

**KAREN REAGAN BRITTON**  
1525 Senate Street, Columbia, SC 29206

**SKILLS AND QUALIFICATIONS**

Educational program design and implementation in career and professional development, enrollment management, recruitment, and admission at the law school level.

Knowledge of legal and law related job settings, employers, and job markets at law schools in the United States and Canada and the implications of this data for admitted students.

Leadership, organizational, and communication skills required to manage multiple priorities.

Management of budgets to meet institutional goals.

Collaboration with prospective students, students, alumni, faculty, administrators, staff, employers and volunteers.

Providing exemplary service to various stakeholders in demanding, competitive environments.

Quantitative and qualitative research design and analysis.

Development and implementation of sound policies and procedures.

Mission and vision creation and implementation.

Synthesizing complex information, making decisions, and solving problems efficiently.

Creating diversity initiatives and producing desired outcomes.

Using adult learning principles to design and deliver learning experiences.

Marketing programs and services in law firm and law school settings.

Drafting, analyzing, and negotiating formal and informal agreements.

Clear, professional, and persuasive written and verbal communication skills.

**PROFESSIONAL EXPERIENCE**

**University of South Carolina School of Law, Columbia, South Carolina**  
*Assistant Dean for Admissions, October 2017- present*  
*Director of Admissions, May 2016- September 2017*

Lead admissions team to meet enrollment goals for JD program at ABA accredited law school of 630 students.

**University of Tennessee College of Law, Knoxville, Tennessee**  
*Director, Admissions and Financial Aid, June 1994 – September 2015*  
*Director, The Bettye B. Lewis Career Center, 1998 -February 2016*

Served as the senior leader of an integrated unit responsible for measurable outcomes critical to the success and reputation of the College of Law.

Met enrollment and graduate employment goals as established by the dean and faculty.

Developed relationships with employers, alumni, university and government officials, faculty, pre-law and minority advisors, referral sources, parents, prospects, applicants, admitted candidates, and undergraduate and law students.

Led team of 4 professional and 3 support staff and several student workers.

Developed and managed scholarship plan with budget of approximately \$2 million.

Designed, led, and evaluated strategic career development, employment, student recruitment, admission, and scholarship programs for prospects, admitted candidates, students and alumni.

Developed tools and strategies to produce desired outcomes and identify best practices.

Advised and coached students to thrive in competitive admissions and employment arenas.

Collaborated with deans, faculty, and professional colleagues in formal strategic planning.

Designed and supervised data collection and analysis and disseminated research findings for annual or recurring research projects as a basis for program and policy decisions for internal and external audiences.

Developed diversity recruitment and employment initiatives.

Served as a resource and spokesperson about law school admission, enrollment, legal recruitment, legal careers, and financing a legal education.

Consulted with creative staff in the development of marketing and communication with target audiences.

Evaluated solutions using technology to improve effectiveness and efficiency in systems.

**National Association for Law Placement (NALP), Washington, DC**  
*President – Elect, President, Immediate Past President, 2002 – 2005*

Chief elected officer of non-profit association of legal career and professional development professionals with membership of more than 1,200 legal employer members and career services officers of law schools in the United States and Canada.

Coordinated activities of the Board of Directors and conducted Board of Directors meetings and business meetings of the association.

In consultation with Executive Director, made business decisions in the initiation and maintenance of business relationships with vendors and joint venture partners.

Implemented long range strategic plan and developed and implemented annual business plan.

Collaborated with staff and officers to develop revenue streams and meet operating budget.

Staffed an extensive volunteer leadership structure and supervised committee activities.

Represented NALP as liaison to the Association of American Law Schools, the Law School Admission Council, and the ABA Section on Legal Education and Admission to the Bar.

Served as spokesperson for NALP for media inquiries and at conferences, at bar associations, and other professional meetings.

Provided direction for the Executive Director and the Administrative Office.

**Bass, Berry & Sims PLC**, Nashville, Tennessee  
*Director of Programs, June 1985 – May 1994*

Served as the first attorney recruitment, marketing, and professional development administrator of this full-service law firm with multiple offices.

Developed programs in areas of lateral and partner recruitment, law student recruitment, summer associate program administration, and associate orientation and development.

Developed legal services marketing, client relationship development, and lawyer professional development and continuing legal education programs.

**Cobble Personnel** (formerly Dunhill of Knoxville, Inc.), Knoxville, Tennessee  
*Consultant, 1985*

Provided a full range of consultation services to legal and corporate hiring authorities, including interviewing, skills assessment and matching of potential employees to legal and other office support positions.

**Georgia Institute of Technology, Department of Continuing Education**, Atlanta, Georgia  
*Program Development Coordinator, 1984*

Worked with faculty in engineering, architecture and management to plan and deliver technical short courses and conferences for professionals in the metro Atlanta area and other states.

**University of Tennessee**, Knoxville, Tennessee

*Division of Continuing Education, Coordinator, Non-Credit Programs, 1978 - 1983*

Produced general interest educational programs for the East Tennessee community. Responsible for program development, marketing and delivery. Coordinated training programs for corporate clients. Recruited, interviewed, negotiated salaries, hired and evaluated quarterly teaching staff of 100 + instructors. Produced program revenues to offset operating budget.

**University of Tennessee, Department of Student Activities**

*Program Advisor, Issues, Cultural Attractions, and Recreation Committees, 1977- 1978*

*Promoted from Graduate Assistant, Dean of Student Activities, 1976-1977.*

## **EDUCATION**

**University of Tennessee**, Knoxville, Tennessee

*Doctor of Education* (December 2001), Educational Administration, Policy Studies in Higher Education.

GPA 3.90/4.00

Published doctoral dissertation, "Private Practice, Personal Expectations: An Exploration of Factors Influencing First Job Choice in Law School Graduates."

*Master of Science* (May 1978), Adult Education/Educational Psychology.

GPA 3.88/4.00

*Bachelor of Science* (May 1976), Major: Foreign Language Education. Minor: Sociology.

GPA 3.12/4.00.

Member of Mortar Board and Omicron Delta Kappa leadership societies.

## **PROFESSIONAL/CIVIC ORGANIZATIONS**

*American Bar Association (ABA)*

Member, Career Center Board, 2018 – present.

Member, Accreditation Site Visit Teams, various years.

*Law School Admission Council (LSAC)*

National Recruitment Work Group, 2017 – present

Annual Conference Planning Committee, 2016-2017.

Subcommittee on Misconduct and Irregularities in the Admission Process, 1999 – 2009.

Newcomers Conference Working Group, 2004.

Annual Conference Planning Task Force, 2001.

*National Association for Law Placement (NALP)*

50<sup>th</sup> Anniversary Commission, 2019- 2021.

Past Presidents Council, 2014 – 2015.

Lawyer Career Pathways and Satisfaction Work Group, 2013 – 2015.

Chair, Pathways to Leadership Task Force, Experienced Professionals Section, 2013- 2014.

Chair, Leadership Development Task Force, 2012- 2013.

Leadership Development Task Force, 2011- 2012.

Chair, Nominating Committee, 2010- 2011.

2010 - 2015 Long Range Strategic Planning Committee.

Chair, Research Advisory Group and Engaging Experienced Professionals Work Group, 2007 – 2008.

Chair, Research Advisory Group and Law Student Debt Summit Work Group, 2006 – 2007.

Chair, Research Advisory Council and Bylaws Committee, 2005 – 2006.

Immediate Past President, 2004 – 05.

President, 2003 – 04.

President - Elect, 2002 – 03.

Member, Board of Directors, 2002 – 04.

Other positions: Leadership Institute Task Force, 1999 - 2000; Chair, Publications Committee, 1998 -99; Named At-Large Member, Board of Directors, 1994 - 95 (did not serve due to change in employment); Chair, Marketing Initiatives Committee, 1993 - 94; Southeast Employer Representative, Nominating Committee, 1992 - 93; Southeast Regional Vice-Chair, 1991 - 92; Recruitment Practices Committee, 1990 - 91.

*Tennessee Bar Association (TBA)*

Committee on Racial and Ethnic Diversity, 2008 – 2016.

### *Alpha Chi Omega Fraternity*

Advisory Board, Theta Upsilon Chapter, 2016 – present.

National Council Nominating Committee, 2012- 2014.

National Alumnae Engagement Task Force, 2013- 2014.

Advisory Board, Delta Pi Chapter, 2013 – 2016.

Chair, Province Officer National Nominating Committee, 2011- 2012.

University of Tennessee Sorority Village Leadership Team, 2009 - 2012.

### *Junior League of Knoxville*

Board of Directors, Sustainer Advisor, 2001 –2006.

Board of Directors, 1998 – 1999.

Membership Council Director, 1997 – 1998.

### *Nashville Area Chamber of Commerce*

*Volunteers of the Year*, 1993 – 1994.

Chair, New Member Partners Committee, 1993 - 1994.

### *National Law Firm Marketing Association (now Legal Marketing Association)*

Education Committee, 1993 –1994.

National Conference Planning Committee, 1993 - 1994.

## **SELECTED PROFESSIONAL PRESENTATIONS**

“The Law School Decision: Admissions, Financial and Career Implications”, workshops presented for Auburn University, Emory University, Davidson College, College of Charleston, University of Alabama, University of Georgia pre-law groups, 2013 – present.

Alternative Careers for Law School Graduates: What Pre-Law Advisors and Prospects Should Know About JD Advantage Jobs”, SAPLA Conference, September 2015.

“Wide World of Data: Making Sense of Employment Outcomes”, SAPLA/SWAPLA Conference, September 2014.

“New Dialogues, New Protocols, New Normal”, SAPLA Conference, November 2013.

“You Won’t Believe This!”, SAPLA Conference, November 2013.

“Educating Applicants About Legal Careers”, LSAC Annual Conference, May 2013.

“Gazing Into The Crystal Ball: The Law Career Services Office of the Future”, NALP Annual Education Conference, April 2013.

“Acquiring the Counseling Skills You Need to Manage Student Counseling Services, Part II”, NALP Newer Professionals’ Forum, February 2013.

“CSO (Career Services Office) Employer Outreach”, NALP Newer Professionals’ Forum, February 2013.

“Through a Different Lens: Preparing Prospects to Compose the Bigger Picture”, Pre-Law Advisors National Conference, June 2012.

“Disclosure on Applications: No Question!” Pre-Law Advisors National Conference, June 2012.

“Under the Microscope: Transparency as a Tool”, NALP Newer Professionals’ Forum, February 2012.

“Acquiring the Counseling Skills You Need to Manage Student Counseling Services, Part II”, NALP Newer Professionals’ Forum, February 2012.

“CSO (Career Services Office) Employer Outreach”, NALP Newer Professionals’ Forum, February 2012.

“Weathering The Storm: Using NALP Research to Survive and Thrive in Today’s Uncertain Times”, NALP Annual Education Conference, April 2011.

“Acquiring the Counseling Skills You Need to Manage Student Counseling Services, Part II”, NALP Newer Professionals’ Forum, February 2011.

“Hot Topics by Veterans in the Profession”, NALP Newer Professionals’ Forum. February 2011.

“Alternative Careers Never Go Out of Style”, NALP Newer Professionals’ Conference, February 2011.

“Ethics, Integrity, and Issues of Misconduct”, NAPLA-SAPLA Pre-Law Advisors Conference, June 2010.

“Career Paths, Partnership Structures: A Panel Discussion”, moderator, Law Firm Management Conference, Tennessee Bar Association, April 2009.

“From Mission Statement to Action Plan: Making the Most of Strategic Planning”, NALP Annual Education Conference, April 2009.

"Long Distance Recruitment Relationships: Helping Your Students Keep the Spark Alive", NALP Annual Education Conference, April 2009.

"Beyond the Next Step: A Career Road Map for Lawyers", National Asian Pacific American Bar Association, Southeast Regional Conference, March 2009.

"Career Ladders in the Profession: Maximizing Your Current Position", NALP Newer Professionals' Forum, February 2009.

"Management Foundations for Career Professionals", NALP Newer Professionals' Forum, February 2009.

"Using NALP Research To Enhance Your Credibility", NALP Newer Professionals' Forum, February 2009.

"Report Protocols as Career Services Management Tools: The Sequel", NALP Annual Education Conference, April 2008.

"Using NALP Research to Enhance Your Credibility", NALP Annual Education Conference, April 2008.

"Slipping Between the Cracks? Career Services for Dual Degree Students", NALP Annual Education Conference, April 2008.

"Our Own Career Development: Moving Up, Moving Over as Legal Career Professionals", NALP Annual Education Conference, April 2008.

"Career Ladders in the Profession: Maximizing Your Current Position", NALP Newer Professionals' Forum, February 2008.

"Alumni Counseling", NALP Newer Professionals' Forum, February 2008.

"Using NALP Research to Enhance Your Credibility", NALP Newer Professionals' Forum, February 2008.

"JD/MBAs: Hiring and Counseling in a Boom Market", NALP Annual Education Conference, April 2007.

"Annual Reports as a Career Services Management Tool", NALP Annual Education Conference, April 2007.

"Career Ladders in the Profession: Where Can We Go from Here?" NALP Newer Professionals' Forum, February 2007.

"Using NALP Research to Enhance Your Credibility", NALP Newer Professionals' Forum, February 2007.



“Avoiding Applicant Misconduct by Promoting Responsible Conduct in the Admission Process”, Law School Admission Council (LSAC) Annual Meeting, May 2006.

“There’s a New Sheriff in Town: Managing Transitions with Deans and Hiring Partners”, NALP Annual Education Conference, April 2006.

Panelist, Tennessee Bar Association Diversity Summit, April 2006.

“Career Ladders in the Profession: Where Can We Go from Here?” NALP Newer Professionals’ Forum, February 2006.

“Using NALP Research To Enhance Your Credibility”, NALP Newer Professionals’ Forum, February 2006.

“Measures of Merit: The Successful Applicant”, LSAC Annual Conference, June 2005.

“The Grass is Always Greener: Career Transitions Between Law Schools and Legal Employers”, NALP Annual Education Conference, April 2005.

“Career Ladders in the Profession: Where Can We Go from Here?” NALP Newer Professionals’ Forum, February 2005.

“Using NALP Research to Enhance Your Credibility”, NALP Newer Professionals’ Forum, February 2005.

“Micro – Marketing Your Law School”, LSAC New Admission Personnel and Faculty Members of Admissions Committees Workshop, September 2004.

“What Pre- Law Advisors Should Know About NALP and Why They Should Care”, Pre-Law Advisors National Conference, June 2004.

“Improving the Misconduct Process by Sharing Reporting Responsibilities”, LSAC Annual Conference, May 2004.

“Update on The Legal Job Market”, LSAC New Admission Personnel and Faculty Members of Admissions Committees Workshop, September 2003.

“Diversity Thought Leaders Recommend Best Practices in Minority Recruitment and Retention”, Martindale-Hubbell/e Attorney Panel, Chicago, Illinois, March 2004.

“The Legal Job Market: Royal Flush or Pair of Deuces?” LSAC Annual Conference, May 2003.

“Legends of the Fall”, NALP End of Season Series, December 2002 - January 2003.

“Private Practice, Personal Expectations: Factors That Influence First Job Choice of Law Graduates”, NALP Annual Education Conference, April 2002.

“Using NALP Research to Enhance Your Credibility”, NALP Newer Professionals’ Forum, February 2002.

“Developing Professionalism in Law School Applicants and Students”, Section on Pre -Legal Education and Admission to Law School, Association of American Law Schools Annual Meeting, January 2002.

“Is Technology Changing Our Definition of Misconduct?” LSAC Annual Conference, June 2001.

“Best Recruiting Tools”, LSAC Annual Conference, June 2001.

“Using NALP Research to Enhance Your Credibility”, NALP Newer Professionals’ Forum, February 2001.

“Misconduct in the Admission Process”, Pre-Law Advisors National Conference, November 2000.  
“Demystifying the Misconduct Process”, LSAC Annual Conference, June 2000.

“Partnering with Senior Staff”, LSAC Annual Conference, June 2000.

“Experience Plus! A Roundtable Forum”, NALP Annual Education Conference, April 2000.

“Collaborative Design Workshop”, NALP Annual Education Conference, May 1997.

“Effective Skills Training”, NALP Annual Education Conference, April 1994.

“Adult Learning Styles for Effective Communication and Training”, NALP Annual Education Conference, June 1993.

“Erecting Ethical Walls” Avoiding Malpractice in Law Firm Hiring”, NALP Annual Education Conference, April 1990.

“Avoiding Malpractice in Law Firm Hiring - Beware the Imputed Disqualification Rule”, NALP Annual Education Conference, June 1989. Reported in *Of Counsel*, Volume 8, Number 13, July 3, 1989.

### **SELECTED PROFESSIONAL PUBLICATIONS**

“Choosing a Practice Area”, *Law Practice Magazine*, American Bar Association, May/June 2015.

“The Story of the Two NALP Vice Presidents: Is a VP Role in Your Future?” *NALP Bulletin*, October 2013.

“S.A.V.E. Time to Become Engaged with NALP,” *NALP Bulletin*, August 2013.

“Capturing Lightning in a Bottle”, *NALP Bulletin*, October 2010.

"The Landscape Around the Diversity Pipeline", *Tennessee Bar Journal*, February 2009, Vol. 45, No. 2, pp. 14 - 19.

"Reflections on the New Survey Findings", *NALP Bulletin*, November 2006, p. 13.

"Proposed By-Law Changes to be Presented to Membership", *NALP Bulletin*, January 2006, pp. 8 - 10.

"Educational Programming: A Point of Pride", *NALP Bulletin*, April 2005, pp. 6 - 7.

"Seeking Personal and Professional Alliances", *NALP Bulletin*, January 2003, pp. 4 - 5.

"What Do New Lawyers Earn", Sidebar Commentary to A 15 Year Retrospective, *NALP Bulletin*, September 2007.

"Law School Career Services: Changing with The Times", Sidebar Commentary to 2007 Law School Career Services Survey, *NALP Bulletin*, November 2007.

"New Survey Reveals Higher Salaries, More Years of Experience; Reflections on the New Survey Findings", *NALP Bulletin*, November 2006.

"Proposed By-Laws Changes to Be Presented to Membership," *NALP Bulletin*, January 2006.

"Educational Programming: A Point of Pride", *NALP Bulletin*, April 2005.

President's Column, monthly article in *NALP Bulletin*, May 2003 - 04.

"Communicating Your Credibility", *NALP Bulletin*, March 2001.

"Advice to Summer Clerks at Law Firms", June 2000, Westlaw on-line Career Advice, [lawschool.westlaw.com](http://lawschool.westlaw.com).

"Perspectives on Predicting Success in Candidates", *NALP 1994 Report to Deans and Hiring Attorneys*.

"Maintaining Your Sanity in Fall Recruiting", *NALP Bulletin*, September 1993.

"If Your Learning Environment is Contaminated, Are You a PRP?" *NALP Bulletin*, May 1993.

"Imputed Disqualification", *NALP Perspectives on Career Services Placement Directors Manual*, 1991.