon, Mississippi

This section is for NALP 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, Thursday, 4/23 at 7:30 AM, Michigan

The Public Service Section is for NALP 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, Thursday, 4/23 at 4:15 PM, Columbus

The Recruiting Section is for NALP 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.

Sexual Orientation and Gender Identity and Expression (SOGIE) (previously LGBT) Section, Thursday, 4/23 at 12:15 PM, Missouri

The SOGIE Section is for NALP members with an interest in issues that members of the LGBT community face in law school and legal employment settings. This section will serve as a resource for all NALP members on matters of importance to gay, lesbian, bisexual, and transgender law students and lawyers.

Solo and Small CSO Section, Friday, 4/24 at 7:30 AM, Colorado

The Solo and Small CSO Section provides an opportunity for NALP members in very small CSOs (three or fewer professionals) to network and share ideas with others from very small CSOs.

Appointed Committee, Work Group, Advisory Group, Council & Task Force Meetings
(scheduled as of April 1, 2015)

Annual Education Conference Planning Comm., Thursday, April 23, 7:30 AM, Colorado

Communications Advisory Group, Thursday, April 23, 7:30 AM, Ohio

Ethics and Standards Advisory Group, Thursday, April 23, 12:15, Parlor C

Nominating Committee, Thursday, April 23, 12:15 PM, Columbus

PSJD Advisory Group, Tuesday, April 21, 7:30 PM, Ohio

Regional Resource Council, Saturday, April 25, 8:30 AM – 1:00 PM, Wrigley

Other Groups Potentially Meeting on site:

Technology Innovation Advisory Group

ABA Audit Protocol Work Group

Innovating Talent Acquisition Work Group

NDLE Work Group

Three Generations: Sponsorship and Succession Planning Work Group

NALP's Volunteer Structure – 2015-2016

Sections

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.

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

Section Work Groups

Work Groups are responsible for accomplishing a discrete task or project. 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 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 has elected members from each General region. The Audit and Investment Oversight Committees are appointed and oversee the financial health of the organization.

Advisory Groups

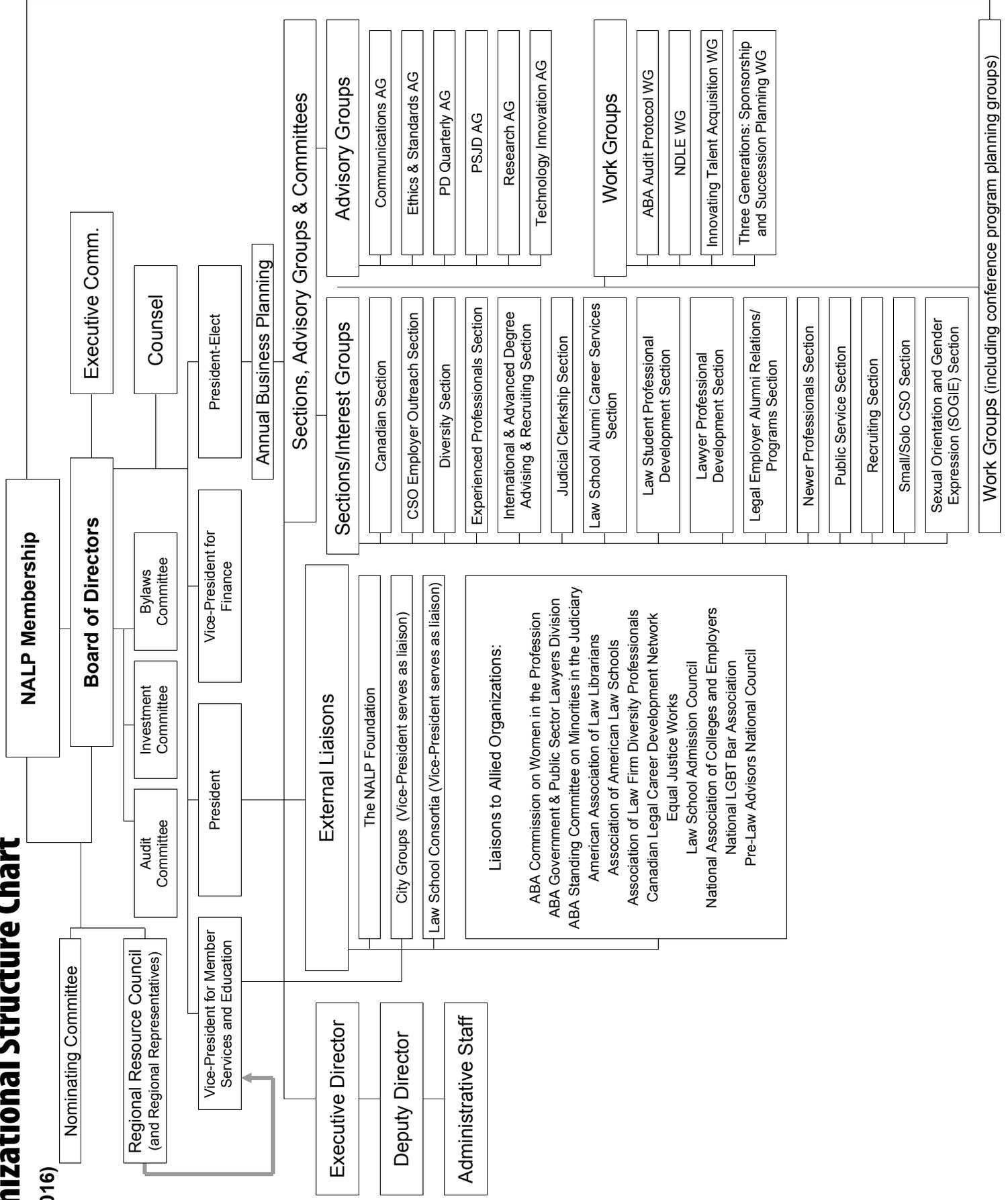
Another important role that NALP volunteers have traditionally played is to support NALP staff on matters of policy, procedure, and content with our core products and services. Advisory Groups are small groups of NALP members whose role is to advise staff and the Board on particular projects or work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

Independent Work Groups

The Innovating Talent Acquisition Work Group will explore innovative approaches to entry-level hiring, focusing on initiatives in professional services outside the legal industry. The ABA Audit Protocol Work Group will monitor the ABA protocol process in order to inform and education the membership. The Three Generations: Sponsorship and Succession Planning Work Group will explore member opportunities that appeal to all generations of the membership with an eye toward member services and sponsorship that appeal to the millennial generation and beyond.

Organizational Structure Chart

(2015-2016)



Tab 2 Guidelines for Section and Group Leaders



Memorandum

TO: Section & Group Leaders
FROM: Jean Durling, 2015-2016 NALP President
DATE: April 1, 2015
RE: Welcome and Guidelines

Thank you for agreeing to chair a Section, Advisory Group, Task Force, Committee, or Work Group in the coming year. You have been asked to lead because you have demonstrated leadership skills, expertise and an affinity for sharing and teaching others. I am confident that you will find the experience rewarding.

This memorandum provides important information about your role this year. Please read it carefully BEFORE you arrive in Chicago and refer to it throughout the year. The following subjects are covered below:

- Background Information on NALP Sections
- Your Role as Chair
 - Engaging Your Section
 - Working with NALP's Board
- Charges and Work Groups
- Conference Programming
- Bulletin Article Proposals
- Surveys
- Miscellaneous

Background Information on NALP Sections

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. It may be

helpful to think of each Section as an interest or affinity group with responsibility for engaging its members and providing information about its interests to the larger NALP membership.

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 acquisition 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. I am grateful for your willingness to lead a Section and thank you for your willingness to take a leadership role in NALP.

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 progression
- communicate, facilitate and build consensus
- motivate others and help us achieve the goals set forth in our strategic plan

All of these skills and aptitudes will serve you well as you begin or continue your Chair role and as you serve your Section and the NALP Community.

Your term as Section Chair is one year, which ends when the term of the appointing President ends. Chairs may be asked to serve for another year by the incoming President.

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 the work of your Section. Here are a few ways in which you can (and should) engage Section members:

Use NALPconnect. Every Section has its own NALPconnect page. This should be your primary means of communicating with Section members. This is also the way that NALP members join a Section. 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 John Chen, Communications and Marketing Manager on the NALP Staff.

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 discussion. Large calls can be challenging, so taking some time to prepare will ensure that your call runs 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.

Prepare for your On-Site Meeting at the Annual Conference. Your Section will have its first meeting at the upcoming annual conference in Chicago. This is an important meeting--in may be the only in-person meeting you have, and it is your first opportunity to interact with your Section members! There's a lot going on during the annual conference, and you will have a little over an hour (75 minutes), so you should keep the agenda for this meeting simple. I suggest you cover the following:

- **NALPconnect.** Remind attendees that members join a Section 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 I think it is preferable to 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. Our Sections need to be inclusive and welcoming.

- **Call for volunteers.** Solicit volunteers for projects. Try to involve new people.

Find roles for new Section members.

- **Describe the Work Groups for the year.** Ask for volunteers to lead or participate in Work Groups. In particular, you might want to 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.

Plan for the Open House at the Annual Conference. Meet potential new Section Members at the Open House during the annual conference (Tuesday, April 21st from 6:00-7:30 p.m. in Exhibit Hall A of the Sheraton Chicago). You should take some time now to talk with the outgoing chair from your Section to discuss staffing for the Open House. Be prepared to take names and remind folks to join your Section on NALPconnect. Follow up with members you met at the Open House and encourage them to join your Section.

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. It is a good practice to 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.

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.

Charges and Work Groups

Sections have Charges and Work Groups. We have already assigned some of these Charges/Work Groups in consultation with the outgoing and incoming Section Chairs. 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 28, 2015**; for consideration at the July meeting of NALP's Board of Directors, new Work Group Proposals are due by **Thursday, July 1, 2015**.

Each Work Group needs a Vice Chair (or perhaps two co-Vice Chairs). Some of you 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 and NALP's Deputy Director, Fred Thrasher, 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 2016 Annual Education Conference is **Friday, May 22, 2015**. 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 22nd. You might want to start this process prior to the on-site meeting in Chicago.

Bulletin Article Proposals

Proposals for articles including potential authors are due by **Friday, June 19, 2015**. 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 19th deadline.

Please note that bulletin submissions are due on the 2nd of the month prior to the month of publication. (For example: if your section is writing an article on educating students about the timing guidelines for the September bulletin, the article is due to Janet Smith, NALP's Director of Communications, by August 2nd .) If the 2nd of the month falls on a weekend or holiday, the NALP office will need the submission **before** the 2nd.

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 this year!



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

Friday, April 10, 2015 (12:00 noon ET)
Section & Group Leadership Training Webinar

Wednesday, April 22, 2015 (8:00 a.m. CT)
Section & Group Leadership Training at Annual Education Conference in Chicago,
Sheraton Chicago – Parlor C

Wednesday, April 22, Thursday, April 23, or Friday, April 24, 2015
Section, Advisory Group, Work Group, and Committee meetings at Annual Conference
in Chicago

Tuesday, April 28, 2015
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, Jean
Durling (NALP President), and Fred Thrasher (NALP Deputy Director).

Friday, May 22, 2015
Response to NALP's Request for Proposals for the 2016 Annual Education Conference
due (see RFP at Tab 5 and on NALP's Website for details on submission) (RFPs are
accepted through an on-line submission system).

Friday, June 19, 2015
Proposals for Section articles for NALP Bulletin are due to Janet Smith
(jsmith@nalp.org).

Wednesday, July 1, 2015
First Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, October 15, 2015
Second Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, February 4, 2016
Third Status Report is due to your Board liaison and the NALP office (info@nalp.org).

Thursday, March 24, 2016
Fourth Status Report is due to your Board liaison and the NALP office (info@nalp.org)





TO: NALP Liaisons and Section, Committee, Task Force, Advisory Group, and Work Group Leaders

FROM: Jean Durling, 2015-2016 President
Fred Thrasher, Deputy Director

RE: Travel Authorization Request

DATE: April 2015

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 (jdurling@foxrothschild.com; 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 2015-2016 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: Jean Durling, NALP President-Elect
Fred Thrasher, Deputy Director

Date: April 2015

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

One of the most valuable aspects of belonging to a NALP section 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 members. This is also the way that NALP members **join a Section**. Joining a Section is easy: go to the NALPconnect site and identify the Sections you want to join. NALPconnect Community Guidelines follow in this tab.
- 2) CONFERENCE CALL OPPORTUNITIES – Each Section has its own unique passcode and is welcome to schedule Section calls throughout the year. Conference calls are often the best way for Section members to have meetings and discuss Section projects and items of interest. Conference calls have a toll-free dial-in. Each Section 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 the opportunity to conduct 1-2 webinars over the course of the 2015-2016 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 should determine if they would like to host a webinar. It is not necessary that every section host a webinar, but for those Sections that have content that they would like to share with a broad audience, a webinar may be a very effective medium. If the Section decides 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, Director of Member Professional Development, mbeal@nalp.org) to schedule a 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.
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

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. Questions about NALP should be directed to our member services center at 202-835-1001 or 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 posts 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. Questions about NALP should be directed to our member services center at 202-835-1001 or 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](#)

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Guide to Using NALPconnect for NALP Volunteer Leaders

Updated March 2015

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Welcome

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. NALPconnect makes it easy for members, volunteers, and leaders to communicate, share resources, and build connections.

What is 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. The goal of NALPconnect is to provide an online professional community where members can express their views, share information, and interact with one another.

The screenshot shows the NALPconnect website dashboard for user Jean Durling. The browser address bar shows nalp.mymemberfuse.com. The page header includes the NALPconnect logo, user profile links (Jean Durling's profile | Contact us | Logout), and a search bar. The main navigation bar contains: My Dashboard, Membership Directory, Groups, Resources, Events, and NALP Member Portal. A secondary bar indicates the user is logged in as Jean Durling.

Left Sidebar:

- Hello, Jean!** (Profile picture, [View my profile](#), [Edit my settings](#))
- Chief Talent Officer, Fox Rothschild LLP
- My Dashboard** (Menu: My Groups' Events, My Discussions, My Groups, My Feeds, My Content Alerts, My Contacts, Message Center, Membership Directory)
- Groups** (Menu: Resources, Events, NALP Member Portal)
- Search bar
- Drag widgets to this area to add them to this column

Main Content Area:

- My Content Alerts** (My Interests: Legal Career Services, [View All](#))
- Groups** (View all):
 - Post to Add "Practical Legal Skills" Courses to Legal Resume? discussion topic
 - Post to Add "Practical Legal Skills" Courses to Legal Resume? discussion topic
 - Post to Add "Practical Legal Skills" Courses to Legal Resume? discussion topic
 - Post to Add "Practical Legal Skills" Courses to Legal Resume? discussion topic
 - Post to Notes from LSPD Section Call January 8, 2015 discussion topic
- Resources** (View all):
 - NALP Canadian Recruitment Survey - December 2014 Final Report (Vancouver and Toronto 2L Summer 2015 Positions)
 - Employer Outreach Best Practices Guide
 - Employer Outreach Best Practices Guide
 - Northeast Region Quarterly Call LRAP Law School Best Practices Guide (NALP members only version)
- My Feeds** (You are not subscribed to any feeds. You can have news from all around the Internet displayed right here on your dashboard. [Subscribe to feeds!](#))
- Community Groups** (Featured:
 - Experienced Professionals Section Committee | 260 Members
 - Legal Employer Alumni Relations Section Committee | 111 MembersRecommended:
 - Northeast Region MailingList | 703 Members
 - Midwest Region MailingList | 444 Members

Right Sidebar:

- Featured Members** (Alfred English, Melissa Lennon, Terence Galligan, [View all members](#))
- My Contacts** (Lisa Dickson, Marilyn Drees, Gihan Fernando, Skip Home, Melissa Lennon, Irene McGrath, [View all contacts](#))
- My Groups** (NALPconnect Feedback, Mid-Atlantic Region, Long Range Strategic Planning Committee, [View all Groups](#))
- Resources** (Featured:
 - 2014 Public Interest Advising 101: Baker's Dozen Top Resources for Newcomers Oct 20, 2014
 - 2014 Public Interest Advising 101: PI Counseling Timeline Oct 20, 2014
 - 2014 PSJD Mini-Conference Postgraduate Fellowship Applications Panel Handout Oct 27, 2014[View all Resources](#))

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 either John Chen or Lisa Quirk at the NALP office.

Notification Settings

When members join a group, they are asked to set their notification settings for that group. This determines how often they want to receive updates on group activity. In every group, members can choose to receive a notification when:

- an announcement is made
- a resource is added
- a member joins a group
- an event is created
- a discussion topic is created or has been responded to

These notifications can be set to instant notification, as part of a daily digest, or as part of a weekly digest.

Tip: Since notification preferences can range from instant to a weekly digest, it is recommended that events, announcements of conference calls, and other action items be posted at least 7 days prior to the deadline/event. This will ensure that all members in the group will receive timely notification. Group leaders are encouraged to plan in advance.

Announcements for events/conference calls occurring the same day or next day often result in limited attendance.

Add a Personal Biography

Add a short description about yourself to your profile. This can be done through Edit my settings -> Community Profile. It is recommended you add a short bio beyond your job title and organization as those already appear in your NALPconnect profile. The bio should not be more than a few sentences long as often a longer biography will be truncated.

Tip: Consider listing the section/group/committee/task force you are chairing for this year.

NALPconnect Navigation Menu

The navigation menu provides direct links to various components of NALPconnect. This navigation window will always be present at the top of your window as long as you remain within the NALPconnect community.



My Dashboard

Jump straight to your dashboard, which aggregates all content specific to you, at any time.

Membership Directory

When you need to locate contact and membership information on another NALP member, use the membership directory. This link will bring you to NALP's membership directory, a resource provided outside of NALPconnect. After searching for a NALP member on the membership directory, you can jump directly to that person's NALPconnect profile.

Groups

From the Groups navigation menu item, you can jump directly to any category of groups or to a listing of the groups you are a member within. NALPconnect groups are organized into six types of groups:

General. Membership-wide groups for law schools and legal employers. You are automatically subscribed to the group that reflects your membership category. Members of one group do not have access to the other group.

Sections. Each of NALP's sections have a group within NALPconnect; this platform serves as the focal point for all section activity including discussions, resource sharing, event information, conference call times and dates. Any NALP member may join a section.

Appointed Groups. NALP's committees, task forces, and work groups each have their own group within NALPconnect to conduct the work of the group.

Elected Groups. The Board of Directors, Nominating Committee, and Regional Resource Council each have a group within this section.

Work Groups. Many sections, committees, and task forces have work groups within them to aid in the goals of the parent group. These work groups may navigate to their subgroups through this menu item or through the subgroups tab within their parent group.

Note: If you would like a subgroup created within your NALPconnect group please contact John Chen at the NALP Office.

My Groups. This menu item puts every group, section, appointed group, and/or elected group that you are a member of in one easy to access list.

Resources

Items that are posted in this resource library should be limited to items that pertain to the entire membership and community. Typically this section is only used for NALPconnect support items of interest to the NALP membership. Contact the NALP office if you want to post an item here.

Group Resources

Each group within NALPconnect also has a resources library that is available to all members within the group. Resource postings are more beneficial to the membership when posted to a group/section for the specific audience the group serves.

Events

The events link gives you access to two different views of the event calendar. The NALPconnect community calendar displays all the events created from every group (except for events created in private groups) while the My Events calendar displays events from only the groups in which you are a member.

NALP Member Portal

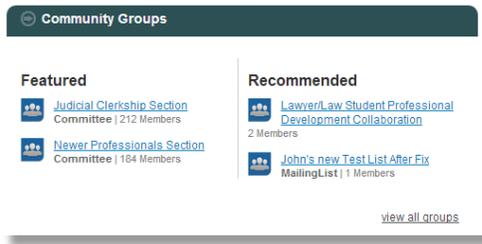
When you need access to your other NALP online member benefits, use this link to direct you back to the Member Portal. For a more comprehensive description of the NALP Member Portal, see page 15.

Dashboard

The Member Dashboard aggregates content on a single landing page, which creates a relevant and comprehensive overview of the community for each individual member of the association. In addition members have the ability to customize their Member Dashboard through drag-and-drop technology. The Member Dashboard includes:

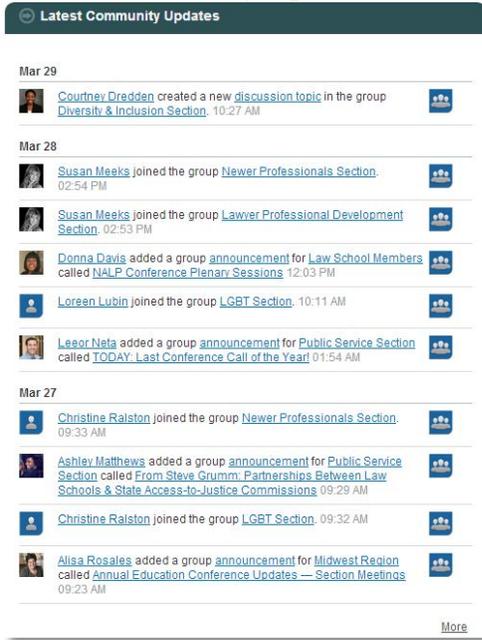
Tip: The Dashboard is customizable, so every member can re-arrange the modules on their dashboard to individual preferences. However, modules in the middle column must stay in the middle. Modules in the right column may be placed on the right or left columns.

Community Groups



Two types of groups are listed here, featured groups and recommended groups. The featured groups will rotate through all of NALP's section groups in order to provide visibility to the NALP membership. The recommended groups are groups, sections, committees, and taskforces that are selected by NALPconnect based on your community activity and groups you have already joined.

Latest Community Updates



This module shows the activity for every group that you are a member of including new members who join, announcement and discussion posts, event creation, and the addition of resources to your groups.

My Groups



Use this module to quickly list all of your group memberships. With more than 100 groups, it can be time consuming to scroll through the entire list of groups.

Community Calendar



The community calendar module is used to display events created in NALPconnect.

There are two views available – Community Calendar and My Full Events Calendar.

The Community Calendar shows all of the events that have been created for every group by every member, regardless of whether or not you are a member in that group.

The “My Full Events Calendar” only displays events from groups in which you are a member.

My Contacts



Adding contacts to your NALPconnect profile provides you quick and easy access to other members’ profiles and makes it easier to send them a message through the message center.

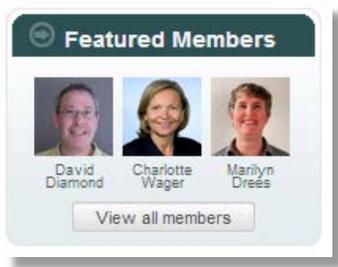
Resources



Members can see featured resources as well as resources that have been uploaded to NALPconnect recently. There are two resources libraries available within NALPconnect - The global resource library (that you can access from the main navigation window), and the resource library within each group, section, committee, task force. We encourage resource uploads (files, documents, links, etc) be uploaded to specific groups/sections rather than the global community as many resources are audience specific.

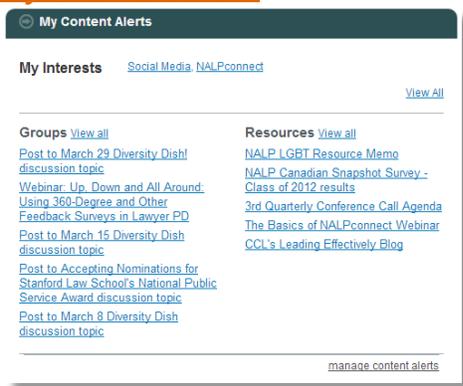
Tip: Use the resource library in your groups to share working documents in committees and task forces, samples and guides in sections. Encourage members in your group to treat the resource library as a shared models and samples group.

Featured Members



NALP features members from the Board of Directors on the Featured Members module. This module only shows three profiles at a time so every time you visit your Dashboard these profiles will be different.

My Content Alerts



Content alerts are used to expose NALP members to discussions and content within groups that they might not already be a member in. Similar to "Google Alerts," Content alerts allow NALP members to specify what content they are interested in. Each of these content alerts has a series of keywords assigned to them that when used will generate a content alert for members that will show up through their instant, daily, or weekly notification emails.

Tip: If a member receives a content alert for a group they are not a member of, they will be required to join the group in order to read the posting.

My Feeds

My Feeds

Twitter / NALPorg

- Mar 29 [NALPorg: MT @CourtneyDredde: Here is this week's #DiversityDish - how corp law depts can drive diversity at law firms. http://t.co/Skn4dRyOMv](#)
- Mar 29 [NALPorg: NALP's weekly news digest for legal career professionals, week ending 3/29/13. http://t.co/bTPxvJWoK0](#)
- Mar 25 [NALPorg: In March NALP published a follow-up report with more in-depth questions about bridge-to-practice programs. http://t.co/VutL8HJ6Zl](#)

The PSJD Blog

- Mar 28 [Job o' the Day: Paid Summer Legal Interns with the American Red Cross in Washington, D.C.](#)
- Mar 27 [Job o' the Day: Housing Attorney with Bronx AIDS Services \(BAS\), Inc. Legal Advocacy Program](#)
- Mar 27 [Get a Head Start on Postgraduate Fellowship Applications with PSJD's Deadline Calendar](#)

NALP - The Association for Legal Career Professionals - Industry News

- Mar 29 [Weekly News Digest for Legal Career Professionals](#)
- Mar 29 [Weekly News Digest for Legal Career Professionals -- Week Ending 3/29/2013](#)
- Mar 29 [Weekly News Digest for Legal Career Professionals -- Week Ending 3/22/2013](#)

Twitter / PSLawNet

[view all my feeds](#)

Members can import any RSS feeds into their NALPconnect dashboard from external or community sources into their dashboard to aggregate and manage additional content. Three NALP feeds are currently available – NALP’s Twitter account, NALP’s website, and the PSJD Blog.

My Discussions

My Discussions

Discussions I've Contributed To

- [Regional Resource Council](#) Committee
Member Profile Edits & Dues | 4 posts
Last post by Kimberly Yagelski 1 month ago
I second the "love the walkthrough page" comment. ...
[View all](#)

Discussions In My Groups

- [Diversity & Inclusion Section](#) Committee
March 29 Diversity Dish! | 1 posts
Last post by Courtney Dredde 1 hour ago
Welcome to this week's Diversity Dish and Happy Friday....
[View all](#)

Recommended Discussions

- [Technology Advisory Group](#) Committee
NALP Open House and Welcome Reception TAG Representative | 3 posts
Last post by Victor Massaola 14 days ago
Yea!!! V
[View all](#)

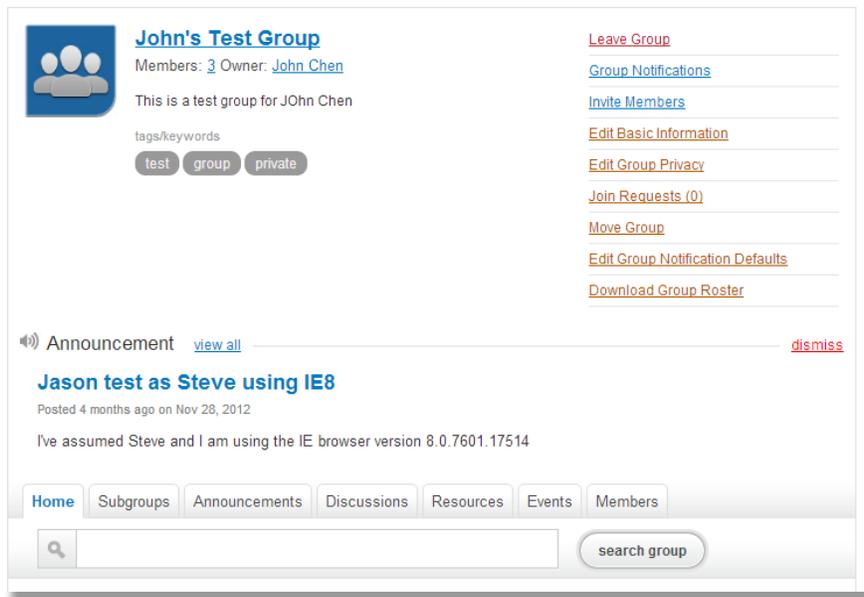
[view more](#)

This module shows the most recent discussion you’ve contributed to/posted, the most recent discussion out of all of your groups, and recommended discussions from your groups. You can click View All for any option to see all of the activity.

Tip: Using the “Discussions I’ve contributed to” is helpful if you want to go back and check on replies for a discussion post.

Groups

Groups serve as an online area for members to interact around a particular topic, section, committee, task force, or membership category allowing them to contribute discussions, documents, and links.



Discussions

NALPconnect discussion forums allow for dialogue around topics, interests, content or events. Each discussion board is unique for the group that it resides in. Use discussions to solicit feedback, communicate, and share ideas with other members in the group. The discussions feature should be the primary mode of communication within a group

To create a new discussion topic, go to the group in which you want to create the topic, click the Discussions tab within the group and press the **New Discussion** button on the right part of the screen.

*Tip: When posting a discussion item, compile the discussion within the discussion editor. If copying your discussion post content from Microsoft Word, use the **Paste from Word** Icon () in the editor so that the correct formatting is applied.*

Tip: Every discussion topic created generates a notification email to all members in the group.

Announcements

Each group also has the ability to post announcements within the group. This is a less ideal posting for group activity because it does not provide the ability for members to respond or ask questions.

*Tip: When posting an announcement, compile the discussion within the announcement editor. If copying your announcement from Microsoft Word, use the **Paste from Word** Icon () in the editor so that the correct formatting is applied.*

Tip: Every announcement created generates a notification email to all members in the group.

Subgroups

Subgroups provide a separate area within your group for a smaller subset of your group to conduct volunteer activity. Activity and postings within subgroups are viewable to all members of the parent group.

Tip: If your section, committee, work group, or task force would like a subgroup created please contact a NALPconnect Administrator (Lisa Quirk or John Chen).

Resources

NALPconnect makes it easy to share files and working documents. Rather than e-mailing documents to the entire group and having to worry about version control, simply post the document to the resource section within your group. Members can post files, links, photos, or videos to the group. Another feature of the resources section is the Live Doc, which functions similar to a Google Doc, providing the ability to make live and group edits to a document. Live docs currently work best with text-based documents. When posting a resource members have the ability to add descriptive text to provide context for the resource.

Tip: Every resource created/posted will generate a notification email, so there is no need to create an additional announcement or discussion post announcing the resource unless you have specific directions for group members.

Events

The events tab provides an easy way for groups, sections, committees, task forces, and work groups to create and market basic events and conference calls. Post your scheduled conference calls through an event with the relevant call-in information and pass code.

Tip: Every event created will generate a notification email, so there is no need to create an additional announcement or discussion post announcing the event.

Tip: When creating an event, schedule the event at least seven days in advance. Since members can set their group notifications to instant, a daily digest, or a weekly digest, it is possible that group members will not see the notification of the event for a week.

Members

Every group in NALPconnect provides a listing of members in the group. This is especially helpful for sections as now you have the ability to view the individual members within your groups. The members list displays each member's title and organization while also providing the ability to send them a message within NALPconnect.

Notifications

Members have the ability to customize their notification preferences through **Edit My Settings** on the left side navigation in NALPconnect. Click the **Notifications** tab to access your Email Notification and Email Digest settings.

Email Notifications

Email Notifications controls overall NALPconnect notification settings such as the type of email you want to receive (HTML vs. Text only). You can also set preferences for whether you want to receive notifications for contact requests, new messages, group invites, or New Recommendations. These email notifications only control whether an email is sent to your email address. Members will still receive notification of these activities when they login to NALPconnect.

Email Digests

Email Digests provide members the ability to receive all their notification content in one email (set for daily or weekly distribution). Content included within the email digest includes activity (messages, contact requests, and group invites), group updates, and content alerts. Members can select if they want some or all of those activities notifications to appear in their Email Digests.

Group Updates. Members also have the ability to edit individual notification settings for each group in which they are a member. Members can customize their notification settings so they receive some group activity/updates as instant notifications and others with their daily/weekly Email Digest.

To manage your individual Group Updates, go to Edit My Settings > Notifications tab > Email Digests > Manage Individual Groups. These Account Settings allow you to select whether you want to obtain notification emails instantly or with your Digest for each group. If you select the Digest option, they will assume the Email Digest preferences set.

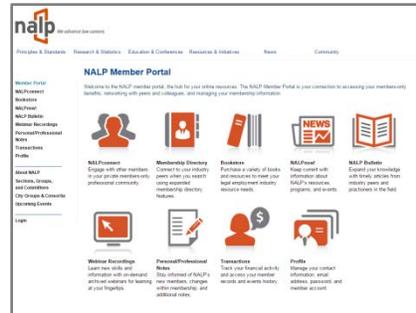
Within each group setting, members can select what activity they want to receive notification emails for – announcements, resources, new members, events, discussions, and replies.

Tip: Members should decide for which groups they want to receive instant notifications and which groups they would like to appear in their daily or weekly digest.

Tip: If you are a member of many groups, consider creating a separate box in your Email software (Outlook, gmail, Apple Mail, etc) for NALPconnect notifications. Then set a rule so that any emails from notifications@memberfuse.com automatically are sent into this folder.

Member Portal

The NALP member portal is the hub for your online member resources. The NALP Member Portal is your connection to accessing your members-only benefits, networking with peers and colleagues, and managing your membership information. This portal provides direct access to:



NALPconnect

Engage with other members in your private members-only professional community.

Membership Directory

Connect with your NALP peers when you search using expanded member directory features.

Profile

Manage your NALP profile information such as contact details, email address, password, and member account.

Bookstore

Purchase a variety of books and resources to meet your legal employment industry resource needs. The bookstore is also accessible through the NALP website. Accessing the bookstore through the member portal provides you with member pricing.

NALPnow! Archives

Keep current with information about NALP's resources, programs, and events. The last eight issues are available online.

NALP Bulletin Archives

Expand your knowledge with timely articles from industry peers and practitioners in the field. The archive of past articles can be displayed by topic.

Personal/Professional Notes

Stay informed of NALP's new members, changes within the membership, and additional notes.

Webinar Recordings (Members-Only)

Learn new skills and information with on-demand archived webinars for learning at your fingertips.

Transactions History

Track your financial activity and access your member records and events history.

Frequently Asked Questions

1. How do I update my contact information such as name, title, address, or email?

Membership information may be updated through the NALP Member Portal > Profile > Edit/View Information. Members may update their title but changes to their name, address, or email must be done through the NALP office by calling (202) 835-1001 or e-mailing info@nalp.org

2. What does this error message mean: “Editing your profile has been disabled. Please contact your system administrator if any information is incorrect”?

Information that appears in the **Member Info** tab of your profile is pulled from your NALP Member Portal Profile and may not be edited through NALPconnect. Some information may be edited through the NALP Member Portal Profile while some information must be changed through the NALP office.

3. How do I set my region?

Your region is set based on your membership location. If you or your office has moved please contact the NALP office to change your region.

4. How do I set my Areas of Interest and Expertise?

Login to your NALP Member Portal Profile, click **Edit/View My Information**, and scroll to the bottom of the page to edit your Areas of Interest and Expertise.

5. What is the difference between Email Notifications and Email Digests?

An **Email Notification** sends a separate email for each activity (based on your NALPconnect notification preferences) such as when a new member joins one of your groups, when a new discussion is posted, or has been replied to, or when a resource has been posted. An **Email Digest** takes all of the alert information that would normally appear in an Email Notification and combines it into a single email that is delivered daily or weekly (based on your NALPconnect notification settings).

6. How do I create subgroups in my groups?

Subgroups must be approved and created by a NALPconnect Administrator. To request a new subgroup contact Lisa Quirk or John Chen at the NALP office.

7. How do I upload or share a file within a group?

To upload a resource file, link, photo, video, or create a Live Doc visit the group in which you want to upload the resource. Then click the **Resource** tab and fill out the appropriate fields and hit submit.

8. Can I set notification preferences for individual groups?

Yes, to set notification preferences for each group go to **Edit My Settings > Notifications > Group Updates > Manage Individual Groups**.

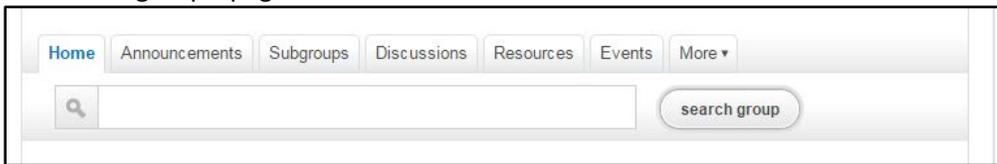
9. I have my notifications setting configured correctly, but I am not receiving any of my notifications.

Check your mail spam folder and/or your server spam filter software. There have been reports of the system not generating notification emails after a discussion or announcement has been created. If you are unable to locate a notification email after checking your spam and/or server spam filter contact the NALP office.

Posting an Announcement

Each group also has the ability to post announcements to group members. **Announcements do not provide the ability for members to respond or ask questions.** When posting an announcement, compile the announcement within the announcement editor. If copying your announcement from Microsoft Word, use the **Paste from Word Icon** to ensure the correct formatting is applied. Every announcement created generates a notification email to all members in the group.

1. Navigate to the Group you want to post an announcement in by moving your mouse over **Groups** in the main navigation menu. A drop down menu will appear; click the type of group you want to navigate to (e.g. **Sections**).
2. The list of groups will appear. Click on the name of the group to open the group's NALPconnect page.
3. Within the group's page there will be a list of tabs. Click the **Announcements** tab.



4. Underneath the Announcements tab click the blue link: **Add Announcement.**



5. Include a **title** for the announcement (e.g. Section Conference Call on June 7 at 2:00pm MT).



6. Within the body of the **announcement** you can include an agenda, call-in information, and/or anything else you wish to communicate. Copying and pasting from MS Word can cause formatting issues. If you do copy and paste from Word, be sure to use the **Paste from Word** icon.

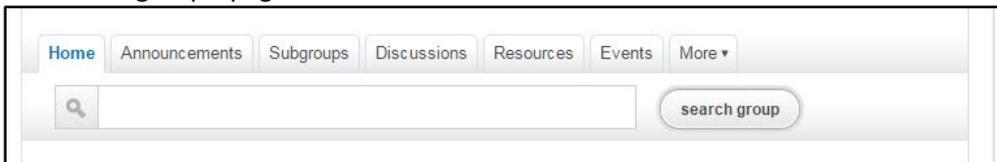


7. Click Submit and NALPconnect will create the announcement and a notification email will be sent to members in the group based on their notification settings.

Posting a Discussion

Each group also has the ability to post discussions to group members. **Discussions provide the ability for members to respond or ask questions.** When posting a discussion, compile the discussion within the announcement editor. If copying your discussion post from Microsoft Word, use the **Paste from Word Icon** to ensure the correct formatting is applied. Every discussion post and reply created generates a notification email to all members in the group.

1. Navigate to the Group you want to post a discussion in by moving your mouse over **Groups** in the main navigation menu. A drop down menu will appear; click the type of group you want to navigate to (e.g. **Sections**).
2. The list of groups will appear. Click on the name of the group to open the group's NALPconnect page.
3. Within the group's page there will be a list of tabs. Click the **Discussions** tab.



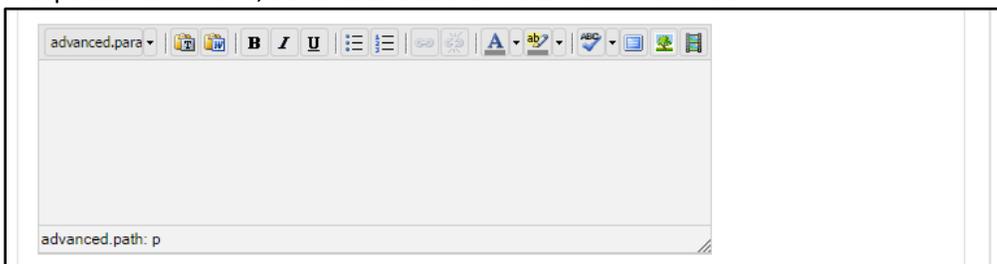
4. Underneath the Discussions tab click the gray box: **New Discussion.**



5. Include a **title** for the discussion.

A screenshot of a web form showing a text input field labeled 'Title *' with a red asterisk indicating it is required. The input field is currently empty.

6. Within the body of the **discussion** you can include a question or link, or respond to an earlier discussion post. Copying and pasting from MS Word can cause formatting issues. If you do copy and paste from Word, be sure to use the **Paste from Word** icon.



7. Click Submit and NALPconnect will create the discussion and a notification email will be sent to members in the group based on their notification settings.

Creating an Event

The events tab provides an easy way for groups, sections, committees, task forces, and work groups to schedule events and conference calls. Ensure that events are created within your specific group and not on NALPconnect's global event calendar. Each event created will generate a notification email, so there is no need to create an additional announcement/discussion post announcing the event.

1. Navigate to the Group you want to post the event in by moving your mouse over **Groups** in the main navigation menu. A drop down menu will appear; Click the type of group you want to navigate to (e.g. **Sections**).
2. The list of groups will appear. Click on the name of the group to open the group's NALPconnect page.
3. Within the section's page there will be a list of tabs. Click the **Events** tab.



4. Underneath the Events tab click the gray box: **Create**.



5. Enter an **Event Name**.

Based on the privacy settings of this group, this event will be viewable by community members

Event Name *

6. (Optional)
If the event will be held via an online platform (e.g. Go To Webinar, Adobe Connect, etc) consider providing a **registration link**.

Registration

Link

If this event has a registration page provide the url

7. Enter a **location** or call-in number for the event.

Location

Managing Your NALPconnect Notification Settings

To Set Your Overall NALPconnect Notification Settings

NALPconnect provides users the ability to set the frequency of their notification emails and the format in which they receive them. Users may the format in which they receive emails, which activity generates a notification email, and the frequency of their email digests.

1. Login to **NALPconnect**
2. Click **Edit My Settings** on the left side of your dashboard (next to your photo).
Note: Users' setting page allows them to control a number of items related to their NALPconnect profile and experience (i.e. Community Profile, Member Info, Photo, Notifications, Password, and which information is displayed)



3. Click the **Notifications tab**. From the Notifications tab users may:
 - a. Set the **Type of Email** they wish to receive (HTML vs. Text)
 - b. Set which activity they will **Receive Email Notifications** for (contact requests, new messages, group invites, new recommendations).

Email Notifications

What Type Of Email Do You Wish To Receive?

Html Text

Receive Email Notifications for...

Contact Requests

On Off

New Messages

On Off

Group Invites

On Off

New Recommendations

On Off

- c. Set the frequency of their **Email Digests** (daily, weekly, never). Under **Email Digests** users may also determine which global activity is included in their Email Digest

Email Digests

Receive Email Digests
 Daily Weekly Never

Specify content types you'd like to receive in each Email Digest

Your Activity
 Messages, contact requests and group invitations
 On Off

Group Updates
[manage individual groups](#)
 Activities and discussion posts made in the groups you belong to
 On Off

Content Alerts
 New results from the Content Alerts you have subscribed to
 On Off

Note: Content and activity that appears within users' Email Digest must be individually selected from the Group's Notification Settings.

To Unsubscribe From a Specific Discussion Post

If users find a particular discussion post is not of relevance to them, they may unsubscribe from an individual post. This allows them to continue to receive all other notifications from within the group, but not of a particular discussion post. This is an ideal solution for those who wish to remain informed by a group but may not be interested in a specific discussion.

1. Login to **NALPconnect**
2. Click **Groups** (main navigation bar) and navigate to the group that has a discussion item from which you wish to unsubscribe. (i.e. Groups > Region > Southeast region).
3. Select the **Discussions tab** within the group (between Subgroups and resources)
4. Locate the discussion you want to unsubscribe from and click.
5. On the Discussion Post there is an option to **Unsubscribe**. Click the Unsubscribe link.



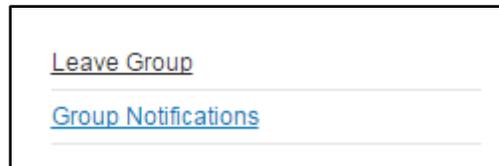
6. Once you have Unsubscribed from a discussion the link will switch to **Subscribe**.



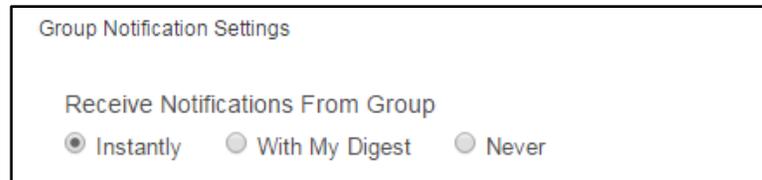
To Unsubscribe From All Notification From a Group

Sometimes users may wish to not receive any notification emails but still maintain membership in a group, or would prefer to visit their individual groups to obtain new information and updates. As described above you can unsubscribe from individual discussions; a more drastic solution would be to unsubscribe to all notification emails from a group. This solution requires the user to be much more diligent about their NALPconnect usage since group activity is no longer "pushed" to their inbox.

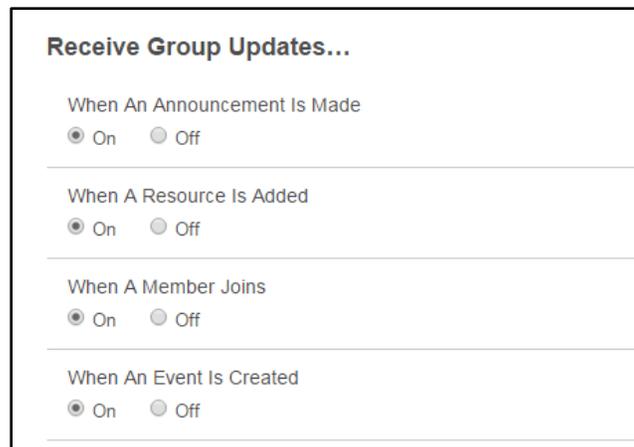
1. Login to **NALPconnect**
2. Click **Groups** (main navigation bar) and navigate to the group that has a discussion item that you want to unsubscribe to. (i.e. Groups > Region > Southeast region).
3. Select the **Group Notifications Link** within the group (top right corner under the navigation menu)



4. From the **Group Notifications** page you may:
 - a. Select how often you **Receive Notifications From the Group** (Instantly, With Your Digest, Never).



- b. Select the activity which you want to **Receive Group Updates** from (Announcements, Resources, New Members Joining, When Events are Created).



- c. Select your preferences for when you **Receive Discussion Updates** (When a new discussion is created, when a post is added to a discussion you are subscribed to [discussion post replies]).

Receive Discussion Updates...

When A New Discussion Is Created

On Off

When A Post Is Added To A Discussion You Are Subscribed To

On Off

- d. Each item in the group that generates a notification email may be set to **On** or **Off**

Note: The Group Notifications Settings are an specific to each of your groups -- in order to adjust the notification email settings for your other groups, users must repeat this process in other groups.

5. On the Group Notification page users may also **unsubscribe from specific discussion** posts.

8. Enter the **Start Date & Time** and expected **End Date and Time**.



The screenshot shows two date and time input fields. The first field is labeled "Start Date *" and contains a calendar icon, a text input field with "mm/dd/yyyy" below it, and three dropdown menus with values "6", "30", and "am". The second field is labeled "End Date *" and has the same structure with values "6", "30", and "am".

9. Use the **Description** field to enter any relevant information for the event and/or a purpose, overall description, or agenda for the event.



The screenshot shows a "Description" field with a rich text editor. Above the editor, it says "Image uploads are limited to 2MB". The editor toolbar includes icons for bold (B), italic (I), underline (U), text color (ABC), background color, bulleted list, numbered list, link, unlink, insert link, insert image, and a dropdown menu.

10. Click **Submit** and NALPconnect will create the event and a notification email will be sent members in the group based on their notification settings.

Note: Events may not be edited by section members. If a change is needed please contact John Chen (jchen@nalp.org) or Lisa Quirk (lisa@nalp.org) 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>

Tab 6 Annual Education Conference Request for Proposals Form



March 2015

To: NALP Group Leaders
From: Mary Beal, Director of Member Professional Development
RE: Request for Proposals Process

NALP has issued a *Request for Proposals* (RFP) for the 2016 Annual Education Conference in Boston. 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 22, 2015. 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 2016 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.



NALP Annual Education Conference 2016 Request for Proposals

NALP invites you to submit a proposal for the 2016 Annual Education Conference, which will be held on April 13-16, 2016 in Boston. 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. Proposals specifically tailored to meet the needs of the NALP audience are strongly preferred.

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 firm legal 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)
- management and leadership
- law firm economics and business models
- impact of the economy on the profession
- alternative careers
- judicial clerkships
- research on lawyers and legal careers
- personal professional development

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 and expertise of presenters
- 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 to participate before submitting the proposal. It is important that all panelists be able to attend the conference in Boston, 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, 2015. 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 2014 conference, only 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 13- 16, 2016 in Boston.
- 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, including the moderator.**

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. Increasing numbers of surveys produce diminished returns for all surveys, and without careful control, small random samples do not provide representative information. 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 the 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 have been 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. For planning purposes, 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 22, 2015 – proposals due
- July 31, 2015 – all applicants will be notified about the status of their proposals
- April 13-16, 2016 – Annual Education Conference in Boston

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 on-line 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 on-line system to submit proposals: All proposals must be submitted using the online system.
- Descriptions for sessions in the 2015 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 2015 conference.

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

NALP Annual Education Conference 2016 Request for Proposals:

RFP Form in Word to Prepare Your Draft

The on-line 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 on-line system at http://www.surveymonkey.com/s/RFP_2016_Annual_Conference

Please note:

- All concurrent sessions for the 2016 Annual Conference will be 75 minutes in length.
- Panels will be limited to 4 presenters, including the moderator.
- Only on-line 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 (please limit to 80 characters – keep it short 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 (writing, public speaking, time management, negotiation, etc.)
- Public Service
- Recruiting
- Technology

Who is the audience for the program?

- Employer
- School
- Both

Audience experience level for program:

- Beginner
- Intermediate
- Advanced

Type of program:

- Plenary
- 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, e-mail, and phone number for the proper individual, so he/she can be contacted instead.**

Enter a brief 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.

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

Tab 7 NALP Bulletin Article Proposal Form



Proposal for Section, Committee,
Work Group, Task Force, and Advisory Group
Articles in the NALP *Bulletin*

Please note: The information requested in this form must be submitted to NALP's Director of Communications, Janet Smith (jsmith@nalp.org) by Friday, June 19, 2015. The NALP Office will do its best to accommodate preferred publication times, but some adjustment may be necessary. Later proposals arising from the group's work during the year may be submitted but may not be able to be accommodated as quickly. For purposes of proposing dates, be aware that articles that are accepted will be due to Janet by the 2nd of the month preceding the month of publication (or by the Friday before the weekend when the 2nd falls on a weekend). If you would like to submit a proposal for the August issue (copy due July 2), you can send that article proposal to Janet earlier than your other proposals.

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 8 Bulletin submissions. Because of the need to present a mix of topics in the Bulletin, multi-part series on a single topic are discouraged and may not be accepted as series.

You do NOT have to use this actual form to submit proposals. The information requested can simply be emailed to Janet Smith at jsmith@nalp.org.

Group Name: _____

- I. PERIODIC COLUMNS are "nuts and bolts" pieces that are 500-750 words in length. Indicate NO MORE THAN SIX preferred dates for publication and provide a tentative indication of possible topics to be featured in each column.

Proposed Publication Date Tentative Topic Author

- II. FEATURE ARTICLES run up to 1200 words in length and are published less frequently. Sections, Committees, and Advisory Groups are welcome to submit proposals for 2-3 feature articles during the year.

Proposed Publication Date Tentative Topic Author



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.

Judy Collins, NALP Director of Research, (jcollins@nalp.org; or 202-835-1001) 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 placeholders for costs that are unknown).
- 6. Submit your research proposal to:**

Judy Collins, NALP Director of Research,
1220 19th Street, NW, Suite 401
Washington, DC 20036-2405
jcollins@nalp.org • (202) 835-1001

Tab 9 Sample Section Report

MEMORANDUM

DATE: January 22, 2015

TO: Fred Thrasher, NALP Deputy Director
Kisha Nunez, NALP Board Liaison, Diversity & Inclusion Section

FROM: Neil Dennis

RE: **NALP Diversity & Inclusion Section Third Quarter Board Report**

Please find below a report of the Diversity and Inclusion Section's ("D&I Section" or "Section") activities during the third quarter of the 2014-2015 NALP Year.

Summary:

With the end of the year in sight, we are starting to see a lot of progress with our projects. Many of them have either been completed or are on track to be completed in time for the Annual Conference.

We had our Third Quarterly Section call on January 12, 2015. Further outreach was conducted throughout the quarter to the individual Vice-Chairs to check in on the progress of their charges. Similar to last year, we have been using NALP Connect to communicate with one another, announce events, host discussions, and highlight group resources as they become available. Details of each work groups' progress is listed below.

Work Group Updates:

RFP Group – No further action is required from this work group.

Bulletin Articles – The following Bulletin articles have been published thus far:

Title	Author(s)	Type	Publication Month
The Diversity Professional: Getting Your CSO in the Game Through Creative Programming and Outreach	Aithyni Rucker & Jenia Bacote	Feature Article	October 2014
Relationship Building Skills or Bust	Sheri M. Zachary & Werten Bellamy	Feature Article	December 2014
Does "Cultural Fit" Have a Negative Impact on Diversity & Inclusion?	Aithyni Rucker	Periodic Column	January 2015

Diversity & Inclusion Summit Planning Liaison to the Planning Committee – Decisions on general and breakout session panels have been made, but the agenda has still not been released in time to report on it. A full account will be given in the next Board report. In general there will be a good mixture of professional development topics for NALP members of all levels, both in law school and law firm settings.

Diversity Leadership: The Retention/Inclusion Imperative 2nd Edition – Lori Lorenzo and her workgroup members have made a lot of headway on this project. All 11 champions have been notified and interviews are completed; the work group is now hard at work writing their features and developing the updated resource. They would like to present the Champions publication and recognize the Champions at the Annual Conference, if possible (we're hoping to do it during the Diversity Reception).

Webinars – Jami de Lou is continuing to develop the "2.0 version" of the webinar entitled "Changing Lanes: Working at the Intersection of Recruitment, Diversity and Professional Development in Law Firms." She plans on holding the webinar in March, and will connect with speakers to line everything up.

Mentoring – Richild Stewart completed a registration form for the mentorship program, which was distributed to the members via NALP Connect two weeks ago. A deadline of January 30th was imposed for both mentees and mentors to sign up. Richid would like to get everyone matched and the program up and running in time for the Annual Education Conference in Chicago so we can use the Diversity Reception as a kickoff event and (possibly) the Diversity Summit as a follow up event.

Long Range Strategic Planning Task Force – Kia Scipio and her team identified potential issues that NALP should focus on over the next five years with respect to diversity and inclusion. The feedback from those surveys as well as from individual members of the task force was used to construct a memorandum that summarized the findings for the NALP LRSP Committee. This memorandum was submitted in November.

Environmental Scanning:

Articles of Interest:

"Uninvited: Counsel lists and how they limit minority and women owned law firms' access to legal work," Inside Counsel, 1/21/15. This article explores in detail the notion of companies using preferred counsel lists. The authors conclude that "preferred counsel lists that fail to include minority and women owned firms are poor for business and out of sync with modern times. The problem for diverse firms is that they are not invited to the club, which precludes them from being retained as outside counsel. Remediating the historical exclusion of diverse firms caused by the proliferation of preferred networks requires making diversity a priority in the procurement process." <http://www.insidecounsel.com/2015/01/21/uninvited-counsel-lists-and-how-they-limit-minorit>

"Dedicated to diversity: Progress seen in Buffalo-area legal profession," Buffalo Law Journal – Buffalo Business First, 1/19/15. A detailed account of the various diversity initiatives in

Buffalo, NY. The goal is to identify minority attorneys, and then recruit, hire, and retain them in both private and public sector settings. A lot of the efforts there come from local bar associations and organizations. <http://goo.gl/L7jwsu>

“New UMaine law school dean ‘fearless in tackling tough issues’,” Portland Press Herald, 1/16/15. Biographic piece on Danielle Conway, the incoming dean of the University of Maine School of Law, who will become the state law school’s first African-American dean. <http://www.pressherald.com/2015/01/16/umaine-appoints-new-law-school-dean/>

“Firms Seeking to Increase Diversity Should Look to Public Sector,” The Legal Intelligencer, 1/12/2015. This advisory piece is from the perspective of a former prosecutor that is now an associate in a firm. Firms should consider: (1) expanding the definition of legal talent to include skills like grit, determination, the ability to overcome significant obstacles and to work in difficult surroundings; (2) casting a wider net and endeavoring to evaluate and capitalize on the skills-based training many public sector lawyers receive in their early years of practice; and (3) doing more to make themselves more visible to public-sector lawyers seeking to enter into private practice. <http://www.thelegalintelligencer.com/id=1202714594496/Firms-Seeking-to-Increase-Diversity-Should-Look-to-Public-Sector#ixzz3PUwhKWn8>

“Initiative in California Clearing Path to Law School for Underrepresented,” Diverse: Issues In Higher Education, 1/4/15. Highlights the “Pathway to Law School” effort, where six California law schools provide mentoring and financial aid counseling and help prepare for Law School Admission Test (LSAT), exams and waivers on application fees for community college students who subsequently earn a bachelor’s degree at the respective undergraduate institutions where the law schools are housed. The new partnership targets students at 24 community colleges to try improving racial diversity in the legal profession. <http://diverseeducation.com/article/68661/>

January 20, 2015

TO: Fred Thrasher, NALP Deputy Director, Anna Whitener, NALP Board Liaison to the Experienced Professionals Section

FROM: Katherine White, Experienced Professionals Section Chair

Re: NALP Experienced Professionals Section Board Report

Immediate Past Chair: Marguerite Durston, Quarles & Brady

Immediate Past NALP Board Liaison: Vic Massaglia, University of Minnesota Law School

The Experienced Professionals Section will be led by the following Work Group Vice Chairs in 2014/15:

Work Groups and Vice Chairs
Annual Education Conference Planning/Bulletin Article Planning <u>Vice Chairs:</u> Jennifer Guirl, Bryan Cave; Tom Rodriguez, Steptoe & Johnson
Experienced Professionals and Newer Professionals Collaboration <u>Vice Chairs:</u> Lee Anne Masetti-Martin, Morrison Foerster; Linda Kressh, UCLA
Managing Your Own Professional Development <u>Vice Chairs:</u> Cindy Hasson, Paul Hastings; Michele Ward, Winston Strawn

Quarterly Conference Calls:

The third EP Section conference call of the 2014-2015 year was held on January 15, 2015.

Work Group Reports:

Annual Education Conference Planning/Bulletin Article Planning:

- Jennifer Guirl and Tom Rodriguez have concluded their work on conference planning.

Experienced Professionals and Newer Professionals Collaboration:

- Lee Anne Masetti-Martin and Linda Kressh are continuing to work with the NP Section on their “Ask the Experts” webinar series. EP Section members will presented a webinar for the NP Section on Wednesday, January 21st -- “A Roadmap to a Successful Summer.”

Managing Your Own Professional Development:

- Cindy Hasson and Michele Ward are planning to offer a webinar during the next few months entitled “What If? Igniting Innovations in the Workplace.”

NALP Bulletin Articles:

- The section has 2 articles scheduled for the year. The first was published in November, and is about LinkedIn. It included ideas for using LinkedIn from NALP members and ideas for making summary statements more meaningful, utilizing the headline, and other tips.
- The second article will be written by Linda Kressh who is collecting stories and planning to write an on humorous recruiting/OCI experiences.

Section Webinar:

- As noted, Cindy Hasson and Michele Ward are planning to offer “What If? Igniting Innovations in the Workplace” as a webinar for the Section.

Ideas Discussed on Quarterly Call:

The call began with a Board Report by Anna Whitener.

- Anna reminded members to contact Jean Durling if they would like to volunteer to get more involved with NALP.
- Anna reported about the Newer Professionals Conference, to be held February 19-21, in Charlotte, North Carolina.
- The Board Outreach Committee wanted Anna to pass along their thanks for our Section’s discussion and comments about the August recruiting season, the 28 day rule, and the 14 day reaffirmation policy. She asked members to respond to the survey questions sent to all members by members of the Board and Regional representatives.
- Anna reported that at their meeting in November, the Board adopted as permanent the provision in Part V of the NALP Principles and Standards that changes the offer response deadline for those candidates previously employed by an organization to October 1 or 28 days following the date of the offer letter whichever is later. (This changed the offer response deadline on most offers from November 1 to October 1.)
- As for the reaffirmation provision, the Board adopted another year of provisional status for the 14-day reaffirmation provision within the 28-day response window for candidates not previously employed, to be accompanied by further member outreach and education on this practice. The Board welcomes feedback on the provision and possible changes to the accompanying interpretations.
- The Board provisionally adopted changes to the 1L Timing Guidelines (in particular Part V D1) in April 2013. The Board adopted as permanent the “Summer Employment Provisions for First Year Students” in Part V, which enables law schools to offer one-on-one career counseling and application document review to full-time students beginning on October 15.

- Anna reported that NALP passed its audit with flying colors, and gave kudos to NALP staff for their accounting practices.
- Chris Brown would welcome ideas for vendor sponsorships, for the upcoming conference in Chicago.
- She also reported that PD Quarterly, a collection of articles for professional development professionals, is now a NALP publication. Members should contact Janet Smith in the NALP office if they would like to subscribe.

The next item on the agenda was a discussion about 1L Recruiting led by Lee Anne Masetti-Martin.

- Members noted that first year recruiting was moving much faster this year, and that many students are applying on or shortly after December 1. Lee Anne noted that there seems to be an increase in applications from students with technical science backgrounds.
- Firm members raised the Spring On Campus programs at law schools, and many said these programs are held too late to be useful for their hiring needs. School side members agreed that it's a tough balance, because many firms want to see grades before they interview, and students don't get their grades in most cases until mid to late January. Other firm members said they didn't mind waiting for the spring programs, because they want to see transcripts before they choose students to interview. It was noted that there could be a divide on this issue between firms who hire for intellectual property positions and those who have other hiring needs, since the market for IP attorneys and law students is still very hot.
- Another firm member mentioned 1L receptions, and noted that there it's hard to get students to attend. Several California firms said they had seen a drop in attendance at Stanford and Berkeley receptions. There was a discussion about alternatives to 1L receptions, like holding events at law schools involving multiple firms.
- It was suggested that 1L events are most successful when they are held early – in January and February.
- Bruce Elvin reported at Duke they hold a job fair event, featuring 40 employers, and 100 attorneys – and it's very successful with the students.
- Katie White reported that GW Law School has a program for legal employers to come to campus every Thursday throughout the school year, for a 2 hour block of time during the day, to talk to students. This has also been very successful.
- Wendy Seigel, at NYU, reported that 35 law firms hold 1L events either in their offices or at locations near campus, and these are a great way to reach their students.

The next agenda item was a discussion of 3L recruiting.

- Members discussed how to educate law firm partners, and hiring committee members, about the quality of the 3L classes these days. One firm noted that partners are not interested in hiring 3Ls, because they worry about taking on students who did not participate in their summer programs.
- Law school members all volunteered to work with firms individually to send them qualified 3Ls, and to post job openings for specific searches.
- Linda Kressh at UCLA noted that in particular, they have very talented transfer students, who miss out on the 2L OCI program, because of transferring in. But many have high

GPA's and should fit the criteria of firms looking for 3Ls.

The last topic was a brief discussion of apprenticeship programs at firms – or non-track attorney positions as a way to help more 3Ls find work.

Long Range Plan Input

- Ideas for NALP's long range plan for the next five years were discussed on the first Section call. Our section provided a strong list of ideas to be shared with the Long Range Planning Committee.

Section Membership

- 28 experienced professionals have joined the Section since the conference in April 2014.

M E M O R A N D U M

January 22, 2015

To: Georgia Emery Gray, NALP Board Liaison, Recruiting Section
Fred Thrasher, NALP Deputy Director

From: Lauren E. Marsh, 2014 – 2015 NALP Recruiting Section Chair

Re: NALP Recruiting Section Third Quarter Board Report

Please find below a report of the Recruiting Section's activities during the third quarter of the 2014-2015 NALP Year.

Summary

Our most recent section call was held at the start of the New Year and it provided members the opportunity to learn hear what the section has accomplished since the fall, as well as to discuss what we expect to 'tackle' in the coming months. Further information regarding our discussion and the progress of each of our work groups and vice chairs is outlined below.

Work Groups

NALP Bulletin Submissions

Vice Chair, Lesli Hutchinson (Proskauer, Los Angeles)

The section submitted seven articles for 2014 – 2015 and our first article appeared in the October bulletin. Selected bulletin article topics for this year include:

Title	Description	Author(s)	Publish Date
Changes to the Third Year of Law School	Whether firms can play a part in these positions by offering positions similar to a 'trainee' role. Are there alternative positions to be held such as internships, apprenticeships, law clerks,	Nicole Oddo, Attorney Recruitment Manger, Dechert LLP	October 2014

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	secondments, etc.		
Recruiting for Small to Midsize Firms	How to implement what you learn about big firms into your office or team of one. Make the most of what you learn at the annual NALP Conference.	Soraya Walden, Director of Attorney Recruiting at Jackson Walker	April 2015
Hiring 1L Pipeline Programs	Stating the business case. How to propose and important factors to consider for implementation.	Caitlin DiFilippo and Lynn Herron at Hogan Lovells	December 2014
Unconscious Bias in Recruiting	How to educate, address and prevent. Possible collaboration with Diversity & Inclusion section.	Chia Kang, Senior Lateral Legal Recruiting Coordinator, Ropes & Gray	March 2015
Involvement in your City Group	Why you should participate. What do city groups have to offer. How are city groups structured. Tax implications. Non-profits vs. Incorporating.	Anja Heidenreich, Attorney Hiring Manager, Alston & Bird and Lesli Hutchinson, Legal Recruiting Manager, Proskauer Rose	May 2015
Lateral Partner On-Boarding		Susan Reonegro, National Recruiting Manager, Manatt, Phelps & Phillips, LLP	November 2014

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Lateral Recruiting Subgroup

Vice Chairs, Cathy Maiorana (K&L Gates, Boston) and Wanda Wood (Baker Hostetler, New York)

The first subgroup call was held on October 22nd and participants discussed what they would like to learn from the subgroup discussions, as well as trends they are seeing in the lateral recruiting market. Many of the members expressed an interest in learning more about the sourcing of candidates beyond traditional methods. There are quite a few resources available (e.g. Leopard Solutions) and many of us are unfamiliar with the options. Participants also discussed reviewing the lateral hiring guide currently posted on NALP's website. The guide has not been updated in several years, so volunteers plan to review and determine whether to make a recommendation for the guide to be updated in the future. They may also discuss if it is beneficial to create a lateral partner recruiting guide in addition to the lateral recruiting guide that already exists.

The next subgroup call is scheduled for January 28th, at 3:00 pm and it will feature a demo from Leopard Solutions, which is a sourcing resource for lateral associates (also an exhibitor at the NALP Conference). Based on the outcome of this demo, we may plan additional demos and/or develop a resource on the various sourcing options available.

Small/Mid-sized Firm Subgroup

Vice Chair, Soraya Walden (Jackson Walker, Dallas)

The first subgroup meeting was held on October 29th and many of the participants on the initial call were from the Texas market, but we hope to increase the number of attendees from other markets on future calls. During the meeting we discussed the outcome of the fall recruiting season and feedback regarding the new timing guidelines. Some members reported the timing guideline was helpful while others said it did not have much impact because the candidates would automatically confirm their interest. The use of technology in the recruitment process was also discussed. The schools confirmed that students are not offended by email communication and firms should continue to use this as a way to schedule interviews in a timely fashion. The next subgroup call is scheduled to take place in February.

Long Range Strategic Planning Reporting

Vice Chairs, Dyana Barninger (K&L Gates, Charlotte) and Elissa Brito (Kirkland & Ellis, New York)

The Recruiting Section's Long Range Strategic Planning Committee submitted our memo on Friday, November 14 and we reported a brief summary to our membership on the January 6th

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Recruiting Section call. The memo discusses our multi-pronged approach to data collection and then is broken down into two main topics:

- Anticipated Challenges in the next five years:
 - Within the Legal Profession
 - August OCI
 - Lateral Partner movement/alternative staffing models
 - Decreased law school enrollment, decrease in quality of applicants?
 - Changes to law school models (ie. two year programs)
 - Within Members' Departments and/or Positions
 - Members feel uncertain on how to take advantage of NALP's opportunities (or feel intimidated)
 - "Doing more with less" phenomenon
 - Senior members on teams aren't moving on, so junior members don't have opportunities as quickly as they would like
- How NALP should focus its leadership, resources and services in the next five years:
 - Law Student Practices
 - August timing, large vs. mid-size, vs. small firms
 - Pre-OCI interviewing - compromising effectiveness and objectivity of the lottery system?
 - 1L Recruiting pushed back so as not to interfere with finals
 - Member Development and Resources
 - Recruiting Summit (reach to larger group)
 - Live feed from NALP conference
 - Cross-functional training (PD, etc)
 - Lateral Associate and Partner Hiring
 - Sourcing outside traditional headhunter approach
 - Finding mid-level associates: feeling results of reduced summer classes since down-turn of the economy, candidates don't have experience firms are looking for
 - Best Practice guide for lateral partner recruiting and additional "higher level" training

We look forward to feedback from NALP's Long Range Strategic Planning Committee and reviewing the final strategic plan.

Recruiting Summit Planning Committee Liaison

Vice Chair, Lauren Marsh (Akin Gump, Washington)

Tab 10 Conference Call Primer

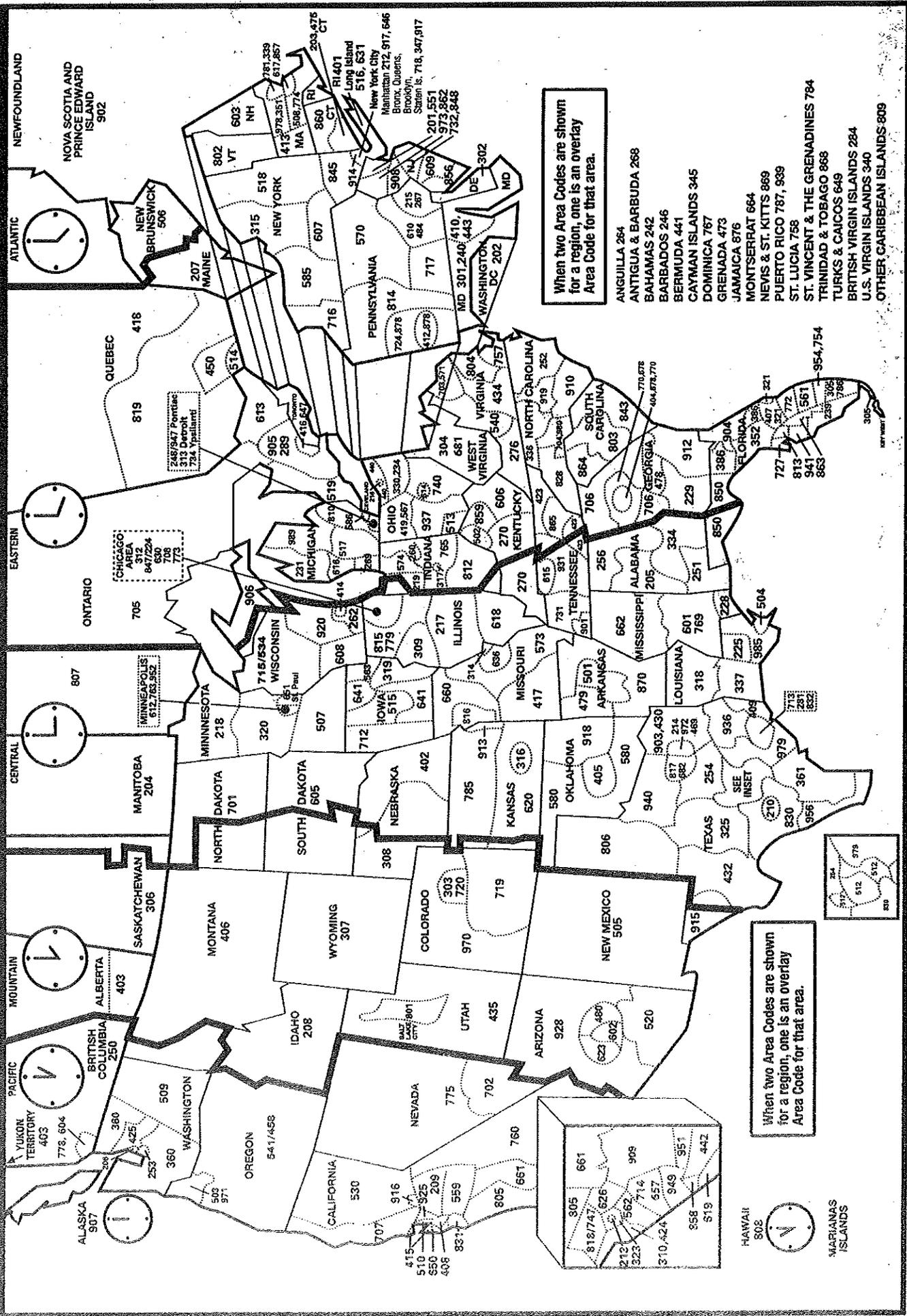
Conducting Successful Conference Calls

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.

For assistance in dialing, call your long-distance company's operator or customer service center.

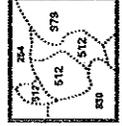
U.S. AREA CODE AND TIME ZONE MAP



When two Area Codes are shown for a region, one is an overlay Area Code for that area.

- ANGUILLA 264
- ANTIGUA & BARBUDA 268
- BAHAMAS 242
- BARBADOS 246
- BERMUDA 441
- CAYMAN ISLANDS 345
- DOMINICA 767
- GRENADA 473
- JAMAICA 876
- MONTserrat 664
- NEVIS & ST. KITTS 869
- PUERTO RICO 787, 939
- ST. LUCIA 758
- ST. VINCENT & THE GRENADINES 784
- TRINIDAD & TOBAGO 868
- TURKS & CAICOS 649
- BRITISH VIRGIN ISLANDS 284
- U.S. VIRGIN ISLANDS 340
- OTHER CARIBBEAN ISLANDS 809

When two Area Codes are shown for a region, one is an overlay Area Code for that area.



Tab 11 Board and Staff Rosters

**2015-2016 NALP BOARD OF DIRECTORS
-FOR BOARD USE ONLY-**

Jean A. Durling, President (2015-2016)
Chief Talent Officer
Fox Rothschild LLP
20th Floor
2000 Market Street
Philadelphia, PA 19103
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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
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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.

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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.