ALL ABOUT CALLBACKS:
THE LAW FIRM PERSPECTIVE

Thursday, August 11, 2016, 12:40 – 1:30 p.m.
Student Ballroom, 6th Floor, DoubleTree Hotel

R.J. CARLSON, PARTNER AND CO-HEAD OF THE GLOBAL FINANCE PRACTICE
SIDLEY AUSTIN

R.J. Carlson is a partner in Sidley’s New York office, where he is co-head of the firm’s New York Global Finance practice. He has represented issuers, underwriters and credit enhancement providers in a variety of structured finance transactions, encompassing both public and private offerings of securities in domestic and cross-border transactions. Mr. Carlson’s experience also includes the representation of investment fund managers and financial institutions in connection with secured lending and other financing transactions, including repurchase agreements, forward agreements and warehouse lending facilities. He has been recognized as a leading lawyer in Chambers USA: America’s Leading Lawyers for Business 2011-2016 in the field of Capital Markets: Securitization. Mr. Carlson has been recognized in the 2014 and 2015 editions of the IFLR1000 as a “Leading Lawyer” in Structured Finance and Securitization in the United States. Additionally, he is recommended in structured finance in the Legal 500 US 2014 and 2015. Mr. Carlson received a JD from New York University School of Law in 1998.

MILANA L. HOGAN, CHIEF LEGAL RECRUITING & PROFESSIONAL DEVELOPMENT OFFICER
SULLIVAN & CROMWELL

Milana L. Hogan is the Chief Legal Recruiting & Professional Development Officer at Sullivan & Cromwell LLP, where she oversees all of the firm’s professional development programming, including the formal assignment systems, partner and associate mentoring programs, upward and downward attorney performance evaluations, all formal training and CLE programs, as well as all aspects of the firm’s world-wide recruiting efforts. Prior to joining Sullivan & Cromwell LLP in 2006, Ms. Hogan worked in the New York office of Dickstein Shapiro LLP, and before that in the New York office of Milberg LLP. Ms. Hogan is an active member and frequent presenter at NALP and currently sits on the board of the Professional Development Consortium. She also serves as a liaison to the American Bar Association (“ABA”) Commission on Women in the Profession and she is the Co-Chair of the ABA’s Grit Project. Milana received her BA in Political Science from Brown University and she holds a Doctor of Education from the University of Pennsylvania.

LISA M. SCHWEITZER, PARTNER AND HIRING CHAIR
CLEY GOTTLIEB STEEN & HAMILTON

Lisa Schweitzer is a partner in the New York office of Cleary Gottlieb. Her practice focuses on financial restructuring, bankruptcy, insolvency, and commercial litigation. She has advised clients in some of the most high-profile bankruptcy matters in North America, and her work repeatedly has been recognized by the business and legal press, including The American Lawyer, which previously named her a “Dealmaker of the Year.” Among her many highlights, Ms. Schweitzer is lead U.S. restructuring counsel to Nortel Networks Inc. and affiliates in their U.S. Chapter 11 proceedings. She has extensive experience advising corporate debtors, individual creditors and strategic investors in both U.S. Chapter 11 proceedings and restructurings in other jurisdictions in North America, Europe and Asia. Lisa also has represented several companies seeking to acquire distressed assets in bankruptcy proceedings. Ms. Schweitzer joined the firm
in 1996 and became a partner in 2006. Lisa received her BA from the University of Pennsylvania in 1991 and her JD from New York University School of Law in 1996.

**STEVEN E. SLETLEN, PARTNER AND FIRM-WIDE HIRING CHAIR**  
**GIBSON DUNN & CRUTCHER**

Steven E. Sletten has served as Chair of the firm-wide Hiring Committee at Gibson Dunn for the last ten years and is also one of the two hiring partners for the firm’s Los Angeles office. He is a member of the firm's Litigation Department, its Antitrust and Competition Practice Group, and its International Arbitration Practice Group. He also serves on the firm's Diversity Committee. Mr. Sletten has extensive experience in complex commercial litigation and counseling clients on related issues, including antitrust, competition issues generally, insurance and reinsurance, class actions, and arbitration (both domestic and international). Mr. Sletten's litigation and counseling experience includes work for companies in many industry groups including telecommunications, chemical, microchip, insurance/reinsurance, entertainment, music, transportation, banking, hotel, manufacturing, and other industries. Mr. Sletten also has lectured and written on antitrust issues and on arbitration-related topics and ADR procedures. He is past President of the Association of Business Trial Lawyers in Los Angeles. Mr. Sletten received a JD from the University of California, Los Angeles in 1982.

**SARAH K. TSOU, PARTNER AND MEMBER OF THE RECRUITING COMMITTEE**  
**KIRKLAND & ELLIS**

Sarah Tsou is a member of the Intellectual Property Practice Group of Kirkland’s New York office. Ms. Tsou focuses her practice on patent litigation in technological fields including oilfield services, system security, power converters, medical devices and pharmaceuticals. Ms. Tsou has examined fact and expert witnesses at trial, successfully argued motions in court, and been a member of numerous trial teams that have obtained favorable verdicts, judgments and settlements, both for plaintiff and defendant. Representative clients include Boston Scientific Corporation, Cisco, Forest Laboratories, IBM, Murata, Schlumberger and Tyco. Ms. Tsou is a Co-Chair of the New York Office Summer Associate Program and a member of the Women’s Leadership Initiative Steering Committee, the New York Office Mentoring Committee and the New York Office Recruiting Committee. Ms. Tsou received a JD from New York University School of Law in 2006.

**MODERATOR:**  
**IRENE DORZBACK, ASSOCIATE DEAN**  
**OFFICE OF CAREER SERVICES, NEW YORK UNIVERSITY SCHOOL OF LAW**

Irene Dorzback is in her 33rd year with New York University School of Law and has been guided in her work by a single vision: 100% employment and career satisfaction for all students. Her graduate study spans several fields, all of which are used in her counseling and employer relations: an MA in Romance Linguistics and an MA in Higher Education Counseling (University of Michigan) and an MA in Human Resources Management (NYU Poly). Associate Dean Dorzback has served on numerous panels for the National Association for Law Placement and bar association programs, and consults to law school career services offices nationally.
CALLBACK INTERVIEW FAQS FOR CLASS OF 2018

WHAT IS THE PURPOSE OF THE CALLBACK INTERVIEW AND WHAT DOES IT ENTAIL?
The purpose of the callback interview is to further explore the "fit" between a job candidate and a prospective employer. After the screening interview, the interviewer (and the firm’s hiring committee) will decide whether to invite you to the firm or organization for additional meetings with partners, associates and recruiting staff, known as a “callback”.

The callback usually consists of 4 individual 30-minute interviews with attorneys from different departments and at varying levels of seniority. Additionally, an employer might schedule a lunch at the end of morning interviews. Be aware that every interviewer will fill out an evaluation on whether the employer should make you an offer, even the junior associates who take you out to lunch.

Additionally, remember that each person you encounter at the firm will have an opportunity to evaluate you. Be especially courteous to recruiting professionals, as they often have a say in the hiring process. Additionally, be courteous and respectful to receptionists, secretaries and other staff members. Your ability to get along with support staff is critical to your success in any organization.

HOW WILL I KNOW IF A FIRM WANTS TO SCHEDULE A CALLBACK? Callback invitations are typically issued by telephone; however, you should additionally pay close attention to any correspondence from employers that may be sent via email or mail.

WHEN WILL FIRMS START CALLING TO EXTEND CALLBACK INVITATIONS? Some firms (particularly NYC firms) will begin extending callbacks as early as the day of the EIW screening interview. Due to both the current economic market and the upcoming holidays, firms may take up to a month (or longer) in extending callbacks. If two weeks have passed since EIW and you have received less than two (2) callbacks, please make an appointment to meet with a counselor in the OCS or stop by during drop-in hours.

HOW SHOULD I SCHEDULE A CALLBACK? Upon receipt of a telephone call, email or letter extending a callback invitation, you should respond by phone within 24 hours to schedule your interview. Issues you should address when scheduling your callback include: (a) letting the employer know if you will be on a tight schedule (i.e. another callback scheduled in the afternoon); (b) indicating an interest in a specific department or division (only if asked); (c) asking whether you need to provide an original writing sample, law school transcript, and/or reference list; (d) letting the recruiting coordinator know of any special dietary requirements (if you will be having lunch).

HOW MANY CALLBACKS SHOULD I SCHEDULE? Attempt to schedule the earliest callbacks with your top choices. You should only cancel appointments for later callbacks if you receive an offer from a firm you prefer over the remaining scheduled callbacks.

WHAT IF I DO NOT WANT TO GO FOR A CALLBACK AT A PARTICULAR FIRM? All students are encouraged to accept all callback invitations until they receive an offer for summer employment. Once you receive an offer for summer employment, you can promptly notify a firm that you do not wish to come for a callback. Contacting the recruiting coordinator and following up with an email provides quick notice to the employer and also provides you with a record of your action. By

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promptly declining a callback invitation, you may enable other NYU School of Law classmates to interview with the organization. Callback declinations should be done by email so phone calls are not exchanged unnecessarily.

**WILL I BE REIMBURSED FOR EXPENSES FOR OUT-OF-TOWN CALLBACKS?** When taking callbacks out-of-town, carefully adhere to the employer’s guidelines for reimbursement of travel expenses. Some employers will make your air travel arrangements for you, and others will have you make your own reservations and then reimburse you. Be sure to direct any questions you have about the travel process to the firm's recruitment administrator. Firms in the same geographical location may agree to split your expenses if they have agreed in advance to do so. Establish their willingness to reimburse in advance of the callback, and confirm your understanding in writing, if possible. If you are visiting a city because of a callback, you may wish to contact other firms in the same city with whom you interviewed, but who have not yet gotten back to you. Informing these firms that you will be in their city may prompt them to expedite their decision about your application. A copy of NALP’s Travel Expense Reimbursement Form is attached as Appendix E to the Fall Interview Season Handbook.

**HOW CAN I PREPARE FOR MY CALLBACK INTERVIEW?** We recommend that you call ahead to ask the Recruitment Coordinator for the names of the partners and associates you will be meeting during your callback interview. If they do not have this information at the time you are making arrangements, ask if you can call back one day prior to your visit. This information will enable you to familiarize yourself with the pronunciation of the names and attorney backgrounds as well as provide an accurate record for your follow-up. See the Career Development Resources Handbook (in the Career Resources Library on CSM) for additional resources you can utilize to prepare.

**WHAT TYPES OF QUESTIONS WILL BE ASKED DURING THE CALLBACK INTERVIEW?** During the callback interview, you can expect more in-depth questions than you received during the screening interview; in many cases, you may find yourself answering the same questions for a number of attorneys in the same organization. See the Career Development Resources Handbook for sample callback interview questions, as well as questions you may pose to the interviewers.

Some students have commented on the difficulty of "staying fresh" for a series of interviews comprised of the same questions. You should remind yourself that to each member of the organization, the information you provide is new and you should try not to get exasperated by repeated questions.

**WHAT IS THE CALLBACK INTERVIEW LUNCH?** The interview lunch is an occasion for the members of the firm to get to know you as a person "beyond the resume"—will you be someone with whom they enjoy spending 12+ hours per day? If the formal interview process was too constrained for your personality or sense of humor to emerge, this is a great opportunity to express other aspects of yourself—use it wisely and to your advantage! On the other hand, if you feel too nervous to conduct yourself gracefully and with ease in a luncheon situation, you should feel free to choose a callback schedule without a lunch. The afternoon callback schedule usually begins at 2:00 p.m., right after the lunch hour. Not electing to lunch with your hosts will not impact the firm’s decision-making process. Please refer to the “Table Manners Tips” available in the Career Resources Library on CSM.

Your lunch escorts will usually be associates, rather than partners, and this is a prime opportunity to get a better sense of the firm's culture. However, as relaxed as the recruiting lunch may seem, you should always remember that this is still part of the interview. Associates typically do participate in the hiring decisions and complete evaluation forms following the lunch.
WILL A FIRM ALLOW ME TO SPLIT MY SUMMER AND SHOULD I MENTION SPLITTING MY SUMMER DURING THE CALLBACK INTERVIEW? There are different types of “split summers” that firms may consider—a split between two different firms, a split between offices located in different cities within the same firm and a split between a law firm position and a public interest position. Each firm will have its own policy as to whether the firm will allow students to split their summers and, if the firm does allow split summers, may have strict guidelines as to how the split must occur (i.e., a rule that the student must spend the first eight (8) weeks at their firm). You can find more information as to whether a firm is receptive to split summers on the firm’s NALP form, available at www.nalpdirectory.com and a list of firms sponsoring public interest split summers in the Career Resources Library on CSM. You should not raise an interest in splitting your summer until AFTER you have received an offer UNLESS the firm raises it during the interview or, in the case of firms offering public interest split summers, the firm has indicated that students should express their interest during the interview process. If you are considering a split summer, we strongly encourage you to speak with an OCS counselor BEFORE callbacks.

HOW SHOULD I FOLLOW-UP AFTER MY CALLBACK? DO I NEED TO WRITE THANK YOU NOTES? After a callback, thank you notes should be sent via email to communicate your thanks and reaffirm your interest in a quick fashion before the firm has made a decision. You should not send the same thank you note to multiple interviewers at the same firm. If you cannot personalize each one, you should send the thank you note to one interviewer or to your contact in recruiting and ask that person to extend your appreciation to each of the other interviewers. See the Career Development Resources Handbook for sample thank you letters.

WHAT IS NALP’S “28-DAY OFFER RULE” AND HOW DOES IT IMPACT MY DECISION-MAKING PROCESS? Employers offering positions for the following summer to candidates not previously employed by them should leave those offers open for at least 28 days following the date of the offer letter or December 30, whichever comes first. You are expected to accept or release offers or request an extension by the applicable deadline; however, you should be prepared to make decisions more quickly. Offers that are not accepted by the offer deadline will lapse. You are not permitted to hold open more than five offers of employment at any one time. Students with three or more offers for summer employment should speak with an OCS counselor during drop-in hours. See the NALP website for the full text of the “General Standards for the Timing of Offers and Decisions”.

AM I EXPECTED TO EXPRESS MY STRONG INTEREST IN A PARTICULAR FIRM DURING THE CALLBACK INTERVIEW? While employers want to adhere to the NALP 28 day guideline for holding offers open, the reality is that they do not want an oversubscribed class (this is not good for summer associates either as it increases the likelihood of some "no offers" at the end of the summer). Since enthusiasm and genuine interest can influence hiring decisions, you should express your strong interest in an employer. You may even indicate that a particular firm is your top choice, if, in fact, it is. However, do NOT say that you would accept an offer if you were to receive one if you will not honor that statement. This is unethical and unprofessional.

HOW CAN I FIND OUT MORE INFORMATION REGARDING THE CALLBACK PROCESS? Attend the “All About Callbacks” Panel with Partners and Recruiting Personnel on August 11, from 12:40-1:30 p.m., in the Student Lounge during Early Interview Week. Panelists may be able to provide more current data regarding the callback process in light of the changing economy. Lunch will be provided. This panel will be videotaped and can be viewed via the link on your CSM profile to the OCS Career Videos.
WHEN DO I NEED TO START REPORTING CALLBACKS/OFFERS TO OCS?
Once you have received a callback invitation or an offer, it is mandatory that you input that data into the Fall Recruiting Survey – you will receive further detailed instructions after EIW. Your cooperation in this effort will enable OCS to effectively advise you and your peers through the callback process.

OCS FALL 2016 DROP-IN HOURS
OCS counselors will have drop-in hours Monday-Friday from 10:30-11:30 a.m. (excluding Wednesdays) and 2:00-4:00 p.m. (every day).