




**Living in a Legal Operations World:  
Lessons for Law Firms and Law Schools**

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## Roadmap

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- What is legal operations and why has it become so prominent?
- The value and importance of the legal operations skill set for lawyers and law students
- Professional development training programs for lawyers and law students
- Legal operations as a career path for law students
- How law schools are viewing legal operations

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# Topic #1

## What is Legal Operations and why has it become so prominent?

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### The CLOC 12 Core Competencies Reference Model

What is Legal Operations?



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## Who are we? Who do we serve? What is our Value Add?

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**Strategic organization focused on developing the right mix of resources, processes and technology to enable efficiency and optimized delivery of legal services.**

Types of Professionals in Legal Operations	Skill Sets They Bring	Clients They Serve
<ul style="list-style-type: none"> <li>• Attorneys</li> <li>• Paralegals</li> <li>• Contract Managers/Administrators</li> <li>• Non-Legal Professionals</li> <li>• Project Managers</li> <li>• Strategic Consultants</li> <li>• Tech Gurus</li> <li>• Financial Gurus</li> <li>• Administrative Assistants</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical</li> <li>• Innovative</li> <li>• Project Management</li> <li>• Change Management</li> <li>• Technology Acumen</li> <li>• Negotiation</li> <li>• Math</li> <li>• Communication/Persuasion</li> <li>• MS Office Suite (PPT, EXCEL, WORD)</li> </ul>	<ul style="list-style-type: none"> <li>• Legal Department (All levels)</li> <li>• C-Level</li> <li>• Everyone ; e.g.,                             <ul style="list-style-type: none"> <li>• Finance</li> <li>• HR</li> <li>• IT/BizApps</li> </ul> </li> </ul>

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## Why has Legal Operations become so Prominent? Changes in Legal Services Industry

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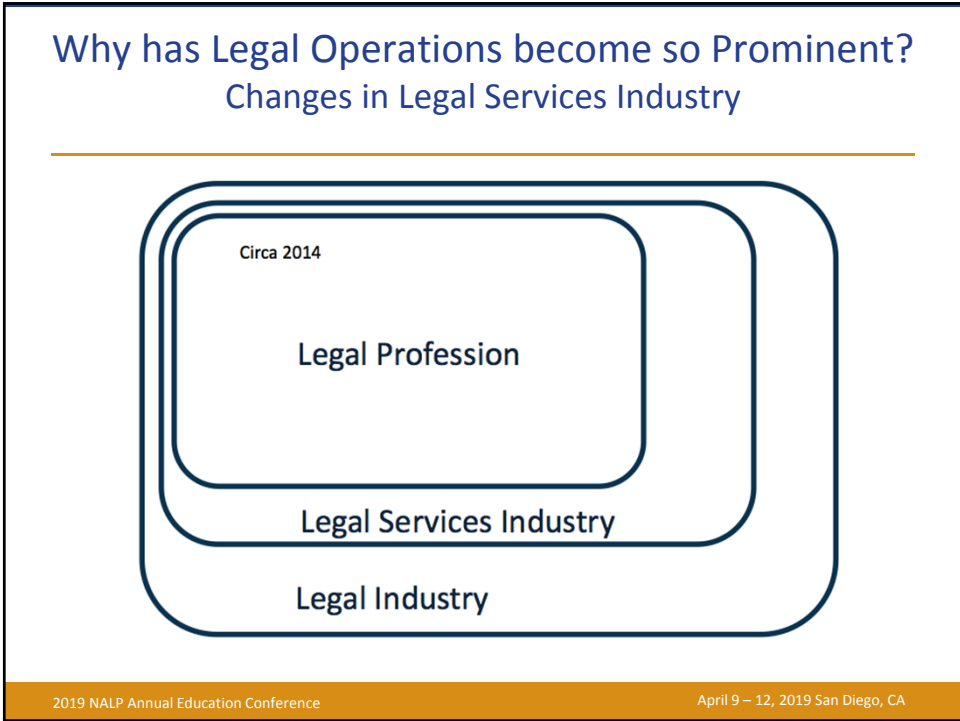
Circa 1905, 1945,  
1985

Legal Profession

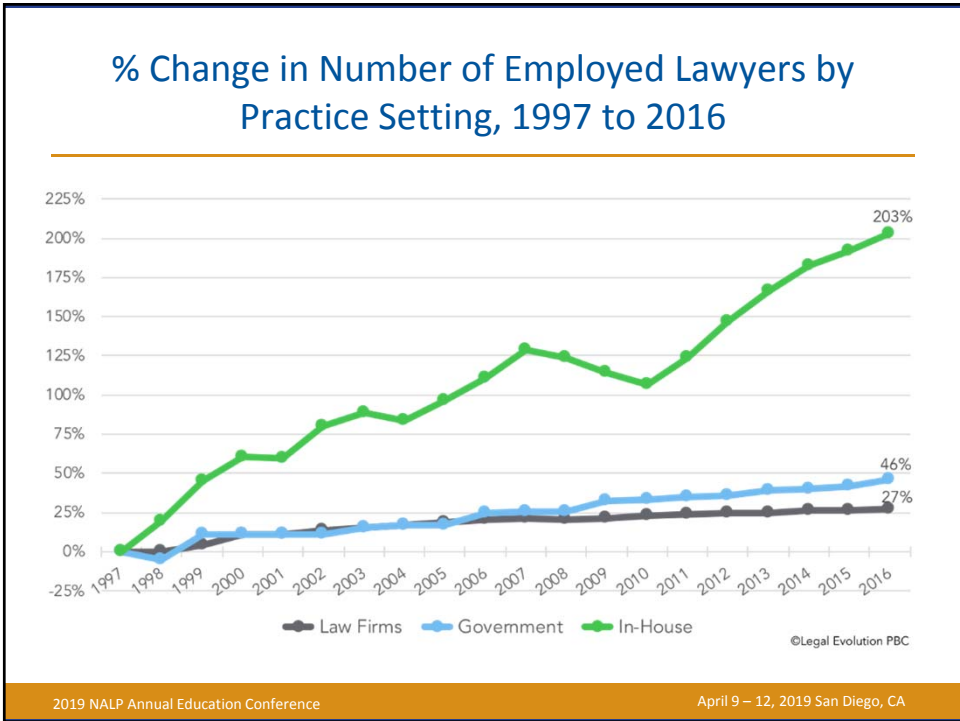
Source: William Henderson, Indiana University

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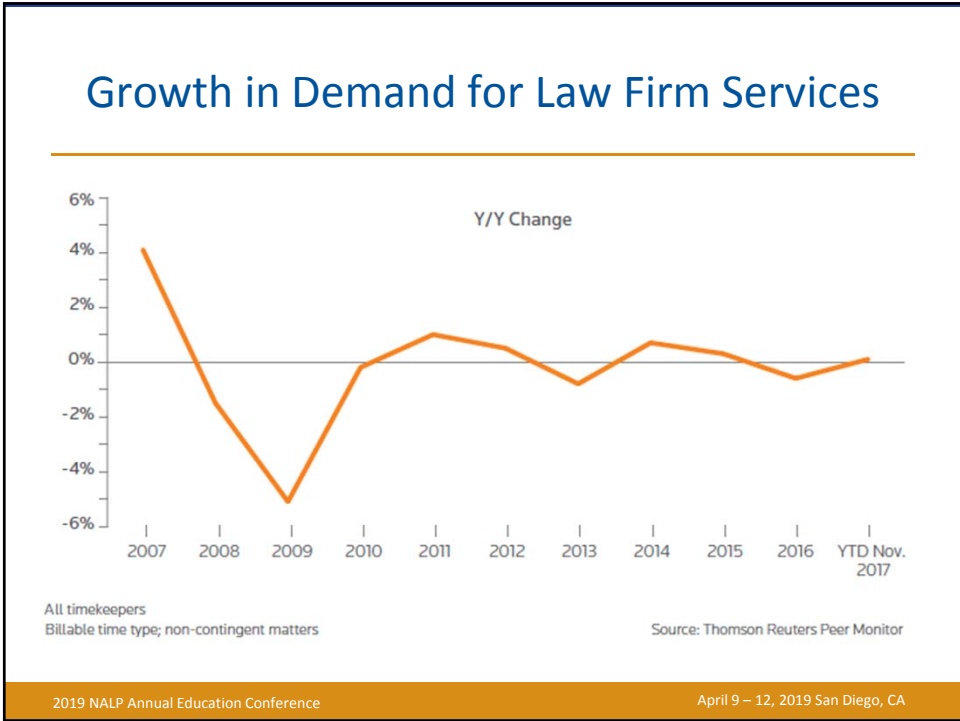
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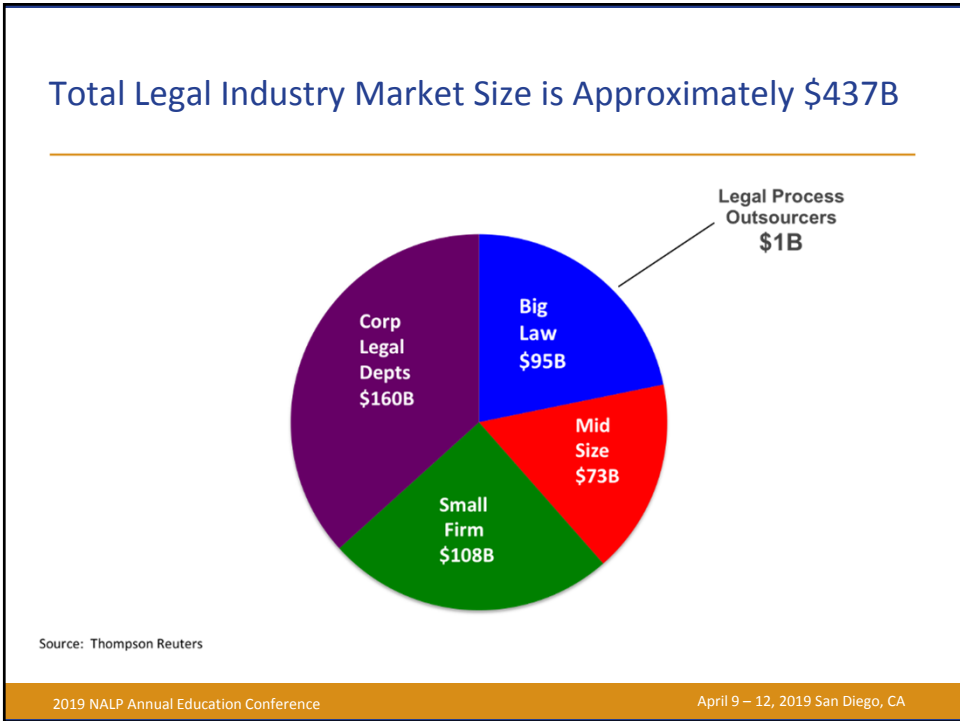
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## Legal Service Providers



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## Changes in Law Firm Development and Training Spurred by Legal Operations Developments

- Management focus – ways to organize people and technology. Additional training on delegation and supervisory skills and legal economics
- Billable Credit/Tracking of hours for investments such as practice innovations and process improvement
- Discretionary rewards for those who innovate
- Scalable, just-in-time training
- Knowledge management training- checklists, databases

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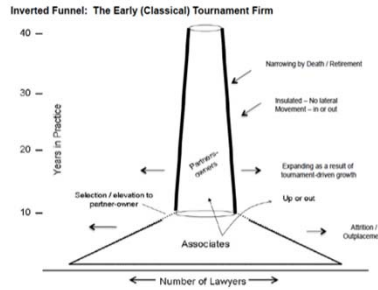
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## Traditional staffing models at firms create challenges for Legal Operations and for training in Legal Operations

### The Cravath System

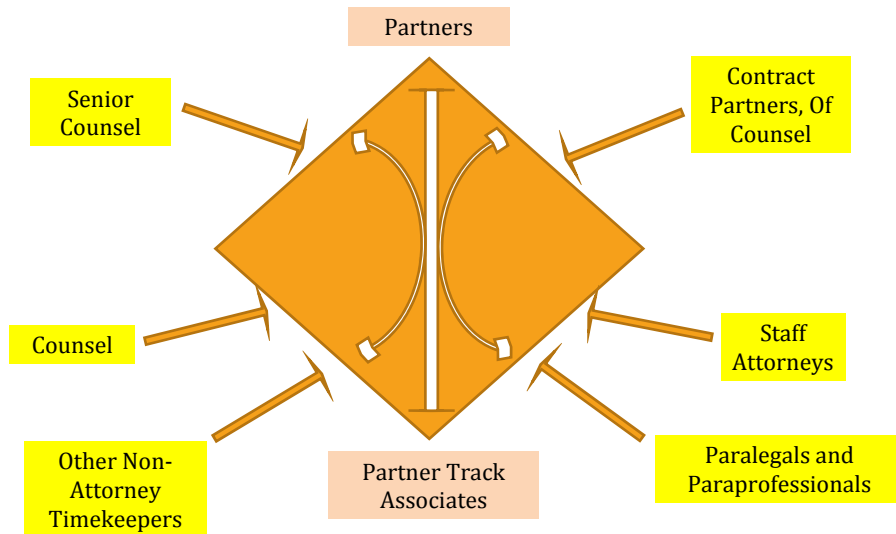
- ① Hire associate lawyer apprentices from top law schools
- ② Train extensively and gradually increase responsibility
- ③ Progress to partner for select few after extended probationary period
- ④ "Up or out" – those that do not make partner are placed into other employment
- ⑤ Allow the first significant use of leverage as a driver of profits



Source: Marc Galanter and William Henderson, "The Elastic Tournament: A Second Transformation of the Big Law Firm," *Stanford Law Review*, Vol. 60, Issue 6, 2008

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### Diamond Staffing Model: Fewer Partner Track, More Staff and Alternative Careers



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## Topic #2

# The Value and Importance of the Legal Operations Skill Set for Lawyers and Law Students

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## Why In-House and Firm Lawyers Should Care About Developing a Legal Operations Skill Set

### *In-House*

- G&A functions aren't funded the same as revenue-generating functions
- Need to be nimble and maximize on limited budgets
- Expected to innovate like other functions in a company

### *Law Firms*

- High expectations from in-house clients to perform more efficiently and in-line with client's best interests (hourly billing is less acceptable for in-house clients)
- Law firms are expected to understand Client's business intimately
- As clients begin to invest more in legal technology and automation, expectation that Law Firms will fall in line and use

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## Legal Operations-Related Associate Competencies

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### Third Year Associate

- Understand knowledge management and project management; use Firm knowledge management resources and technology appropriately
- Understand and effectively use technology
- In planning projects, be cognizant of client budgets and efficiency

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## Legal Operations-Related Associate Competencies

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### Sixth Year Associate

- Contribute to his/her department's knowledge management resources and regularly employ knowledge management, project management and technology techniques when running transactions/cases
- Employ technology tools to increase efficiency

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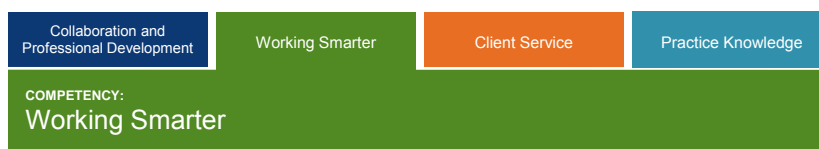
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## A More Operations-Focused Set of Associate Competencies: A Detailed View



Each Associate is expected to **work efficiently** and **meet deadlines**, and to **work well as part of a team** that includes other lawyers and staff and our clients. Working effectively will require the appropriate use of **project management skills, knowledge management resources** and a **working knowledge of and facility with the Firm's technology and law firm economics**. In working with external and internal clients, an Associate should conduct himself/herself in a **friendly and businesslike manner**.

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### AFTER THE THIRD YEAR OF PRACTICE:

- Effectively prioritize multiple tasks and issues; juggle competing or demanding deadlines.
- Work well under pressure, building in appropriate time for revisions and corrections.
- Understand how to effectively utilize Firm resources and delegate work effectively to more junior attorneys and staff.
- Understand his/her role as part of the team and work well with others.
- Understand knowledge management and project management; use Firm knowledge management resources and technology (PLC, intranet, etc.) appropriately.
- Be a timely and accurate timekeeper.
- Possess a basic understanding of law firm economics.
- Understand and effectively use technology.
- Possess a basic understanding of the types of billing arrangements the practice group has with clients.
- In planning projects, be cognizant of client budgets and efficiency.
- Create and maintain appropriate paper and electronic files; develop organizational skills to quickly locate documents or filings.
- Proactively seek out opportunities for work/training to fill experience or knowledge gaps.

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Collaboration and Professional Development	Working Smarter	Client Service	Practice Knowledge
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**COMPETENCY:**  
**Working Smarter**

AFTER THE SIXTH YEAR OF PRACTICE:

- Delegate work to junior attorneys and staff, and provide appropriate oversight and guidance.
- Contribute to his/her department's knowledge management resources and regularly employ knowledge management, project management and technology techniques when running transactions/cases.
- Possess an advanced understanding of law firm and practice economics.
- Achieve satisfactory economic realization on his/her matters.
- Employ technology tools to increase efficiency.
- Understand client billing procedures and basic matter management.
- Understand client e-billing procedures (where applicable) and accurately enter time.
- Design forms and templates; suggest improvements in procedures to increase efficiency.

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Collaboration and Professional Development	Working Smarter	Client Service	Practice Knowledge
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**COMPETENCY:**  
**People Management Skills and Potential Practice Management Skills**

AFTER THE THIRD YEAR OF PRACTICE:

- Provide appropriate oversight, guidance and feedback when delegating.
- Consistently add value to client and deal/transaction/litigation teams.
- Schedule absences, including vacations, appropriately and with advance notice when possible.
- Keep team informed of work flow and meet deadlines; provide appropriate status reports and case updates to managing attorneys, clients and team members.
- Communicate with team effectively; be reachable outside the office when appropriate.
- Use Firm resources wisely; use secretarial, word processing, proofreading and night staff assistance to complete clerical, routine and non-legal tasks.
- Demonstrate ability to work effectively on teams comprised of diverse individuals.
- Seek feedback and mentorship from more experienced attorneys.

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Collaboration and Professional Development

Working Smarter

Client Service

Practice Knowledge

**COMPETENCY:**  
**People Management Skills and Potential Practice Management Skills**

**AFTER THE SIXTH YEAR OF PRACTICE:**

- Provide clear instructions and appropriate oversight and guidance when delegating to junior attorneys and staff.
- Supervise and train junior attorneys.
- Provide timely and helpful feedback to junior attorneys.
- Take an active role in managing staff and junior attorneys; provide relevant performance feedback and utilize staff appropriately and effectively.
- Provide developmental opportunities to junior attorneys.
- Help junior attorneys utilize staff appropriately, efficiently and effectively.
- Demonstrate a high level of engagement on teams in the practice.
- Mentor and coach paraprofessionals and staff.
- Assist junior team members in prioritizing workload.
- Be receptive to feedback regarding leadership style.

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## Using Tracking Time to Reinforce Competencies

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Product/Service Development AND Working Smarter		
9999954	Project Management	-Developing scope of work documents -Developing budgets and budgeting tools -Post matter de-briefs for process improvement -Non-billable client communications regarding work status -Developing alternative fee structures and/or fee structure budgets -Project Management training sessions and meetings
9999955	Practice Innovations	-Developing forms, work flow or other deal/transaction/case procedures -Updating departmental databases -Creating checklists -Creating or updating department knowledge management materials -Testing new knowledge management tools -Attending knowledge management training sessions and meetings

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## Why Law Students and Law Schools Should Care About Developing Legal Ops Skill Sets

- The legal services landscape is changing
- Lawyers won't succeed if they don't expand their skill set
- Need to present alternative career paths and opportunities beyond traditional legal practice
- It is one of the largest growth areas in the legal market
- Legal ops skills translate easily into other professions and employers (beyond legal)
- Critical to success at law firms and corporate legal departments

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## *Topic #3*

### **Professional Development Training Programs for Lawyers and Law Students**

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## Examples of In-House Training

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- Change Management
- Project Management
- Communication/Presentation/Influence/Advocacy skills
- Staying up on Legal Technology
- Understanding the Business and its Strategy
- Networking Skills
- EQ/Social Awareness
- Microsoft Office Suite Training

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## Examples of Firm Training

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- Project management training
- Tech Training (Contract Express, Chapman Collaborate, Chapman Closing Room)
- Knowledge management training
- Law Firm Economics (including a primer on AFAs, procurement involvement in the purchase of legal services, discounts)
- Enhanced timekeeping training (including ebilling basics)
- Team building training (with assessments like MBTI, Strengths Finder)

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## Examples of Law School Courses

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- Legal Project Management/Process Improvement
- Legal Analytics
- Coding and the Law
- Legal Informatics
- Artificial Intelligence and the Law
- Blockchain and the Law
- Legal Operations

## *Topic #4*

### **Legal Operations as a Career Path for Law Students**

## Skill Set Employers are looking for beyond a JD

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**Curiosity/  
Learner/  
“Risk Taker”**

**Innovator/  
“outside  
the Box”  
Thinker**

**Process  
Minded**

**Collaborator/  
Project  
Manager**

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## Growth Area for JD Advantage Opportunities

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- Goal for CSOs:
  - Plant seeds with employers about the value of law school graduates with legal operations-related competencies and skills
  - Plant seeds with law school administration about value of legal operations related curriculum
- “Chicken v. Egg” Conundrum:
  - How to pitch your law student talent to employers if your law school hasn’t yet created a relevant curriculum
  - How to pitch value of creating curriculum without employer demand

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## Entry Level Salaries in Traditional Legal Roles

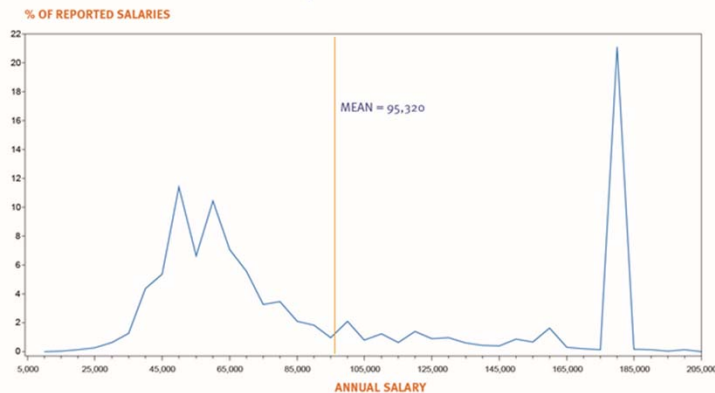
Table 1 - Median Starting Salaries 2008 – 2017

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Change 2016 – 2017
<b>Overall Median</b>	\$72,000	\$72,000	\$63,000	\$60,000	\$61,245	\$62,467	\$63,000	\$64,800	\$65,000	\$70,000	+ 7.7%
<b>Law Firm Median</b>	\$125,000	\$130,000	\$104,000	\$85,000	\$90,000	\$95,000	\$95,000	\$100,000	\$104,000	\$117,000	+ 12.5%

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## Bimodal Starting Salary Distribution for the Class of 2017

Distribution of Reported Full-time Salaries

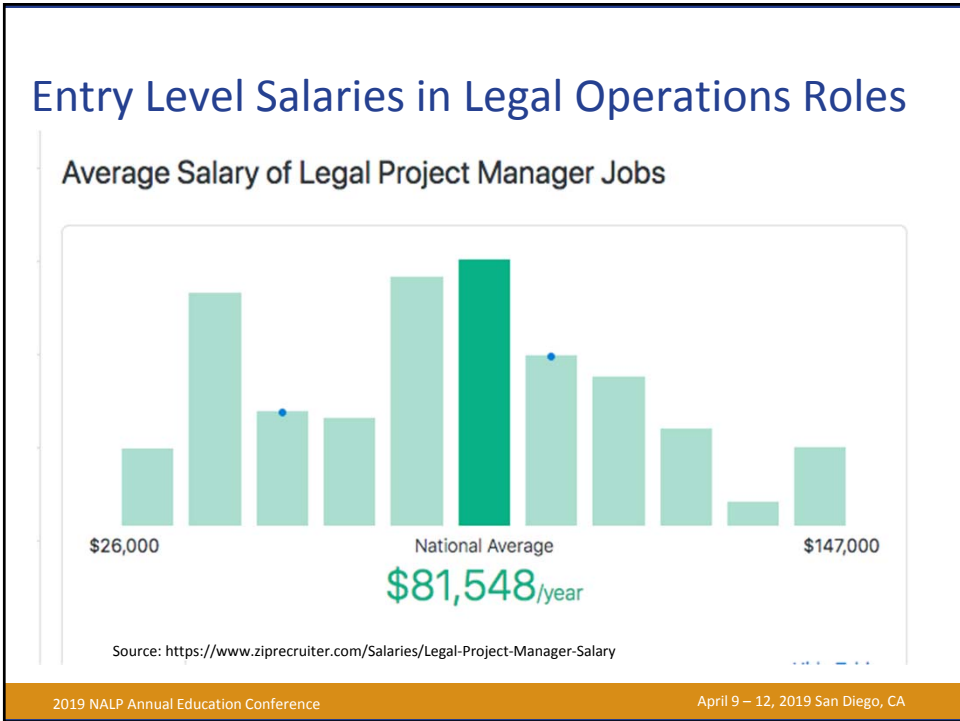


Note: Graph is based on 19,719 salaries reported for full-time jobs lasting a year or more – a few salaries above \$205,000 are excluded from the graph for clarity, but not from the percentage calculations. The left-hand peaks of the graph reflect salaries salaries of \$40,000 to \$70,000, which collectively accounted for just over half of reported salaries. The right-hand peak shows that salaries of \$180,000 accounted for 21% of reported salaries. For purposes of this graph, all reported salaries were rounded to the nearest \$5,000. However, the mean is based on salaries as reported.

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## Legal Project Management/Knowledge Management Salaries



Legal Technology <sup>1</sup>	BASE SALARY BY FIRM SIZE			AVERAGE BASE SALARY	TOTAL CASH COMPENSATION		AVERAGE TOTAL COMPENSATION
	SMALL	MEDIUM	LARGE		LOW	HIGH	
Legal Project Management	63,566	76,000	100,750	<b>79,763</b>	71,463	109,963	<b>90,713</b>
Knowledge Management	N/A	125,000	161,980	<b>138,557</b>	132,771	167,843	<b>150,307</b>

Source: <https://www.specialcounsel.com/resources/salary-guide/>

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## Potential Legal Operations-Related Career Trajectories

***“Technologists who are lawyers vs. lawyers who know some technology”***

- Law firm practice innovation groups
- In-house counsel team
- Corporate legal operations teams

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## Sample of Employers Seeking to Hire Legal Operations Professionals in March 2019



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## Sample Position Titles

- Legal Operations Senior Analyst
- Data Management & Analytics Director
- Legal Project Manager
- Legal Operations Manager – Matter Management
- Lead Operations Consultant – Vendor Optimization and Relationship Manager
- Contract Lifecycle Management System Operations Manager
- Legal Operations Manager
- Legal Operations Business Analyst

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## Sample “JD preferred” job posting

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### **Analysis Manager – Capital Markets**

#### *Global media company*

- Runs cross-team projects to support business strategy, delivering technology-enhanced tools and content
- Design and manage investments to optimize workflow through technology
- Strong understanding and focus on data governance/analysis
- Seeking lawyer with capital-markets transactional background who wants to use that experience in legal technology environment, but “J.D. preferred”

## Sample “JD or MBA preferred” job posting

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### **Senior Project Manager**

#### *Very large international law firm*

- Manage and coordinate large scale projects related to firm’s legal technology solutions
- Requires understanding of litigation, litigation technology, and e-discovery (including ability to learn and use Relativity, but also an understanding of Nuix and LAW PreDiscovery)
- Minimum four years experience planning and managing legal technology projects

## Sample JD as a “plus” job posting

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### **Legal Transactions Associate**

#### *Global Pharmaceuticals Company*

- Negotiate wide range of contracts
- Conduct meetings with department leaders and stakeholders to understand business priorities
- Assist in cross functional collaboration to resolve contracting issues
- Support continuous improvement of templates, playbooks and workflow processes
- JD a plus

## *Topic #5*

### **How Law Schools are viewing Legal Operations**



## CSO Strategy for the Legal Operations Market

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- Survey Employment Market
  - Identify Current Employer Needs
  - Project Future Employer Needs
- Identify critical skills
  - Addressed by the curriculum/PD program?
  - Addressed in externships?
- Address students' technological skill level as part of advising process
  - Student's self-identification of skill level (may not be apparent from resume)
  - Include in application materials?

## CSO Resources - External

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- Employers that typically hire grads
  - How to make students more competitive?
- Employers that don't typically hire grads
  - Is there a developing need?
  - Leverage alumni network to connect with Legal Ops professionals; look to local companies
- CLOC and Association of Corporate Counsel
- Ongoing legal media coverage (you may be one of the few at your school paying attention!)
- Fellow NALPers!

## CSO Resources - Internal

- Faculty
  - Full time faculty with interest in legal tech
    - Junior faculty may have relevant practice experience
  - Adjunct faculty
    - May know Legal Ops even if that isn't what they're teaching
- Business school or other university departments with a focus on data analytics or technology
- Student Organizations

## Resources: Legal Operations and Changes in the Profession

- Corporate Legal Operations Consortium: <https://cloc.org>
- Association of Corporate Counsel, Legal Operations 101 – A Framework for Modern Legal Departments: <https://acc.inreachce.com/Details/Information/6672ec5b-0c44-40e0-87fd-f39b170a85c6>
- Compilation of representative legal operations job descriptions ranging from entry level to senior: <https://www.acc.com/legalops/career/upload/ACC-Legal-Ops-Compilation-of-Representative-Job-Descriptions.pdf>
- *The Time for Legal Operations May Be Now*, Above the Law, February 11, 2019: <https://abovethelaw.com/2019/02/the-time-for-legal-operations-may-be-now/>
- *Disruptive Innovation: New Models of Legal Practice*: <https://worklifelaw.org/publications/Disruptive-Innovations-New-Models-of-Legal-Practice-webNEW.pdf>
- *Legal Operations: Why It Matters and How to Optimize Its Impact*, Corporate Counsel, March 11, 2019 (available on LEXIS).
- *Experts Disagree on Who Leads the Way on Legal Tech – Law Firms or In-House Counsel*, Corporate Counsel, February 21, 2019 (available on LEXIS).

## Resources: Legal Education and Legal Operations/Technology, Generally

- Institute for the Future of Law Practice (a non-profit organization bringing employers and schools together to expand legal training and improve the quality and accessibility of legal solutions, over a dozen US law schools are members): <https://www.futurelawpractice.org>
- Law School Innovation Index (a collection of data on legal services-delivery curricula at 40 law schools): <https://www.legaltechinnovation.com/law-school-index/>
- *Too Far Ahead of the Curve?*, ABA Journal, March 2019  
<http://www.abajournal.com/magazine/article/law-school-technology-programs>  
(discussing law school technology programs and associated employment outcomes)
- *Is It Time for a College of Legal Operations? (Yes, It Is)*, Above the Law, Nov. 24, 2017  
<https://abovethelaw.com/legal-innovation-center/2017/11/24/is-it-time-for-a-college-of-legal-operations-yes-it-is/>
- *Hot Tech Jobs for Law Graduates*, The National Jurist, Spring 2019
- CLOC Scholarship Program, <https://cloc.org/scholarship-program/> (annual program awarding up to ten \$6,000 scholarships to JD or MBA students with Legal Ops interest)

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## Comparison of Sample Law School Tech and Innovation Programs/Concentrations

LAW SCHOOL	RELEVANT CENTER(S)	PROGRAM/ CONCENTRATION	SAMPLE COURSES
Suffolk University Law School	Institute on Legal Innovation & Technology	Concentration: Legal Innovation and Technology	<ul style="list-style-type: none"> <li>• Process Improvement and Legal Project Management</li> <li>• Coding and the Law</li> <li>• Legal Innovation and Technology Lab</li> </ul>
Harvard Law School		Concentration: Law, Science, and Technology	<ul style="list-style-type: none"> <li>• Frontiers of Cyberlaw: Artificial Intelligence, Automation and Information Security</li> <li>• Drug Product Liability Litigation</li> </ul>
University of California-Berkeley School of Law	Berkeley Center for Law and Technology	Concentration: Law and Technology	<ul style="list-style-type: none"> <li>• Patent Litigation II</li> <li>• Berkeley IP Lab</li> </ul>
Stanford Law School	<ul style="list-style-type: none"> <li>• Center for E-Commerce</li> <li>• Center for Internet and Society</li> <li>• Center for Law and the Biosciences</li> <li>• CodeX: Stanford Center for Legal Informatics</li> </ul>	<ul style="list-style-type: none"> <li>• JD/MS, JD/PhD Law and Bioengineering</li> <li>• JD/MS Law and Computer Science</li> <li>• JD/MS Law and Electrical Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Biotechnology Law and Policy, Health Law</li> <li>• Legal Informatics</li> <li>• Computers and Law</li> <li>• The History and Philosophy of Artificial Intelligence</li> </ul>

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## Comparison of Sample Law School Tech and Innovation Programs/Concentrations

LAW SCHOOL	RELEVANT CENTER(S)	PROGRAM/CONCENTRATION	SAMPLE COURSES
Duke Law	Duke Center on Law & Technology	Concentrations: • Innovation and Entrepreneurship • Intellectual Property, Science, & Technology Law	• Frontier AI & Robotics: Law & Ethics • Law & Policy Lab: Blockchain • Data Breach Response and Cybersecurity Due Diligence
Cornell Law School	Cornell Tech	Master of Laws (LLM) in Law Technology and Entrepreneurship; J.D. Program in Information and Technology Law	• Internet, Privacy, and Cybersecurity Law • Technology Transactions I • Product Management
Northwestern Pritzker School of Law		Concentration: Technology, Innovation, and Entrepreneurship	• Food and Drug Law • Health Care Law and Policy • Telecommunication and Internet Policy
Southwestern Law School		Concentration: Technology Law and Entrepreneurship	• Cyberlaw • Drafting Technology Agreements • Entertainment Law • Mass Media Law • Video Game Agreements

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## Resources: Examples of Law School Programs/Centers with a Technology or Legal Operations Focus

- Chicago-Kent College of Law (Illinois Institute of Technology) Law Lab: <http://www.thelawlab.com/>
- Michigan State University College of Law, LegalRnD – The Center for Legal Services Innovation: <http://legalrnd.org/>
- Northern Kentucky University Chase College of Law, W. Bruce Lunsford Academy for Law, Business + Technology: <http://www.lunsfordacademy.org/>
- Vanderbilt Law School Program on Law and Innovation: <https://law.vanderbilt.edu/academics/academic-programs/law-and-innovation/index.php>
- Vermont Law School Center for Legal Innovation: <https://www.vermontlaw.edu/academics/centers-and-programs/center-for-legal-innovation>
- University of South Carolina School of Law LegalTech Seminar Series: [https://sc.edu/study/colleges\\_schools/law/community\\_resources/legaltech\\_seminar\\_series/index.php](https://sc.edu/study/colleges_schools/law/community_resources/legaltech_seminar_series/index.php)

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## Resources: Examples of Law School Programs/Centers with a Technology or Innovation Focus

- Suffolk University Law School Institute on Legal Innovation & Technology: <https://sites.suffolk.edu/legaltech/>
- University of California-Berkeley School of Law, Center for Law and Technology: <https://www.law.berkeley.edu/research/bclt/>
- Stanford Law School, CodeX: The Stanford Center for Legal Informatics: <https://law.stanford.edu/codex-the-stanford-center-for-legal-informatics/>
- Duke Law, Duke Center on Law & Technology: <https://law.duke.edu/dclt/>
- Cornell Law School, Cornell Tech: <https://tech.cornell.edu/>

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