I. Call to Order

Mr. Robert Drescher called the meeting to order at 6:06 PM.

II. Approval of Last Meeting’s Minutes

Mr. Drescher asked if those present were able to review the minutes from the last meeting which was held March 24, 2009. There was only one correction on Page 3. Organization listed within paragraph discussion on Student Membership and Involvement in SCV Bar is listed as CALA and it should be CAALA (for Consumer Attorneys Association Los Angeles). Minutes were unanimously approved.

III. New Business

   a. ABA Site Visit – The ABA site visit took place in June, 2009, and the site team was recommending approval for our Paralegal Program. In probability, we should hear something in November that we could go forward in February, 2010, to announce ABA approval. The site team did have some recommendations:

   b. 
   
   - The Board continue to meet twice a year (Spring and Fall), but they also stressed appreciation to those who serve on the Board. We need to be aware that another site visit will be done in three years (interim report) and a final report will be done in seven years. On this note, Nicole reminded members to please complete and return the survey she sent out as response was low.
   - Adjuncts need to take advantage of Professional Development and staff meetings.
Prior approval is needed before offering online classes, as the ABA prefers that there are face-to-face classes between students and instructor.

Discussion followed about doing a comparison of online classes versus face-to-face classes, that course costs the same, they are on pace and offer flexibility. Also mentioned was offering half and half, “Contracts” and “Into to Law” courses

b. **Budget Cuts** – In Kevin’s absence, Nicole gave the following information:
Six of nine classes are being offered for Fall, 2009 – three were cancelled, which was 1/3 of the program. Of the six, four classes were waitlisted. Paralegal fill rate is at 97.2%. There are only 5 seats available in Fall schedule of Paralegal courses. Campus wide, the schedule was reduced by 10% from last Fall. Winter Intercession will be reduced by 100 classes; spring will be similar.

Nicole stressed that the Paralegal program offering cannot be cut further as students will not be able to finish the program. The closest college to us that offers Paralegal is Pasadena City College. There are no other Paralegal programs in the Antelope Valley or the Santa Clarita Valley.

Classes here were cut if they were not filled at enrollment of 35.

The objective is to offer 10 classes to graduate with five offered in the Fall and five offered in the Spring. Not all of the classes are offered at the same time. Nicole would like to offer three sections of PARLGL-101 classes to build the program. What will help is when we can say we are ABA approved and then this info can be sent to the PIO (Public Information Office) for a press release.

Career/Technical education, as a whole, has cuts. This may affect our next ABA report and approval. Mr. Drescher mentioned that it took three years to build the program by word of mouth, yet we are at 97.2%. Nicole mentioned that the college will be hiring a Career Tech Dean, who could be an advocate for the program. This position will be funded by Perkins Grant, therefore, not coming out of the budget that has reduced classes.

Mr. Drescher and Mr. Patterson asked that information be given to show how the ABA approval will only increase what is already in place. Ms. Pace knows of a student who travels to Cal State LA because of the ABA approval of the program, but would rather come to College of the Canyons. This needs to be stressed.

Nicole would like to invite Mitjl Capet, Assistant Superintendent/Vice President of Instruction, or Audrey Green, Associate Vice President of Academic Affairs, to the next meeting of the Advisory. Would anyone like to assist in preparing a proposal? Send your concerns to Nicole. The number one item is that we cannot cut anymore classes.

c. **Enrollment** – Question was asked if the Paralegal program could meet at a larger off-site location to hold more students. Nicole replied that we are not funded past a certain point of growth, even though we have growth in double digits. Funding difficulties are understood. The mini grant proposal (offered through the Foundation) that Nicole
submitted was denied. Specific-purpose funding needs to be looked at to purchase software and materials. Elective courses not offered in 18 months.

IV. Old Business
a. Student Membership/Involvement in SCV Bar – Nicole spoke to Jane McNamara, Treasurer at SCV Bar Association, regarding networking at their luncheon and the possibility of having a table. Question came up of networking at a business fair. Stan will be at the next Santa Clarita Business Fair and Nicole will join him.

b. Internships/Jobs for Students/Graduates – It is required that students of the Paralegal program complete an internship for graduation. A letter for partners in the area has been sent out and they need to call Stan or Nicole if they have internships available. Stan sent the letter to 83 law firms in target cities in nearby areas, but he would like to expand the list. Stan also mentioned that he would appreciate any mailing lists that could be forwarded to him.

Stan said that the CWEE website has been improved to make it more user-friendly. More specifics will be helpful to get the kind of responses that are needed. Stan went on to describe how the website is set up; that is, it is a cursory program where an employer can ask for some specifics, but it can only “screen” to a small degree (based on what questions are asked). Question asked if a screening process could be available. Nicole said that she could screen for the interview process for the Paralegal Program.

Paralegals can be members of the SC Bar, which has 110 members. Kai asked what is required of the employer. For the internship, the employer needs to:

- list specific, measureable tasks that the paralegal will do
- A project is given to the paralegal to do, which is approved by Nicole.
- A timesheet be completed and submitted for work done

The issue of the internships were brought up and stressed because 25 – 30 students will be in need of them to complete the program. It was mentioned that the San Fernando Valley Bar has a large referral service, and the LA County Bar has a list available, but you have to pay for it.

Resumes were passed out for two students currently in the program seeking internship.

c. What Do Paralegals Do? A handout was distributed to those present and they were asked to review it for accuracy and return to Nicole asap. Nicole asked the members what is it that they asked their paralegals to do. It was said that a lot of what is asked is based on the type of law that was practiced. For example, criminal had a low need for paralegals as this type of law requires the attorney’s attention.

V. Open Forum –
- Kai mentioned that a woman in her office, Nina, signed up for the Paralegal program here at College of the Canyons.
- L. Rob Werner thought it would be more effective if the representative member from the Bar could be a rotating member, as they may have more contacts, etc, to offer to the Advisory, at which time he stated that he would like to resign as a
member. Nicole thanked Mr. Werner for his participation and assistance, and said she would contact Jane at the SC Bar for a new representative to be part of the Advisory.

VI. Calendar Spring Meeting Date
After consulting with the Board, Mr. Drescher said that next meeting of the Advisory Board will be **Tuesday, March 9, 2010, 6:00 pm**, at College of the Campus, Valencia site.

VII. Adjournment – Mr. Drescher adjourned the meeting at 7:05 pm.
Paralegal Studies Advisory Board Meeting Minutes
Tuesday, March 9, 2010, 6:00 PM
Private Dining Room #2

Attendees:       Gina Bogna          Kevin Kistler
                 Robert Drescher        Nicole Lucy
                 Kai Ellis             Terry Ng
                 Katie McGill-Gardner  Richard Patterson – Conference Call
                 Sandra Hernandez      Rhonda Reid – Conference Call
                 Kurt Huffman          Stan Wright

Absent:          Kim Gundlach        Steve McKee
                 Thomas Kukura         Art McKeon
                 Jonathan LaFrance    Patty Robinson

I. Call to Order

Mr. Robert Drescher called the meeting to order at 6:06 PM.

II. Approval of Last Meeting’s Minutes

Mr. Drescher asked if those present were able to review the minutes from the last meeting which was held September 9, 2009. Motion was made to accept Minutes; motion was seconded. Minutes were unanimously approved.

III. New Business
   a. ABA Site Visit – Nicole congratulated the Advisory for all of their help in gaining ABA approval for the Paralegal Studies program. There was an article in the Signal Newspaper. Rick asked if a certificate was received from the ABA, and Nicole said that yes, a letter was received from the Bar, which she will forward to the members in PDF format. Mr. Drescher asked if there were recommendations that needed to be addressed and Nicole said there were 16, which she will forward in PDF format as well.

Mr. Drescher asked if there was anything in the report that we could take to Chancellor Van Hook to ask for more money for the Paralegal program based on the recommendations. Nicole said that she would have to check, but when cuts were mentioned at the last go-round, it helped that there were recommendations that had to be met, which gave her a bargaining tool to work with. Nicole said that she will be having a meeting with the Board of Trustees, Chancellor Van Hook and the COC Foundation, at which time this may be brought up.
Mr. Drescher said at this important time when we now have ABA approval, we need to be building up the program instead of shrinking it. It needs to be viable.

Gina asked if we had looked into outside funding sources as a possibility to support the program. Mr. Drescher stated that the Annenberg Group will match donations at 50%; meaning that if we raise $10,000, they will give us $5,000, but it is not for instruction. It is geared more for scholarship issues and it is restricted funding.

Discussion began on the possibility to purchase gas cards for the interns, as the interns are unpaid.

b. **Budget Issues** – Nicole said in Spring and Summer we were okay. Budget for the Library was expensive for Westlaw, but she was able to work it out that the price that is currently being paid right now will stay locked in for the next three years. This will cover our licenses for computer, West Codes and Reporters, which are required by ABA. This summer, Paralegal will be able to offer one class in Torts. Question asked what was offered last year and it was Ethics for Paralegals.

c. **Enrollments** - Kevin stated that the Paralegal Department has growth, but it is unfortunate that the State cannot fund us for that growth. Kevin distributed a handout indicating the growth spanning from 2007 to 2009, (Nicole assured Rick and Rhonda that it will be sent to them). It was clear that Paralegal was growing steadily and it is important that this not end. Nicole said that we are still able to graduate students in two years, but she added it was the concerns that were voiced from the Advisory in the past that allowed the program to continue and to not have offerings cut more than they had been earlier. Nicole thanked the members for their help in letting the administration know how important it was to keep the program growing.

Kevin also said that the graph did not indicate that there were 16 students who were on the Wait List for these classes. Question was asked about offering the classes in larger classrooms to accommodate more students, but Kevin said that that there are not too many classrooms that had a capacity over 50 and those were more for the general elective classes, such as History and Psychology. Also, in this budget climate, to offer more sections in Paralegal means that it is taking away a class from another department. Additionally, it was mentioned that we have a presence on both campus (here on the main campus and at the Canyon Country campus).

d. **Program Review** – Nicole discussed how Program Review is something that all departments need to do to indicate how they have met goals from one year to the next, such as Student Learning Outcomes, as well as any recommendations from the accreditation process. This is where the Real World projects are recommended. She reminded the Advisory about the “What do Paralegals Do?” survey that was sent out as this provides feedback. She will be sending out statistics for the department to the Advisory.

e. **Needs of the Local Legal Community** – Nicole spoke on the handout, *Focus Group Needs of Local Legal Community*, and asked the Advisory to review it see if there should be a revision on the questions. Per ABA recommendations, this survey needs to be sent out to the community every year. With the answers from the survey, it will help to predict the needs of the community and we can prepare for it and, in turn, serve the
need. Rick asked if the Santa Clarita Bar Association had been contacted, as it is 100 members strong, and Nicole said that, yes, the link has been sent out, with only 10 responses in the last three years. Discussion indicated that the survey needs to be sent out to the San Fernando Valley Bar Association, as it has not been sent out to the SFV Bar before. Nicole is very interested in working with a Focus Group as other colleges and universities have had success with them in providing feedback. She would like this focus group to have attorneys, paralegals and paralegal managers as participants, to name a few.

Discussion began on what the attorneys’ present see as an urgent need and that is that the paralegal interns have good writing skills. Nicole said that she teaches a Legal Writing class and she would like it to be designated not only as a 4-unit class, but as a writing class as well. The difference between a legal paper and an English paper is the legal familiarity. In Nicole’s class, she asks for three (3) legal memos and four (4) essays to be produced for the class.

IV. Old Business

a. Student Membership/Involvement in SCV Bar – Brian Koegele of the SCV Bar is our new representative for the Advisory. He would have been at our meeting, but had already made a commitment to attend another meeting at the SFV Bar Association. In addition, Katie McGill-Gardner will be joining the advisory. She was present taking notes for Mr. Koegele. Discussion continued on how to partner further with the SFV Bar Association. Non-Attorney membership is available at the student rate of $10 for the year.

b. Internships/Jobs for Students/Graduates – Nicole has been contacted by two attorneys within the last two weeks about providing jobs/internships since the ABA approval was announced. Summer internship has been offered. Nicole stressed to pass on the word to your fellow attorneys and for them to contact her with internship opportunities, as they provide a great benefit to the firm. Mr. Drescher suggested that we plan an Open House celebrating the ABA approval that was given. Nicole will work with the College’s Public Information Office, PIO, to coordinate getting the word out and she will meet with Brian as well. It was suggested that firms may want to sponsor a Wine and Cheese event with the possibility of using either the Dr. Dianne Van Hook University Center or the Performing Arts Center. This could be something similar to Alumni and Friends.

c. What Do Paralegals Do? Nicole reminded the advisory that she needed response so she can address from the ABA requirements asking what to paralegals do in the real world. Please answer the questions as they pertain to your firm and return to Nicole ASAP.

V. Open Forum –

- Gina Bogna introduced herself, Director of Job Development here at College of the Canyons, and wanted all the attorneys to look at COC for internships. Please contact her if your firm is able to provide paid positions as well.
- Stan Wright, of CWSIE, continues to do outreach. A new letter was distributed for members of the advisory to see and Stan said 72 letters and flyers were sent out recently. The goal is to reach firms that are accessible by a 45-minute commute. He felt interns/students would not want to invest time driving farther than that.
will be the next target community; San Fernando will be the one a week after that. He would like to contact firms as far as Los Angeles and Simi Valley.

- Thanks went out to Kai and Terry for the Zip Codes from the California Bar, which will assist with contact information.

- Nicole said that 14 internships were needed; there are 3 or 4 open spaces still left. It was preferred that the interns be placed going through the website agreement, as it details what we are responsible for and what the employer is responsible for. Once a position is posted, Stan informs Nicole to approve and then it is forwarded on.

- Nicole is presenting at the Scholarly Presentation that will be held on Wednesday, April 21, 2010. It will take place in the Santa Clarita Performing Arts Center at College of the Canyons. The topic is “Til Death Do Us Part: A Legal Perspective on Same-Sex Marriage in the Golden State.” Reception begins at 6 pm; the Presentation is at 7 pm. There is no cost for admission. Nicole will be speaking on the legal perspectives, Proposition 22 and Proposition 8, not the moral or religious issues. Nicole would like the advisory members to be present so they may be introduced at the presentation.

- Nicole spoke on the requests that she has received from those who are interested in teaching in the Paralegal program. Please fill out the formal application that may be found online and return to Human Resources. Three (3) letters of reference will be needed as well as your transcripts. She encouraged paralegals to submit their applications as well.

VI. Calendar Spring Meeting Date

After consulting with the Board, Mr. Drescher said that the next meeting of the Advisory Board will be Tuesday, September 14, 2010, 6:00 pm, at College of the Campus, Valencia site, PDR 2. Nicole offered to provide conference call accessibility for those who may need it for this meeting. She thanked Rick and Rhonda for participating in today’s meeting via conference call.

VII. Adjournment – Mr. Drescher adjourned the meeting at 6:50 pm.
I. Call to Order

Mr. Robert Drescher called the meeting to order at 6:10 PM.

II. Approval of Last Meeting’s Minutes

Mr. Drescher asked if those present were able to review the minutes from the last meeting which was held March 9, 2010. The following corrections were noted:

- Under III. New Business, ABA Site Visit: The number of recommendations needs to be changed from 16 to 11.
- Under Attendees: Katie McGill-Gardner should be Katie McGill-Gartner
- Under Absent: Add Elizabeth Pace
- Under IV. Old Business, Student Membership/Involvement in SCV Bar: $10 fee needs to be changed to $20.

Mr. Dresher also asked that individuals making the motion for approval of the minutes, and those that second the motion, be identified. Mr. Drescher asked for a motion to approve the minutes. Motion was made by Elizabeth Pace to approve the corrected minutes; motion was seconded by Terry Ng. Minutes were unanimously approved.

III. New/On-Going Business

a. ABA Recommendations –The Site Visit document, Conclusions and Suggestions, was provided for review and discussion. Some items were stressed, which are listed here. Under Item 1, the Paralegal Hybrid format class in summer will not need approval from the ABA.
Item 2, Advisory Committee attendance, was stressed. The Advisory Board meets twice a year. Nicole will prepare a bullet point list to remind participants about involvement. Item 6, student’s work emphasizing paralegal skills and competencies, were tied in with the “Real World Sheet” that was distributed for review. This helps Nicole to determine what it is the students need to be prepared for in entry-level positions. Nicole stated that 100% attorneys are teaching all courses. One paralegal will be teaching in the spring.

Mr. Drescher asked about the application process and adjunct instructors. Nicole stated that the department is always looking for a pool of individuals to teach. It is required that applicants hold a JD/are an attorney or are a Paralegal with degree and five years of experience. Those interested are encouraged to apply online at the Human Resources District Office.

Under Item 7, opportunities for Adjunct instructors, under Applied Perkins Grant, $10,000 – “Writing Across the Curriculum,” “Collaborative Teaching,” and “Technology in the Classroom” will be offered for adjuncts to attend. $100 will be paid to each faculty member who attends with $500 being paid to the presenter. One of the presenters teaches at West LA College. These workshops will be held on Saturdays in November, December, and February. Question asked if advisory members may attend and is there a liability issue? Nicole will send the info to Patty and Patty will find out if it is possible.

One College of the Canyons adjunct instructor, Susan Gilbert, who teaches in both the Paralegal Department and in the Business Department, applied to participate in the Associate Program held on campus. This is a year-long program which holds seminars and workshops on Saturdays and was developed 16 years ago. It is an award-winning program which is geared to assist teaching ability. Once the program is completed, the adjunct instructor earns salary advancement.

Item 9, Program Literature, an example of the Paralegal Studies Program brochure was distributed so members could review to see that program goals are listed.

At this time in the meeting, Mr. Drescher announced that Mr. Patterson would be calling in on Mr. Drescher’s phone to participate in tonight’s meeting.

Continuing with the item review, Item 11, mention of Bankruptcy was made and that if offered, texts, forms, manuals are to be gathered. This class will be offered as an elective course materials could be provide training on E-file.

Ms. Pace asked about Item 4, hourly requirements, and the definition of that. Nicole said that an instructor’s syllabus is detailed with what is required. There needs to be consistency in class hours. For a 3-unit class, it is required that it meets for 150 minutes, which equates to 180 minutes with a 10 minute break.

b. Budget Issues – Patty Robinson stated that the budget situation is reflected in the reduced number of sections being offered this semester and this will continue for several more. On October 15, we need to send college budget forward even if the State does not. The college is being very careful with spending. The budget situation has caused reduction in Adult Hourly positions. The Paralegal Department will receive the
same amount as it has received. Nicole added that she was able to receive a flat rate with Westlaw for Library, which will save $7,000. Question was asked if the budget picture will cause stumbling blocks, per ABA. Nicole said, no; we can still meet the recommendation on the 11 items.

At this time, Mr. Richard Patterson was able to participate in the meeting via conference call. Mr. Dresher filled in Mr. Patterson with the items that were discussed to this point and will fax document to him.

c. **Enrollment** – Kevin Kistler discussed document that graphed the enrollment trend in Paralegal over the last 5 ½ years, indicating number of classes offered and students enrolled. There has been steady growth; with only two places where there was cut back on number of students and growth. Question asked if this was a result of student-instructor ratio. Did it affect student success? Kevin will check on this and he will have the information at the next meeting. Nicole stated that in her classes, students self-cut.

d. **Focus Group** – Nicole asked the members to think of those who may be interested in participating in this. The ABA likes it as it involves the public sector, attorneys, firms, etc. Perhaps one the Paralegal graduates could participate. Mr. Patterson thought he would ask one of the attorneys from his office if they would be interested in being part of the focus group. Ms. Pace how long is participation required and Nicole said it meets once a year. It would be beneficial if a participant included someone who employed one of our graduates or has an intern from the college. Ms. Ng asked when would it meet and Nicole said that the group would meet in November in the evening. Typically a focus group consists of seven members. As Advisory members cannot be part of the focus group, it is helpful that they complete the survey that was available to offer their feedback.

e. **What Do Paralegals Do/Real World Projects** – Nicole asked that members reflect back to Recommendation #6 from the ABA and asked if you have paralegals working for you, to please complete the Real-World Paralegal Projects and Assignments form and return it to Nicole. Your responses provide valuable help.

IV. **Old Business**

a. **Student Membership/Involvement in SCV Bar** – Katie McGill-Gardner restarted student membership participation. October 1 or 2, there will be an event in need of volunteers. Please contact Sam Price at 661-290-2991. Brian Koegle would have been present for tonight’s meeting, but he was at a prior commitment at San Fernando Bar Association.

b. **Internships/Jobs for Students/Graduates** – In terms of graduates, we are doing okay, but it is still a struggle to find internships. Nicole will work with San Fernando Valley Bar. It was suggested that there be a check list of responsibilities for the employer to see; such as is supervision required? Referred back to the “What Do Paralegals Do” form so employers could see what paralegals can do that are time saving and money saving. Need to promote paralegal utilization and how they can make money for you. This will be brought up to the next president, Paulette, to present to the Bar Association. More outreach needed in San Fernando Valley, Antelope Valley and Santa Clarita Valley area before reaching out to the Los Angeles area.
V. **Open Forum** – No items were brought forth for discussion.

VI. **Calendar Spring Meeting Date**
After consulting with the Board, Mr. Drescher said that the next meeting of the Advisory Board will be **Tuesday, March 22, 2011, 6:00 pm**, at College of the Canyons, Valencia campus, PDR 2. Mr. Patterson was thanked for participating in today’s meeting via conference call.

VII. **Adjournment** – Mr. Drescher adjourned the meeting at 6:50 pm.
Paralegal Studies Advisory Board Meeting Minutes  
Tuesday, March 22, 2011, 6:00 PM  
Private Dining Room #2

Attendees:  Robert Drescher  Tom Kukura  
Kai Ellis  Jonathan LaFrance (via conference call)  
Paulette Gharibian  Nicole Lucy  
James Glapa-Grossklag (Guest)  Kim Mason  
Sandra Hernandez  Katye McGill-Gartner  
Kurt Huffman  Patty Robinson  
Ellen Kirbert (Guest)  Stan Wright  
Kevin Kistler

Absent:  Kim Gundlach  Art McKeon  
Jeff Hacker  Terry Ng  
Brian Koegle  Elizabeth Pace  
Richard Patterson  Anna Pembedjian  
Steve McKee  Rhonda Reid

I. Call to Order

Mr. Robert Drescher called the meeting to order at 6:03 PM.

II. Approval of Last Meeting’s Minutes

Mr. Drescher asked if those present were able to review the minutes from the last meeting, which was held September 14, 2010. The following corrections were noted:

- Correction of spelling of Mr. Drescher’s last name in three areas of the minutes needed. Apology was extended to Mr. Drescher for this oversight, which he kindly acknowledged.

Mr. Drescher asked for a motion to approve the minutes. Motion was made by Kevin Kistler to approve the corrected minutes; motion was seconded by Kurt Huffman. Minutes were unanimously approved.

III. New/On-Going Business

Due to change in schedule, several items on the printed agenda will be discussed out of order. They are noted in italics.

a. OER – Guest speaker, James Glapa-Grossklag, Dean of Distance Learning Programs, spoke on a grant that he is working on and how he approached Nicole to participate in a
grant proposal in conjunction with Barry Gribbons in the Institutional Development Office. A handout was provided to give information on this federal grant program. This grant is through the U.S. Department of Labor and will be awarding $500 million over the course of 4 years. It is the Putting America Back to Work Grant and is for new training and retraining of workers. Funding is focusing in OER – Open Educational Resource – and is geared to digitized textbooks “course ware” content, courses and course books online.

Data identifies growth in Paralegal and identified by region. Some other areas are renewable energy and medical/dental record keeping. What this means is that material is free to use and re-use. Information is created in bulk online – plug in content to mix and match. There is a 2-fold reason that this is good: 1) the college could quickly adopt this for resources, and 2) the content is free to students. The number one obstacle for students is the cost of textbooks. All the content would be licensed under a copyright license. The only thing to make sure of is to give attribution to the author for any content that is adapted for a course.

The Get America Back to Work Grant has substantial funding, high engagement and high quality. Partners are from around the country. Student Learning Outcomes share with Instructional Design experts to see that was is offered is what is needed. The proposal is due in one month. Nicole added that this would help to make a name for ourselves, College of the Canyons, as this would be cutting edge. We will need to wait to hear if we get it.

Stan also added that there are other components: Internships, Hands on Learning, Economic Development Partners (with another college). James said that information could be found on the internet, “Creative Commons”. The proposal is due in a one month and the start date would be October 1, 2011. It is a three year program, with $30 - $40 million going to all the schools involved as partners.

Question was asked how many courses would need to be developed and Nicole said four from Paralegal, with 15-30 courses to be developed on the whole. James thanked everyone for permitting him to go first in the schedule and left the meeting at this time.

b. Presentation to SCV Bar Association – Nicole said that an Economic Benefits of Paralegals Presentation was made with 20 members of the Bar present. The presentation was well received. Comments stated that the talk was educational and informative. In addition, Nicole said that Paulette’s former firm hired four paralegals; thus giving a “face” to the program. Knowing that the Bar utilized our paralegal resources reinforced partnership. A lively Question and Answer period followed after the presentation and Nicole thanked Paulette for the opportunity.

• At this time of the meeting (6:20 pm), Mr. Jonathan La France joined the meeting via conference call.

c. Grants and Scholarships – Mr. Drescher said that there is a commitment by the Osher Foundation that for every $1 donated, .50¢ will be matched. This will end in May. If $10,000 is raised, then it will become an endowed scholarship, good for ten years as a designated scholarship for the Paralegal program. Brian met with Mr. Drescher to see
about going on the agenda for the next Bar Association meeting and Paulette will discuss this further with Mr. Drescher.

Stan Wright asked if $10,000 was the minimum to be endowed, and Mr. Drescher replied that yes, it was, but any amount donated could help, as we would draw from the interest. That could provide two - $500 scholarships. Nicole suggested that the money could go toward tuition fees as well. It was asked if those interested could please go through the Bar if they would like to participate.

Nicole said that she would be applying for a Library Grant; she is working through the Foundation on this. Mr. Drescher said that he was aware of a “Vegas Night” fund raiser that raised $60,000 for Texas Hold ‘Em. After expenses, $35,000 was raised. Nicole thought it would be a good idea to see about teaming up with other groups on campus to do a fund raiser (so all could assist with the cost).

d. **Mock Interviews** - Kai Ellis participated in the Mock Interviews for the Paralegal Program and said that she interviewed three women, one of whom lost their 12 year old sister. She found them all well spoken and well prepared. She would have hired 2 of the 3 that minute; portfolios and resumes were ready! Nicole said the students loved it. Paulette Gharibian, Claudia McDowell, and April Oliver participated. Paulette said she appreciated the caliber of students that were being sent out and Nicole’s commitment to the program. Mr. Drescher said that in total 13 students were interviewed; one was sick and could not participate.

e. **Enrollment** – Kevin Kistler distributed a handout and reported that currently 250 students are enrolled in the Paralegal program, which is more than last spring. The Paralegal Program has nine classes offered at this time. The average class size is 33 students and students could be in multiple courses of Paralegal. There are four 101 courses being offered; students self-assess. Maybe 10 – 12 students will drop. Nicole wished to give credit to Patty and Kevin for the extra classes offered. Additionally, only students who have taken all classes are able to enroll in the 200 level courses.

In regards to retention versus success rate, a handout was given out: students stayed until the end (stayed after the Withdraw date); grade higher than a “C”. Kevin said this was based on census date. A W/D, Failure to Withdraw is familiar. Students will drop out and then come back. There is a wide net for Intro classes – 30%. Across the board, students in Paralegal are doing well. Stan added that state-wide average is pretty similar.

f. **ABA Interim Report** – The Interim Report is coming up on January 13, 2013. A college assistant will be tallying surveys. The report will require that we addressed their recommendation for a focus group when this report is submitted - (Ties in to Item F on the agenda).

g. **Focus Group & Curriculum Review** – Nicole said May 21, 2011, 10 am – 12 noon, is the date and time scheduled for the Paralegal Focus Group to meet. Questions that will be asked “How do they use paralegals?” “How much do they pay?” When given the recommendation, San Francisco State was hammered for not following through on this. Our Paralegal Advisory Board members cannot serve on the Focus Group. Stan suggested that we check with Daylene Meuschke, from COC Institutional Development,
for Focus Group information that may help. In regards to curriculum review, two Paralegal courses are being currently in need of review, as they were created in 2005. They are Legal Research and Legal Analysis and Writing. Copies of these two current course descriptions were handed out.

- At this time of the meeting, (6:45 pm), Mr. Drescher had to leave due to a prior commitment and turned the meeting over to Nicole Lucy.

Nicole asked in regards to Legal Research, to please forward to her what you need so it can be applied. Kai Ellis said that she had just done so (“The Digest” is what they expect their paralegals to know). Revisions for curriculum are due by October. Nicole will send out a reminder in two weeks about the curriculum review request.

IV. Old Business

   a. Role of the Advisory Board – Nicole passed out a bullet sheet, “Role of the Advisory”, as mentioned in the September 10, 2011, Paralegal Advisory Board Minutes. Our partnership with the Bar is really good. It was mentioned that students could fall through the cracks for internship. We require 2 units of internship credit. Mr. LaFrance and paralegal, Gigi, said that it would be important to include a Family Law component in the paralegal curriculum; it is a fairly successful practice. Mr. LaFrance would like to help with development of this. It was mentioned that the paralegal that they had from the program was great. Nicole said that it is important to have a Family Law person (practitioner) to participate on the Focus Group panel. The Focus Group needs to reflect the needs in the community.

   In reviewing the Role of the Advisory Board list, we do not have a manager of Paralegals on the Board. Some members have not attended since 2008. Being on the Board is a two-year term. A question was raised, “If you were contacted because you had not attended, what would make you come back?” Suggestions were the following:

   o An individual letter
   o Personal phone call
   o Recruit new members if the above was not successful

   Mention was made that we need to have civic and community leaders on the board, (although not an ABA requirement).

   b. Student Membership/Involvement in SCV Bar – Nicole thanked Katye, Paulette and Brian for permitting student participation for $20, which allow student to attend events and mixers. Law Day – students sit at the tables. Paulette said it is a networking opportunity for students. Nicole said with 30 graduates, it is hoped that they will become members.

   c. Internships/Jobs for Students/Graduates – Ten students now in internships. Several students work for Neighborhood Legal Services primarily working one-in-one with clients, forms and court proceedings. Kim Mason said it is theory with application. Joel, president of the Law Club, “did divorces”, is seeing what it is like in the field. Kim is at Civil and Criminal Law Defense for the past 6 months. Her background as an Operations Director in Accounting and classes at UCLA, helped in a civil case that had 700 pages of documents. Case went to mediation and the mediator asked for evidence
to be presented. Able to produce patents on medical devices and expert witnesses. Nicole said with intern placement, glad it is successful, but she is always looking for more!

Stan said that it is important to have an extensive pool of employees, due to stop in funding or downsizing. Internship development is still growing. Stan distributed a flyer. Four employees applied to the website; testimonials. It will be sent out and Kai said that the California Bar can be sorted by zip code. Stan added that a short check list is on the CWEE (Cooperative Work Experience Education) website. Information from the “What do Paralegals Do?” handout can serve as a checklist as well. Maybe a drop-down menu can be added – Nicole and Stan to discuss at a future meeting.

V. Open Forum – Members
Kai asked about getting involved in other Paralegal associations. Nicole will check about another section. Antelope Valley used to have one. Discussed an outside meeting and maybe bringing this to the attention of the Law Club.

VI. Calendar Fall Meeting Date
After consulting with the Board, Nicole said that the next meeting of the Advisory Board will be Tuesday, September 27, 2011, 6:00 pm, at College of the Canyons, Valencia campus, PDR 2. Call-in participation will be available.

Mr. LaFrance and his assistant Gigi were thanked for participating in today’s meeting via conference call.

VII. Adjournment – Nicole Lucy adjourned the meeting at 7:18 pm.
I. Call to Order

President Robert Drescher was unable to attend this evening’s advisory meeting so the Paralegal Advisory Board Vice President, Richard Patterson, called the meeting to order at 6:10 PM. Mr. Patterson began the meeting thanking the members of the advisory board for their participation. He asked if those present would please give a self– introduction.

II. Approval of Last Meeting’s Minutes

Mr. Patterson asked if those present were able to review the minutes from the last meeting, which was held March 22, 2011. The following correction was noted:

- Correction of spelling of Mr. Drescher’s last name needed on page one.

Mr. Patterson asked for a motion to approve the minutes. Motion was made by Kevin Kistler to approve the corrected minutes; motion was seconded by Kurt Huffman. Minutes were unanimously approved.

III. New/On-Going Business

a. Mock Interviews (spring) and Guest Speakers for classes/Law Club

- Mock Interviews – Nicole stated that the students prepared for mock interviews and prepared portfolios as if they were getting ready to work with attorneys. Nicole wished
to thank the individuals who provided their help in conducting the interviews: Jeff Hacker, Paulette Gharibian, April Oliver, and Claudia McDowell. They did an amazing and wonderful job. Nicole said that volunteers will be asked to do this again in the spring. Mr. Patterson asked if anyone was interested in working with the students on this for spring and Kai Ellis, Rhonda Reid and Richard Patterson asked to be contacted.

- **Guest Speakers** – Nicole gave some background information on the speakers that have come to speak at the Law Club (meets on campus twice a month) and in some of the paralegal classes. Mr. Bob Brode has spoken and Judge Rogers will come from Antelope Valley. Question asked how many participants do we have for the Law Club and Nicole said that attendance varies between 10 to 18 present. Nicole asked if anyone wished to speak at any of the classes, just let her know. Speakers usually speak for 20 minutes and students enjoy practical application and neutral third parties – reinforces what is learned in class. Question asked when are classes held (to see when it is possible to be free to come and speak). Kevin will cover more specifics regarding classes later in the meeting, but currently, classes are held Mondays, 10 am to 1 pm and in the evenings for the rest; 5 pm – 8 pm or 6 pm – 9 pm. Ten to fifteen percent of the students in the classes are non – paralegal studies students.

b. **Enrollment** – Kevin Kistler reported that there are seven Paralegal classes for Fall ’11. He distributed a handout that gave information on what the capacity was for each class, the current number enrolled, how many were on the waitlist and time, day, and location of classes. He said that nine classes would be offered in Spring 2012. As a whole, students take 1-2 classes per semester.

Question was asked how does this fit in with the goals for the program? We are currently only offering one half of the curriculum. In three-five years plan, we wish to offer ten sections so students could finish in one year. Kevin and Audrey Green (Academic Affairs) are very supportive of the program. In the five to ten year plan, it is hoped that multiple sections of curriculum could be offered, much like Pasadena City College.

Question asked about the budget – Nicole said it is status quo - there are expenses. Westlaw, which is a forced cost (ABA requires it), costs $5,000. A budget of $7,000 must also cover memberships and other expenses. Of the paralegal classes offered, Nicole teaches the majority as a full time instructor. Adjuncts teach the rest. Discussion continued on the success rate and program review. Nicole will send out an email regarding retention and success rate. We are able to offer a degree rather than a certificate. In 2005, the ABA gave a broad basic background on this.

c. **ABA Interim Report** – It was two years ago in June when the ABA was here last. Our interim report is due January 2013, which will provide an update of our application. There will be another site visit and we will want to update them again on technology and college support.

d. **Focus Group Results** – Nicole handed out a copy of the questions that were given to the focus group participants and gave their responses. She said there were five individuals who served and expressed thanks for their participation.
Legal Panel Questions and answers that the Focus Group answered are included as an attachment to the minutes.

IV. Old Business
   a. **Student Membership/Involvement in SCV Bar** – Volunteered at Law Appreciation Day event. Four to five interested students checked in folks for the event. The students were grateful to be part of this event. They also saw it as a networking opportunity.

   b. **Curriculum Updates** – Nicole said that Legal Research will be offered. She made reference to the materials that were handed out at the March 22nd meeting and thanked those who responded for their suggestions.

   c. **Perkins Funded Curriculum Addition (Family Law)** – This new course will be added. Through the grant, professional development and training

   d. **Internship/Jobs for Students/Graduates** – We have 13 graduates of the Paralegal Studies Program. Four have transferred, three have found employment, five are in non-paralegal jobs and one is still looking. Stan suggested that it might be a good idea to have student testimonials on a flyer or on the website.

V. Open Forum

   Nicole wanted the advisory to know that dinner was available for tonight’s meeting as a result of Perkins funding. We have a budget of $200; cost for tonight’s meal was approximately $50.

   Mr. Patterson asked if those in attendance would share a little bit about themselves and what they do. He said it had been a long time since the board had an opportunity to catch up with each other and he wanted to have any new members have a chance to speak.

VI. Calendar Fall Meeting Date

   After consulting with the Board, Nicole said that the next meeting of the Advisory Board will be **Thursday, March 27, 2012, 6:00 pm**, at College of the Canyons, Valencia campus, PDR 2. Call-in participation will be available.

VII. Adjournment – Mr. Patterson adjourned the meeting at 7:30 pm.
Paralegal Studies Advisory Board Meeting Minutes
Thursday, March 15, 2012, 6:00 PM
Private Dining Room #2

Attendees: Robert Drescher  Nicole Lucy
            Kai Ellis           Julie McCormick (Guest)
            Kim Gundlach (by phone)  Katie McGill-Gartner
            Sandra Hernandez  Terry Ng
            Kurt Huffman      Rhonda Reid
            (Guest)            Patty Robinson

Absent: Paulette Gharibian  Kim Mason
        Jeff Hacker        Steve McKee
        Kevin Kistler     Art McKeon
        Brian Koegle      Richard Patterson
        Tom Kukura        Elizabeth Pace
        Jonathan LaFrance  Anna Pembedjian

I. Call to Order

President Robert Drescher called this evening’s advisory meeting to order at 6:10 PM.

II. Approval of Last Meeting’s Minutes

Mr. Drescher asked if those present were able to review the minutes from the last meeting, which was held October 25, 2011. The following correction was noted:

- Change date for the Spring Paralegal Advisory Board meeting to Thursday March 15, 2012.
- Under III. New/On-Going Business - Guest Speakers, delete notation “Mr. Bob Brode has spoken” and remove sentence “Kevin will cover more specifics regarding classes later in the meeting.”

Mr. Drescher asked for a motion to approve the minutes. Motion was made by Rhonda Reid to approve the minutes as amended. Minutes were unanimously approved.
III. New/On-Going Business

a. **Mock Interviews (May 12, 2012) Sign-up** – Nicole said the interviews will take place on Saturday, May 12, 2012, from 9 am to 12 noon, in either HSLH-234 or one of the Private Dining Rooms. Nicole has interviewed the students in the past, but starting last spring, paralegals and attorneys have interviewed students. Last year, Paulette and Kai volunteered. Kai said that she enjoyed her experience and said that the students were enthusiastic and prepared. Students prepare a cover letter and resume the week before and do research on the firm or business. Afterwards, they are given feedback. The interviews are 20 minutes in length and can be given one-on-one or in a group. If members would like to volunteer, please contact Nicole.

b. **Enrollment** – Nicole discussed this in the absence of Kevin Kistler, who has accepted a new position at Merced College. The trend for Paralegal classes indicates growth, per the handout that was given, in class size, success rate and retention rate. Question was asked about the difference between success rate (students who stay in the program year to year and are passing) and retention rate (those who stay in the class). The information is needed for Program Review report. With Paralegal’s numbers up in every category, it indicates the program is being more efficient; doing more with less.

c. **Civil Rights Clinic** – Patty Robinson gave some background how the Civil Rights Clinic came about through contact with Phyllis Cheng, Director of the Department of Fair Employment and Housing. A clinic will be set up on College of the Canyons campus which will provide students with hands-on training on how to investigate and process work and housing discrimination claims. With the regional office is in Bakersfield, it was felt that there was a need to target the North Los Angeles area. Assistance from 7 – 9 student interns will be needed. Based upon what was taught with curriculum in areas of History, Political Science, Paralegal and Communication Studies, the students would be able to assist the investigator regarding legitimate claims. Ms. Cheng will be on campus on March 30th to finalize clinic location. Students will be in training over the summer and would receive internship credit. An email will be sent out to faculty for student referral so the students will meet with Ms. Cheng directly. There will supervision for the interns, with tasks being very entry level, but may have potential for additional tasks. This is another avenue for students in the Paralegal Program to utilize what they are learning.

d. **ABA Interim Report** – Nicole said that January 2013 report will be substantial. She will need to provide updates on 75 pages of single-spaced information that needs to be gathered in. She will begin preparing for this in the fall and identifying issues the program needs to focus upon. One such issue is tracking graduates regarding job placement. Rhonda has worked on interim reports. Volunteers will be needed for proofreading the interim report in the fall.

e. **Graduate Focus Group** – The ABA requires the program to survey graduates 6 to 9 months after graduation to determine job placement and to evaluate the student’s educational experience – did the program prepare students to work as an entry level paralegal. Getting responses from the students has been difficult. Nicole will schedule a focus group rather than use Survey Monkey as she has in the past.
f. **SCV Bar and Students Partnering** – Nicole met with the new president, Barry Edzant. She hopes to have him come to the next meeting in the fall.

**IV. Old Business**

a. **Success and Retention Rates** – Already discussed earlier.

b. **Perkins Funded Curriculum Addition (Family Law)** – Nicole said that it takes a year for new curriculum to go through approval from the State Chancellor’s office. Many paralegals work in this area of family law. Adding family law to the program requirements will be useful to students because family law practice involves many forms which paralegals are typically tasked with completing.

c. **Internships/Jobs for Students/Graduates** – Nicole said there was not a lot of growth in this area and is checking about placing students in the San Fernando and Antelope Valleys. Santa Clarita Valley Bar has a paralegal membership at a reduced rate. Kai said that the reduced fee for Paralegal membership is not on the website.

**V. Open Forum**

Discussion on the number of paralegals who apply for open positions and what employers or agencies want. Paralegals need to have good computer skills and fast typing speed. Computer applications such as Abacus, Case Map, and skills in billing are a “must.” Data management experience is needed. Paralegals should also know calendaring. Many should know they will come in at entry level and not earn at the higher levels right away without experience.

**VI. Calendar Fall Meeting Date**

After consulting with the Board, Mr. Drescher said that the next meeting of the Advisory Board will be **Thursday, November 1, 2012, 6:00 pm**, at College of the Canyons, Valencia campus, PDR 2. Reminder mentioned to ask Santa Clarita Valley Bar to be present. Call-in participation will be available. Kim Gundlach was thanked for phoning in for this evening’s meeting.

**VII. Adjournment** – Mr. Drescher adjorned the meeting at 7:03 pm.
Paralegal Studies Advisory Board Meeting Minutes  
Thursday, November 1, 2012, 6:00 PM  
Private Dining Room #2

Attendees:  
Gina Bogna  
Robert Drescher  
Kai Ellis  
Nicole Faudree  
Kim Gundlach (by phone)  
Daniel Gunning  
Jeff Hacker (by phone)  
Sandra Hernandez  
Kurt Huffman  
Kim Mason  
Julie McCormack  
Rick Patterson  
Patty Robinson

Absent:  
Brian Koegle  
Tom Kukura  
Jonathan LaFrance  
Steve McKee  
Art McKeon  
Terry Ng  
Elizabeth Pace  
Anna Pembedjian  
Rhonda Reid

I. Call to Order

President Robert Drescher called this evening’s advisory meeting to order at 6:10 PM.

II. Approval of Last Meeting’s Minutes

Mr. Drescher asked if those present were able to review the minutes from the last meeting, which was held on March 15, 2012. Question was asked if any changes or modifications were needed. None were requested. Mr. Drescher asked for a motion to approve the minutes. Motion was made by Kurt Huffman; seconded by Rick Patterson. Minutes were approved unanimously.

At this time, Nicole asked if we could introduce ourselves as we had a few new attendees to this evening’s meeting. Introductions were made around the table and by those calling in. Mr. Daniel Gunning, new incoming president for the SCV Bar Association, was welcomed by all. Mr. Gunning said his new duties would be begin after the gala that would be held later this month. Nicole thanked the board members in attendance as well as those who called in. Meeting was turned back over to Mr. Drescher.

III. New/On-Going Business

a. ABA Guidelines re: Advisory Board– Nicole passed out two handouts for review by the board. One is titled “ABA Guidelines for the Approval of Paralegal Education
Programs” and the other is titled “Paralegal Studies Advisory Board Vice Chairperson Duties”. Nicole stated that she would mail out copies of the handouts to Ms. Gundlach and Mr. Hacker. She wanted to remind everyone that she had distributed a 25-page document on the role of the advisory some years ago. Each of the handouts at tonight’s meeting was reviewed.

In reference to ABA Guidelines document, there were 7 specific points that Nicole needed to review with the board.

Under D. The advisory committee should:

1. Advise regarding admissions standards for the selection of qualified students for the program.
   As we are a community college, we as an advisory cannot do that.

2. Assist in securing competent instructors.
   Yes, we do well in this area. (As a reminder, Nicole asked that those on the board who wished to teach should contact her).

3. Inform the program about changes and trends in the field.
   Yes, Nicole asks about software/applications being used in the office today so students are informed as to what is being used. Facebook, Twitter, and other social media are being used as well.

4. Assist the program in assessing the job market and in exploring and developing career opportunities for paralegals.
   Yes, this is noted as a standing item in the agenda as On-Going Business. Members of the board are asked that if openings in their firms are being offered that they should contact Nicole with this information. Gina mentioned that the program was going to be featured in “Careers on the Go” to be held on Wednesday, November 7, at 6 pm. Graduates of the program would be coming in. Nicole said we also have a post in the SCV Bar Association website.

5. Publicize the program and secure community cooperation and interest.
   Yes, we do, but it was mentioned that we should send out a reminder that we have had ABA approval for 3 years; received in 2009. Gina Bogna said we have Career Coaches in the High Schools and Kari Soffa in Outreach. Students may participate or join Law Club, which is not just for paralegal students. The club covers various aspects of law. It meets twice a month, 2nd and 4th Mondays of the month, from 5 pm to 6 pm. Mr. Drescher and Mr. Patterson would like to be speakers in Spring 2013 for the club.

6. Evaluate the adequacy of library resources
   Westlaw is used. There is a Law section in the library which includes code books, Reporters, Witkin, the Rutter Group series, and the Digest.

7. Assess the effectiveness of the total program in terms of its curriculum and objectives, the need of the legal community and graduate performance.
   Nicole asked that we defer to next time and stated this item will be tabled.
b. **Leadership and Membership on Advisory Board** – Members were asked to reference blue handout sheet for review; duties reviewed. Per ABA Guidelines, two board positions were open for new appointment: Vice Chairperson and Secretary. After a short discussion, Mr. Drescher asked for motion for nominations. Mr. Patterson nominated Mr. Jeff Hacker to serve as Vice Chairperson and Ms. Sandra Hernandez to continue as Secretary. Second was given by Mr. Gunning. Motion carried unanimously. Mr. Hacker and Ms. Hernandez accepted.

Nicole continued with the issue of membership, noting that five members have not attended in the last three years. Several suggestions were given to allow those who did not wish to serve on the board an easy way to decline membership. Following the recommendation of a member, a message was sent to those who are in question, asking if they would please respond if they still wish to serve or add a statement such as “No response indicates you no longer wish to serve.” Thus, Steve McKee, Art McKeon, Anna Pembedjian, Paulette Gharibian, and Brian Koegle, who haven’t attended a meeting in the past three years are no longer members of the Advisory Board. It was also recommended that perhaps the by-laws could be modified to say something like “Missing two meetings (unexcused) will remove you from the board.” Nicole said that she heard from one of our members, Mr. Tom Kukura, who said he will no longer be able to serve on the board as he has retired from the DEA. A card was circulated so we could express our thanks to Tom for his service to the board.

c. **Civil Rights Clinic** – Patty Robinson gave some background how the Civil Rights Clinic here on the COC campus. The idea began about 1 ½ years ago under the direction of Phyllis Cheng of the Department of Housing. UC, Irvine, Davis, and Bakersfield have sites on their campus, as well as Rio Hondo. COC Clinic deals with the issues of employment and housing. The clinic is housed in VILL-101 and 4-5 investigators rotate throughout the week. Five students from the Paralegal Department have been chosen to work in the Clinic. They will receive CWEE credit for 60 hours of service. They will be mentoring with an investigator. The goal is to have the students commit for one year of service. The clinic is not set up for walk-in visits and is not open to the public. Cases are filed at state level and then filter down to regions. Right now, the clinic is working on training videos that will be placed on their website.

d. **ABA Interim Report** – Per Nicole, the ABA Interim report is due January 15, 2013. She will be working with Patty to complete the report, but asked for volunteers who would be available for proofreading. Julie McCormack and Mr. Drescher volunteered for this.

e. **Santa Clarita Bar and Student Memberships** – As memberships had been discussed earlier in the meeting, additional discussion began on how to do a better job to promote this. Mr. Patterson suggested that perhaps a few students could be sponsored for memberships. He also asked if students could receive extra credit for membership. Nicole replied yes, that was possible. Mr. Gunning wanted to work on this. Additionally, he asked what can the Bar can do for the community. Another item to work toward is to have a better defined goal and mission for the Bar Association.

**IV. Old Business**

a. **Success and Retention Rates** – Nicole gave some comparisons for Paralegal enrollment:
In 2009-10, 144 students were enrolled. In 2010-11, 224 students were enrolled, and in 2011-12, 291 students were enrolled. The Paralegal Program has shown continued growth. Kai Ellis asked how long does it take for students to complete the program. Nicole said with five classes offered in the spring and 5 classes offered in the fall, it will take a student 2 ½ years to complete, but it does not take into account the other courses students need to take. Nicole would like to follow up with Jasmine Rhys, Director of Admissions and Records to discuss the possibility of doing half of the program in the fall and the other half in the spring.

b. Perkins Funded Professional Development – Part of the ABA recommendations were to have professional development for faculty to improve teaching. Nicole said that faculty are paid for attendance at workshops and activities. Payment is $250 - $300 for Saturday participation. Some of the topics have been Rubrics, Hypotheticals, Syllabi and Practical Assignments.

c. Internships/Jobs for Students/Graduates – Gina Bogna said that 8 – 9 internships were made available. She said that the Career Services Department offers workshops in “How to Interview.” Mr. Drescher said he would like to come in and cover this for an hour as students need to know the particulars of what the practice and the attorneys do. Gina mentioned that there is a new process in place where students need to submit their resumes before applying for internships. It is critiqued and if resume needs to be “fixed,” Career Services is able to provide help.

V. Open Forum –

Kai Ellis wanted to mention that intern, Emily Lanza, who worked for Jeff Hacker, became the First Chair of the new chapter of the Los Angeles Paralegal Association (LAPA) for the Santa Clarita Valley. Kai will be working with her and would like to invite Ms. Lanza to be a member of the advisory board. Mr. Drescher asked about LAPA and the benefits of membership. Kai listed some of the benefits for members as legal education, networking, current actions in the paralegal field as well as any changes, technology, certification requirements, legal status, and professionalism.

VI. Calendar Spring Meeting Date

After consulting with the Board, Mr. Drescher said that the next meeting of the Advisory Board will be held on Thursday, March 7, 2013, 6:00 pm, at College of the Canyons, Valencia campus, PDR 2. Call-in participation will be available. Kim Gundlach and Jeff Hacker were thanked for phoning in for this evening’s meeting.

VII. Adjournment

Mr. Drescher asked if any other items needed to be discussed. With no items mentioned, he asked for a motion to adjourn the meeting. Mr. Patterson made the motion; Mr. Huffman seconded the motion. Motion carried. Meeting was adjourned at 7:22 pm.
Paralegal Studies Faculty Retreat

Fall 2009

Faculty in attendance: Nicole Lucy, Kim Gundlach, Dana Nasser, Susan Gilbert.

Schedule for spring and summer – The budget woes are still affecting the college and the department. Nicole tried to make sure each faculty member got at least once course. The summer is still uncertain, but we’ll know more by the time of the spring 2010 meeting. Faculty asked how Nicole determined which classes were offered when. She explained that the college indicates the number of sections for each department on campus. The chair determines which classes to offer. In the case of Paralegal Studies, half of the courses are offered in fall and the other half is offered in the spring. The introduction course has 2 or 3 sections per semester to ensure the rest of the sections fill in later semesters. We are hopeful that with ABA approval, the enrollment numbers increase such that all courses can be offered in spring and fall. However, that scenario is likely several years away.

Field trips – the process of field trips is again under review especially given the tight economy. Requiring students to travel might be difficult especially if the college isn’t paying for the transportation, even if the trip is relatively short like to the closest district court.

Textbooks – with the new federal law requiring textbooks to be published with the schedule of classes, text book selections need to be turned in by mid-term of the prior semester. Thus, by spring mid-term for summer, by summer mid-term for fall, etc. In addition, anything that costs money that is required must be listed in with the text books. Faculty discussed what that might be for the paralegal studies courses.

Budget – Nicole updated the faculty about the economic outlook as it relates to the college as a whole and to the paralegal studies department. She explained that the economy and the present condition of the college will continue until the end of 2012.

H1N1 – Nicole passed out some documents regarding this virus and the expectation that the flu season could be severe this year. Nicole encouraged faculty to inform students to stay home if they have the symptoms. Likewise, faculty should stay home if they are exhibiting the symptoms. Nicole encouraged her faculty to be understanding of students who become ill and have documentary proof of their illness. Nicole also encouraged the faculty to educate their students on ways to prevent contracting the illness.

Grades – last semester, there was an issue with faculty completing their grades on time. Thus, Nicole reminded the faculty that grades are due to A&R 48 hours after the final exam day. Therefore if the final day of classes is on a Tuesday, grades are due on Friday. Saturday and Sunday are not counted in the 48 hours.
ABA Recommendations – the most important area for the faculty to improve upon is real world projects for every class. While certain classes were singled out by the ABA, we all can improve in this area. Nicole asked faculty to share what they are doing in their classrooms that is directly related to a real world project a paralegal would complete.

Technology in the classroom – Nicole showed the faculty how to use the document projector and how to mute the projection.

Professional Development – a guest speaker/presenter Nikki Jacobson gave a workshop on collaborative teaching techniques, what students want, what they don’t want and how to incorporate these ideas and techniques into the classroom.
Department Retreat
Paralegal Studies Department
March 9, 2010

Attendees: Nicole Lucy, Kim Gundlach, Dana Nasser, Susan Gilbert, Richard Ashbran, and Barry Morinaka.

ABA approved – Nicole announced that the college is now officially ABA approved and can promote this to the community and the college.

Scheduling Issues with Summer and Spring – With the downturn in the economy, the department has pushed some classes that were historically offered in the spring into summer and fall. This means some students will have to take longer to graduate. Questions were asked about the number of students affected by the change in schedule. Nicole didn’t know an exact number but guessed that it will be close to 30 students.

Perkins Grant & ABA recommendations – in an effort to comply with ABA recommendations from the site visit last summer, Nicole is working with the CTE department to investigate use of Perkins grant funds to help insure the college in incompliance with the ABA guidelines. The faculty discussed what types of activities the grant funds can be used for and where the department was deficient that these funds could assist. In general, the faculty were interested in learning more about technology that will help them in the classroom and to make their job easier.

Guest presentation – Admissions and Records director Jasmine Ruys gave a workshop on all things admissions and records. The faculty were particularly interested in learning about the timing of dropping students and making sure a class was full enough to make.

SLOs – Nicole gave an overview of the SLO process for the faculty who are new to the department and/or needed a refresher. Nicole reviewed data from her Paralegal Studies 101 course. She was not satisfied with the pass rate of students on the assessment tool. The faculty gave her ideas on how to change the assessment tool, the content, and delivery in an effort to improve the results. Nicole was particularly concerned that the department had chosen an SLO that was difficult to assess and that wasn’t the overarching knowledge that she expected students to know upon completion of the course.

Scholarly Presentation – On April 20, 2010, Nicole and one of her former colleagues will be giving a presentation regarding Same Sex Marriage as the spring 2010 Scholarly Presentation. Faculty and students are invited. It would be a great benefit to the department if as many students attended. Nicole encouraged paralegal studies faculty to inform the students about the presentation and to provide incentive for them to attend. All support is appreciated.
Attendees/Participants: Nicole Lucy, Dana Nasser, Chris Ellison, and Susan Gilbert.

Attendance issues – Nicole addressed the low turn-out for the department meeting. The spring meeting was well attended. Nicole stated that she would contact the absent faculty members to bring them up to speed and to remind them of the necessity to attend meetings due to ABA requirements.

Scheduling Spring – Nicole shared a draft schedule with the faculty in attendance. Faculty wanted to know how courses are assigned and in what order. Nicole stated that she must comply with the AFT contract by informing all faculty of available sections in writing via e-mail or through their mailboxes. She gives the faculty a week to respond and then assigns sections based upon their interest and experience in the topic area. She tries to give faculty a section every semester, but sometimes that is only on section a year. With ABA approval, she hopes that enrollment will increase to the point where more sections can be offered every semester.

Student Issues: grades and behavior – lately there has been a few reports of students having issues about their grades and addressing these issues in a less than professional manner. Nicole informed the department about the support the college provides to faculty when students challenge grades. The first step is to have the student come see Nicole and if she cannot resolve, then she will refer it to the division dean, Patty Robinson. Thereafter, if the issues is not resolved, then it is referred to either Mike Joslin if it is behavior related or Mike Wilding if it is a grade issue. Nicole also informed/reminded the faculty that campus security are available by using the classroom phone. She asked the faculty to be safe at all times, not just when concerned about a student. The faculty discussed ways to be more safe on both campuses by using the campus escort service and walking with a group to the parking lot.

Student Learning Outcomes – Nicole passed out copies of the course curriculum including the SLOs that she had sent earlier via e-mail. The faculty reviewed the curriculum for all courses and made suggestions regarding changes to the SLO or the teaching methodology that would assist students in being more successful. Any changes in the curriculum were noted and would be changed when the curriculum was next updated based upon the Academic Senate’s cycle.

Nicole repeatedly stressed the importance of writing at a college level in all courses. She was sympathetic about the work load giving writing assignments, but the program is offered at a college and college level work should be expected and graded. A lengthily discussion about grading processes occurred and faculty were split on whether they grade for content alone or content and grammar. Nicole promised to revisit these issues at later department meetings.
Attendees: Nicole Lucy, Susan Gilbert, Kim Gundlach, Dana Nasser, Lori Young.

Introduction – Nicole Lucy asked new faculty member Lori Young to introduce herself to the faculty and share her background in education and as a paralegal.

Schedule of Classes – Nicole shared that with the recent budget cuts, the department offerings are being reduced. These kinds of cuts are happening across the campus. Spring semester is one class shorter than spring 2010. We may be able to add additional sections to summer, but as of now it will be Lori’s Estate Planning course. A discussion ensued about what classes should be offered and whether electives should be shelved in favor of the required courses.

ABA issues – Nicole reiterated the good news that the ABA voted to approve the program! Nicole reviewed the recommendations from the site visit. The two ABA related topics for this meeting were syllabi and meeting program goals. Through the AAfPE listserv, Nicole obtained a form that outlines all the faculty responsibilities in helping to maintain ABA approval. The faculty reviewed the form and asked questions about the parts related to goals and SLOs. Nicole explained that the ABA requires the program evaluate its goals. She has a plan to do so, but didn’t want to exclude some of the unseen work in the classroom that might relate to meeting the program goals. As for SLOs, Nicole explained that the college’s accrediting agency requires them. The faculty discussed how to assess them. Nicole promised that in future department chair meetings, she will bring the SLOs and the faculty can examine the assessment data.

Professional Development

Micrograde – Nicole led a hour and a half training for the faculty to learn how to keep track of grades through the program Micrograde and how to upload grades to WebGrade which allows students to view their grades online. The faculty discussed the benefits and drawbacks of the program. The faculty created a new grade book for one of their spring classes, entered grades, and uploaded them to Webgrade.

BlackBoard training – as part of the Perkins grant, John Macavich from Distance Learning gave a two hour introduction to BlackBoard 7 to the paralegal studies faculty.
Paralegal Studies Fall Retreat  
October 15, 2011

Attendees: Nicole Lucy, Gary Collis, Kim Gundlach, Marcy Calnan, Dana Nasser, David Fleck, Lori Young, Robert Drescher.

I. Introduction of new faculty members – Nicole asked the new faculty members to introduce themselves.

II. Procedural Concerns

   a. FERPA – Nicole passed out a handout which reviews in detail FERPA, what is acceptable, and what faculty typically do that violates the law.

   b. Drop/Add/Withdrawal – Nicole explained these deadlines and shared that the college had to repay hundreds of thousands of dollars in federal financial aid due to students defrauding the college. Thus, dropping students for failure to attend is critical in stamping out fraud - - students not interested in education, just money.

   c. Guest lecturers and field trips – due to recent changes in the law and difficulty expressed by faculty in completing the required forms, changes are in progress regarding guest speakers and field trips. If any faculty is planning on either of these, please consult with Nicole to make sure we comply with any changes.

III. Student Learning Outcomes

   a. Course SLOs – Nicole asked the faculty to review the chart of the SLO results to verify that the information is current and correct to the best of their ability.

      i. Nicole asked the faculty to share their results for each class they taught. Faculty discussed the results particularly noting that students are doing well in attaining the SLO, but many struggle with basic English structure and grammar issues. Nicole informed the faculty that there are many services and programs offered to students for free that faculty can refer students to and/or make participation in them required. Nicole promised to forward information to the faculty regarding these services and programs.

   b. Program SLO – Nicole explained that students’ success at attaining the critical skills and knowledge is determined by evaluation of the portfolio students prepare in the seminar class. This portfolio pulls projects from all courses. In past years, Nicole has noticed that preparation of activities that reflect real world projects is not as frequent as she and the ABA would like. This will likely be a topic for future department retreats and professional development.
IV. **Curriculum Revision** – Nicole passed out the current curriculum for Legal Writing and Analysis, Contracts, and Estate Planning, which are due for the 5 year revision. Nicole asked for faculty who have taught these courses to assist in reviewing them for content to make sure it is current.

V. **Textbooks** – all orders of textbooks both required and recommended, must be turned in to either Nicole or the Bookstore directly by the end of November for spring semester.

VI. **Scheduling spring/summer** – Nicole review the spring schedule with the faculty. She also discussed possible courses for summer, which is never a guarantee. Bankruptcy has never been offered and if offered, would need to have sufficient library books prior to offering the class as it was an ABA recommendation from the site visit. If possible, an introduction to law course would also be helpful to attract students and provide them with information prior to the busy fall semester.

VII. **Technology in the classroom** – Nicole reminded the faculty of the availability of the professional development activities on campus provided by the professional development office. She showed the faculty how to access the schedule through the college’s website. Faculty who had participated in some activities shared what they learned.

VIII. **Evaluations** – Evaluations are once every two years. There may be some changes in the contract AFT part-time faculty contract that will impact the evaluation. Nicole will keep the faculty informed regarding these changes.

IX. **Improvements** – how the chair can help you. Nicole asked for positive creative criticism that can help improve the program for the students and faculty. No one offered any suggestions or ideas.

X. **Open Forum** – No one offered any comments here.

**Professional Development Activity** – the department chair meeting adjourned and the professional development activity entitled Creating Projects & Rubrics for Contracts and Torts began.
Attendees: Nicole Lucy, Kim Gundlach, Marcy Calnan, Dana Nasser, and Lori Young.

I. Fall 2012 Schedule – Nicole reviewed the fall schedule and reminded faculty to turn in book orders directly to bookstore or to her by May 15, 2012.

a. Spring schedule – due to the changes in the AFT part-time faculty contract, full year scheduling is required. Nicole reviewed the schedule for spring 2013 with the faculty. Discussion regarding faculty assignment and choice of courses ensued. Nicole must insure faculty are qualified to teach courses and wants to spread out the courses when demand for a course is high among the faculty.

II. Procedural concerns

a. Drop/Add/Withdraw – Nicole reminded the faculty about these important deadlines and why the College requires us to have them.

b. Guest lecturers and field trips – there has been a minor change to the forms, but the three week advance notice is still required. Nicole clarified that the form plus all signatures must be complete 3 weeks before the scheduled lecturer or field trip. Also, if it is required, it must be printed in the schedule of classes so students know about it before enrollment.

c. Evaluations – Nicole passed out the revised evaluations from the new AFT contract. The evaluation forms are very similar but for the chair signature on the last page. Adjunct faculty can now evaluate other adjunct faculty, but the chair must review and sign off on the evaluation. A chair would have to assign the evaluation to another adjunct. It is not random.

d. Textbooks – many students complain that the textbooks are very expensive. Nicole reminded the faculty that they can use older editions where there are used copies. This only is useful once, but might get many students through the course with lower costs. The text books are also available for review in the library on 3 hour loan in the library. None of the textbooks can be checked out.

III. Professional Development

a. Perkins Grant 2012-2013 – while there is no guarantee that the college will receive any Perkins funding, if it does, the faculty brainstormed what kind of
training they would like to have. Ideas included learning about enhanced facebook, linking internships and programs, applying for jobs on line, guidelines about getting a job, and training for skype.

b. **FLEX through COC professional development** - College of Canyons has an award-winning professional development program and faculty are paid for up to 3 hours of professional development. Faculty who have taken workshops through COC’s professional development program shared their experiences. All faculty expressed their pleasure at the workshops offered through the professional development department. Nicole reminded the faculty that there is also the Associate Program where faculty who are interested in improving their teaching techniques can participate in a yearlong program taught by the best full time faculty on campus, many of whom where participants and then hired full time.

IV. **Curriculum Development – Family Law.** Perkins Grant is paying for curriculum development and based upon the focus group and discussion with the advisory board, family law is a necessary addition to the curriculum because so many law firms and attorneys in the area practice family law.

V. **ABA interim report due January 2013.** Nicole gave out and reviewed the ABA Guidelines regarding faculty. Faculty discussed the chances of re-approval after the interim report. Nicole shared some of the weakness of the program – surveying graduates, attendance at advisory board meetings and faculty meetings, but feels confident that with improvement in these areas, the program should be re-approved. Of course, she cautioned that nothing is guaranteed, but if there are deficiencies, the ABA gives the program the chance to remediate before suspending the approval.

VI. **Improvements** – how the Chair can help you. Nicole opened the floor to the faculty asking for their ideas on how to improve the program or what she could do to make teaching at COC better and easier for them. Faculty did not have any suggestions at this time.

VII. **Open Forum** – The faculty were asked if they had anything they would like to share. One faculty member asked about disabled students taking exams at the Tutoring Learning Center. Nicole informed the group that faculty should have been given a form at the beginning of the semester indicating when students qualify for additional test time. Nicole informed Kim Gundlach that the Bankruptcy book she requested is in the library for the summer course. Nicole reminded faculty regarding the Blackboard training being offered May 19, 2012. This training helps the department maintain a high standard of professional development. She encouraged all faculty to attend.
Paralegal Studies Department Meeting Minutes
December 1, 2012

Attendees: Nicole Faudree, Dana Nasser, Marcy Calnan, Kim Gundlach, David Fleck.

Spring Schedule – Due to changes in faculty and an increase in funding through Proposition 30, the department has 2 sections of Torts in the spring that need professors. Dana Nasser and Marcy Calnan expressed interest and they are not teaching paralegal studies in the spring. Nicole reviewed the schedule and their qualifications to insure they have the necessary background to teach the course.

Calendar changes – there has been some discussion regarding changing the calendar to have spring begin earlier than February and extending summer session. The faculty discussed the pros and cons of eliminating winter intersession for a longer summer. The faculty largest concern was about the number of courses that would be offered and how that would affect their schedules.

Scheduling of cohort classes – the college has been encouraging faculty to teach in compressed formats of 8 week courses. There is research from reliable sources on campus and off campus nationwide that students do better in a compressed format. The content is the same and the contact hours are the same, but the students learn in a shorter period of time. For example, rather than a 16 week schedule, students take 2 8 week classes. The success rate is even higher for those students who take both 8 week classes with the same students. Faculty discussed how this would work in the department and whether it would be feasible given the students are working students. The greatest concern is whether students would have time to complete homework, reading, and assignments before the next class session.

Procedural concerns

Grade deadline – grades are due electronically 48 hours after the final exam, not counting weekends. Thus if a class gives a final on Thursday, grades are due by Monday at 5 pm. Otherwise, faculty will have to complete a change grade form for each student.

Textbooks – spring textbook orders are due soon, so please report any changes to Nicole ASAP.

Evaluations – due to the AFT contract changes, all faculty present will be evaluated in Fall 2013.
Curriculum development – the faculty discussed the results of the employer surveys and discussions from the Advisory Board regarding writing being a critical skill for graduates. Nicole explained how the current course is run and what projects and assignments students complete. She addressed her concern that the writing course is a demanding course to teach because so many students are lacking in basic writing formations. The faculty discussed options to improve the quality of teaching and student’s readiness for work upon graduation. One idea was for an introductory course to be 1 unit where grammar and technical writing are taught such as IRAC’ing and case briefing. Additional ideas for improving the course included requiring students to complete 4 or more Supplemental Learning activities offered from the English department on campus through the TLC lab. Research shows that students who complete 4 or more have a higher chance of success than those who do not. Another suggestion came from the AAfPE listserv called Core Grammar, which costs $38 and students complete online test and tutorials geared toward their specific needs and weaknesses. The faculty can monitor how students are doing in their tutorials. Because it costs money, the requirement would have to be included in the schedule of classes along with the textbook. Another suggestion was to make sure the TLC has a paralegal tutor. During fall semester, one of the program’s graduates worked in the TLC as an English tutor. Even though an English tutor, the graduate could help paralegal students on their assignments, especially if a paper. Nicole instructed her 101 students to have their papers edited and to turn in the edited version with their paper. She found this process to be helpful to the students and she could monitor what improvements students made from the edited paper.

More discussion and research is necessary to determine the best course of action regarding the writing course.

Real world project examples – Nicole reminded the faculty that the ABA looks closely at the projects students complete in the program. Every year she sees the projects in the portfolio students complete in the Seminar course. Over the past few years, she’s noted that some of the projects could use some improvement. The faculty brainstormed what projects could be taught in each of their classes. For example, in Introduction to Law, faculty have students case brief, write a paper, or perform basic legal research. In the contracts course, students write a contract and review another for errors. In research, students complete research assignments based upon client hypothetical fact patterns. In Civil Litigation, students draft complaints, answers, and discovery. Some suggestions for additional projects included summarizing documents, deposition transcripts, preparing form and special interrogatories, drafting responses to document productions, and basic motion to compel.

Planning for SLO assessment in the spring – faculty reviewed the SLO sheet for their courses in the spring. All 5 courses – Torts, Legal Writing, Computer Literacy, Civil Lit II, and Seminar – will
assess the SLOs in the spring. Data needs to be reported to Nicole at the end of the semester. Results and analysis will occur at fall 2013 faculty retreat. Nicole distributed a faculty sheet that contains all requirements for the semester – syllabus, projects, tests, and sample student work. Faculty initial they received it and when they turn it in, and Nicole initials when she receives it. This is a way to inform faculty and remind them of what is due.

**Paralegal studies Goal revision #4** – faculty reviewed the program’s goal, particularly number 4: Help students obtain critical paralegal skills in areas including investigation, legal research, conducting an interview, and written and oral communications. Nicole was concerned that students weren’t learning investigation and interviewing witnesses/clients because they were not part of the SLOs. The faculty assured her that students were in fact learning these skills through their courses. For example, in Kim Gundlach’s class, students must interview a paralegal asking them about their career. In addition, in Dana Nasser’s ethics class, students must research/investigate a current ethical violation and report it to the class.

**Announcements for the end of the semester** – Nicole asked faculty to have students contact her for registration into the Seminar class and CWEE internships available through the website and the Civil Rights Clinic.

**Professional Development** – each faculty brought copies or projected a copy of their current or former syllabi, projects, and sample student work. Some faculty also brought rubrics they’ve created to evaluate student learning on particular projects. Each faculty presented their course and discussed the strengths and weaknesses of each document. The faculty asked questions and gave suggestions. For example, some syllabi were too short and others too long. The faculty discussed how they inform students of weekly assignments or readings if not in the syllabus. Another discussion occurred regarding how to keep students current and whether to accept late work. Nicole has instituted a policy where students have the prepare a declaration regarding their late work and why it should be accepted. She’s had varying success on this idea. She will prepare a more detailed requirement in her syllabi for next year.

Out of the project discussion, faculty liked the idea of students dual enrolling in torts and Civil Lit II, so projects could overlap between these two courses. Nicole will request another faculty member explain this process to the faculty in the spring and research how this would be accomplished.
Paralegal Program Needs Assessment – Spring 2005

Daylene M. Meuschke, M.A.
Barry C. Gribbons, Ph.D.

June 2005
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Introduction

The Office of Institutional Development and Technology and the Vocational Education Coordinator, conducted a phone survey as part of the needs assessment for the College’s new paralegal program. The American Bar Association (ABA) requires all colleges, who wish to seek accreditation for their paralegal program, to administer a survey of law firms within a specified area when conducting the assessment. The phone survey was intended to assess the paralegal needs within the legal community and to obtain additional information necessary for informing decisions for the new paralegal program. This survey intended to answer questions in seven areas:

1. **General Information**:
   - How many lawyers does the firm or office employ?
   - How many paralegals does the firm or office employ?
   - In what areas do paralegals specialize?
   - How many paralegal job openings are anticipated next year and annually for the next five years?

2. **Paralegal Qualifications**:
   - What level of education is required for paralegals?
   - How many years of experience are required?
   - What knowledge and / or skills are needed for paralegals?

3. **Other Information Regarding Paralegals**:
   - How many firms or offices have a paralegal supervisor or manager?
   - How many firms or offices have a career path for paralegals?
   - How many firms or offices have a paralegal committee?
   - How many firms or office have monthly paralegal meetings?
   - How many firms or offices pay for paralegal membership dues?
   - How many firms or offices pay for continuing education for paralegals?
   - What job titles are used for paralegals?

4. **Firm Needs**:
   - What skills do firms or offices value most?
   - In which areas of legal practice are paralegals of most need?
5. Evaluation of Paralegal Programs:
   > What skills or knowledge can College of the Canyons include to improve the education of paralegals?
   > How many firms or offices have hired paralegals from other local programs?
   > How many firms or offices offer internships?
   > How many firms or offices have used paralegals as interns in the past?
   > How many firms or offices are interested in using paralegals as interns?
   > Of those who have hired paralegals from other programs, what is the level of preparedness of paralegals from other programs?

6. Paralegal Recruitment:
   > What type of recruitment strategies do offices employ when seeking paralegals?
   > What qualities in a college placement service are most important?

7. Salary and Benefits:
   > What is the approximate starting salary for paralegals?
   > What types of benefit packages and perks are provided for paralegals?

The resulting information is intended to be used to inform decisions regarding the development and offering of a paralegal program at College of the Canyons. In addition, the information will be used to complete the application packet required by the South Central Regional Consortium.

Methods

College of the Canyons' Vocational Education Coordinator and the Office of Institutional Development and Technology used the ABA guidelines for conducting a needs assessment to develop the survey items. Adult hourly employees, under the direction of the Vocational Education Coordinator, conducted the phone surveys between May 2, 2005 and June 3, 2005. The list of lawyers and law firms was obtained from Claritas, Inc. using zip codes identified by the Vocational Education Coordinator in compliance with guidelines set forth by the South Central Regional Consortium. Claritas, Inc. provided the Office of Institutional Development & Technology with all legal businesses meeting the Standard Industrial Classification (SIC) and North American Industry Classification System (NAICS) codes specified by the Office of Institutional Development and Technology. The NAICS was
developed by the Census Bureau as a replacement for the SIC codes. Table 1 below shows the total number of legal businesses meeting the specified SIC or NAICS codes within the zip codes identified for the needs assessment. Please see Table 2 for a list of zip codes used in the needs assessment. A stratified random sample of 120 legal businesses (30-small size business, 30-medium size businesses, and 30-large size business) was selected using SPSS (2004) from the list of 3,049 businesses in the Claritas, Inc. database. Small businesses were defined as any business with five or less employees, medium businesses were defined as any business with 6-20 employees, and large businesses were defined as any business with 21 or more employees. The size of the company was determined from the “local employees” field in the Claritas, Inc. database, which is populated with the total number of employees at the location linked to the zip codes used in the analysis.

Table 1. Total Number of Legal Businesses Included in Database

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Table 2. Zip Codes Included in the Needs Assessment Database

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<td>91403</td>
<td>Sherman Oaks (City of LA)/Van Nuys (City of LA)</td>
<td>91603</td>
<td>North Hollywood (City of LA)</td>
</tr>
<tr>
<td>91405</td>
<td>Van Nuys (City of LA)</td>
<td>91609</td>
<td>North Hollywood (City of LA)</td>
</tr>
<tr>
<td>91406</td>
<td>Van Nuys (City of LA)</td>
<td>90068</td>
<td>Hollywood (City of LA)</td>
</tr>
<tr>
<td>91411</td>
<td>Van Nuys (City of LA)</td>
<td>90069</td>
<td>West Hollywood</td>
</tr>
</tbody>
</table>

All 120 companies selected for the survey were called. A total of 56 companies participated in the survey, resulting in a response rate of 47 percent. Of the 120 businesses contacted, 25 completed the survey; 31 indicated that they did not have paralegals at their firm; 31 declined (often because they were too busy); 19 were not available or did not return phone messages; and 14 businesses had disconnected phone numbers.
Projections for the number of lawyers and paralegals per firm in the Claritas, Inc. database were made by taking the number of lawyers and paralegals per firm reported by respondents then averaging the number. Then the average survey data number (see Table 3) was multiplied by the number of firms within each respective category (small, medium, and large) to get the projected number of lawyers and paralegals per firm. The same methodology was applied to get the projected number of paralegals needed in the next year and annually for the next five years in the service area identified for the paralegal market analysis (see Table 4). It is important to note that the number of paralegals needed in the next year and annually for the next five years was assumed to be zero for all firms who indicated that they do not have paralegals (Small Firms=18; Medium Firms=7; and Large Firms=6). Similarly, the same assumption was made when calculating the average number of paralegals per firm size and for the population in the Claritas, Inc. database.

To perform the analyses, the surveys were entered into the Statistical Package for the Social Science (SPSS, 2004) and then analyzed using SPSS and Excel (2003).
**Results**

**General Information.** The first research question was related to general information regarding the firms and offices. Specifically, general information was obtained by asking the following questions:

- How many lawyers does the firm or office employ?
- How many paralegals does the firm or office employ?
- In what areas do paralegals specialize?
- How many paralegal job openings are anticipated next year and annually for the next five years?

**Number of Lawyers.** Of those who responded, the average number of lawyers for small firms was two; medium firms was four; and large firms was 16. Projections based on the survey responses of each firm and total number of firms within each category (small, medium, and large) in the database of 3,029 businesses, estimated the total number of lawyers in small firms to be 5,298; medium firms to be 1,312; and large firms to be 1,152. The Office of Institutional Development and Technology estimates there to be a total of approximately 7,762 lawyers in the zip codes identified for the needs assessment.

<table>
<thead>
<tr>
<th>Lawyers Per Firm</th>
<th>Avg. # Reported</th>
<th># in Database</th>
<th>Projected #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>2.00</td>
<td>2,649</td>
<td>5,298</td>
</tr>
<tr>
<td>Medium</td>
<td>4.00</td>
<td>328</td>
<td>1,312</td>
</tr>
<tr>
<td>Large</td>
<td>16.00</td>
<td>72</td>
<td>1,152</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>7,762</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Paralegals Per Firm</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>0.32</td>
<td>2,649</td>
</tr>
<tr>
<td>Medium</td>
<td>1.00</td>
<td>328</td>
</tr>
<tr>
<td>Large</td>
<td>3.80</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,449</strong></td>
</tr>
</tbody>
</table>

**Number of Paralegals.** Of those who responded, the average number of paralegals for small firms was .32; medium firms was one; and large firms was 3.80. Projections based on the survey responses of each firm and total number of firms within each category (small, medium, and large) in the database of 3,029 businesses, estimated the total
number of paralegals in small firms to be 848; medium firms to be 328; and large firms to be 274. The Office of Institutional Development and Technology estimates there to be a total of approximately 1,449 paralegals in the zip codes identified for the needs assessment (see Table 3).

**Areas of Paralegal Specialization.** There was a wide array of paralegal specializations indicated by respondents. Ten themes emerged from the responses including, *Family Law* (6 respondents), *Civil Litigation/Civil Defense* (6 respondents), *Personal Injury* (4 respondents), *Litigation* (3 respondents), *Bankruptcy* (3 respondents), *Elder Law* (2 respondents), *Workers Compensation* (2 respondents), and *Probate* (2 respondents). Other areas in which only one respondent indicated the specialization included *Insurance Coverage, Real Estate, Trusts, Wills, Taxes, Corporate, Legal Research, Document Preparation, Case Negotiations, Immigrant Law, Labor & Employment,* and *General.*

**Paralegal Job Openings.** Of those who responded, the average number of paralegals needed in the next year for *small* firms was .25, *medium* firms were .29, and *large* firms were .61. Projections based on the survey responses of each firm and total number of firms within each category (small, medium, and large) in the database of 3,029 businesses, estimated the total number of paralegals needed in the next year for *small* firms to be 662; *medium* firms to be 95; and *large* firms to be 44. The Office of Institutional Development and Technology estimates the number of paralegals needed in the next year to be a total of approximately 801 in the zip codes identified for the needs assessment.

Projections made by those who responded in terms of the number of paralegals needed annually for the next five years for *small* firms was .14, *medium* firms were .57, and *large* firms were 1.14. Projections based on the survey responses of each firm and total number of firms within each category (small, medium, and large) in the database of 3,029 businesses, estimated the total number of paralegals needed in the annually for the next five years for *small* firms to be 371; *medium* firms to be 187; and *large* firms to be 82. The Office of Institutional Development and Technology estimates the number of paralegals needed annually for the next five years to be approximately 640 in the zip codes identified for the needs assessment (see Table 4).
Table 4. Average Number Reported by Survey Respondents and Projected Numbers by Firm Size: Paralegals Needed Next Year and Paralegals Needed Annually for the Next Five Years

<table>
<thead>
<tr>
<th>Number of Paralegals Needed Next Year</th>
<th>Avg # Reported</th>
<th># in Database</th>
<th>Projected #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Firms</td>
<td>0.25</td>
<td>2,649</td>
<td>662</td>
</tr>
<tr>
<td>Medium Firms</td>
<td>0.29</td>
<td>328</td>
<td>95</td>
</tr>
<tr>
<td>Large Firms</td>
<td>0.61</td>
<td>72</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>801</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Paralegals Needed Annually for the Next Five Years</th>
<th># in Database</th>
<th>Projected #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>2,649</td>
<td>371</td>
</tr>
<tr>
<td>Medium</td>
<td>328</td>
<td>187</td>
</tr>
<tr>
<td>Large</td>
<td>72</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>640</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Paralegal Qualifications.** The second research question was related to the qualifications required for paralegals. Specifically, the research questions within this area were as follows:

- What level of education is required for paralegals?
- How many years of experience are required?
- What knowledge and / or skills are needed for paralegals?

**Level of Education Required.** Of those who responded, the level of education required for paralegals is as follows:

- *Two-Year Degree* – 4 respondents
- *Bachelor’s Degree* – 5 respondents
- *Other Education*– 16 respondents. Other education requirements indicated by respondents included the following:
  - Certification (11 respondents),
  - Some College (3 respondents),
  - Two Years Paralegal School (1 respondent),
  - “Usually promote within every level” (1 respondent), and
  - “Degree/Exposure” (1 respondent)
Years of Experience Required. Of those who responded, the years of experience required for paralegals is as follows:

- None – No respondents
- One Year – One respondent
- Two Years – Eight respondents
- More than two years – Three respondents
- Other – 10 respondents. Only two themes emerged from respondents' comments, which were “any” (2 respondents) and “certified” (3 respondents). Other comments provided by respondents included the following:
  - “In law office as paralegal secretary (two years)”
  - “Depends on position”
  - “More than 3 years”
  - “At least 4 years”
  - “At least 2 years”
  - “5 years”

Knowledge and/or Skills Needed for Paralegals. Of those who responded, the knowledge and/or skills needed for paralegals are as follows:

- None – No respondents
- Computer skills – 10 respondents
- Written communication skills – 11 respondents
- Oral communication skills – 9 respondents
- Other – 10 respondents. The only theme running through the comments provided by respondents was organization, but it was only stated by two respondents. Specifically, comments were as follows:
  - Some legal background
  - Patience/tolerance
  - Interpersonal, physical stamina
  - Notary
  - Typing, phone skills, organization
  - Knowledge of federal court rules/trial time line
  - Bilingual speakers
  - Organizational skills
  - Research
  - Common sense
Note: Only 16 respondents provided information for the remaining results presented in the following survey areas.

Other Information Regarding Paralegals. The third research question was related to other information regarding paralegals such as paralegal supervisors or managers, career paths for paralegals, paralegal committees, monthly paralegal meetings, paralegal membership dues, continuing education, and job titles. Specifically, the research questions within this area were as follows:

- How many firms or offices have a paralegal supervisor or manager?
- How many firms or offices have a career path for paralegals?
- How many firms or offices have a paralegal committee?
- How many firms or office have monthly paralegal meetings?
- How many firms or offices pay for paralegal membership dues?
- How many firms or offices pay for continuing education for paralegals?
- What job titles are used for paralegals?

Paralegal Supervisor or Manager. Of the 16 who responded, six respondents indicated that their firm or office has a paralegal supervisor or manager.

Career Path. Of the 16 who responded, five respondents indicated that their firm or office has a career path for paralegals.

Paralegal Committee. Of the 16 who responded, only one respondent indicated that their firm or office has a paralegal committee.

Monthly Paralegal Meetings. Of the 16 who responded, seven respondents indicated that they have monthly paralegal meetings in their firm or office.

Paralegal Membership Dues. Of the 16 who responded, six respondents indicated that their firm or office pays for paralegal membership dues.

Continuing Education. Of the 16 who responded, 10 respondents indicated that their firm or office pays for continuing education for their paralegals.

Job Titles for Paralegals. Of the 16 who responded, 15 respondents indicated that their firm or office uses "paralegals" as a job title for paralegals. Other job titles for paralegals indicated by respondents were as follows:

- Legal assistant – Two respondents
- Law clerk – One respondent
• Executive Assistant – One respondent
• Hearing Representative – One respondent

**Firm Needs.** The fourth research question was related to the firm needs for paralegals such as the skills most valued by firms and the areas of legal practice in which paralegals are of most need. Specifically, the research questions within this area were as follows:

➢ What skills do firms or offices value most?
➢ In which areas of legal practice are paralegals of most need?

**Skills Most Valued.** Of those who responded, four themes emerged from the responses including “all of the above”, which most likely referred to computer skills, writing ability, ability to work with different kinds of people, and oral communication skills provided within the question; *written communication skills; oral communication skills*; and *ability to meet deadlines* (or time management skills). Other valued skills indicated by respondents were as follows:

- Ability to multitask
- Ability to follow through
- Ability to think / reason
- Expertise in the area of study
- Intelligence
- Litigation
- Knowledge of motions and how to file them
- Aggressiveness
- Typing
- English
- Computer skills
- Patience / tolerance
- Preparation of documents
- Responsible
- Professionalism
- Versatility
- Research Skills

**Areas in Which Paralegals Are of Most Need.** Of those who responded, three themes emerged from their responses including *family law, litigation* (general), and *bankruptcy*. Other areas of need indicated by respondents were as follows:

- All areas of law
- Basic litigation
- Business law
- Case preparation
- Civil litigation
- Immigration
- Labor & employment
- Personal injury
- Research
Evaluation of Paralegal Programs. The fifth research question was related to the evaluation of paralegal programs. Specifically, the research questions within this area were as follows:

- What skills or knowledge can College of the Canyons include to improve the education of paralegals?
- How many firms or offices have hired paralegals from other local programs?
- How many firms or offices offer internships?
- How many firms or offices have used paralegals as interns in the past?
- How many firms or offices are interested in using paralegals as interns?
- Of those who have hired paralegals from other programs, what is the level of preparedness of paralegals from other programs?

Knowledge or Skills College of the Canyons Can Include in Paralegal Program. Of 16 who responded, five themes emerged from their comments including internships, written communication skills, oral communication skills, research skills, and time management. Other knowledge or skills that respondents indicated College of the Canyons could include in the paralegal program were as follows:

- Ability to think / reason
- Better interaction with attorney
- Counseling abilities
- Knowledge of how the court operates
- Bilingual
- Bachelor's degree
- Certification
- Morality and ethics
- Knowledge on how to prepare, write, and file motions
- Ability to follow instructions

Paralegal Hires from Other Local Programs. Of the 16 who responded, only three indicated that they have hired paralegals from other local programs.

Internships Offered, Experience with Paralegals as Interns, and Interest in Interns. Of the 16 who responded, eight respondents indicated that they offer internships in their firm
or office, three respondents have used paralegals as interns in the past, and 12 are interested in using paralegals as interns.

**Level of Preparedness of Paralegals from Other Local Programs.** Only two respondents provided a response for this survey item and indicated that paralegals from other local programs to be somewhat prepared.

**Paralegal Recruitment.** The sixth research question was related to the recruitment of paralegals. Specifically, the research questions within this area were as follows:

- What type of recruitment strategies do offices employ when seeking paralegals?
- What qualities in a college placement service are most important?

**Recruitment Strategies.** Of those who responded, the recruitment strategies used are as follows:

- *Employment agencies* – Four respondents
- *Advertisements* – Nine respondents
- *Contact with other local programs* – Two respondents
- *Other recruitment strategies* – Six respondents. Other strategies stated by respondents included the internet (one respondent), referrals (two respondents), schools (one respondent), and word of mouth (two respondents).

**Important Qualities of a College Placement Service.** Of those who responded, important qualities of a college placement service that are most important to respondents were as follows:

- *N/A or No response* – Two respondents
- *Turn around time* – One respondent
- *Variety of majors* – One respondent
- *Accuracy in meeting requests* – Eight respondents
- *Overall quality of candidates' resumes and interviews* – Five respondents

**Salary and Benefits.** The seventh research question was related to the salary and benefits for paralegals. Specifically, the research questions within this area were as follows:

- What is the approximate starting salary for paralegals?
- What types of benefit packages and perks are provided for paralegals?
Starting Salary. Of those who responded, the average starting salary for paralegals is $36,609. Note: To calculate the starting salary for respondents who indicated salary (or hourly rate) ranges and those who indicated hourly rates, the hourly (or average of the range given) was multiplied by 40 hours and then by 50 weeks to get the annual salary. Minimum wage used to calculate the annual salary for one firm was $6.75 x 40 hours x 50 weeks. Specific salaries indicated by respondents were as follows:

- $12 hourly w/o experience; $22-24 / hour with experience
- $18-20 / hour
- $2,500 monthly; $30,000+ annually
- $26,500-$74,000 annually
- $30,000-$35,000 annually to start in entry level
- $30,000 annually
- $32,000 annually
- $40,000 annually
- $40,000 annually
- $45,000-48,000 annual salary to start
- $50,000 to start
- (depends on project) begins at minimum wage
- Approx. $38,000 annually to start
- Approx $40,000 annually
- Approx. $30,000 annually to start
- Approx. $40,000 annually

Recommendations

Upon review of the results, the following recommendations should be taken into consideration for the paralegal program at College of the Canyons:

- The results should be considered in conjunction with other labor market data and characteristics of paralegal programs in the region during the program planning process.

Action Implications
**Survey Instrument and Phone Survey Protocol**

**College of the Canyons Phone Survey Protocol:**
Paralegal Program

**Introduction:**

Hi, my name is [name of caller]. I’m calling on behalf of College of the Canyons. The College is conducting an assessment of the need for a paralegal program. The American Bar Association requires this survey when conducting the assessment. For this purpose, we would like your help on this survey. We would like to speak with a representative from your firm (or office) to ask a few questions regarding the number of paralegals employed by the office, minimum qualifications, et cetera. Is there someone available that I can speak with?

**If you speak with a firm or office representative:**

- If you speak with someone other than the person who answered the phone, you’ll need to restate the purpose statement:

  Hi, my name is [name of caller]. I’m calling on behalf of College of the Canyons. The College is conducting an assessment of the need for a paralegal program. The American Bar Association requires this survey when conducting the assessment. For this purpose, we would like your help on this survey. We would like to ask you a few questions regarding the number of paralegals employed by the office, minimum qualifications, et cetera. The survey will take approximately 25-30 minutes to complete. Would you be willing to participate in this survey? [If they don’t have time, ask them if there is a time at which you can call them back.]

- If they agree to answer the questions, let them know that their responses will be kept confidential and that their participation is voluntary. You may decline to participate in this survey or decline to answer parts of the survey at any time.

**If someone’s not available:**

- Ask the receptionist if you can leave a message for someone or if there’s a time that you should call back.
- Make sure to get the contact name of the person whom you should speak with.

**If someone declines the survey:**

- Say “okay”, thank you anyway. Good-bye.

**Concluding the Phone Survey:**
• When concluding the phone call, please thank the firm or office representative for their time and valuable input.

• Offer to send them a summary of the survey results if they would like them. If they accept the offer, please indicate that at the conclusion of the survey instrument, along with the name of their firm.

Other Notes:

• Make sure to document the notes from your call. For example, if you left a message make sure to note it on the Excel spreadsheet next to the firm’s name.
Paralegal Program Survey Instrument

General Information

1. How many lawyers does the firm or office employ?

2. How many paralegals does the firm or office employ?

3. In what areas do paralegals specialize?

4. Approximately how many job openings (both new and replacement) do you anticipate in the next year and annually for the next five years for paralegals?

   Next Year: ________________________________

   Annually for next five years: ________________________________

Paralegal Qualifications

5. What level of education is required for paralegals in your firm (or office)?

   O Two-Year Degree
   O Bachelor’s Degree
   O Other (please specify):

6. How many years of experience does your firm (or office) require?

   O None
   O One year
   O Two years
   O More than two years
   O Other (please specify):

7. What other knowledge and / or skills are needed for paralegals in your firm (or office)?

   O None
   O Computer skills
   O Written communications skills
   O Oral communication skills
   O Other (please specify):
Other Information Regarding Paralegals

For the following questions, you can simply respond “yes” or “no”.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Do you have a paralegal supervisor or manager?</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>9. Do you have a career path for paralegals?</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>10. Does your firm or office have a paralegal committee?</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>11. Does your firm or office have monthly paralegal meetings?</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>12. Does your firm or office pay for paralegal membership dues?</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>13. Does your firm or office pay for continuing education for paralegals?</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>

14. What job titles do you use for paralegals?

____________________________________________________________________
____________________________________________________________________

Firm Needs

15. What do you most value in your paralegals in terms of skills that might be developed through the program, such as specific practical paralegal job skills, computer skills, writing ability, ability to work with different kinds of people, and oral communication skills?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

16. In which areas of legal practice are paralegals of most need?

____________________________________________________________________

Evaluation of Program

17. Based on your experience, in general, what skills or knowledge can we include to improve the education of paralegals?

____________________________________________________________________
For the following questions, you can simply respond “yes” or “no”.  

18. Have you hired paralegals from other local programs?  
   Yes  No  
   O  O  

19. Do you offer internships in your firm (or office)?  
   O  O  

20. Have you used paralegals as interns in the past?  
   O  O  

21. Would you be interested in using paralegals as interns?  
   O  O  

22. [If the respondent says “yes” to question #18, then ask them this question. If they answered “no”, then skip to question #23]  
   Now I’m going to ask you to rate the overall preparedness of the paralegals you have hired from other local programs. Which of the following ratings most closely fits their level of preparedness?  

<table>
<thead>
<tr>
<th></th>
<th>Poorly Prepared</th>
<th>Somewhat Prepared</th>
<th>Well Prepared</th>
</tr>
</thead>
<tbody>
<tr>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>

Paralegal Recruitment  

23. What type of recruitment strategies does your office employ when seeking paralegals?  

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>O</td>
<td>None</td>
</tr>
<tr>
<td>O</td>
<td>Employment agencies</td>
</tr>
<tr>
<td>O</td>
<td>Advertisements</td>
</tr>
<tr>
<td>O</td>
<td>Contact with local paralegal programs</td>
</tr>
<tr>
<td>O</td>
<td>Other (please specify):</td>
</tr>
</tbody>
</table>

24. What qualities in a college placement service are most important to you?  

<p>| | |</p>
<table>
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<tbody>
<tr>
<td>O</td>
<td>N/A (or No response)</td>
</tr>
<tr>
<td>O</td>
<td>Turn around time</td>
</tr>
<tr>
<td>O</td>
<td>Variety of majors</td>
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<tr>
<td>O</td>
<td>Accuracy in meeting requests</td>
</tr>
<tr>
<td>O</td>
<td>Overall quality of candidates’ resumes and interviews</td>
</tr>
<tr>
<td>O</td>
<td>Other (please specify):</td>
</tr>
</tbody>
</table>
Salary and Benefits

25. What are the approximate starting salaries for paralegals in your firm or office? You can provide an estimate on the basis of dollar per hour or annual salary?

_____________________________________________________________________________

_____________________________________________________________________________

26. What types of benefit packages and perks are provided for paralegals at your firm (or office)?

_____________________________________________________________________________

_____________________________________________________________________________

<table>
<thead>
<tr>
<th>27. Would you like us to send you a summary of the survey results?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

[If yes, please note the name of their firm or company in the space below. We can locate their address in the database we have]

Firm Name:_________________________________________________________________

Contact Name:[Ask: “To whom should we address the survey report?”]:

__________________________________________________________________________

“This concludes the survey. We will review all of the responses we get and use the information in the development of our paralegal program at College of the Canyons. Thank you again for your time. Good-bye.”