



Annual Strategic Planning

What Every Newer Professional Should Know

Robert Birrenkott, Assistant Dean for Career Development, University of North Carolina School of Law

Lauren Marsh, Director of Attorney Recruiting, Akin Gump

Karema Page, Director of Legal Recruiting, Covington & Burling LLP



What is Annual Strategic Planning?

Strategic Plan provides a vision for the future, informing each component of annual planning; including budget and program planning.

Annual Plan establishes specific, measurable outcomes to serve as the basis for staff activities. They identify the specific tasks that will be used to accomplish strategies.



Why an Annual Strategic Plan?

Jim Collins book *Built to Last* explores whether there are any common threads underlying the success of the enduring great companies.

- Preserve the Core/Stimulate Progress
 - Commitment to timeless core values
 - Drive for progress, improvement, innovation
- A tangible, concrete, mechanism to embrace these values
- Teamwork and interdependence



How to Create an Annual Strategic Plan?

- Review Last Year
- Confirm Objectives: Brainstorm and Present Ideas
 - Brainstorming Sessions
 - Focus Groups
 - Identify themes
 - Share with stakeholders
- Prioritize and Create Annual Project Plan
 - Once created, execute using project plans with tasks by month



Strategic Thinking

- Future Based
- Curious
 - Data Driven
 - Questions Assumptions
- Creative
 - Generates Options

Law Firm

Annual Strategic Planning



Budget

- Review Last Year
 - Budget and Variance
- Confirm Objectives: Brainstorm and Present Ideas
 - New Initiatives
 - Reallocating Resources
- Prioritize and Create Annual Project Plan
 - Budget Input



Lateral and Clerk Hiring

- Review Last Year
 - Hiring Numbers Analysis/Forecast
 - Annual Recruiting Presentation
 - Outcomes from events and initiatives
- Confirm Objectives: Brainstorm and Present Ideas
 - Discussions with office and practice group leaders
 - Confirm needs for the year
- Prioritize and Create Annual Project Plan



Hiring Predictions Example

	Fall Associate Class Predictions					
	Total Offers Extended	Offers Accepted	Offers Declined	Offers Outstanding	Predicted Additional Accepts (Based on historical %)	Predicted Total Accepts (Based on historical %)
Former SA	15	12	2	1	0	12
Former SA Post-Clerkship	8	2	1	5	3	5
Former Assoc Post- Clerkship	2	0	0	2	1	1
Total	25	14	3	8	4	18



Summer Associate Hiring

- Review Last Year
 - School specific data
 - Outcome interview process
- Confirm Objectives: Brainstorm and Present Ideas
 - Discussion with offices and practice groups
 - Review firm's strategic growth plan
- Prioritize and Create Annual Project Plan
 - School outreach and on-campus interview plans



Summer Program

- Review Last Year
- Confirm Objectives: Brainstorm and Present Ideas
 - Discussion with lawyers
 - Discussion with former summer associates
- Prioritize and Create Annual Project Plan
 - Professional development programs
 - Social events

Law School Annual Strategic Planning



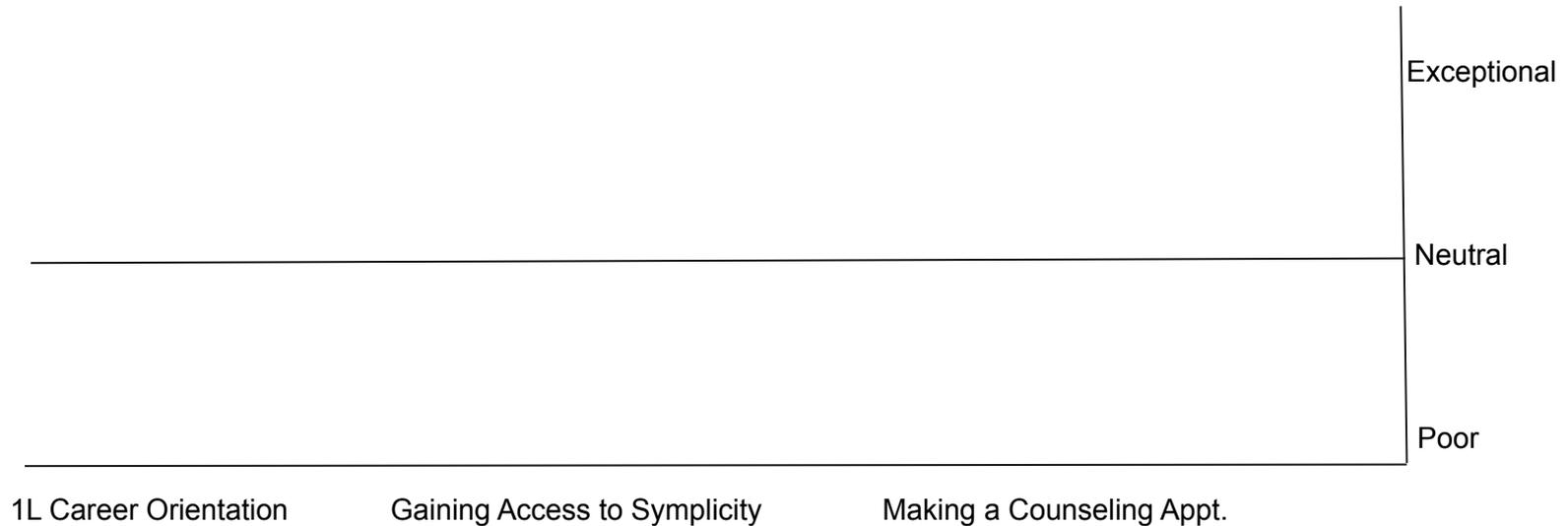
Employer Outreach Strategy

Consider developing a communication matrix as a team:

2020 Dates	Notes	Newsletter	Social Media	E-mail Blast	Snail Mail	In Person	Point-Person
8/3							
8/10							



Student Development Strategy



Events/Interaction Over the Year

Questions?

