Professional Development Institute 2011

December 8-9, 2011
Washington, D.C.
Mandarin Oriental Hotel

Cosponsored by

NALP THE ASSOCIATION FOR LEGAL CAREER PROFESSIONALS

ALI ABA
American Law Institute | American Bar Association
Continuing Leadership in Professional Education

In collaboration with

PDC
Professional Development Consortium

Professional Development Institute 2011 from NALP and ALI-ABA

In collaboration with the Professional Development Consortium

Now more than ever, PD professionals need to stay on top of current trends and best practices, as well as understand and advance their firm priorities. The **Professional Development Institute 2011** will equip you to help your organization and your lawyers succeed in today's challenging environment. Through intensive educational programing and formal and informal networking opportunities, this annual two-day program sponsored by NALP and ALI-ABA provides comprehensive, timely, cutting-edge information for all involved in lawyer training and professional development.

Attendees will:

- Explore successful practices with experts and leaders in the field of professional development;
- Participate in interactive sessions;
- Share creative ideas to strengthen and advance their careers in professional development;
- Receive a binder of resource materials for the entire conference, including samples, checklists, biographies, bibliographies, and more;
- Build invaluable connections with colleagues, including a roundtable discussion session for law school members.

Training for you means greater professional development opportunities for your lawyers and law students. The **Professional Development Institute 2011** is a program you can't afford to miss if:

- You are responsible for any aspect of lawyer or law student training and professional development, regardless of your level of experience and regardless of whether lawyer professional development is a full-time or part-time role for you;
- You want to increase your knowledge and skills in lawyer training and development, learn what others are successfully doing in this area, and markedly improve your organization's professional development programs.

Mandatory CLE Credit

Virtually all ALI-ABA programs are accredited in mandatory continuing legal education (MCLE) jurisdictions for varying numbers of credit hours. This program is expected to qualify for CLE credit in MCLE jurisdictions that accredit live courses on law practice management. For specific information on MCLE accreditation of this program in a particular state, please contact Crystal Finch at cfinch@ali-aba.org.

Professional Development Institute 2011 Planning Committee

H. Sandra Bang, Director of Global Legal Talent Development, Shearman & Sterling LLP

Jessica Buchsbaum, Director of Legal Recruiting & Professional Development, Bilzin Sumberg Baena Price & Axelrod LLP

Emily Campbell, Threshold Advisors, LLC

Marcelyn R. Cox, Assistant Dean, Career Development, University of Miami School of Law

Heather Edes, Director of Professional Development, Sullivan & Worcester LLP

Cindy Lindsley, Transactional Practice Manager, Thompson & Knight LLP

Kay Nash, Chief Professional Development & Recruitment Officer, Wiley Rein LLP

Jeanne M. Picht, Director of Professional Development & Recruitment, Stites & Harbison PLLC

Beth Shackleford, Director of Student Professional Development, University of Georgia School of Law

NALP & ALI-ABA thank **WestLegalEdcenter** and **Practical Law Company** for their educational support of the Professional Development Institute.

Schedule at a Glance

THURSDAY, DECEMBER 8

8:00 – 9:00 am — **REGISTRATION** — Prepaid breakfast service available, coffee service provided for all participants

9:00 – 10:15 am — **OPENING PLENARY** — Outside the Law: Lessons on Talent Development from Other Professional Service Firms

10:15 – 10:30 am — Break

10:30 am – 12:00 pm — **CONCURRENT SESSIONS**

12:00 – 1:15 pm — **NETWORKING LUNCH**

1:15 – 1:30 pm — Break

1:30 – 3:00 pm — **CONCURRENT SESSIONS**

3:00 – 3:15 pm — Break

3:15 – 4:15 pm — **CONCURRENT SESSIONS**

4:30 – 6:00 pm — **RECEPTION** sponsored by Practical Law Company

FRIDAY, DECEMBER 9

8:00 – 9:00 am — **REGISTRATION** — Prepaid breakfast service available, coffee service provided for all participants

9:00 – 10:15 am — **PLENARY** — Perfect Symbiosis — Why PD and Pro Bono Need Each Other

10:15 – 10:30 am — Break

10:30 – 11:45 am — **CONCURRENT SESSIONS**

11:45 am – 1:00 pm — **NETWORKING LUNCH**

1:00 – 1:15 pm — Break

1:15 – 2:30 pm — **CONCURRENT SESSIONS**

2:30 – 2:45 pm — Break

2:45 – 4:00 pm — **CONCURRENT SESSIONS**

4:00 pm — Adjourn

Thursday

December 8

8:00 - 9:00 am **Registration**

Prepaid breakfast service available. Coffee service will be provided to all participants.

9:00 - 10:15 am

PLENARY

Outside the Law: Lessons on Talent Development from Other Professional Service Firms

Instead of asking "What do other law firms do?," can we learn from the talent development experts at other professional services firms? In management consulting, accounting, and engineering, significant advances have been made in recruiting, career development, measurements of training success, promotion, leadership, and performance evaluation. In their training academies, other PSF's have taken curriculum design and client delivery well beyond where most law firms are today. And why do these firms invest so much in talent? This panel of experts will answer that question and more!

David Cruickshank, Consultant, KermaPartners, ***Moderator***

Rod Hoffman, Consultant and Consulting Engineer; CEO, S&H Consulting Inc.

Kevin Kelly, Americas Director, People, Ernst & Young

David Smith, Managing Director of the Accenture Talent & Organization Performance Practice, Accenture

10:15 - 10:30 am **Break**

10:30 am - 12:00 pm

CONCURRENT SESSIONS

A Toolkit for the Trainers: Techniques for Helping Law Students and New Lawyers Become True Professionals

This workshop-style session will show you practical techniques for helping law students and new lawyers begin to develop the competencies needed to become great practitioners. The "toolkit" will draw on the coursework and exercises that accompany law school externship programs, the best practices used by law firms with their new associates, and lessons from the corporate world. The panelists will cover best practices in transitional training, such as role-playing, the use of scenarios to prompt candid discussion, learning through self-reflection and self-assessment, the use of peer coaching, soliciting feedback, and setting daily "micro-goals."

Sandra (Sandee) Magliozzi, Director, Professional Development and Externships, Santa Clara University School of Law
Molly Peckman, Director of Professional Development, Dechert LLP
Margaret Reuter, Assistant Dean for Career Planning, New York Law School

From Off-Boarding to Onward-Boarding: Maximizing the Start of the Alumni Relationship

Both former and current lawyers are valuable prospective alumni contacts, regardless of seniority, partnership potential, or performance. To capitalize on their value, law firms must create a culture of lasting friendship and ongoing professional connection between the organization and its people. The timeline is critical: strategic steps taken during the final months and weeks at the firm, if managed properly, promote productive ongoing relationships and increase the likelihood that departing lawyers will become clients and "friends of the firm" in the short and long term. Inadequate planning and a haphazard approach, on the other hand, may negatively impact the alumni relationship and limit future potential opportunities. This session will outline a comprehensive "off-boarding" protocol; elements of effective exit interviews; recommendations to maximize secondment opportunities; special considerations for involuntary transitions; and best practices for alumni relationship development and management.

Norma Cirincione, Director of Alumni Relations and Associate Life, Cleary Gottlieb Steen & Hamilton LLP
Jennifer Greiner, President, Greiner Consulting
Erika Schreiber, Senior Career Consultant, Greiner Consulting

Innovative Training Techniques to Enhance PD Programs

Discover real alternatives to the outdated and often ineffective pedagogical models currently used to train lawyers and learn how to enhance your lawyers' learning outcomes. Studies indicate the most effective training methodologies employ adult learning principles focused on self-directed learning, yet lecture formats continue to dominate professional development programs. This session will allow you to experience training techniques rarely used in the legal profession and discuss how those techniques can be used to transform your professional development programs.

Kathleen Brady, Partner, Kanarek & Brady, LLC
Gail Parker, Principal, Interactive Communication

What Got Us Here Won't Get Us There: How to Build an Effective Partner Development Program

As more firms wake up to the importance of helping partners build their careers, more PD professionals are applying their expertise in the development of associates to the development of partners. However, the two areas require very different approaches. For example, associate development is largely about building lawyering skills; partner development is mostly about defining and attaining goals for expanding a practice — not about building "partner" skills. Moreover, even in firms that invest heavily in associate development, PD professionals may have to convince the firm's leadership that formal partner development initiatives are important to the firm's success. Attend this session and get practical advice about building and "selling" a partner-development initiative at your firm.

Steve Armstrong, Principal, Firm Leader, Inc.
Lisa Keyes, Professional Development Partner, King & Spalding
Tim Leishman, Principal, Firm Leader, Inc.

12:00 - 1:15 pm **Networking Lunch**

Lunch will be included in registration.

1:15 - 1:30 pm **Break**

1:30 - 3:00 pm

CONCURRENT SESSIONS

Building a Legal Project Management Training Curriculum

After coming to grips with the need for project management skills, your firm now wants to build a project management curriculum. What are the training needs? Who gets training and in what order? How long should a program take? What is the role of support professionals in finance, IT, marketing and paralegal services? This session will provide tips on partner commitment and involvement, and will include the most successful training methods for getting associates up to speed in project management and reinforcing their learning on the job. Participants will also learn about the program adjustments needed for different cultures, clients, and practice groups.

David Cruickshank, Consultant, KermaPartners
Colleen Nihill, Director of Firmwide Project Management, Dechert LLP

Business Skills, Lawyering Skills, Soft Skills: Call Them What You Want, But Lawyers Need Them

Whatever you call these skills, they are becoming vital for lawyers to develop for the good of their clients, their practice, and their firm. Project management, leadership, economics of law practice, legal strategy, and other practice and client-oriented courses equip lawyers with the strategies and techniques to make decisions more efficiently, more effectively, and more economically. This session will provide insight into why these skills are critical to today's lawyers, offer examples of how to teach these skills experientially, and show the value of this training in terms of retention, leadership development, and fiscal responsibility.

Heather Bock, Chief Professional Development Officer, Hogan Lovells US LLP, Executive Director, Center for the Study of the Legal Profession, Georgetown Law
Ann Rainhart, Director of Legal Personnel & Professional Development, Faegre & Benson LLP
Audrey Rubin, President, Rubin Solutions, Ltd.
Terre Rushton, Senior Director of Custom Programs, Education and Curriculum, National Institute for Trial Advocacy

Personality Tests and Assessment Tools: Case Studies in Law School and Law Firm PD

Occupational Personality Assessments (OPAs) are assessment tools that measure job-related behaviors and sources of motivation. Creating a common vocabulary with these tools and using distinct competencies are invaluable in helping students and lawyers with their professional development. The Indiana University Maurer School of Law has incorporated OPAs into its 1L curriculum, and McKenna Long & Aldridge has incorporated assessments into its hiring and PD processes. This session will cover case studies on how schools and firms can design and implement programs with additional assessment tools to further develop successful lawyers.

William Henderson, Professor of Law, Indiana University Maurer School of Law; Principal, Lawyer Metrics LLC
Jennifer Queen, Chief Recruiting & Professional Development Officer, McKenna Long & Aldridge LLP

Save Your Money! Economical and Effective Training Using Your In-House Talent

Never before have PD professionals been asked to do so much with so little. Economic pressures and increasing job responsibilities make it vital to fully utilize and leverage as much in-house talent as possible for PD programming, all without sacrificing quality and learning. Hear how four different PD directors from very different law firms keep costs down while delivering quality training. Learn creative ways to use your in-house resources, your lawyers, fellow administrators, and staff. This session will offer tips for recruiting and selecting the best presenters, as well as "how to's" that work to train your in-house talent to come fully prepared and to deliver their best.

Michele Bendekovic, Director of Attorney Recruiting and Professional Development, Steptoe & Johnson PLLC
Gillian Murray, Senior Manager, Firmwide Professional Development, Bryan Cave LLP
Jeanne M. Picht, Director of Professional Development & Recruitment, Stites & Harbison PLLC
Jona Wright, Manager of Professional Development, Harter Secrest & Emery

3:00 - 3:15 pm **Break**

3:15 - 4:15 pm

CONCURRENT SESSIONS

Beyond Facebook: Using Social Media Effectively to Network

This interactive session will demystify and highlight the values of using social media for business development and client service purposes, and give you practical tips for helping your lawyers and law students to use social media more effectively. The session will decipher the benefits of social media; define, explain, and evaluate those tools available for networking and marketing initiatives; and deliver a valuable session take-away by demonstrating the value of using social media with a comprehensive tour into understanding and using LinkedIn efficiently.

Debra Forman, Certified Executive Coach PCC, Pinstripe Coaching

Building Professional Development Programs for Millennials: Mission Impossible?

PD professionals strive to create professional development opportunities that meet the expectations of Millennials. Mission Impossible? Not really. We will explore what Millennial lawyers really want from professional development and how to combine that with what they actually need to succeed in today's legal landscape. This interactive workshop, drawing on the latest research, case studies, and experiences of partners and PD professionals, will equip you to create an action plan for implementing and/or revising current development options to fit the needs of your Millennial lawyers and law students.

Sabrina Franconeri, Professional Development Coordiantor, Reed Smith, LLP
Joe Maguire, U.S. Senior CLE/Professional Development Manager, Reed Smith, LLP
Mark Tamburri, Senior Associate Counsel and Vice President, Litigation, UPMC, Corporate Legal Department

Implementing a Successful Mentoring Program: Lessons from the Worldwide Law Department at IBM

Maintaining the momentum and ensuring the effectiveness of mentoring programs present ongoing challenges for law firms and other organizations. Since 2006, IBM's Worldwide Law Department has used mentoring as a critical component of professional and leadership development for lawyers and related professionals. Today, IBM's program includes more than 700 mentoring pairs, and almost all of the company's lawyers are engaged in mentoring relationships. How do they do it? This session will describe IBM's mentoring program, highlighting key factors in the program's proven success and lessons learned during the program's evolution. Participants will come away with concrete ideas and techniques for implementing or revitalizing their mentoring programs.

Ida Abbott, Ida Abbott Consulting LLC
Jessica Lorden, Associate General Counsel, IBM Global Services

Practicing Law in a Globalized Economy: Cultural Competency, Law Firms, and Lawyers

Globalization is increasingly the norm in the legal industry. Research suggests that most U.S. firms of 20 or more lawyers regularly work with multi-national clients. In recent years, an unprecedented number of U.S. firms have merged with international firms; U.S. firms have increased investment in Australasia; and European and Chinese firms have invested in U.S. firms. To conduct business and build relationships in the globalized legal industry, lawyers must understand international business practices and navigate cultural differences that impact business relationships. This interactive session will explore how globalization impacts U.S. legal practice and why it matters to those working in law firm and law school recruitment and professional development, describe what "cultural competency" means and how it impacts career development, and present case studies in emerging best practices in cultural competency.

Terri Mottershead, Principal, Mottershead Consulting
Dianne Rosky, Principal, Rosky Legal Education LLC
Mary P. Watson, Senior Attorney and Director of Professional Development, Cleary Gottlieb Steen & Hamilton LLP

4:30 - 6:00 pm **Reception**

Sponsored by Practical Law Company

Friday
December 9

8:00 - 9:00 am **Registration**

Prepaid breakfast service available. Coffee service will be provided to all participants.

9:00 - 10:15 am

PLENARY

Perfect Symbiosis: Why PD and Pro Bono Need Each Other

Today, as law firms revisit their lawyer development curricula in light of a changed economic landscape, many will increase their focus on the intersection between professional development and pro bono. Pro bono cases provide law students and associates an opportunity to develop a wide variety of practice skills, both in a litigation and transactional setting. For example, students and lawyers can develop case management/strategy skills, gain courtroom experience, learn to effectively interview and build trusting relationships with clients, and develop drafting skills in forming various business structures — all opportunities that may not be available to them immediately via a fee-paying practice. And because legal services programs are suffering from funding decreases even while demand for services increases, the private bar's efforts will be increasingly important. This session will offer a unique, timely, and authoritative perspective on current developments that will greatly benefit firms and schools alike. Case studies from law firms that have effectively combined development efforts with pro bono will be discussed. Join us to learn why lawyer development and pro bono should be integrated, methods that have worked for various firms, and where to find cases once the process is in place.

Jim Sandman, President, Legal Services Corporation
Caren Ulrich Stacy, President, Lawyer Metrics LLC

10:15 - 10:30 am **Break**

10:30 - 11:45 am

CONCURRENT SESSIONS

Associate Evaluations in the New Economy

Evaluations continue to be a core element of managing talent. The volatile economic environment poses new challenges, including eliciting helpful feedback when staffing is tight, maintaining an efficient process, continuing to improve evaluation systems, and empowering associates to take a proactive role in performance reviews. In this practical session, experienced PD professionals from a variety of firms will describe best practices in the associate evaluation process, position evaluations as a career development opportunity for associates, and explore how firms in very different markets have experienced and managed the altered feedback landscape.

H. Sandra Bang, Director, Global Talent Development, Shearman & Sterling LLP
Heather Edes, Director of Professional Development, Sullivan & Worcester LLP
Scott Westfahl, Director of Professional Development, Goodwin Procter LLP

Four Generations, One Profession

When we look across generations — from Traditionalists to Boomers to Gen X to Millennials — we see a mix of commonalities and differences. If we understand how our life experiences shape our worldview, then we can begin to appreciate how our beliefs and values often come into conflict with other's views. Embracing generational differences represents an opportunity for savvy organizations to attract and retain the best and brightest talent. How can we minimize mutual frustrations and take advantage of diversity within workplaces? Why does a well-intentioned leader so often fail? How can leaders manage and reward diverse groups so that everyone remains satisfied and productive?

Chris De Santis, Principal, CPDeSantis.com

How PD and Marketing Can Work Together to Create Business Development Skills Modules for Associates

Long before they become partners, lawyers need to begin developing the skills they need to get and keep clients. Do you know which business development skills associates need to learn, at what level, and how best to teach them? Do you know what training your marketing folks are already providing to associates? Can you create realistic scenarios and exercises for associates that will stretch them, engage them, and teach them marketing skills they can use now in their practice? The challenge for many PD departments is that while they are tasked with developing associates in all aspects of practice, they need guidance and coordination with their marketing and/or business development professionals on these issues. This session will answer these questions and explore best practices for collaborating with your marketing/business development team to design, deliver, fund, and adapt business development skills modules for your associates.

Valerie Fitch, Director of Professional Development, Pillsbury Winthrop Shaw Pittman LLP
Kim Perret, Director Marketing & Business Development, Hunton & Williams LLP
Marsha Redmon, Founder & President, Marsha Redmon Communications

Sponsorship: A Career Advancement Prerequisite and Best Practice for Gender Diversity in the Workplace

New Catalyst research, *Mentoring: Necessary But Insufficient for Advancement*, highlights that the payoff of having a mentor is greater for men than for women when examining both level and compensation. The key difference? Men's mentors are more senior and have the clout to serve as a type of mentor called a "sponsor." Women are not actively sponsored and are less likely to gain support from the right people. Do you know your career mentors, sponsors, and blockers? In this session, participants will learn the distinctions between mentoring and sponsorship; hear how leading companies are implementing sponsorship programs to advance high-potential women to senior positions; and gain effective sponsorship strategies for organizations and individuals (from both sides of the relationship — sponsor and protégé).

Brande Stellings, VP, Advisory Services, Professional Services Practice, Catalyst
Anika Warren, Senior Director, Research, Catalyst

11:45 am - 1:00 pm **Networking Lunch**

Lunch will be included in registration.

1:00 - 1:15 pm **Break**

1:15 - 2:30 pm

CONCURRENT SESSIONS

Coaching to Win: Innovative Approaches to Elevating Performance and Developing Talent

Research shows the perception of effective uses of coaching has shifted substantially in recent years. Once considered a tool for fixing "problem children," coaching is increasingly viewed as a way to fast-track the success of high performers. This session will investigate the innovative ways firms are using coaching to elevate performance and develop their legal talent. Panelists will share their firms' coaching strategies, what has worked, what hasn't, and what they think the future holds.

Michele Moorman, Manager of Professional Development, White & Case LLP
Kathleen Post, Partner/Master Coach, Shannon & Manch, LLP
Jennifer Rakstad, Career Development Attorney, Mayer Brown LLP
Dana Rooks, Career Development Manager, WilmerHale

Don't Be Lock(step)ed Out of Your Training Program: Designing and Implementing a Comprehensive Levels-Based Curriculum

Many firms have transformed their talent management model to a competency-based framework that requires associates to demonstrate mastery of core skills in order to advance. Are you providing the skills, education, and experience necessary for your associates' advancement? Are you providing reliable mechanisms to monitor their progress? And have you evaluated your current professional development curriculum to see what works, what needs retooling, and what needs to be cut? This session will help you to answer these questions and provide guidance on using competencies to develop a comprehensive PD curriculum, even if you are starting from scratch.

Steven Leifer, Partner and Chair, Firmwide Professional Development Committee, Baker Botts L.L.P.
Serena Miller, Director, Professional Development and Recruiting, Baker Botts L.L.P.
Marsha Redmon, President & Founder, Marsha Redmon Communications

Upward Reviews from Start to Finish: How to Promote Associate Retention, Improve Morale, and Mentor Partners

In today's practice environment, many associates feel increasingly detached from their law firm employers and partners often find themselves less able to fulfill their roles as effective mentors. Law firm upward reviews serve as a tool to bridge this ever-growing partner-associate gap. Through this process, firms are able to gather invaluable data about both individual supervisors and law firm areas of concern, such as diversity, training, and communication. Attend this session and learn how the the upward review process — and the use of data collected — can serve to promote retention, improve mentoring relationships, and reinforce cultural values at your firm.

Naomi Beard, Principal, Lawyers Life Coach, LLC
Beth Johnson, Director of Attorney Recruiting, O'Melveny & Myers, LLP
Scott Westfahl, Director of Professional Development, Goodwin Procter LLP

Well Received: Creative Ways to Make Sure New Lawyers and Law Students Heed Your Advice

Lawyers, as well as those striving to be lawyers, can be stubborn. That's just one of the reasons it can be tough to teach them. This interactive session will focus on creative ways to reach new lawyers and law students and help them attain the skills they need to thrive — from associates who think they do not need advice to associates who seek out so much advice that they are overwhelmed by the seemingly contradictory messages they receive. With insights gathered from PD professionals, partners, and new lawyers throughout the country, this session will provide practical strategies to make your PD program more effective and increase successful communication and feedback among your partners and associates.

Elizabeth Foster-Nolan, Director Of Professional Development, Goulston & Storrs
Grover Cleveland, Attorney, Author, *Swimming Lessons for Baby Sharks: The Essential Guide to Thriving as a New Lawyer*

2:30 - 2:45 pm **Break**

2:45 - 4:00 pm

CONCURRENT SESSIONS

Building Cost-Effective PD Programs That Support Firms' Business Goals

Conferences can dazzle and daunt us with presentations about bigger and better professional development programs. But how can we deliver the "better" without consuming bigger chunks of the budget? In this session, we'll look at the best, most cost-effective ways to design, implement, and sustain training, coaching, and mentoring programs that are targeted to our firms' business priorities. Panelists will share their research about the most innovative and cost-effective programs at firms around the country, discuss how they've implemented their own ideas at big and mid-size firms, and lead participants in sharing the best new programs they've implemented this year.

Anthony Grumbach, Director of Professional Development, Farella Braun + Martel LLP
Joe Maguire, U.S. Senior CLE/Professional Development Manager, Reed Smith, LLP
Amy Mallow, Managing Director, West Coast, Shannon & Manch LLC
Linda Salem, Executive Director, Reed Smith University, Reed Smith, LLP

Law School Roundtable

Join other law school attendees for this lively and informative session on the current issues facing law student PD professionals and others who work with law students. Discussion topics will include cross-departmental development of professional development programming within the law school environment, models for effective delivery and marketing of engaging professional development programs to law students, translating law firm and "in the trenches" professional development activities to prepare law students, and other PD topics of immediate concern to law school representatives.

Beth Shackleford, Director of Student Professional Development, University of Georgia School of Law, ***Moderator***

Mining the Am Law Midlevel Survey for Insights on Talent Managment

Each year, the release of the Am Law Midlevel Survey generates significant anxiety among the nation's large law firms. Although the results can have a significant impact on recruitment, morale, and public perception, firms lack the information and tools to obtain the best results. In this survey, the statistics experts mine several years of the complete Midlevel Associate Survey dataset to explain — in simple lay terms — the factors affecting survey scores on work conditions, diversity, pro bono, quality of training and guidance, likely attrition, etc., and which midlevel scores are most closely associated with a firm's financial performance.

William Henderson, Professor of Law, Indiana University Maurer School of Law; Principal, Lawyer Metrics LLC
Christopher Zorn, Professor of Political Science, Penn State University; Principal, Lawyer Metrics LLC

Remember to Secure Your Own Oxygen Mask First: Professional Development for Professional Developers

Don't fight it — embrace the changing role of the PD professional! PD directors now are managing firm-wide teams and budgets; expanding their responsibilities to include areas like HR, alumni relations, and business development training; providing training and coaching to, as well as interacting with, clients and alumni; and collaborating more than ever with colleagues in finance, marketing, knowledge management, library services, and other departments. While we're busy developing others, we need to be mindful to take control and develop our own careers, including maximizing our networks, resources, and organizations, assessing our career opportunities, getting our seat at the table, and focusing on our own skill development. Learn from four PD professionals who have not only embraced the challenge, but have also used it to their advantage.

Michele Bendekovic, Director Attorney Recruiting & Professional Development, Steptoe & Johnson PLLC
Gillian Murray, Senior Manager, Firmwide Professional Development, Bryan Cave LLP
Molly Peckman, Director of Professional Development, Dechert LLP
Jeanne M. Picht, Director of Professional Development & Recruitment, Stites & Harbison PLLC

Fees

- **$655** per person for NALP, ALI-ABA Knowledge Portal, and PDC members
- **$755** per person for non-members
- **$435** per person for registrants from public interest organizations

How to Register

Event registration is available online at **www.nalp.org**. The system allows you to register and pay with a credit card or check online 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/events** and select **2011 Professional Development Institute**. 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 Mandarin Oriental Hotel approximately three weeks prior to the conference. Hotel rooms will not be reserved without a credit card.

Mandarin Oriental Hotel

1330 Maryland Avenue, SW
Washington, DC 20024
202-554-8588 — Fax 202-554-8999

Hotel Reservation Procedure

- ★ Upon receipt of your paid registration, NALP will reserve your hotel accommodations, should you require them, at the Mandarin Oriental Hotel, according to your specifications.
- ★ You must guarantee your hotel reservation by including your credit card number in the hotel section of the registration form.
- ★ Once your reservation is confirmed at the hotel, you will receive an electronic confirmation from the reservations department of the Mandarin Oriental Hotel. You will receive your confirmation approximately three weeks prior to the conference.
- ★ Register early. The room block tends to fill up quickly and once the block is full (or after the cutoff date of November 9) hotel rooms are subject to availability.
- ★ The sleeping room rate at the Mandarin Oriental Hotel is $229.00 (plus 14.5% tax) per night based on single or double occupancy.

Cancellation Policy

Your registration fee will be refunded, less a $100 processing fee, if cancellation is received in writing by November 28. Hotel room cancellations must be made 72 hours prior to arrival or a charge equal to the first night's room and tax will result.

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

Travel Discounts

For your convenience, Professional Service Firm Travel, LLC (PSFT) has been selected as the official event travel service for this event. 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.

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scadenhead@psftravel.com

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 1-888-773-8728 and asking for Lissette or Stacy (please identify yourself as attending a NALP conference). A $35 transaction fee will be applied to all tickets purchased.

New to lawyer professional development?

Before attending your first Professional Development Institute, build your PD skills by viewing the archived NALP/ALI-ABA webcast, **Professional Development 101-102**. This on-demand program will give you tips and tools that you can apply immediately to your PD responsibilities — and will provide you a critical foundation for this year's conference. Topics include associate orientation, training, training needs assessments, MCLE compliance, evaluation processes, mentoring programs, and alumni relations. *PDI registrants will receive a special discount on this and other NALP/ALI-ABA online programs; more details on the back cover.*

Conference Sponsored by ALI-ABA and NALP

American Law Institute-American Bar Association Continuing Professional Education (ALI-ABA) is the premier national provider of continuing legal education in the United States, offering a comprehensive national curriculum of live courses, distance learning, and electronic and print publications. ALI-ABA also assists law offices from coast to coast in providing professional development to their lawyers, including specialized consultation, national conferences and webinars, MCLE compliance services, organizational subscriptions and other resources for advancing lawyer professional development.

NALP – The Association for Legal Career Professionals™ — is dedicated to continuously improving career counseling and planning, recruitment and retention, and the professional development of law students, lawyers, and its members. NALP's vision is to drive innovation and collaboration in the legal profession through lifelong education and career development, and NALP's mission is to connect its members by providing vision, expertise, research, and education; to cultivate fair and ethical practices; and to advocate for diversity and inclusion in the legal profession.

In Collaboration with the Professional Development Consortium

The **Professional Development Consortium** (PDC) is a group of individuals working at law firms, government agencies, and corporations who are responsible for developing and administering training and continuing professional development for lawyers.

Sponsored by NALP and ALI-ABA

In collaboration with the Professional Development Consortium —

Professional Development Institute 2011

December 8-9, 2011, Mandarin Oriental Hotel, Washington, DC

Plan now to be part of an event that will target and refine lawyer professional development efforts. If you are responsible for any aspect of lawyer or law student training and professional development — whether for a law firm, corporation, government agency, or law school — attend the **2011 Professional Development Institute** to —

- ★ Learn how to help your attorneys and law students thrive in the current environment.
- ★ Explore successful practices with experts and leaders in the field.
- ★ Build invaluable connections with colleagues.

Training for you means greater professional development opportunities for your lawyers and law students. Get the latest information and practical skills to keep your professional development program one step ahead.

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