



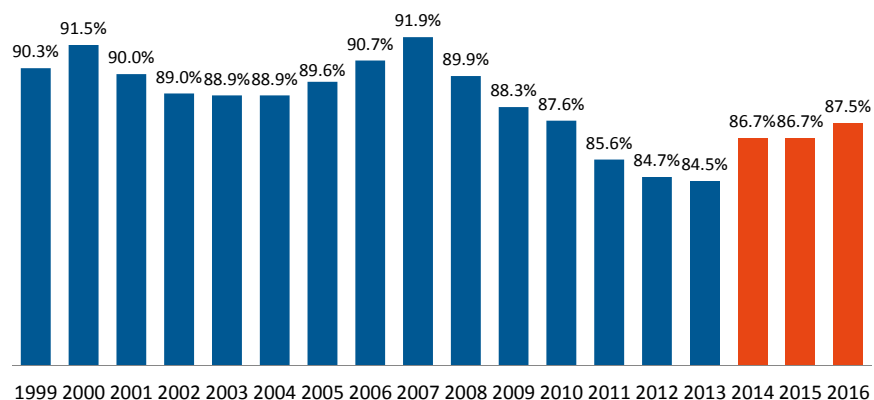
## Summit on the Future of Legal Education and Entry to the Profession: Meeting the Needs of Society and the Market An Update on the Legal Employment Market

April 12, 2018

Presenter:

James Leipold, Executive Director

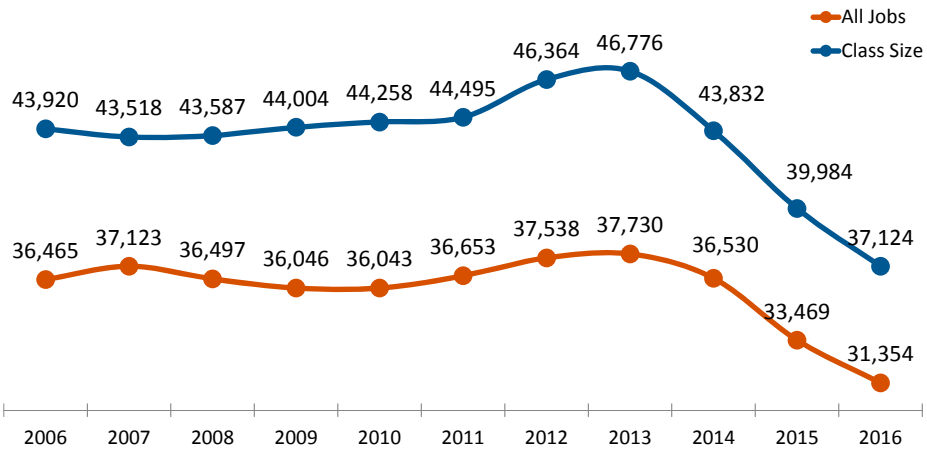
## Law Graduate Employment Rate Nine/Ten Months After Graduation: 1999 – 2016



NOTE: Beginning with the Class of 2014, employment status information was collected as of March 15, rather than February 15, as it had been in prior years.

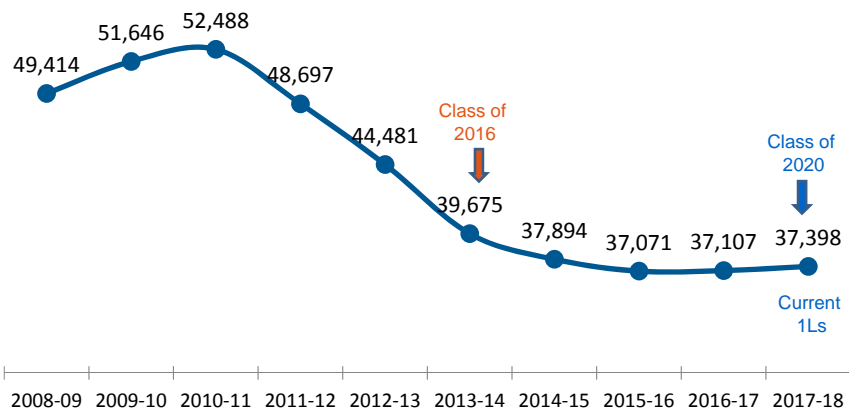
Source: NALP's Jobs & JDs, Classes of 1999 - 2016

## Total Number of Jobs Reported (Class Size vs. All Jobs)



Sources: All jobs figures come from NALP's *Jobs & JDs, Classes* of 2006 – 2016, Class size figures come from the ABA Section of Legal Education and Admissions to the Bar.

## 1L Enrollment at ABA Approved Law Schools



Source: ABA Section of Legal Education and Admissions to the Bar

## Overview of Entry-Level Jobs by Sector 2006 – 2016

Total # of Jobs Reported	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Graduating Class Size</b>	<b>43,920</b>	<b>43,518</b>	<b>43,587</b>	<b>44,004</b>	<b>44,258</b>	<b>44,495</b>	<b>46,364</b>	<b>46,776</b>	<b>43,832</b>	<b>39,984</b>	<b>37,124</b>
<b>All Jobs</b>	36,465	37,123	36,497	36,046	36,043	36,653	37,538	37,730	36,530	33,469	31,354
<b>Employment Rate</b>	90.7%	91.9%	89.9%	88.3%	87.6%	85.6%	84.7%	84.5%	86.7%	86.7%	87.5%
Jobs by Sector											
Education	624	651	831	1,262	1,351	1,052	1,026	986	768	646	586
Business	5,160	5,223	4,887	4,861	5,446	6,442	6,701	6,935	6,584	5,769	4,887
Government	4,290	4,366	4,329	4,092	4,601	4,255	4,556	4,341	4,441	4,117	3,804
Judicial Clerkships	3,587	3,656	3,517	3,125	3,346	3,315	3,355	3,393	3,370	3,353	3,300
Public Interest	1,982	2,159	1,982	2,043	2,428	2,687	2,705	2,698	2,686	2,359	2,156
<b>Law Firms Total</b>	20,340	20,611	20,525	20,145	18,329	17,666	19,042	19,272	18,587	17,168	16,601
Solo Practitioners	552	576	685	1,058	1,039	1,059	964	933	816	575	467
2 – 10 Lawyers	6,481	6,461	6,479	6,749	7,160	7,570	8,193	8,087	7,670	6,780	6,264
11 – 25 Lawyers	1,969	1,875	1,730	1,526	1,632	1,847	1,888	1,921	1,870	1,758	1,724
26 – 50 Lawyers	1,303	1,185	1,236	946	971	1,085	1,086	1,083	1,044	953	938
51 – 100 Lawyers	1,118	1,133	1,026	912	766	888	861	868	797	811	803
101 – 250 Lawyers	1,724	1,688	1,579	1,402	1,018	1,010	1,054	1,043	1,090	961	948
251 – 500 Lawyers	1,713	1,815	1,691	1,468	1,101	891	1,001	1,067	1,091	1,069	1,007
501+ Lawyers	4,027	4,745	5,193	5,156	3,750	2,856	3,636	3,980	3,952	4,007	4,238
Unknown	1,453	1,133	906	928	892	460	359	290	257	254	212



NOTE: Red figures are historic lows for the period shown, and blue figures are historic highs for the period shown.  
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Jobs by Sector											
<b>Education</b>	<b>624</b>	<b>651</b>	<b>831</b>	<b>1,262</b>	<b>1,351</b>	<b>1,052</b>	<b>1,026</b>	<b>986</b>	<b>768</b>	<b>646</b>	<b>586</b>
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<b>All Jobs</b>	36,465	37,123	36,497	36,046	36,043	36,653	37,538	37,730	36,530	33,469	31,354
<b>Employment Rate</b>	90.7%	91.9%	89.9%	88.3%	87.6%	85.6%	84.7%	84.5%	86.7%	86.7%	87.5%
Jobs by Sector											
Education	624	651	831	1,262	1,351	1,052	1,026	986	768	646	586
Business	5,160	5,223	4,887	4,861	5,446	6,442	6,701	6,935	6,584	5,769	4,887
Government	4,290	4,366	4,329	4,092	4,601	4,255	4,556	4,341	4,441	4,117	3,804
Judicial Clerkships	3,587	3,656	3,517	3,125	3,346	3,315	3,355	3,393	3,370	3,353	3,300
<b>Public Interest</b>	<b>1,982</b>	<b>2,159</b>	<b>1,982</b>	<b>2,043</b>	<b>2,428</b>	<b>2,687</b>	<b>2,705</b>	<b>2,698</b>	<b>2,686</b>	<b>2,359</b>	<b>2,156</b>
<b>Law Firms Total</b>	<b>20,340</b>	<b>20,611</b>	<b>20,525</b>	<b>20,145</b>	<b>18,329</b>	<b>17,666</b>	<b>19,042</b>	<b>19,272</b>	<b>18,587</b>	<b>17,168</b>	<b>16,601</b>
Solo Practitioners	552	576	685	1,058	1,039	1,059	964	933	816	575	467
2 – 10 Lawyers	6,481	6,461	6,479	6,749	7,160	7,570	8,193	8,087	7,670	6,780	6,264
11 – 25 Lawyers	1,969	1,875	1,730	1,526	1,632	1,847	1,888	1,921	1,870	1,758	1,724
26 – 50 Lawyers	1,303	1,185	1,236	946	971	1,085	1,086	1,083	1,044	953	938
51 – 100 Lawyers	1,118	1,133	1,026	912	766	888	861	868	797	811	803
101 – 250 Lawyers	1,724	1,688	1,579	1,402	1,018	1,010	1,054	1,043	1,090	961	948
251 – 500 Lawyers	1,713	1,815	1,691	1,468	1,101	891	1,001	1,067	1,091	1,069	1,007
501+ Lawyers	4,027	4,745	5,193	5,156	3,750	2,856	3,636	3,980	3,952	4,007	4,238
Unknown	1,453	1,133	906	928	892	460	359	290	257	254	212



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NOTE: Red figures are historic lows for the period shown, and blue figures are historic highs for the period shown.

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## Overview of Entry-Level Jobs by Sector 2006 – 2016

Total # of Jobs Reported	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Graduating Class Size</b>	43,920	43,518	43,587	44,004	44,258	44,495	46,364	46,776	43,832	39,984	37,124
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Public Interest	1,982	2,159	1,982	2,043	2,428	2,687	2,705	2,698	2,686	2,359	2,156
<b>Law Firms Total</b>	<b>20,340</b>	<b>20,611</b>	<b>20,525</b>	<b>20,145</b>	<b>18,329</b>	<b>17,666</b>	<b>19,042</b>	<b>19,272</b>	<b>18,587</b>	<b>17,168</b>	<b>16,601</b>
Solo Practitioners	552	576	685	1,058	1,039	1,059	964	933	816	575	467
2 – 10 Lawyers	6,481	6,461	6,479	6,749	7,160	7,570	8,193	8,087	7,670	6,780	6,264
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Unknown	1,453	1,133	906	928	892	460	359	290	257	254	212



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Source: NALP's Jobs & JDs, Classes of 2006 - 2016

## Overview of Entry-Level Jobs by Sector 2006 – 2016

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<b>Solo Practitioners</b>	<b>552</b>	<b>576</b>	<b>685</b>	<b>1,058</b>	<b>1,039</b>	<b>1,059</b>	<b>964</b>	<b>933</b>	<b>816</b>	<b>575</b>	<b>467</b>
2 – 10 Lawyers	6,481	6,461	6,479	6,749	7,160	7,570	8,193	8,087	7,670	6,780	6,264
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Unknown	1,453	1,133	906	928	892	460	359	290	257	254	212



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## Overview of Entry-Level Jobs by Sector 2006 – 2016

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## Overview of Entry-Level Jobs by Sector 2006 – 2016

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<b>11 – 25 Lawyers</b>	<b>1,969</b>	<b>1,875</b>	<b>1,730</b>	<b>1,526</b>	<b>1,632</b>	<b>1,847</b>	<b>1,888</b>	<b>1,921</b>	<b>1,870</b>	<b>1,758</b>	<b>1,724</b>
26 – 50 Lawyers	1,303	1,185	1,236	946	971	1,085	1,086	1,083	1,044	953	938
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## Overview of Entry-Level Jobs by Sector 2006 – 2016

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<b>26 – 50 Lawyers</b>	<b>1,303</b>	<b>1,185</b>	<b>1,236</b>	<b>946</b>	<b>971</b>	<b>1,085</b>	<b>1,086</b>	<b>1,083</b>	<b>1,044</b>	<b>953</b>	<b>938</b>
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<b>51 – 100 Lawyers</b>	<b>1,118</b>	<b>1,133</b>	<b>1,026</b>	<b>912</b>	<b>766</b>	<b>888</b>	<b>861</b>	<b>868</b>	<b>797</b>	<b>811</b>	<b>803</b>
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11 – 25 Lawyers	1,969	1,875	1,730	1,526	1,632	1,847	1,888	1,921	1,870	1,758	1,724
26 – 50 Lawyers	1,303	1,185	1,236	946	971	1,085	1,086	1,083	1,044	953	938
51 – 100 Lawyers	1,118	1,133	1,026	912	766	888	861	868	797	811	803
<b>101 – 250 Lawyers</b>	<b>1,724</b>	<b>1,688</b>	<b>1,579</b>	<b>1,402</b>	<b>1,018</b>	<b>1,010</b>	<b>1,054</b>	<b>1,043</b>	<b>1,090</b>	<b>961</b>	<b>948</b>
251 – 500 Lawyers	1,713	1,815	1,691	1,468	1,101	891	1,001	1,067	1,091	1,069	1,007
501+ Lawyers	4,027	4,745	5,193	5,156	3,750	2,856	3,636	3,980	3,952	4,007	4,238
Unknown	1,453	1,133	906	928	892	460	359	290	257	254	212



the national association of law placement

NOTE: Red figures are historic lows for the period shown, and blue figures are historic highs for the period shown.  
Source: NALP's Jobs & JDs, Classes of 2006 - 2016

## Overview of Entry-Level Jobs by Sector 2006 – 2016

Total # of Jobs Reported	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Graduating Class Size</b>	43,920	43,518	43,587	44,004	44,258	44,495	46,364	46,776	43,832	39,984	37,124
<b>All Jobs</b>	36,465	37,123	36,497	36,046	36,043	36,653	37,538	37,730	36,530	33,469	31,354
<b>Employment Rate</b>	90.7%	91.9%	89.9%	88.3%	87.6%	85.6%	84.7%	84.5%	86.7%	86.7%	87.5%
Jobs by Sector											
Education	624	651	831	1,262	1,351	1,052	1,026	986	768	646	586
Business	5,160	5,223	4,887	4,861	5,446	6,442	6,701	6,935	6,584	5,769	4,887
Government	4,290	4,366	4,329	4,092	4,601	4,255	4,556	4,341	4,441	4,117	3,804
Judicial Clerkships	3,587	3,656	3,517	3,125	3,346	3,315	3,355	3,393	3,370	3,353	3,300
Public Interest	1,982	2,159	1,982	2,043	2,428	2,687	2,705	2,698	2,686	2,359	2,156
<b>Law Firms Total</b>	20,340	20,611	20,525	20,145	18,329	17,666	19,042	19,272	18,587	17,168	16,601
Solo Practitioners	552	576	685	1,058	1,039	1,059	964	933	816	575	467
2 – 10 Lawyers	6,481	6,461	6,479	6,749	7,160	7,570	8,193	8,087	7,670	6,780	6,264
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101 – 250 Lawyers	1,724	1,688	1,579	1,402	1,018	1,010	1,054	1,043	1,090	961	948
<b>251 – 500 Lawyers</b>	<b>1,713</b>	<b>1,815</b>	<b>1,691</b>	<b>1,468</b>	<b>1,101</b>	<b>891</b>	<b>1,001</b>	<b>1,067</b>	<b>1,091</b>	<b>1,069</b>	<b>1,007</b>
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the national association of law placement

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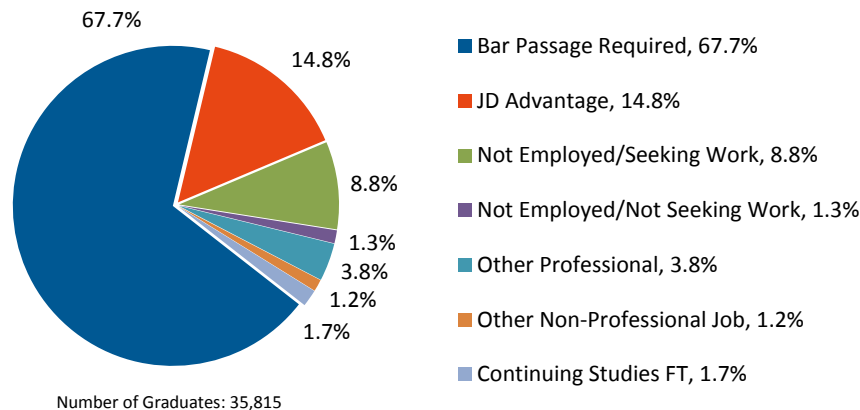


the advance law careers

NOTE: Red figures are historic lows for the period shown, and blue figures are historic highs for the period shown.

Source: NALP's Jobs & JDs, Classes of 2006 - 2016

## Employment Outcomes for the Class of 2016: Employment Status, All Graduates



the advance law careers

NOTE: Jobs for which an offer has been accepted but for which the start date is deferred, and jobs for which job type, e.g. Bar Passage Required, was not specified, account for 0.67% and 0.04% of graduates, respectively, but are not shown on the chart.

Source: NALP's Jobs & JDs, Class of 2016

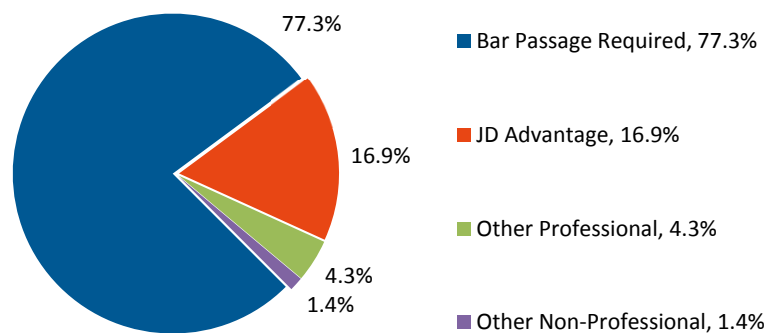
## Law Graduate Employment Status: 2007 - 2016

Job Type	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Bar Passage Req'd	76.9%	74.7%	70.8%	68.4%	65.4%	64.4%	64.4%	66.3%	66.6%	67.7%
JD Advantage	7.7%	8.1%	9.2%	10.7%	12.5%	13.3%	13.8%	14.8%	14.5%	14.8%
Other Professional	5.1%	4.9%	5.4%	5.6%	5.3%	4.9%	4.7%	4.2%	4.2%	3.8%
Other Non-Prof.	1.3%	1.3%	1.8%	1.9%	1.9%	1.8%	1.6%	1.4%	1.4%	1.2%
Continuing Studies	2.3%	2.4%	3.1%	2.9%	2.3%	2.1%	1.8%	1.6%	1.7%	1.7%
Seeking Job	4.1%	5.4%	6.0%	6.2%	9.6%	10.8%	11.2%	9.7%	9.6%	8.8%
Not Seeking Job	1.7%	2.3%	2.7%	3.2%	2.5%	2.1%	1.7%	1.3%	1.3%	1.3%



Source: NALP's Jobs & JDs, Classes of 2007 - 2016

## Employment Outcomes for the Class of 2016: Job Types of those Employed



Number of Jobs: 31,354

NOTE: Jobs for which job type, e.g. Bar Passage Required, was not specified account for 0.04% of jobs but are not shown on the chart.



Source: NALP's Jobs & JDs, Class of 2016

## JD Advantage Jobs: 2006 – 2016

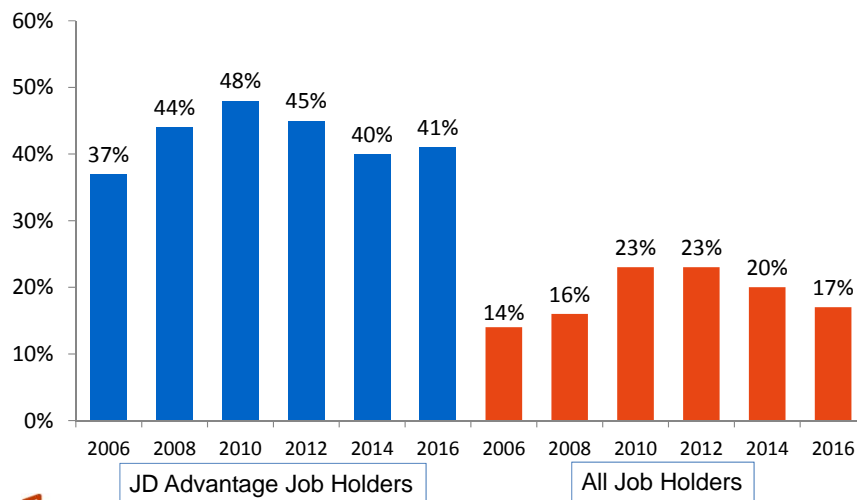
	2006	2008	2010	2012	2014	2016
Total # of Jobs	36,465	36,497	36,043	37,538	36,530	31,354
Total # of JDA Jobs	3,194	3,277	4,387	5,877	6,228	5,311
Total # JDA Jobs in Business	1,531	1,473	1,591	2,628	3,118	2,537

**Note:** For the years 2006-2010 these jobs were classified as JD Preferred, and for the years 2012-2016 they were classified as JD Advantage. The total number of jobs includes a small number of jobs for which job type is not reported.



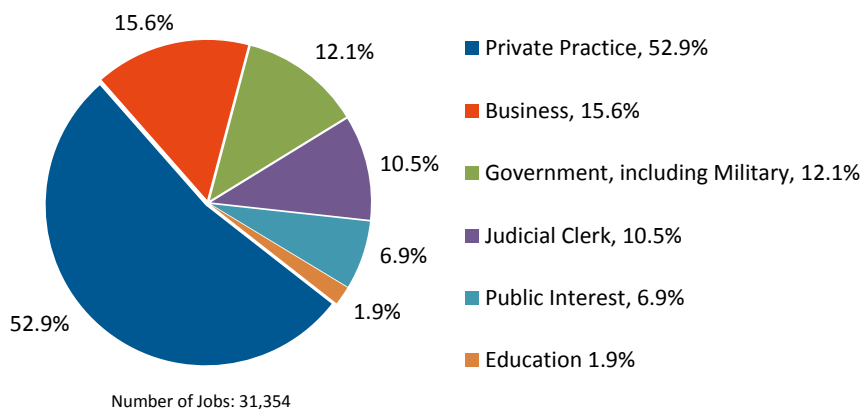
Source: NALP's Jobs & JDs, Classes of 2006 - 2016

## Percentage of JD Advantage Job Holders Still Seeking Other Employment, Compared to All Job Holders



Source: Jobs & JDs, Classes of 2006-2016

## Employment Outcomes for the Class of 2016: Employer Type



NOTE: The category for employer type unknown, accounting for 0.06% of jobs, is not shown.

Source: NALP's Jobs & JDs, Class of 2016

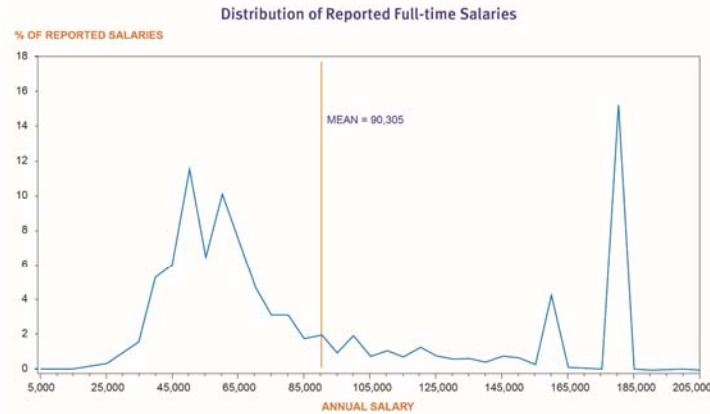
## Law Graduate Employer Type: 2007-2016

Employer Type	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Private Practice	55.5%	56.2%	55.9%	50.9%	49.5%	50.7%	51.1%	50.9%	51.3%	52.9%
Business	14.1%	13.4%	13.5%	15.1%	18.1%	17.9%	18.4%	18.0%	17.2%	15.6%
Gov't, Incl. Military	11.7%	11.8%	11.4%	12.8%	11.9%	12.1%	11.5%	12.2%	12.3%	12.1%
Judicial Clerkships	9.8%	9.6%	8.7%	9.3%	9.3%	8.9%	9.0%	9.2%	10.0%	10.5%
Public Interest	5.8%	5.4%	5.7%	6.7%	7.5%	7.2%	7.1%	7.3%	7.1%	6.9%
Education	1.8%	2.3%	3.5%	3.7%	3.0%	2.7%	2.6%	2.1%	1.9%	1.9%



Source: NALP's Jobs & JDs, Classes of 2007 - 2016

## Bimodal Starting Salary Distribution for the Class of 2016



Note: Graph is based on 20,226 salaries reported for full-time jobs lasting a year or more—a few salaries above \$205,000 are excluded from the graph for clarity, but not from the percentage calculations. The left-hand peaks of the graph reflect salaries of \$40,000 to \$65,000, which collectively accounted for not quite half of reported salaries. The right-hand peak shows that salaries of \$180,000 accounted for almost 16% of reported salaries. For purposes of this graph, all reported salaries were rounded to the nearest \$5,000.



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## Private Practice Employment Class of 2016

Employment in Law Firms by Size of Firm		
Size of Firm	Percent of Private Practice Jobs	Subtotals
Solo	2.8%	
1 – 10*	<b>37.7%</b>	
11 – 25	10.4%	
26 – 50	5.7%	56.6%
51 – 100	4.8%	
101 – 250	5.7%	
251 – 500	6.1%	
501+	<b>25.5%</b>	42.1%
Unknown	1.3%	

\*\* Includes graduates whose employer is a solo practitioner.



Source: NALP's Jobs and JDs, Class of 2016

## Top Ten Job Types Among JD Advantage Jobs in Business

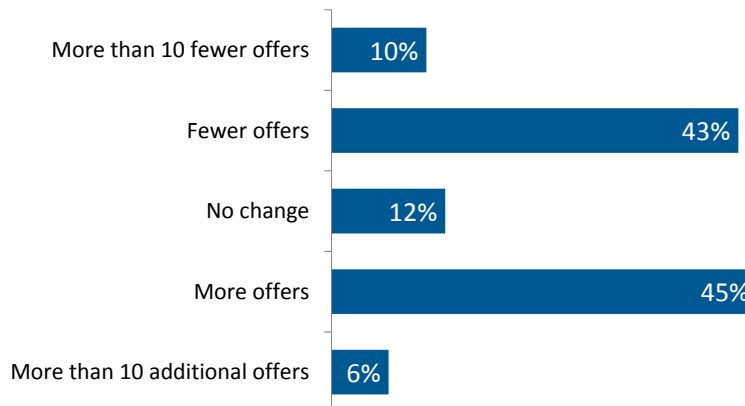
Top 10 JDA Job Types in Business		
Job Type	Number of Jobs	% of all Business JDA Jobs
1. Compliance	468*	18.4%
2. Consulting	262	10.3%
3. Management	210	8.3%
4. Tax Associate	166	6.5%
5. Law Clerk/Paralegal	163	6.4%
6. Marketing	108	4.3%
7. Self-Employed	83	3.3%
8. Temp. Attorney	60	2.4%
9. E-Discovery	36	1.4%
10. Landman	22	0.9%



\*Of the Compliance jobs, 160 were in Banking & Finance, 51 were in Healthcare, and 35 were in Technology.

Source: NALP's Jobs and JDs, 2016

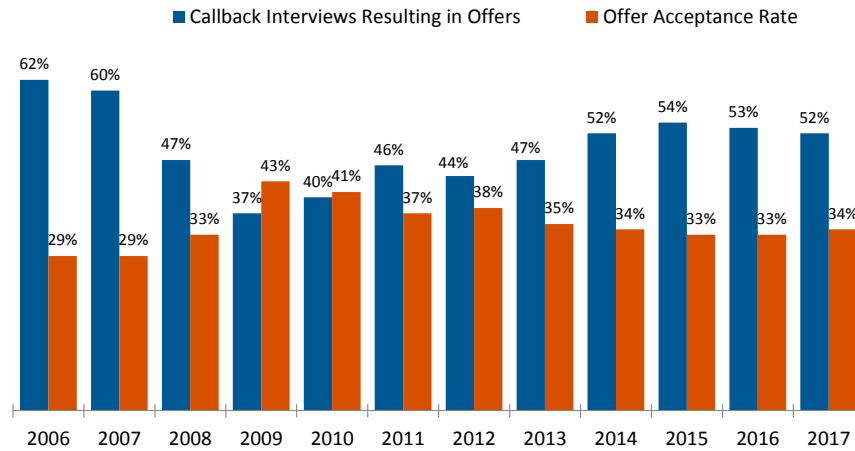
## Change in Number of Offers for Summer Associate Positions (Fall 2017 offers for Summer 2018 spots, compared to previous year)



Source: NALP's Perspectives on Law Student Recruiting, 2017.

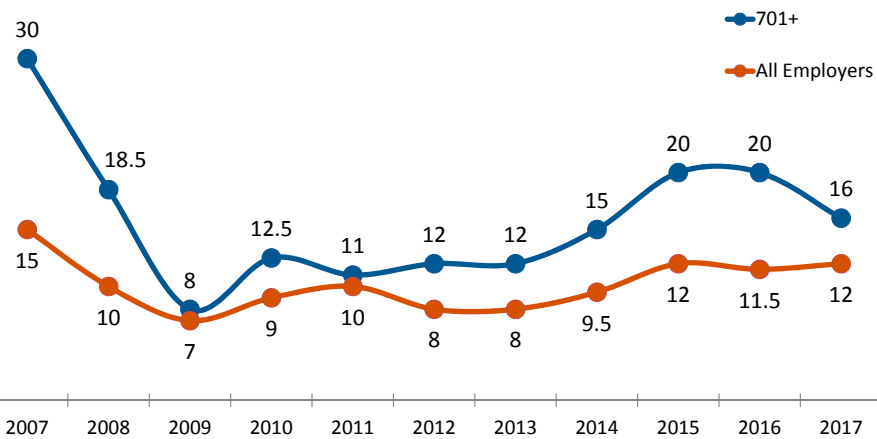


## Offer and Yield Rates for Summer Programs for Rising 2Ls (Classes of 2008 - 2019)



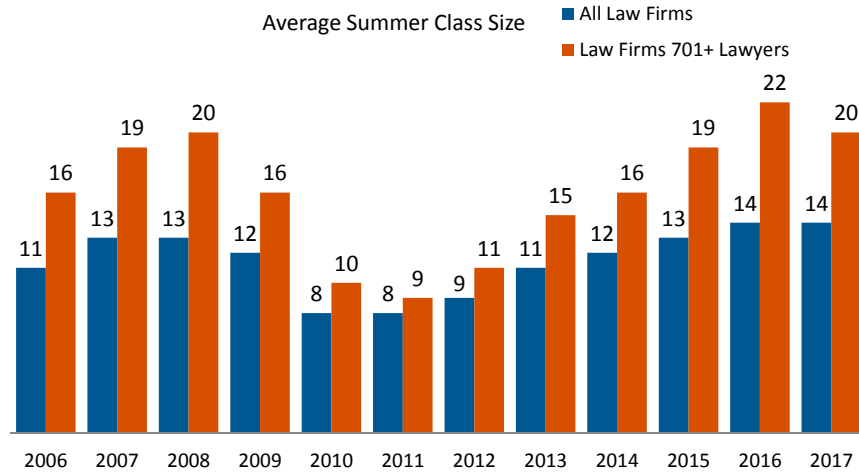
Source: NALP's Perspectives on Law Student Recruiting, 2006-17.

## Median Number of Offers Extended to Rising 2Ls for Summer Programs



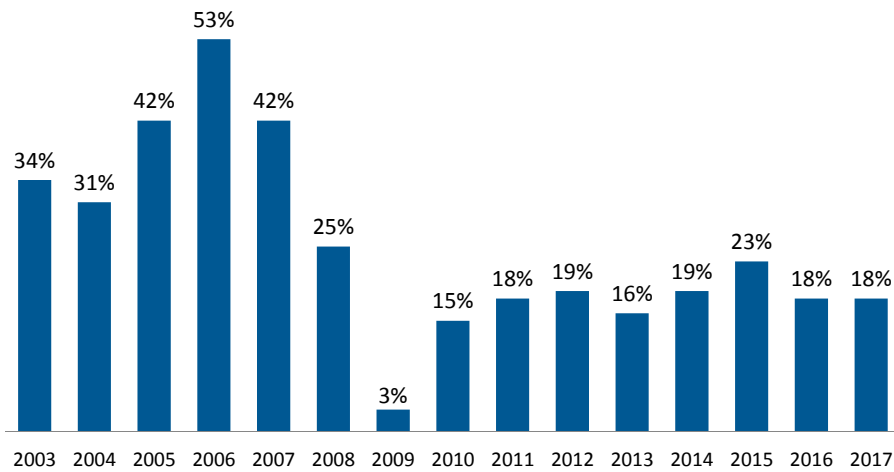
Source: NALP's Perspectives on Law Student Recruiting, 2007 - 2017.

## Law Firm Summer Program Class Size



Source: NALP's Perspectives on Fall Law Student Recruiting, 2005 - 2017.

## Fall Recruiting of 3Ls As Reported by Law Firms

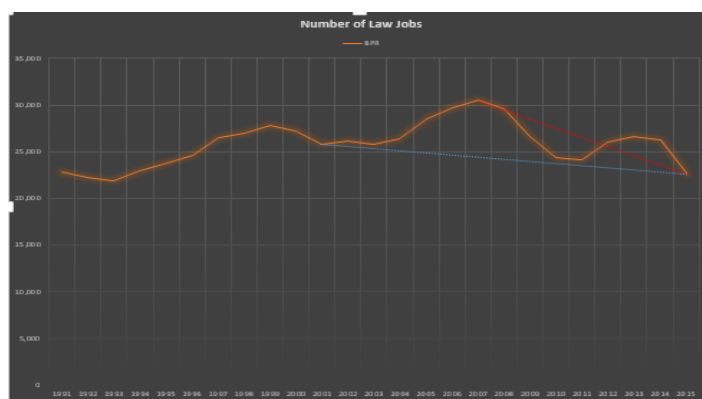


Source: NALP's Perspectives on Law Student Recruiting, 2003 - 2017.

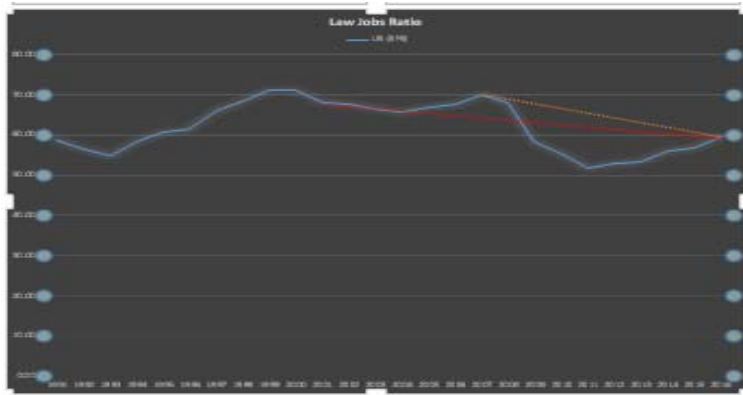
# Settling into the New Normal:

## The Job Market for New Law Graduates Today and What That Means for the Legal Academy Tomorrow

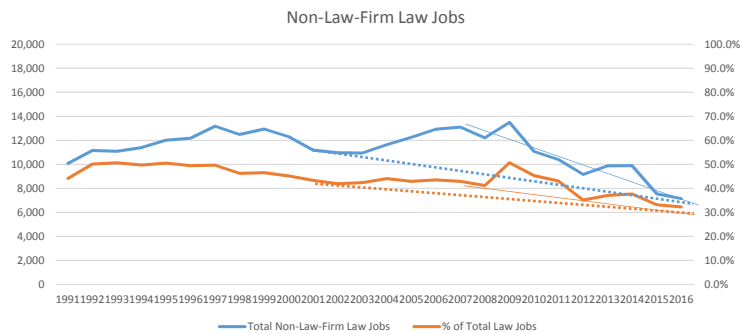
Bernard A. Burk  
FIU Summit on the Future of Legal Education 2018  
Please do not disseminate without author's permission!



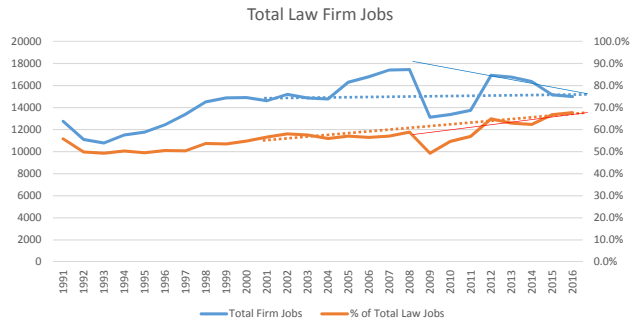
Total Law Jobs for New Grads are  
**DOWN** 14% from 2001 and  
**DOWN** 22% from 2007



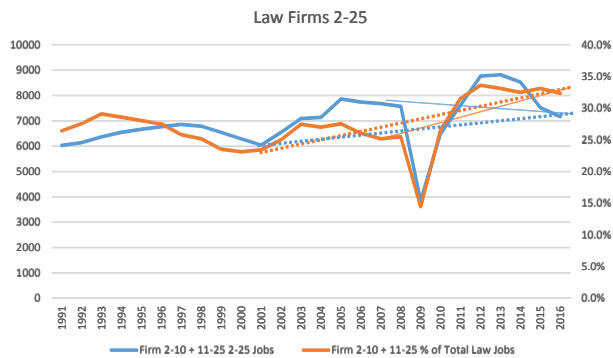
The Law Jobs Ratio (the proportion of new grads who get a Law Job within 9-10 months after graduation) is  
**DOWN** 8.5 points since 2001  
**DOWN** 10.5 points since 2007



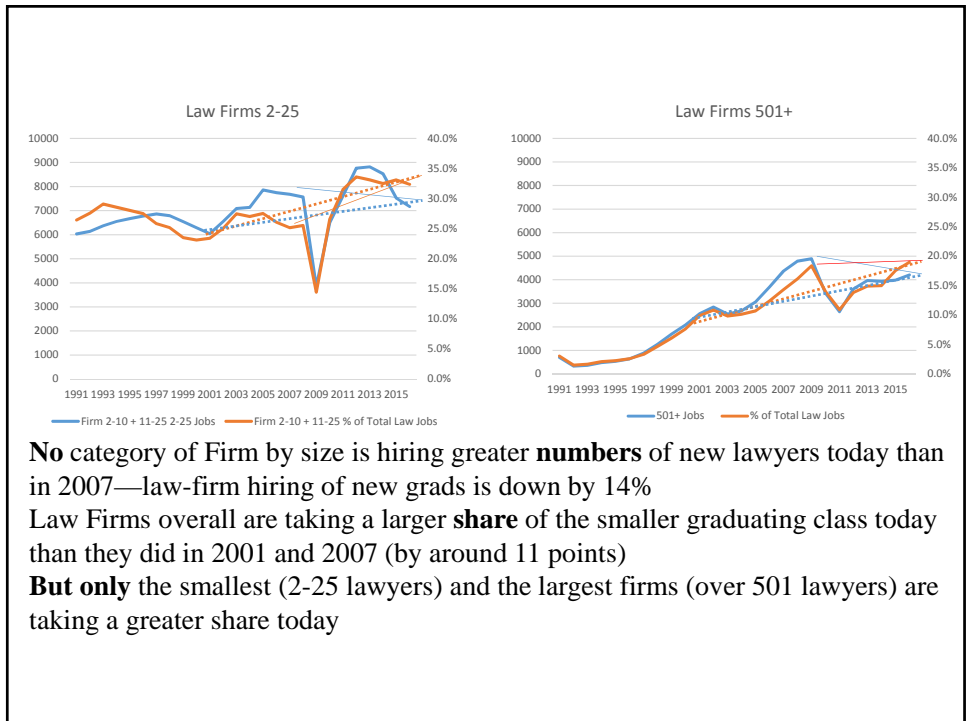
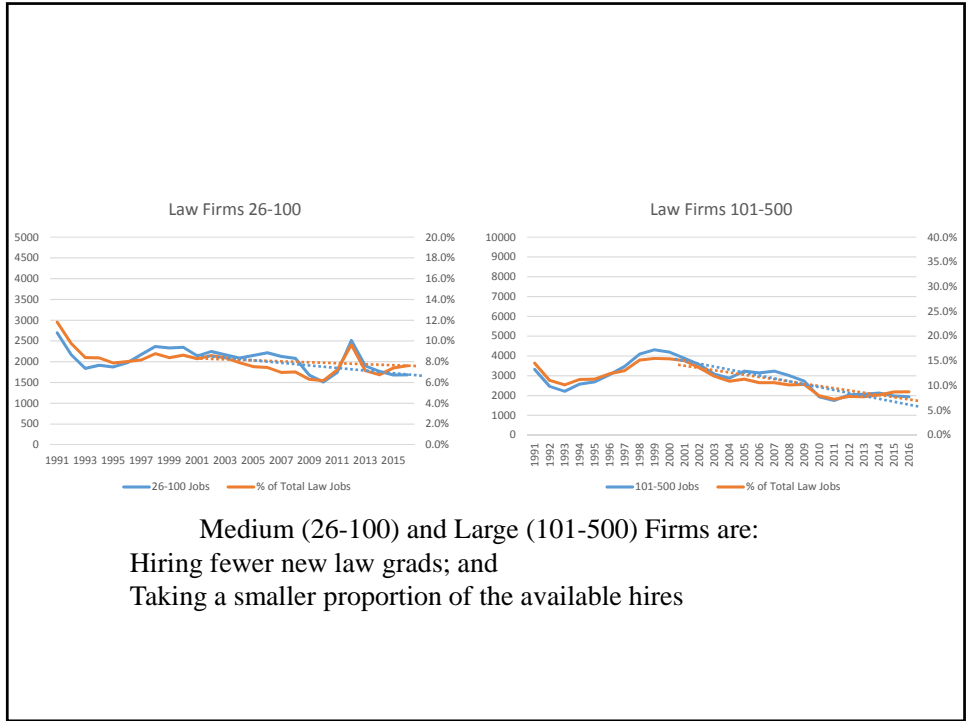
Entry-level Non-Law-Firm Law Jobs  
 (Academic, Business, Government, Public Interest) are  
**DOWN** in number since 2001 by 36%  
**DOWN** in number since 2007 by 45%  
**DOWN** 11 points as a portion of new Law Jobs since 2001  
**DOWN** 10.6 points as a portion of new Law Jobs since 2007



Entry-level Law Jobs in Private Law Firms are  
**FLAT** in number since 2001  
**DOWN** in number since 2007 by 14%  
**UP** 11 points as a portion of new Law Jobs since 2001  
**UP** 10.6 points as a portion of new Law Jobs since 2007



Small Firms (2-25 lawyers) have hired a larger portion of new lawyers:  
**UP** in number 19% since 2001 (**DOWN** in number 7% since 2007)  
**UP** 9 points as a portion of new law jobs since 2001  
**UP** 7 points as a portion of new law jobs since 2007



### Things we know:

- The entry-level job market is **NOT** good.
- The entry-level job market is **APPRECIABLY WORSE** than it was before the Great Recession.
  - ✓ There are significantly fewer Law Jobs
  - ✓ There are still significantly more law graduates each year than jobs

### Things we want to know:

- Will the entry-level job market get better?
  - ✓ Will the **NUMBER** of Law Jobs increase?
  - ✓ Will the **LAW JOBS RATIO** (portion of the graduating class that gets Law Jobs) increase?
- If so, when and how quickly?
- Will any sectors of the job market change more rapidly than others?

### DEMAND FROM NON-LAW-FIRM EMPLOYERS:

- Academic: The academy is still shrinking in response to the recent contraction in applicants and matriculants
- Government: Government spending is unpopular. That includes spending on government lawyers  
Government legal hiring needs also mitigated by influx of school-funded and volunteer postgraduate interns
- Pub. Interest: Legal Aid is in danger of being even further underfunded, or worse.  
Nonprofits outside legal aid don't hire many lawyers  
Both Legal Aid and Nonprofits, like government, have access to school-funded and volunteer postgraduate interns
- Business: Has never hired appreciable numbers of lawyers straight out of school  
Has always depended predominantly on BigLaw-trained lawyers  
Needs for compliance personnel vastly overestimated; does not require a JD

**OUTLOOK: At best gradual growth roughly proportional to GDP**

#### DEMAND FROM LAW FIRMS:

- Small Firms: Have historically grown gradually, in proportion to the general population and overall economy  
Increasing competition from technology for less-complex tasks, especially as consumer population becomes increasingly digital-native
- Med. & Lg.: Are decreasing entry-level hiring, likely because of a combination of
- ✓ decreased need (substitution by technology and lower-cost downsourced or outsourced services)
  - ✓ decreased utility of junior associates (clients won't pay for them)
  - ✓ preference for lateral hires with less training needs
- Very Large: Hiring relatively more of the available junior associates than before, but that's only because everyone else is hiring even fewer.  
Absolute hiring numbers are down. Likely reasons:
- ✓ decreased need (substitution by technology and lower-cost downsourced or outsourced services)
  - ✓ decreased utility of junior associates (clients won't pay for them)
- Personnel already underutilized at very large firms  
Demand is flat or shrinking for premium-priced services; margins under attack by competition

OUTLOOK: At best gradual growth roughly proportional to GDP;  
probably flat for some time to come.

#### Bottom Line

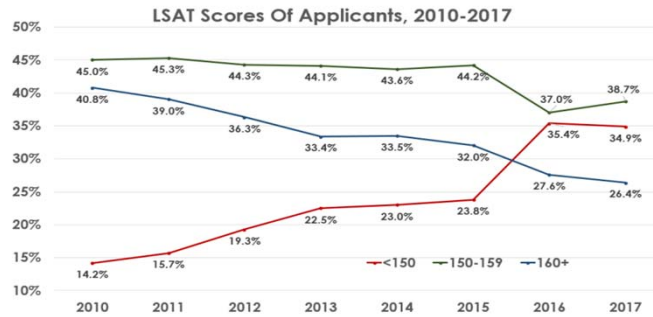
- Gradual growth
- From a “reset” baseline of much lower demand

#### What this means for the academy:

Number and quality of applicants has become driven in significant part by job prospects (this is rational behavior!)

- Number of jobs for new law graduates will not materially increase
- Law Jobs Ratio (proportion of the graduating class that gets Law Jobs) will increase some as the decreased-size entering classes come to graduate in the next 2-4 years
- LJR increases only if student census does not increase
- If you increase your student census today, your employment outcomes are likely to deteriorate proportionately





Source: Paul Caron, TaxProfBlog

Most law schools have materially decreased the size or the qualifications of their student bodies over the last 7 years. **The struggle for more and better matriculants will continue.**

- Price competition for more highly qualified matriculants will continue, and may intensify
- Schools that have adjusted the qualifications of their student bodies downward must adjust their curriculum and pedagogy to meet their students' needs

## Summit on the Future of Legal Education and Entry to the Profession: Meeting the Needs of Society and the Market

### What Responsibility Should Schools Have for Their Graduate Employment Outcomes?

April 12, 2018

Presenter:

Scott Norberg

Professor of Law

Florida International University College of Law

**Law Graduate Employment in FT, LT BPR and JDA Jobs,  
Classes of 2001- 2016**

	2001	2008	2012	2016	2001-2016 change	2008-2016 change
Graduates	37,910	43,588	46,364	37,124	-0.2%	-14%
# grads in BPR Jobs	26,279	28,890	25,545	22,920	-12.8%	-20.1%
% grads in BPR Jobs	69.3%	66.3%	55.1%	61.8%	-7.5 pts.	-4.5 pts.
# grads in JDA Jobs	2,058	2,635	4,246	3,993	+94%	+52%
% grads in JDA Jobs	5.4%	6.1%	9.2%	10.8%	+5.4 pts.	+1.6 pts.
Median Salary in 2016 \$\$	\$74,332	\$80,296	\$63,578	\$65,000	-12.6%	-19%

**Numbers of Graduates vs. Numbers of Law  
Jobs**

- The number of ABA-accredited law school graduates has exceeded the number of entry-level FT, LT BPR jobs by more than 30% in every year since 2001, ranging from a low of 30.7% (Class of 2001) to a high of 45.1% (Class of 2011).
- The number of graduates has exceeded the number of entry-level FT, LT BPR and JDA jobs combined by more than 25% every year since 2011, ranging from a low of 23.7% (Class of 2007) to a high of 37.0% (Class of 2011).

### Range of Employment Rates Across Schools, Graduating Class of 2016

Percentiles	LT, FT BPR	LT, FT BPR+JDA Combined
5th	33%	45%
10th	36%	52%
25th	50%	63%
50th	63%	74%
75th	71%	81%
90th	77%	87%
Range	0%-94%	0%-96%

### Average Amount Borrowed Across Law Schools, Class of 2016

Percentile	Average Amount Borrowed
10th	\$76,997
25th	\$89,552
50th	\$109,771
75th	\$137,345
90th	\$153,347

Admissions Policies and Bar Pass Rates at Law Schools Placing  
< 40% of Graduates in FT, LT BPR Jobs in Both 2011 and 2016

School	% of 2016 Grads in FT, LT BPR Jobs	Change in 25% LSAT 2011-2017	2017 1 <sup>st</sup> Time Bar Pass Rate	Change in 1 <sup>st</sup> Time Bar Pass 2011-2017	Avg. Debt 2016	Avg. Debt Percentile
1	14%	-3 pts.	42%	-13 pts.	N/R	---
2	30%	-5 pts.	35%	-21 pts.	\$179,056	90th
3	34%	-6 pts.	38%	-26 pts.	\$105,330	50th
4	27%	-4 pts.	49%	-13 pts.	\$161,809	90th
5	22%	-6 pts.	29%	-17 pts.	\$182,411	90th
6	36%	-1 pt.	61%	-6 pts.	N/R	---
7	32%	-4 pts.	59%	-20 pts.	\$119,382	50th
8	38%	-1 pt.	51%	-12 pts.	N/R	---
9	33%	-5 pts.	52%	-20 pts.	\$167,671	90th
10	39%	-2 pts.	53%	-8 pts.	N/R	---
11	36%	No change	73%	-14 pts.	\$85,649	25th
12	36%	No change	40%	-36 pts.	\$158,878	90th
13	34%	+1 pt.	73%	+6 pts.	\$152,000	75th
14	38%	-1 pt.	27%	-39 pts.	N/R	---
15	31%	-4 pts.	46%	-26 pts.	N/R	---
16	34%	-2 pts.	56%	-15 pts.	\$151,479	75th
Average	32%	-2.7	49%	-18 pts.		

Admissions Policies and Bar Pass Rates at Law Schools Placing  
< 30% of Graduates in FT, LT BPR Jobs in Both 2011 and 2017

School	2011 25% LSAT	2017 25% LSAT	Difference	2011 50% LSAT	2017 50% LSAT	Difference	2017 1st Time Bar Pass	Change in 1st Time Bar Pass 2011-2017
1	150	147	-3	153	149	-4 pts.	42%	-13 pts.
2	149	144 (2016)	-5	152	146	-6 pts.	35%	-21 pts.
4	150	146	-4	152	148	-4 pts.	49%	-13 pts.
5	148	142	-6	151	144	-7 pts.	29%	-17 pts.
Avg.			-4.5			-5.25 pts.		-16 pts.

## What Responsibility Should Schools Have for Their Graduate Employment Outcomes?

### Possible Responses:

- Do nothing
- Tighten the ABA bar passage standard
- Cap title IV loan amounts
- Adopt an ABA employment outcomes standard
- Other ? ? ?

## Summit on the Future of Legal Education and Entry to the Profession: Meeting the Needs of Society and the Market An Update on the Legal Employment Market

April 12, 2018

### Presenter:

Fernando Garcia,  
General Counsel and Corporate Secretary  
Nissan Canada

## Agenda

- 1) Inhouse: T-Shaped Lawyer
- 2) Private Practice of tomorrow:
  - a. A2J Opportunity (85%)
  - b. Tech to lower costs
- 3) Non-law Alternatives



## Inhouse: T-Shaped Lawyer

### Traditional lawyers

- Traditionally, lawyers very linear path. Law school → articling in law firm → associate → partner. Otherwise, if did not or could not follow the path, went inhouse or hung up own shingle.
- Traditional lawyers had very deep legal knowledge of legal theory and an understanding of legal practice, almost insular. This is referred to as an I-shaped lawyer.
- T-shaped professionals and skills coined by David Guest in an article in The Independent in 1991 headlined: “The hunt is on for the Renaissance Man of computing”



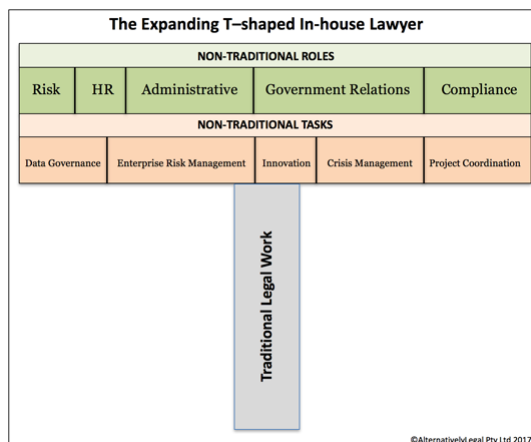
## Inhouse: T-Shaped Lawyer

T-shaped lawyer has a depth of knowledge in law (the **vertical** bar of the T) and a breadth of knowledge across multiple disciplines that allows for collaboration (the **horizontal** bar of the T), such as:

- technology,
- business,
- project management,
- human resources,
- data security,
- risk management,
- politics
- compliance



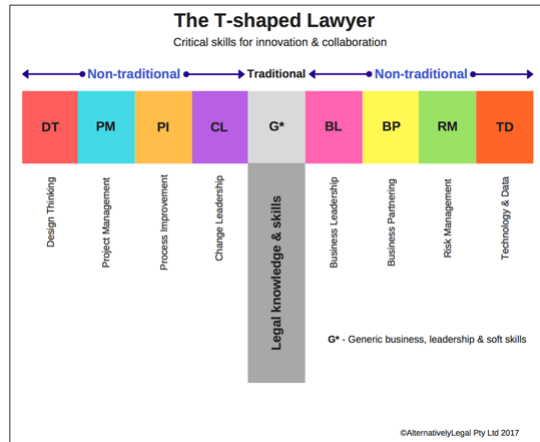
## Inhouse: T-Shaped Lawyer



Source: <http://www.inhousecommunity.com/article/t-shaped-lawyer/>



## Inhouse: T-Shaped Lawyer



Source: <http://www.inhousecommunity.com/article/t-shaped-lawyer/>



## Private Practice of tomorrow: A2J Opportunity (85%)

A Policy paper on “Alternative Business Structures: The Future of Legal Services” published by the Law Society of Upper Canada found that:

- In 2009, the federal Department of Justice published The Legal Problems of Everyday Life showing that **legal advice was sought for less than 15% of justiciable problems in Canada;**
- People with legal problems commonly seek assistance from non-lawyers. The above-noted Department of Justice study (of almost 7,000 adults) found that **42.2% of respondents who experienced a personal injury problem consulted an unregulated source of assistance. Employment (35.8%) and housing (33.7%)** were the next highest areas in which respondents resorted to non-legal sources of assistance.





## Private Practice of tomorrow:

### A2J Opportunity (85%)

- In 2009, the Ontario Civil Legal Needs Project found that **one-third of low and middle-income Ontarians did not seek legal assistance for what they regarded as legal problems.**
- A recent study of 259 self-represented litigants in family and civil law matters in Ontario, British Columbia and Alberta reported that the most consistently cited reason for self-representation was the inability to afford to retain, or continue to retain, a lawyer.

“Alternative Business Structures: The Future of Legal Services” Law Society of Upper Canada:

<https://www.lsuc.on.ca/uploadedFiles/abs-discussion-paper.pdf>



## Private Practice of tomorrow:

### A2J Opportunity (85%)

So:

Opportunity exists at the same time as Access to justice continues to be a problem!

How can we take advantage of this?



## Private Practice of tomorrow: A2J Opportunity (85%)

### Dollar General,

- over 14,000 outlets across America (about the same number as there are McDonald's restaurants) almost 75% of Americans now live within five miles of a Dollar General.
- Over the last five years a new Dollar General opened every four-and-a-half hours. The chain's profits since the recession more than double those of Macy's, one of the most famous brands. Its market value is \$28bn.



## Private Practice of tomorrow: A2J Opportunity (85%)

How does Dollar General thrive when so many other retailers are struggling, downsizing or close to bankruptcy?

- Filled a void. "They set up shop where Walmart does not want to make an effort,"
- it caters to those who are financially stretched. Dollar General sells everything from packaged food and toys to linens and household-cleaning products, but in smaller packages for those who cannot afford to buy in bulk.



## Private Practice of tomorrow: A2J Opportunity (85%)

Lessons for law?

Can establish a profitable practice and ameliorate A2J by providing legal services that:

- lower cost of legal services by use of legal technology/AI
- Reduced overhead costs and flexible work arrangements
- use AI to reduce risk of hiring small/mid-size firms
- Leverage diversity as a key of marketing to communities in need of legal representation.



## Private Practice of tomorrow: A2J Opportunity (85%)

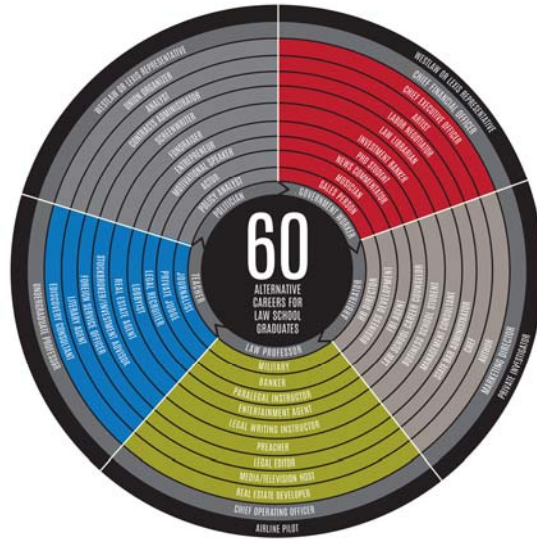
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### 3) Non-law Alternatives



Source: <https://www.lawcrossing.com/article/900042904/60-Nontraditional-Jobs-You-Can-Do-with-a-Law-Degree-and-Should-Strongly-Consider-Doing/>

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