ONE-TO-ONE PROGRAM
12-MONTH MENTORING PLAN

The One-to-One 12-Month Program Mentoring Plan includes activities and experiences that should be used as guidance for the mentee and mentor during their meetings, whether virtual or in person. This plan consists of topics and activities that are divided into eight categories. Each category has multiple activities and discussion topics. Some categories include enough activities and discussion topics to cover two meetings in the same category. To optimize this experience, we suggest that you not limit yourselves to a single activity but include as many as may reasonably be accomplished.

This Mentoring Plan is to be used as a guide and may be adjusted throughout the mentoring term based on the mentee's needs and experiences. At your initial meeting you should introduce yourselves, discuss each participants' expectations and set future meetings. The mentor and mentee will discuss the mentee's professional goals, interests, and practice area(s) to develop activities using the Mentoring Plan and indicate which activities will be completed during the mentoring term. Not all topics within a category will apply to every participant so it is important to thoughtfully determine which experiences are most relevant.

A successful mentoring relationship is grounded on communication, trust, and candor. Whether meeting in person or virtually, please make sure you meet in a "place" that will allow for open, yet private communication. Although your discussions are not intended to necessarily include facts about any past, current, or future clients or representation(s), that may happen and please remember that your duty of confidentiality still applies. Keep in mind that communication includes both verbal and non-verbal components.

Each month the pair will complete a monthly submission form documenting their monthly meetings. Please refer to this Mentoring Plan to ensure your documentation reflects the required components of the Mentorship Program. A copy of the monthly submission form is provided on the last page of this document so that you can document your monthly meetings. **This form must be submitted each month by the 15th of the month following your meeting if you wish to obtain CLE credit (max 8 hours)**. For example, if your meeting is June 5, you must submit the form by July 15. **Please email the monthly submission form and cc your mentorship program partner to** azbarmentor@staff.azbar.org.

Note: Member(s) as used in this plan refer to members of the State Bar of Arizona as defined in Rule 32(c), Ariz.R.Sup.Ct. and include active and retired lawyers, legal paraprofessionals (licensed under ACJA 7-210) and judicial members.

Table of Contents

CATEGORY 1: INITIAL PLANNING MEETING 3
CATEGORY 2: PRACTICE MANAGEMENT AND DEVELOPMENT 4
CATEGORY 3: LEGAL COMMUNITY INTRODUCTION 5
CATEGORY 4: PROFESSIONALISM 6
CATEGORY 5: LAW OFFICE MANAGEMENT 9
CATEGORY 6: LEGAL ETHICS 11
CATEGORY 7: WELL-BEING 12
CATEGORY 8: PROFESSIONAL DEVELOPMENT 13
RESOURCE LIBRARY 14
- General Resources 14
- CLE Courses 14
- Books 14
- Articles By Category 15

Monthly Submission Form 17

CATEGORY 1: INITIAL PLANNING MEETING

At your initial meeting you should introduce yourselves, discuss each participants' expectations and set future meetings. The following topics and activities should be covered entirely in the initial planning meeting.

TOPICS:

- **Mentoring Plan:** Mentor and mentee will review the Mentor Plan together.
  - Participants will determine the topics of interest for each category and schedule their remaining meetings accordingly. Categories do not need to be scheduled in the order this plan follows.
  - When selecting topics of interest in each category, remember that some categories will cover two meetings. They don't necessarily need to have back-to-back months covering the same category and you may instead choose to cover the same category a few months apart.
- **Communication Plan:**
  - Mentor and mentee to discuss their preferred method of communication i.e., in person, videoconference, phone, email.
  - Both participants are setting aside time for each other and benefit from clear communication expectations up front.

ACTIVITIES:

- **Scheduling:** Mentor and mentee should schedule as many future meetings as possible during this meeting. Pairs who schedule well in advance are more likely to complete program requirements on time.
  - When scheduling, consider the availability of both Mentor and Mentee and any resources required for the activity or discussion chosen for that meeting. For example, a meeting scheduled to cover the Legal Community Introduction Meeting may be contingent on the planned events available for a particular group. Also, a meeting set to cover the Well-Being category may be more comfortable in a private office.

Category	Date	Anticipated Topics/Activities Covered	Submission Form Due Date
Initial Planning Meeting			
Practice Management			
Legal Community Intro (1)			
Legal Community Intro (2)			
Professionalism (1)			
Professionalism (2)			
Law Office Management (1)			
Law Office Management (2)			
Legal Ethics			
Well-Being (1)			
Well-Being (2)			
Professional Development			

CATEGORY 2: PRACTICE MANAGEMENT AND DEVELOPMENT

This category may be tailored to the interests of the mentee and experience of the mentor. While this category does have crossover with others, it is important enough to the program to have a dedicated meeting.

DISCUSSION TOPICS:

- **How To Effectively Develop a Private Practice**
  - How to develop a private practice in an effective manner.
  - Share tools, resources, organizations, CLE presentations, and similar external tools that may be available to the mentee.
- **Available Resources**
  - Discuss availability of State Bar Practice 2.0 as a resource, www.azbar.org/practice2.0.
- **How to Ethically Market Practice and Services**
- **How to Turn Introductions into Opportunities**
- **Ideal Target Client List**
  - How to identify and create an ideal target client list.
- **Business Development Plan**
  - How to develop a business development plan.
- **Leveraging Professional and Legal Education Network Connections**
  - How to leverage your professional and legal-education network.
- **Networking with Opposing Counsel/ Attorneys In Other Practice Areas**
  - Benefits of networking with opposing counsel or attorneys in other practice areas

You may notice this category does not include any listed activities. This does not limit participants from determining whether an activity covers these topics; this list is where you should start.

CATEGORY 3: LEGAL COMMUNITY INTRODUCTION

This category covers content over two months of meetings. Therefore, two monthly submission forms should indicate different discussion topics or activities covered in the Legal Community Introduction category throughout the program.

Mentors should introduce the mentee to members in the community in person or virtually through attendance at local or affinity bar associations, or State Bar sections and committees and discuss advantages to involvement in these organizations.

DISCUSSION TOPICS:

- **Customs of Civility and Etiquette**
- **Volunteer Opportunities Outside the Legal Field**
- **Discuss volunteer opportunities outside the legal field.**

ACTIVITIES:

- **Attend and Affinity, Local, or State Bar Association Meeting/Event together**
  - See State Bar of Arizona website for Partner Bar Organizations https://www.azbar.org/for-legal-professionals/communities/partner-bar-organizations/
- **Pro Bono Opportunities**
  - See State Bar of Arizona website for Pro Bono and Volunteer Opportunities https://www.azbar.org/for-legal-professionals/career-advancement/volunteer-opportunities/
- **Introduction to Judiciary**
  - Meet at the courthouse and make appropriate introductions to members of the judiciary, court personnel and clerks. Or schedule an appointment with a judicial officer or officers to meet the mentee. Discuss customary rules of civility of the judiciary, court personnel and clerks. Discuss customary rules of civility or etiquette in court and among members of the public, court staff, judges, and members.

CATEGORY 4: PROFESSIONALISM

This category covers content over two months of meetings. Therefore, two monthly submission forms should indicate different discussion topics or activities covered in the Professionalism category throughout the program.

Instead of dividing this category between discussion topics and activities like other categories, you may find what is relevant to professionalism in each practice area. Participants should consider which discussion topics and activities are most relevant to the mentees' interest and the mentor's experience.

TOPICS AND ACTIVITIES BY PRACTICE AREA:

- **Working with Clients/ Plaintiffs/ Defendants/ Victims/ Agencies**
  - Discuss the role of the member's responsibility to their client, the government, the court and adhering to the Rules of Professional Conduct.
  - Discuss a member's initial meeting and interaction with the Client/or Government Agency/ Plaintiff/ Defendant/ Victim.
  - Ensure member is well versed in the ethical rules and guide in the recognition of and resolution of ethical issues.
  - Deciding whether to undertake representation of a client.
  - Tips for gathering information about a legal matter.
  - Appraising credibility and trust of a potential client.
  - Discuss how to make and accept referrals. Discuss referral fees and any potential related ethical implications.
  - Discuss the importance of written fee agreements/engagement letters and disengagement letters.
  - How to discuss legal fees with potential clients and the requirements for prior notice to the client.
  - Screening for and avoiding conflicts of interest.
  - How and when to terminate legal representation relationship, issues with terminating mid-representation, necessary steps, and documentation.
  - Duties of the departing lawyer and firm if they part ways.
  - The mentor should also discuss file retention (returning originals, for example) and the reasons why retaining files indefinitely or for longer periods may present risks to the member, such as hacking risks, or the need to retain files in the future.
  - Modes of communication - response times for email or phone call contacts. Are text message communications appropriate? Decide at first meeting with the client what is best for both parties.
  - Discuss how to write effective emails and other internal communications.

- **Professionalism in Corporate Environment**
  - Discuss the role of a member in a corporate environment.
  - Discuss how the legal department traditionally interacts with other corporate departments.
  - Discuss what constitutes a "corporate culture" and how legal fits in a corporate culture.
  - Discuss effective participation in management meetings and corporate decision- making.
  - Discuss ethics rules specific to an organization as a client.

- **Communication in Corporate Environment**
  - Discuss how to effectively communicate with outside counsel.
  - Discuss working with government agencies, regulators or outside auditors and advisors.
  - Discuss how to write effective legal memorandums and other corporate communications.

- **Outside Counsel Management**
    - When to know to refer a matter to outside counsel.
    - How to set a litigation budget and review engagement letters.
    - How to manage outside counsel, billing, and costs.
    - How to ensure that outside counsel does not have conflicts of interest which may prohibit entering into such agreement.

- **Client Communication**
    - Discuss proper legal counseling and duties and responsibilities of advising clients/ plaintiffs/ defendants.
    - Discuss appropriate client/investigator/state agency personnel interview techniques.
    - Importance of not overselling your expertise or expected/guaranteed outcomes.
    - Importance of communication and maintaining communication (returning phone calls, emails, letters etc.). This may include the challenges in communicating with an incarcerated client.
    - Discuss how to deal with a difficult client/state agency/plaintiff/defendant.
    - Discuss confidentiality and third-party fee payment.
    - Maintaining client confidentiality.
    - Explain realistic client expectations.
    - Responsibility of client and member in decision making and the best ways to involve a client in their case.
    - Client responsibility and what they need to provide for effective representation.

- **Communication in Working with Others**
    - How to best communicate with your own office, your boss, your Section Chief/Unit Chief and with support staff.
    - How to best communicate with opposing counsel.
    - Discuss what to do if you notice a colleague is not performing well or breaching their responsibilities to the office or their client.
    - How to effectively communicate with judges and judicial staff.
    - Discuss negotiation skills.
        - Discuss how to prepare for negotiation of a legal matter.
        - Discuss when and how negotiation should be initiated.
        - Discuss how to be an effective negotiator and ethical rules relating to representations made in negotiations and mediations.
    - **ACTIVITY:** Practice scripting for specific legal situations (e.g., negotiating a plea agreement).
    - How to deal with difficult work colleagues and how to report instances of misconduct to those responsible for personnel.
    - Working with your Human Resources Department or how to deal with personnel issues if you do not have an HR Department.

- **Communication in Public Legal Environment**
    - Prosecutor- discuss considerations when making an offer beyond office policy.
    - Prosecutor- is it ethical to start with a higher offer in anticipation of negotiating down?
    - Defense Attorney**-** discuss ethical obligations and issues in trying to secure a better offer for your client.
    - Defense Attorney- discuss how to write an effective deviation letter.

- **Litigation Issues**
    - Discuss professionalism in written documents.
    - Discuss appropriate attire in the courtroom.
    - Discuss professionalism in the courtroom and the in the courthouse.
        - What to do if you offend a judge or court staff.
        - What to do if you have a court calendaring issue or if you are late to court.
        - The importance of courtesy with a judge and court staff.
    - How to manage discovery issues with opposing counsel (competency and professionalism during discovery).
    - Discuss handling redundant and excessive pleadings.
    - Discuss types of Alternative Dispute Resolution (e.g., arbitration, facilitation, mediation).
    - Discuss when it is best to resolve disputes by alternative dispute resolution and how to discuss it with your client.

- **Diversity and Inclusion to Further SBA efforts to increase access to justice**
    - Develop an awareness of diversity and inclusion issues in the legal profession.
    - Discuss how your office/practice can better serve the community by being more diverse.
    - Discuss personal experiences involving diversity.
    - Discuss what your employer has done and or could do to increase diversity.
    - **ACTIVITY:** Attend a diversity awareness CLE or training and discuss.
    - **ACTIVITY:** Consider the Harvard's Project Implicit Attitude Assessment. https://implicit.harvard.edu/implicit/takeatest.html

CATEGORY 5: LAW OFFICE MANAGEMENT

This category covers content over two months of meetings. Therefore, two monthly submission forms should indicate different discussion topics or activities covered in the Law Office Management category throughout the program.

DISCUSSION TOPICS:

- Time Management
  - Discuss effective time management skills.
  - How to keep time records/track of time (even if your office or fee arrangement does not require it).
  - Importance of calendar reminder systems.
  - How to manage a high or complex case load.
- Case Management
  - Conflicts checking procedures and the reason for conflicts checks.
  - Establishing and maintaining a case management system along with efficient procedures, and the use of legal technology including the challenges of generative AI.
  - Document retention plan.
  - Methods of keeping clients/plaintiffs/defendants/victims informed about progress of their matters.
  - Discuss how to maintain client confidentiality.
  - Library and research systems; vLexFastcase – a free member benefit and how it can be used alone or in concert with other legal research tools.
  - Ways to improve your legal writing skills when time is short, and the case load is high.
  - Discuss generative artificial intelligence (GAI) legal tools and impacts.
  - Review other resources (publications, seminars, equipment). And consider **Practice 2.0** – free and confidential advice from an Arizona-licensed lawyer, 602-340-7332.
- Financial Record Keeping
  - Record of client-related expenses.
  - Billing system.
  - Client fee and/or payment schedules.
  - Fee agreements (sample fee agreements are available at azbar.org/practice.20), and Practice 2.0's fee agreement review service.
  - Escrow and trust accounts.
  - Establishing an IOLTA.
    - Practice 2.0's Trust Account Helpline, 602.340.7305, is available for free, confidential advice.
    - Also, Practice 2.0 Trust Account guides are available at https://azbar.org/for-legal-professionals/practice-tools-management/trust-accounts/.
  - Accounting, auditing, use of interest proceeds.
  - Proper procedures for handling client funds and other property, including where there is a third-party claim to funds in an IOLTA.
- Working with Interoffice Personnel
  - Roles and responsibilities of paralegals, legal assistants, and other office personnel.
  - How to effectively work with staff and develop good working relationships.
  - Effective communications within your workplace, including whether, and how, to report mentee's concerns about ethical or legal lapses during representation.

ACTIVITIES:

- Mentees should schedule a 30-minute virtual consultation with the State Bar of Arizona Practice 2.0. Mentors may join, if desired or agreed.
    - The State Bar of Arizona offers free and confidential advice on all aspects of law office (law practice) management through Practice 2.0, 602.340.7332.
    - For more information: https://www.azbar.org/for-legal-professionals/practice-tools-management/practice-2-0/ **or call Practice 2.0 at 602.340.7332.**

CATEGORY 6: LEGAL ETHICS

Instead of dividing this category between discussion topics and activities like other categories, you may find what is relevant to professionalism in each practice area. Participants should consider which discussion topics and activities are most relevant to the mentees' interest and the mentor's experience.

TOPICS AND ACTIVITIES BY PRACTICE AREA:

- General Legal Ethics Considerations
  - Discuss common malpractice and client complaints and how to avoid these issues.
  - Resources for dealing with complicated ethical issues.
  - Discuss situations in which members believe another member has committed an ethical violation and the obligation to report misconduct.
  - Preparation and proper behavior during discovery, negotiations, mediations, and trial.
  - Discuss availability of the State Bar of Arizona's Practice 2.0 practice advice program and the Ethics hotline.
  - Discuss seeking input from Practice 2.0/Ethics Counsel within the context of government employment.
- Ethics for Public Lawyers
  - Discuss your professional role, who you represent and if your position comes with any increased ethical responsibilities.
  - Prosecutors, discuss increased ethical responsibilities under A.R.P.C. 3.8 and ER 1.11.
  - Discuss common ethical issues that arise in your work and proper ways to resolve them.
  - Working with victims (if applicable)
  - Tips for meeting with victims.
  - Working with victims that have undergone trauma.
  - Working with child victims and their families.
  - Working with difficult victims or victims that have unrealistic expectations.
  - How to get reluctant victims to testify at trial, to subpoena or not subpoena.
  - Responsibilities when victims have their own counsel.
  - Disclosure responsibility if a victim relays new or contradictory information.
- Ethics for Corporate Counsel
  - Discuss any common issues for in-house counsel and potential for ethics violations.
  - Resources for dealing with complicated ethical issues.
  - Discuss availability of Practice 2.0 or the State Bar's Ethics Hotline or internal corporate resources for any practice management or ethics related concerns.

CATEGORY 7: WELL-BEING

This category covers content over two months of meetings. Therefore, two monthly submission forms should indicate different discussion topics or activities covered in the Well-Being category throughout the program.

TOPICS:

- **Identify Substance Use/ Mental Health Disorders in Legal Profession and Available Resources**
  - Discuss increased percentage of substance abuse and mental health disorders in the legal profession.
  - Identify substance use (addiction or abuse) or mental health disorders (such as anxiety and depression warning signs) and possible resources (including MAP and AZCLE presentations).
- **ER 8.3 and Member Assistance Program**
  - Discuss availability of the State Bar's free, Member Assistance Program (MAP), including wellness and well-being support. This program is confidential, as mandated by ER 8.30. For more information contact: 602.340.7334.
- **Work Life Integration into the Legal Practice**
  - Discuss work life integration into legal practice.
- **Combatting Burnout**
  - Identify strategies for combating burnout that may adversely impact one's legal practice.
- **Self-care in Legal Professional Culture**
  - How has the culture in the profession changed, or not changed, to be more supportive of self-care.
  - Strategies for dealing with trauma and stress in the professional work life such as, diet, exercise, meditation, mindfulness, and breathing exercises.
- **How to Appropriately Talk about Home at Work and Work at Home**
  - Appropriate ways to speak with your colleagues or supervisors about the stress of the job or personal issues impacting your abilities at work.
  - Balancing ethics and stress management in speaking about work to partners, family, or friends.
- **Vicarious Trauma**
  - <u>Public Lawyers (Prosecution and Defense):</u> discuss vicarious trauma and its effects on the mind and body.

CATEGORY 8: PROFESSIONAL DEVELOPMENT

TOPICS:

- **Programs and Services Available Through State Bar of Arizona**
    - Discuss programs and services available through the State Bar of Arizona.
- **Expose New Member to Different Areas of Practice**
    - Identify areas of law in which the mentee is interested and help make connections in that area.
- **Assist in Developing Long Term Goals**
- Leadership in the State Bar, affinity or local bars, or other organizations
    - Discuss leadership opportunities in the State Bar, affinity or local bars or other organizations.
- **How to keep an up-to-date resume and website**
    - Discuss how to include major rulings, ethics opinions or trial verdicts. Discuss the role of client confidentiality.
- **Salary Negotiations and Advocacy**
    - How to seek a promotion.
    - Salary negotiations and advocacy.
- **Performance Reviews/ Feedback from Managers and Colleagues**
    - Discuss performance reviews and feedback from managers and colleagues.
- **How to be in the Best Position to Get a New Job**
- **Working with Legal Recruiters or Legal Marketers**
- **How Often You Should Change Jobs**

RESOURCE LIBRARY

This resource library is available for participants to reference throughout the program. Some categories have more listed resources and articles available than others. If you find additional resources helpful, please refer to them in your monthly submission form and, preferably, include a link or citation.

General Resources

- **Rule 42 Arizona Rules of Professional Conduct**
  - **https://www.azbar.org/for-legal-professionals/ethics/rules-of-professional-conduct/**
- **Arizona Code of Judicial Conduct for Legal Paraprofessionals:**
  - **https://www.azcourts.gov/Portals/0/admcode/pdfcurrentcode/7-210%20Legal%20Paraprofessional%20Amended%203_29_23.pdf?ver=JRgcwRNA51KnJVAv3x9dlg%3d%3d**
- **State Bar of Arizona Member Assistance Program-Mental Health or Substance Abuse Issues**
  - **https://www.azbar.org/for-legal-professionals/benefits-services/member-assistance-program/**
- **State Bar of Arizona Practice 2.0- Practice Management Assistance**
  - **https://www.azbar.org/for-legal-professionals/practice-tools-management/practice-2-0/**
- **State Bar of Arizona Ethics Hotline-Ethical Conduct Advice**
  - **https://www.azbar.org/for-legal-professionals/ethics/ethics-hotline/**

CLE Courses

These courses can be accessed through the State Bar of Arizona on Demand (Online Seminars)
https://www.azbar.org/for-legal-professionals/cle/about-azcle/cle-program-types/

- Ethics Café Series, Duties to Former Clients
  - https://azbar.ce21.com/item/ethics-cafe-er-19-duties-clients-538182
- Candor, Courtesy & Confidence: Courtroom Conundrums
  - https://azbar.ce21.com/item/candor-courtesy-confidences-common-courtroom-conundrums-637113
- Artificial Intelligence and Legal Ethics
  - https://azbar.ce21.com/item/artificial-intelligence-legal-ethics-599528
- Dealing with Difficult or Impaired Clients or Lawyers
  - https://azbar.ce21.com/item/dealing-difficult-impaired-clients-lawyers-537099
- The Fundamentals of Trust Accounting: A Practice Management Perspective
  - https://azbar.ce21.com/item/the-fundamentals-trust-accounting-practice-management-perspective-648823

Books

- Going Solo in Arizona, State Bar of Arizona e-book,
  - https://azbar.org/media/ez1nswsr/goingsolo-rev-feb2021.pdf
  - (This is also very helpful for lawyers starting a small practice.)
- How to Start & Build a Law Practice (Career Series / American Bar Association) 5th Edition by Jay Foonberg, 2004.
- Part of ABA Young Lawyers Division 101 Practice Series: Breaking Down the Basics, 2007.
- Representing Clients in Mediation: A guide to optimal results based on insights from counsel, mediators, and program administrators By Spencer M. Punnett II, 2019

Articles By Category

- **Practice Management**
  - Balancing on One Foot: Practical Tips for Solos by Roberta Tepper, 2020
    - https://www.lawpracticetoday.org/article/balancing-one-foot-practical-tips-solos/

- **Professionalism**
  - Six Best Practices for Effective Client Communication by Teresa Matich, 2019
    - https://www.lawpracticetoday.org/article/six-best-practices-for-effective-client-communication/
  - Taming the Beast, How to Manage Difficult Clients by Kara Lowentheil, 2017
    - https://abovethelaw.com/career-files/taming-the-beast-how-to-manage-difficult-clients/
  - 5 Tips for a Successful Initial Consult by Jennifer A. Brandt, 2018
    - https://familylawyermagazine.com/articles/5-tips-for-a-successful-initial-consult/
  - Things opposing counsel can teach you about being a legal professional by Jennifer Anderson, 2018
    - https://www.onelegal.com/blog/6-things-opposing-counsel-can-teach-you-about-being-a-legal-professional/
  - Creating a Culture of Civility in the Practice of Law by John "Sean" Doyle, 2019.
    - https://www.lawpracticetoday.org/article/culture-civility-practice-law/
  - Keeping It Practical: Tips on Pricing, Billing, and Client Communications by Mark A. Robertson, 2017
    - https://www.lawpracticetoday.org/article/keeping-practical-tips-pricing-billing-client-communications/
  - ABA Dispute Resolution Processes
    - https://www.americanbar.org/content/dam/aba/administrative/dispute_resolution/dispute_resolution/role_of_attorney_in_mediation_process.pdf
  - Diversity and Inclusion in the Law: Challenges and Initiatives by Allison E. Laffey and Allison Ng, 2018
    - https://www.americanbar.org/groups/litigation/resources/newsletters/jiop/diversity-inclusion-law-challenges-initiatives/

- **Law Office Management**
  - Flat Fee or Hourly? Pros and Cons of Billing Options by Ruth Carter, 2018
    - https://www.attorneyatwork.com/pros-and-cons-of-lawyer-billing-options/
  - Practice Management software comparison chart
    - The ins and outs of law practice management software by Nicole Black, 2019 https://www.abajournal.com/news/article/the-ins-and-outs-of-law-practice-management-software
  - The Solo and Small Firm Resource Center of the ABA has a wealth of information and connections at: https://www.americanbar.org/groups/gpsolo/

- **Legal Ethics**
  - State Bar of Arizona Practice 2.0 Helpline
    - https://www.azbar.org/practice20, or 602.340.7332
  - State Bar of Arizona Trust Account Helpline
    - 602.340.7305
  - State Bar of Arizona Ethics Hotline
    - https://www.azbar.org/for-legal-professionals/ethics/ethics-hotline/
  - Young Lawyers: Build Good Practice Habits and Avoid Malpractice Claims by Ian Hu, 2017

        - https://www.lawpracticetoday.org/article/young-lawyers-build-good-practice-habits-and-avoid-malpractice-claims/
    - When a Third Party Pays the Legal Fees: Attention to these issues at the outset will help you avoid ethical issues and get paid by Paula M. Bagge, 2019
        - https://www.americanbar.org/groups/litigation/resources/newsletters/commercial-business/when-third-party-pays-legal-fees/

- **Well-Being**
    - Well-Being for Attorneys by Stewart Levine, 2019
        - https://www.lawpracticetoday.org/article/well-being-for-attorneys/
    - American Bar Association Wellness, Mindfulness, Work-life Balance has a page listing multiple resources
        - https://www.americanbar.org/groups/lawyer_assistance/resources/lawyer_wellness/
    - When a lawyer gets overwhelmed with fear, anxiety, and depression in their life by Stan Popovich, 2019
        - https://www.bamsl.org/?pg=BAMSLBLOG&blAction=showEntry&blogEntry=50767

- **Professional Development**
    - Changing Legal Practice Areas by A Harrison Barnes, Esq.
        - https://careers.findlaw.com/how-to-find-a-legal-job/changing-legal-practice-areas.html
    - Top Legal Skills Competitive and Attractive Legal Skills for Job Seekers by Sally Kane, 2020
        - https://www.thebalancecareers.com/top-ten-legal-skills-2164595
    - Effective Self Promotion for Lawyers by Michelle Chui, 2017
        - https://www.lawpracticetoday.org/article/effective-self-promotion-young-lawyers/

Monthly Submission Form

**This form must be emailed each month by the (15th of the month following your meeting) to obtain CLE credit (e.g., if your meeting is January 5, you must submit the form by February 15)*

Overall Program Requirements = **(12)** Total Meetings and **(12)** Monthly Submission Forms

- Initial/Planning Meeting
- Practice Management
- Introduction to the Legal Community (Two Meetings)
- Professionalism (Two Meetings)
- Law Office Management (Two Meetings, Practice 2.0 Consultation)
- Ethics
- Well Being (Two Meetings)
- Professional Development

Subject(s) Covered	Date