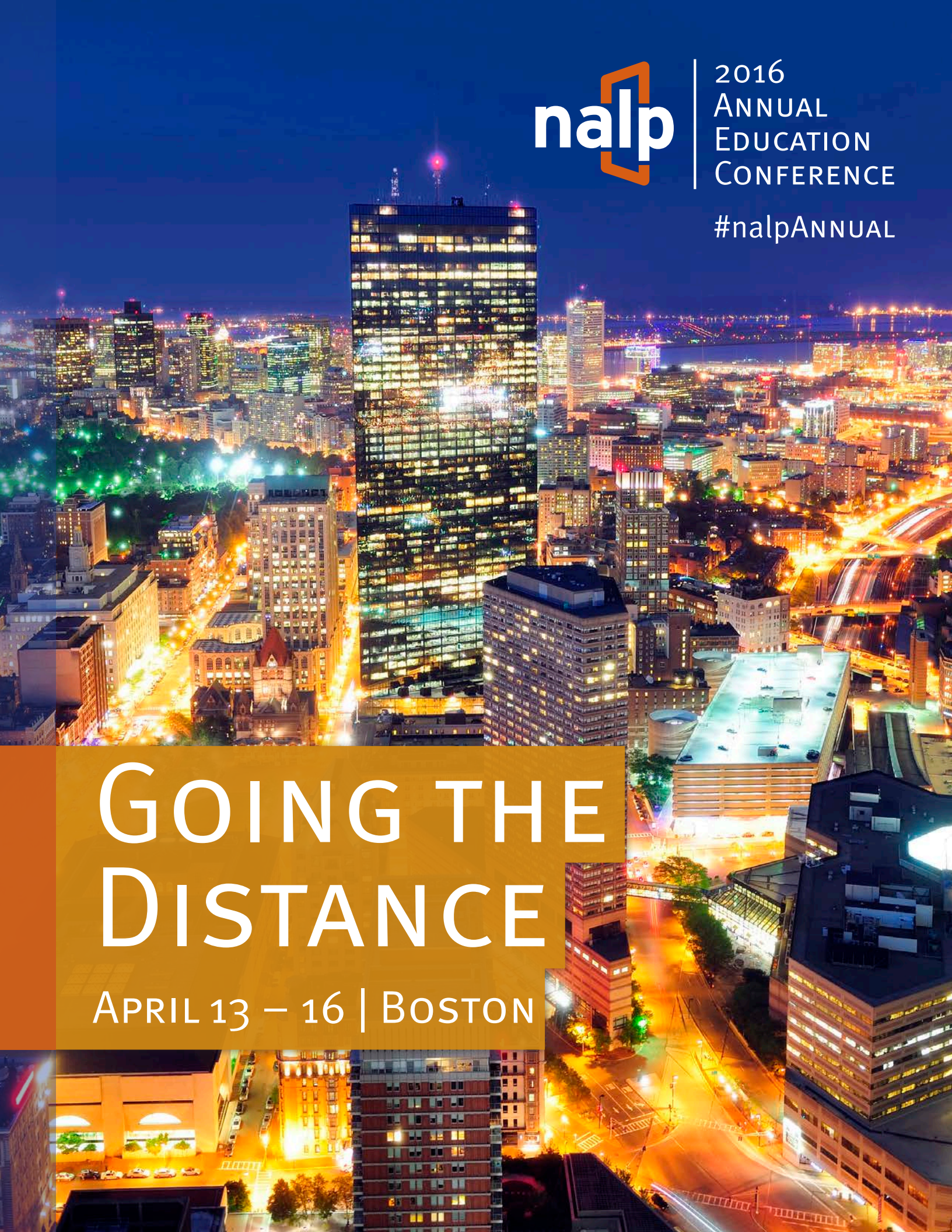

nalp

2016 Annual Education Conference

#nalpAnnual

Going the Distance

April 13 – 16 | Boston

Dear Colleagues:

The NALP Annual Education Conference Planning Committee is delighted to invite you to Boston for the highlight of our professional year! At the 2016 conference, taking place in the week leading up to the iconic Boston marathon, we will be *Going the Distance* by offering innovative and inspirational programming and networking opportunities. Whether you are looking to reenergize your daily routine or to take your career to the next level, there is much in store for our members in Beantown.

Highlights of the 2016 conference include:

Three Motivating Plenaries.

On Wednesday morning, Adrianne Haslet-Davis, a professional ballroom dancer and survivor of the 2013 Boston Marathon bombing, will welcome us to her city with an inspirational talk about resilience and how to thrive in the face of challenges of any magnitude. Lindsey Pollak, an expert on generational issues in the workplace, will join us Friday morning to offer a candid and fresh perspective on millennials, with a focus on developing future leaders. And Friday afternoon our Diversity and Inclusion Plenary will feature Janson Wu, Executive Director of Gay & Lesbian Advocates & Defenders. As a leader in the LGBTQ movement, Janson will discuss his own personal story as well as the work he has done with regard to marriage equality, DOMA, transgender rights, and employment discrimination.

Over 100 Concurrent Sessions.

There are sessions for attendees at all stages of their careers, from newcomers to veterans and everyone in between. In addition to 25 "advanced level" sessions, presenters will cover hot topics and big issues requested by the membership amid our industry's changing landscape. We have no doubt that you will leave Boston with many valuable takeaways to bring back to your employer.

Many Formal and Informal Networking Opportunities.

Evening activities include Tuesday night's Open House and Welcome Reception, Wednesday's Regional Receptions and Member Celebration at historic Faneuil Hall, Thursday's late night event at Kings, and Friday's Diversity and Inclusion Reception. With nearly all section and committee meetings moved to the new governance block on Thursday afternoon, members will have plenty of time to meet and share ideas over daily breakfasts and lunches. And the bright corridors of the Hynes Convention Center and spacious lobby of the Sheraton provide additional comfortable and convenient places to catch up with fellow attendees.

Special Workshops.

Pre-conference programming will feature two foundational coaching skills workshops. A 101 course will be offered on Monday for members who have not previously attended this session, and a 201 course will be offered on Tuesday for those looking to build upon their skills. On Saturday, attendees from member schools will have an opportunity to join representatives from the ABA for an audit protocol workshop. Saturday will also include an interactive presentation skills workshop featuring speakers from Exec|Comm.

All of this and so much more awaits conference attendees. On behalf of the planning team, it has truly been our pleasure to serve the membership in this capacity, and we hope to see you in April in historic, charming, and "wicked awesome" Boston.

Cheers!

Alissa Golden, *Director of Legal Recruiting, Schulte Roth & Zabel LLP*
2016 NALP Annual Education Conference Chair

NALP in Boston: Going the Distance

The 2016 Annual Education Conference is the product of a year-long planning effort by a dedicated group of elected and appointed individuals who are committed to a conference with unlimited opportunities. This team listened to your feedback and has planned a conference with premier educational programming, networking and wellness activities, and many opportunities to gather with peers.

Members of the 2016 Annual Education Conference Planning Committee are:

Leadership Team:

- Alissa Golden, Chair, Schulte Roth & Zabel LLP
- Marty Grenhart, Vice-Chair, University of California, Berkeley, School of Law
- Randy Liss, Vice-Chair, Bryan Cave LLP
- Cybele Smith, Vice-Chair, The Ohio State University Moritz College of Law

Conference Planning Coordinators:

- Miriam Benor, Pepperdine University School of Law
- Jessica Buchsbaum, Bilzin Sumberg Baena Price & Axelrod LLP
- Michael Ende, William & Mary Law School
- Neil Dennis, Howard University School of Law
- Kelly Gofron, Seyfarth Shaw LLP
- Jennifer Lau, Peter A. Allard School of Law, University of British Columbia
- Nancy Merriman, Hogan Lovells US LLP
- Molly Peckman, Dechert LLP
- Allison Regan, University of Houston Law Center
- Julieta Stubrin, Fenwick & West LLP
- Vivian Wexler, Ropes & Gray LLP

Local Host:

- Chris Teague, Boston College Law School

NALP Open House!

Don't miss the annual NALP Open House and Welcome Reception on Tuesday, April 12, from 6:00 – 7:30 pm. Come learn about all aspects of our organization and its affiliates, sign up for future volunteer opportunities, and network with colleagues. Newcomers to NALP or to the conference can sign up for dinner groups at the Newer Professionals Section table.

Why should you attend the 2016 NALP Annual Education Conference?

- The NALP Annual Education Conference is the largest, most comprehensive, and well-respected educational program in our profession. The programming offered covers all areas of our profession from recruiting and career counseling to professional development, diversity and inclusion, and more.
- Specific sessions will target the current challenges members face in a changing legal environment, including issues in lateral hiring, delivering bad news, change management, the ins and outs of judicial clerkships, presentation skills, summer program updates, and much more.
- You will have opportunities to network with representatives of peer institutions during the Open House and Welcome Reception, Regional Receptions, the Diversity and Inclusion Reception, the Boston Celebration in the Resource Center, networking meals, targeted luncheons for public service and experienced members, wellness activities, and more than a dozen meetings of NALP sections and groups.
- Newcomers and veterans alike will have an opportunity to learn about how to become involved in the work of NALP committees, sections, work groups, and leadership during the NALP Open House and Welcome Reception.
- You will learn about innovative practices and ideas that you can implement upon your return to directly benefit your organization.
- The conference provides an opportunity to learn from consultants without having to pay consultant fees – over 30 consultants are participating as presenters.
- Trying to decide which service provider to go with on a new project? You will have time to consult with vendors and compare possible providers in the Resource Center Exhibition.
- You will solidify relationships with colleagues from schools or employers with whom your organization seeks to develop stronger ties. With decreased travel budgets and a constantly changing environment, the opportunity to meet with representatives from numerous organizations all in one place becomes even more valuable.
- Lawyers can take advantage of the conference as a cost-effective way to earn CLE.
- You will hear three remarkable plenaries that will offer insights into dealing with adversity, millennials in the workplace, and current issues in diversity and inclusion.

NALP Honors Adrianne Haslet-Davis with Contributions to Limbs for Life

Limbs for Life Foundation provides payment for lower limb prosthetic care to amputees who are U.S. Citizens or legal residents who have no other means of obtaining a lower limb. Over 3,000 amputations occur in the U.S. each week. While some people have resources to obtain prosthetic care, many more do not. Amputees are faced with staggering emotional and financial lifestyle changes. While high-tech prosthetic devices are available, they are out of reach for many low-income amputees. The cost for a prosthetic can range from $10,000 to over $100,000. Through partnerships with prosthetic clinics and donations of component parts, Limbs for Life pays $2,500 for a below-knee prosthetic limb and $3,500 for an above-knee limb. We are happy to support this cause in honor of our opening plenary speaker!

Foundational Coaching Skills Series

We are proud to offer the NALP Foundational Coaching Skills Series, presented by the NALP Foundation and NALP. The first course is Coaching 101, which will be offered as a pre-conference workshop on Monday, April 11. The second course, Coaching 201, will be offered on Tuesday, April 12. Coaching 101, which was also offered at the NALP conferences in Seattle and Chicago, is a prerequisite to Coaching 201. Space will be limited, so sign up early to learn more about how to use coaching skills in your job!

Programming Pathways

To help you identify sessions of interest, this brochure lists "Programming Pathways" following each session title. The Programming Pathways are:

- Career Paths
- Counseling
- CSO Administration
- Diversity and Inclusion
- Judicial Clerkships
- Lateral Recruiting and Hiring
- Law Student Professional Development
- Lawyer Professional Development
- Leadership
- Legal Economy
- Management
- Member Professional Development
- Public Service
- Recruiting
- Technology

Advanced Courses are available in subject areas including career services and counseling, technology, recruiting, lawyer professional development, public service, and the legal economy.

Registration

Do you want to know more about the conference?
Go to www.nalp.org/Boston2016.

How to Register

Event registration is available online at www.nalp.org/Boston2016. The system allows you to review the full online conference brochure, register, and pay with a credit card or check. Once registered, a confirmation email will be sent to the email address specified in your registration.

Conference Pricing

	EARLY BIRD (by March 11*)		REGULAR (after March 11)	
Full Conference **	Member	Non-Member	Member	Non-Member
Schools, Private Employers, Government	$725	$1450	$800	$1600
Non-Members Employed at Member Institutions ***	$925		$995	
Affiliate Members	$725		$800	
Public Interest Employers	$525	$750	$575	$800
One Day Registration **				
Schools, Private Employers, Government	$425	$725	$485	$795
Affiliate Members	$425		$485	
Public Interest Employers	$395	$695	$445	$715

* To qualify for the early bird rate, your registration and full payment (by check or credit card) must be received in the NALP office by Friday, March 11, 2016. Registration at the regular rate is welcomed thereafter and on-site at the conference. When registering online, please remember to print your receipt. NALP does not invoice for conference registration fees.
** Full conference registration includes all events and meals described in the program. One-day registration includes events and meals ONLY for the one day that you are registered.
*** Non-members employed at member institutions applies to those attendees who are not themselves NALP members but are employed by a NALP member institution. You can join NALP as an individual associate member for $175, entitling you to the member rate of $725 (plus all NALP benefits) for a savings of $25.

Cancellation Policy

Your registration fee will be refunded per the schedule below, less a $100 processing fee, if a request is received in writing by the refund dates listed:

- Full refund for cancellations received by March 11 (minus processing fee).
- 75% refund for cancellations received March 12 – 19 (minus processing fee).
- 50% refund for cancellations received March 20 – March 28 (minus processing fee).
- No refunds after March 28.

Registrants Save on Recordings

NALP conference attendees can purchase a CD-ROM with MP3 files of over 70 hours of conference programming for just $99 when registering online for the conference. Take this year's conference educational programming with you whenever and wherever you want! This is a savings of more than $700 over what it would cost you to purchase each session individually.

The $99 price is only available as a pre-conference option when registering online. The price for attendees will increase to $149 on-site and $199 after the conference. Prices for non-attendees will be $495 (NALP members) and $995 (non-members). The $99 price is contingent on full conference registration. Purchase of the full conference program includes audio files of every session that is recorded. Because presenters have a right to decline being recorded, no guarantee can be made that any particular session will be recorded. Historically, recordings have been available for 70% to 80% of the sessions.

Mandatory CLE Credit

The Annual Education Conference is accredited in several mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. Please note that some jurisdictions do not accredit courses on law practice management. To obtain specific information on MCLE accreditation of this program, please call Crystal Finch at 800-CLE-NEWS (800-253-6397), ext. 1692 (toll-free, U.S. and Canada) or email cfinch@ali-cle.org.

Location

Meeting Location

Hynes Convention Center: 900 Boylston St, Boston, MA 02115

Hotels

Sheraton Boston Hotel: 39 Dalton Street, Boston, MA 02199
Hilton Back Bay Hotel: 40 Dalton Street, Boston, MA 02115

Hotel Reservation Procedure

The conference hotel is the Sheraton Boston. The room rate is $249 Single/Double plus 14.45% tax per night. Our overflow hotel is the Hilton Back Bay and the room rate will be $245 Single/Double plus 14.45% tax per night.

After you complete your conference registration, a confirmation email will be sent to the email address specified in your registration. The email will be sent the same day you register. Attendees will make their hotel reservations directly through the hotel with a link provided in the confirmation email. Hotel reservation confirmations will be sent directly from the hotel. A deposit equal to one night's stay, paid directly to the hotel, is required to hold each guest's reservation. Such deposit shall serve to confirm the reservation for the dates indicated. All deposits will be charged at the time the reservation is made. The special hotel rates listed above will be available until NALP's room block fills up or until the deadline of Friday, March 18 – whichever comes first.

Hotel Cancellation

Hotel room cancellations must be made 72 hours prior to the arrival date or a charge equal to the first night's room and tax will be incurred.

NALP Open Meeting Policy

NALP is committed to the free exchange of information and open meetings at its annual conference. Therefore, in addition to member participants, NALP opens registration to non-members, including program speakers, vendors, and members of the press. NALP will have members-only business and regional meetings and retains the right to determine whether specific section meetings will be closed to non-members.

No solicitations: This conference is specially designed to be an open forum for NALP conference attendees. Solicitation is strictly prohibited unless you are an official conference sponsor or vendor. If you are interested in being a conference sponsor or vendor, please contact Christopher Brown, NALP's Director of Meetings and Sponsorship, at cbrown@nalp.org or 202-835-1001.

Programming Notes

All programs and times are subject to change. Please check www.nalp.org/Boston2016 for the most up to date conference schedule.

The majority of the conference programs will be audio recorded and may be distributed, including comments from both speakers and audience. Therefore all registrants acknowledge that comments or questions made during recorded programs may be recorded.

About 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. NALP believes in fairness, facts, and the power of a diverse community. We work every day to be the best career services, recruitment, and professional development organization in the world because we want the lawyers and law students we serve to have an ethical recruiting system, employment data they can trust, and expert advisers to guide and support them in every stage of their careers.

Travel Discounts & Offers

Delta is offering Crossover Rewards with Delta SkyMiles and the Starwood Preferred Guest (SPG) program. The Boston Sheraton is a Starwood property, so NALP conference attendees can link their SkyMiles and SPG accounts at www.delta.com/crossoverrewards and start earning miles and Starpoints for both stays and flights, in addition to other hotel and flight perks.

Delta Air Lines is pleased to offer up to a 10% discount off eligible fares for NALP conference attendees. To take advantage of these discounts, follow one of these simple steps:

- Reservations and ticketing are available via www.delta .com. When booking online, select Book A Trip, click on Advanced Search and enter the meeting code (NMMN9) in the box provided on the Search Flights page.
- Call Delta Meeting Network® Reservations at 1-800-328-1111, Monday – Friday, 7:00 am – 7:00 pm (Central Time) and refer to File Meeting Code (NMMN9). (There is a direct ticketing fee for booking through this reservation number. Online booking is free.)

This discount will vary based on the booking class, availability, and departure location. A discount is valid only for travel between the dates of April 7 and April 22, 2016.

For your convenience, Professional Service Firm Travel, LLC (PSFT) will serve as the official event travel service for this conference. PSFT will research the most economical route, airline, and flight times to help get you the lowest possible fare. PSFT has special contract airfares that are available to attendees of this meeting. They also have car rental discounts available through many of the leading car rental companies.

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

PSFT reservation hours are Monday through Friday, 8:30 am – 6:00 pm Eastern time. Make your reservations by calling or emailing Jackie or Lissette (please identify yourself as attending a NALP conference). A $35 transaction fee will be applied to all tickets purchased.

Program Schedule

All sessions and events take place at the Hynes Convention Center unless otherwise noted.

Monday, April 11

Pre-conference Workshop | Foundational Coaching Skills Series: Coaching 101 — 8:30 AM – 5:00 PM

- Member Professional Development

This session requires advance registration and an additional $175 registration fee. Cost is $250 if only attending this pre-conference workshop. Lunch will be provided. Seating is limited.

Offered by the NALP Foundation and NALP, Coaching 101 is the first course in the NALP Foundational Coaching Skills Series and is for legal professional development administrators, law school career services professionals, and lawyers who want to understand coaching competencies and develop successful coaching skills to use in individual and team settings. Whether you are new to coaching or have been using coaching skills for some time, this interactive program will help you develop or further hone your coaching skills. It is designed to guide participants through the coaching process, covering the principles, competencies, and skills of coaching. The program curriculum is aligned with the International Coaching Federation (ICF) Code of Ethics and uses the ICF Core Coaching Competencies.

Donna Branca, Managing Director, SJL Shannon

Diane Costigan, Partner, SLJ Shannon

Gordon Loeb, Founder and Leadership Coach, Loeb Consulting Group

Natalie Loeb, Founder and Leadership Coach, Loeb Consulting Group

Michelle Nash, Professional Development Project Director, Hogan Lovells US LLP

Jennifer Queen, Principal, J. Queen Consulting

Ann Rainhart, Executive Director, Briggs and Morgan

LeaNora Ruffin, Assistant Dean, Career Development, Widener University School of Law

Sheri Zachary, Director of Career Development, Saul Ewing, LLP

Tuesday, April 12

Pre-conference Workshop | Foundational Coaching Skills Series: Coaching 201 — 8:30 AM – 4:30 PM

- Member Professional Development

This session requires advance registration and an additional $175 registration fee. Registration fee is $250 if only attending this workshop. Lunch will be provided. Seating is limited.

Coaching 101 is a pre-requisite for this course. (Note: Coaching 101 will be offered on Monday April 11, and was also offered at prior NALP conferences. Participants who have completed or will have completed Coaching 101 are eligible to register for this program.)

Offered by the NALP Foundation and NALP, Coaching 201 is a "next level" workshop for legal professional development administrators, law school career services professionals, and lawyers who want to continue to build on the coaching skills and principles learned in the Foundational Coaching Skills 101 program. Participants will "hit the ground running" in this highly interactive workshop, where they will learn additional tools and techniques for effective coaching. The principles, competencies, and skills of coaching for development will be a focal point. Participants will have the opportunity to apply these principles and skills in small working groups and gain valuable feedback from faculty coaches and peers. Topics include developing a coaching outlook, elements of the coaching outlook, engaging and developing others, balancing your approach, advanced levels of listening, and challenging cases. Similar to the 101 program, this 201 workshop will draw from the best practices of the Center for Creative Leadership, ICF, and ATD's coaching research and programming and will be aligned with the International Coaching Federation (ICF) Code of Ethics.

Donna Branca, Managing Director, SJL Shannon

Anne Collier, Founder, Arudia Executive Coaching and Development

Diane Costigan, Partner, SLJ Shannon

Charles Curtis, Firmwide Director of Attorney Recruiting, Pillsbury Winthrop Shaw Pittman LLP

Gordon Loeb, Founder and Leadership Coach, Loeb Consulting Group

Natalie Loeb, Founder and Leadership Coach, Loeb Consulting Group

Michelle Nash, Professional Development Project Director, Hogan Lovells US LLP

Ann Rainhart, Executive Director, Briggs and Morgan

LeaNora Ruffin, Assistant Dean, Career Development, Widener University School of Law

Registration Open — 2:00 PM – 8:00 PM

Newcomers' Welcome & Orientation — 5:00 PM – 6:00 PM

Annual NALP Open House & Welcome Reception — 6:00 PM – 7:30 PM

Wednesday, April 13

Yoga — 6:30 AM – 7:30 AM

Back by popular demand, a heart-healthy yoga session with your NALP colleagues! This wellness session, led by Arthur Fama, former Assistant Dean for Student Affairs, New York University School of Law, will be offered on Wednesday, Thursday, and Friday mornings.

Drop-in Mindfulness Meditation — 7:30 AM – 8:00 AM

Whether you are experienced or new to mindfulness, join your NALP colleagues for a guided mindfulness meditation session. These sessions, led by Donna Branca and Diane Costigan, will allow you to reap the scientifically supported benefits of mindfulness by improving attention, reducing stress, boosting the immune system, reducing emotional reactivity, and promoting a general sense of health and well-being. Come dressed relaxed or ready for the day.

Continental Breakfast & Coffee Service — 7:30 AM – 9:00 AM

Registration & Resource Center Open — 7:30 AM – 5:00 PM

Opening Plenary | Overcoming Tragedy: A Boston Marathon Survivor's Story — 9:00 AM – 10:15 AM

While living her dream as a full-time professional ballroom dancer, teaching and competing, Adrianne Haslet-Davis was caught in the unimaginable bombings of the Boston Marathon, which resulted in the amputation of her left leg below the knee. She has continued to dance and has inspired a nation and beyond with her resilience facing each day with her new normal. She inspires with humor and provides tools to deal with life's ups and downs on both professional and personal levels.

Adrianne Haslet-Davis, Motivational Speaker

Break — 10:15 AM – 10:45 AM

Concurrent Sessions 10:45 AM – 12:00 PM

Down and Up the Ramp: Maternity Leave Coaching for Lawyers

- Diversity and Inclusion

Maternity coaching helps talented lawyers navigate the transition to and from maternity leave. It supports their career re-engagement at an emotional and practical level, and helps with the changes – expected and unexpected – in their working and personal lives. For legal employers, maternity coaching supports diversity and helps retain talented lawyers. It smooths the way to maximum productivity. And it avoids the common struggle faced by returning mothers to make it all work – a struggle that can result in opting out for greater flexibility or because it is simply "all too hard." This session looks at the scope of maternity leave coaching being offered by Canadian legal employers, and offers practical tips for creating or revitalizing a maternity leave coaching program in your neck of the woods.

Heather Frost, Professional Development Director, Lawson Lundell LLP

Andrea Verwey, Independent Legal Coach and Consultant

Drinking from a Fire Hose: August Interview Trends and Innovative Callback Initiatives

- Recruiting

The current condensed schedule for on-campus recruiting and callback interviews poses challenges for all of the stakeholders in the recruitment process. Firms that interview large numbers of students in a short period of time are developing new strategies for dealing with the compressed recruiting season. Hear from innovators who have stepped outside of the typical interview process to experiment with interview structures and strategies to enhance and manage their law student recruitment program, learning about course corrections and refinements along the way.

Paul Giangola, Global Director of Legal Recruiting, Dechert LLP

Caitlin Obringer, Associate Recruitment Manager, Hogan Lovells US LLP

Effective Ways to Support Law Firm Affinity Groups: Should You Be Doing Things Differently?

- Diversity and Inclusion

Many law firms have implemented some type of affinity group for diverse employees, but from one firm to another, these networks can vary greatly in their structure, function, the population served, and even in terminology. Is your firm best served by its current system or is it time to reevaluate? Acknowledging the distinct needs of large and small offices, this panel will give you the tools to reassess and enhance your diverse employee networks. Panelists will outline a variety of successful structures and share best practices for supporting, overseeing, and motivating groups, regardless of your framework.

Demetria Johnson, Diversity and Talent Specialist

Dionne M. King, Diversity and Associate Development Manager, Lathrop & Gage LLP

Meredith Moore, Director of Global Diversity & Social Responsibility, Weil, Gotshal & Manges LLP

Jessica Maroney Shillito, Diversity & Inclusion Manager, Cleary Gottlieb Steen & Hamilton LLP

Finding Success Through Symplicity: Venturing Beyond the OCI Tab ▸ ADVANCED

- Technology

Let's face it: Most of us have a love/hate relationship with Symplicity. We long for it to live up to its name and simply be "simple." However, according to Bruce Elkin, the author of *Simplicity and Success*, simplicity does not mean the absence of complexity. To find the simplicity you desire, you must embrace the complexity and move through it. Through this program, you will learn to appreciate the complexity of Symplicity. You will discover ways to personalize your system, optimize your use of functions and modules, and develop solutions to problems that plague you. Learn how to put Symplicity to work for you and transform your relationship into a more positive one.

Teresa Hahn, Client Representative Specialist, Symplicity Corporation

Lisa Key, Assistant Dean, Career Development & Student Services, University of Missouri School of Law

Lisa Terrasi, Assistant Director for Employer Relations and Outcomes, Boston University School of Law

Incubators and Beyond: Building an Entrepreneurial Access to Justice Program ▸ ADVANCED

- Public Service

Incubators and "low bono" are all the rage in the access to justice community. Hear about four different models schools are implementing to support students and recent grads in entrepreneurial approaches to the justice gap, including a single-school legal incubator, an innovative curricular model, a school–law firm post-graduate residency partnership, and a law school consortium incubator. Speakers will discuss the nuts and bolts of building a sustainable program, how to collaborate effectively within your institution and your community, tips for grants and fundraising strategies, best practices for building training programs that address substantive law and business skills, and more.

Laura Dym Cohen, Clinical Professor of Law, Southwestern Law School

Katie Dilks, Assistant Director of Public Interest Programs, Georgetown University Law Center

Gerald Slater, Associate Dean for Professional and Career Development, Suffolk University Law School

Leonard Zandrow, Executive Director, Justice Bridge Legal Center

Keep the Keepers: Aligning Retention Strategies with Professional Satisfaction

- Lawyer Professional Development

Attrition statistics, exit interviews, and articles in the legal press clearly demonstrate that associates' professional goals and workplace desires have undergone a dramatic generational shift. Today's associates are seeking work-life balance, greater transparency, and a more clearly defined path to partnership. With the law firm model increasingly focused on efficiency and bottom-line results, how can our firms also meet associate goals that include balance, recognition, career advancement, and mentorship? In this program, we'll highlight innovative approaches to engaging and retaining talented lawyers with the objective of grooming today's associates into tomorrow's partners and leaders.

Kelli Dunaway, Legal Professional Development Assistant Director, Bryan Cave LLP

Jennifer Greiner, President & Founder, Greiner Consulting

Septina McDonnell, Senior Legal Talent Manager, Cooley LLP

Jessica Sisco, Senior Manager of Legal Recruiting, Reed Smith LLP

Mastering the Rolling Federal Clerkship Process

- Judicial Clerkships

Looking for new ideas about managing federal clerkship applications and effectively counseling your applicants through the process? With no clear law clerk hiring timeline, applicants, recommenders, and counseling professionals are tackling new challenges in the pursuit of federal court clerkships. This program will identify these challenges and highlight the opportunities that year-round hiring brings. Panelists will share best practices for counseling applicants and streamlining the application process, discuss how to partner with faculty and gather data for your office, and provide helpful perspectives on the "new" process from judges and faculty members. Come prepared to learn and share!

Amanda Furst, Public Interest Director, University of Minnesota Law School

Shana Tomenes, Public Sector Coordinator, University of Minnesota Law School

Michele Hoff, Associate Director, Career Planning Center, University of Connecticut School of Law

Maximize Your ROI: Enhance Your Lateral Partner Recruiting, On-boarding, and Integration ▸ ADVANCED

- Lateral Hiring and Recruiting

Lateral partner recruitment is a widely used growth strategy despite evidence that it fails to deliver increased profitability. Moreover, firms can become culturally and financially vulnerable when "buying" talent without any clear plan to ensure a return on their investment. Panelists from every side of the deal – including recruiting, talent management, consulting, and law firm management – will explore the imperatives and practical implications of Recruitment, On-boarding, and Integration (ROI) strategies and plans. Panelists will share practical advice that will enable firms to increase their chances of success when acquiring lateral partners.

Howard Flack, Partner, Hogan Lovells US LLP

Nicholas Jelfs-Jelf, Partner, SJL Shannon

Sang Lee, Chief Executive Officer, SJL Shannon

Bess Sully, Director of Talent Development, Kaye Scholer LLP

Millennial Makeover: Updating Your Materials

- Law Student Professional Development

We all use the same materials over and over again in presentations and programming. How do you make them sleek, new, appealing, and more useful to students? Join us with your examples and questions as we make our presentations fresh and clean and our handbooks and materials new and "millennialized." We will present new and old examples from our own programs and those of some of our friends, and you will leave with new ideas!

Angela Cruseturner, Assistant Dean of Career Development, Baylor Law School

Laura Clemens, Career Counselor, University of Minnesota Law School

Christine Guard, Director of Career Services, Mercer University School of Law

Persuading from Both Sides of the Interview Desk: Preparing Students and Employers to Interview

- Counseling
- Recruiting

A number one goal of career development offices is making sure that students interview persuasively, emphasizing their strengths. Similarly, employers want to make sure their interviewers effectively promote their firms' exceptional opportunities. The four functions of the Myers-Briggs Type Indicator provide a framework for helping every personality type communicate more persuasively in interviews. Come away from this program with concrete ideas for improving your students' and interviewers' performance, a takeaway that is sure to improve your interview results on both sides of the desk.

Lisa Abrams, Consultant, Lisa Abrams Consulting

Ann Rainhart, Executive Director, Briggs and Morgan

Shining a Light on Invisible Disabilities

- Diversity and Inclusion

Non-apparent disabilities are common and present unique challenges to law students and lawyers. To employers, these disabilities can be unfamiliar territory, causing uncertainty in the hiring process and beyond. This program will provide resources to those working with students on the school side (self-assessment, when and how to disclose, academic support, and more), and recruiters seeking best practices (the business case for diversity, overcoming stereotypes, types and cost of accommodations, and more).

Cometria Cooper, Associate Director, Office of Career Planning, University of San Francisco, School of Law

Sara Eng, Talent Acquisition & Development Manager, West Coast Region, Paul Hastings LLP

Annabrooke Temple, Associate Director, Career Development, UC Hastings College of the Law

Priscilla J. Zaccalini, Diversity & Professional Development Programs Coordinator, Farella Braun + Martel LLP

Talking 'Bout a Revolution: Innovative Responses to Shifting Client Demands

- Legal Economy
- Management

There is a revolution in the provision of legal services. The non-traditional players in the legal market are forcing all of us to revisit how we recruit, train, and develop law students and lawyers and how we respond to shifting client demands. This panel will feature representatives from the game-changing service providers and innovators within law firms. Position yourself and your organization to thrive in these revolutionary times.

Jeffrey Klam, Attorney, Caravel Law

Liz Castellani, General Manager – Boston, Axiom

Mark Morris, Axess Law Canada

Andrew M. Perlman, Dean and Professor of Law, Suffolk University Law School

Nancy Sen, Legal Project Manager, Ropes & Gray LLP

Utilizing Change Management Tools to Lead Up, Down, and Across Your Organization

- Management

Legal career professionals are asked daily to effectuate change but often find themselves relying upon informal influence and trial and error to bring about much needed organizational changes. Learn what formal and informal tools career services and law firm recruiting, professional development, and diversity professionals can utilize to achieve change by skillfully managing relationships and processes throughout their organizations.

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law

Kristine McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

Work Your Resiliency Muscle! Ten Tips to Becoming More Resilient

- Member Professional Development

Lawyers and legal professionals tend to focus on critiques, dissection, and mitigating risks. This mental training to look ahead to what could go wrong coupled with perceived failures inhibits our ability to perform at our peak. Resiliency is the ability to find wholeness and to bounce back from adversities, setbacks, and stress to a place of thriving. Resiliency is not merely a fixed trait – it can be learned and cultivated. In this experiential workshop, you'll learn to tap into your inner strength so that when faced with difficult situations, you can respond skillfully and with grace, growing from each experience.

Jeena Cho, Attorney, Author, and Facilitator, The Resilient Lawyer

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Experienced Professionals Luncheon 12:00 PM – 1:15 PM
Networking Lunch 12:00 PM – 1:15 PM
Public Service Section Meeting 12:00 PM – 1:15 PM

Concurrent Sessions 1:30 PM – 2:45 PM

A New Lateral Generation: Advanced Techniques for Attracting Millennial Candidates

- Lateral Recruiting and Hiring

Until recently, millennial candidates appeared only among law students and summer associates. As millennials grow up and become highly coveted mid-level lateral candidates, firms need to better understand their candidates and utilize a holistic approach to attract and retain top millennial talent. This presentation will not delve deeply into the validity of millennial stereotypes. Instead, it will provide specific strategies for firms to enhance their recruiting efforts throughout every stage of the process – from sourcing and interviewing, to integration and alumni relations – in order to adapt to the new lateral associate market.

Ru Bhatt, Managing Director, Major, Lindsey & Africa

Stephanie Biderman, Managing Director, Major, Lindsey & Africa

Cristóbal Modesto-Fulton, Director of Legal Recruiting, Davis Polk & Wardwell LLP

Employer Outreach and Career Counselors: Divide the Task, Multiply the Success

- Counseling
- CSO Administration

Learn how to maximize your employer outreach efforts by working strategically and using effective communication within your office. Whether your law school has a designated employer outreach director or spreads this task among its career counselors, this program will explore how teamwork and good communication can more efficiently and effectively create relationships with employers and get students jobs. This interactive session will focus on intra-office communication regarding employer outreach. Panelists will discuss how employer outreach is conducted at their schools and share successful tactics and hidden pitfalls as well as tackle hot topics trending in employer outreach.

Jill Backer, Assistant Dean, Center for Career and Professional Development, Pace University School of Law

Pascale Bishop, Director of Career Strategy and Advancement, Northwestern University School of Law

Laura Torchio, Assistant Director, Career Counseling, Center for Career and Professional Development, Pace University School of Law

Exhale! Cultivating Mindfulness as a Self-Care Tool for Legal Professionals

- Member Professional Development

You take care of busy and stressed lawyers and law students. But who's taking care of you? If self-care feels elusive for you as a legal professional, then mindfulness is an essential tool for your self-management toolbox. Mindfulness relieves stress, increases resilience, and carves new neural

pathways that support positive, results-oriented thought processes – all of which will help you be more effective in your professional role. Join us for this interactive session where we'll explore practical strategies for implementing a mindfulness practice; managing stress, being more inclusive and balanced in decision-making, holding difficult conversations, and, most importantly, feeling more confident, connected, and better about yourself. Prepare to exhale!

Ritu Bhasin, People Strategist & Inclusion Specialist, bhasin consulting inc.

Judi Cohen, President, Warrior One LLC

Fewer Law School Applicants, More Adjustments: Developing Strategies for Marketing and Recruiting Top Students

- Legal Economy
- Recruiting

The current decline in law school applications has provided opportunities and challenges for all stakeholders in the legal recruitment process. This session will provide an overview of the demographics of the JD Classes of 2018 and 2019 as compared to years past, including reasons for declining applications, the impact on applicant caliber, and the effect on diversity. The presenters will identify and forecast trends and changes to the recruiting process, including how law schools can identify best practices for marketing their students and for making the case to employers to broaden their recruiting practices and how employers can identify best practices for marketing their firms and for broadening their reach.

Susan Krinsky, Associate Dean, University of Maryland Francis King Carey School of Law, and Chair, Law School Admission Council

Ann Rainhart, Executive Director, Briggs and Morgan

Don Smith, Director of Attorney Development, Fried, Frank, Harris, Shriver & Jacobson LLP

Sarah C. Zearfoss, Senior Assistant Dean for Admissions, Financial Aid, and Career Planning, University of Michigan School of Law

From Combat Boots to Business Suits: Counseling Military Active Duty and Veteran Law Students and Alumni

- Career Paths
- Counseling

When advising the ever increasing number of active duty military and veteran law students and alumni, CSOs should be aware of some basic rules of engagement. Understanding this diverse group, including the challenges they faced in the military and the skills they bring to any organization, is the first step to affirming their strengths. Although they bring with them excellent self-discipline, teamwork, and leadership skills, many veterans also carry with them battle scars. In this session, we will explore the challenges of counseling, advising, attracting, training, and retaining student and alumni veterans.

Amber Brugnoli, Assistant Dean for Career Services, West Virginia University College of Law

Patricia Hodny, Director of Career Services, University of North Dakota School of Law

Gary T. Johnson, LL.M. Counselor, Career Center, The George Washington University Law School

Tiffany Wood, Manager, Lateral Partner Recruiting, Orrick, Herrington & Sutcliffe LLP

How to Leverage Your Legal Recruiting or PD Role into a Law Firm Leadership Position ▸ ADVANCED

- Leadership

This program will showcase how legal recruiters grew their careers into law firm leadership positions. The panel will consist of successful professionals who will share with audience members how they mastered skills, developed career advocates, and achieved professional visibility to land these new roles. Topics covered will include: What skills are needed to move from recruitment to firm management? How do you communicate your achievements without sounding like a braggart? How do you learn the business of the firm? How do you develop influencing skills?

Sharon Crane, Executive Director, Personnel, Davis Polk & Wardwell LLP

Diane Downs, Chief Recruiting & Professional Development Officer, Akin Gump Strauss Hauer & Feld LLP

Eva Wisnik, President, Wisnik Career Enterprises, Inc.

Knowledge Is Power: Using Data to Raise Your Profile ▸ ADVANCED

- Recruiting

Firm leaders are constantly asking, "How do we compare to other firms?" and "What is the return on our recruiting investment?" This session will prepare recruiters to answer these and other strategic questions, and will help recruiters enhance their visibility and credibility in the firm. Join our panelists for a lively discussion about how to effectively collect and compile statistics and data and learn how to use those statistics to demonstrate the success (or failure) of the firm's recruitment programs, including attrition statistics, alumni lists, judicial clerkship lists, and other data. Presenters will demonstrate not only what data to keep, but how to keep it, and will discuss how to use this data to enhance the recruiter's role within the firm.

Emily Busse, Legal Recruiting Manager, Sterne, Kessler, Goldstein & Fox

Lauren Marsh, Attorney Recruiting and Development Manager, Akin Gump Strauss Hauer & Feld LLP

Irena McGrath, Chief Associate Recruitment Officer, Hogan Lovells US LLP

Kathy Schmidt, Manager of Attorney Recruiting, Wiley Rein LLP

Leading and Developing Diverse and Inclusive Teams: A Skill and an Art Whose Time Has Come

- Leadership

The workplace of the future demands effective collaboration amongst highly performing teams, yet lawyers and law students often struggle to organize and lead high-performing teams. Studies show that the most successful teams are teams with a diversity of viewpoints. In addition evidence supports that diversity of viewpoints is highly correlated to traditional notions of diversity because life experience is a driver of viewpoint and perspective. This session makes the business case for skilled teaming in the legal industry and the importance of diversity to the teaming concept, and introduces participants to Belbin Team Roles and how they are an effective tool for developing high-performing diverse teams.

Rachel Dawson, Assistant Dean of Career Services, Indiana University Maurer School of Law

William Henderson, Professor of Law and Val Nolan Faculty Fellow, Indiana University Maurer School of Law

Partner Business Planning: A Framework for Helping Partners Develop Business ▸ ADVANCED

- Lawyer Professional Development

Most firms ask their partners – especially newer partners – to prepare annual business plans, but few are happy with the results. Individual plans are often vague and unfocused, and rarely reviewed, discussed, monitored, or updated. What are the characteristics of an effective partner planning process? Drawing on individual case studies, this program addresses how to: define goals strategically vs. creating ad-hoc to-do lists; translate annual business plans into quarterly action plans; and design the firm's processes to support partners as they implement their plans.

Tim Leishman, Principal, Firm Leader Inc.

Charlotte Wager, Partner and Chief Talent Officer, Jenner & Block

Perspectives on Loan Forgiveness and Student Debt ▸ ADVANCED

- Public Service

The cost of law school continues to rise faster than inflation. A significant majority of students graduate with over six figures of debt before they have been sworn in as lawyers. This program will explore the current state of student loan debt repayment from four perspectives to give participants a comprehensive understanding of loan forgiveness programs. It will provide real-world tips on how to counsel students and graduates on managing their debt and taking advantage of the myriad of repayment options while working in public service careers.

Issac Bowers, Director, Law School Engagement & Advocacy, Equal Justice Works

Robert Jack, Public Interest Career Counselor, St. Thomas University School of Law

Heather Jarvis, Student Debt Expert, AskHeatherJarvis.com

Adam S. Minsky, Attorney, Law Office of Adam S. Minsky

Preparing Your Students to Meet the Financial Compliance Hiring Boom ▸ ADVANCED

- Career Paths
- Law Student Professional Development

With the exploding job market for JDs in financial compliance positions, law schools are just catching up to the demand. Counselors need to know how to spot students with the relevant skills and interests needed for a career in compliance and help set them up for long-term career success. The presenters will offer ways for law schools to develop relevant curricula, create certification programs, and focus on necessary training for building advanced level compliance professionals. Hear from experts in the field and counselors who have successfully worked with students and graduates to launch their compliance careers.

Christian Focacci, Chief Information Officer, TransparINT, LLC

Sabrina Nelson, Assistant Director, Center for Professional Development and Career Strategy, The George Washington University Law School

Swati Parikh, Director of Public Service Careers, New York Law School

Professional Responsibility 201

- Recruiting

Ethical dilemmas, confidentiality issues, and NALP's Principles and Standards are just a few of the important issues that challenge NALP members on a regular basis. Through interactive discussion, participants will examine some of the issues that impact both employers and schools, and provide strategies for successful collaboration and attainment of mutually beneficial results. Participants will also explore NALP's Principles and Standards and their interpretations as well as engage in a dialogue that will illustrate the practical applications of these important guidelines. This program and the ensuing dialogue will provide valuable insights for NALP members as they navigate these sometimes murky waters.

Bonnie Hurry, Chief Legal Personnel Officer, Willkie Farr & Gallagher LLP

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

Fred Thrasher, Deputy Director, NALP

Teaching Your 1Ls to Fish: How to Coach Your Students Toward Stronger Self-Sufficiency

- Counseling

The proverb reads: "Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime." This panel will discuss how coaching techniques, when used in conjunction with counseling, allow 1L students to develop the insight and motivation they need for long-term professional growth and nourishment. Join us for an interactive session and hear tips from a panel, including two career services professionals who have received coaching training, about revamping your first-year counseling sessions to incorporate coaching cornerstones that help 1Ls be more authentic and self-aware in their goal setting, both in and beyond law school. This session will focus on creating a stronger sense of identity and self-sufficiency in your 1Ls, encouraging them to take ownership of their career paths while simultaneously reducing stress on CSO resources and managing student expectations.

LeaNora Ruffin, Assistant Dean, Career Development, Widener University Delaware Law School

Ashley Streight, Director, Office of Career Development, University of Oklahoma College of Law

Leah Terranova, Director of Career & Student Counseling Services, University of Kansas School of Law

What's on Demand? Utilizing Free Multimedia Tools to Create Next Generation Resources

- Technology

Many legal career professionals deal with competing mandates: maximizing engagement while minimizing costs. This session will familiarize professionals with emerging video and multimedia tools that will deliver content to effectively engage and educate millennials on campus and in the workplace, while saving time and money. The

panelists will discuss inexpensive multimedia and video applications and share stories about their respective use of these technologies in their schools and firms. Through interactive demonstrations and how-to guides, attendees will gain the know-how necessary to successfully implement these technologies.

Mikaela Callahan, Head of Legal Recruiting & Programming, The George Washington University Law School

Colleen McSherry, Administrator, Talent Acquisition & Development, Paul Hastings LLP

Meghan Nash, Office Manager, Career Center, The George Washington University Law School

Jennifer Salyers, Assistant Dean, Office of Career Services, William & Mary Law School

Snack Break 2:45 PM – 3:15 PM

Concurrent Sessions 3:15 PM – 4:30 PM

Creating a Culture of Innovation Through Cultural Competency

- Lawyer Professional Development

The workforce of a modern law firm and its client base have become increasingly multi-talented, multi-disciplinary, multi-generational, and multi-cultural. Whether as part of a competency-based development model, criteria for recruitment, preparation for an international secondment, or a critical skill for promotion, cultural competency is a "must have" for every successful law firm, law school, lawyer, and legal professional. In this interactive session, you will be encouraged to identify how, where, and when you can incorporate cultural differences into your law firm talent management strategy or law school programs. We will discuss how working through this process can also provide lasting opportunities for innovation in your organization and support collaboration between your talent management and diversity and inclusion initiatives. You will also be asked to take a quiz to determine your cultural competency; challenged to identify implicit bias; and engaged in a discussion about the sort of learning programs you can introduce to raise awareness and positively influence the workplace culture in your law firm or law school – all while also experiencing a cultural competency learning program yourself.

Terri Mottershead, Principal, Mottershead Consulting

Don't Judge a Book by Its Cover: Navigating Lateral Partner Due Diligence

- Lateral Recruiting and Hiring

Numbers don't tell the whole story; you must look beneath the surface to avoid costly lateral partner hiring mistakes. But, how do you gather the maximum information to effectively evaluate candidates and verify portable business without running afoul of legal, ethical, or fiduciary constraints? On this panel, Geri S. Krauss, author of *Partner Departures and Lateral Moves: A Legal and Ethical Guide*, provides up-to-the-minute advice for avoiding potential roadblocks. Experienced recruitment professionals share practical tips to help you get the facts and shepherd both the candidates and your hiring committee through the due diligence process for successful lateral partner hires.

Valerie Fontaine, Partner, Seltzer Fontaine Beckwith

Geri S. Krauss, Partner, Krauss PLLC

Michael Nguyen, Northern California Recruiting Manager, Greenberg Traurig, LLP

Katy von Mehren, President, von Mehren Legal Search

Hiring and Assimilating Alternative Track Lawyers into Your Office Culture

- Recruiting

We all know that alternative staffing models are here to stay, but are we prepared to hire and train lawyers for these positions? In light of the final report of the NALP New Career Models Task Force on the emergence of non-traditional track lawyer career paths, this presentation outlines one firm's approach to incorporating non-traditional associates into their existing staffing model. The presenters will provide insight and share their best practices and challenges for recruiting, training, and retaining lawyers for these new, critical roles.

Michelle Kaplan McAndrew, Co-Founder, Director of Recruiting, Atticus Recruiting

Maria Minor, Director of Professional Recruitment & Development, Neal, Gerber & Eisenberg LLP

Leading on Trans Inclusion in Your Workplace or School

- Diversity and Inclusion

Many of us work in law schools, firms, or other organizations that value diversity and inclusion, but know that we and our colleagues have more to learn about supporting transgender and gender non-conforming students and lawyers. Participants in this interactive workshop will develop and refresh their knowledge of gender inclusion issues. They will leave better able to lead their office in identifying and addressing these issues, as well as with concrete ideas and resources to help make their school, firm, or organization safer and more welcoming.

Cynthia Chandler, Director of Public Interest Programs & Adjunct Professor, Golden Gate University School of Law

M. Dru Levasseur, Transgender Rights Project National Director, Lambda Legal

Melanie Rowen, Associate Director for Public Interest Programs, University of California, Berkeley, School of Law

Mosaics and Melting Pots: Recruiting and Advising Multicultural and Multilingual Students

- Diversity and Inclusion

In today's increasingly globalized market, many law students in North America come from other cultures. The panelists will discuss results and implications from legal employability and linguistic research, including a study recently conducted in the bilingual city of Montreal in Canada. The panel will provide tools to recognize bias in the interview setting and share tips for recruiting and working with multilingual candidates. Participants can expect to improve their skills when working with those from other languages and cultures in either the law school career services setting or within a law firm professional development or recruiting role.

Nadine Boileau, Director, Student Programs, Stikeman Elliott LLP

Madeleine Hyde, Student Development Coordinator, The University of British Columbia

No More Pizza: Lessons from the First Two Years of a Mandatory PD Course

- Law Student Professional Development

It's every career office's dream – a mandatory two semesters-long professional development course. Using our experiences after nearly two years of designing and implementing a mandatory professional development course (eight weeks each semester plus several required outside activities), we will lead the attendees through the process of creating such a course. We will begin by eliciting feedback from the group as to what has to be included in the curriculum. We will discuss how to get the program approved by faculty, how to obtain speakers, how

to deal constructively with student feedback, and how we learned from our mistakes. We will also tap the audience's wisdom for creative ideas.

William A. Chamberlain, Assistant Dean and Director, Law Career Services, DePaul University College of Law

Bonnie Tunick, Assistant Director, Law Career Services, DePaul University College of Law

Seven Levels of Change: Advocates, Resisters, and What To Do About It ▸ ADVANCED

- Membership Professional Development

This session is a must for anyone striving to bring change to an individual or an organization. In this very practical session, you will learn the seven levels of change, the corresponding fears and resistance, and what you can do about it. We will explore how to achieve the mindset shifts necessary to embrace change. Replete with examples of the individual and law firm changes, the seven-levels lens will help you understand and identify steps for facilitating change in a positive way.

Anne Collier, Founder, Arudia

Kathleen Dunn, Principal, Kathleen Dunn Consulting

Summer Learnin' – Make it a Blast!

- Recruiting

It's critical to give summer associates substantive training opportunities and to introduce them to your firm's approach to learning and development. Several experienced professionals will discuss their curricula and will provide takeaway ideas on how to implement successful training programs that provide summer associates with the concrete knowledge, skills, and resources they need to succeed. Topics will include program design and delivery, dealing with multiple offices, and collaborating with recruiting and professional development. Panelists will discuss various techniques and practices that have been effective at their respective firms.

Heather Cannady, Legal Recruiting Manager, Ropes & Gray LLP

Kristin Heryford, Manager of Attorney Training and Professional Development, Fenwick & West LLP

Molly Peckman, Global Director of Legal Talent, Dechert LLP

Rebecca Shulman, Professional Development Manager, Shearman & Sterling LLP

Taking Charge of Your Career – Positioning Yourself for Future Moves

- Career Paths
- Member Professional Development

How have successful experienced professionals in NALP made moves from practicing law to career services or legal employer positions? From law schools to law firms? From law firms to other industries or to NALP affiliate member positions, such as headhunters or consultants? What can we learn from the career paths of others, and what kinds of experiences did they create for themselves at their employers to prepare them to make a move? Whether you move within your current employer or to another organization, these highly successful professionals will share their insights for how to position yourself for future moves and develop the skills to be successful.

Skip Horne, Senior Assistant Dean, External Relations, Santa Clara University School of Law

Stacey Kielbasa, Director of Professional Development, Attorney Recruitment and Diversity, Chapman and Cutler LLP

Jennifer Queen, Principal, J. Queen Consulting

Tales from the First Audit Year: Complying with the ABA Protocol and Statement of Procedures

- CSO Administration

Join members of the ABA Audit Protocol Work Group as they review the audit protocol, discuss lessons learned from its first year in effect, and help law school members prepare for the future by examining how to properly create graduate employment files and supporting documentation in accordance with the protocol. Panelists will share sample employment files, identify various tools and technology available for collecting, reporting and maintaining employment data, and field questions from participants.

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law

Heather DiFranco, Director, Career Planning, Cleveland-Marshall College of Law

Shannon Schaab, Associate Director, Career Services Office, DePaul University College of Law

The Business of Law Firms: What Firm Management Expects You to Know

▸ ADVANCED

- Legal Economy

Law firms are businesses. Full stop. With an overview of the current status of the legal market from a leading economic expert and the perspective of an Am Law 100 COO, we will cover current industry data and trends, law firm economics, and the impact on your firms. You will leave with a better understanding of what your law firm management knows about the industry, what they expect you to know, and how you can use that knowledge to both get more out of your programs and add more value to your organizations. Come ready to ask questions, as this high-level panel is excited to discuss this topic with you and help you reinforce your role as a business partner.

Melissa Gellert Neulander, Director of Professional Development, Schulte Roth & Zabel LLP

Gretta Rusanow, Head of Advisory Services, Law Firm Group at Citi Private Bank

Brian Schare, Chief Operating Officer, Schulte Roth & Zabel LLP

The Many Faces of Talent Management: How to Succeed as a Multi-Role Talent Manager ▸ ADVANCED

- Management

Recruiting, Diversity, Professional Development… NALP members are constantly challenged to take on more responsibility and do more with less. As law firm and legal employer strategies evolve, talent management

professionals have been asked to wear multiple hats and lead multiple and distinct areas in their organizations. These constituencies are interrelated and equally important. How do we determine which is the most important, and when? How do we fairly represent each in the frenetic law firm world? This program focuses on the unique challenges the multi-titled talent manager faces in today's increasingly budget constrained, but expectation growing, global legal industry. The panelists have ridden the ups and downs of the economic roller coaster and they have successfully faced the challenges of integrating multiple interrelated objectives with limited budgets and limited time.

Paul Burton, Principal, QuietSpacing, LLC

Sang Lee, Chief Executive Officer, SJL Shannon Talent Management

Kay Nash, Chief Talent Officer, Wiley Rein LLP

Don Smith, Director of Development & Diversity, Fried, Frank, Harris, Shriver & Jacobson LLP

Those Tricky Transfers: Understanding Their Unique Counseling and Hiring Needs

- Counseling

Transfer rates continue to rise in the law school realm and career centers must continue to develop new and innovative strategies to understand the unique hiring and counseling needs of this student population. This program will evaluate common issues and concerns that transfer students face and will consider methods and concepts that schools can implement to ease the transition faced by these students and ensure their active participation in professional development programming opportunities as well as the fall recruitment process.

Alison Y. Ashe-Card, Assistant Director, Office of Career and Professional Development, Wake Forest University Law School

Laura Clemens, Career Counselor, Career Center, University of Minnesota Law School

Regional Business Meetings and Receptions — 5:00 PM – 6:30 PM

These members-only events are open to all employees of NALP member institutions and to affiliate members.

Member Celebration at Faneuil Hall Marketplace — 7:00 PM – 10:00 PM

Faneuil Hall Marketplace, located about 2 miles from the Boston Sheraton, is actually four great places in one location – Faneuil Hall, Quincy Market, North Market, and South Market – all set around a cobblestone promenade. In 1742 Peter Faneuil, Boston's wealthiest merchant, built Faneuil Hall as a gift to the city. Our Member Celebration in this historic and beautiful setting will include great food, entertainment, and networking opportunities with your peers. Shuttles will be provided or attendees can take the T.

Thursday, April 14

Yoga — 6:30 AM – 7:30 AM

Drop-in Mindfulness Meditation — 7:30 AM – 8:00 AM

Whether you are experienced or new to mindfulness, join your NALP colleagues for a guided mindfulness meditation session. These sessions, led by Donna Branca and Diane Costigan, will allow you to reap the scientifically supported benefits of mindfulness by improving attention, reducing stress, boosting the immune system, reducing emotional reactivity, and promoting a general sense of health and well-being. Come dressed relaxed or ready for the day.

Boston Fun Run — 7:00 AM

Meet your colleagues in the lobby of the Sheraton by the main doors to Dalton Street at 7:00 am for a guided fitness run around Boston. A Boston local will be leading the pack as you get the day started with a brisk run with your peers! Run will be approximately 45 minutes long and will cover about three miles. All paces are welcome.

Continental Breakfast & Coffee Service — 7:30 AM – 9:00 AM

Registration & Resource Center Open — 7:30 AM – 4:30 PM

Concurrent Sessions — 9:00 AM – 10:15 AM

1Ls – Making the Case, Making the Hire, Making It Stick

- Recruiting

With the 2L hiring schedule becoming ever more truncated, firms are looking for ways to connect with students even earlier in the recruiting process. For this reason and others, 1L hiring is on the upswing. In addition to getting an inside track on top candidates, 1L hiring can help build stronger relationships with law schools, enhance overall yields during 2L recruiting by creating a "pipeline effect," and provide a strong marketing tool for the firm. This session will provide recruiting professionals with data and tools to help hiring partners and management evaluate the pros and cons of hiring 1L's in today's recruiting environment, including insights from students who have participated in 1L programs. The presenters will share ideas for navigating the 1L hiring season and for integrating 1L's into a 2L summer program. Finally, the presenters will review variants of traditional summer programs as they have been used for 1L's, including practice-focused programs, programs employing firm-client partnerships, and short session programs.

Dyana Barninger, Firmwide Associate Director of Legal Recruitment, K&L Gates LLP

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

Lynn Ann Herron, Associate Recruitment Manager, Hogan Lovells US LLP

Timothy Lloyd, Partner & Chair, Law School and Judicial Clerk Recruitment Committee, Hogan Lovells US LLP

A Practical Approach to Licensing for the 21st Century Lawyer

• Law Student Professional Development

This program will explore new approaches to legal training in the American and Canadian legal environments to equip lawyers with practical and relevant legal skills necessary for success as a 21st century lawyer. Ontario has recently introduced the Law Practice Program (LPP), a robust skills focused path for licensing which includes a 4-month practical training component and a 4-month work placement. The LPP was developed "by the Profession for the Profession." California is seeing the implementation of new experiential training requirements and law schools are developing and implementing more opportunities for law students to engage in experiential learning and skills development. Come see what these changes could mean in your area!

André Bacchus, Assistant Director, WPO, Law Practice Program (LPP), Ryerson University

Julie Chabot, Acting Manager, Career & Professional Development, University of Ottawa, Faculty of Law

Ann Chernicoff, Assistant Dean of Career Development, University of California, Irvine, School of Law

Be the Captain of Your Ship: Navigating the Next Stage of Your Recruiting Career

• Member Professional Development

You're a pro at meeting and greeting candidates and can plan summer events with your eyes closed, but now you're ready to take your skills to the next level. During this fun and interactive program, we will share insights on how to carve out a niche for yourself, become a "go to," and gain visibility within your firm. You will come away from this session with the tools to distinguish yourself as a key resource and make a successful transition into the next stage of your recruiting career. Ideal for members with 3 to 5 years of recruiting experience.

Rebecca Calman, Legal Recruiting & Personnel Manager, Freshfields Bruckhaus Deringer US LLP

Julie Greenbaum, Attorney Recruiting Manager, Kirkland & Ellis LLP

Haley Lelah, Attorney Recruiting Manager, McGuireWoods LLP

Been There, Done That: How to Engage Partners and Senior Associates in Behavioral Interviewing

▸ ADVANCED

• Lateral Hiring and Recruiting

This interactive session will cover effective interviewing strategies, with particular emphasis on best practices in behavioral interviewing and creating awareness to eliminate unconscious bias. Attendees will develop skills related to interviewing all levels of candidates, from entry-level to lateral partner attorneys. The session is intended to provide strategies that will help attendees train and develop their interview teams to become more effective interviewers (even at the most senior levels within an organization).

Jami de Lou, Associate Director of Talent Development, Diversity & Inclusion, Jenner & Block

Alexis Reed, Director of Lateral Partner Recruiting, Jenner & Block

Building Effective Programs for Lawyers – It Takes a Village

• Lawyer Professional Development

Merging perspectives from four groups, the program explores developing effective training programs for lawyers through collaboration between different groups within the law firm, including professional development, marketing, business development, and lawyers participating in the program, as well as incorporating external groups like consultants and clients. Panelists include a Director of Professional Development, Director of Business Development, and law firm partner, and will be moderated by a General Counsel/training consultant who offers yet another perspective – the client's. Panelists discuss their experiences and best practices for identifying training needs of lawyers, and building coalitions to offer programs that meet those needs.

Rod Boddie, Senior Advisor, The Wickford Group

Jennifer Furey, Director, Goulston & Storrs

Andy Hales, Senior Director of Professional Development, Venable LLP

Robert Robertson, Director of Strategic Business Development, Cadwalader, Wickersham & Taft LLP

Career Counseling for the Bottom 50%

• Counseling

Our students with lower GPA's present big career counseling challenges: first, to get them to programs and to come into our offices to speak with us; second, to motivate them to have us review their applications before they submit them; third, to give them realistic goals and strategies for getting where they want to go; and fourth, to motivate them to keep going when they encounter rejection. This session will provide helpful tips on managing and counseling the bottom half of the class.

Jeff Becherer, Assistant Dean for Career Planning, New York Law School

Ilissa Belanger, Associate Director of Career Services, George Mason University School of Law

Andrew Chapin, Director of Public Interest Scholars & Counseling, Fordham Law School

Yvonne Denenny, Director of Career Services, UCLA School of Law

Creating Clerkship Connections: Judicial Networking Strategies for You and Your Students

• Judicial Clerkships

Networking with judges and law clerks plays a key role in increasing student chances for securing judicial clerkships in today's market. This is true for both the candidates and the law school professionals. This program will cover both tried-and-true as well as creative and new networking strategies for law school professionals and their students/alumni. Networking success stories will be shared by the panelists and from current and former judicial law clerks. Some ideas discussed will be taking an active role in the right organizations, selecting events that provide the best bang for your attendance buck, volunteering strategically, and leveraging externship experiences.

Jocelyn Salvatori, Assistant Director, Career and Professional Development, California Western School of Law

Shannon Schaab, Associate Director, Law Career Services, DePaul University College of Law

Everything to Everyone: Bringing Focus to the Role of the Law School Diversity Professional ▸ ADVANCED

• Diversity and Inclusion

More law schools have someone who is dedicated to issues of diversity and inclusion. Some are in career services offices, while others may be in stand-alone director roles. Recurring questions that arise are: What is the role of the diversity and inclusion liaison in a law school? Does this person focus on career-related issues, particularly if they are in a CSO? Does this person facilitate programming and other professional development initiatives involving diversity and inclusion in collaboration with other departments? The diversity and inclusion liaison or counselor cannot be

"everything to everybody," but can still be an invaluable resource.

Erica Edwards-O'Neal, Director of Diversity & Inclusion and Senior Director of Career Services, Touro College Jacob D. Fuchsberg Law Center

Aithyni Rucker, Director, Center for Professional Development, Charlotte School of Law

Kia Scipio, Associate Director, Diversity & Inclusion and Small & Medium Firm Initiatives, Georgetown University Law Center

Samorn Selim, Founder and CEO of Samorn Selim Coaching

Getting Gen Y to Yes: Keys to Engaging Millennials

- Law Student Professional Development
- Lawyer Professional Development

Law firms face increasing pressure to do more for less. This makes it critical for multi-generational teams to work effectively and efficiently. Yet, disparate experiences shaped the three generations of practicing lawyers. These varied perspectives can cause misunderstandings and frustration. Firms entrust recruiting and PD professionals to bridge these differences and promote cohesive teams. This interactive presentation will cover the latest research and best practices to help recruiting and PD professionals attract, engage, and gain the trust of millennials, help attract millennials and engage them, and provide tips for advisinge senior lawyers on generational issues. The panel includes a highly successful millennial, and attendees will share their own insights and strategies.

Grover Cleveland, Attorney, Speaker and Author, Swimming Lessons for Baby Sharks

Darien Fleming, Professional Development Manager, K&L Gates LLP

Katie Larkin-Wong, Associate, Latham & Watkins LLP and Immediate Past President, Ms. JD

Legal Market Update: The (New) Entry-Level Legal Employment Market

- Legal Economy

Seven years after the onset of the great recession we see real improvement in the entry-level job market for new law school graduates, and the Class of 2014 saw the first uptick in the overall employment rate in eight years. Nonetheless even as the employment rate improved, a smaller graduating class found a smaller number of jobs, and it's never going to be 2007 again. This session will provide complete up-to-date information from NALP about the entry-level legal job market and will prepare participants to answer questions about the job market with confidence, whether the questions are from their firm managers and deans or from law students and lawyers.

James G. Leipold, Executive Director, NALP

Making the Connection: Best Practices for Recruiting Diverse Law Students

- Diversity and Inclusion
- Recruiting

Are you charged with recruiting a diverse class of law students? Are you an ally for your firm's diversity recruiting efforts? Can you be an effective diversity champion without "diversity" in your title? Law firm recruiting and diversity professionals with varied backgrounds and experiences, including law firm and law school experience, will share their perspectives and techniques for recruiting diverse law students. The panelists will discuss sourcing, programs, outreach efforts, minority job fairs, relationship management, working with law school faculty, firm alumni, and minority law student organizations, all to illustrate how to identify talented diverse candidates interested in pursuing careers in law firms. Discussion will also focus on the challenges of implementing recruitment strategies in organizations and/or locations where there may be an absence of diverse candidates and/or student organizations.

Donna Harris, Director of Legal Recruiting, Cleary, Gottlieb, Steen & Hamilton LLP

Kisha Nunez, Associate Director of Recruiting and Legal Personnel, Wachtell, Lipton, Rosen & Katz

Rachel Simmonds-Watson, Diversity Manager, Debevoise & Plimpton LLP

Opening Lines of Communication: Public Interest Employer and CSO Relations

- Public Service

Let's cross the communication divide between career services offices (CSOs) and public interest employers in order to get the right candidates in the right positions, to get the best information on hiring practices out to students, and to provide feedback when issues arise. The panel will discuss NALP guidelines for these communications and best practices for these interactions. Through hypothetical situations engaging the audience, we will address how and when CSOs could approach employers about candidates to give or get feedback, what employers could ask of CSOs, and what to do when a problem with a student candidate arises for either side.

Lisa Bernt, Project Director and Counsel, Fair Employment Project, Inc.

Lillian Evans, Deputy Director of Legal Recruitment, New York City Law Department

Cybele Smith, Director of Public Service & Public Interest Programs, The Ohio State University Moritz College of Law

Want Power in Your Law Firm? Learn How to Use Talent-Based Metrics ▸ ADVANCED

- Management

Effective talent management is part strategy and part execution. The strategy is a simple model of the skills, behaviors, and values needed to drive long-term success. Execution is the discipline needed to actually follow the strategy. Faithful execution is more attainable if a firm has a strong system of metrics that fairly and objectively measure progress toward stated goals. If metrics are positive, the team is energized and stays the course. If metrics are negative, time and resources are saved. This session presents a simple conceptual framework for organizing talent strategy and layers on examples of effective metrics, with particular emphasis on recruitment.

William Henderson, Principal at Lawyer Metrics, LLC, Professor of Law at Indiana University Maurer School of Law

Beth Johnson, Americas Director of People, White & Case LLP

Lynne Traverse, Firmwide Lateral Recruiting Manager, Bryan Cave LLP

You Have to Collaborate to Innovate

- Law Student Professional Development
- Lawyer Professional Development

Wayne Gretzky said "A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be." Collaboration is how we see the future of the legal industry. It's not just how we solve the problem but also how we understand the need of the future law student and law firm associate. What does the legal industry need to know? We will explore the opportunities between law schools and law firms as they exist in the traditional environment (professional development and experiential learning) and that's only the tip of the iceberg. We have the opportunity to do more by bringing all players to the table and sharing in this responsibility. All who have a stake in the future have the opportunity to collaborate on what could become the next innovation in the development of future lawyers.

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

Sandee Magliozzi, Associate Dean for Experiential Learning, Santa Clara University School of Law

Break 10:15 AM – 10:45 AM

Concurrent Sessions 10:45 AM – 12:00 PM

A Virtual Reality: Leading Remote Teams

- Management

As legal employers become more global, generational shifts change expectations around when, where, and how lawyers work, and space is downsized to reduce costs, leading teams that are geographically dispersed and include telecommuters is becoming the norm. Successfully managing these teams requires skills and competencies that have not been exercised through the long reign of the hallway staffing model, which has played a significant role in maintaining relatively homogeneous workplace cultures and leadership in the legal profession. Embracing virtual teams can yield many benefits, including the opportunity to draw from a more diverse talent pool, yet it also brings about new challenges, such as how to foster collaboration when colleagues are not physically present with each other. This session will explore these big picture issues, as well as provide direction to address the practical realities of navigating this new frontier in legal talent management.

Manar Morales, President & CEO, Diversity & Flexibility Alliance

Captivate: Presentations That Engage and Win Over Today's Audiences

- Member Professional Development

What if you were the most amazing speaker in the world? What if every time you stood up to present a new idea or propose a change, people would listen and act on your recommendations? The good news is that anyone can learn to dazzle an audience and command a room. Come to this dynamic program and discover how to instantly build rapport with others, use your nervousness to your advantage, and handle questions will confidence. Using the latest research and real-world success stories, you'll leave equipped and inspired to make a lasting impact at your firm or school.

Steve Hughes, President, Hit Your Stride, LLC

Counseling Psychology Skills and Career Counseling Activities for Legal Career Advising

- Counseling

"Career counseling" plays a large part in the legal career professional's role, but we often lack formal education in career and clinical counseling. This session will strengthen your natural counseling skills by highlighting practical applications of counseling psychology theories. The presenter, who is a former lawyer turned clinical counselor, will provide a concrete outline of a career counseling session (including initial and follow-up questions, in session activities, take home assignments, and mindfulness exercises) that can be utilized with law students, alumni, or practicing lawyers who are contemplating their fit within the legal profession, or considering a transition from practice.

Ellen Schlesinger, Clinical and Career Counselor

Delivering Bad News: The Dos and Don'ts for Conducting Difficult Meetings ▸ ADVANCED

- Lawyer Professional Development

Helping partners and others deliver clear messages to associates (and others) during reviews and transition meetings is hard. No one wants to make people feel bad or get upset. As a result, we deliver mixed messages leaving the recipient of the bad news confused and angry. At this interactive and engaging program you will learn useful practical tips to use in difficult meetings.

Arthur Fama, Assistant Dean for Student Affairs (retired), NYU School of Law

Charlotte Wager, Partner and Chief Talent Officer, Jenner & Block

How PD and BD Can Collaborate to Help Lawyers Generate Revenue

- Lawyer Professional Development

Law firms are experiencing an ever-increasing focus on revenue generation. Historically, marketing teams focused on building business development and rarely involved professional development. However, many firms now recognize that collaboration across legal practices and professional departments is far more valuable than groups functioning in silos. This session will focus specifically on the benefits of collaboration between internal professional development and business development teams to demonstrate the impact that collaborative efforts can have on individual lawyer business development efforts and overall business growth and will discuss the importance of customizing programs to help lawyers put skills into practice.

Karen Febeo, Managing Director, Professional Development & Training, Goodwin Procter LLP

Tracy LaLonde, Managing Director, Akina Corporation

Jennifer Nash, Director of Business Development, Goodwin Procter LLP

If at First You Don't Succeed, Apply Again! Motivating Students to Apply for Judicial Clerkships

- Judicial Clerkships

Recently, over half of the law schools reporting to the NALP Judicial Clerkship Section indicated an overall decline in clerkship applications, specifically from top students. This decline is occurring at a time when schools face increased demand from the judiciary and faculty for qualified candidates. Added to the equation is that the clerkship application process is not only earlier, but also longer – spanning multiple semesters. This session will equip you to engage students and maintain momentum for federal and state clerkship applications, and also discuss gap year issues. Join us as we discuss mechanisms – programming, outreach, partnerships, and faculty involvement – to improve the clerkship talent pipeline.

Diane Cross, Assistant Director, Center for Professional Development, University of Cincinnati College of Law

Julie McLaughlin, Associate Director, Office of Professional Development and Career Strategy, The George Washington University Law School

Erin Scherzer, Associate Director of Career Services, Seton Hall University School of Law

Maximize Talent, Minimize Risk: Lateral Integration, the Ultimate Risk Management Tool ▸ ADVANCED

- Lateral Recruiting and Hiring

Lateral hire failure risk presents enormous challenges for law firms, large and small. Firms face cultural, financial, ethical, and reputational risks associated with their continued lateral growth, and a well thought-out lateral integration program can mitigate those risks, dramatically. Learn five winning techniques to identify and minimize risk, while improving your partner integration programs. Live electronic polling during the session will give real-time feedback/polling data from recruitment leaders on best practices in lateral integration. Take away tools include strategies and techniques to elevate the role of the legal career professional as an effective internal advisor on lateral integration/risk management.

Anand David, Global Head - Lateral Partner Recruiting, White & Case LLP

Howard Flack, Lateral Recruiting and Integration Partner, Hogan Lovells US LLP

Bruce MacEwen, President, Adam Smith Esq. and JD Match

Howard Rosenberg, Chief Executive Officer, FRS Insight

Microaggressions: Implicit Biases Come to Life

- Diversity and Inclusion

Microaggressions can kill a diverse law student's and associate's career. Although they're seemingly small and sometimes innocent offenses, they can take a real psychological toll on the mental health of their recipients, which can lead to anger and depression and can even lower work productivity and problem-solving abilities. They can affect an environment, making it more hostile and less validating and perpetuate stereotype threat (the fear of confirming existing stereotypes about one's group, which can have a negative impact on confidence and achievement). This program will explore the impact of microaggressions, and provide some insight on recognizing and minimizing microaggressions in your school, office, or law firm.

Alfred Ray English, Assistant Dean of Career Services, Arizona State University Sandra Day O'Connor College of Law

Tracey Guinyard, West Coast Diversity Manager, Sidley Austin LLP

Kenny Tatum, Senior Director of Career Development, University of Georgia Law

Michelle Wimes, Director of Professional Development and Inclusion, Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

Pitch Perfect: How to Sell Your Small to Mid-Sized Firm to Top Talent

- Recruiting

Thirty one percent of the class of 2014 secured employment with small and mid-sized firms. As the gap between large and small firms widens to continued consolidation and considering that "work life balance" is no longer an acceptable selling point, what can the small to mid-sized law firm do to compete with big law to attract top talent? This presentation will explore other techniques small to mid-sized firms utilize to attract top talent.

Anastasia Cappelli, Manager of Firmwide Recruitment, Stradley Ronon Stevens & Young LLP

Anna Friesenhahn Whitener, Recruiting and Professional Development Manager, Dykema Gossett PLLC

Additional speakers TBA

Really? Strategies for Counseling our "New" Student Populations

- CSO Administration

The anemic law school applicant pool and resulting revenue pressures have caused schools to recruit beyond traditional sources of students. In addition to domestic JD populations, we now have 2- and 3-year international JDs, greatly increased numbers of US-transfer students, and students attending "law-lite" or MJ and MLS programs. While the theory may be that such students will return to their home countries or will easily hit the ground running, we know better. Join us to discuss the special challenges faced by these students, how we should effectively counsel them, and how to manage expectations.

Elizabeth (Betsy) Armour, Assistant Dean & Dean of Career Services, USC Gould School of Law

William A. Chamberlain, Assistant Dean and Director, DePaul University College of Law

Dana L. Morris, Assistant Dean for Career Development, University of Maryland Francis King Carey School of Law

Gail G. Peshel, Executive Director of Career Planning, Valpariso University Law School

Summer Associate Pitfalls: You Did WHAT?!

- Recruiting

Please join us for a lively discussion on common (and not so common) summer associate "pitfalls" and how to best coach your students and summer associates to avoid these mistakes in the future. This session will include a conversation about opening a dialogue with your summer associates and developing an orientation program that accurately reflects summer program expectations as well as how to counsel students when they go off course. And they will go off course!

Cherie Conrad Beffa, Director of Attorney Recruiting and Diversity, Kirkland & Ellis LLP

Marcy Cox, Assistant Dean, Career Development, University of Miami School of Law

Carol Sprague, Director of Associate/Alumni Relations & Attorney Recruiting, Skadden, Arps, Slate, Meagher & Flom LLP

The Weird and Wonderful World of International Organizations

- Career Paths

To the uninitiated, international organizations (IOs) are an alphabet soup of confusing acronyms: UN, IMF, IFC, PCA, WTO, and countless others. But in a globalized legal market, students want to know about careers in IOs more than ever. What are the main categories of IOs? What sort of work do they do? And how do JD and LLM students and graduates get a job in one? This program will cut through the complexity and help you counsel students on how to break into this challenging and fascinating part of the public interest world.

David Glasgow, Associate Director, Public Interest Law Center, NYU School of Law

Virginia Greiman, Professor, Boston University School of Law

Miriam Ingber, Associate Director, Public Interest Law Center, NYU School of Law

Aican Nguyen, International Programs Director, University of Chicago Law School

Thinking Outside of the OCI Box: Innovative Lower-Tiered-School Employer Outreach

- CSO Administration

Unranked law schools may find it difficult to conduct employer outreach. In addition, they tend to have fewer OCIs than ranked law schools. In fact, they struggle to have their top students recognized. This session will cover how to overcome any CSO mental roadblocks, employers' skepticism, and create cost-effective ways to conduct employer outreach. Hear from CSO administrators and employers on successful tactics to get your students noticed, create beneficial recruitment partnerships, and ultimately increase employers on campus.

Kristen Gaffey, Attorney Search Director, Parker + Lynch Legal

Courtney Rhodes, Assistant Director Employer Relations and Professional Development, Charlotte School of Law

Jenny Robbins, Recruiting Manager, Steptoe & Johnson, PLLC

Erin Van Dorn, Assistant Director Career Development and Employer Relations, Whittier Law School

We're All Ears! Using Exit Interview and Stay Interview Data for Lawyer Retention ▸ ADVANCED

- Lawyer Professional Development

This program will explore successful utilization of exit interview and "stay" interview data to affect lawyer retention efforts. We will discuss effective exit interview strategies and how to use the data gathered to paint a compelling picture that causes firm management to be mindful, thoughtful, and invested in the results. We will also present convincing reasons for conducting "stay" interviews – finding out why lawyers choose to stay at a firm, what would make their practices better, who is influential in their professional life, and what firms can do to ensure fulfilling careers for their lawyers. This session will examine creative ways to overcome common obstacles you may encounter when developing an exit or stay interview program and offer practical tips on how legal professionals can use this data to affect change and enact innovative retention strategies in their firms.

Norma Cirincione, Director of Alumni Relations and Associate Life, Cleary Gottlieb Steen & Hamilton LLP

Marguerite Durston, Senior Manager, Attorney Recruitment, Quarles & Brady LLP

Margaret Gloyeske, Director of Lawyer and Consultant Recruiting, Faegre Baker Daniels LLP

Michele Ward, Senior Manager, Attorney Resources and Recruitment, Winston & Strawn LLP

City Group and Law School Consortia Leaders Luncheon — 12:00 PM – 1:30 PM

Experienced Professionals and Newer Professionals Section Meetings — 12:00 PM – 1:30 PM

Networking Lunch — 12:00 PM – 1:30 PM

Public Service Luncheon — 12:00 PM – 1:30 PM

Join NALP's Public Service Section for lunch with keynote speaker Lindy Aldrich, Deputy Director of the Victim Rights Law Center. Ms. Aldrich manages the Boston office's staff attorneys who represent hundreds of victims of sexual assault throughout Massachusetts in a wide range of legal areas, including education, privacy, safety, education, immigration, and federal and state government benefits. With almost 50% of the VRLC's clients under the age of 24, Ms. Aldrich frequently works to ensure that sexual assault victims stay their educational course, helping to curtail and ameliorate the often devastating impact of the assault on the victim's safety, housing, employment, scholarships, and extracurricular activities.

Concurrent Sessions — 1:45 PM – 3:00 PM

Bottoms Up! Creating a Culture of Collaboration and Feedback through Upward Reviews ▸ ADVANCED

- Lawyer Professional Development

Does your firm struggle with associate morale and retention? Do you find that your partners are unwilling or unable to provide feedback, delegate, or mentor? Upward reviews give associates an opportunity to be heard, and provide your partners with the constructive feedback they so desperately need! This program will cover the 5 W's of Upward Reviews: Participants will walk away understanding who should participate, what steps to take, where to start, when it's needed, and why it's effective. Presenters will explain how they got leadership buy-in, the successes and challenges they faced, and how they utilized the feedback they obtained to develop trainings for both partners and associates.

Andy Colón, Chief Talent Officer, Thompson Hine LLP

Carrie Milliken, Senior Manager of Legal Recruiting & Professional Development, Thompson Hine LLP

Brave New World: Exploring Alternative Careers with Students and Recent Graduates

- Career Paths

Interest continues to grow in alternative and JD Advantage careers. This session will provide counselors with practical and concrete information about the industry, including: identifying different types of opportunities; counseling students to evaluate these opportunities; directing students to the appropriate resources; helping students craft strong and well-tailored application materials; preparing students for interviews; and ensuring student success and readiness for embarking on their desired careers.

Kia Scipio, Associate Director, Diversity & Inclusion and Small & Medium Firm Initiatives, Georgetown University Law Center

Samorn Selim, Founder and CEO of Samorn Selim Coaching

Can You Grab Their Attention in 140 Characters or Less? Successfully Marketing Your Organization

- Recruiting

Are you really reaching law students with your marketing efforts? Are your lawyer panels, "dog and pony" shows, cocktail mixers, and ice cream socials working? Are trinkets, t-shirts, umbrellas, bottle openers, sunglasses, water bottles, post-it notes, and phone chargers getting you the right return on your investment? Is participation in mock interview programs, mentor programs, and the like a better alternative? The current wave of law students responds much differently to marketing than previous generations. Come hear from a panel of law school career professionals and local law students about what works best when branding your office.

Gary Greener, Director of Career Services, UCLA School of Law

Linda Kressh, Manager of Legal Recruitment, UCLA School of Law

Coaching with Intention: Know When to Hold and When to Fold

- Counseling

How do you assess when to use coaching and when coaching just isn't the solution? Which techniques do you use and when? Not everyone is coachable in every situation. Put on your coaching hat with intention and once you do, select a technique that suits the situation and person. Drawing on Robert Hargrove's *Masterful Coaching*, this workshop will introduce you to six types of coaching hats to consider, whether you are working with students, junior staff/associates, and/or more experienced lawyers. Choose when to coach, how to coach, and when to walk away.

Lianne Krakauer, Career & Leadership Coach, Krakauer Coaching

Shannon Leo, Director of Associate and Student Programs, Cassels Brock LLP

Crazy Busy Isn't a Badge of Honor: Be Productive, Not Busy!

- Member Professional Development

Stop the glorification of busy… instead of bragging about being "crazy-busy," start getting things done! We battle daily to make the best use of our time. This presentation addresses how to get more done in less time with less stress by maximizing your productivity and setting priorities. Learn to pinpoint where you need to take control. Improve your comprehension and focus and more effectively perform when juggling people, paper, and priorities. Topics include: self-assessment, tools of time management, how to say no, project lists and to-do lists, conquering procrastination, the myth of multi-tasking, and dealing with interruptions.

Lisa Montanaro, Productivity Consultant & Success Coach, Lisa Montanaro Global Enterprises, LLC

Easy as PI: Implementing the Essentials of Public Interest Advising

- Public Service

We all value the importance of public interest careers and want to dedicate sufficient time to explore them with our students, but for small and solo career services offices, public interest advising must be juggled with other counseling and administrative responsibilities, as well as employer outreach. This program will explore specific techniques and resources that small and solo career services offices can use to counsel and advise students interested in public service careers by leveraging other law school resources, programs, and colleagues, electronic resources, and by implementing and adapting tools used by larger CSOs and public interest advisors.

Fairuz Abdullah, Associate Director for Public Interest and Judicial Clerkship Programs, UC Hastings College of the Law

Alisa Benedict O'Brien, Director, Career Planning and Placement, The University of Akron School of Law

Leslie Becker Wilson, Director of Legal Career Services and Alumni Services, University of Massachusetts School of Law

Great Feedback or … Great, Feedback

- Member Professional Development

Feedback is a gift, although it doesn't feel that way most of the time we receive it. This session will focus on not only why that is true but more importantly, what to do differently that changes how the message is received and acted upon. We will explore types of feedback, the process of giving and receiving feedback, and differences across generational groups. We will also explore both written feedback and the sometimes difficult conversations we have to have.

Chris De Santis, Principal, CPDeSantis.com LLC

Hot Topic – Innovating Talent Acquisition ▸ ADVANCED

- Recruiting

Over the course of the year, the newly formed NALP Innovating Talent Acquisition Work Group has been engaging and interviewing professionals who have experience with entry-level recruitment outside of the legal industry to understand their strategy, process, and how they govern employer behavior. We will analyze our findings and translate these methods to the legal industry. This session will offer innovative options to apply to your institution as well as discussion about how practical suggestions from other industries can be worked into your firm's culture.

Members of the Innovating Talent Acquisition Work Group

Now I Get It! – Understanding Business Models and Financial Structures of Law Firms and Law Schools

- Management

Law firms and law schools are complex organizations with numerous stakeholders, regulating factors, and priorities. Understanding the business and financial imperatives of your firm or school can help you appreciate how and why decisions are made and policies are set, and assist you in becoming a more educated and valuable member of your organization. Go beyond the basics of law firm/law school economics and participate in this deep dive into the inner workings (and pressure points) of law firm and law school economics and come armed with your questions.

Elizabeth (Betsy) Armour, Assistant Dean & Dean of Career Services, USC Gould School of Law

Carol Sprague, Director of Associate/Alumni Relations & Recruiting, Skadden, Arps, Slate, Meagher & Flom, LLP

Planting a Seed for Sponsorship: Transforming the Mentoring Mindset

- Law Student Professional Development

Are traditional mentoring programs still viable with all of the buzz on sponsorship? How can formal mentoring programs help to effectively reduce the number of unemployed law school graduates and law firm drop-outs? Presenters will share ideas for bridging the gap between mentorship and sponsorship to help ensure the long-term success of our graduates and lawyers. Participants will leave this session with practical ideas for developing impactful group and pipeline mentoring programs for law students and lawyers.

Ethel Badawi, Associate Director, Career Center, The George Washington University Law School

Angelique Magliulo-Hager, Lawyer Development Manager, Orrick, Herrington & Sutcliffe LLP

Recruiters: Know Your Competition – Separate Yourself from the Pack!

- Lateral Hiring and Recruiting

Top firms compete for the same scarce resources; the partner and associate markets are finite, yet few firms effectively market their brand to entice lawyers to join their firm. Perception of firm culture is largely immutable because few firms leverage their peripheral benefits such as advancement opportunities, mentorship, typical hours, management, and other benefits into a concise campaign. This partly comes from a lack of firm self-awareness, which hinders recruitment efforts and leads to "lateral recidivism." We deconstruct what top partners and associates look for and how firms can better sell themselves to the top laywers and understand their market perception.

Charles Curtis, Firmwide Director of Attorney Recruiting, Pillsbury Winthrop Shaw Pittman LLP

Michael Allen, Managing Principal, Lateral Link

Show Me the Money! No? How About a Job? – Strategies to Partner with Alumni and Development

- CSO Administration

Many CSOs struggle to find time to conduct employer outreach, and even more are facing tighter financial constraints than ever before. Within nearly every law school, however, are individuals whose main focus is to both network and raise funds. While Career Services and Alumni and Development Offices could frequently compete for resources, it is far more advantageous for these offices to develop mutually beneficial relationships through cross-collaboration and increased communication. This presentation will build upon general ideas by delving into specific methods that can be used to facilitate effective partnerships within your own walls.

Amber Brugnoli, Assistant Dean for Career Services, West Virginia University College of Law

Bill Coates, Executive Director of Institutional Advancement, Waynesburg University

Stephanie Powell, Assistant Dean for Career Services, Mercer University School of Law

Training the International Lawyer at Home and Abroad

- Lawyer Professional Development

Lawyers overseas may write and speak with near-perfect grammar and an advanced vocabulary. Undoubtedly they've been trained at the finest schools. Yet in business and legal settings with English-speaking clients and colleagues, they often find that they still lack the ability to connect successfully with their American counterparts. The problems they face are both cultural and an outgrowth of having to deal with the peculiar distinctiveness of the common law system. This workshop offers a new approach to international legal training and communication to bridge the gap.

Steven Stark, Former Harvard Law School Lecturer on Law, Consultant, Teacher, Writer

Section Meetings 3:15 PM – 4:30 PM

The majority of NALP sections will hold their meetings during this special governance block.

Boston Celebration in the Resource Center 4:15 PM – 5:15 PM

Dinner on Your Own

Late Night with NALP at Kings 9:00 PM – 1:00 AM

Join your colleagues at Kings for a night of billiards, skee ball, bowling, and more. Located across the street from the Boston Sheraton, this convenient and fun location will offer something for everyone to enjoy. There will be music, great food, and cold beverages in a cool venue with retro-inspired décor.

Friday, April 15

Yoga 6:30 AM – 7:30 AM

Drop-in Mindfulness Meditation 7:30 AM – 8:00 AM

Whether you are experienced or new to mindfulness, join your NALP colleagues for a guided mindfulness meditation session. These sessions, led by Donna Branca and Diane Costigan, will allow you to reap the scientifically supported benefits of mindfulness by improving attention, reducing stress, boosting the immune system, reducing emotional reactivity, and promoting a general sense of health and well-being. Come dressed relaxed or ready for the day.

Continental Breakfast & Coffee Service 7:30 AM – 9:00 AM

Registration & Resource Center Open 7:30 AM – 4:00 PM

ABA Update with Q&A 7:45 AM – 8:45 AM

Representatives from the ABA will provide an update on recent developments in the ABA's Accreditation Project, focusing in particular on matters directly relevant to law school career services offices, including law school graduate employment outcomes data collection and the inaugural year of the audit process. There will be time for questions and feedback.

Plenary | Managing the Multigenerational Workforce 9:00 AM – 10:15 AM

For the first time in history, four generations are sharing the workplace – and sometimes it feels like they're living in four different worlds. How can you successfully manage the diverse styles of the Traditional Traditionalists, Still-Booming Boomers, Xtra-Independent Gen Xers and Tech-or-Die Gen Ys? The answer is crucial to your organization's day-to-day productivity and long-term strategic success.

In this program, *New York Times* best-selling author Lindsey Pollak – often called a translator among generations – shares expert insights into the four generations and their motivations, goals and communication styles. You will learn how organizations across a wide variety of industries are thriving with a multigenerational workforce. And you'll gain specific, actionable strategies to manage your cross-generational challenges and turn your multigenerational workforce into a competitive advantage. Come hear a new take on the conversation about generations and learn how to leverage multigenerational opportunities.

Lindsey Pollak, Millennial Workplace Expert

Break 10:15 AM – 10:30 AM

Concurrent Sessions 10:30 AM – 11:45 AM

Advanced Issues in Entry-Level Recruiting

- Recruiting

Let's talk about the top issues in entry-level hiring! Join colleagues from law schools and law firms to discuss emerging trends and hot topics in summer and entry-level hiring. Are there new ways schools and firms can collaborate to make things run more smoothly? Are there new hiring models to follow? Come for a discussion of the current state of the on-campus interview process, the impact of "early" offers, the status of the 3L market, and more!

Heather Frattone, Associate Dean for Career Planning and Professionalism, University of Pennsylvania Law School

Randy Liss, Legal Recruiting and Development Manager, Bryan Cave LLP

Carol Sprague, Director of Associate/Alumni Relations & Attorney Recruiting, Skadden, Arps, Slate, Meagher & Flom LLP

Am I Diverse? Depends on Who You Ask ...

- Diversity and Inclusion

Am I eligible for this diversity program as an ally? A Jew? A veteran? Advisors are the first stop for students questioning whether they qualify for diversity programs. What's the advice for students identifying life philosophy, age, or socio-economic status as their diversity? How do you counsel millennials who are traditionally diverse, but don't self-identify as such? Firms define diversity differently, and have various program goals. Want to improve your program by learning what today's student thinks? Trying to win that war for diverse talent? Join this discussion. Advisors will gain advising tips. Law firm professionals will get a preview of the diversity pipeline.

Lori L. Garrett, Associate Director, Center for Professional Development & Career Strategy, Emory University School of Law

Emily Liu, Director & Manager of Diversity & Inclusion, Center for Professional Development & Career Strategy, Emory University School of Law

Kristine McKinney, Director of Diversity & Inclusion, Faegre Baker Daniels LLP

Aithyni Rucker, Director, Center for Professional Development, Charlotte School of Law

Communication and Management Styles: A 360-Degree Approach ▸ ADVANCED

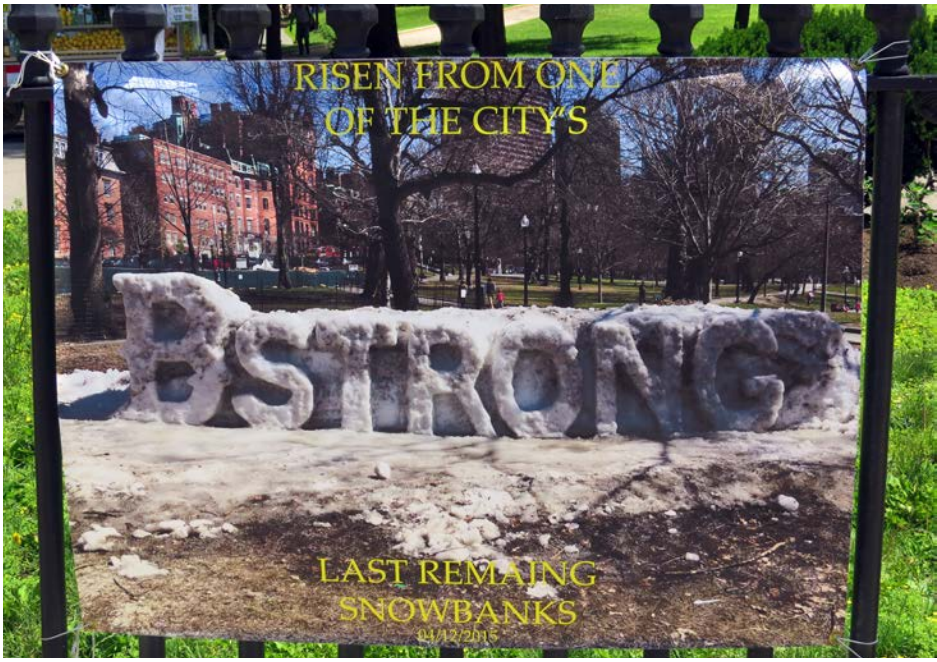
- Member Professional Development

Effectively communicating is at the heart of what we do, but when asked to multi-task while facing constant time pressures, how often do we experience "miscommunications" with colleagues or stakeholders? Our ability to manage people, projects, teams, and expectations relies heavily on our communication style. Whether managing down, up, or across, your management style impacts your effectiveness on all fronts. Come learn how to assess and improve your ability to communicate, engage, and manage successfully.

Alisa Goodwin, Firmwide Diversity and Inclusion Manager, K&L Gates LLP

Valerie Jackson, Senior Advisor to the Management Committee, K&L Gates LLP

Bryan Olson, Chief Human Resources Officer, K&L Gates LLP



Dissolving Silos: Combining Diversity and Professional Development Efforts for Greater Impact

- Lawyer Professional Development

Viewing diversity and inclusion and professional development as independent initiatives is both failing diverse lawyers and resulting in an inefficient use of law firm resources. A one-dimensional approach fails to recognize that the challenges diverse lawyers face often happen within the confines of the talent management process and are often not unique to them, but may be simply

more acute. In this interactive session, the presenters will share best practices while advocating for a new paradigm – one that strategically combines an organization's diversity and professional development initiatives to promote greater lawyer success and make better use of firm resources.

Werten Bellamy, President, Stakeholders, Inc.

Laura Rogora, Manager of Professional Development & Inclusion, Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

Michelle Wimes, Director of Professional Development and Inclusion, Ogletree, Deakins, Nash, Smoak & Stewart, P.C.

Sheri Zachary, Director of Career Development, Saul Ewing LLP

Fitting Lateral Candidates into Your Compensation and Competency Structures ▸ ADVANCED

- Lateral Recruiting and Hiring

Using case studies and role playing, the presenters will highlight the issues relating to compensation and competency faced by law firms and lateral partner candidates. Karen's expertise as a law firm insider and decision-maker, coupled with Jeffrey's expertise in candidate representation, will provide program attendees with an in-depth look at these issues from both sides' perspectives.

Karen Andersen, Chief Lateral Recruitment Officer, Perkins Coie LLP

Jeffrey Lowe, Global Practice Leader, Major, Lindsey & Africa

Missing in Action: Engaging and Counseling the Challenging Student ▸ ADVANCED

- Counseling

We all encounter challenging students. There are those who choose not to engage with career services because they are embarrassed about perceived problems, such as low grades or a limited work history, or have experienced multiple disappointments and have given up. Others do not make their job search and professional development a priority and simply expect that all will work out without any effort on their part. Then there are some who think they know best, refuse to seek advice, and are unreceptive to offers of assistance. Join the panelists as we explore techniques to reach these "hidden" gems and discuss methods to get them on the right track for a successful career.

Arthur Fama, Assistant Dean for Student Affairs (retired), NYU School of Law

Lisa Key, Assistant Dean, Career Development and Student Services, University of Missouri School of Law

Jayne Schreiber, Assistant Dean of Career Services, Chicago-Kent College of Law

Tamara Stephen, Associate Director of Career & Professional Development, Brooklyn Law School

Moving the Needle: Using Data, Teams, and Leaders to Improve Employee Engagement

- Leadership

Research shows that "engaged" employees, in addition to being happier, are more productive, creative, and innovative, deliver better client service, and function more effectively on an individual and team basis. Two leaders of Goodwin Procter's engagement initiative will share successes, challenges, and surprises in the firm's two-year comprehensive effort to improve lawyer and staff engagement, as measured by Lawyer Metrics. (Spoiler alert: the firm did it!) This session will provide participants with a framework and tools to drive change, with specific focus on using data and analytics to prioritize areas of improvement, mobilizing inter-departmental teams to create and implement initiatives, and generating leadership support and adoption.

Karen Lennon, Professional Development Manager, McKinsey & Company, Boston

Karen Stefaney, Senior Manager of Professional Development & Training, Goodwin Procter LLP

Powerful Conversations at Work: Start by Asking the Right Questions

- Leadership

Feeling stuck with a difficult employee, colleague or boss who doesn't "get it"? Recognizing patterns of negative behavior and unsure how to intervene? Start by changing the conversation. Learn how you can empower the people you work with to come up with their own solutions and influence them to change. Rather than focusing on "what is the problem?" leading a powerful conversation starts by inquiring into "what's working?" Powerful conversations emphasize strengths and possibilities, instead of deficits and roadblocks. Making this paradigm shift is challenging, but can lead to better results and more positive workplace relationships.

Lianne Krakauer, Career & Leadership Coach, Krakauer Coaching

Spotlight on Specialty Courts in the Northeast and Beyond

- Judicial Clerkships

In a legal market requiring increased specialization, clerkships at state and federal specialty courts can provide valuable – but often overlooked – opportunities for law school graduates. Come learn about clerkships at environmental, family, immigration, tax, and numerous other specialty courts in the Northeast and beyond, including identifying these opportunities and hiring timeframes. Former and current specialty court clerks will speak about their clerkships and how clerking has positively impacted their careers. An interactive discussion regarding advising, programming, and written resources will help law school career counselors learn how to educate and energize students about specialty court clerkships.

Victoria Braga, Attorney Advisor Executive Office for Immigration Review, Boston Immigration Court at the U.S. Department of Justice (Victoria is appearing in this program in her personal capacity, and her views do not reflect the views of the Department of Justice)

Betsy DiPardo, Assistant Director for Judicial Clerkships and the Private Sector, Boston University School of Law

Katelyn Ellermann, Associate Attorney, Murphy Sullivan Kronk

Jaya Saxena, Assistant Director, Center for Professional Development and Career Strategy, The George Washington University Law School

The Gamification of Learning: Online Learning Games for Lawyers

- Lawyer Professional Development

Gamification. You've probably heard the term (after all, it is one of the fastest growing trends in business today) and may know that it refers to the process of applying gaming designs/concepts to learning in order to make it more engaging and effective. But what does it look like? How is it implemented? Could it really work with lawyers? I mean really? In this session we will take a close look at gamification and explore what it is — and is not. We'll also talk with some in the legal field who have implemented online games for lawyers and show some real examples along the way.

Steve Gluckman, Managing Partner, Law Firm Elearning

The New Big Firms on the Block: Accounting Firms and Their Recruitment of Law Graduates

- Career Paths
- Legal Economy

This program will give an overview of how and where law graduates are recruited to work with accounting firms, focusing on the "Big 4" accounting firms. These firms have hired some law graduates in the past but in recent years there has been a significant increase in their hiring

of JD and LLM graduates across the country and into their international offices. The program will cover the structure of these firms, what roles law graduates are recruited for and the recruiting practices of these firms and how they differ from traditional firms that recruit law students. We will explore how career services professionals can market their students to these firms and how to adapt their existing recruiting systems to firms with very different structures and hiring practices. Finally, we will discuss the significance of these firms in the global market for legal work, how they are expanding to law practice in many countries and the implications for law graduates staring a career in these firms.

Emily S. Dorsey, Campus Recruiter, Americas Talent Team, Ernst & Young LLP

James Kossuth, Assistant Director of Alternative and Emerging Careers, Boston University School of Law

Mary Maher, Associate Director of Legal Careers, Tax Program, Northwestern University School of Law

Sara Marshall, Associate Director for Professional Development, Boston University School of Law

The Professional Development Pipeline: Training That Flows from Student through Experienced Lawyer

- Law Student Professional Development

The Professional Development Pipeline starts at law school and continues through employer training and continuing legal education programs. With rising pressure on law schools to create "practice ready" lawyers, and the growing difference in responsibility and experiences offered to new lawyers, it is increasingly difficult to provide timely and relevant training for everyone at all points along the pipeline. This cross-sectional session will discuss the accomplishments and challenges for current professional development programs. It will also provide findings of what students, new lawyers, trainers, and judges feel is missing in professional development programming and what can be done to repair those "leaks" in the pipeline.

Lois T. Casaleggi, Senior Director of Career Services, University of Chicago Law School

Diane Downs, Chief Recruiting & Professional Development Officer, Akin Gump Strauss Hauer & Feld LLP

Mark Drummond, Judge, 8th Judicial Circuit Court of Illinois

Niki Moore, CEO, 3L+ Law Prep Y Not? Turning Millennials into Successful Managers – A Program for Us, by Us

Y Not? Turning Millennials into Successful Managers – A Program for Us, by Us

- Management

We are experienced professionals. We are successful managers. And here's the big secret...we are millennials. Each year we hear the complaints about generational differences in the workforce. Despite the negative preconceived notions, we recognize the potential in our more junior colleagues. Our program focuses on strategies to help millennials become more effective managers. We will identify the classic characteristics that make our generation uniquely qualified to manage. We will explain how leadership is about people management and also project management. In short, we will convert stereotypes into strengths and highlight opportunities for intrapreneurship in our industry.

Megan McGrath, Assistant Director of Employer Outreach, The George Washington University Law School

Carrie Milliken, Senior Manager of Legal Recruiting and Professional Development, Thompson Hine LLP

Business Meeting and Lunch 12:00 PM – 1:30 PM

This members-only event (open to all employees of NALP member institutions and to affiliate members) includes the annual business meeting, elections for 2016 Board positions, and a review of NALP activities. (An alternative lunch will be available for non-members).

Concurrent Sessions 1:45 PM – 3:00 PM

Best Practices in Strategic Planning for Employer and School Professionals

- Management

It is time-to-plan or plan-to-fail time at many institutions, schools and firms alike. Having strategic planning skills is essential for anyone looking to add value to their team or organization during this critical juncture in the legal field. This program will define the strategic planning process and identify best practices in the industry. Examples of the most prevalent strategic planning models used in law firms and schools will be compared. Panelists will provide insights from their own strategic planning experiences focusing on each of the basic elements in the process.

Vicki Huebner, Assistant Dean for the Office of Career Management, Santa Clara University School of Law

Angelique Magliulo-Hager, Lawyer Development Manager, Orrick, Herrington & Sutcliffe LLP

Shannon Schaab, Associate Director, Law Career Services, DePaul University College of Law

Beyond Tokenism: Achieving Diversity in Law Firm Summer Classes

- Diversity and Inclusion

For large law firms, the challenge of engaging and retaining diverse lawyers begins with summer programs, which remain the most crucial new talent pipeline. Our goal is to share relevant proprietary data and expert insights and experiences regarding hiring a diverse summer class. We are interested in examining how to assemble diverse talent in a way that doesn't resort to mere "tokenism" or a quota system. Our discussion will have a special focus on the challenge of creating an inclusive environment for LGBT summer associates, who of course are under no obligation to share their orientation with potential employers.

Natalie Kernisant, Attorney Diversity and Inclusion Manager, Morrison & Foerster LLP

Laura Maechtlen, Partner, Seyfarth Shaw LLP

Elie Mystal, Editor at Large, Breaking Media Inc.

Build a Bridge and Get Over It! Coaching Leaders to Handle Slights, Stress, and Setbacks ▸ ADVANCED

- Leadership

What separates a leader from the pack? Talent? Experience? While those qualities are important, the ability to recover from the negative impact of daily slights, stress, and major setbacks plays a substantial role in a leader's success trajectory. Despite this leadership call for "greater resilience," many law students and lawyers get stuck, unable to bounce back quickly, often putting their careers at risk and pulling on already stretched resources and support. In this session, you'll learn how to use coaching/reframing techniques and decision-making strategies to help them regroup, shift to a positive perspective, and create action steps to move forward.

LeaNora Ruffin, Assistant Dean, Career Development, Widener University Delaware Law School

Judicial Clerks in the Job Market: Opportunities and Challenges for Employers and Counselors

- Judicial Clerkships

Many judicial clerks are seeking a new job, or even a new career path, after their clerkship. Many employers are also eager to hire lawyers with clerkship experience. Between ethics rules, judges' policies, and potential conflicts of interest, it can be a challenge for clerks to communicate their interest in an employer or for employers to reach out to current clerks. Join an interactive discussion of effective practices, good timelines, and pitfalls to avoid in recruiting and counseling judicial clerks, guided by panelists experienced in law school counseling, legal recruiting, and judicial ethics.

Robert Deyling, Assistant General Counsel, Adminstrative Office of the U.S. Courts, and Counsel to the Judicial Conference Committee on Codes of Conduct

Marilyn Drees, Director, Judicial Clerkships, Yale Law School

Nicole Oddo Smith, Attorney Recruitment Manager, Dechert LLP

Charlotte Wager, Partner and Chief Talent Officer, Jenner & Block

Lateral Partner Hiring – Start your Engines, Assemble Your Team – Integration Starts Now!

- Lateral Recruiting and Hiring

When hiring lateral partners, it is important to pull together your lead team before you start. This panel will address partner hiring and integration procedures starting with identifying your business need through the recruitment, on boarding, and integration processes. The panelists will discuss how key departments – recruiting, practice management, and marketing – can work together with firm leadership to understand the business behind a lateral hire and successfully facilitate the recruitment and integration of new laterals.

Niki Kopsidas, Lateral Partner Recruitment and Integration Director, Blank Rome LLP

Mary Panetta, Business Director (Litigation), Blank Rome LLP

Katy von Mehren, President, von Mehren Legal Search

Leveraging Social Media for Career Success

- Technology

Today's savvy professionals are using such networks as LinkedIn, Twitter, Facebook, and Instagram to build their personal brands and demonstrate their skills and leadership capabilities. The presenter, a *New York Times* best-selling author and a former ambassador for LinkedIn, will explain how to incorporate social media into your day-to-day success and use the web to support your longer-term career strategy, as well as how to project the right professional image online, how to use online research to stand out in the business world, and how to avoid common social media mistakes.

Lindsey Pollak, Millennial Workplace Expert

Networking: An Introvert, an Extrovert, and a Converted Skeptic's Perspective

- Lawyer Professional Development

"Introverts" and "extroverts" approach connecting with others differently. As such, personality types may influence one's personal power and professional success. Through understanding the fundamentals of personality type, both lawyers and PD professionals may devise strategies that are aligned with their natural instincts and also leverage inherent strengths and comfort zones. To depict this varied personality palette, a panel of two lawyers and a PD professional will present as an introvert, an extrovert, and a former skeptic of networking who "converted." The panelists will discuss their best practices and prowess in networking and relationship building, while staying true to their authentic selves.

Joi Bourgeois, Vice President & Director of Business Development, Greiner Consulting

Milana Hogan, Chief Legal Recruiting & Professional Development Officer, Sullivan & Cromwell LLP

Michael Rupe, Partner, King & Spalding LLP

Abdi Shayesteh, CEO & Founder, Sofos Labs, Inc.

Right Hand, Meet Left Hand: PD Initiatives Across Schools and Employers

- Law Student Professional Development

Are schools and employers working together or in tension on PD efforts? Analyzing survey findings of schools and private and public employers' PD initiatives, panelists will uncover trends in student and lawyer training, highlight areas for strengthening student training, address the value employers assign to school programming, and compare PD priorities in school and practice. Representatives from schools and employers will discuss expectations, pitfalls, and challenges. Survey data from schools and employers will be sliced so PD professionals can focus efforts, build successful programs, spot areas ripe for collaboration, and work toward a common goal.

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

Trisha Fillbach, Assistant Director, Office of Attorney Recruitment and Management, United States Department of Justice

Christine Guard, Director of Career Services, Mercer University School of Law

Heather Karns, Assistant Dean, Career Services & Alumni Affairs, University of Toledo College of Law

Technology in Legal Alumni Programs – What Is the ROI? ▸ ADVANCED

- Technology

Most firms have either been using technology in one way or another as part of their alumni relations strategy, or are considering adopting it. The question becomes how you use technology to measure the return on investment of your alumni program and what are the costs associated

with not having an alumni program. This presentation will look at ways different vendors have leveraged their alumni platforms and how each can help determine the ROI of an existing alumni program. This will cover integration with CRM systems, alumni site vs. alumni groups as well as information on a corporate alumni ROI calculator among others.

Price Eberts, Chief Operating Officer, Conenza, Inc.

Graziella Reis-Trani, Alumni Program Manager, White & Case LLP

To Merge or Not to Merge: Pros and Cons of Merging PD/Recruitment and Staff HR ▸ ADVANCED

- Management

More law firms are moving away from the traditional model of having separate operational functions and departments for lawyer recruitment and professional development and staff human resources. This session will explore advantages and disadvantages of separate vs. merged functions and impacts on associate development, optimal performance management, consistency, diversity and inclusion and organizational efficiency. We will also explore the pros and cons of organizing accountabilities by function (e.g. recruitment, professional development, performance management) vs. by population (students, associates, staff, paraprofessionals etc.).

Anna Galanter, Director, Legal Talent and Operations, Osler, Hoskin & Harcourt LLP

Lynn Iding, Director of Legal Professional Resources, McInnes Cooper

Utilizing Your Federal Work Study or Externship Program to Conduct Employer Outreach

- Public Service

Federal work study and for-credit externship programs provide an excellent way to reach out and develop relationships with employers. This program will provide an understanding of how employer relationships developed through a federal work study or externship program can lead to job opportunities for students and will provide attendees with the tools to create their own federal work study or externship employer outreach plan or develop an already existing program. For schools that do not have a community-based federal work study or externship program based out of the career services office, creation of these programs and collaboration with existing programs will also be discussed.

Katelynn McBride, Program Director for Public Interest and Chicago Initiatives, University of Notre Dame Law School

Michelle Vodenik, Senior Director of Career Services & Public Sector/ Diversity, IIT Chicago-Kent College of Law

Break 3:00 PM – 3:30 PM

Diversity & Inclusion Plenary | This I Believe: Stories about LGBT Law, Life, and Love 3:30 PM – 4:15 PM

Janson Wu is the Executive Director of GLBTQ Legal Advocates & Defenders (GLAD) in Boston, where he has worked on many of the cutting-edge LGBT victories in the last ten years, including the most recent U.S. Supreme Court marriage victory. Come hear one gay, Asian-American lawyer's personal and professional journey, how it illuminates the struggle between loving who you are and what you do, and how it intersects with the future of the LGB and specifically transgender rights movement. Participants will leave with a deeper understanding of how the increasing visibility of LGBT lives in our society will continue to transform our families, communities, schools, and workplaces.

Janson Wu, Executive Director of GLBTQ Legal Advocates & Defenders

Diversity & Inclusion Reception 4:15 PM – 5:30 PM

The Diversity and Inclusion Reception will immediately follow the Diversity and Inclusion Plenary. Join your colleagues for food, discussion, and networking.

Dinner on Your Own

Saturday, April 16

Regional Resource Council Meeting 8:30 AM – 1:30 PM

Coffee Service 9:30 AM – 11:30 AM

Registration Open 9:30 AM – 11:30 AM

Pre-registration is required for Saturday sessions.

ABA Workshops on Collecting, Maintaining and Reporting Law Graduate Employment Data 10:00 AM – 11:30 AM

Representatives from the ABA will provide a Saturday morning training on the new ABA Protocol for Collecting, Maintaining and Reporting Law Graduate Employment Data. Presenters will review the guidelines for collecting and reporting the data, as well as the mechanics of how the audit process will work. Specifically, presenters will review key data elements and talk about best practices in documentation. Points of discussion will include the use of professional judgment when altering student-submitted data that is either wrong or at odds with ABA definitions, as well as the reasonableness standard in deciding how much surveying is enough. They will review the answers to frequently asked questions and also allow time for your questions. This is a session that should not be missed by anyone who has responsibility for their law school's data collection and submission process.

William E. Adams, Jr., Deputy Managing Director, Section on Legal Education and Admissions to the Bar, American Bar Association

Peggy Daley, Managing Director, Berkeley Research Group

Scott F. Norberg, Professor of Law, FIU Law

Make Your Case: Present with Impact 10:00 AM – 11:30 AM

You agreed to give a presentation. Everyone said you did a good job, and you hope that you did too. But how can you be sure? Sometimes you struggle to find the right way to use your slides. Other times you're not sure what to do with your hands. You want, and need, to be an even stronger presenter and have more impact. As a speaker, how can you consistently project poise and conviction when the stakes are high? If you seem nervous or uncomfortable, your credibility drops. That's why presentation skills are essential for successful professionals, whether they present from the front of the room, the head of the table, on a videoconference, or as part of a team for a "town hall" meeting. Calm, confident, and credible presenters adapt to the environment and form an immediate and lasting impression with their audience. Exec|Comm's Presenting with Impact program helps you successfully manage your presence, information, and audience so your credibility stays strong. After participating in this program, you will: present with a polished, professional manner, speak fluently and gesture naturally, quickly organize a message or presentation for greatest audience impact, engage with compelling visuals, and handle questions and answers with ease.

Sean Romanoff, Exec|Comm

NALP THANKS OUR SPONSORS FOR THEIR EDUCATIONAL SUPPORT OF THIS CONFERENCE

Member Celebration Event

Late Night Event

Cyber Café

Conference Lanyard

Tote Bag