



# MONUMENTAL OPPORTUNITIES

2009  
Annual  
Education  
Conference  
& Resource  
Center  
Exhibition

**NALP**  
THE ASSOCIATION  
FOR LEGAL CAREER  
PROFESSIONALS

April 1- 4  
Omni Shoreham Hotel  
Washington, DC

## Monumental Opportunities

The 2009 Annual Education Conference is the product of a year-long planning effort by a dedicated team whose collaboration, creativity, and professionalism have combined to create a conference experience that is sure to challenge, inform, and excite participants. Members of the conference planning team are:

*Mary Hoagland, Chair, Brigham Young University Law School*

*Lauren Dubin, Vice-Chair, Georgetown University Law Center*

*Cristobal Modesto, Vice-Chair, Davis Polk & Wardwell*

*Jennifer Queen, Vice-Chair, McKenna Long & Aldridge LLP*

### Regional Coordinators:

*Elizabeth Berner, Jones Day*

*Michelle Bigler, Quarles & Brady LLP*

*Pam Cofer, Burr & Forman LLP*

*Rachel Dawson, The John Marshall Law School*

*Jennifer Horton, Stetson University College of Law*

*Elizabeth Jeffery, Syracuse University College of Law*

*Megan McGrath, McKenna Long & Aldridge LLP*

*Vicki Nelson, Lewis & Clark Law School*

*Rachel Simmonds-Watson, Chadbourne & Parke LLP*

*Rebekah Verona, Rutgers University School of Law-Camden*

**New . . .**

## Conference Mentor Program

**Is this your first NALP conference or your fifteenth?** The Conference Mentor Program will pair newer NALP professionals attending the conference with experienced NALPers who can provide pre-conference advice on what to expect and how to get the most from the conference, as well as on-site assistance in navigating the conference. The online registration will allow newer attendees to request a Conference Mentor or experienced NALPers to volunteer to be a Conference Mentor. Mentors and Mentees will be matched and notified prior to the conference. The sign-up deadline is March 2.

## NALP's Service Project: Help Washington Be Dressed for Success

Pack your bags for Washington! And when you pack, save some room for items for **NALP's Accessory Drive**. We will be making donations to two Washington, DC organizations that assist low-income individuals in the Washington, DC area by providing professional clothing, career development education, and life skills training. Items accepted by the benefitting organizations, Suited for Change and MenzFit, are:

- **Women's accessories:** Handbags, briefcases, costume jewelry, pantyhose (new and unopened – queen size and skin tone colors, such as taupe, off-black, black), belts, scarves.
- **Men's accessories:** Ties, briefcases, belts, socks (new only), cufflinks, watches, shoes.

## Mandatory CLE Credit

The NALP Annual Education Conference is accredited in 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, US and Canada) or e-mail [cfinch@ali-aba.org](mailto:cfinch@ali-aba.org).

Dear NALP Colleagues:

In June 2008, our conference planning team met together and asked, "How can the DC conference help NALP members embrace our profession's **monumental opportunities** while successfully facing some **monumental challenges**?" We are delighted to report that the 2009 conference will help you do both.

We are pleased to present a conference schedule that includes 105 concurrent sessions – the largest number to date – that cover all areas of our profession from recruiting and career counseling to professional development, diversity management, and more. Some sessions focus on developing our individual professional skills and other sessions address current market conditions (talk about a monumental challenge!). We think that the most difficult decision facing you will be choosing which of the many informative programs to attend!

Three timely and engaging plenary panels will give you insights into topics pertinent to all NALPers: how the Internet impacts the work we do, the importance of volunteering, and the ever elusive quest to achieve work-life balance.

In addition to the terrific programming options, your conference registration includes:

- A member celebration event at the recently renovated Smithsonian National Portrait Gallery & American Art Museum
- Two receptions: our Welcome Reception and the Diversity Reception
- Three lunches, including luncheons for public service and experienced professionals members along with more than a dozen meetings of other sections and interest groups
- Four breakfasts, including the regional breakfast meetings and an experienced professionals/newer professionals roundtable breakfast
- A full morning of in-depth, interactive workshops on Saturday
- Informational sessions: a discussion of the NALP Timing Guidelines and an orientation for newcomers
- Admission to the Annual Business Meeting for NALP members and an opportunity for voting members to vote on the permanence of the new Timing Guidelines
- The karaoke lounge in the historic Shoreham Blue Room and the chance to sing in a space that has played host to Aretha Franklin, Louis Armstrong, Judy Garland, Sammy Davis Jr., and Sonny & Cher
- Comprehensive conference manual, program handouts, and materials prepared by conference faculty
- Continuing Legal Education credits for designated courses
- Refreshment breaks and admission to NALP's Resource Center
- The opportunity to participate in a conference mentor program

These different offerings provide a host of networking opportunities for all conference attendees to make new contacts, reconnect with old friends, and generally learn from other members.

In order to take on **monumental challenges** and make them **monumental opportunities**, you'll want the information, contacts, and inspiration offered at this conference. It is an investment in your own professional development, in your organization, and in those you serve.

It is an honor to serve on the planning team for NALP's 2009 Annual Education Conference and Resource Center Exhibition, and we look forward to seeing you in Washington, DC!



Mary Hoagland  
Chair, NALP 2009 Annual Education Conference Planning Committee  
Brigham Young University Law School

# Icons = Guides to the Conference — and to Our Host City!

This year's conference brochure features icons of Washington, DC area landmarks that will assist you in navigating the many concurrent sessions and their subject areas. These icons, shown with each program title, will help you determine which programs are in your area(s) of interest. They will also help you learn about the great capital city hosting our 2009 conference.



## Counseling

*The Old Post Office Pavilion*

Built between 1892 and 1899, the Old Post Office Pavilion, at twelve stories tall, was Washington's largest and tallest government building and held both the US Post Office and the DC Post Office. Visit the deck of its 270-foot clock tower for a spectacular panoramic view of downtown Washington, DC.



## CSO Administration

*White House*

First constructed more than 200 years ago, the White House is easily the most recognized US building, and is also the only private residence of a head of state that is open to the public, free of charge.



## Diversity

*Lincoln Memorial*

This neoclassical monument features a 175-ton statue of the 16th president and inscriptions of Lincoln's Second Inaugural Address and his Gettysburg Address. From this Memorial's steps, Martin Luther King, Jr., delivered his famous "I Have a Dream" speech in 1963.



## Judicial Clerkships

*US Supreme Court*

The Supreme Court Building represents the importance of the judiciary as a coequal, independent branch of the US federal government. The façades of the building bear the mottos "Equal Justice Under Law" and "Justice, the Guardian of Liberty."



## Lateral Recruiting

*Marine Corps War Memorial  
(Iwo Jima Memorial)*

The Marine Corps War Memorial, also known as the Iwo Jima Memorial, stands as a symbol of esteem for fallen soldiers of the US Marine Corps. Its towering statue depicts one of the most famous incidents of World War II, the raising of the American flag at Mount Suribachi.



## Law Student Professional Development

*Thomas Jefferson Memorial*

This temple-like structure, dedicated to the US's third President, features interior walls engraved with writings by this drafter of the Declaration of Independence.



## Lawyer Professional Development

*World War II Memorial*

The World War II Memorial, finished in 2004, honors the 16 million who served in the US armed forces and the more than 400,000 who died during this conflict.



## Management

*US Capitol*

The US Capitol has housed the meeting chambers of the House of Representatives and the Senate for two centuries. Its cast-iron dome is topped with the allegorical *Statue of Freedom*.



## Member Professional Development

*Smithsonian Castle*

The original home (and final resting place) of James Smithson, founder of the Smithsonian Institution, now serves as the Smithsonian Information Center. Stop here for information about the National Zoo and 17 Washington, DC museums, including the National Natural History Museum, National Air and Space Museum, and the new National Museum of the American Indian.



## Public Service

*Statue of an American Revolutionary War Hero*

Washington DC's many statues depict a surprisingly wide array of subjects – from George Washington to Einstein to Gandhi. This figure represents the statue of the American Revolutionary War hero, General Comte de Rochambeau, and is located just north of the White House.



## Recruiting

*Air Force Memorial*

Just outside the nation's capital, in Arlington, the three stainless steel spires of this memorial, designed in the pattern of Air Force jets flying in formation, decorate the skyline. This memorial was dedicated in 2006 and honors the men and women of the US Air Force.

# Conference Schedule

## Tuesday, March 31

2:00 – 8:00 pm

### Registration Open

5:30 – 6:00 pm

### Newcomers' Welcome and Orientation Session

Welcome to your first NALP conference! Join us for this session to learn how to get the most out of this week of educational and networking opportunities. Representatives from the Newer Professionals Section, Experienced Professionals Section, and the NALP Board will share advice on various conference activities and on how to take full advantage of your conference attendance. This will also be an opportunity to start to meet and network with your NALP colleagues.

6:00 – 8:00 pm

### Resource Center Open

6:00 – 7:00 pm

### Welcome to Washington, DC! Opening Reception

Reconnect with friends, meet new colleagues, and kick off the 2009 Annual Education Conference in style! The reception is located in the Resource Center and will give you an additional opportunity to meet with vendors before conference sessions begin.

## Wednesday, April 1

7:30 am – 5:00 pm

### Registration and Resource Center Open

8:30 – 9:30 am

### Regional Meetings and Breakfast

Join your regional colleagues to learn the results of your regional elections and exchange views on issues close to home.

9:30 – 9:45 am

### Break

9:45 – 11:00 am

## OPENING PLENARIES

New for our 2009 conference, NALP members have a choice of two unique plenaries to kick off the conference experience.

### Don't Fight the Web: Surviving and Thriving in a 2.0 World

Even if you're not reading the blogs, your lawyers and your law students are. The rapid ongoing evolution of the World Wide Web requires that law schools, law firms, and other legal employers need to rethink strategically how they position themselves in the marketplace. Participation is not optional, because love it or hate it, most law students and lawyers rely on information from the Web to stay informed about the legal industry. Legal blogs, job websites, and other online media outlets compete with law firm websites and traditional media and law firm directories. In a world where anyone and everyone can share information, videos, pictures, and other documents instantly, build online communities, and host an increasing range of services on the Internet, NALP members need to learn to use these new avenues of communication and collaboration to their advantage. Some of the most experienced and active leaders of the "legal employment information revolution" will discuss how new information portals provide unique opportunities for law firms to communicate with a variety of audiences for marketing and recruiting purposes.

*Charlotte Wager, Partner, Director of Professional Development, Jenner & Block LLP – Moderator*  
*Michael Allen, Principal, Lateral Link Group, LLC*  
*Samer Hamadeh, Co-Founder and COO, Vault Inc.*  
*David Lat, Founding Editor, Above the Law*  
*Mark Weber, Assistant Dean for Career Services, Harvard Law School*

### From an Idea to Worldwide Impact: The Story of Habitat for Humanity

How can one person effect change in a community at large? Hear the inspirational story of Habitat for Humanity International from its first volunteer, Clive Rainey. Exactly 32 years before his addressing NALP, on April 1, 1977, he first volunteered for what was then a new organization not yet a year old. Today, Habitat for Humanity has built more than 300,000 houses, sheltering more than 1,500,000 people in more than 3,000 communities worldwide. His career with Habitat reflects the growth of this organization, and has taken him from Georgia and Florida to Zaire and Uganda. NALP members will be

inspired by Clive Rainey's personal story to make a difference in others' lives, whether at work or in the community at large.

*Clive Rainey, Director of Community Relations, Habitat for Humanity International*

11:00 – 11:30 am

## Break

11:30 am – 12:30 pm

## CONCURRENT SESSIONS

### Becoming an Event Planner Extraordinaire: Getting Your Summer Program the Attention It Deserves



#### Recruiting & Lawyer Professional Development

Each summer law firms plan social events specifically for summer associates and these events have an impact on the law firm's image. How can you help ensure that impact is always positive? How can you ensure that your guests have fun and that your events run smoothly? How can you ensure a great lawyer turnout? Join us to learn best practices for summer event planning. We will discuss developing event themes, publicizing events, and tailoring the events to your program size, office, and budget. We will share ideas for successful events, talk about how to handle last-minute cancellations and other snafus, and discuss how you can get your lawyers, office staff, and hiring committee members involved. You will leave with new ideas, renewed enthusiasm for your program, a checklist template you can use for planning your events, and the official title of "Event Planner Extraordinaire."

*Annalyn A. Godwin, Attorney Recruiting Coordinator,  
Gibson, Dunn & Crutcher LLP*

*Beth Harris, Recruiting Manager, Morrison & Foerster LLP*

### Counseling the "Challenging" Student



#### Counseling

It is easy to work with a student who knows what she wants to do, has outstanding credentials, and has her documents in order. Unfortunately, working with many students provides more of a challenge. How do you best counsel the student who doesn't know what she wants to do or why she came to law school? How about a student so lacking in social skills that he can't get past an interview? Or the student with some type of major blemish on her record? In this session, we will address a variety of challenging counseling situations and will share tools, ideas, and resources for working with these – and other – student counseling challenges.

*Beth Ann Hansen, Director of Career Services, Brigham  
Young University Law School*

*Gina D. Rowsam, Assistant Dean for Professional & Career  
Development, Oklahoma City University School of Law*

### Can We Talk? How Law Firms Can Work with Career Service Professionals to Maximize Law Firm Recruitment Goals



#### Recruiting

Each year, law firms expend valuable resources on the law school recruitment process, yet sometimes meet with varying levels of success. Why do some firms create a "positive buzz" on campus while others fail to meet their recruitment goals? This seminar will identify key recruiting obstacles that law firms face, and how firms can work with law school career services staff to improve their recruitment yield. Recruiting professionals will learn how to identify key career services staff members, leverage career center programming to raise their on-campus profile, and build a distinctive brand that will stand out during the recruiting season.

*Kelly Obenauer, Assistant Director of Recruitment and  
Marketing, Northwestern University School of Law*

*Irene M. Reed, Associate Director, Center for Career  
Strategy & Advancement, Northwestern University  
School of Law*

*Kathleen Smetana, Attorney Recruiting Manager, Kirkland  
& Ellis LLP*

### From Mission Statement to Action Plan: Making the Most of Strategic Planning



#### Member Professional Development & Management

Whether due to a university-wide strategic planning process, ABA self-study, or an annual report to the dean, many of us are called to prepare a "Strategic Plan." In this program we will explore several models, of varying complexity, for strategic planning for your department or as a member of a school-wide team. We will focus on using the process as a valuable learning tool for you and your team, and preparing a report that will showcase your capabilities, vision, and successes. We will also discuss how to use these skills proactively in the absence of a formal strategic planning process.

*Karen R. Britton, Director of Admissions, Financial Aid  
and Career Services, University of Tennessee College  
of Law*

*Tomea Mayer Mersmann, Associate Dean for Strategic  
Initiatives, Washington University School of Law*

## Escaping Your Silo: Best Practices for Working Cooperatively Across Law Firm Administrative Departments



### Management

Frustrated by the “silo effect” – poor communication among law firm departments and office politics that hamper your effectiveness? Confused about how to gain cooperation from peers and get the key information you need from other departments in order to maximize the success of your projects? Hear how to come out of your silo and achieve better results for your department and your entire organization through examples of successful, innovative, cooperative projects among law firm recruiting, lawyer development, diversity, and marketing/business development departments, and learn simple but transformative tips to improve working relationships among departments.

*Robert O. Edwards, Director of Legal Recruitment, Fried, Frank, Harris, Shriver & Jacobson LLP*

*Maja D. Hazell, Director of Diversity and Inclusion, Fried, Frank, Harris, Shriver & Jacobson LLP*

*Lily Loh, Director of Marketing Services, Marketing & Communications, Fried, Frank, Harris, Shriver & Jacobson LLP*

*Don A. Smith, Manager of Professional Development and Diversity, Office of Attorney Development, Fried, Frank, Harris, Shriver & Jacobson LLP*

## Law Firm Diversity Initiatives – How Do You Spell Success?



### Diversity

Increased attention to diversity in the legal profession has spawned great discourse about diversity best practices. Often, however, discussions about the effectiveness of these programs are lacking. This session explores some of the best practices that law firms have employed; law student and lawyer perspectives on such programs; and strategies for defining expectations, setting goals, measuring results, and accountability.

*Jacqueline Cranford, Director of Diversity, O'Melveny & Myers LLP*

*Tyree Jones, Partner and Director of Diversity, ReedSmith LLP*

*Nancy Philippi, Director of Diversity and Community Outreach, Quarles & Brady LLP*

## Career Counseling and the Search for “Golden” Resources



### CSO Administration

Today's career counselors must be extremely resourceful. This program explores resources for CSO professionals to gain knowledge on counseling issues, as well as resources to refer students to. You will gain ideas for resources for counseling students at each stage of their legal career, from 1Ls who need guidance on legal practice areas, 2Ls needing to hone their interviewing skills, 3Ls panicked over not having a job, to alumni in professional crisis. Newcomers to the profession will learn about the essential resources to make the most out of their counseling sessions from the very beginning. Intermediate and advanced practitioners will be encouraged to share their resource recommendations.

*Cinnamon A. Baker, Director of Career Services, Barry University Dwayne O. Andreas School of Law*

*Sonja J. Hayes, Associate Director of Career Development, Stetson University College of Law*

*Victor Charles Massaglia, Career Advisor, University of Minnesota Law School*

## Stronger Links in the Chain: Lawyer Evaluation to Professional Development to Career Planning



### Lawyer Professional Development

The lawyer evaluation program in many firms often operates independently, with little engagement with the lawyer professional development and career planning process. The potential for improving partner performance and linking evaluation more strongly to professional development programs and career planning is apparent – so why doesn't it happen? This session will explore the barriers to better connections, illustrate measurements for best practices, and provide you with tools to implement a stronger chain in your firm's next evaluation cycle.

*David A. Cruickshank, Partner, Kerma Partners*

## Life Management: Going Beyond Just Time Management “Strategies”



### Member Professional Development

There is no greater challenge today than organizing and managing time. Effectively managing your time means effectively managing your life, yet all too often it seems that many of the traditional “time management” practices fall short in their promises. What's missing? Join us for an interactive workshop where we present the practical time management techniques and skills that make a difference, including Franklin Covey and others. Leave armed with new ideas for regaining a sense of control over your schedule, reducing stress, and increasing productivity, while reconnecting with your primary objectives for work and life.

*Kathleen E. Post, Consultant, Leadership Coach, Shannon & Manch LLP*

*Marcia P. Shannon, Principal, Shannon & Manch LLP*

## Recruiting IP Lawyers: Secrets of the Trade



### Lateral Recruiting

Recruiting intellectual property candidates takes you into a confusing maze of different qualifications and training. Must an IP lawyer have a technology background or US Patent and Trademark Office admission? And just what do you mean by IP – IP litigation, corporate transactions, or patent prosecution? We will teach you how to recruit for specific IP practice areas, how to read and write effective IP resumes, and how to recognize the unique qualifications that define IP lawyers. Join us to learn powerful tricks of the trade in the IP hiring world from a veteran IP recruiter, a recruiting manager, and a partner with 20 years of intellectual property law experience.

*Alex Chartove, Partner, Morrison & Foerster LLP*  
*Katharine C. Patterson, President, Patterson Davis Consulting*  
*Susan Murai Raider, Recruiting Manager, Morrison & Foerster LLP*

## Religion and Culture – Interesting and Challenging Dimensions of Diversity in the Legal Profession



### Diversity

As law schools and legal organizations become more diverse, religious and cultural diversity are becoming increasingly important areas to explore and address. Have you wondered about what to do when accommodating prayer during the day, addressing client requests that are new for you, picking dates and ordering food for events, or organizing year-end holiday festivities, to name a few scenarios? This session will explore religious and cultural diversity in the legal profession and provide attendees with insight, tools, and suggestions on what they can be doing to accommodate religious and cultural observances in their workplaces.

*Ritu R. Bhasin, Director, Student and Associate Programmes, Stikeman Elliott LLP*  
*Laraine Kaminsky, Global Diversity Strategist and Speaker*  
*Meredith Moore, Director of Global Diversity, Weil, Gotshal & Manges LLP*

## Tips and Tricks to Get Your Grads into Government



### Public Service

Finding a job with the federal government involves different search techniques and application procedures than those typically used in a private sector job search. Career counselors need to understand these unique processes to best advise students seeking government jobs. In this session, you will learn about the unique federal hiring process. We will talk about coaching students to write appropriate resumes, and Knowledge, Skills and Abilities (KSA) statements. We will also discuss resources available to students to research which agencies might make the best fit and which ones have current openings. In addition, a hiring manager from a federal agency will discuss the process from an insider's point of view. Participants will leave the session with some incredible federal job searching tools!

*Tamara Brooks, Chief, Student Programs Branch, Office of Recruitment, Examination and Employment, United States Department of State*  
*Tari D. Williams, Assistant Dean for Public Interest Law, University of Alabama School of Law*

## Understanding the Current Legal Economy

### **HOT TOPIC!**

### Hot Topics

The national and legal economies have experienced unprecedented upheaval during 2008. Dramatic changes in the financial industry have caused law firms to recalibrate their practices and their business models, often downsizing lawyer and staff headcounts in the process. At least two prominent law firms have faced dissolution and there is a great deal of uncertainty about what will come next. In this session experts on the legal economy and law firm finances will dissect where we have been over the last twelve months and will help us understand what may lie ahead.

*Speakers to be announced*

12:30 – 1:45 pm

## Networking Lunch



12:30 – 1:45 pm

## Timing Guidelines Open Forum

Grab lunch and join your colleagues for discussion and questions with NALP's Part V Task Force. Task Force members will provide background information, discuss responses to member feedback, and address questions regarding the results of the provisional adoption of these standards for the 2008-2009 recruiting cycle. This open forum will provide an important opportunity to share information before this conference's business meeting, when the revised NALP Timing Guidelines will be voted on by the membership.

*Michael R. Gotham, NALP President and Director of Recruiting & Retention, Perkins Coie LLP*

*Thomas J. Schoenherr, Part V Task Force Leader and Assistant Dean, Public Interest Resource Center, Fordham University School of Law*  
*Members of the Part V Task Force*

1:45 – 3:15 pm

## CONCURRENT SESSIONS

### Can It Be Done? – Creating a Great Place for Women Lawyers



#### Lawyer Professional Development & Diversity

Women have been talking about the need for change in law firm structures for years. From these discussions have come a number of creative solutions to address the retention issues that continue to plague law firms. And yet the bar for the “best workplaces” for women is still set too low, resulting in few law firms making the kind of structural changes that meaningfully impact the retention rates for women lawyers. Instead of compiling lists of law firms that meet the minimum criteria, we need to codify and publish the characteristics of firms where women will want to stay, succeed, and thrive. In this interactive session, we will use the findings and recommendations of “The Opt-In Report” and other recent studies to develop a best practices law firm model that promotes the retention of women lawyers and their career success.

*Ida Abbott, President, Ida Abbott Consulting*  
*Patricia Gillette, Partner, Orrick, and Founder of the Opt-In Project*

### Counseling for Public Interest Careers from 1L to Retirement



#### Public Service

Seasoned law school career counselors and public interest recruiters will discuss the continuum of public service career counseling, from market entry to retirement. Topics will include best presentation of materials, interviewing, networking, career development, private sector-public

sector switching, financing, fellowships and clerkships as career building, and how to return to work after a break. Panelists will also be prepared to address all of your public interest sector career questions.

*Suzanne Lynn Bell, Deputy Director, Legal Recruitment and Outreach, United States Department of Justice*

*Karen V. Comstock, Assistant Dean for Public Service, Cornell Law School*

*Tom Maligno, Director of Public Interest, Touro College Jacob D. Fuchsberg Law Center*

*Stuart Smith, Director of Legal Recruitment, New York City Law Department*

### How to Keep Yourself Energized and Engaged



#### Member Professional Development

As law firm and law school recruitment professionals, you have mastered the job of taking care of your lawyers and law students. This program will focus on helping you to take care of yourself in order to have the energy to do your job effectively and the enthusiasm to be fully engaged. Topics include: stress vs. burnout; unique challenges for working in a reactive, client service environment; strategies for achieving work-life balance; and goal setting and planning. The session will help participants identify what they enjoy most about their work, seek out new challenges and growth opportunities, and keep themselves motivated and excited about the future.

*Eva Wisnik, President, Wisnik Career Enterprises, Inc.*

### Gain the Competitive Edge in Lateral Recruiting



#### Lateral Recruiting

It seems as if every law firm that recruits laterals is trying to get an edge on the competition – but whether a firm is successful in achieving that edge can be an entirely different story. This program will utilize a step by step, dynamic flow chart in order to explore the nuts and bolts of a successful lateral recruiting strategy, including identification of a specific need, formulating a compelling initial search description, acting quickly on “hot” candidates, effective interviewing skills, and successfully closing deals. Incorporating strategies and suggestions from the law firm and search firm perspectives, this program will challenge you to think about lateral recruiting from a strategic standpoint, including how effective lateral recruiting leads to a healthier and stronger law firm.

*Margie Grossberg, Partner – Global Associate Practice Leader, Major, Lindsey & Africa*

*Ari A. Katz, National Director of Lateral Recruiting, Bingham McCutchen LLP*

*Sheri Michaels, Partner – Global Associate Practice Leader, Major, Lindsey & Africa*

## From Hollywood to the Heartland – Best Practices for Large and Small Career Services Offices



### CSO Administration

Career services offices are faced with the enormous task of developing and managing an increasing number of programs and resources. However, the number of resources can vary depending upon the size of the office. In order to be successful, today's career services professional, whether in a large or small office, must be able to identify critical projects and necessary resources, prioritize tasks, and delegate when appropriate. This program will offer creative strategies for managing this sometimes overwhelming workflow from both a large office and small office perspective. Attendees will come away with proven techniques for ensuring a successful career services program.

*Matt DeGrushe, Assistant Dean for Career Services,  
University of Southern California Gould School of Law  
Trisha A. Fillbach, Director of Career Development, Drake  
University Law School*

## How Employers Can Partner With Law Schools to Improve Diversity



### Diversity

Both law schools and legal employers are working to improve diversity within their respective organizations. But how well are they working together to achieve this common goal? A panel of experts will explore the potential synergies that can be achieved when legal employers and law schools work together to improve their diversity outreach. Panelists will discuss specific diversity programs that involve both employers and schools, as well as some more informal yet innovative methods for working together. The program will focus on what works and what doesn't, and will provide new ideas for working to accomplish this shared goal.

*Lisa Dickinson, Attorney Recruiting & Development  
Manager, Kirkland & Ellis LLP  
Arthur Fama, Associate Dean, Benjamin N. Cardozo  
School of Law  
Valerie Jensen, Executive Director, Twin Cities Diversity  
in Practice  
Maxine Williams, Director of Diversity Programs, White &  
Case LLP*

## Leadership from Every Angle: Identifying Leaders and Developing Leaders



### Lawyer Professional Development

Extreme jobs and unrelenting expectations keep lawyers focused on clients and work, but to compete effectively in a global marketplace, firms need strong leadership. Yet many face a "leadership gap." With the Boomer exodus upon us, firms' leaders, rainmakers, cultural icons, and champions of firm values are headed toward retirement. Who will replace them? This session will address the key issues in identifying a new generation of leaders and ways to help them develop the full range of skills they will need to effectively lead their firms. We will discuss challenges and practical strategies linked to identifying, developing, measuring, and nurturing leadership skills. We will discuss creative approaches such as emerging leaders programs, use of psychological inventories to identify leadership traits, coaching, and upward and 360 reviews.

*Susan G. Manch, Principal, Shannon & Manch LLP  
Kathleen E. Post, Consultant, Leadership Coach, Shannon  
& Manch LLP*

## Multiple Offices – Multiple Challenges



### Management

The traditional ways of directing large recruiting and professional development departments are no longer viable. This panel will focus on offering creative and cutting-edge ideas that reflect the new challenges. We will discuss managing global staffs that now consist of lawyers and entry-level assistants, men and women, ethnically and culturally diverse employees, and, specifically, how to empower each office to contribute and instinctively share its ideas while functioning as a successful team. We will also address the need for, and the positive influence of, the cultural variations among different offices around the world. Learn how these differences can be used to your advantage and how to foster a willingness to work as a team and cross market for each other.

*Patty Morrissey, Chief Legal Recruiting Officer, Sullivan  
and Cromwell  
Carol H. Sprague, Director of Attorney/Alumni Relations  
and Recruiting, Skadden, Arps, Slate, Meagher &  
Flom LLP  
Timm Whitney, Director of Attorney Recruiting &  
Development, White & Case LLP*

## E-mail Styles and Strategies



### Member Professional Development

During this interactive discussion, you will learn practical ways to improve your e-mail correspondence. You will discover which of the six dominant e-mail styles is your own – and what messages each of those styles sends. We will also discuss ways to get people to open and read your e-mails to speed turnaround. We'll then cover the most common mistakes in e-mail that your spell checker won't catch. We will discuss your questions and apply these techniques to the types of e-mails you most often write.

*Ross Guberman, President, Legal Writing Pro LLC*

## Recruiting 101



### Recruiting

While there is no replacement for on-the-job training, this program is the next best thing. Designed for newcomers to the lawyer recruiting field, participants will learn the nuts and bolts of the full recruiting year including a breakdown of the four seasons, ongoing “umbrella” responsibilities, lateral hiring, budgeting, information tracking, and much more. In-depth discussion of the fall recruiting process will cover on-campus registrations, on-campus interviews, callback interviews, the offer process, and follow-up. Learn how to plan and implement a successful summer program, and leave the session with the confidence and expertise needed to immediately increase your contribution to your team and your employer. Attending this session will have you well on your way to becoming a subject matter expert in legal recruiting!

*Vanessa L. Dobson, Firm-wide Recruiting Manager,  
McDermott Will & Emery LLP*

*Erin L. Springer, Senior Manager, Firmwide Attorney  
Hiring, Alston & Bird LLP*

## Turning Chaos into Opportunity: Managing Student Expectations and Ensuring CSO Resiliency in an Economic Downturn



### Counseling

We have all been captivated by headlines. As global economics change, so do our priorities. How is your work in the career services office affected when there is an economic downturn? This program will present options you may not have considered that will help you to remain effective in this recessionary cycle. We will suggest ways to work with students and alumni during an economic downturn and to manage expectations of law school stakeholders. You will also learn to employ creative strategies to transform adversity into opportunity.

*Amee McKim, Legal Recruiting Director, Hunton &  
Williams LLP*

*Pam Occhipinti, Director, Career Services, Loyola  
University New Orleans College of Law*

*Gina D. Rowsam, Assistant Dean for Professional & Career  
Development, Oklahoma City University School of Law*

## Winning Presentations and Communications



### Member Professional Development

This dynamic, interactive program provides tools to sharpen presentation and communication skills and to develop a natural speaking style. Learn to master voice, body, and words to make an impact. Whether leading an orientation, a group activity, or conducting an interview, you will benefit from guidance on the critical elements of a successful presentation. Learn the five biggest mistakes that presenters make and how to avoid them. This fast-paced, experiential workshop will teach you how to manage your anxiety, develop dynamic delivery skills, gain confidence, and connect with your listeners. Practice and coaching feedback provided.

*Brent Baer, President, Baer Essentials*

## Training for New Lawyers: The Skills to Succeed in a Law Firm Environment



### Lawyer Professional Development & Law Student Professional Development

Firms make huge investments in training students as they transition from law school to law firm, whether during the summer or as first-year associates. How can you ensure your training programs address the true needs and skills of this population? We will examine the experiential background commonly found in this incoming group based on surveys of different firms from around the country. We will then examine the steps to success to ensure that these new lawyers are not just skilled legal technicians, but have the skills to flourish professionally in the law firm environment.

*Kristine L. Collins, President, Collins Consulting Group*



3:15 – 3:45 pm

## Break

3:45 – 5:00 pm

## CONCURRENT SESSIONS

### A Report on the New Guide to Student Practice Rules: Boosting Practical Skills Training in Government and Public Interest Settings



#### Public Service

Each year, students gain practical experience by representing clients in law school clinics, through government and public interest employment, and through pro bono activities. Their activities are governed by local Student Practice Rules. The rules must be understood by career counselors, professors, and supervising lawyers, but this task has become difficult with the growing trend toward broadening and permitting exceptions to the rules, and with increased student mobility. This program will introduce the new *Guide to Student Practice Rules*, the definitive resource on the background, current status, and proposed revisions to each state's rule. Speakers will de-mystify the topic and offer suggestions for using Practice Rules to enhance experiential learning for students, and to increase the provision of legal services for under-represented populations.

*Tom Maligno, Director of Public Interest, Touro College  
Jacob D. Fuchsberg Law Center*

*Paula Nailon, Assistant Dean for Professional  
Development, The University of Arizona, James E.  
Rogers College of Law*

*Representative from the Office of The Hon. Juanita Bing  
Newton, Deputy Chief Administrative Judge for Justice  
Initiatives, New York State Unified Court System*

### The 21st Century Lawyer: New Models for Practicing Law

**HOT  
TOPIC!**

#### Hot Topics

Much has been made of the legal profession's struggle to find and sustain workplace balance and fulfillment. Until recently, the discussion has focused on fairly superficial measures, such as introducing flexible schedules and job sharing. Unfortunately, this approach only treats the symptoms. The newest generation of young lawyers has very different expectations, and law firm leaders are struggling to understand how to attract and motivate them. At this session we will discuss more systemic changes, non-traditional career paths, the effects of alternative arrangements on

recruitment and retention, and the benefits and trade-offs of alternative models.

*Carole Silver, Executive Director, Center for the Study of  
the Legal Profession, and Visiting Professor,  
Georgetown University Law Center – Moderator*  
*Audrey Bracey Deegan, Director, Deloitte Consulting LLP*  
*Deborah Epstein Henry, Founder & President, Flex-Time  
Lawyers LLC*  
*Mehul Patel, EVP, Corporate Development, Axiom*

### Taming the E-mail Beast: Key Strategies for Managing Your E-mail Overload



#### Member Professional Development

It seems that every day, managers and professionals are getting buried deeper and deeper under a continuing stream of both useful and useless e-mail. Without a system for getting "control of the e-mail beast," many people spend much of their work (and personal) time spinning wheels and feeling highly unsatisfied, simply due to too much e-mail coming too fast with no place for it to go. If you would like to get control of your e-mail "beast," you should attend this program. Finally feel on top of your e-mail, rather than feeling it is on top of you.

*Randall F. Dean, Speaker/Writer/Trainer, Randall Dean  
Consulting & Training, LLC*

### Effectively Counseling Lawyers Through a Career Crisis



#### Counseling

Whether you are counseling lawyers at your firm, law school alumni, or second-career law students, you may find yourself in the position of dealing with individuals experiencing a real or perceived career crisis – a situation where individuals express panic or anxiety about their prospects for future employment or success in their current jobs. The causes can be varied, but there are several key counseling techniques, strategies, and job-search resources counselors can employ to provide comfort, reassurance, and concrete next steps that produce results. Learn about novel legal career counseling resources and discover how to link a candidate's background and aspirations to specific employers and opportunities through case studies and profiles.

*Richard Hermann, Consultant, Thomson Reuters*  
*Edward Honnold, LICSW, Transitions Services*  
*Matthew Louis Pascoello, Assistant Director, Marketing &  
Alumni Counseling, American University Washington  
College of Law*  
*Marilyn Tucker, Director of Alumni Career Services,  
Georgetown University Law Center*

## Building a Winning Team: How to Recruit, Develop, and Retain Your Staff



### Management

Your ability to succeed and contribute to your law office or law school often depends on your ability to find and grow the best new talent for your own team! If you hire and are responsible for developing your staff, join this panel of experienced professionals from the law firm and law school sides to share practical insights about how you can recruit and retain high-performing teammates. This session will be interactive, so use it to test your ideas, ask questions, and get input for your team-building concerns. Valuable for all who make hiring decisions and manage a local, regional, or national staff.

*Elizabeth Armour, Director of Employer Relations, Suffolk University Law School*

*Jolie Blanchard, Global Director of Recruiting, Jones Day*

*Esther G. Rodriguez, Firmwide Entry-Level Recruiting Manager, Holland & Knight LLP*

*Carolyn M. Wehmann, Principal, Carolyn Wehmann Consulting*

## Career Advising and Recruitment of Overlooked Populations: Working with GLBT, Disabled, and Second-Career Law Students



### Diversity

This moderated panel will guide participants in considering the diverse, and often overlooked, audiences of placement and recruitment programs. Panelists will share their experiences, both successes and lessons learned, from advising and recruiting law students from the GLBT, disabled, and second-career communities. Participants will leave with a new framework for developing and evaluating programming from the perspective of these diverse populations, as well as concrete ideas for developing programs that both include and attract members of these diverse communities.

*Joel Chanvisanuruk, Associate Director, Career Planning & Professional Development, Washington and Lee University School of Law – Moderator*

*Mary Birmingham, Assistant Dean for Career & Professional Development, The University of Arizona, James E. Rogers College of Law*

*Kimm Alayne Walton, Author*

*Sari Zimmerman, Director of Career Services, UC Hastings College of the Law*

## How to Turbo-Charge Your Online Job Postings to Recruit Top Candidates



### Recruiting

If you are like most employers, you utilize your website to post job openings. Despite not having to pay by the word, most job postings are short, generic, and uninspiring (e.g., “Seeking litigators with 3 years of relevant experience – please send resume.”). You can easily fix this by learning a powerful and simple three-step system for creating excellent online job postings. The result? Imagine attracting better, more qualified candidates. This interactive and entertaining program not only teaches you this system, but gives you concrete instructions on how to effectively obtain the assistance of the partners requesting the search. You will receive handouts and templates to help you best implement what you’ve learned.

*Dyana Pinkerton Barninger, Manager of Associate Development and Recruitment, Cadwalader, Wickersham & Taft LLP*

*Dan Binstock, Managing Director, BCG Attorney Search*

## Long Distance (Recruitment) Relationships: Helping Your Students Keep the Spark Alive



### Counseling

Do you have students who've left their hearts in San Francisco but live in Newark? Living in Wichita but leaving on a jet plane for that job that's somewhere out there? This diverse panel will share effective recruitment initiatives, networking techniques, and student counseling methods for building recruitment relationships from a distance. Topics will include building institutional relations with long-distance employers, creating productive recruitment initiatives, and giving constituents the tools they need to tackle the long-distance search. Participants will bring home plans and priorities for expanding global recruitment relationships. You'll be singing “ain't no mountain high enough” in no time!

*Karen R. Britton, Director of Admissions, Financial Aid and Career Services, University of Tennessee College of Law*

*William A. Chamberlain, Assistant Dean for Career Strategy & Advancement, Northwestern University School of Law*

*Matt DeGrushe, Assistant Dean for Career Services, University of Southern California Gould School of Law*  
*Skip Horne, Global Recruiting Manager, Latham & Watkins LLP*

*Elaine T. Petrossian, Assistant Dean for Career Strategy & Advancement, Villanova University School of Law*

## Moving Up, Continuing in Your Current Job, Changing Departments, or Acquiring New Responsibilities within a Law School



### Member Professional Development

Where is my next job? Do I need one? Professional development opportunities for experienced law career services professionals who prefer to remain within the law school structure can be difficult to identify. We often wonder how to make the next professional move, acquire new responsibilities, or whether we should continue in our current post. Specifically, we wonder how to position ourselves in order to develop or acquire the necessary experience, skills, or seniority to be considered for promotional or new opportunities. This panel will feature a group of experienced NALP law career services professionals who will each share their perspectives and advice on moving up, changing departments, acquiring new responsibilities, or continuing in your current job within the law school.

*José Bahamonde-González, Associate Dean for Administrative Affairs and Student Services, University of Maryland School of Law – Moderator*

*Marcy Cox, Assistant Dean for Career Planning, University of Miami School of Law*

*Gail G. Peshel, Assistant Dean of Students, University of Notre Dame Law School*

*Abbie Willard, Associate Dean, Career Services & Public Initiatives, The University of Chicago Law School*

## Revitalizing Your Law Student Programming



### CSO Administration

Is your programming stale? Does your budget limit the types of programs you're able to present? Is student participation in programming declining? Are your 1Ls bombarded with programming while your 2Ls and 3Ls have little or nothing to attend? If you answered "YES!" to any of these questions, come to this interactive session to discuss and find answers to your programming dilemmas. Learn how to revive your programming, use other constituents (staff, faculty, alumni) to promote your presentations, get great ideas on a budget, and make sure your 2Ls and 3Ls are not left out of the programming loop.

*Kimberly R. Kass, Associate Director of Career Planning, Valparaiso University School of Law*

*Natalie C. Kijurna, Associate Director of Career Planning, Valparaiso University School of Law*

## Recruiting for International Offices: The Basics



### Lateral Recruiting & Recruiting

More firms are growing in size and opening offices in countries around the globe, extending recruiting efforts internationally. As recruiting professionals, we must understand the processes, laws, and cultural differences that affect recruiting and hiring lawyers abroad for US-based law firms. Presenters will describe some key differences in recruiting lawyers from several countries in Europe as well as in China, India, the Middle East, and Latin America. Topics covered include differences in the education systems, entry-level hiring, lateral hiring, marketing, and due diligence.

*Adam Michael Becker, Attorney Recruiting Manager, Skadden, Arps, Slate, Meagher & Flom LLP*

*Nancy Berry, Director of Legal Recruiting, McDermott Will & Emery LLP*

*Vanessa L. Dobson, Firm-wide Recruiting Manager, McDermott Will & Emery LLP*

## Teaching Professionalism to the Small-/Mid-sized Firm New Lawyer: An Opportunity for School-Employer Partnerships



### Lawyer Professional Development & Law Student Professional Development

This program will focus on small-/mid-sized law firms and smaller public sector and government employers that do not have internal professional development personnel or structured professional development programs, and how law schools can better partner with these employers on professional development issues. Topics will include discussion of the professional development needs and resources of these employers and the steps law schools can take to meet and/or supplement these needs.

*Michael J. Ende, Assistant Dean for Career Services, Hofstra University School of Law*

*Phillip Leiser, Partner, Leiser, Leiser & Hennessy, PLLC*

*Rachel J. Littman, Assistant Dean for Career Development, Pace University School of Law*

## Tools for Constructive Conversations Across Differences



### Diversity & Member Professional Development

What happens when: Your comments or suggestions in a meeting are repeatedly ignored while those of others are heartily endorsed? A colleague says or does something inappropriate, insensitive, or offensive and no one says anything? A person of color fears that he's not getting good assignments or informal mentoring that he sees other colleagues getting? These types of events occur frequently, but most people feel uncomfortable or unable to respond. Rather than feeling like you are always walking on eggshells, develop tools in this seminar to initiate constructive conversations that will result in more productive work relationships, especially across differences.

*Mitchell Karp, Partner, VallotKarp*  
*Angela Vallot, Partner, VallotKarp*

7:30 – 10:00 pm

## Member Celebration: Exploring Washington Through Art and Sound

Join your colleagues for this rare and unique opportunity to explore the Smithsonian National Portrait Gallery and American Art Museum without the tourist crowds. Recently renovated, the space shared by these two museums is one of Washington's oldest public buildings and a National Historic Landmark. You will enjoy fine dining and beverages both in the building's Great Hall and under an elegant glass canopy in the building's enclosed courtyard. This will truly be a unique Washington experience thanks to the generous support of SJL Attorney Search. A shuttle bus schedule will be provided on-site.



*NALP thanks  
SJL Attorney Search  
for its generous  
sponsorship of this event.*

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VISITORS BUREAU

## Thursday, April 2

7:00 am – 3:00 pm

### Registration and Resource Center Open

7:30 – 9:00 am

### Continental Breakfast in the Resource Center

7:45 – 8:45 am

### Town Hall

Grab your breakfast and join fellow members for NALP's annual Town Hall meeting. This forum is a time for a candid dialogue with each other and with NALP Board members about current events and issues.

7:45 – 8:45 am

### Roundtable Breakfast for Newer Professionals & Experienced Professionals

Attention members of the Experienced Professionals and Newer Professionals Sections! Join your fellow Experienced and Newer Professionals at a roundtable discussion over breakfast between members from both schools and employers. Tables will be designated by pre-selected topics that should provide opportunities for lively discussion and friendly debate. Topics will include counseling difficult students, prioritizing and project management, gathering data for statistical purposes, learning the legal profession as a non-lawyer, and managing the expectations of law students and summer associates, among many others. You are sure to come away with several new ideas – and new friends!



9:00 – 10:15 am

## CONCURRENT SESSIONS

### Best Practices for Implementing the New Timing Guidelines

**HOT  
TOPIC!**

#### Hot Topics

Many NALP members changed internal management processes in response to the 2008-2009 provisional adoption of the revised NALP Timing Guidelines. What was learned from this experience? What methods and tools worked best? In this interactive session with members of the Part V Task Force, we will discuss best practices for tracking candidate information and decision deadlines and for communicating with students.

*Elizabeth Armour, Director of Employer Relations, Suffolk University Law School*

*Norma Cirincione, Director of Legal Personnel, Cleary Gottlieb Steen & Hamilton LLP*

*Gihan Fernando, Assistant Dean for Career Services, Georgetown University Law Center*

*Thomas J. Schoenherr, Assistant Dean, Public Interest Resource Center, Fordham University School of Law*

*Charlotte Wager, Partner, Director of Professional Development, Jenner & Block LLP*

### Opportunities for Legal and Law-Related Positions in Associations



#### Counseling

Across the US, there are more than 190,000 jobs associated with business and professional associations. Which of these are potential opportunities for law students? How can they learn about such positions and effectively target appropriate employers? Taking advantage of the conference location in Washington, DC, the city with the highest concentration of associations in the US, we will hear from lawyer panelists working in a variety of legal and law-related positions within associations. We will learn what kind of associations exist, how these organizations are structured, what opportunities exist for law students and lawyers therein, what skills associations are seeking, what resources are useful for the association job-seeker, and how schools can work with these organizations to assist in their recruiting efforts.

*Traci Mundy Jenkins, Director, Office of Career & Professional Development, American University Washington College of Law – Co-moderator*

*Matthew Louis Pascocello, Assistant Director, Marketing & Alumni Counseling, American University Washington College of Law – Co-moderator*

*Rawle Andrews, Jr., Managing Attorney, AARP Legal Counsel for the Elderly*

*Deborah House, Vice President and Deputy General Counsel, Association of Corporate Counsel*

*Michelle Sara King, Manager, External Relations – U.S., International Trademark Association*

*Edward Krauze, Vice President of Public Policy, Greater Capital Area Association of Realtors*

### The Cycle of Lateral Associate Recruiting



#### Lateral Recruiting

Explore the lateral associate hiring process from start to finish by joining us for this information-packed session presented by lateral recruiting professionals from a large, multinational firm and a smaller, regional firm. The presenters will share ideas on selecting interviewers, managing post-interview communication with candidates and search firms, and facilitating the offer process. They will give an overview of the various due diligence procedures firms utilize, from checking conflicts and ensuring current licenses, to exploring potential issues that might be found on the Internet. The presenters will also address ways that law firm recruiters can effectively control their relationships with and reduce their reliance on search firms.

*Beth Fuson, Lateral Recruiting Coordinator, Howrey LLP*

*LuAnn Tibbetts, Lateral Hiring Manager, Bass, Berry & Sims PLC*

### Best Practices in Law Student Professional Development



#### Law Student Professional Development

If you are seeking to enhance or expand your PD or professionalism curriculum, this is the program for you! This session will present data collected from over 40 law schools by the Professionalism Standards and Curricula work group, representing best practices in professional development and professionalism programs. Join in this interactive program as the speakers share some of the most innovative and successful PD and professionalism practices currently in place.

*Anne-Marie Fuller, Director of Career Development, University of Idaho College of Law*

*Heather Karns, Assistant Dean for Law Career Services and Alumni Affairs, University of Toledo College of Law*

*Nancy Lochner, Director of Career Services, Hamline University School of Law*

*Josie L. Mitchell, Assistant Director, Center for Career Planning & Public Service, University of Washington School of Law*



## Beyond Article III – Clerkships with Administrative Law Judges



### Judicial Clerkships

Administrative Law Judge clerkships provide a world of opportunities for law graduates! More than 31 federal agencies have Administrative Law Judges (ALJs), including the Social Security Administration, the National Labor Relations Board, the Securities and Exchange Commission, the Federal Energy Regulatory Commission, the Mine Safety and Health Review Commission, and the National Transportation Safety Board. State governments also often have numerous ALJs. Many of these judges hire recent law graduates as judicial law clerks. Hear from a panel of judges and law clerks about how your students can identify and land these great clerkships.

*Sheila K. Driscoll, Assistant Director and Judicial Clerkship Advisor, The George Washington University Law School – Moderator*

*Robert J. Lesnick, Chief Administrative Law Judge, Office of Administrative Law Judges, Federal Mine Safety and Health Review Commission*

*Bobbie J. McCartney, Deputy Chief Administrative Law Judge, Federal Energy Regulatory Commission*

*Jaclyn West, Associate, Ford & Harrison LLP, and former Clerk, Employees' Compensation Appeals Board*

## Diversity Success Beyond the Bright Lights of the Big City – It Is Possible



### Diversity

Diversity challenges can be even more difficult in small or mid-sized legal markets. Many minority law students start their careers in larger cities. If you work for a law school or law firm that is not in one of those major markets, what specific initiatives can you adopt that will make a difference? In this session, we will discuss best diversity practices for smaller markets, including minority scholarship and placement programs, mentoring, and shared client/firm summer programs. In addition, we will brainstorm together as a group about other effective strategies and programs that have worked in a variety of smaller markets.

*Kimberly S. Amrine, Director of Diversity & Member, Frost Brown Todd LLC*

*Mina Jones Jefferson, Assistant Dean of Professional Development, University of Cincinnati College of Law*

*Karen M. Laymance, Director of Attorney Recruitment and Development, Frost Brown Todd LLC*

## Down and Out in Law School: Identifying and Coaching Students with Depression



### Counseling

Career service professionals are frequently faced with the challenge of going beyond providing students with career guidance when they must address underlying emotional issues. In particular, they often find themselves called upon to counsel students struggling with depression. Research has shown that law students can experience a decline in mental health during the first year in law school that can continue well beyond graduation and into their practice years. Through interactive discussion and case study, participants will explore current counseling models, learn to recognize the signs of depression, identify counseling limitations, and be empowered to set boundaries. Participants should leave better equipped to assist students in crisis.

*Gwendolyn L. Ferrell, Associate Director of Career Services, Louisiana State University Paul M. Hebert Law Center*

*Victor Charles Massaglia, Career Advisor, University of Minnesota Law School*

*Jennifer Powell, Assistant Dean for Career Services, West Virginia University College of Law*

## The Mess Called MCLE: Tips and Best Practices for Managing Continuing Legal Education Rules and Regulations at Your Firm



### Lawyer Professional Development

Currently 43 jurisdictions mandate Continuing Legal Education requirements for lawyers. Law firm career professionals are often involved in interpreting, applying for, and coordinating CLE guidelines and credits not only for in-house training programs, but for client programs, videoconferences, webcasts, and other delivery methods. Complying with the range of requirements for accreditation can be burdensome and confusing. This program will provide a nuts and bolts approach to managing the CLE process for your firm. The presenters offer their unique background as former CLE providers and current in-house managers to help explain and provide advice on the range of issues involved with CLE. The presenters will provide substantive handouts and checklists that you can take back to your office and put to use!

*Olivia Freeman, Firmwide Attorney Development Coordinator, Akin Gump Strauss Hauer & Feld LLP*  
*Margaret Halewski, Professional Development Manager, Wiley Rein LLP*

## Everything You Need to Know to Advise Students on the Federal Security Clearance and Suitability Adjudication Process



### Public Service

A panicked-looking student appears in your doorway. She's been offered a terrific position with the federal government, but the offer is contingent upon her having a background investigation favorably adjudicated for suitability and a security clearance. She's anxious because although she's never robbed a bank, she does have one past indiscretion that could come back to haunt her. Will she lose the job? Law students often have questions and concerns about what the security clearance and suitability adjudication processes entail. Attend this session to learn about both.

*Michelle Cotter Richards, Government Advisor, The George Washington University Law School – Moderator*

*Brooke Bohnet, Associate Manager, Education and Outreach Partnership for Public Service*

*Rena Cervoni, Assistant Director, United States Department of Justice – Office of Attorney Recruitment and Management*

*Kim Reid, Operations Branch Chief, United States Department of State – Office of Personnel Security and Suitability*

## Introduction to the Business and Economics of Law Firm Practice



### Member Professional Development

Sophisticated students dig below the surface of prospective employers, often inquiring about the financial condition of a law firm, how a firm's partnership and compensatory structures (e.g., non-equity partners, lockstep compensation) impact the practice and associate life, and the business development expectations of new lawyers. Other students should be taught the importance of these factors. Both groups rely on their career counselors for guidance on these matters. This program introduces financial drivers of law firms, different types of partnerships and resulting expectations of lawyers, and how counselors can easily assess the performance of many law firms based on public information. This is a command performance of the popular 2008 presentation in Toronto.

*Diane Downs, Firmwide Manager, Attorney Development, Paul Hastings*

*Bruce Elvin, Associate Dean, Duke University School of Law*

## The NALP/Street Law Diversity Pipeline Program



### Diversity

This session will provide a snapshot of NALP's newest diversity initiative, the NALP/Street Law Diversity Pipeline Program that pairs participating law firms and law schools with local high schools to teach diverse students about the law and legal careers. Research in career choice and counseling psychology has suggested that in order to encourage young people to pursue a particular career, you must provide them with several things: career pathway education, career role models, social support and persuasion, and a chance to experience and enjoy career-related tasks. The NALP/Street Law Diversity Pipeline Program is designed to address all of these research-based factors. Attend this session to hear pilot year program participants discuss their experiences in the program and learn more about how you can participate in the program in the future.

*Lee Arbetman, Director of US Programs, Street Law, Inc.*

*James Leipold, Executive Director, NALP*

*Representatives from participating law firms and law schools*

## Using Psychological Type Principles in Counseling



### Counseling

Whether you work for a legal employer or for a law school, an in-depth knowledge of psychological type can help you become a more effective counselor. This session will explore the ways in which type can inform your approach to counseling law students and coaching associates. Through group discussion and exercises, we will move beyond the basics to talk about direct and specific applications of type theory to counseling and coaching. Participants should already be familiar with the principles of the Myers Briggs Type Indicator and be ready to apply them.

*Lisa Abrams, Director of Career Services, The University of Chicago Law School*

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

## A Candid Discussion on the Role of Pro Bono in the Hiring Process



### Public Service

To what extent does a robust law firm pro bono program affect the recruitment, training, and retention of law school graduates? Do law firm recruiting and pro bono departments and law school career services and public interest offices market firms' pro bono efforts effectively to prospective hires? In an uncertain economy and a tight job market, can law students and laterals afford to ask about pro bono opportunities in the interview process? Do firms value students and new associates committed to public service? Join us for an interactive discussion that explores these questions from both the law firm and law school perspective.

*Melanie L. Kushnir, Assistant Staff Counsel, ABA Center for Pro Bono – Moderator*

*Arthur Fama, Associate Dean, Benjamin N. Cardozo School of Law*

*Skip Horne, Global Recruiting Manager, Latham & Watkins LLP*

*Suma V. Nair, Associate, Goulston & Storrs*

*Steven H. Schulman, Pro Bono Partner, Akin Gump Strauss Hauer & Feld LLP*

10:15 – 10:45 am

## Break

10:45 am – 12:15 pm

## CONCURRENT SESSIONS

### De-Mystifying Upward Feedback and 360 Degree Reviews



### Lawyer Professional Development

Have you ever thought of implementing an upward feedback or 360 degree review program at your firm? Are you overwhelmed by it all and afraid to even bring up the subject with your firm leaders? This program is for you. We will cover the benefits and objectives of an effective program; the design elements; the logistics and the practical side of actually making it work; how to manage the follow-up; the importance of a solid communications strategy; and the all important lawyer buy-in.

*Diane M. Costigan, Executive Coach, Consultant & Trainer, Firm Leader Inc.*

*Tim Leishman, Managing Director, Firm Leader Inc.*

## Virtual Realities – Will You Byte?



### Member Professional Development & Recruiting

The I-Generation (or Internet Generation) was born into a virtual world. To best reach and recruit members of this generation, we should consider entering this virtual reality. Law firms and universities have already “byten” and are building offices in virtual worlds such as Second Life. This session will examine how corporations worldwide are embracing and integrating this technology into their communications, marketing, and recruiting strategies. Will legal employers AND law students be prepared to engage and compete?

*Rhonda Beassie, Assistant Dean for Career Development, University of Houston Law Center*

*Gina D. Rowsam, Assistant Dean for Professional & Career Development, Oklahoma City University School of Law*

## Law Firm Programs for Firm Alumni: What, Why, and How



### Management

More and more law firms have begun to recognize their long-term interest in taking proactive steps to maintain good relations with lawyers who leave. This session will describe the range of strategies firms have put into place to assist and stay in touch with their “alumni” at all career stages and what resources firms turn to in developing such a program. In addition to providing real-world examples, the panel will discuss why firms take the initiative to develop these programs, what results are produced, and how these programs relate to other firm initiatives.

*Irena McGrath, Chief Associate Recruitment Officer, Hogan & Hartson LLP*

*Julie Mulhern, Alumni Manager, Kirkland & Ellis LLP*

*Kate Neville, Founder, Neville Career Consulting, LLC*

*Danielle Purfey, Alumni Program Administrator, Skadden, Arps, Slate, Meagher & Flom LLP*



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JAKE MCGUIRE FOR  
THE WASHINGTON DC  
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VISITORS BUREAU

## The Doctor Is In, 5 Cents Please: Counseling Techniques Even Lucy Would Love



### Counseling

As career counselors, whether at schools or firms, we often tap into our inner Lucy Van Pelt to provide our clients with counseling. While many of us are trained to do so, others may be “winging it” more than they’d like. This presentation will help attendees better understand and use practical counseling techniques. We will provide a brief overview of counseling theory and strategies, then demonstrate two specific counseling techniques: solution focused brief therapy and motivational interviewing. Attendees will have a chance to practice these techniques during the program and will bring home materials to encourage further learning and practice.

*David M. Diamond, Director, Center for Career Strategy and Advancement, Northwestern University School of Law*

*Elizabeth K. Peck, Director of Career Services, Cornell Law School*

*Elaine T. Petrossian, Assistant Dean for Career Strategy & Advancement, Villanova University School of Law*

## Leaders Address Diversity Challenges



### Diversity

Employers invest time and money showing their commitment to diversity by creating diversity committees, hiring diversity managers, funding diversity fellowships, and participating in diversity job fairs and conferences. But what is behind the website narratives? How do employers overcome the hurdles? How can the individuals with the power and influence in the organization – managing partners, department and practice group leaders, office managing partners, executive directors – lead the diversity charge in meaningful ways? Demands from clients and management issues require attention, and the diversity mantle is often passed to recruiting, HR, and diversity professionals. Panelists answer the tough questions on handling diversity challenges and field questions from the audience.

*Veta T. Richardson, Executive Director, Minority Corporate Counsel Association – Moderator*

*Carmine Boccuzzi, Jr., Partner and Chair, Diversity Committee, Cleary Gottlieb Steen & Hamilton LLP*

*Patricia Coats Jessamy, State’s Attorney for Baltimore City*  
*Karl Racine, Managing Partner, Venable*

*Frank H. Wu, Former Dean and Professor of Law, Wayne State University Law School, and Visiting Professor of Law, University of Maryland School of Law*

## Onboarding: Lateral Partner and Associate Integration



### Lateral Recruiting & Lawyer Professional Development

Lateral hiring is both time-intensive and costly, yet often firms fail to protect their investment by neglecting to follow through on the all-important final step in the process – effective integration. Setting laterally hired lawyers up for success creates a win-win scenario for both firm and lawyer, but integration takes time, careful planning, and lawyer commitment. This interactive panel discussion will draw on the experiences of two seasoned law firm professionals who are responsible for lateral hiring and integration, a search firm professional who can offer external perspectives on hiring and integration practices at a range of firms, and a consultant who helps firms develop effective integration strategies.

*Anne Bowen, Chief Partner Integration Officer, Hogan & Hartson LLP*

*Susan G. Manch, Principal, Shannon & Manch LLP*

*Martha Ann Sisson, Principal, Garrison & Sisson, Inc.*

*Caren Ulrich Stacy, Director of Professional Development, Arnold & Porter LLP*

## Public Service Loan Forgiveness and More!



### Public Service

Panelists will discuss the most recent public service loan forgiveness developments, including new information on the College Cost Reduction and Access Act regulations and tax treatment. Also, panelists will give details on the new prosecutor/defender and civil legal assistance loan repayment assistance programs of the Higher Education Reauthorization and Opportunity Act, including regulatory and funding updates. National experts give specific examples of how the programs work and how they can benefit your students.

*Kelly Carmody, President, Carmody & Associates*

*Heather Jarvis, Senior Program Manager, Law School Advocacy, Equal Justice Works*

*Don Saunders, Director, Civil Legal Services, National Legal Aid & Defender Association*

## Reaching Out to Small Firms Through Effective Programming



### CSO Administration

The session will focus on the design, implementation, and marketing of small firm programming. Participants will learn how to create programs tailored to their school's student and lawyer demographics based upon models created by urban and rural institutions. Focus will be placed on the details of effectively implementing small firm programming and will include logistical details, deadlines, and sample correspondence. Details will be provided on how to market programs to yield the highest level of participation by students, lawyers, and alumni. Sample promotional materials, news articles, and correspondence will be distributed for participants' use in planning their own small firm programs.

*Libby Davis, Assistant Dean, Career Services & Alumni Relations, Lewis and Clark Law School*

*Ilona Deremer, Assistant Dean – Career Services, Sandra Day O'Connor College of Law at Arizona State University*

*Samantha C. Williams, Assistant Director – Career Services, Sandra Day O'Connor College of Law at Arizona State University*

## Recruiting During Recession and Recovery: Making Sense Out of Uncertain Times



### Recruiting

Fall 2008 saw the failure of investment banks, commercial banks, and law firms, as well as turmoil in real estate and credit markets. Firms must still compete for the best and brightest students and the most talented and profitable laterals. This poses challenges in managing recruiting because of the gravity and unpredictability of the economic crisis. This program will consider several questions: How can firms adapt to rapidly changing needs? Can firms make prudent estimates about needs? How can yield be estimated reliably? How can we understand our competition? Should firms adapt to the slow-down in litigation? How can you work effectively with management? What mistakes can be major catastrophes in hiring? Can a law firm manage the PR effects of terminations? Should firms remain transparent on economics and strategic issues? Should firms declare recruiting holidays? How can we tame the blogosphere?

*Franklyn D. Kimball, Owner, Kimball Professional Management*

## Reinventing Work at Law Firms: Innovative Work-Life Programs and Strategies to Make Them Succeed



### Lawyer Professional Development

At this program, you will learn about the principal work-life challenges, aspirations, and needs of all lawyers. You will hear about FACTS – Fixed, Annualized, Core, Target, and Shared hours – and the range of innovative flexible, reduced hour, job share, and telecommuting programs that are being implemented. You will learn about the latest national trends, statistics, and best practices of the different flexibility programs being offered at firms and their usage and success rates. You will leave with tangible strategies to make work-life programs accessible to all lawyers and implement a range of flexibility programs that work.

*Deborah Epstein Henry, Founder & President, Flex-Time Lawyers LLC*

## OSCAR (Online System for Clerkship Application and Review): Season Review and First Look at Version 5.0



### Judicial Clerkships

OSCAR (Online System for Clerkship Application and Review) has experienced remarkable growth since its debut in 2005 and now serves as the single, centralized resource for federal clerkships. 2008 featured the merger with the Federal Law Clerk Information System and introduced a host of new features. Come hear our panelists – from those who designed OSCAR to those who use it – discuss OSCAR's fourth season. The program will also explore what to expect from OSCAR in the coming years, and provide a forum for participants to voice their preferences and concerns about OSCAR's future role in the clerkship application process.

*Members of the OSCAR Work Group, including Marilyn Drees, Director, Judicial Clerkship & Fellowships, Yale Law School*

*Hon. James Robertson, United States District Court for the District of Columbia*

## Tell Me, Show Me, Involve Me: Integrating Practical Skills into the Law School Curriculum

### **HOT TOPIC!**

#### Hot Topics

Responding to the growing critique of the traditional law school model, Washington and Lee University School of Law is leading the national movement to reform legal education by dramatically revising its third-year curriculum. The reinvented third year creatively blends the intellectually rigorous study of legal theory and doctrine with the development of cognitive learning, practical skills, professional identity, ethical sensibilities, problem-solving, and the exercise of judgment in action. Discussion topics will include the benefits of integrative learning, of balancing intellectual rigor with ethical values and the expression of considered judgment, and of student-centered learning methodologies.

*Christine N. Kidwell, Class of 2009, Washington and Lee University School of Law*

*Rodney A. Smolla, Dean, Washington and Lee University School of Law*

*John W. Vardaman, Partner, Williams & Connolly LLP*

*Judith Welch Wegner, Burton Craige Professor of Law, University of North Carolina School of Law*

## Hail to the Chiefs



### Member Professional Development

In recent years, legal employers have begun to recognize the value of, and create positions for, high-level professionals to manage firm-wide strategic initiatives in recruitment, professional development, and diversity, among other areas. As with most newly created jobs, there is not yet a set pathway or common job description available to assist those experienced professionals who may wish to advance into this new sphere. This panel discussion will feature three NALP experienced professionals, who will each bring their individual perspectives on the pathway to achieving the rarified strata of “Chief” as well as on the job itself.

*Lynne Traverse, Recruiting and Professional Development Manager, Bryan Cave LLP – Moderator*

*Tom Grewe, Chief Legal Recruiting and Development Officer, Bryan Cave LLP*

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

*Leslie Ripley, Chief Recruiting & Diversity Officer, Gibson, Dunn & Crutcher LLP*

12:15 – 1:45 pm

## Networking Lunch

12:15 – 1:45 pm

## Section Meetings

12:15 – 1:45 pm

## Public Service Luncheon

12:15 – 1:45 pm

## Experienced Professionals Section Luncheon

Don't miss this opportunity to join your colleagues in a private luncheon space specially set aside for the Experienced Professionals Section – no speakers, no agenda, just a chance to catch up, network, reminisce, and plan new adventures with other long-term NALPers.

1:45 – 3:00 pm

## CONCURRENT SESSIONS

### Recruiting, Integrating, and Retaining Lateral Partners – What the Research Shows



#### Recruiting & Lawyer Professional Development

Hiring and retaining lateral partners has become an increasingly important strategic goal for law firms in recent years. Firms that are able to attract, hire, and successfully integrate lateral partners can positively impact their position in the market in many ways. Please join this session, based on the NALP Foundation's recent study of lateral partner recruiting and retention, to gain insight into this ever important and interesting topic. Participants will receive valuable information from the study based on responses received from both law firm representatives responsible for lateral partner recruiting and partners who have recently made lateral moves. Participants will also have the opportunity to discuss and share best practices in the areas of partner integration and retention.

*Pam Malone, Senior Vice President, The NALP Foundation for Law Career Research and Education*

*Tammy Patterson, CEO/President, The NALP Foundation for Law Career Research and Education*

### Admissions for Career Services People: Building Blocks for a Successful Three Years



#### CSO Administration

As newly admitted law students become more savvy in their selection of schools and are interested earlier than ever in their career options, career services offices are called on to do more in the admissions process. Today, prospective students are interested in a plethora of information beyond salary data. Learn how to help your admissions office recruit great candidates and help train great “admits” to be great students. In this session we'll explore ways to leverage your knowledge to help your admission office build reasonable expectations about legal jobs and what law students will get out of their legal education.

*Paul Pless, Assistant Dean for Admissions and Financial Aid, University of Illinois College of Law*

*Tony Waller, Assistant Dean for Career Planning and Professional Development, University of Illinois College of Law*

## Diversity and Inclusion Leadership



### Diversity

Join us for this experiential diversity training to learn what it takes to be a leader of diversity and inclusion in your organization, regardless of your position. This workshop will help you consider your emotional intelligence, cultural fluency, and leadership style as ways to promote a productive, respectful, and inclusive work environment.

*David Hall, Professor of Law, Northeastern University Law School*

*Vernā Myers, Principal, Vernā Myers Consulting Group, LLC*

## Immigration Update 2009



### Recruiting

Based on feedback and requests from the 2008 NALP conference, this session will build on the Toronto session titled "Navigating the World of Work Visas." The panelists will discuss recent and upcoming changes to immigration law as it affects both law school students and law firms.

*Charles D. Cramton, Assistant Dean for Graduate Legal Studies, Cornell Law School*

*Indira Marin Dingleline, Foreign Student Visa Advisor, Georgetown University Law Center*

*Amanda Taratuski, Manager of International Hiring, Cleary Gottlieb Steen & Hamilton LLP*

*Steve W. Yale-Loehr, Counsel to Miller Mayer, LLP, and Adjunct Professor, Cornell Law School*

## Comparing Canadian and American Professional Development for First-Year Hires



### Lawyer Professional Development

What can American firms learn from the Canadian system? Come to this session to learn best practices based on a comparison of Canadian and American programs. You will learn about the Canadian post-graduation articling term, which provides students with a year of orientation, training, integration, mentoring, and feedback/evaluation, as well as a bar admission component and an "apprenticeship" in a firm. Firms pay a salary (much less than a first-year associate salary) and have the year to decide whether to make an offer to hire students as first-year associates. Through looking across borders at alternatives, attendees will gain a different perspective on new lawyers' professional development.

*Bibiane C. Bysterveld, Student Coordinator, Fasken Martineau DuMoulin LLP*

*Nadia Myerthall, Director of Student Programs, Davis LLP*

## Harness the Power of PowerPoint®



### Member Professional Development

PowerPoint is a fact of life in most business environments, but it is the presentation tool that generates the most criticism from audiences. Find out what your audiences hate and learn techniques to harness the tool's power in this workshop that challenges many current PowerPoint practices. We will cover what should and shouldn't go on a slide, tips for communicating complex information, approaches for integrating PowerPoint with your verbal delivery, and other practical strategies for using PowerPoint effectively.

*Kathy Reiffenstein, President, And...Now Presenting!*

## Heating Up Your Search: Alternative Career Paths in a Cooling Economy



### Counseling

Directing a traditional legal search is exacting in the best of times. But a troubled economy can really upset the status quo for lawyers, law students, and firms. Career services departments and law firm recruitment professionals need new tools and resources to help provide alternative paths for their constituents. This program will offer real-life examples and hands-on methodologies for helping lawyers, law students, and alumni assess their strengths, redesign their professional identities, and target potential positions across industries.

*Cheryl Rich Heisler, President, Lawternatives*

## How and Why Legal Employers Should Use Behavioral Interviewing



### Recruiting

Behavioral interviewing was developed by industrial psychologists in the 1970s and has been widely used by corporations for years, but many legal employers have been hesitant to adopt this method of interviewing. This interactive program will introduce you to the rationale behind behavioral interviewing, demonstrate how it is done, and teach you how to use specific questions to identify critical competencies.

*Dayle A. Savage, V.P. and Chief Learning Officer, Saint Thomas Health Services*

*Ann Skalaski, Consultant, Skalaski Consulting, Inc.*

## Improving Retention and Promotion of Women Lawyers



### Diversity & Lawyer Professional Development

The retention and promotion of women lawyers continues to be a serious challenge for many legal employers. In 2008 women accounted for over 45% of all associates, and yet they made up just under 19% of all partners. More startling, minority women made up just under 2% of all partners. This program will focus on identifying the barriers that women face, and will provide guidance to help organizations figure out how to remove those barriers. The program will also address how law schools can play a role in educating women on professional development skills to ensure their success in practice and prepare them to assume top management positions.

*Anne Lukingbeal, Associate Dean and Dean of Students, Cornell Law School – Moderator*

*Linda Bray Chanow, Director of Research, Project for Attorney Retention*

*Maja D. Hazell, Director of Diversity and Inclusion, Fried, Frank, Harris, Shriver & Jacobson LLP*

*Paula Monopoli, Marbury Research Professor of Law and Founding Director, Women, Leadership & Equality Program, University of Maryland School of Law*

## Policy Lawyers: Counseling for Careers Beyond the Courtroom



### Public Service

With the new administration, law school counselors can expect a renewed interest in public policy and government service. This panel will prepare counselors to help students obtain a broad range of policy-related jobs. Attendees will learn: what policy lawyers do (regulation, legislation, advocacy); where policy lawyers work (legislatures, nonprofits, etc.); and how to coach students to prepare for policy careers. The panel's speakers have experience in a variety of settings, including nonprofit organizations, Capitol Hill, federal agencies, and law firms. Attendees will also gain an understanding of the Presidential Management Fellows (PMF) Program, an important way for new graduates to obtain policy positions in federal government.

*Deborah A. Ellis, Assistant Dean for Public Interest Law, New York University School of Law – Moderator*

*Spencer P. Boyer, Director of International Law and Diplomacy, Center for American Progress*

*Royce Bernstein Murray, Former Presidential Management Fellow/Asylum Officer, U.S. Citizenship and Immigration Services, Department of Homeland Security*

*Delicia Reynolds, Legislative Counsel, Office of the Honorable John P. Sarbanes, United States House of Representatives, Third District of Maryland*

## Learning to Blog II



### Member Professional Development & CSO Administration

During last year's blogging program, it became clear that many career services professionals have a desire to learn more about blogging and how to use this exciting technology to communicate more effectively with their students. This year, we will review the basics of creating and maintaining a blog, review the existing career services blogs, and delve into intermediate techniques to make your blog interactive, informative, and interesting. We will also examine how easy it is to incorporate free and fun third-party elements into your blog, while saving some time for a lively Q&A session on best blogging practices.

*Brett D. Gilbert, Assistant Dean for Career Services, Touro College Jacob D. Fuchsberg Law Center*

*Christina H. Jackson, Director of Career Services, Thomas Goode Jones School of Law*

*Polly Lawson, Assistant Dean for Career Services, University of Virginia School of Law*

## The Role of Professional Development in Law Firm Risk Management



### Lawyer Professional Development

Increasingly, law firms are recognizing the value of professional development programs in promoting job satisfaction, retention, recruitment, and client satisfaction. However, these programs can also play a key role in risk management. Many critical areas of risk, such as poor client communications, failure to know applicable law or rules, inadequate supervision of lawyers, and high-risk practice habits, can be addressed effectively through carefully tailored programs for training, mentoring, feedback, and work supervision. This program will discuss the correlation between professional development and risk management and help attendees make the case for expanding the role of professional development programs in their own firms.

*Marian Lee, Director of Professional Development and Risk Management, Brownstein Hyatt Farber Schreck*



## Alternative Careers for Legal Career Professionals



### Member Professional Development

We talk about alternative careers for lawyers all the time, but what about alternative careers for legal career professionals? What opportunities exist for you to use your skills and experience to do something related but different? This program will present options for work in other areas within law schools, law firms, and other legal employers, in addition to opportunities in non-legal organizations. You will leave with a list of alternative career options, as well as insights and knowledge to help you think strategically about your next position.

*Cindy Rold, Professional Coach, Maverick Coaching & Speaking*

3:15 – 4:15 pm

### Section Meetings

4:30 – 6:00 pm

### NALP Celebrates Diversity: Reception and Remarks

Join colleagues and friends for NALP's annual diversity celebration! This reception, open to everyone, is always a highlight of the conference.

7:30 – 10:30 pm

### Tour: Monuments by Moonlight

As twilight fades over the capital city, what better way to see the city's highlights but lit up under the moon? Among the many city highlights shown on this tour are the Lincoln Memorial, the Jefferson Memorial, the Vietnam Veterans Memorial, the Washington Monument, the World War II Memorial, the Korean War Veterans Memorial, and the Iwo Jima Memorial.

*The cost is \$40 per person, to be paid online upon registration.*

9:00 pm – 1:00 am

### NALP Lounge and Karaoke

Come celebrate a bygone era and stretch your vocal muscle in the historic star-studded Shoreham Blue Room! This is an opportunity to croon in the same space that has played host to Aretha Franklin, Louis Armstrong, Judy Garland, Sammy Davis Jr., Lena Horne, and Sonny & Cher. This ballroom was also where John and Jackie Kennedy had their first date and Franklin Delano Roosevelt hosted his first presidential inaugural ball. Thanks to the generous support of Major, Lindsey & Africa, the NALP Lounge and Karaoke event is back for its sixth year. A complimentary selection of fun appetizers and finger foods as well as soft drinks will be available throughout the evening (and the first 500 guests will receive a free bar ticket). You will be able to sing your heart out, dance the night away, or just mingle and enjoy the atmosphere.



*NALP thanks  
Major, Lindsey & Africa  
for its generous  
sponsorship of this event.*

ATTORNEY SEARCH  
CONSULTANTS

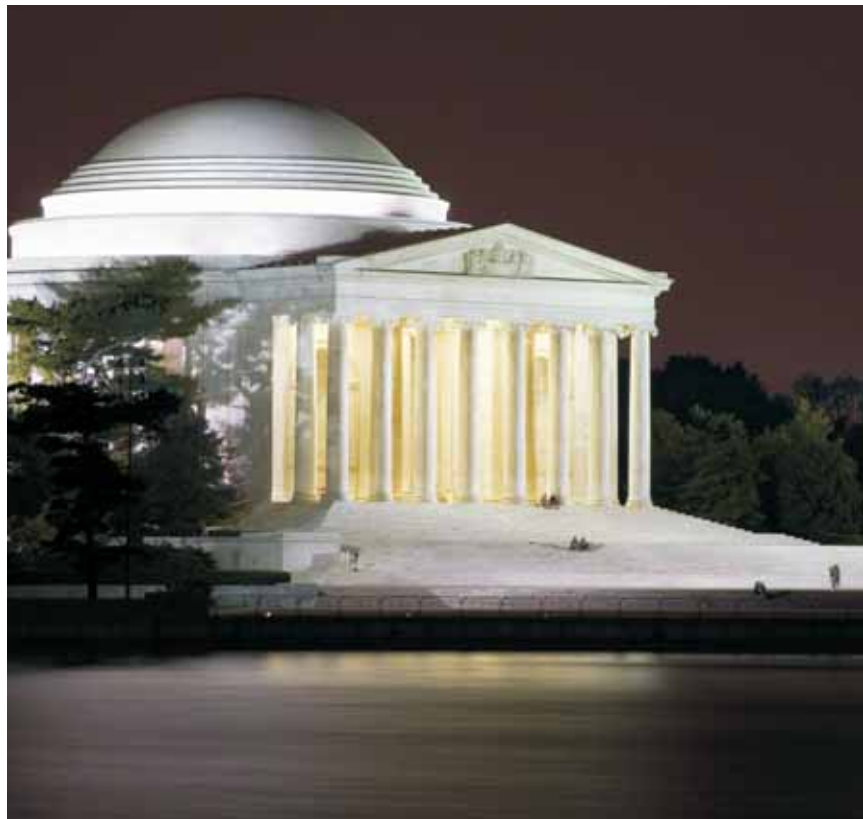


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DESTINATION DC

## Friday, April 3

8:00 am – 4:00 pm

### Registration Open

8:45 am – 3:00 pm

### Resource Center Open

8:00 – 9:00 am

### Ballot Pick-up for Business Meeting Vote

Primary voting NALP members may pick up their ballots for the vote on the proposed changes to NALP's Principles and Standards.

8:45 – 10:15 am

### Annual Business Meeting and Breakfast

All members are invited to participate in this annual business meeting, which includes a vote on the revised Timing Guidelines, the Awards of Distinction presentation, elections for 2009 Board positions, and an overview of the past year.

8:45 – 10:15 am

### Breakfast in the Resource Center

10:15 – 10:45 am

### Break



10:45 am – 12:00 pm

## CONCURRENT SESSIONS

### We're All in This Together: Beginning a Collaborative Legal Employer and Law School Professional Development Dialogue



Lawyer Professional Development & Law Student Professional Development

There is great variety in law school and legal employer professional development training styles and levels, along with little discussion on how our efforts compliment one another. We are often unaware of our peers' efforts, and the limited dialogue between schools and employers means we may not know what our counterparts are doing, nor what they think we are doing, expect from us, and how we can work together. Having surveyed numerous schools and employers, we will debunk common myths, provide information on programming and curricula, and learn from each other as we begin a collaborative school/employer professional development dialogue.

*David M. Diamond, Director, Center for Career Strategy and Advancement, Northwestern University School of Law*

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

### DOJ Hiring – Insights from the Insiders



Public Service

“What does the Department of Justice look for?” is a difficult question to answer on behalf of 40 organizations, each with its own unique mission and hiring process. This program will highlight hiring committee members and experienced managers from DOJ organizations who will discuss candidate profiles and offer practical tips on how candidates can be competitive whether they are applying for a summer position, a position through the Attorney General's Honors Program, or an experienced lawyer vacancy.

*Suzanne Lynn Bell, Deputy Director, Legal Recruitment and Outreach, United States Department of Justice DOJ representatives from the Civil Division, Criminal Divisions, and Law Enforcement Office/Bureau*

PHOTO BY FRED THRASHER

## After the JD: Legal Careers in Transition



### Member Professional Development & Lawyer Professional Development

The second wave of *After the JD*, the most ambitious research study of law careers ever undertaken, has concluded and is providing the profession with new, intriguing information on the personal and professional transitions encountered by some 4,000 admittees to the bar from the Class of 2000. This session will focus specifically on the mobility, movement, and satisfaction of these survey respondents who are in their sixth to seventh year of practice. Session attendees will have the opportunity to ask questions of *AJD* project leaders and researchers who have extraordinary first-hand knowledge of the study.

*Ronit Dinovitzer, Assistant Professor, Department of Sociology, University of Toronto*

*Tammy Patterson, CEO/President, The NALP Foundation for Law Career Research and Education*

## Mentoring Across the Lines of Gender, Race, and Sexual Orientation



### Diversity & Lawyer Professional Development

Mentoring is instrumental in employers' efforts to recruit, advance, and retain women, GLBT lawyers, and lawyers of color in their organizations. Employers recognize the enhanced value of having a diverse workforce. Incoming lawyers expect to work in diverse environments and clients insist that law firms handling their matters advance diversity in the workplace. Mentoring can help accomplish those goals. This program will focus on how employers can create workplaces that foster effective mentoring relationships across the lines of race, gender, and/or sexual orientation, as well as how employers can overcome economic pressures that leave little time for mentoring. Panelists will also address preconceived notions about women, minority, and GLBT lawyers that hinder the mentoring relationship.

*Michael J. Fischer, Partner and Chair of Mentoring Program, Quarles & Brady LLP*

*Dana Morris, Assistant Dean for Career Development, University of Maryland School of Law*

*Arin Reeves, President, The Athens Group*

## Partner Recruiting and Financial Considerations



### Lateral Recruiting

As law firm partners follow in the footsteps of associates, becoming more of a mobile commodity, this program seeks to provide NALP members with introductory and intermediate concepts necessary to de-mystifying the partner recruiting process. Presenters will discuss a number of basic concepts and terms, touching on elements essential to appropriate financial analysis of the proposed hire. General topics will include: considerations, varying financial models and law firm structures, the process of partner recruiting, pros and cons of head-hunters, making the initial recruiting contact, and the various roles recruiting department personnel can play in the process.

*E. Desmond Hogan, Deputy Managing Partner for Lateral Recruiting and Integration, Hogan & Hartson LLP*

*Brad A. Sprayberry, Director of Attorney Recruiting, Gunster, Yoakley & Stewart, P.A.*

## Destination Collaboration: The Skinny on Dipping into the Shared Resource Pool



### CSO Administration

Tired of reinventing the wheel when you need a new student program? Are you new to NALP and need a head-start on presentation materials, or are you an experienced NALPer who is ready to freshen up your offerings? Too busy to engineer a creative PowerPoint? This program is for you! You will learn to tap into the collective creativity of NALP colleagues through existing resources, collaboration with NALP peers, and use of the new Shared Resource Pool. Get the skinny on dipping into the "Pool" and share ideas to make this new resource a destination worth visiting.

*Margann Bennett, Director of Professional Development, Washburn University School of Law*

*Julie Doss, Assistant Dean for Career Services, Texas Tech University School of Law*

## How to Turn Lawyers into Engaging Presenters in One Easy Lesson



### Lawyer Professional Development

A partner calls you and says “I have a great idea for a training program for associates!” What do you do next? How do you morph the partner’s ideas and turn them into an effective and engaging professional development presentation? This segment will discuss development and delivery of training programs from A to Z, including working with lawyers to develop effective substantive content, finding creative ways to communicate the information, and coaching lawyers on effective communication skills.

*Brian Callaghan, Callaghan & Co.*

*Valerie Fitch, Director of Professional Development,  
Pillsbury Winthrop Shaw Pittman LLP*

## The Core Curriculum: Training for Summer Associate Programs



### Recruiting & Lawyer Professional Development

So you’ve lined up an excellent group of summer associates for June – now what? What kind of training should be developed to ease their transition to working at your firm? Whether you are working on creating your first summer associate training program, or on refreshing an existing one, this program will help you understand the types of training activities that would work best for your firm. We will discuss when to develop programming in-house and when to work with an outside consultant, and how to involve other groups of employees to develop useful programming or tips.

*Georgia Emery Gray, Director of Legal Personnel and  
Recruiting, Cleary Gottlieb Steen & Hamilton LLP*

## Research Revolution: You Say You Want to Do a Survey ... Well, You Know ...



### Member Professional Development

With apologies to the Beatles, we all want to change the world – and in the “information age,” surveys are an increasingly attractive tool for change. With the spread of user-friendly technology, survey tools are now easier than ever to use, misuse, and abuse. As the Beatles said, we’re all doing what we can. But as survey options proliferate (and many report survey fatigue), we must learn best practices for effective and ethical survey use. Members of NALP’s Research Advisory Group will review sound protocols for survey planning, design, and execution so your survey will be all right, not helter skelter!

*Connie Bakonyi, Legal Recruiting Administrator, Hunton & Williams LLP*

*Kristina Gajewicz, North American Regional Recruiting  
Director, Baker & McKenzie LLP*

*Elaine T. Petrossian, Assistant Dean for Career Strategy &  
Advancement, Villanova University School of Law  
Carol H. Sprague, Director of Attorney/Alumni Relations  
and Recruiting, Skadden, Arps, Slate, Meagher &  
Flom LLP*

PHOTO BY FRED THRASHER



## The NALP Employer Form: Avoiding Mistakes and Putting Your Best Foot Forward



### Recruiting & Diversity

The NALP Employer Form plays a vital role in providing information to students. At this panel, law school representatives will explain how students actually use the NALP Directory – what students look for and how they (rightly or wrongly) interpret the numbers. Law firm professionals will discuss how to maximize a firm's ability to get accurate internal information, including outreach and timing. We will also address how employers can establish environments where people feel comfortable self-identifying for all aspects of demographic information, including GLBT information, and how employers can create opportunities for employees to provide self-identification information for the NALP form.

*Nicole Vikan, Assistant Director, Public Interest & Government Careers, Georgetown University Law Center – Moderator*

*José Bahamonde-González, Associate Dean for Administrative Affairs and Student Services, University of Maryland School of Law*

*Lisa Dickinson, Attorney Recruiting & Development Manager, Kirkland & Ellis LLP*

*Susan Robinson, Associate Dean for Career Services, Stanford Law School*

*Esther G. Rodriguez, Firmwide Entry-Level Recruiting Manager, Holland & Knight LLP*

## Leadership Through People Skills



### Management & Member Professional Development

In today's environment, leading a team of individuals has taken on new dynamics. Meaningful communications with direct reports, peers, and bosses have become increasingly difficult as technology and global expansion add complexity. Professionals are asked to provide effective and motivating leadership, often with limited resources and little training. The Leadership Through People Skills (LTPS) model provides a set of tools for meeting today's challenges. Participants in this senior-level workshop will be introduced to the LTPS model, participate in a leadership skill-building activity, and learn how a global law firm integrated the model into their management training and the resulting impact on the firm's professionals.

*Barrett J. Baebler, Assistant Professor, Webster University*  
*Lynne Traverse, Recruiting and Professional Development Manager, Bryan Cave LLP*

## Work Gone Wild: Professional Presence and Accessibility



### Law Student Professional Development & Lawyer Professional Development

Technology confounds our personal and professional lives: on the one hand, we are accessible to our employers virtually 24/7; on the other, our personal lives (and sometimes private opinions) are online and laid bare for the world to see. This session will explore how technology has changed attitudes about privacy, accessibility, and professional presence, and how different generations are responding to and coping with those changes. This course builds on previous NALP conference programs about generations in the workplace, e-professionalism, and work-life balance.

*Mariely Downey, Attorney Employment Manager, Hodgson Russ LLP*

*Mary K. Kelkenberg, Manager of Attorney Training & Professional Development, Hodgson Russ LLP*

*Lisa Patterson, Associate Dean for Career Services, University at Buffalo Law School*

*Dawn Skopinski, Assistant Director of Career Services, University at Buffalo Law School*

12:00 – 1:15 pm

### Lunch

12:00 – 1:15 pm

### Section Meetings

12:00 – 1:15 pm

### City Group and Law School Consortia Leaders Luncheon

A representative from each City Group and Law School Consortium is invited to this information-sharing luncheon.

1:15 – 2:30 pm

## PLENARY

### Attempting “Work-Life Balance”

Norah O’Donnell has been a career journalist for over a decade and a mother for only a short period of time, but it hasn’t taken her very long to understand that the notion of “work-life balance” really is a misnomer. Things are hardly ever in “balance”: career-oriented women often spend their days prioritizing and re-prioritizing as they’re overtaken by the day’s events. In a funny, candid, and poignant presentation, Norah O’Donnell discusses the sacrifices that today’s working women and mothers make, providing insight and solutions that allow them to take the pressure off themselves to achieve anything approximating balance. Her candid discussion about the tradeoffs necessary to be successful in any professional career are likely to resonate with all busy NALP members.

*Norah O’Donnell, Chief Washington Correspondent, MSNBC and Contributing Correspondent, Today*

2:30 – 3:00 pm

### Break

Be sure to stop by the Resource Center for the Grand Prize drawing during this break!

3:00 – 4:00 pm

## CONCURRENT SESSIONS

### After the Offer: Closing the Deal Through Follow-Up



#### Recruiting

What types of follow-up can you use to “close the deal” after a job offer is made? Attend this session to learn effective methods you can easily tailor to your firm. We will discuss different follow-up techniques, both for summer associate and entry level associate candidates, and at small firms and large firms. We also will address deploying your lawyers, alumni, diversity initiatives, and women’s initiatives as follow-up resources and potential follow-up events. Attendees will also learn what activities have the greatest impact with law students.

*Susan H. Harlow, Campus Relations Specialist, Paul, Weiss, Rifkind, Wharton & Garrison LLP*  
*Tara Klein, West Coast Recruiting Manager, Manatt, Phelps, Phillips, LLP*  
*Deb Ryerson, Director, Career Services, Carlisle location, Penn State University, The Dickinson School of Law*

### Hot Topic: Responding Nimble to Economic Change

#### **HOT TOPIC!**

#### Hot Topics

The last year, and the last few months especially, have seen some major shifts in global economic systems, and the impact of these changes continues to ripple through all aspects of the economy, including legal markets. NALP members have rallied, reacted, adjusted, and adapted to these market shifts over the past several months. Where have we been? Where are we now? Where are we going? Join this panel for a candid discussion of the impact of the economic changes on legal recruiting and counseling, for some tried and true tips from experts who have weathered downturns, and for an open exchange of information and best practices.

*Experienced NALP professionals from both employers and schools*

### Beyond the Mentoring Program: Creative Uses of Alumni to Strengthen a Law School’s Public Interest Program



#### Public Service

Law school alumni are often overlooked as a source to help strengthen law schools’ public interest programs and reputations. This program will highlight different ways in which law school administrators have used alumni in both formal and informal ways to expand their public interest programs and raised their public interest profiles. This program will focus on creative and innovative strategies to involve alumni beyond the typical mentoring program or alumni career panel.

*Ellen Chapnick, Dean for Social Justice Initiatives, Columbia Law School*  
*Marni Lennon, Assistant Dean for Public Interest and Pro Bono, University of Miami School of Law*  
*Alexa Shabecoff, Assistant Dean for Public Service, Bernard Koteen Office of Public Interest Advising, Harvard Law School*

## Don't Ask Don't Tell – Our Best Amelioration Is Repeal



### Diversity

We will hear the personal story of David Hall, decorated former US Air Force Staff Sergeant, who was discharged under “Don’t Ask, Don’t Tell.” His account will be supplemented by information from the Servicemembers Legal Defense Network on other cases. Learn about this legislation and its impact. Discuss with the experts how you, your colleagues, your school, or employer can play a valuable role in achieving equality for all.

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

*Jackie Gardina, Associate Professor of Law, Vermont Law School*

*David Hall, Former U.S. Air Force Staff Sergeant*

*Emily B. Hecht, Managing Attorney, Servicemembers Legal Defense Network*

*Anthony E. Varona, Associate Professor of Law & Director, SJD Program, American University Washington College of Law*

## Evening Students: An Employer’s Perspective



### Recruiting

Part-time or evening students can present unique circumstances for employers. These students may need to work as clerks during their final year of law school, or may graduate in December and want to start after the February bar. Are there conflicts of interest if a student is on leave from another employer? How can firms market themselves to evening students who cannot attend many firm-sponsored events? Find out what other law firms are doing to cater to evening students, and brainstorm ways that firms and schools can work together to ensure this student population is employed to its full potential.

*Suzanne Gentes, Director of Professional Recruitment & Development, Finnegan*

*Suzanne Gralow, Director of Recruiting and Professional Personnel, Kelley Drye & Warren LLP*

*Laura Rosenberg Hosid, Assistant Director, Student Outreach, Georgetown University Law Center*

*Ellen Swank Purvance, Director, Legal Personnel Recruiting, Covington & Burling LLP*

## Maximizing Faculty and Alumni Involvement in Your Judicial Clerkship Program



### Judicial Clerkships

In this session you will learn how to create and work with a faculty clerkship committee, how to maximize involvement from your alumni clerks, and how to communicate effectively with faculty and alumni. The discussion will include drafting letters of recommendation, educating faculty on OSCAR and the clerkship process, and how faculty and alumni can work with the career office in providing counseling to students. Additional discussion will include how to coordinate faculty and alumni panels and utilize alumni as interview coaches and resources for students.

*Sonja J. Hayes, Associate Director of Career Development, Stetson University College of Law*

*Jessica Heywood, Director, Office of Career & Professional Development, The Catholic University of America, Columbus School of Law*

*Lori Ann Reifschneider, Assistant Director of Career Services, UC Davis School of Law*

## Present with Confidence: An Etiquette Program for Students or Associates to “Polish Their Professional Presence”



### Lawyer Professional Development & Law Student Professional Development

Eighty percent of second interviews involve a business meal. New associates, now representing the firm, need to be aware of proper etiquette in a variety of situations. Are your students and associates informed and prepared? Does your budget not allow for monies to hire outside consultants? By attending this session, you will learn to present basic etiquette tips that will be invaluable in giving your students and associates the “professional polish” they may need. Topics covered will be etiquette for listening to presentations, writing and answering e-mail, using the phone, attending networking and social functions, receiving business cards, writing thank you notes, demonstrating dining manners, and information for hosting business luncheons or dinners.

*Anne L. Hensley, Associate Director of Career Services, Saint Louis University School of Law*

## The Compatibility of Study Abroad Programs with Career Objectives and Job Opportunities



### Counseling & Recruiting

Students are studying abroad in increasing numbers. However, from a career service professional's perspective, these opportunities often create challenges ranging from student participation in recruitment initiatives to non-traditional hiring timelines for post-graduate positions. While law firms are beginning to understand the practical benefits of these programs, this session will examine the competitive advantage gained by students who study abroad and how their experiences can be of value to law firms. Law school and employer representatives will learn strategies for ensuring that program participation results in the development of substantive legal skills which, in turn, maximize the career options for these students.

*Traci Mundy Jenkins, Director, Office of Career & Professional Development, American University Washington College of Law*

*Cathy Kettlewell, Associate, Energy Practice Group, Squire, Sanders & Dempsey LLP*

*Macarena Saez, International Programs Coordinator, American University Washington College of Law*

## Office Management Boot Camp: Increasing Office Productivity Through Leadership and Management



### Management

We work in a service industry and aspire to provide our clients – law students and lawyers – with the highest level of service possible. In order to provide quality services to current and aspiring lawyers, offices must run as efficiently and smoothly as possible. Presenters at this session will discuss the office leadership and organizational techniques you need to increase overall office productivity.

*Darius K. Davenport, Director of Career and Alumni Services, Regent University School of Law*

*Camesha McAllister, Director of Recruiting, Duke University School of Law*

*Myrna H. Rooks, Manager – Legal Recruiting, Hirschler Fleischer, A Professional Corporation*

## Outplacement in a Difficult Economy: Effective Strategies for Minimizing the Pain



### Lawyer Professional Development

In an economic downturn, many firms are presented with the dilemma of being overstaffed and perhaps choosing to downsize, whether it be in a discreet manner or highly publicized. Professional development personnel should play an integral part in selecting and partnering with effective and experienced career counselors who can help a firm in this situation achieve the two-fold goal of helping the affected lawyers find satisfying subsequent employment, and continuing to be ambassadors for the firm in the public. Using real examples gleaned from over 25 years in the legal industry, the presenter will discuss how to make these decisions prior to a downsizing, how to overcome the difficulties of providing service to the lawyers who continue to work at the firm after a downsizing, and how to combat the subsequent effect on recruiting.

*Carol Kanarek, Principal, Kanarek & Brady LLC*

## Taking Control of Your Professional Development: Soliciting, Receiving, and Integrating Feedback



### Member Professional Development

We've all been given tips and tricks for giving feedback, but we rarely talk about how to gracefully receive feedback. Receiving criticism about our management or supervisory skills can leave us feeling deflated and frustrated. This program will help you keep a positive perspective and take control of the information provided during your organization's formal review process or your daily activities.

*Beth Johnson, Director of Attorney Recruiting, O'Melveny & Myers LLP*

## Working with Contract Lawyers



### Recruiting

The steps for bringing on contract lawyers, and the issues their employment raises, differ from making direct hires. This session will help you understand the pros and cons of working with contract lawyers and will present best practices for working with third-party employment agencies and for hiring contract lawyers directly. We will also explore maintaining successful relationships with search firms, in-house supervision, the ethical implications of billing contract lawyers, and tips on dealing with contract lawyer performance and termination issues.

*Charles L. Curtis, Director of Partner Hiring & Integration, Pillsbury Winthrop Shaw Pittman LLP*

*Wendy Sullivan, Legal Sales Manager, Update Legal*

4:00 – 5:00 pm

## Section Meetings



## Saturday, April 4

8:00 am – 12:00 pm

### Registration Open

8:00 – 9:00 am

### Continental Breakfast

9:00 am – 12:00 pm

## SATURDAY MORNING WORKSHOPS

Join us for one of three interactive, in-depth workshops. The extended session length will allow you extra time for full exploration and discussion of these key topics.

### Negotiation Skills



#### Member Professional Development

Based on principles developed at the Harvard Negotiation Project and by Roger Fisher, co-author of the bestseller *Getting to Yes*, this workshop concentrates on the capacity to negotiate and communicate through a collaborative process, which produces better outcomes for all parties while enhancing long-term working relationships. This program is designed to stimulate participants' awareness of the complexities of negotiation; introduce participants to a framework for understanding, diagnosing, and leading the interest-based negotiation process; enhance participants' skills through hands-on experience and feedback; and provide participants with a process for continued improvement and learning.

*Stephen Frenkel, Director of Negotiation Programs, MWI*

### Step It Up a Notch: Using the MBTI Step II to Maximize Your Effectiveness



#### Member Professional Development

While many professionals are familiar with the MBTI, most have not had the opportunity to explore the depth of the MBTI Step II. The Step II allows for greater insight into one's preferences, paving the way for improved communication in the workplace. Break-out sessions and dynamic dialogue will facilitate understanding of personality type and how the sub-facets of each dimension affect communication in the workplace. This interactive program is designed for both beginners and those seeking advanced application of the MBTI. It will provide specific, concrete skills to improve the quality of professional interactions with both lawyers and students. **Advance registration by March 19 and materials fee of \$32.00 required. The materials fee, a reduced rate subsidized by Shannon & Manch LLP, covers the MBTI Step II interpretive report and The Workplace Profiles (excerpted from *Type Talk at Work*).**

*Amy Thompson Briggs, Shannon & Manch LLP  
Michelle Cechini Nash, Shannon & Manch LLP  
Dena Sarke Smulow, Shannon & Manch LLP*

### The Point of Impact: Building Effective, Bias-Free Lawyer/Supervisor Relationships



#### Lawyer Professional Development & Diversity

The relationship between a lawyer and her supervisor is the place where women lawyers decide whether to stay or go. Yet too often, hidden bias can undermine lawyer/supervisor relationships. This interactive workshop will use case studies and small group discussion to explore the subtle ways that hidden bias appears in a lawyer's career, including communication, assignments, evaluations, and promotion, and provide professionals with practical strategies for correcting these biases within their firms to boost advancement and retention of women lawyers.

*Cynthia Thomas Calvert, Co-Director, Project for Attorney Retention  
Linda Bray Chanow, Director of Research, Project for Attorney Retention*

## 2009 Annual Education Conference & Resource Center Exhibition – April 1-4, 2009

	Registering by March 2*		After March 2	
	Member	Non-Member	Member	Non-Member
<b>Full Conference**</b>				
Schools, Private Employers, Government	\$725	\$1450	\$800	\$1550
Public Interest Employers	\$395	\$ 625	\$445	\$ 675
<b>One-Day Registration **</b>				
Schools, Private Employers, Government	\$295	\$ 575	\$395	\$ 625
Public Interest Employers	\$295	\$ 500	\$375	\$ 550

\* **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 Monday, March 2, 2009. Registrations at the regular rate will be 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 described in the program **ONLY** for the one day that you are registered. **Two-day registrations** are for consecutive days only.

*As a **special offer**, in recognition of our meeting location in Washington, DC, non-member government representatives may take advantage of the member one-day registration rate.*

### How to Register

Event registration is available online at [www.nalp.org](http://www.nalp.org). The system allows you to register and pay with a credit card or check and it also allows you to book your hotel at the same time. Your hotel reservation will be forwarded to the hotel upon receipt of your conference registration payment. To access the online registration system, go to [www.nalp.org](http://www.nalp.org), click on **Events**, and select **2009 Annual Education Conference**. Once you have registered, a confirmation e-mail will be sent to the e-mail address specified in your registration. Hotel reservation confirmations will be sent separately from the Omni Shoreham or Marriott Wardman Park (depending on your selection) approximately four weeks before the conference. Hotel rooms will not be reserved without a credit card guarantee.

**All programs and times are subject to change. Please check the NALP website (under "Events") for the most up to date conference schedule.**

**NALP does not invoice for conference registration fees. Please print out and enclose a copy of your registration if you pay by check.**

### Cancellation Policy

#### Conference registration fee –

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

- Full refund for cancellations received by March 2.
- 75% refund for cancellations received March 3 - March 9.
- 50% refund for cancellations received March 10 - March 16.
- No refunds after March 16.

**No solicitations:** This conference is specially designed to be an open forum for NALP conference attendees. Unless you are an official conference sponsor or vendor, solicitation is strictly prohibited. If you are interested in being a conference sponsor or vendor, please contact Chris Brown, NALP's Director of Meetings and Membership Services, at [cbrown@nalp.org](mailto:cbrown@nalp.org) or 202-835-1001. Vendors who are not exhibiting will not be permitted to register as conference attendees or guests.

## Hotel Arrangements

### Omni Shoreham (Conference Hotel)

2500 Calvert Street, NW  
Washington, DC 20008  
202-234-0700 – Phone  
202-265-7972 – Fax

OR

### Marriott Wardman Park (Alternate Hotel)

2660 Woodley Road NW  
Washington, DC 20008  
202-328-2000 – Phone  
202-234-0015 – Fax

## Hotel Rates (not including taxes)

Please note: Hotel reservation staff will not accept room reservations from individuals at the discounted room rate – all hotel reservations must be made through NALP. Discounted rates are available only until the deadline of **March 5** or until the room block fills up.

### Omni Shoreham Rates:

Park View Room: \$229 Single/Double  
Deluxe Room: \$249 Single/Double

### Marriott Wardman Park Rates:

Standard Room: \$249 Single/Double

- You must provide a credit card number in the hotel section of your registration in order to secure your lodging accommodations.
- **Register early.** It is a common misconception that the group rate is available until the deadline (**March 5**), when, in reality, the group rate is available until the deadline **or until the block fills up** – whichever comes first. Unfortunately, NALP cannot make the block bigger than the expected attendance, because it is obligated to pay for every room night to which it has contractually agreed. So, plan early and cancel rooms as soon as you know they will not be needed. You may be helping a colleague who could not get into the room block.
- All rooms are subject to local taxes, which are currently set at 14.50%.

## Hotel Cancellation

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

## Travel to and Around DC

**Flying to DC:** Washington, DC, is served by three area airports: Reagan National Airport (DCA), Baltimore/Washington International Airport (BWI), and Dulles International Airport (IAD). Reagan National Airport is the closest to the conference site and is served by Washington's Metrorail system (Blue and Yellow lines). However, it is not always possible to find a direct or convenient flight to that airport. You can use "WAS" in some online booking systems to search options for all three airports. Our travel agency can also assist you with finding the best flight. For information on ground transportation from Baltimore/Washington International, go to <http://www.bwiairport.com/> and choose ground transportation at the top of the menu bar. For information on ground transportation from Dulles International, go to <http://www.metwashairports.com/Dulles/> and click on ground transportation on the left side of the menu bar.

**Train:** Those traveling along the East Coast might also consider taking Amtrak, which conveniently brings you to Union Station, and is also served by Washington's Metrorail system (Red Line) in Washington, DC.

**Subway in DC:** The Metrorail system is a convenient way to get around the city. The Omni Shoreham and the Marriott Wardman Park are both located at the Woodley Park-Zoo/Adams Morgan Metro stop (Red Line). You can access more information or plan a trip by going to <http://www.wmata.com>.

## Travel Discounts

For your convenience, Professional Service Firm Travel, LLC (PSFT) has been selected 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 – [www.psftravel.com](http://www.psftravel.com)

E-mail: [scadenhead@psftravel.com](mailto:scadenhead@psftravel.com) (Stacy Cadenhead)  
or [lmelendez@psftravel.com](mailto:lmelendez@psftravel.com) (Lisette Melendez)

PSFT reservation hours are Monday-Friday 8:30 am - 6:00 pm Eastern Time. Make your reservations with Professional Service Firm Travel, LLC by calling or e-mailing Stacy or Lisette (please identify yourself as attending a NALP conference). A \$35 transaction fee will be applied to all tickets purchased.

## Conference at a Glance

MORNING		AFTERNOON				EVENING	
<b>TUESDAY, MARCH 31</b> Conference registration open 2 pm - 8:00 pm. Resource Center open 6:00 - 8:00 pm.							
					Newcomers' Orientation	Welcome Reception	
<b>WEDNESDAY, APRIL 1</b> Registration & Resource Center open 7:30 am - 5:00 pm.							
Regional Bkfst Mtgs	Opening Plenaries	Concurrent Sessions	Lunch & Part V Open Forum	Concurrent Sessions	Concurrent Sessions	Member Celebration Dinner	
<b>THURSDAY, APRIL 2</b> Registration & Resource Center open 7:00 am - 3:00 pm.							
Cont. Bkfst, Town Hall & NP/EP Round-table	Concurrent Sessions	Concurrent Sessions	Lunch, Section Mtgs, Public Service Luncheon & EP Luncheon	Concurrent Sessions	Section Mtgs	Diversity Reception	Tour (optional) NALP Lounge and Karaoke
<b>FRIDAY, APRIL 3</b> Resource Center open 8:45 am - 3:00 pm. Registration open 8:00 am - 4:00 pm.							
Ballot Pickup	Annual Business Mtg & Bkfst	Concurrent Sessions	Lunch & Section Mtgs	Plenary	Concurrent Sessions	Section Mtgs	
<b>SATURDAY, APRIL 4</b> Registration opens at 8:00 am.							
Breakfast	Saturday Morning Workshops						

## More “Green” Efforts in 2009

Although we will have handouts, the conference planning team established new page limits this year in an effort to continue to green the NALP conference. Resources from speakers that are not needed on-site for the presentation will be available on the members-only section of the NALP website after the conference.

Also, as in 2008, remember to bring your water bottle! As part of the greening of NALP conferences, bottled water is no longer available at conference breaks and meals. Water will be plentiful, however — just not the waste that disposable plastic bottles create.