

Michigan  
Holistic  
Defense  
Fellowship  
Program Manual



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## About the Authors

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# I. Program Overview

## A. Holistic Defense Defined

Holistic defense is a multifaceted approach to legal representation that recognizes the social and legal challenges that can drive individuals into the criminal legal system, and the “collateral” or “enmeshed” consequences that may result from an individual’s contact with the system. These potential consequences include effects on a person’s immigration status, housing and employment opportunities, access to public benefits, voting rights, the custody of children, and mental health and substance use. Holistic defense seeks to serve a client’s myriad legal and social needs in addition to defending against the imposition of traditional criminal penalties. While models of holistic defense vary, at its core, the practice involves an interdisciplinary collaboration between various professionals, such as criminal, civil, immigration, and family defense attorneys, social workers, and other types of advocates.

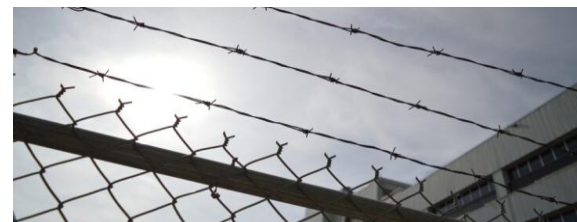
## B. The Michigan Holistic Defense Fellowship Defined

The Michigan Holistic Defense Fellowship (the Fellowship) offers the opportunity for law and social work students and graduates to spend a summer interning at one of several public defense offices in Michigan. Specifically, a law fellow and a social work fellow will work at one of the Fellowship’s placement partner organizations, public defense offices in Michigan that have been selected because of their dedication and ability to practice holistic defense. During the Fellowship, under the supervision of attorneys and social workers or mitigation professionals from the placement partners, law and social work fellows will engage in the practice of holistic defense. In doing so, the fellows will provide critical legal service support to partner organizations, strengthen their skillsets, deepen their understanding of holistic representation, build professional networks, and further develop their interest in, and commitment to, practicing this type of work in Michigan.

## C. Background & Purpose

The Fellowship is designed to strengthen the practice of holistic defense in Michigan. Historically, Michigan has struggled to provide high-quality, public defense representation to individuals served. In 2013, the Michigan Indigent Defense Commission (MIDC) formed after a finding that the state’s indigent defense system was uncoordinated, inefficient, and ineffective. Likewise, the Michigan Justice Fund (MJF) emerged to limit the impact of the criminal legal system on those involved, facilitate reentry, and advance racial and economic equity.

At the heart of this reform effort stands holistic defense. The criminal legal system disproportionately impacts people of color and marginalized communities. Holistic representation centers the needs of these impacted people. A groundbreaking RAND study found that, over a 10-year period in the Bronx, holistic representation prevented 1.1 million days of incarceration, reduced the likelihood and length of a prison sentence, and saved \$160 million in taxpayer



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funds. In Michigan, the Social Worker Defense Project found social workers to be an essential part of a client's defense team and recommended interdisciplinary attorney-social work training.

With this as background, the Fellowship is designed to strengthen the practice of Michigan's public defense system by exposing law and social work fellows to holistic representation in order to teach the skills and knowledge necessary to become effective holistic practitioners. Below are specific learning and practical skills outcomes that serve as the ultimate goals of the Fellowship.

**D. Learning Outcomes**

**i. Knowledge Outcomes**

By the end of the Fellowship, fellows will be able to:

- i. articulate the core elements of holistic defense practice; distinguish between varying models of holistic representation;
- ii. draw connections and distinctions between holistic practice and other models of defense work; explain the advantages and disadvantages of each;
- iii. analyze the ways in which various professionals collaborate to provide holistic representation; distinguish the expertise and support each can provide;
- iv. demonstrate significant competence in identifying the collateral (enmeshed) consequences of a criminal case; for example, effects on immigration status, housing and employment opportunities, family stability, access to public benefits, mental health and substance use;
- v. identify key client behavioral health issues and appropriate social services for referral;
- vi. recognize the impact of white privilege and racial disproportionality in the criminal legal system;
- vii. identify, analyze, and/or apply the laws, regulations, and other relevant authority that result in collateral consequences through the lens of historical oppression and disempowerment of persons accused of crimes;
- viii. evaluate the professional obligations of an attorney and/or social worker/mitigation professional to address collateral consequences, and the sources of those responsibilities;
- ix. craft and support arguments related to whether the imposition of collateral consequences serves their intended purposes;
- x. develop their own professional values and identities through fieldwork and collaboration with colleagues and other fellows; and
- xi. demonstrate self-evaluative skills, i.e., the ability to learn from and build upon their fieldwork experiences.

**ii. Practical Skills Outcomes**

By the end of the Fellowship, fellows will be able to:

- i. demonstrate significant development of skills necessary for effective practice in a holistic defense setting; these skills might include issue identification, client interviewing and counseling; advanced analysis and reasoning, problem solving, communication,

- interdisciplinary teamwork, fact-finding, utilizing empirical research, oral and written advocacy, negotiation, procuring of resources;
- ii. implement effective strategies for time and case management;
- iii. evaluate the professional culture of an office and apply concepts of professionalism in the workplace;
- iv. effectively receive, respond to, and incorporate feedback from field placement supervisors;
- v. demonstrate the ability to self-evaluate and develop lawyering and social work skills through the completion of evaluation forms and meetings with the director of externships;
- vi. effectively document their fieldwork through detailed time logs.

❖ **Non-Discrimination and Equality of Opportunity Policy**

The Fellowship is committed to a policy of non-discrimination and equality in all its operations, including employment opportunities, educational programs, and related activities. This policy embraces all persons regardless of race, color, gender, national origin, religion, age, disability, marital status, or political or sexual orientation, and it expressly forbids sexual harassment and discrimination in admission, training, terms of employment, placement and discharge, and treatment of fellows.

## II. Fellowship Structure

As noted above, in the Fellowship, law and social work fellows will spend a summer working at one of the Fellowship's approved placement partners, practicing holistic defense. Ideally, every summer, each placement site will be able to host one law and one social work fellow. The Fellowship will be governed by the Fellowship Standards, generally overseen by a Fellowship Board (the Board), and managed on the day-to-day by a Fellowship Director (the Director). This section provides more information on management and responsibilities.

**A. Fellowship Standards.** The Fellowship is governed by the Fellowship Standards (see Appendix A). Much of the information in this report is incorporated in the Fellowship Standards. The Fellowship Standards and all accompanying documents are intended to be shared with each placement site.

### **B. Management**

- i. Fellowship Board.** Each placement site will select one member from the organization to serve as a member of the Fellowship Board. There are no criteria or pre-requisites governing who a placement site chooses to serve on the Board; the determination is left to the discretion of each placement site.
  - a. Term.** Each Board Member will serve on the Board for a two-year term. There is no limit on the number of terms a Board Member may serve.
  - b. Responsibilities.** The Board is responsible for:
    - 1. Revisions to Fellowship Standards.** Any revision to the Fellowship Standards requires the approval of a majority of the Board. A recommendation to revise the Fellowship Standards may be initiated by any Board Member or the Director.
    - 2. Appointment/Removal of a Placement Site.** The addition of a new placement site, or the removal of an existing placement site, requires the approval of a majority of the Board. A recommendation to add or remove a placement site may be made by the Director.
    - 3. Appointment/Removal of a Director.** The appointment of a new Director, or the removal of an existing Director, requires approval of a majority of the Board. A recommendation to appoint a new Director, or to remove an existing Director, may be made by any Board Member.

ii. **Fellowship Director**

a. **Term.** The Fellowship Director will serve for a two-year term. There is no limit on the number of terms the Director may serve in this position.

b. **Responsibilities.**

1. **Application Process.** The Director will manage the Fellowship application process (described in subsequent sections). Each year, the Director will provide information regarding the process to the placement sites.

2. **Fellowship Standards.** The Director will ensure that fellows and placement sites adhere to the Fellowship Standards. The Director may make a recommendation to the Board to amend the Fellowship Standards.

3. **Appointment/Removal of a Placement Site.** The Director is responsible for making a recommendation to add or remove a placement site to the Board. Approval of the recommendation require a majority vote of the Board.

4. **Documentation.** The Director will supply documentation required by the Fellowship to the fellows and placement sites, such as time logs and evaluation forms.

5. **Fellow Training.** At the Director's discretion, a training session or series will be established for fellows in the program. Individual placements may also organize their own training sessions for fellows.

6. **Marketing.** The Director will oversee marketing of the Fellowship. The Director is authorized to pursue funding for marketing opportunities related to the Fellowship.

7. **Voting.** The Director does not vote on any matters presented to the Board.

c. **Recommendation for Initial Director Position:** It is recommended that the Retention and Recruitment Specialist from the Marquette Office of the Public Defender serve as the Fellowship Director for at least the first two years of the Fellowship.

Melissa Wangler (MIDC, Senior Regional Manager, wanglerm@michigan.gov) consulted with the Marquette County Office of the Public Defender, which has been granted funds for a 2-year Retention and Recruitment Specialist. Marquette indicated it would be willing to include serving as the Fellowship Director within the responsibilities of the Retention and Recruitment Specialist.

Following the first two years of the Fellowship, it is recommended that the Board determine who will serve as the subsequent Director based on the circumstances existing at that time.

### **C. Field Placements**

A fellow in the program must work at one of the Fellowship's approved, Michigan-based, field placement sites. Each placement site must abide by the requirements of the Fellowship Standards (see Appendix A). The following notes several important points:

- i. **Approval of New Placement Site.** The Director initiates the process of adding a new placement site by first discussing the prospective site at a Board meeting. Before ultimately making a recommendation, the Director will provide a prospective site with a copy of the Fellowship Standards. The Director will follow up with a meeting with the placement site to discuss the Fellowship Standards, evaluate the site, answer any questions, and obtain a signed Field Placement Agreement. If the Director determines that a placement site meets the necessary requirements, the Director will recommend to the Board that the placement site be approved for participation in the Fellowship. The Director will recommend a placement site be approved only if the Director determines that the placement site can meet the Fellowship Standards and is willing and able to provide a high-quality experience to externs. Once presented with the Director's recommendation, the Board must vote to approve a new placement site by a majority of the vote.
- ii. **Removal of a Placement Site.** The Director initiates the process to remove an existing placement site by making a recommendation to the Board. The Director will recommend a placement site be removed if the Director determines that the placement site has failed to meet the Fellowship Standards or is unwilling or unable to provide a high-quality experience to externs. Once presented with the Director's recommendation, the Board must vote to remove a placement site by a majority of the vote.
- iii. **Number of Fellows.** Each placement site must be capable of hosting both a law fellow and a social work fellow at the placement site during the summer. It is understood that a placement site may not ultimately host a law and social work fellow each summer depending on the circumstances of each office and

application process, though placement sites are highly encouraged to make all reasonable efforts to accept both a law and social work fellow. The Director may grant permission to allow sites to accept only one fellow or one type of fellow on a case-by-case basis.

Placement Sites may host additional interns who have no connection to the Fellowship during the Fellowship season. Placement Sites may refer Fellowship applicants to alternative internship opportunities at their site that occur during the Fellowship season only after the season's application process is concluded and all Fellow placements of that type (law or social work) have been formalized. Sites are expected to clarify that the Michigan Holistic Defense Fellowship placement is distinct from any and all other internship placements.

At no time will poaching Fellows currently placed at other sites be tolerated. If a Fellow is formally placed at a site, then later rescinds their acceptance, that Fellow is prohibited from interning at another Placement Site during that Fellowship season. Placement Sites who violate these terms are subject to disciplinary action by the Fellowship Board.

- iv. **Periodic Review.** The Director will review field placements on a yearly basis. Following this review, the Director may recommend that a placement site be removed if the Director determines the placement site has failed to meet the Fellowship Standards or is unwilling or unable to provide a high-quality experience to externs.

#### **D. Summer 2026 Placement Sites**

The following six placement sites will accept fellows in Summer 2026:

1. Calhoun County Office of the Public Defender
2. Genesee County Office of the Public Defender
3. Macomb County Office of the Public Defender
4. Marquette County Office of the Public Defender
5. Northeast Michigan Regional Defender Office
6. Wexford/Missaukee Office of the Public Defender

These placement sites were selected for several reasons, including their commitment to the practice of holistic defense and their ability to host both a law and a social work fellow each summer. These placement sites are also either in the developing stages of establishing their holistic practice and/or are located in relatively remote areas in need of legal services.

After selecting these placement sites, the authors of this report and/or the Director met with the leadership of each placement site to fully understand their interest, objectives, and capacities, and incorporated the feedback received. Each placement site confirmed their interest in participating in the Fellowship, was provided the Fellowship Standards, and signed the Fellowship Placement

Agreement, agreeing to the requirements of the Fellowship. It is anticipated that these sites will continue to serve as placement sites in the years to come.

**E. Field Supervisors.** Law and social work fellows must work under the supervision of field supervisors at the placement site. The field supervisor qualifications are as follows:

- i. Law Fellow – Field Supervisors.** Each law fellow must be assigned a field supervisor who is a licensed attorney working at the placement site. A field supervisor must be a member in good standing of the State Bar of Michigan or admitted to the highest court of another state. A field supervisor should have at least two years of public defense experience.
- ii. Social Work Fellow – Field Supervisors.** Each social work fellow must be assigned a field supervisor who is a professional social worker or mitigation professional working at the placement site (a licensed social worker is not required). A field supervisor should have at least two years of experience in a relevant field, preferably in a public defense setting.

All field supervisors must abide by the requirements of the Fellowship Standards, which further outline specific responsibilities of the supervisors (see Appendix A).

# III. Fellowship Application

## A. Fellow Eligibility

The Fellowship is intended to advance the education and training of law students and/or recent law graduates and social work students and/or social work graduates, with the goal of preparing them for a possible career practicing holistic defense. Therefore, eligible applicants to the Fellowship must be enrolled in either a law degree program or a social work degree program or have graduated from a social work degree program from an accredited university. Law graduates who would complete the fellowship experience within one year of their graduation from an accredited law school are also eligible to apply. Student applicants must be in good academic standing. The Fellowship Standards establish certain basic requirements for fellows as outlined below. In addition, each placement site may establish their own criteria for selecting fellows, provided that the criteria does not conflict with the Fellowship Standards. It is important to note that the philosophy of holistic defense encompasses client-centeredness and giving voice to those with lived experience with the carceral system. Hence, while it is not required by the Fellowship Standards, it is encouraged that an applicant not be disqualified solely based on any previous contact with the criminal legal system.

Pre-requisites for eligible applicants	
Law Fellows	Social Work Fellows
<ul style="list-style-type: none"><li>Completed at least two academic terms of a law degree program from an accredited university</li><li>Be in good academic standing</li><li>OR</li><li>Achieved a Juris Doctor degree with a graduation date of less than one year prior to the last day of the fellowship</li></ul>	<ul style="list-style-type: none"><li>Completed at least two academic terms of a Bachelor of Social Work or Master of Social Work program from an accredited university</li><li>Be in good academic standing</li><li>OR</li><li>Achieved a Bachelor, Master, or doctorate of Social Work degree</li></ul>

## B. Application Process

Each year, the Fellowship will open applications to eligible law students and recent law graduates and social work students and social work graduates. The application process for law applicants will take place in the fall semester and the application process for social work applicants will take place in the winter semester preceding the summer in which the Fellowship will occur. The Director will manage the application processes in accordance with the procedures outlined in the present document and the Fellowship Standards.

Recommendation to create a Fellowship website: To facilitate the application processes, a centralized Fellowship website will be created. The website will describe the program, provide instructions for completing the Fellowship application, and be the location where the applicants retrieve and submit their applications. Included as an attachment is a recommended Fellowship application. There is no restriction on the number of times a student or eligible graduate can apply for consideration to the Fellowship Program.

The application should follow the process outlined here:

- i. **Phase 1: Submission Period** - During the Submission Period, the Director will make the Fellowship Application available on the Fellowship website and/or on websites advertising positions for law and social work students and/or graduates. The Director will also establish the dates for the Submission Period (e.g., Jan. 2 – Feb. 2), during which an applicant can submit the Fellowship Application. The Application requirements will include: a cover letter, transcript (official or unofficial), resume/CV, writing sample, and contact information for up to three professional or academic references. Letters of recommendation are optional and must be submitted by the author(s) directly to the Fellowship Director by the end of the last day of the Submission Period. The Fellowship Application will also require applicants to indicate which of the Fellowship’s placements sites they are interested in applying to.

After the close of the Submission Period, the Director will review all submitted applications to check for completeness (i.e., inclusion of all required documents) and basic applicant eligibility. The Director will then send each completed application to every placement site where the given applicant indicated an interest in working. An application will not be sent to any placement site where an applicant does not indicate an interest in working. For example, if an applicant indicates an interest in working at three of the six available placement sites, the Director will send the application to only those three selected placement sites.

- ii. **Phase 2: Placement Review Period** - For each application process, the Director will establish dates for the Placement Review Period (e.g., Feb. 3 – Mar. 3). During the Placement Review Period, the placement sites will conduct a review of all applications received by that placement site. The placement sites may conduct this review of applicant materials in the manner it deems appropriate. This may involve a review of paper applications alone, or it may involve interviewing some or all of the applicants. Each placement site will be responsible for contacting an applicant to schedule an interview or request additional information from the applicant.

Applicants are expected to respond to contact from a placement site in a timely manner, attend all scheduled interviews, and present themselves in a professional manner. The failure to do so may result in an applicant failing to receive an offer from a placement site and becoming ineligible for consideration for the Fellowship. The Fellowship program values its relationships with the placement sites and expects all participating applicants to act appropriately.

- iii. **Phase 3: The Offer & Acceptance Period** - At the close of each Placement Review Period, each placement site will send to the Director a ranked applicant list for the Director to extend offers to (see example in boxes below).

Offers will be distributed according to the following procedure:

- a. The Director will extend offers from the placement sites to applicants in the order of preference. An applicant who is ranked first by a placement site will be presented with that offer. If an applicant is ranked first at multiple placement sites, the applicant will be presented with an offer from each of those placement sites and will be able to choose between them. The Director will communicate a specific timeframe to applicants in which they must communicate their decision on whether they accept the offer (or, if they receive multiple offers, which of the offers they accept). An applicant's acceptance of an offer will mean they will be placed with that placement site and will signify an official acceptance into the Fellowship. If an applicant declines an offer, the Director will extend the offer to the second-ranked applicant. In the case of an applicant who receives multiple offers, after the applicant selects a placement site from amongst the offers, the Director will then extend an offer to the applicant who was ranked second on the order of preference list for the placement site that was not chosen by the applicant. The same process will apply to both the list of law applicants and the list of social work applicants.
- b. Once all placements have been finalized, the Director will send a rejection letter to all applicants that were not accepted into the Fellowship. The Director will also send an email connecting each successful applicant with their placement site to officially acknowledge the placement.

**For instance,** the Wexford Office of the Public Defender will send two separate ranked lists: a ranked list of law fellow applicants and a ranked list of social work fellow applicants. Within the ranked list of law fellow applicants, the placement will rank the applicants by the order in which the placement would like to extend an offer. Ex:

- 1) Law Fellow Applicant A
- 2) Law Fellow Applicant B
- 3) Law Fellow Applicant C

Law Fellow Applicant A would be the highest ranked, and Law Fellow Applicant C would be the lowest ranked.

The ranked list of social work fellow applicants would look similar:

- 1) Social Work Fellow Applicant A;
- 2) Social Work Fellow Applicant B;
- 3) Social Work Fellow Applicant C.

Social Work Fellow Applicant A would be the highest ranked, and Social Work Fellow Applicant C would be the lowest ranked.

- C. Application Timeline** - Each year, the Director should determine the appropriate application timelines and communicate each timeline to the placement sites. This will include the timeline for the Submission Period, the Placement Review Period, the deadline to submit ranked applicant lists to the Director, and the timeline for the Director to submit the first (and the second, if applicable) round of offer letters to applicants. It is expected that fellows will begin their fieldwork in the final week of May.

## IV. Program Specifics

### A. Fieldwork

- i. **Required Hours.** Fellows are required to perform at least 320 hours of fieldwork over the course of the Fellowship. The Director may grant an emergency exemption to this requirement on a case-by-case basis provided that: 1) the fellow completes a significant portion of the 320 hour fieldwork requirement, and 2) the fellow's Placement Site agrees to the terms of the exemption. Fellows must perform at least 10 weeks of fieldwork. Generally speaking, fieldwork hours should be spread evenly over the course of the Fellowship. It is the responsibility of the fellow and the placement site to establish the specific fieldwork schedule.
- ii. **Beginning and End Dates.** Fellows are expected to begin their fieldwork in the final week of May. Fellows are permitted to begin their fieldwork two weeks earlier and must begin their fieldwork no more than two weeks later provided that any mandatory pre-fellowship training is completed. Regardless of the start date, all fieldwork hours must be completed by the end of the first week of August.
- iii. **Workplace Setting.** To assure proper supervision, fellows normally should perform their fieldwork in the workplace setting that most closely resembles that of an attorney or social worker or mitigation professional practicing at the placement site where the fellow is externing, which could include remote, hybrid, or in-person fieldwork depending on the placement site. Specifically, if an attorney or social worker or mitigation professional at the placement site is expected to work in person, the fellow is expected to work in person. If an attorney or social worker or mitigation professional at the placement site is expected to work in hybrid fashion, the fellow is expected to work in hybrid fashion. If an attorney or social worker or mitigation professional at the placement site is expected to work remotely, the fellow is expected to work remotely. Each placement site must make it clear to the fellow the type of setting in which the fellow will be expected to work. Regardless of the setting, the fellow and the field placement must abide by the Fellowship Standards and any other requirements established by the Fellowship. Failure to do so may result in removal of a placement site from participation in the Fellowship.
- iv. **Time Logs.** All fellows are required to document their fieldwork through signed, detailed, contemporaneous time logs. Time logs should be reviewed and signed by the fellow and the field supervisor and submitted on a regular (suggested bi-weekly) basis to the Director.

### B. Assignments

- i. **General.** Fellows generally should be assigned tasks similar to those performed by entry-level attorneys or social workers or mitigation professionals at their field placements. Assignments should be selected with the goals of the Fellowship in mind. Assignments that require the provision of holistic services and involve interdisciplinary collaboration between lawyers, social workers, mitigation professionals, and other advocates should be a substantial part of the Fellowship experience. Administrative duties (such as photocopying, filing, or completing forms) or other tasks that do not require the exercise of professional legal or social work judgment should be a limited part of the experience. Fellows should be provided assignments that encourage an active role; passive observation should be a limited part of the experience.
  
- ii. **Specific Assignments.** Below is a list of specific assignments that serve as examples of the types of projects suitable for fellows. This is a non-exhaustive list offered as guidance. Other assignments may also be suitable. Placement sites are encouraged to be innovative and creative in developing projects that align with the goals of the Fellowship.
  - **Interviewing & Counseling:** conduct, or assist staff in conducting, client or witness interviews; counsel clients on case disposition, reentry plans, and available resources;
  - **Negotiation:** engage in negotiation with opposing counsel or the court;
  - **Research and Writing:** research and compose briefs or recommendations to supervisors on issues related to a given case; research, compile and present statistics for client behavioral health issues to be used as supporting social science evidence;
  - **Sentencing Mitigation:** gather client records, create family trees/genograms, compose sentencing memorandum, write a plan for supervised release;
  - Appear on the record;
  - Projects related to supportive or reentry services; research available community resources for clients as part of a bond or supervised release plan;
  - Community involvement and outreach;
  - Advocacy or policy-based projects;
  - Design a presentation for the office on a pertinent or emerging issue.

### C. Required Documentation

During the Fellowship, fellows and field placements will be required to submit the following documents related to their fieldwork. The Director will provide these documents to the fellows and field placements.

- i. **Time Logs.** Fellows are required to complete time logs detailing their fieldwork.

Time logs should specifically describe the tasks performed during a given timeframe as well as the hours the fellow spent working on the task. Time Logs must be assigned by both the fellow and the field supervisor. Fellows should submit time logs on a regular (suggested bi-weekly) basis to the Director.

- ii. **Goals Form.** At the beginning of the summer, each fellow must complete the Goals Form. The fellow should provide a detailed description of their goals for the term and specific steps for achieving those goals. Each fellow should meet with their field supervisor to discuss the Goals Form. The supervisor and fellow must both sign the Goals Form indicating that the form and its contents have been discussed. The fellow should submit the Goals Form to the Director.
- iii. **Midterm Self-Assessment.** Approximately halfway through the summer, each fellow must complete a Midterm Self-Assessment, evaluating their experience to that point, including whether their initial goals have been met and whether they have developed any new goals. The fellow should submit the Midterm Self-Assessment to the Director.
- iv. **Midterm Progress Report.** Approximately halfway through the summer, each field supervisor should complete a Midterm Progress Report, which assesses their fellow's performance to that point in the summer. The field supervisor should meet with the fellow to discuss the Midterm Progress Report and then submit the report to the Director.
- v. **Final Self-Assessment.** At the end of the summer, each fellow must complete a Final Self-Assessment, evaluating their experience to that point, including whether their initial goals have been met and whether they have developed any new goals. The fellow should submit the Final Self-Assessment to the Director.
- vi. **Final Progress Report.** At the end of the summer, each field supervisor should complete a Final Progress Report, which assesses their fellow's overall performance for the summer. The field supervisor should meet with the fellow to discuss the Final Progress Report and then submit the report to the Director.
- vii. **Placement Evaluation.** At the end of the summer, each fellow must complete a Placement Evaluation, evaluating their experience at the placement site.

## V. Compensation

The Fellowship is intended to be a paid opportunity for participants. However, due to regulatory constraints, the Fellowship cannot dictate the amount of compensation each placement site must pay a fellow. Instead, each placement will determine the compensation amount based on their available budget and circumstances. Each year, each placement site will determine the amount of compensation and inform the Director of the amount they intend to compensate a fellow before applications open. Each placement site must inform the fellow the amount of compensation that will be provided before or contemporaneously making an offer to an applicant.

That said, this Fellowship is designed to promote cooperation between field placements; thus, placements are discouraged from using compensation in competitive fashion. The pay rates will be locally determined in conjunction with MIDC collaboration.

The Fellowship is not responsible for establishing the terms of any such arrangement, nor monitoring compliance thereafter, and any issues regarding compensation or reimbursement are solely between the fellow and the placement site. Regardless of the amount of compensation, the fellow and the placement site must abide by the Fellowship Standards and any other requirements established by the Fellowship. Failure to do so may result in removal of a fellow or placement site from participation in the Fellowship, at the discretion of the Fellowship.

## VI. Factors for Success

### Advice for Field Placements

One goal of the Fellowship is to build a bridge between fellows and the world of holistic defense, where fellows and working professionals develop a mutually beneficial relationship to support the community and the people served. To achieve this end, it is critical that placement sites embrace the Fellowship as an opportunity to provide an educational environment for individuals who may be entering the field down the road, as opposed to an opportunity to simply fill a labor gap.

The Fellowship was built upon the authors' experience directing the Holistic Defense program at Wayne State University, including feedback from participating students. Based on this experience, the authors have identified six "must have" elements that would make for a successful experience. The authors believe that bringing these elements together will result in greater appreciation for the experience by the fellows, and a greater likelihood that they will pursue a career in this field down the road.

- A. **Meaningful Work Assignments.** A critical driver of a successful fellowship experience is meaningful work projects. Fellows are eager to be productive, learn new skills, and make a difference in the communities in which they work. Hence, it is important to provide fellows with clearly defined and purposeful work assignments. Ideally, supervisors can offer both short- and long-term assignments to ensure that fellows build a broader set of skills. We recommend providing fellows with a significant degree of ownership over meaningful tasks. Frequent passive observation and tasks that don't require the exercise of legal or social work judgment are discouraged.
- B. **Mentorship.** A vital part of a successful fellowship experience is a strong mentorship relationship between fellow and their field supervisor. A mentor's willingness to provide guidance, evaluation, and offer feedback to the fellow is crucial as it will undoubtedly take some time and effort on their part. We recommend that a field supervisor see themselves as a professional mentor for the fellow. Likewise, while each fellow is assigned one official field supervisor, we recommend that fellows be given the opportunity to interact and form relationships with multiple members of an office. This can occur formally, such as by having a fellow work with multiple staff members on projects throughout the Fellowship, or informally, by inviting fellows to office events, social gatherings (discussed further below).
- C. **Training/Orientation.** Fellows will likely want to know and learn everything they can about the placement site, including co-workers/staff, working conditions, organizational chart, working hours, mission of the organization, employer expectations, dress code, tour of the facility, organization policies, opportunities to network, employment opportunities. To achieve this end, it is recommended that each placement site host a formal/structured orientation (either in-person or virtually) to introduce fellows to the placement site. It is recommended that important information be organized into a PowerPoint presentation to guide fellows through the process (see attached PPT template). As part of the orientation materials, we recommend including a list of most

common terms used in the field, such as *criminal complaint*, *bond hearing*, *discovery*, *supervised release*, *departure*, *variance*, *sentencing memo*, and *PSR/pre-sentence report*.

- See Appendix D for an additional list of tips for fellows.

- D. Clear Expectations and Two-Way Feedback.** To facilitate learning and skill development for fellows, it is vital for supervisors and mentors to set clear, realistic expectations for a fellow's performance and provide real-time feedback. It is also important for placement sites to seek and be receptive to fellow feedback. Placement sites should conduct formal check-ins (at least weekly, but preferably more often), complete required evaluation forms at various intervals throughout the course of the summer fellowship program, and otherwise abide by the field supervisor expectations established in the Fellowship Standards.
- E. Social Opportunities/Networking.** Social connections are one of the most impactful factors influencing an individual's decision to seek employment at a particular agency or organization. To help fellows build those connections during the Fellowship, we recommend placement sites create opportunities for fellows to get to know each other and placement staff. Social events could include volunteer outings, such as happy hours, karaoke, bowling, a paint ball night, outdoor excursions, welcome and farewell lunches, and other office-based activities. Hosting "lunch-and-learn" panels to share project insights and case examples would also offer a networking opportunity, while helping fellows learn about the work being done at the placement site.
- F. Field Placement Connection.** Fellows bring their experiences back to their respective schools to share with others. They may also want to maintain contact with the connections they've made during the Fellowship. At the end of the summer, it is recommended that the placement site highlight ways to stay in touch, which could include invitations to placement site events or connecting through social media. Fellows are encouraged to update their LinkedIn profile to reflect what they've done during the summer.

## VII. Common Problems and Resolutions

Though fellowships are meant to be mutually beneficial for fellows and the placement sites, it is important to recognize what can go wrong. Below are four common mistakes and recommendations for how to avoid them.

### A. Failing to Properly Vet Fellowship Applicants

- Since fellowships are temporary positions and applicants are often inexperienced, it may be tempting to lower expectations and not place much weight on the application materials.
- *How to Avoid It?* When evaluating applicants, make sure they have completed all the necessary forms and pay special attention to the cover letter. Have they demonstrated that they researched the fellowship opportunity? Are they knowledgeable about the vision and mission of the placement site? Did they make an attempt to explain how they will contribute to the work of the placement site? During the interview, take note of whether the applicant acts professionally, is knowledgeable about the placement site, and asks thoughtful questions.

### 2. Failing to Provide Meaningful Learning Opportunities

- Fellows are highly eager to learn the ins-and-outs of holistic defense work and gain hands-on experience that will make a meaningful difference. Assigning fellows “busy work” will lead to burn out, low commitment, and a reduced likelihood of fellows returning to seek permanent employment in the long run.
- *How to Avoid It?* Remember, a fellowship should be an immersive, hands-on learning experience, so be mindful of choosing assignments or tasks that will contribute to valuable learning opportunities. Assign projects or series of tasks that incorporate interdisciplinary learning and teamwork. Active roles are encouraged, while passive observation is discouraged.

### 3. Failing to Provide a Holistic Experience

- What makes this Fellowship special is its *holistic* approach, which means bringing together law and social work fellows to work side-by-side to capitalize on the strengths of each discipline. Separating fellows from others in the office detracts from the purpose of the fellowship. Ideally, a strong fellowship structure should expose fellows to many different parts of the practice and the activities that take place in the office and create the opportunity for fellows to create strong bonds with multiple members of an office staff.
- *How to Avoid It?* People are more likely to be committed to their work when they feel they are a part of the team. To make the most of this program, integrate fellows into the placement site culture, invite them to sit in on staff meetings or lunches, and let them shadow staff members on a variety of activities (e.g., interviewing, records collection). Generally speaking, in-person learning is preferable to virtual/remote

work. Be sure to set clear goals, responsibilities and duties for both fellows and their supervisors. Supervisors should act as coaches, helping fellows create a plan to complete their assigned tasks, discussing ways they can improve their work and challenging them to go beyond the minimum effort.

#### 4. Non-inclusive Workplace & Cultural Differences

- A lack of inclusion in the workplace can manifest in many forms, such as disregarding others' ideas in meetings, focusing on symbols of personal authority, withholding information/resources, and excluding individuals from social events. Fellows take their cues from leadership, so a workplace culture that does not promote inclusion will have a significant impact on their sense of belonging and commitment to the work. Furthermore, fellows may not be familiar with the local community or region, which may contribute to a lack of understanding of the cultural differences on both sides.
- *How to Avoid It?* Build an inclusive workplace that prioritizes respect and trust and encourages everyone to be their authentic selves (within reason as workplaces are also expected to be a space for compromise and professionalism). Avoid blaming and speaking poorly about others, making assumptions before checking the facts, micro-managing, poor non-verbal communication, and playing favorites. Practice direct communication and balancing negative and positive feedback. Find opportunities to help the fellow get comfort in a new community and invite them to local events.

## VIII. Marketing Strategies

The Fellowship should be marketed widely using as many channels as possible. Universities with law and social work degree programs are critical targets for marketing as educators are well-positioned to disseminate information in the classroom and online to students who are seeking learning opportunities outside of the university. University program directors, marketing staff, and law and social work faculty would be appropriate individuals to ask to share information about the fellowship to students and/or student organizations on campus. University personnel can also distribute this information at campus events.

Outside of universities, government/county offices, public defense offices, and relevant professional organizations would also be useful channels for marketing. Examples include MIDC, Michigan courts, the National Association for Public Defenders, and the State Bar. Many of these institutions and organizations have social media accounts, such as university Twitter and Facebook pages, which could be utilized to post advertisements regarding the Fellowship.

Career portals, such as LinkedIn and Glassdoor, would also be useful for promoting the Fellowship. There are also several websites for connecting students and recent graduates to fellowship/internship opportunities, such as Internships.com and InternMatch.com. Both websites allow organizations to post positions for free.

Beyond disseminating information about the Fellowship to these institutions and organizations via email, there are several other strategies for getting the word out about this Fellowship. The Fellowship Director may encourage institutions and organizations to host webinars or in-person “info sessions.”

Included in Appendix C are a list of potential marketing platforms.

Maintaining the Brand. The Fellowship is a unique and exciting opportunity for future holistic practitioners, and maintaining the brand of the Fellowship will be an important factor in the success and visibility of the program. We recommend that all Fellowship materials use consistent branding, such as font and color schemes.

## Appendix A

### The Michigan Holistic Defense Fellowship Fellowship Standards

- I. **Overview.** The Michigan Holistic Defense Fellowship (the Fellowship) offers the opportunity for law and social work students and/or graduates to spend a summer interning at one of several public defense offices in Michigan. During the Fellowship, under the supervision of attorneys and social workers or mitigation professional's from the program's placement partners, law and social work fellows will engage in the practice of holistic defense. In doing so, the fellows will provide critical legal services and support to partner organizations, strengthen their skillsets, deepen their understanding of holistic practice, build professional networks, and further develop their interest in, and commitment to, this type of work in the future. The Fellowship is governed by the Fellowship Standards established herein.
  
- II. **Goals.** The Fellowship is designed to strengthen the practice of Michigan's public defense system by exposing law and social students and/or graduates to holistic representation in order to teach the skills and knowledge necessary to become effective holistic practitioners. Below are specific learning and practical skills outcomes that will serve as the ultimate goals of the Fellowship.
  - A. **Knowledge Outcomes.** By the end of the Fellowship, fellows will be able to:
    - iii. articulate the core elements of holistic defense practice; distinguish between varying models of holistic representation;
    - iv. draw connections and distinctions between holistic practice and other models of defense work; explain the advantages and disadvantages of each;
    - v. analyze the ways in which various professionals collaborate to provide holistic representation; distinguish the expertise and support each can provide;
    - vi. demonstrate significant competence in identifying the collateral (enmeshed) consequences of a criminal case; for example, effects on immigration status, housing and employment opportunities, family stability, access to public benefits, mental health and substance use;
    - vii. identify key client behavioral health issues and appropriate social services for referral;
    - viii. recognize the impact of white privilege and racial disproportionality in the criminal legal system;
    - ix. identify, analyze, and/or apply the laws, regulations, and other relevant authority that result in collateral consequences through the lens of historical oppression and disempowerment of persons accused of crimes;
    - x. evaluate the professional obligations of an attorney and/or social worker/mitigation professional to address collateral consequences and the sources of those responsibilities;
    - xi. craft and support arguments related to whether the imposition of collateral consequences serves their intended purposes;
    - xii. develop their own professional values and identities through fieldwork and collaboration with colleagues and other fellows; and

- xiii. demonstrate self-evaluative skills, i.e., the ability to learn from and build upon their fieldwork experiences.

**B. Practical Skills Outcomes.** By the end of the Fellowship, fellows will be able to:

- i. demonstrate significant development of skills necessary for effective practice in a holistic defense setting; these skills might include: issue identification, client interviewing and counseling; advanced analysis and reasoning, problem solving, communication, interdisciplinary teamwork, fact-finding, utilizing empirical research, oral and written advocacy, negotiation, procuring of resources;
- ii. implement effective strategies for time and case management;
- iii. evaluate the professional culture of an office and apply concepts of professionalism in the workplace;
- iv. effectively receive, respond to, and incorporate feedback from field placement supervisors;
- v. demonstrate the ability to self-evaluate and develop lawyering and social work skills through the completion of evaluation forms and meetings with the director of externships;
- vi. effectively document their fieldwork through detailed time logs.

**III. Management**

**A. Fellowship Board.** Each placement site will select one member from the organization to serve as a member of the Fellowship Board (the Board). There are no criteria or prerequisites governing who a placement site chooses to serve on the Board; the determination is left to the discretion of each placement site.

- i. **Term.** Each Board Member will serve on the Board for a two-year term. There is no limit on the number of terms a Board Member may serve.

ii. **Responsibilities.** The Board is responsible for:

- a. **Revisions to Fellowship Standards.** Any revision to the Fellowship Standards requires the approval of a majority of the Board. A recommendation to revise the Fellowship Standards may be initiated by any Board Member or the Director.
- b. **Appointment/Removal of a Placement Site.** The addition of a new placement site, or the removal of an existing placement site, requires the approval of a majority of the Board. A recommendation to add or remove a placement site may be made by the Director.
- c. **Appointment/Removal of a Director.** The appointment of a new Director, or the removal of an existing Director, requires

approval of a majority of the Board. A recommendation to appoint a new Director, or to remove an existing Director, may be made by any Board Member.

**B. Fellowship Director**

- i. **Term.** The Fellowship Director will serve for a two-year term. There is no limit on the number of terms the Director may serve in this position.
- ii. **Responsibilities.**
  - a. **Application Process.** The Director will manage the Fellowship application processes (described in subsequent sections). Each year, the Director will provide information regarding the processes to the placement sites.
  - b. **Fellowship Standards.** The Director will ensure that fellows and placement sites adhere to the Fellowship Standards. The Director may make a recommendation to the Board to amend the Fellowship Standards.
  - c. **Appointment/Removal of a Placement Site.** The Director is responsible for making a recommendation to add or remove a placement site to the Board. Approval of the recommendation require a majority vote of the Board.
  - d. **Documentation.** The Director will supply documentation required by the Fellowship to the fellows and placement sites, such as time logs and evaluation forms.
  - e. **Fellow Training.** At the Director’s discretion, a training session or series will be established for fellows in the program. Individual placements may also organize their own training sessions for fellows.
  - f. **Marketing.** The Director will oversee marketing of the Fellowship.
  - g. **Voting:** The Director does not vote on any matters presented to the Board.

**IV. Field Placements**

- A. **Location.** Fellows must work at a public defense office in Michigan that has been approved to serve as a field placement site.

- B. Approval of New Placement Site.** The Director initiates the process to add a new placement site by making a recommendation to the Board. Before making such a recommendation, the Director will provide a prospective site with a copy of the Fellowship Standards. The Director will follow up with a meeting with the placement site to discuss the Fellowship Standards, evaluate the site, answer any questions, and obtain a signed Field Placement Agreement. If the Director determines that a placement site meets the necessary requirements, the Director will recommend to the Board that the placement site be approved for participation in the Fellowship. The Director will recommend a placement site be approved only if the Director determines that the placement site can meet the Fellowship Standards and is willing and able to provide a high-quality experience to externs. Once presented with the Director's recommendation, the Board must vote to approve a new placement site by a majority of the vote.
- C. Removal of a Placement Site.** The Director initiates the process to remove an existing placement site by making a recommendation to the Board. The Director will recommend a placement site be removed if the Director determines that the placement site has failed to meet the Fellowship Standards or is unwilling or unable to provide a high-quality experience to externs. Once presented with the Director's recommendation, the Board must vote to remove a placement site by a majority of the vote.
- D. Number of Fellows.** Each placement site must be capable of hosting both a law fellow and a social work fellow at the placement site during the summer. It is understood that a placement site may not ultimately host a law and social work fellow each summer depending on the circumstances of each application process, though placement sites are highly encouraged to make all reasonable efforts to accept both a law and social work fellow.
- E. Periodic Review.** The Director will review field placements on a yearly basis. Following this review, the Director may recommend that a placement site be removed if the Director determines the placement site has failed to meet the Fellowship Standards or is unwilling or unable to provide a high-quality experience to externs.
- V. Field Supervisors.** Law and social work fellows must work under the supervision of field supervisors at the placement site.
- A. Qualifications.**
- i. Law Fellow – Field Supervisors.** Each law fellow must be assigned a field supervisor who is a licensed attorney working at the placement site. A field supervisor must be a member in good standing of the State Bar of Michigan or admitted to the highest court of another state. A field supervisor should have at least two years of public defense experience.
  - ii. Social Work Fellow – Field Supervisors.** Each social work fellow must be

assigned a field supervisor who is a professional social worker or mitigation professional working at the placement site (a licensed social worker is not required). A field supervisor should have at least two years of experience in a relevant field, preferably in a public defense setting.

**B. Responsibilities.**

- i. **General.** Field supervisors should provide guidance toward the practice of law and social work in the best traditions of the professions. Fellows should be viewed as emerging lawyers and social workers who deserve the type of mentoring that is given in a permanent, full-time placement. To this end, field supervisors should not merely request a work product but should also provide an explanation of the relevant issues, their context, the goals, ethical implications, and means for addressing and resolving the issues. Substantial guidance of fellows may be required, not only with regard to substantive issues, but also with regard to research, writing, and other professional skills. Patience will be called for, though constructive critique and suggestions for improvement will often be appropriate. As the skills of fellows improve, their responsibilities should also be increased. Fellows are expected to benefit from the examples set in the office with regard to matters that experienced professionals may take for granted, such as proper attire, decorum, civility, punctuality, timely performance of assigned tasks, attention to detail, ethical behavior, and the pursuit of excellence.
- ii. **Assignment of Fieldwork.** Field supervisors are responsible for ensuring that fellows receive fieldwork assignments designed to accomplish the goals of the Fellowship. While field supervisors may delegate responsibility for directing and supervising fellows on individual projects, field supervisors should ensure that externs receive meaningful guidance and feedback regarding their work and are engaged in substantial discussion and analysis of all significant events they observe.
- iii. **Meetings.** Field supervisors should meet regularly (at least once per week, but preferably more often) with fellows and should assume overall responsibility for ensuring that externs are assigned tasks and provided opportunities, guidance, and feedback that will help them achieve program goals.
- iv. **Time Logs.** Field supervisors are responsible for reviewing the time logs submitted by fellows to ensure that the logs accurately reflect the fellows' fieldwork and align with the goals of the Fellowship.
- v. **Evaluation of Fellows.** Field supervisors are expected to evaluate fellows at middle and at the end of the summer, using evaluation forms provided by the Director. Field supervisors should meet with fellows to discuss these evaluations.
- vi. **Supervisor Training and Monitoring.** The Director will make available

reference and training materials for field supervisors and organize training sessions as needed or requested. The Director will conduct site visits or speak with field supervisors by telephone or via email on a regular basis.

- vii. **Consultation.** Field supervisors are encouraged to confer whenever necessary with the Director about a fellow's progress or the Fellowship program.

## VI. **Fieldwork.**

- A. **Required Hours.** Fellows are required to perform at least 320 hours of fieldwork over the course of the Fellowship. The Director may grant an emergency exemption to this requirement on a case-by-case basis provided that: 1) the fellow completes a significant portion of the 320 hour fieldwork requirement, and 2) the fellow's Placement Site agrees to the terms of the exemption. Fellows must perform at least 10 weeks of fieldwork. Generally speaking, fieldwork hours should be spread evenly over the course of the Fellowship. It is the responsibility of the fellow and the placement site to establish the specific fieldwork schedule.
- B. **Beginning and End Dates.** Fellows are expected to begin their fieldwork in the final week of May. Fellows are permitted to begin their fieldwork two weeks earlier and must begin their fieldwork no more than two weeks later provided that any mandatory pre-fellowship training is completed. Regardless of the start date, all fieldwork hours must be completed by the end of the first week of August.
- C. **Workplace Setting.** To assure proper supervision, fellows normally should perform their fieldwork in the workplace setting that most closely resembles that of an attorney or social worker or mitigation professional practicing at the placement site where the fellow is externing, which could include remote, hybrid, or in-person fieldwork depending on the placement site. Specifically, if an attorney or social worker or mitigation professional at the placement site is expected to work in person, the fellow is expected to work in person. If an attorney or social worker or mitigation professional at the placement site is expected to work in hybrid fashion, the fellow is expected to work in hybrid fashion. If an attorney or social worker or mitigation professional at the placement site is expected to work remotely, the fellow is expected to work remotely. Each placement site must make it clear to the fellow the type of setting in which the fellow will be expected to work. Regardless of the setting, the fellow and the field placement must abide by the Fellowship Standards and any other requirements established by the Fellowship Program. Failure to do so may result in removal of a placement site from participation in the Fellowship Program.
- D. **Time Logs.** All fellows are required to document their fieldwork through signed, detailed, contemporaneous time logs. Time logs should be reviewed and signed by the fellow and the field supervisor and submitted on a regular basis to the Director.

**E. Assignments.**

- i. **General.** Fellows generally should be assigned tasks similar to those performed by entry-level attorneys or social workers or mitigation professionals at their field placements. Assignments should be selected with the goals of the Fellowship in mind. Assignments that require the provision of holistic services and involve interdisciplinary collaboration between lawyers, social workers and other advocates should be a substantial part of the Fellowship experience. Administrative duties (such as photocopying, filing, or completing forms) or other tasks that do not require the exercise of professional legal or social work judgment should be a limited part of the experience. Fellows should be provided assignments that encourage an active role; passive observation should be a limited part of the experience.
  
- ii. **Specific Assignments.** Below is a list of specific assignments that serve as examples of the types of projects suitable for fellows. This is a non-exhaustive list. Other assignments may also be suitable. Placement sites are encouraged to be innovative and creative in developing projects that align with the goals of the Fellowship.
  - Interviewing & Counseling: conduct, or assist staff in conducting, client or witness interviews; counsel clients on case disposition, reentry plans, and available resources;
  - Negotiation: engage in negotiation with opposing counsel or the court;
  - Research and Writing: research and compose briefs or recommendations to supervisors on issues related to a given case; research, compile and present statistics for client behavioral health issues to be used as supporting social science evidence;
  - Sentencing Mitigation: gather client records, create family trees/genograms, compose sentencing memorandum, write a plan for supervised release;
  - Appear on the record;
  - Projects related to supportive or reentry services; research available community resources for clients as part of a bond or supervised release plan;
  - Community involvement and outreach;
  - Advocacy or policy-based projects;
  - Design a presentation for the office on a pertinent or emerging issue.

- F. Compensation.** Fellows must be provided a stipend for their fieldwork by the field placement. Fellows may also be provided an amount for living expenses in addition to the stipend. Each field placement determines the amount of the required stipend as well as the amount of any compensation provided for living expenses. The Fellowship is not responsible for establishing the terms of any such arrangement, nor monitoring

compliance thereafter, and any issues regarding compensation or reimbursement are solely between the fellow and the field placement. Regardless of the amount of compensation, the fellow and the field placement must abide by the Fellowship Standards and any other requirements established by the Fellowship. Failure to do so may result in removal of a fellow or field placement from participation in the Fellowship, at the discretion of the Fellowship.

**VII. Fellows.**

- A. Pre-Requisites.** By the time their fieldwork begins, law fellow applicants with student status must have completed all required first-year courses and be in good academic standing at an accredited law school. By the time their fieldwork begins, social work fellow applicants with student status must have completed at least two academic terms of a Bachelor of Social Work or Master of Social Work program from an accredited university, or have achieved a masters or doctorate in social work.
- B. Abiding By Fellowship Standards.** Fellows must abide by all Fellowship Standards and any other requirements established by the Fellowship Program. The failure to do so may result in removal of a fellow from the Fellowship Program at the discretion of the Director.
- C. Documentation.** Each fellow is required to complete any Fellowship documentation as established by the Director, which may include, but is not limited to, time logs, goals forms, self-assessments, and evaluation forms.
- D. Academic Credit.** Fellows are permitted to receive academic credit for their participation in the Fellowship if permitted by their respective law school or school of social work. Whether a fellow receives academic credit must be determined by the fellow and their respective institution. The Fellowship Program is not responsible for, nor will be involved in, the determination or provision of academic credit. Regardless of whether academic credit is received, all fellows must abide by the requirements of the Fellowship.

**VIII. Application Process.** The Director will manage the Fellowship application process. Each year, the Director will provide information regarding the process.

**IX. Non-Discrimination and Equality of Opportunity Policy.** The Fellowship is committed to a policy of non-discrimination and equality in all its operations, including employment opportunities, educational programs, and related activities. This policy embraces all persons regardless of race, color, gender, national origin, religion, age, disability, marital status, or political or sexual orientation, and it expressly forbids sexual harassment and discrimination in admission, training, terms of employment, placement and discharge, and treatment of fellows.

## Appendix B

### Placement Partner Information

#### I. Calhoun County Office of the Public Defender

A. Website: [https://www.calhouncountymi.gov/departments/public\\_defender/index.php](https://www.calhouncountymi.gov/departments/public_defender/index.php)

B. Leadership:

- David Makled, Public Defender (dmakled@calhouncountymi.gov)
- Karen Kelley, Deputy Public Defender (KMKelley@calhouncountymi.gov)
- Erin Prickett, Training Director (EPrickett@calhouncountymi.gov)
- Stephanie Ruffolo, District Court Managing Attorney (SRuffolo@calhouncountymi.gov)
- Elizabeth Wills, Client Advocate Coordinator (EWills@calhouncountymi.gov)

C. Staff: 22 attorneys, 4 investigators, 2 client advocates, 10 support staff

#### II. Genesee County Office of the Public Defender

A. Website:

[https://www.geneseecountymi.gov/courts\\_and\\_law\\_enforcement/office\\_of\\_the\\_public\\_defender/index.php](https://www.geneseecountymi.gov/courts_and_law_enforcement/office_of_the_public_defender/index.php)

B. Leadership

- Nathaniel Perry, Chief Public Defender ([nperry@geneseecountymi.gov](mailto:nperry@geneseecountymi.gov))
- David Campbell, Senior Assistant Public Defender ([dcampbell@geneseecountymi.gov](mailto:dcampbell@geneseecountymi.gov))
- Michelle Bolthouse, Admin & Compliance Supervisor ([mbolthouse@geneseecountymi.gov](mailto:mbolthouse@geneseecountymi.gov))

C. Staff: 5 attorneys, 1 mitigation specialist, 1 investigator, 2 paralegals. Mitigation specialist – is not a licensed social worker, but is a “social service worker” as defined by Genesee County and has training in the field.

#### III. Marquette County Office of the Public Defender

A. Website: <https://mqtpubdef.org>

B. Leadership:

- Patrick Crowley, Chief Public Defender ([pcrowley@mqtco.org](mailto:pcrowley@mqtco.org))

C. Staff: 8 attorneys, 2 social workers, 1 mitigation specialist, 1 investigator, 1 recruitment and retention specialist, 4 support staff

#### IV. Macomb County Office of the Public Defender

D. Website: <https://www.macombgov.org/departments/public-defender>

E. Leadership:

- Erin Freers-Cole, Chief Public Defender ([erin.freers-cole@macombgov.org](mailto:erin.freers-cole@macombgov.org))
- Gary Kennedy, Principal Trial Attorney, ([gary.kennedy@macombgov.org](mailto:gary.kennedy@macombgov.org))

F. Staff: 18 attorneys, 1 social worker, 1 investigator, 3 paralegals, 8 additional support staff

**V. Northeast Michigan Regional Defender Office**

A. Website: <https://www.facebook.com/p/Northeast-Michigan-Regional-Defender-Office-100076002880963/>

B. Leadership:

- Rick Streiger, Chief Public Defender ([rstreiger@nemichdefender.org](mailto:rstreiger@nemichdefender.org))
- Julie Miller, Attorney/Director of Operations ([jmiller@nemichdefender.org](mailto:jmiller@nemichdefender.org))

C. Staff: Information coming soon.

**VI. Wexford/Missaukee Office of the Public Defender**

D. Website: [https://wexfordcounty.org/?page\\_id=2408](https://wexfordcounty.org/?page_id=2408)

E. Leadership:

- Robert Champion, Chief Public Defender ([Rchampion@wexfordcounty.org](mailto:Rchampion@wexfordcounty.org))
- Stephany Anderson, Manager of Finance and MIDC Grant Compliance ([Sanderson@wexfordcounty.org](mailto:Sanderson@wexfordcounty.org))

F. Staff: 5 attorneys, 2 social workers, 1 investigator, 1 Manager of Finance and MIDC Grant Compliance, 2 clerical support staff

## Appendix C

### Potential Marketing Platforms

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#### A. Law Schools

- **Michigan State College of Law**

1. Website: <https://www.law.msu.edu/careers/team.html>
2. Contacts:
  - o Zachary Hunter, Manager of Programming and Communications ([zachunter@law.msu.edu](mailto:zachunter@law.msu.edu))
  - o Lavon Ammori, Assistant Director of Career Development ([ammorilavon@law.msu.edu](mailto:ammorilavon@law.msu.edu))
  - o Kristina Bilowus, Assistant Director of Career Development ([bilowuskristina@law.msu.edu](mailto:bilowuskristina@law.msu.edu))
  - o Al Nickson, Assistant Director of Career Development ([nicksonal@law.msu.edu](mailto:nicksonal@law.msu.edu))
3. Employment System Used: CASE

- **University of Detroit Mercy School of Law**

1. Website: <https://law.udmercy.edu/career-services/index.php>
2. Contacts:
  - o Gene LaPouttre, Director, Career Services & Outreach Graduate Employment ([lapoutgp@udmercy.edu](mailto:lapoutgp@udmercy.edu))
  - o Daniela Iacoban, Assistant Director, Career Services & Outreach ([iacobada@udmercy.edu](mailto:iacobada@udmercy.edu))
  - o Karinne C. Orchanian, Director, Career Services & Outreach, Student Employment ([orchanka@udmercy.edu](mailto:orchanka@udmercy.edu))
3. Employment System Used: Career Connect

- **University of Michigan Law School**

1. Website: <https://michigan.law.umich.edu/careers>
2. Contacts:
  - o Shannon Delecki, Manager of Recruitment Programs ([sdelecki@umich.edu](mailto:sdelecki@umich.edu))
  - o Emily Bretz – Public Interest Director ([ebretz@umich.edu](mailto:ebretz@umich.edu))
  - o Ramji Kaul – Assistant Dean for Career Planning ([rkaul@umich.edu](mailto:rkaul@umich.edu))

- **Wayne State University Law School**

1. Website: <https://law.wayne.edu/careers>
2. Contacts:
  - o Lisa Fadler, Assistant Dean of Career and Professional Development ([lisa.fadler@wayne.edu](mailto:lisa.fadler@wayne.edu))
  - o Michael Goedert – Academic Advisor III ([michael.goedert@wayne.edu](mailto:michael.goedert@wayne.edu))
  - o Office of Career and Professional Development (general) ([lawcareers@wayne.edu](mailto:lawcareers@wayne.edu))
3. Employment System Used: 12twenty

- **WMU-Cooley Law School**

1. Website: <https://www.cooley.edu/students/career-services>
2. Contacts:
  - o Karen M. Poole, Director of Career and Professional Development ([poolek@cooley.edu](mailto:poolek@cooley.edu))
  - o Dianne Herbin, Administrative Assistant and Recruitment Coordinator ([herbind@cooley.edu](mailto:herbind@cooley.edu))
  - o Dan Kofoed, Data Collection and Resources Specialist ([kofoedd@cooley.edu](mailto:kofoedd@cooley.edu))
  - o Office of Career and Professional Development (general) ([PROBONO@cooley.edu](mailto:PROBONO@cooley.edu))
3. Employment System Used: #HireWMUCooley

- **Northwestern Pritzker School of Law**

1. Website: <https://www.law.northwestern.edu/career/>
2. Contacts
  - o General: [career-strategy@law.northwestern.edu](mailto:career-strategy@law.northwestern.edu)
  - o Allison Heverin, Director - [allison.heverin@law.northwestern.edu](mailto:allison.heverin@law.northwestern.edu)
3. Employment System Used: Simplicity

- **Chicago Kent School of Law**

1. Website: <https://kentlaw.iit.edu/law/student-experience/career-services-and-resources>

2. Contacts: Information for Employers: <https://kentlaw.iit.edu/law/student-experience/career-services-and-resources/information-employers>

3. Employment System Used: CK Career Hub

- **University of Chicago Law School**

1. Website: <https://www.law.uchicago.edu/students/careerservices>

2. Contacts: [career\\_services@law.uchicago.edu](mailto:career_services@law.uchicago.edu)

3. Employment System Used: Simplicity

- **Maurer School of Law (Indiana University)**

1. Website: <https://law.indiana.edu/students/career/index.html>

2. Contacts:

- General: [lcareers@indiana.edu](mailto:lcareers@indiana.edu)

- Anna McFadden, Assistant Dean - [anmcfadd@iu.edu](mailto:anmcfadd@iu.edu)

- Kate Caldwell, Senior Director - [caldwell@indiana.edu](mailto:caldwell@indiana.edu)

## **B. Schools of Social Work (BSW/MSW)**

- **Andrews University**

1. Website: <https://www.andrews.edu/cas/socialwork/careercenter/index.html>

2. Contacts:

- General - [swinfo@andrews.edu](mailto:swinfo@andrews.edu)

- **Eastern Michigan University**

1. Website: <https://www.emich.edu/chhs/social-work/programs/ma-socialwork/index.php>

2. Contacts:

- General - [maw\\_program@emich.edu](mailto:maw_program@emich.edu)

- **Ferris State University**
  1. Website: <https://www.ferris.edu/arts-sciences/departments/social-work/msw/index.htm>
  2. Contacts
    - o Dana Holcomb, Director of Field ([DanaHolcomb@ferris.edu](mailto:DanaHolcomb@ferris.edu))
    - o General: [SocialWork@Ferris.edu](mailto:SocialWork@Ferris.edu)
  
- **Grand Valley State University**
  1. Website: <https://www.gvsu.edu/ssw/msw-master-of-social-work-159.htm>
  2. Contacts:
    - o Dayna Phillips, Career Development Counselor, ([phillday@gvsu.edu](mailto:phillday@gvsu.edu))
  
- **Madonna University**
  1. Website: <https://www.madonna.edu/academics/programs/social-work-msw/>
  2. Contacts:
    - o Janice King, Social Work Program Field Education Director, ([jking@madonna.edu](mailto:jking@madonna.edu))
    - o Sarah Jo Twitchell, MSW Program Director ([stwitchell@madonna.edu](mailto:stwitchell@madonna.edu))
  
- **Michigan State University**
  1. Website: <https://socialwork.msu.edu/programs/MSW/index.html>
  2. Contacts:
    - o Takisha LaShore, MSW Program Director ([lashoret@msu.edu](mailto:lashoret@msu.edu))
    - o Leisa Fuller, Field Coordinator ([fullerle@msu.edu](mailto:fullerle@msu.edu))
    - o Caitlin Rogell-Jones, Field Coordinator ([rogellca@msu.edu](mailto:rogellca@msu.edu))
  
- **Northern Michigan University**
  1. Website: <https://nmu.edu/socialwork/msw-program>
  2. Contacts:

- o Elissa Kent, MSW Field Director (ekent@nmu.edu)
  - o Sarah Carlson, MSW Program Director and Assistant Department Head (sarahcar@nmu.edu)
- **Oakland University**
  1. Website: <https://oakland.edu/socan/social-work/msw/>
  2. Contacts:
    - o Stephanie Brandimarte, Director of Field Education (brandima@oakland.edu)
    - o Raenece Johnson, Coordinator of Field Education (rdjohnson@oakland.edu)
- **Spring Arbor University**
  1. Website: <https://www.arbor.edu/academic-programs/master-of-social-work-msw/>
  2. Contacts:
    - o Sarah Bartzen, Assistant Professor of Social Work, Director of Field Education (Sarah.Bartzen@arbor.edu)
- **University of Michigan**
  1. Website: <http://ssw.umich.edu/programs/msw/>
  2. Contacts:
    - o Michelle Woods, Career Services Director (micwoods@umich.edu)
    - o Career Services (General) (ssw-cso@umich.edu)
- **Wayne State University**
  1. Website: <https://socialwork.wayne.edu/>
  2. Contacts:
    - o Dianne Kennedy, Secretary for Field Education (eb4339@wayne.edu)
    - o Handshake Job Posting: <https://socialwork.wayne.edu/career-resources>
- **Calhoun County**
  1. Website: Human Resources ([https://www.calhouncountymi.gov/departments/human\\_resources/index.php](https://www.calhouncountymi.gov/departments/human_resources/index.php))
  2. Contact: (hr-department@calhouncountymi.gov)

- **Macomb County**
  1. Website: Human Resources <https://hrlr.macombgov.org/HRLR-CareerOpportunities>
  2. Contact: <https://hrlr.macombgov.org/HRLR-Contact>
  
- **Genesee County**
  1. Website: Human Resources ([https://www.geneseecountymi.gov/employment\\_opportunities/index.php](https://www.geneseecountymi.gov/employment_opportunities/index.php))
  2. Contact: 810-257-3034
  
- **Wexford/Missaukee**
  - a. **Wexford County**
    1. Website: Human Resources ([https://wexfordcounty.org/?page\\_id=10833](https://wexfordcounty.org/?page_id=10833))
    2. Contact: Jami Bigger, Human Resources Director ([jbigger@wexfordcounty.org](mailto:jbigger@wexfordcounty.org))
  - b. **Missaukee County**
    1. Website: Human Resources ([https://www.missaukee.org/how\\_do\\_i/apply\\_for\\_obtain/employment\\_\\_\\_volunteer\\_opportunities.php](https://www.missaukee.org/how_do_i/apply_for_obtain/employment___volunteer_opportunities.php))
    2. Contact: (231) 839-4967

**D. Other**

- **Michigan Courts**
  1. Website: <https://www.courts.michigan.gov/employment-opportunities/>
  
- **Michigan Indigent Defense Commission**
  1. Website: <https://michiganidc.gov/>
  2. Contact: General - <https://michiganidc.gov/contact/>
  
- **State Bar**

i. State Bar of Michigan – Employer Jobs:

<https://jobs.michbar.org/employer/login/?goto=%2Fr%2Fjobs%2Fpost%2Fpost%2Ecfm%3Fsite%5Fid%3D11713>

• **Criminal Defense Attorneys of Michigan (CDAM)**

1. Website: (<https://www.cdamonline.org/Jobs>)
2. Contact: Ramona L. Sain, Executive Director ([cdamonline@gmail.com](mailto:cdamonline@gmail.com))

• **National Association of Public Defenders**

1. Website: (<https://www.https://www.publicdefenders.us>)
2. Contact: KP Friess (they/them), Engagement Coordinator ([kp.friess@publicdefenders.us](mailto:kp.friess@publicdefenders.us))

• **National Association of Social Workers (NASW)**

1. Website: <https://www.socialworkers.org/>
2. Contact: Karessa Proctor, she/her, [kproctor.nasw@socialworkers.org](mailto:kproctor.nasw@socialworkers.org)

• **National Organization of Forensic Social Work (NOFSW)**

1. Website: <https://www.nofsw.org/>
2. Contact: Wendy Williams, [w1williams@bridgew.edu](mailto:w1williams@bridgew.edu)

## Appendix D

### Tips for Fellows

The Fellowship is a valuable opportunity for fellows to advance their training in public defense and build meaningful relationships with professionals in the field. To ensure that fellows get the maximum benefit out of their fellowship program, we have compiled a list of 14 tips for fellows.

1. Be curious and always ask questions

- Don't avoid asking questions out of the fear of appearing unqualified. Placement site staff understand that you are there to learn and expect that you will have thoughtful questions. Even if you think your question is simple, it will demonstrate that you've been paying attention and want to learn more. In addition to questions about your role, ask about the agency and community culture that can help give you a holistic view of what the job would be like as a full-time employee.

2. Careful attention to detail

- Ask thoughtful questions and soak up information, then seek out more information so you can ask thoughtful follow-up questions.
- Practice active listening and take notes when receiving instructions.

3. Check-in regularly

- Supervisors are busy, and it's easy for meetings about your progress to get pushed back. If that happens, speak up. Let your supervisor know you want to keep in touch with one-on-one meetings so that you know how you're doing and how you can improve.

4. Be proactive and take initiative

- There may be periods when the workflow slows down. Waiting for your supervisor to give you work is not going to make a positive impression, and may lead to periods of inactivity. Instead, show initiative, think on your feet, and make the most of your time. If you've finished one assignment and are waiting for something new, spend that time reading more about the field placement practice, relevant cases, and/or research. Additionally, you can ask your supervisor to help brainstorm long-term projects that can help fill the gaps when you have downtime.

5. Positive attitude and expressing gratitude

- Be enthusiastic - it's contagious!
- Be willing to take on any assigned task, no matter how small. Basic skill building will prepare you for more intensive work. If you feel ready to take on a bigger responsibility, propose a project or assignment you would like to complete and be open to feedback.

6. Expand your network and interact with other fellows

- A core component of this fellowship program is interdisciplinary teamwork between attorneys, social workers, and other professionals. Take advantage of networking and bonding with other fellows/student interns. Other fellows can share tips and knowledge that you might not get otherwise, and they might just be the foundation of your future professional network.

7. Be open to feedback

- Take the initiative and periodically ask your supervisor to provide feedback on your performance. You can ask questions like: What am I doing well? What could I be doing differently? What could I do better? Am I meeting the goals of the organization? By asking these questions, you'll make it easy for them to give you input that will help you grow.
- Once you have received feedback, try to embed these new behaviors immediately so your supervisor is able to see that you are open to feedback and willing to improve your performance.

8. Quality over quantity

- Avoid rushing through work assignments/tasks. Review and proofread your work before you submit it to your supervisor. Take your time to do your job well. Show that you pay attention to detail by following instructions and that you care about the quality of your work. Put in your best effort, even when you are handed tasks that may not excite you.

9. Showcase your talents and be creative

- Don't underestimate your talents. Are you great with graphic design that could make reports and other materials look more polished and persuasive? Know how to use video editing for mitigation videos? Can you fact-check anything in under a minute? Let your supervisor know they can count on you. If a task comes up that isn't specifically in your "job description" but draws upon your skills, volunteer to take it on.

10. Stay focused

- Putting your best foot forward every day you show up to work. This is especially important early on as first impressions matter most. Put your personal phone on "do not disturb" mode or keep it in your bag to minimize distractions while you are on the clock. Don't use social network sites (unless it's a part of your job) or text with friends throughout the day, unless there is an emergency. You may be confident that it doesn't affect your work, however, experienced supervisors may feel otherwise.

11. Be professional

- Manage your time well so you do not miss important meetings or assignment deadlines.
- Teamwork is critical in holistic practice. Collaborate with others and ask for help.
- Being professional doesn't mean not being yourself - it just means you need to be conscious that behaviors might be acceptable on campus, or in a social setting, are not necessarily appropriate in a multi-generational workforce.

12. Understand the office/community norms and culture

- An important element of holistic defense is being community-orientated. Defenders who are deeply engaged with the local community, familiar with the norms and culture, and are knowledgeable about the values of the individuals who live in the community are best suited for holistic work. Therefore, it is important that you take time to learn about the community you will be working in and build cultural competence.
- Observe how others in the office act, and mirror those positive behaviors. For example, if colleagues modulate their voices when others are on the phone with a client, then modulate yours. These details may sound trivial; however, they'll help you build rapport and get along with your colleagues.

13. Stay connected

- Maintain the relationships you've built after the fellowship ends. Your supervisors could one day serve as a reference for a job application. Sometimes getting an interview or a job is about who you know and what your former supervisors have to say about you, so keep in touch via LinkedIn or email.

14. Express your interest in full-time work for the future

- A full-time job upon completion of your degree isn't a guarantee. But that doesn't mean you shouldn't ask about future possibilities tactfully. Ask what opportunities might be available to you once the fellowship has conclude