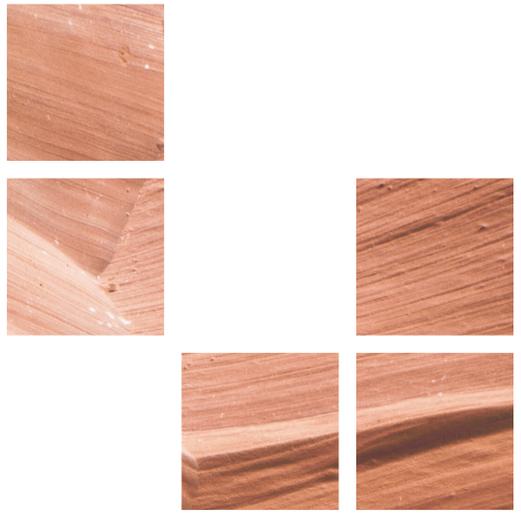




FOUNDATIONS FOR PRACTICE

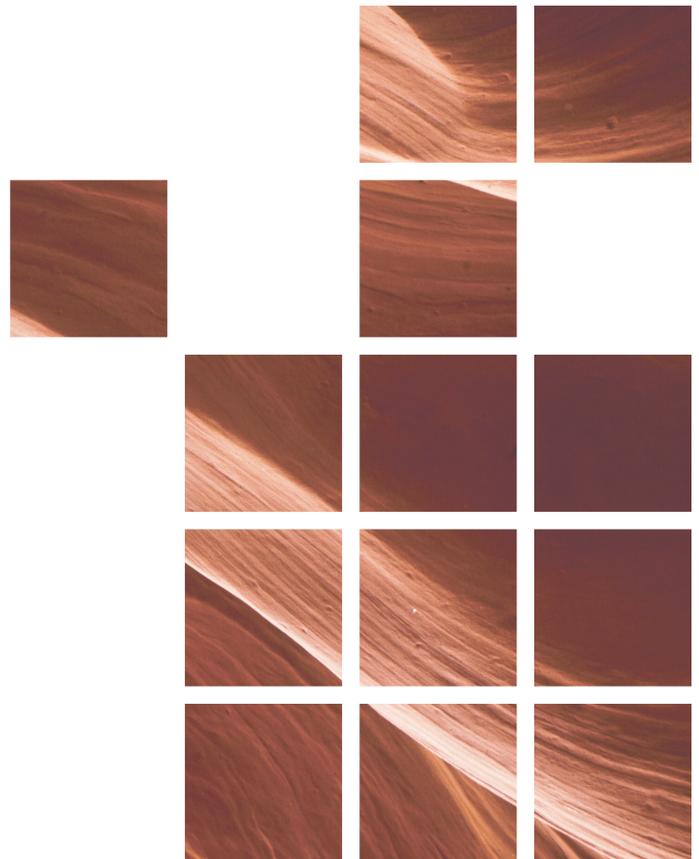
NEW HAMPSHIRE





Foundations for Practice is a national, multi-year project of *Educating Tomorrow's Lawyers* designed to:

1. Identify the foundations entry-level lawyers need to launch successful careers in the legal profession;
2. Develop measurable models of legal education that support those foundations; and
3. Align market needs with hiring practices to incentivize positive improvements.



Thanks to The William and Flora Hewlett Foundation and Access Group for their generous support of this project.





INSTITUTE *for the* ADVANCEMENT
of the AMERICAN LEGAL SYSTEM



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IAALS, the Institute for the Advancement of the American Legal System, is a national, independent research center at the University of Denver dedicated to facilitating continuous improvement and advancing excellence in the American legal system. We are a “think tank” that goes one step further—we are practical and solution-oriented. Our mission is to forge innovative solutions to problems in our system in collaboration with the best minds in the country. By leveraging a unique blend of empirical and legal research, innovative solutions, broad-based collaboration, communications, and ongoing measurement in strategically selected, high-impact areas, IAALS is empowering others with the knowledge, models, and will to advance a more accessible, efficient, and accountable American legal system.

Rebecca Love Kourlis	Executive Director, IAALS
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Educating Tomorrow’s Lawyers is an initiative of IAALS dedicated to aligning legal education with the needs of an evolving profession. Working with a Consortium of law schools and a network of leaders from both law schools and the legal profession, *Educating Tomorrow’s Lawyers* develops solutions to support effective models of legal education.

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Foreword



In 2011, IAALS launched *Educating Tomorrow's Lawyers* to support collaboration among some of the most innovative law schools and legal educators across the country. While we hoped to have an impact, we were just beginning to appreciate how timely this discussion was. As our initiative grew, national headlines, concerned courts and bar associations, and a mobilized group of legal educators increasingly questioned whether law school graduates were adequately prepared to transition from school to career. This important question loomed large over discussions about legal education, but to answer it we needed to better understand what entry-level lawyers needed. And to better understand that, we needed to ask.

Over the last year, we asked. We asked more than 700,000 lawyers in 37 states and we received answers from almost 25,000 of them. We believe this is the most comprehensive survey of its kind, with the broadest distribution, resulting in a rich and diverse set of respondents. We have already begun to present initial survey results to groups around the country and many have asked us how we ever managed to get the survey distributed so broadly. Our answer, again, is simple: we asked. If you are receiving these state-specific results it is because, when we asked, your state agreed to distribute the survey. For this, we are deeply grateful.

As we spoke with leaders in states across the country, we learned that many of you are in various phases of studying and developing plans to close the gap between law school and practice and to better understand what is needed to develop competent lawyers. We developed these state-specific reports to help you to build on that work. We hope they help you as you plan for the future in your individual states.

We believe the challenges facing law schools and the profession will be solved only through collaboration—thank you for partnering with us in this significant collaboration. We will keep you apprised as we release analyses and resources related to the national results and hope that we will have opportunities to partner with you in the future.

Alli Gerkman

Director, *Educating Tomorrow's Lawyers*

IAALS, the Institute for the Advancement of the American Legal System

Acknowledgments

Many thanks to Kevin C. Keyes, who served as the project manager of Foundations for Practice during the time we were working with states to distribute the survey. The success we had in distributing it is a testament to his hard work.

Introduction

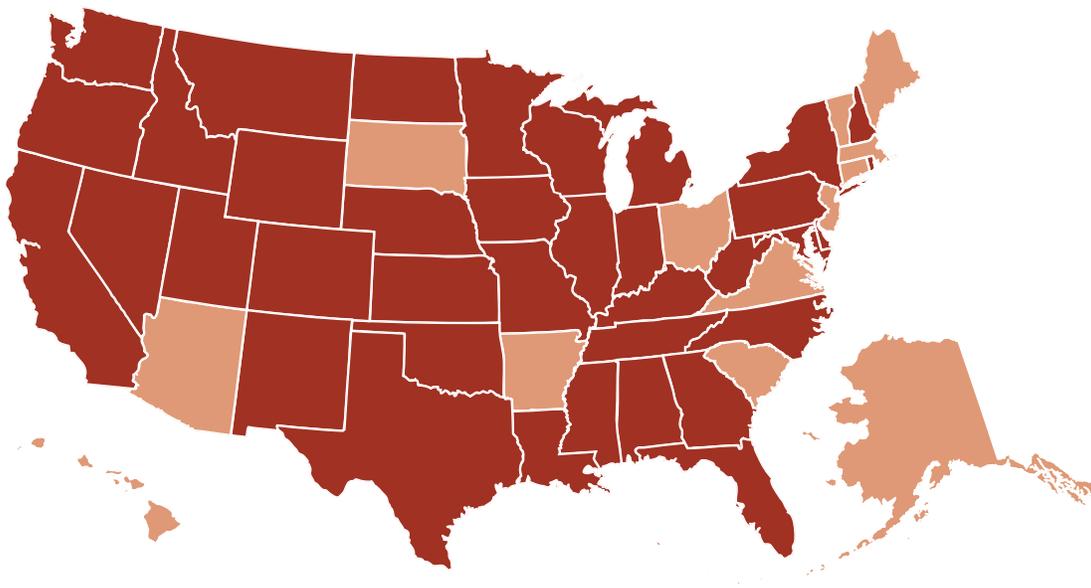
Educating Tomorrow's Lawyers (“ETL”) is an initiative of the Institute for the Advancement of the American Legal System (“IAALS”) dedicated to aligning legal education with the needs of an evolving profession. ETL fosters a constructive national dialogue among stakeholders, while conducting research to build informed approaches to improving legal education.

Foundations for Practice is a national, multi-year project of ETL designed to:

- Identify the foundations entry-level lawyers need to launch successful careers in the legal profession;
- Develop measurable models of legal education that support those foundations; and
- Align market needs with hiring practices to incentivize positive improvements.

We developed a national survey to ascertain the legal profession’s perspective on the skills, characteristics, and competencies that new lawyers need to succeed.

The Foundations for Practice survey represents the most comprehensive effort to capture this information to date, in terms of both content and reach. We developed the survey instrument after an extensive review of the existing literature and with the input of a diverse national advisory group and other experts in the field. Then, in partnership with state bar associations across the country and generous individuals willing to champion the effort, we administered the survey in 37 states¹ during the fourth quarter of 2014 and the first quarter of 2015. A total of 24,137 attorneys—with office locations in all 50 states and representing most types of work settings and practice areas—submitted valid responses.



¹ In California, seven local bar associations distributed the survey, instead of the State Bar of California.

ETL will publish the national survey results throughout 2016. To help individual states capitalize on the effort, we offered to provide participating bar associations with the raw results specific to their state. This report contains the survey results for New Hampshire.

The New Hampshire Bar Association distributed the survey electronically using a state-specific survey link. Respondents' reported office locations did not necessarily align with the state-specific survey link through which the respondent accessed the survey (e.g., attorneys licensed in more than one state). For purposes of analysis, respondent state was determined by reported office location rather than the state-specific link used to access the survey. This approach ensures that the analyses accurately reflect the perspectives of attorneys actively practicing in each state. In total, 265 eligible respondents—those currently in law-related work or taking time away from such work with the intent to return—reported their office location in New Hampshire and completed part or all of the survey.¹

Respondent Demographics

The survey sought feedback from attorneys who provide legal services (individually or through their organization), as well as from attorneys who hold a position for which a J.D. is otherwise advantageous or required—including those who are currently taking time away from law-related work but planning to return. Of the 265 respondents in New Hampshire, 92.8% indicated providing legal services and 36.6% indicated holding a position for which a J.D. is advantageous or required by the employer but does not involve providing legal services (please note that respondents could select both options). The following tables provide additional information on those who responded to the survey.

¹ The response rate is difficult to calculate, as the number of eligible attorneys with their office location in New Hampshire is unknown. Using the survey link numbers as proxy for the population count (4971), the estimated response rate is 5.3%. Using the same conservative figures, at a 95% confidence level, the overall results are within +/- 5.9% of the reported percentages. Please note that these are only estimates.



I. Primary Work Setting, Type of Practice, and Area of Expertise

Table 1

Most Recent Primary Work Setting		%	Most Recent Primary Work Setting		%
Academic/education: Adjunct professor		0.4%	Non-profit: In-house counsel (total)		1.6%
Academic/education: Faculty		0.4%	Number of lawyers in Non-profit: In-house counsel	1	0.0%
Academic/education: Managerial or administrative		0.4%		2-10	1.6%
Academic/education: Researcher or policy analyst		0.0%		11-50	0.0%
ADR neutral		0.8%		51-100	0.0%
Alternative legal services: Business to business		0.0%		101-250	0.0%
Alternative legal services: Direct to consumer		0.0%		251-500	0.0%
Business: In-house counsel (total)		3.2%		501-750	0.0%
Number of lawyers in Business: In-house counsel	1	1.6%		751-1000	0.0%
	2-10	1.2%		1000+	0.0%
	11-50	0.4%		Non-profit: Managerial or administrative	
	51-100	0.0%	Politics: Politician/staff or lobbyist		0.0%
	101-250	0.0%	Private law practice (total)		63.7%
	251-500	0.0%	Number of lawyers in private law practice	1	17.2%
	501-750	0.0%		2-10	27.3%
	751-1000	0.0%		11-50	9.8%
1000+	0.0%	51-100		9.0%	
Business: Managerial or administrative		0.8%		101-250	0.4%
Court neutral		5.1%		251-500	0.0%
Government: Criminal prosecutor		6.6%		501-750	0.0%
Government: In-house legal staff for governmental entity or organization		5.1%	751-1000	0.0%	
Government: Managerial or administrative		1.6%	1000+	0.0%	
Government: Public counsel to governmental bodies or individuals		3.5%	Public interest: Legal services organization		1.2%
Military		0.0%	Public interest: Policy advocacy organization		0.0%
New graduate not currently in law-related work		0.0%	Public interest: Public criminal defender		4.7%

Table 2 (Respondents could select more than one response option.)

Type of Practice	%
Litigation	68.3%
Transactional	43.0%
Regulatory	22.3%
Does not currently practice law	7.5%

Table 3 (Respondents could select up to three response options.)

Area of Expertise	%	Area of Expertise	%	Area of Expertise	%
Administrative	9.4%	Election, Campaign, and Political	1.1%	Legal Malpractice	1.1%
Admiralty and Maritime	0.4%	Eminent Domain	1.1%	Media	0.4%
Agriculture	0.0%	Employee Benefits	0.8%	Medical Malpractice	2.6%
Alternative Dispute (as a neutral)	2.6%	Energy	2.6%	Mergers and Acquisitions	3.0%
Antitrust and Trade Regulation	0.0%	Entertainment	0.0%	Military	0.0%
Appellate	3.0%	Environmental	4.2%	Natural Resources	0.0%
Aviation and Aerospace	0.0%	Family	15.8%	Occupational Safety and Health	0.0%
Banking	0.8%	Finance	0.4%	Personal Injury	9.4%
Bankruptcy	3.4%	General Civil Litigation	18.1%	Poverty and Government Benefits	1.5%
Business	8.3%	General Practice	7.5%	Products Liability	1.1%
Civil Rights	3.4%	Government	7.9%	Professional Liability	3.0%
Class Actions	0.0%	Government Contracts	0.8%	Real Estate	12.5%
Commercial	3.0%	Health Care	2.6%	Sports	0.0%
Communications	0.0%	Housing	0.4%	Securities	1.5%
Constitutional	2.3%	Human Rights	0.0%	Taxation	3.0%
Construction	0.4%	Immigration	1.5%	Technology and Science	1.5%
Consumer	1.5%	Indians and Native Populations	0.0%	Toxic Torts	0.0%
Contracts	5.7%	Insurance	4.5%	Transportation	0.8%
Corporate	7.5%	Intellectual Property	3.8%	Trusts and Estates	13.2%
Criminal	22.6%	Public International	0.0%	Wills and Probates	14.0%
Debtor and Creditor	0.4%	International Trade	0.0%	White Collar Crime	0.4%
Disability	1.5%	Internet	0.8%	Workers Compensation	3.4%
Education	3.4%	Investment	0.0%	Zoning, Planning, and Land Use	3.4%
Elder	4.9%	Juvenile	4.2%	Other	2.3%
		Labor and Employment	9.1%	Did not select any option	0.4%



II. Office Location, Years of Experience, and Law School

Table 4a

Office Location by Developed Environment ²	
Urban	27.1%
Suburban	47.0%
Rural	25.9%
Military	0.0%

Table 4b

Office Location by City (Top 3 Cities Listed)	
Concord	28.7%
Manchester	21.5%
Portsmouth	6.4%

² To determine the developed environment, we used respondents' city data combined with the GreatData Rural Urban Suburban Codes Database, containing zip codes and cities classified "based on three key factors: population density (people per square mile), distance from nearest city, and size of the nearest city (urban and suburban areas extend farther for larger cities)." *Rural Urban Suburban Data*, GREATDATA, <http://greatdata.com/rural-urban-data> (database on file with authors). If a city was not in the database, we used the following census population density statistics to designate the city as urban (3000+ persons per square mile), suburban (1000-3000 persons per square mile), or rural (fewer than 1000 persons per square mile).

Table 5a

	Mean	Min.	Max.	Med.
Number of years since law school graduation	20.7	1.0	59.0	20.0

Table 5b

Number of Years Since Law School Graduation	%
1-10	30.7%
11-20	21.1%
21-30	20.3%
31+	27.9%

Table 6a

Tier of Law School Attended	
Tier 1 (Top 14)	25.9% (9.6%)
Tier 2	38.1%
Tier 3	10.7%
unranked	18.3%

Table 6b

Law School Attended (Top 4 Schools Listed)	
University of New Hampshire	27.4%
Suffolk University	8.1%
New England Law (Boston)	5.6%
Boston College	5.1%

III. New Lawyers in the Workplace

Table 7

	Interaction with New Lawyers		
	Yes	Not currently, but within the last 5 years	Not currently, and <u>not</u> within the last 5 years
I have a role in hiring new lawyers.	33.0%	13.4%	53.6%
I have a role in supervising new lawyers.	41.1%	13.7%	45.2%
I work with new lawyers on substantive matters, committees, or other meaningful projects.	52.1%	13.3%	34.6%

Table 8

Workplace Junior Lawyer Hiring Practices	
Most junior lawyers are hired as entry-level candidates	31.4%
Most junior lawyers are hired laterally after training at another firm or organization	21.6%
About half are entry-level and about half are lateral hires	20.6%
Not applicable	25.0%
Not sure	1.5%

IV. Gender, Race, Ethnicity, and Income

Table 9

Gender	
Male	50.5%
Female	45.0%
Prefer not to answer	4.5%

Table 10a (Respondents could select more than one response option with regard to race.)

Race	
American Indian or Alaska Native	1.0%
Asian – Indian	0.0%
Asian – Other	0.5%
Black or African American	0.0%
Pacific Islander – Native Hawaiian	0.0%
Pacific Islander – Other	0.0%
White	88.5%
Identified as multi-racial	0.5%
Other	0.0%
Prefer not to answer	9.5%

Table 10b

Ethnicity ³	
Identify as Latino or Hispanic	0.0%
Do not identify as Latino or Hispanic	94.6%
Prefer not to answer	5.4%

Table 11

Income			
Under \$50,000	5.2%	\$300,000 to \$349,999	1.6%
\$50,000 to \$99,999	38.3%	\$350,000 to \$399,999	1.0%
\$100,000 to \$149,999	18.1%	\$400,000 to \$449,999	0.5%
\$150,000 to \$199,999	7.3%	\$450,000 to \$499,999	0.5%
\$200,000 to \$249,999	5.2%	\$500,000 and above	1.0%
\$250,000 to \$299,999	1.6%	Prefer not to answer	19.7%

³ The survey asked the question “Do you consider yourself Hispanic or Latino?” separately from “What is your race?”

New Lawyer Foundations

The survey defined “new lawyers” as those embarking on their first year of law-related work, and instructed respondents to answer the questions in relation to a new lawyer in their specific type of organization, specialty, or department.

Initially, the survey asked respondents to list the three most important foundational “skills, characteristics, and competencies,” reading that phrase broadly to include abilities, behaviors, capacities, knowledge, traits, qualities, and all other similar factors. These responses can be found in Appendix A.

Next, the survey presented respondents with 147 pre-determined skills, characteristics, and competencies, asking them to place each item into one of the following categories:

- Necessary immediately for the new lawyer’s **success in the short term**.
- Not necessary in the short term but must be acquired for the lawyer’s **continued success over time**.
- Not necessary at any point but **advantageous** to the lawyer’s success.
- **Not relevant** to success in this type of organization, specialty, or department.

The following tables show each item, along with the percentage of respondents who placed the item in each category. The items within each table are ordered from highest to lowest percentage of “Necessary in the Short Term” responses. The survey randomized the order in which each grouping appeared to each respondent.



Table 12: Business Development and Relations

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Retain existing business (<i>n</i> =221 ⁴)	37.1%	37.6%	5.0%	20.4%
Have an entrepreneurial mindset (<i>n</i> =220)	15.0%	30.0%	35.9%	19.1%
Understand accounting and financial principles/arrangements (<i>n</i> =221)	11.3%	43.4%	29.9%	15.4%
Appreciate the market for legal services (<i>n</i> =221)	11.3%	46.6%	22.2%	19.9%
Strategically cultivate social and professional networks (<i>n</i> =221)	8.6%	56.1%	26.2%	9.0%
Generate new business (<i>n</i> =221)	8.1%	59.3%	10.9%	21.7%
Engage in appropriate marketing or fundraising (<i>n</i> =221)	4.5%	44.3%	27.6%	23.5%

⁴ *n* is the total number of respondents who provided an answer for each item.



Table 13: Communications

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Listen attentively and respectfully (<i>n</i> =226)	92.9%	5.3%	1.8%	0.0%
Promptly respond to inquiries and requests (<i>n</i> =226)	91.6%	8.0%	0.4%	0.0%
Write in a manner that meets legal and professional standards (<i>n</i> =224)	82.6%	16.5%	0.4%	0.4%
Speak in a manner that meets legal and professional standards (<i>n</i> =226)	82.3%	15.5%	2.2%	0.0%
Proactively provide status updates to those involved on a matter (<i>n</i> =225)	75.6%	21.3%	3.1%	0.0%
Understand the challenges of virtual communication and the steps needed to address them (<i>n</i> =225)	55.1%	31.1%	10.7%	3.1%
Customize communications to different contexts and audiences (<i>n</i> =226)	52.7%	42.5%	4.0%	0.9%
Be fluent in a language other than English	0.9%	2.2%	70.7%	26.2%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
(n=225)				

Table 14: Emotional and Interpersonal Intelligence

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Treat others with courtesy and respect (n=222)	92.3%	5.4%	2.3%	0.0%
Regulate emotions and demonstrate self-control (n=220)	80.0%	17.7%	2.3%	0.0%
Exhibit tact and diplomacy (n=222)	78.8%	17.6%	2.7%	0.9%
Demonstrate tolerance, sensitivity, and compassion (n=223)	74.0%	16.6%	9.0%	0.4%
Understand and conform to appropriate appearance and behavior in a range of situations (n=223)	71.3%	25.1%	3.6%	0.0%
Read others and understand others' subtle cues (n=222)	35.6%	53.6%	10.4%	0.5%



Table 15: Involvement and Community Service

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Have a personality that “fits” the firm or organization (n=222)	59.9%	17.6%	19.8%	2.7%
Be visible in the office (n=222)	50.0%	12.2%	29.7%	8.1%
Maintain a work-life balance (n=222)	34.7%	39.6%	20.7%	5.0%
Participate in voluntary functions or committee work at the firm or organization (n=220)	20.0%	29.5%	40.5%	10.0%
Be involved in a bar association (n=222)	9.9%	17.6%	57.2%	15.3%
Engage in pro bono legal work (n=222)	9.5%	20.3%	47.7%	22.5%
Volunteer or take on influential positions in the community (n=222)	5.9%	28.4%	49.1%	16.7%

Table 16: Legal Thinking and Application

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Effectively research the law (n=220)	87.3%	10.9%	0.9%	0.9%
Identify relevant	77.2%	21.9%	0.0%	0.9%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
facts, legal issues, and informational gaps or discrepancies (n=219)				
Effectively use techniques of legal reasoning and argument (case analysis and statutory interpretation) (n=220)	70.0%	27.7%	1.8%	0.5%
Gather facts through interviews, searches, document/file review, and other methods (n=220)	67.7%	29.5%	0.9%	1.8%
Critically evaluate arguments (n=219)	57.5%	40.6%	1.4%	0.5%
Maintain core knowledge of the substantive and procedural law in the relevant focus area(s) (n=220)	53.2%	45.5%	0.9%	0.5%
Frame a case, analysis, or project compellingly (n=217)	53.0%	44.2%	2.3%	0.5%
Think strategically (n=220)	46.4%	48.2%	4.1%	1.4%
Identify due diligence, practical,	41.9%	49.3%	5.1%	3.7%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
and policy issues (n=217)				
Negotiate and advocate in a manner suitable to the circumstances (n=219)	39.7%	55.3%	2.3%	2.7%
Assess possible courses of action and the range of likely outcomes in terms of risks and rewards (n=220)	32.7%	63.6%	1.8%	1.8%
Identify appropriate method(s) of dispute resolution (n=219)	25.6%	63.5%	6.8%	4.1%

Table 17: Litigation Practice⁵

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Draft pleadings, motions, and briefs (n=144)	81.3%	15.3%	2.1%	1.4%
Request and produce written discovery (n=143)	69.2%	25.2%	2.1%	3.5%
Interview clients and witnesses (n=144)	56.9%	39.6%	2.1%	1.4%
Draft demand	42.4%	42.4%	4.9%	10.4%

⁵ The survey presented these items only to those respondents who indicated that litigation was a part of their practice.



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
letters and releases (n=144)				
Comfortably engage with e-discovery processes and technologies (n=144)	38.9%	46.5%	10.4%	4.2%
Prepare for and participate in mediation (n=144)	29.9%	51.4%	6.9%	11.8%
Prepare a case for trial (n=144)	29.2%	63.9%	4.9%	2.1%
Provide quality in-court trial advocacy (n=144)	25.7%	68.1%	3.5%	2.8%
Prepare for and participate in arbitration (n=143)	16.8%	48.3%	16.1%	18.9%
Conduct and defend depositions (n=143)	16.1%	69.9%	9.1%	4.9%
Prepare a case on appeal (n=144)	12.5%	64.6%	13.9%	9.0%
Provide quality in-court appellate advocacy (n=142)	11.3%	60.6%	16.2%	12.0%



Table 18: Passion and Ambition

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Have a strong work ethic and put forth best effort (n=227)	89.0%	7.9%	3.1%	0.0%
Show initiative (n=227)	77.1%	15.0%	7.9%	0.0%
Take ownership (n=226)	76.1%	18.6%	4.9%	0.4%
Have a commitment to justice and the rule of law (n=226)	65.5%	12.4%	19.9%	2.2%
Enjoy overcoming challenges (n=226)	65.0%	19.0%	15.5%	0.4%
Set goals and make a plan to meet them (n=227)	63.9%	29.1%	7.0%	0.0%
Have a passion for the work (n=226)	60.2%	16.4%	20.8%	2.7%
Have a passion for public service (n=226)	30.1%	15.9%	38.1%	15.9%

Table 19: Professional Development

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Take individual responsibility for actions and results (n=223)	82.5%	15.7%	1.3%	0.4%
Understand when	77.6%	21.1%	1.3%	0.0%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
to engage supervisor or seek advice in problem solving (n=223)				
Seek and be responsive to feedback (n=221)	72.4%	19.0%	8.1%	0.5%
Adapt work habits to meet demands and expectations (n=223)	67.7%	29.6%	2.7%	0.0%
Have an internalized commitment to developing toward excellence (n=223)	63.2%	24.2%	11.7%	0.9%
Possess self-awareness (strengths, weaknesses, boundaries, preferences, sphere of control) (n=223)	53.4%	38.6%	8.1%	0.0%
Seek out work or training that will expand skills, knowledge, or responsibilities (n=222)	53.2%	34.2%	11.7%	0.9%
Work autonomously (n=223)	49.8%	42.6%	7.6%	0.0%
Cultivate a relationship with a	49.3%	17.9%	29.6%	3.1%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
mentor (n=223)				
Develop expertise in a particular area (n=222)	8.6%	71.6%	18.0%	1.8%
Author articles or give presentations (n=223)	3.6%	25.6%	59.6%	11.2%

Table 20: Professionalism

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Arrive on time for meetings, appointments, and hearings (n=229)	97.8%	1.3%	0.9%	0.0%
Keep information confidential (n=226)	97.3%	2.2%	0.4%	0.0%
Honor commitments (n=228)	93.0%	4.8%	1.8%	0.4%
Understand and apply legal privilege concepts (n=227)	77.5%	19.4%	2.2%	0.9%
Set clear professional boundaries (n=227)	74.4%	23.8%	1.3%	0.4%
Adhere to proper timekeeping and/or billing practices (n=229)	74.2%	14.8%	0.9%	10.0%
Document and	70.7%	25.3%	3.5%	0.4%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
organize a case or matter (n=229)				
Show loyalty and dedication to the firm or organization and its clients or stakeholders (n=225)	67.6%	19.6%	8.4%	4.4%
Handle dissatisfaction appropriately (n=228)	61.0%	36.4%	2.2%	0.4%
Conclude relationships appropriately (n=226)	58.4%	37.6%	2.7%	1.3%
Recognize and resolve ethical dilemmas in a practical setting (n=226)	56.6%	42.0%	1.3%	0.0%
Exercise independent professional judgment (n=229)	48.9%	50.7%	0.4%	0.0%
Adhere to proper collections practices (n=229)	45.4%	29.7%	4.4%	20.5%
Provide high quality legal advice (n=228)	43.0%	53.9%	1.8%	1.3%



Table 21: Qualities and Talents

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Integrity and trustworthiness (n=221)	94.1%	5.9%	0.0%	0.0%
Attention to detail (n=231)	92.2%	6.1%	1.7%	0.0%
Diligence (n=221)	89.1%	9.5%	1.4%	0.0%
Conscientiousness (n=220)	87.7%	10.0%	2.3%	0.0%
Common sense (n=218)	87.6%	10.6%	1.4%	0.5%
Intelligence (n=220)	86.8%	9.5%	3.2%	0.5%
Strong moral compass (n=231)	79.7%	10.8%	8.7%	0.9%
Energy (n=220)	75.0%	9.5%	13.2%	2.3%
Intellectual curiosity (n=230)	64.3%	15.2%	20.4%	0.0%
Patience (n=229)	63.8%	27.5%	8.7%	0.0%
Prudence (n=230)	62.2%	29.1%	8.3%	0.4%
Humility (n=229)	62.0%	21.8%	14.8%	1.3%
Perceptiveness (n=221)	61.1%	34.8%	4.1%	0.0%
Maturity (n=231)	60.2%	37.2%	2.6%	0.0%
Positivity (n=219)	58.9%	17.4%	21.9%	1.8%
Resourcefulness (n=220)	58.6%	35.9%	5.0%	0.5%
Grit (n=232)	54.7%	27.2%	14.7%	3.4%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Sociability (n=229)	45.9%	23.1%	29.7%	1.3%
Creativity (n=230)	37.8%	43.5%	17.8%	0.9%
Persuasiveness (n=231)	37.7%	54.1%	7.8%	0.4%
Decisiveness (n=221)	37.1%	57.9%	4.5%	0.5%
Confidence (n=220)	34.5%	60.5%	5.0%	0.0%
Big-picture thinking (n=231)	33.3%	56.7%	9.5%	0.4%
Assertiveness (n=221)	28.5%	46.6%	22.6%	2.3%

Table 22: Stress and Crisis Management

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
React calmly and steadily in challenging or critical situations (n=224)	60.3%	38.4%	1.3%	0.0%
Cope with stress in a healthy manner (n=224)	58.9%	37.5%	3.6%	0.0%
Exhibit flexibility and adaptability regarding unforeseen, ambiguous, or changing circumstances (n=223)	57.8%	40.4%	1.8%	0.0%
Make decisions and	53.4%	44.4%	2.2%	0.0%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
deliver results under pressure (n=223)				
Exhibit resilience after a setback (n=222)	52.7%	43.7%	3.6%	0.0%

Table 23: Technology and Innovation

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Learn and use relevant technologies effectively (n=229)	55.9%	35.8%	7.9%	0.4%
Maintain an appropriate online presence (n=230)	26.1%	20.9%	37.0%	16.1%
Leverage technology in cases or projects to increase the value or sophistication of services/products (n=230)	21.7%	48.7%	23.9%	5.7%
Engage in online law-related professional activity and networking (e.g., law blog) (n=228)	7.9%	16.2%	54.4%	21.5%



Table 24: Transaction Practice⁶

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Draft contracts and agreements (n=94)	53.2%	33.0%	11.7%	2.1%
Prepare client responses (n=94)	52.1%	41.5%	5.3%	1.1%
Move a deal toward timely completion (n=94)	34.0%	57.4%	6.4%	2.1%
Handle corporate record-keeping matters (n=94)	31.9%	27.7%	29.8%	10.6%
Present complex material to business leadership in a clear and concise manner (n=94)	24.5%	61.7%	8.5%	5.3%
Prepare for and participate in contract negotiations (n=94)	23.4%	58.5%	14.9%	3.2%
Draft policies (n=94)	19.1%	51.1%	18.1%	11.7%
Objectively assess the soundness of a deal or proposed solution in terms of risks and rewards (n=94)	18.1%	70.2%	9.6%	2.1%
Maintain knowledge of the relevant business,	16.0%	58.5%	22.3%	3.2%

⁶ The survey presented these items only to those respondents who indicated that transactional law was a part of their practice.



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
industry, and wider business landscape (n=94)				
Review operational and finance schedules (n=93)	15.1%	50.5%	26.9%	7.5%
Provide business formation services (n=94)	13.8%	26.6%	41.5%	18.1%
Determine appropriate risk mitigation strategies (n=94)	10.6%	79.8%	8.5%	1.1%
Employ dispute resolution techniques to prevent or handle conflicts (n=94)	9.6%	58.5%	27.7%	4.3%

Table 25: Working with Others

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Work cooperatively and collaboratively as part of a team (n=226)	76.5%	15.9%	7.5%	0.0%
Maintain positive professional relationships (n=226)	73.5%	22.6%	4.0%	0.0%
Express disagreement thoughtfully and	71.4%	24.6%	3.6%	0.4%



	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
respectfully (n=224)				
Recognize client or stakeholder needs, objectives, priorities, constraints, and expectations (n=226)	51.8%	42.9%	2.2%	3.1%
Understand the value of the contributions of all within the organization (n=226)	46.9%	41.6%	10.6%	0.9%
Demonstrate leadership (n=226)	17.7%	62.4%	18.6%	1.3%
Determine ways to increase value to clients or stakeholders (n=226)	15.9%	66.4%	9.7%	8.0%

Table 26: Workload Management

	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
Maintain a high quality work product (n=220)	76.8%	21.8%	0.9	0.5%
Prioritize and manage multiple tasks (n=223)	71.3%	28.3%	0.4%	0.0%
See a case or project	51.1%	44.4%	4.0%	0.4%

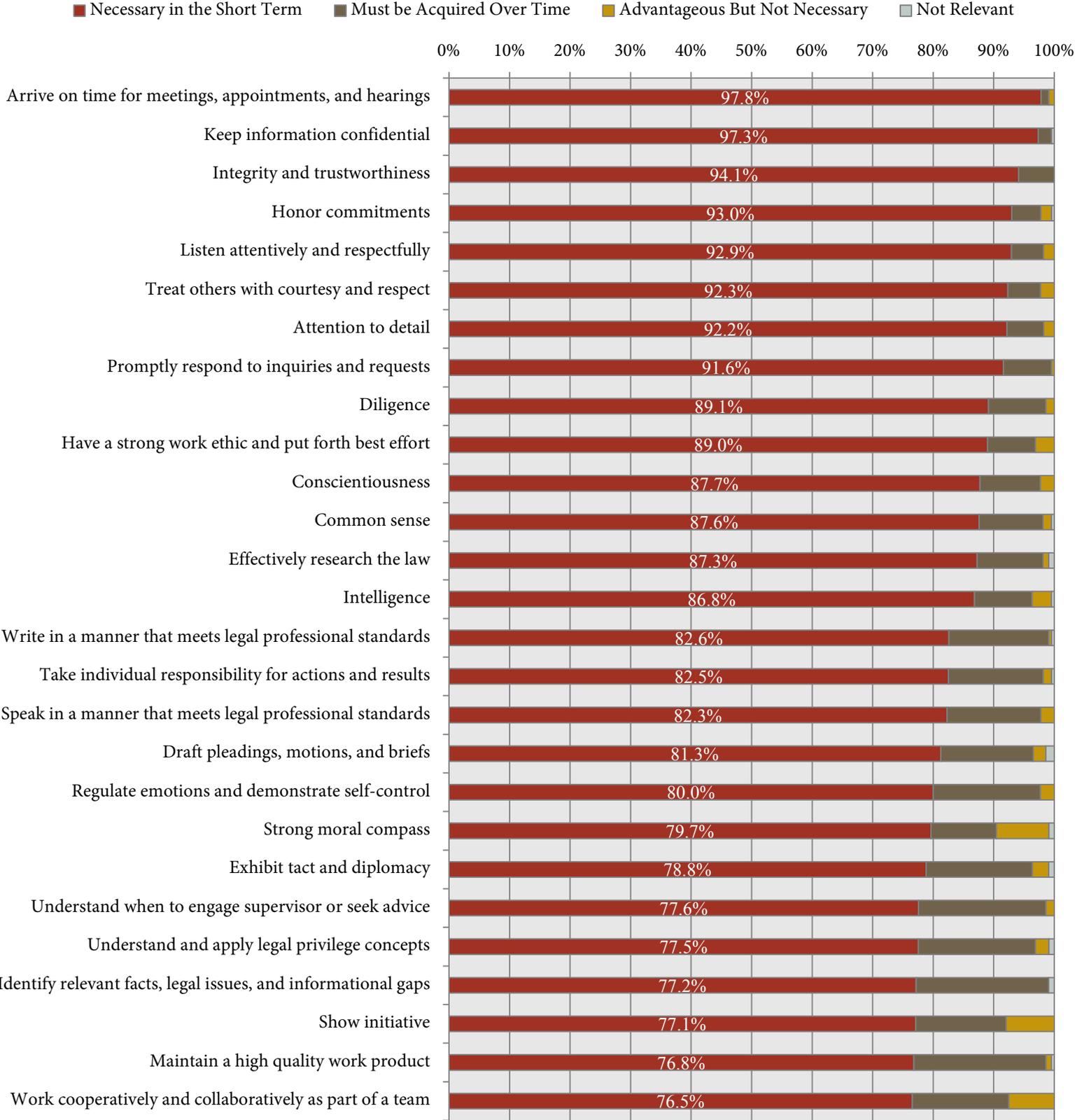


	Necessary In The Short Term	Must Be Acquired Over Time	Advantageous But Not Necessary	Not Relevant
through from start to timely finish (n=223)				
Anticipate case, project, or workload needs (n=223)	43.9%	53.8%	2.2%	0.0%
Generate a high quantity of work product (n=222)	36.0%	39.2%	18.0%	6.8%
Focus on improving the work process (n=223)	27.4%	56.1%	16.1%	0.4%
Delegate to and manage support staff appropriately (n=223)	18.4%	73.5%	6.7%	1.3%
Budget resources appropriately (n=222)	14.9%	67.1%	11.3%	6.8%
Manage meetings effectively (n=223)	13.0%	66.8%	15.7%	4.5%

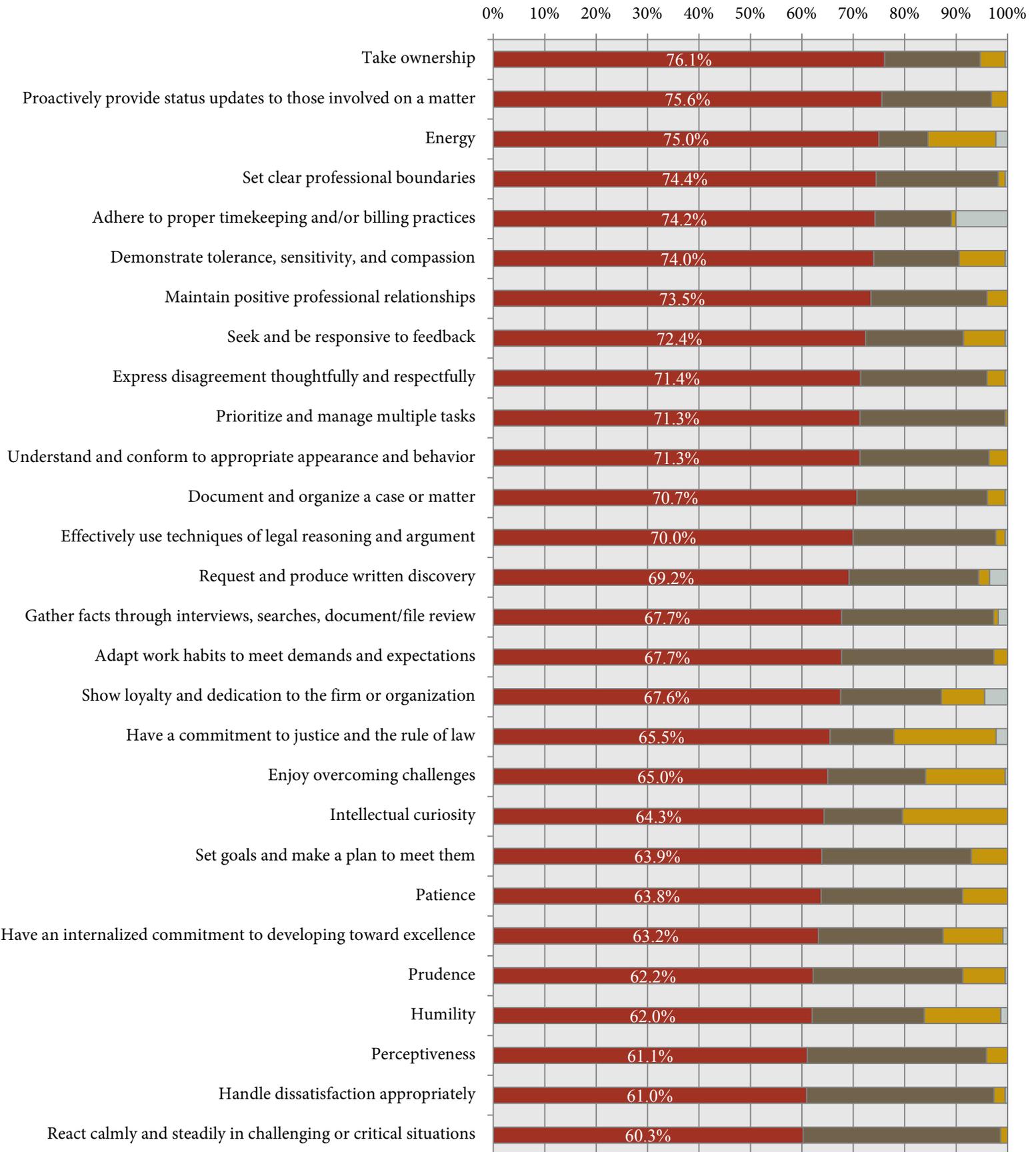


Viewing the above data in a different way, the following chart displays the items which 50% or more of respondents indicated were **necessary in the short term**.

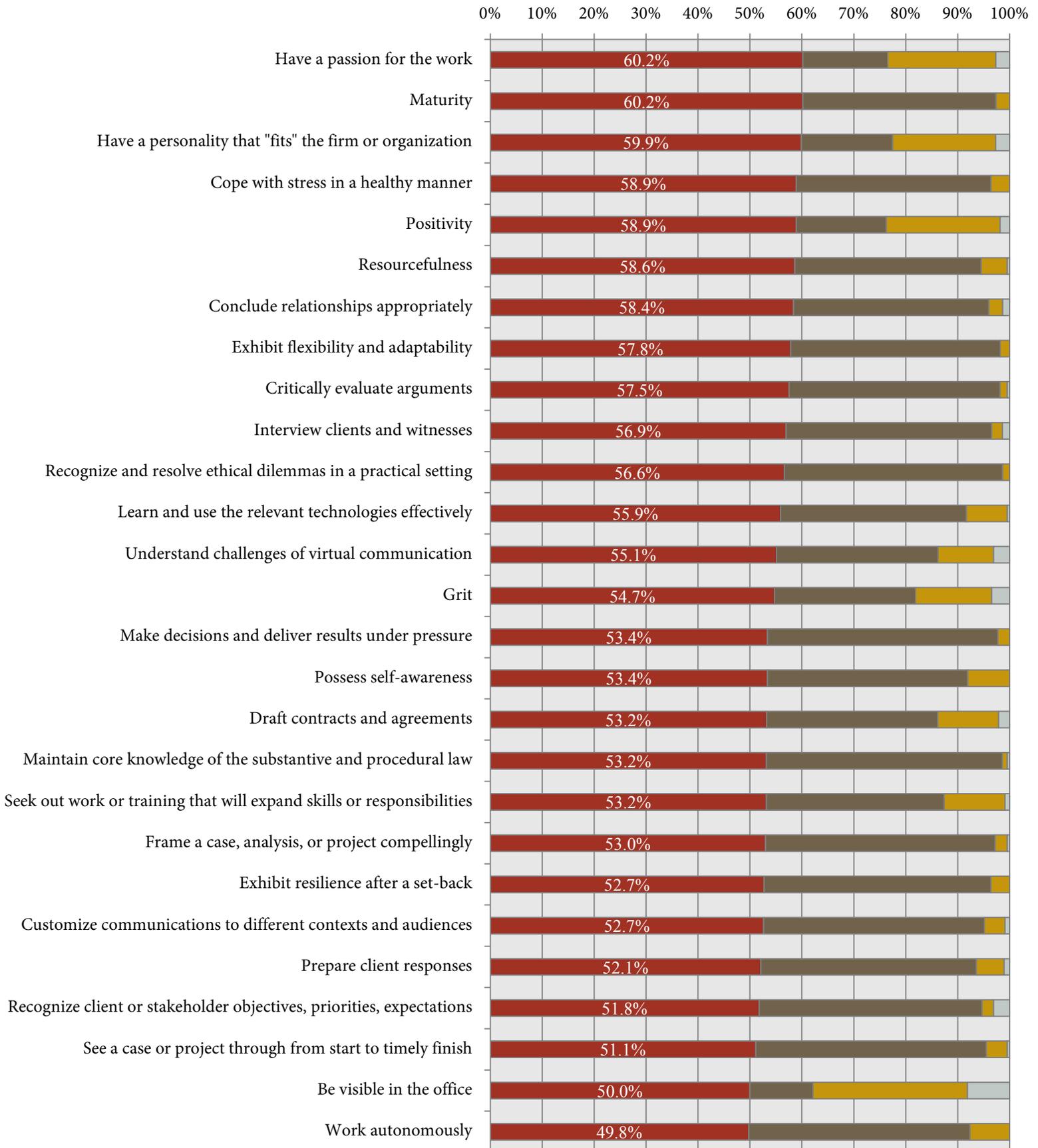
CHART: NECESSARY IN THE SHORT TERM



■ Necessary in the Short Term
 ■ Must be Acquired Over Time
 ■ Advantageous But Not Necessary
 ■ Not Relevant

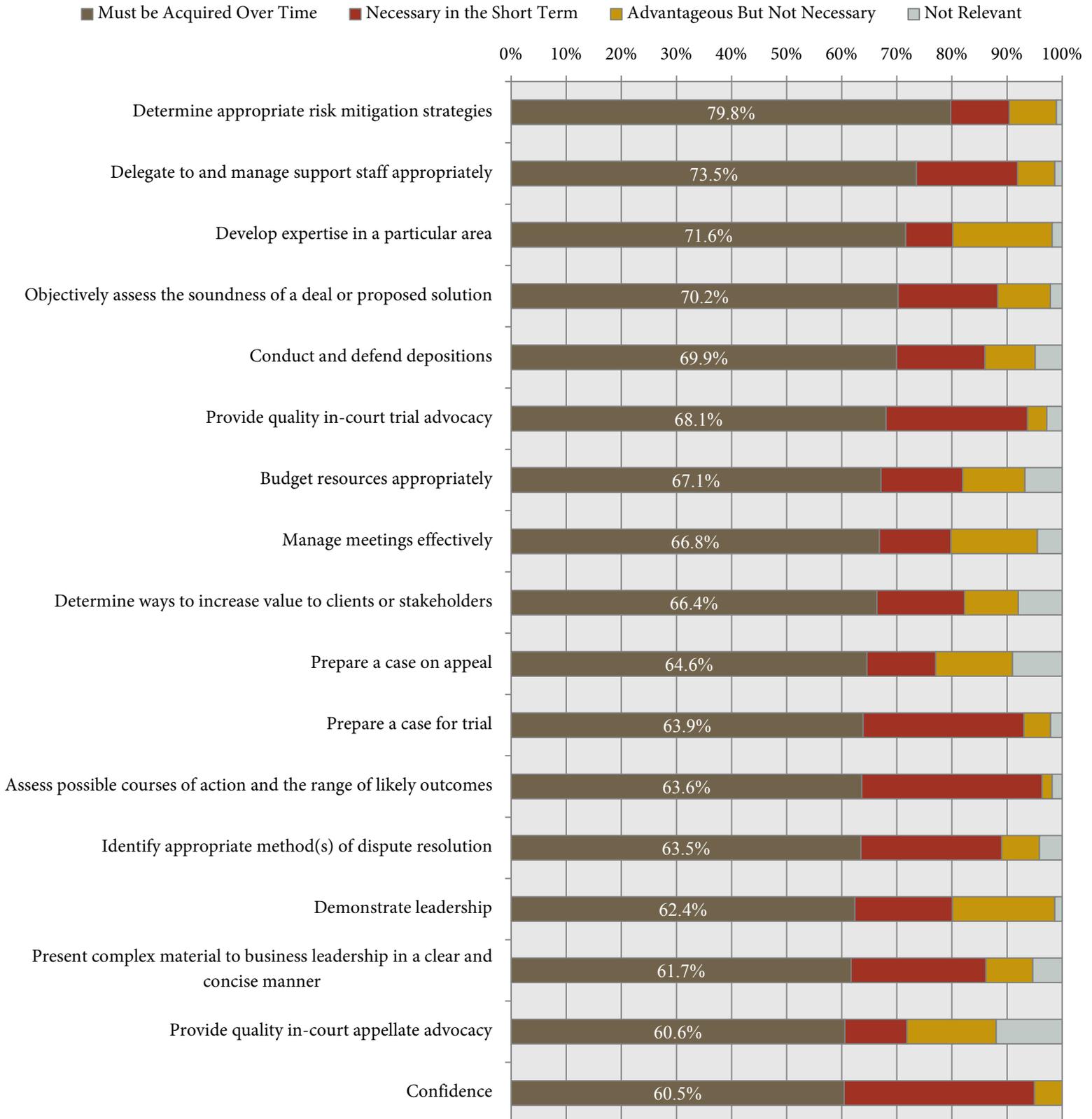


■ Necessary in the Short Term
 ■ Must be Acquired Over Time
 ■ Advantageous But Not Necessary
 ■ Not Relevant



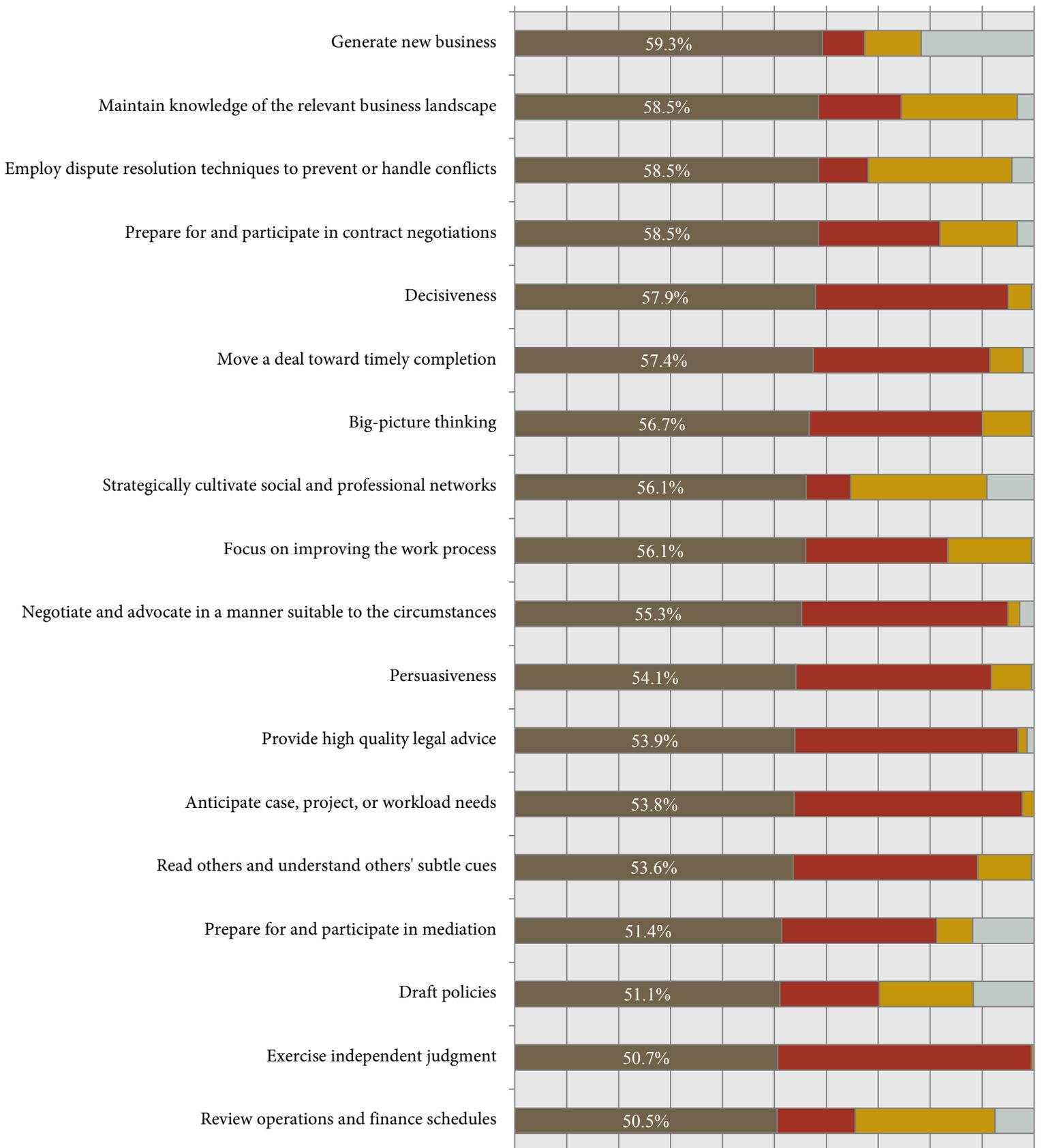
The following chart displays the items which 50% or more of respondents indicated were **necessary but could be acquired over time**.

CHART: MUST BE ACQUIRED OVER TIME



■ Must be Acquired Over Time ■ Necessary in the Short Term ■ Advantageous But Not Necessary ■ Not Relevant

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



The survey also inquired whether an important foundational skill, characteristic, or competency for new lawyers in their type of organization had not been discussed. A total of 35 respondents (13.2%) entered a comment⁷. These responses can be found in Appendix B.

Hiring Criteria and Specialization

In addition to identifying the foundations that new lawyers need, the project also seeks to pinpoint how legal employers can identify candidates with those foundations. Accordingly, the survey posed a series of questions to gauge how hiring criteria line up with the skills, characteristics, and competencies that respondents value. The survey asked respondents to indicate how helpful they found each criterion in determining whether a candidate for employment has the qualities that the respondents identified as important.

⁷ Some commenters did not identify an important foundation not addressed in the survey, but rather used the field as an opportunity to comment more generally.



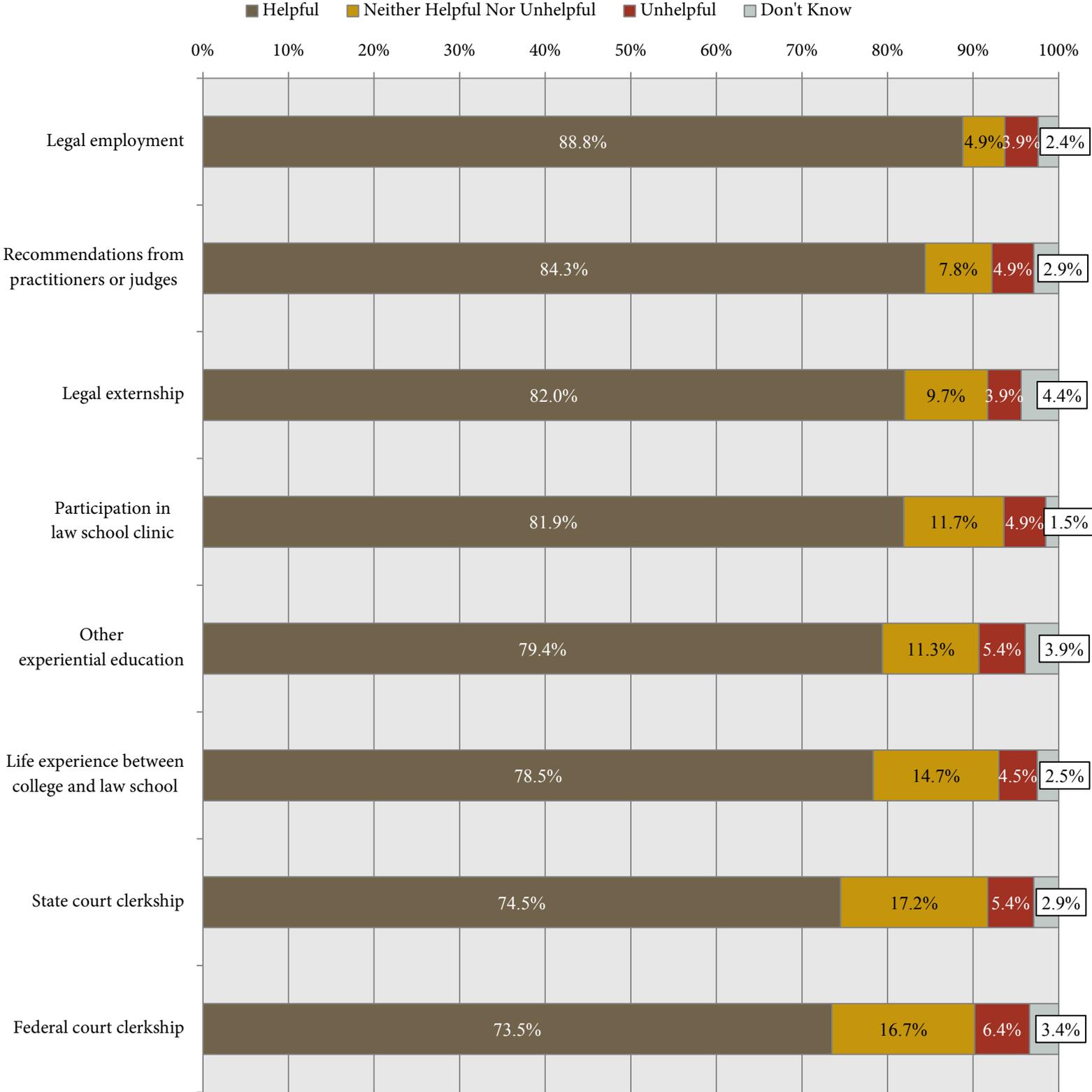
Table 27

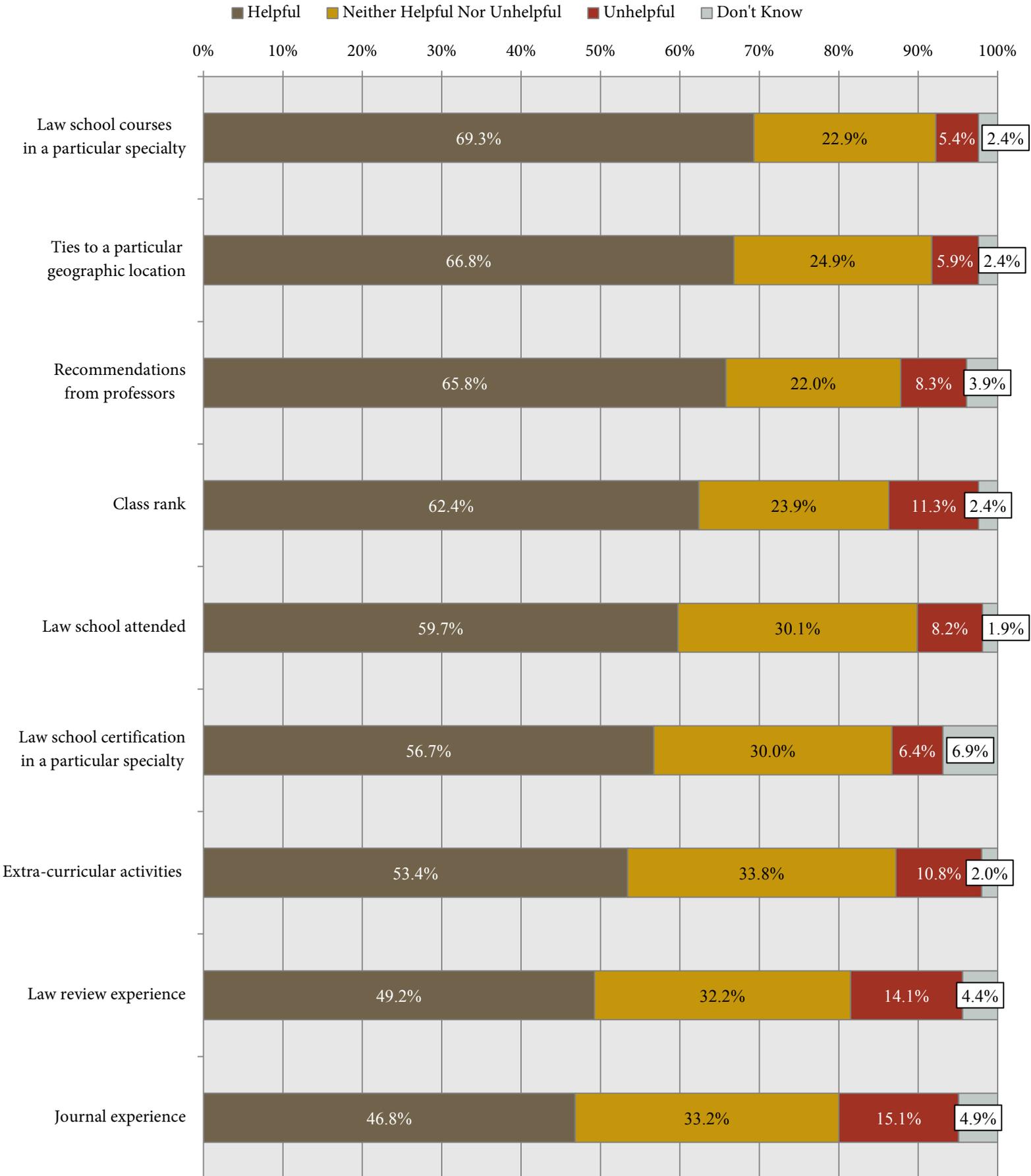
	Helpfulness of Hiring Criteria					
	Very Unhelpful	Somewhat Unhelpful	Neither Helpful Nor Unhelpful	Somewhat Helpful	Very Helpful	Don't Know
Law school attended (n=206)	1.9%	6.3%	30.1%	45.6%	14.1%	1.9%
Class rank (n=205)	2.0%	9.3%	23.9%	44.4%	18.0%	2.4%
Law review experience (n=205)	6.3%	7.8%	32.2%	34.6%	14.6%	4.4%
Journal experience (n=205)	6.8%	8.3%	33.2%	36.6%	10.2%	4.9%
Legal employment (n=206)	1.0%	2.9%	4.9%	30.1%	58.7%	2.4%
Legal externship (n=206)	0.5%	3.4%	9.7%	35.9%	46.1%	4.4%
Participation in law school clinic (n=205)	1.5%	3.4%	11.7%	46.8%	35.1%	1.5%
Other experiential education (n=204)	1.5%	3.9%	11.3%	41.7%	37.7%	3.9%
Law school courses in a particular specialty (n=205)	0.5%	4.9%	22.9%	45.4%	23.9%	2.4%
Law school certification in a particular specialty (n=203)	1.5%	4.9%	30.0%	35.0%	21.7%	6.9%
Recommendations from professors (n=205)	1.0%	7.3%	22.0%	47.3%	18.5%	3.9%
Recommendations from practitioners or judges (n=204)	1.5%	3.4%	7.8%	35.3%	49.0%	2.9%
Extra-curricular activities (n=204)	1.5%	9.3%	33.8%	43.6%	9.8%	2.0%
Life experience between college and law school (n=204)	2.0%	2.5%	14.7%	46.1%	32.4%	2.5%
State court clerkship (n=204)	1.5%	3.9%	17.2%	43.6%	30.9%	2.9%
Federal court clerkship (n=204)	2.0%	4.4%	16.7%	39.7%	33.8%	3.4%
Ties to a particular geographic location (n=205)	2.0%	3.9%	24.9%	39.0%	27.8%	2.4%



Viewing the above data in a different way, the following chart shows how each hiring criterion fared in comparison to the other criteria, in terms of the highest percentage of respondents who found the item helpful.

CHART: HIRING CRITERIA





Finally, the project ultimately seeks to create new models of legal education better aligned with the foundations new lawyers need, which touches on the issue of specialization. Accordingly, the survey asked two questions to gauge sentiment concerning whether specialization should occur in law school or after entering practice. The table below shows respondents’ level of agreement with the following statements on specialization timing.

Table 28

	Timing of Specialization				
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Specialization in a particular practice area should happen during law school. (n=205)	16.1%	42.4%	23.9%	14.1%	3.4%
Specialization in a particular practice area should happen in the first few years of practice. (n=206)	3.4%	10.2%	23.8%	49.0%	13.6%

In order to fully conceptualize the responses to the two specialization questions, the table below illustrates the convergence of individual responses to each of the questions. For example, the cell on the top left represents the proportion of respondents who expressed strong disagreement with *both* specialization questions. Further, the cells are color-coded for ease of interpretation, with darker colors representing higher percentages of overlap (see legend for specific color-coding criteria).

Legend:



Table 29: Specialization in a particular practice area should happen... (n=205)

		In the first few years of practice.				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
During law school.	Strongly Disagree	2.9%	2.4%	5.9%	3.9%	1.0%
	Disagree	0.5%	6.3%	9.8%	22.9%	2.9%
	Neither Agree nor Disagree	0.0%	0.0%	6.8%	14.6%	2.4%
	Agree	0.0%	1.5%	1.0%	6.3%	5.4%
	Strongly Agree	0.0%	0.0%	0.5%	1.0%	2.0%

Conclusion

Many thanks to the New Hampshire Bar Association, and New Hampshire lawyers for your participation in this groundbreaking study—you have contributed to a body of research that will inform legal education for years to come. With the participation of attorneys in all 50 states, the Foundations for Practice survey results draw from the opinions and experiences of tens of thousands across the nation. To enable stakeholders to learn more about the survey results beyond the aggregate responses rates to each question, we have developed an interactive online visual tool that allows one to filter and compare various aspects of the data (in this and other states), which is now available on ETL’s website at <http://iaals.du.edu/foundations>.

APPENDIX A – NEW HAMPSHIRE¹

“Using just a few words, briefly list the three most important foundational skills, characteristics, or competencies that new lawyers need to launch a successful career in the type of organization, specialty, or department in which you work.”

<u>FIRST CHOICE</u> ²	<u>SECOND CHOICE</u>	<u>THIRD CHOICE</u>
<ul style="list-style-type: none"> • Ability to accept and take advantage of constructive criticism • ability to advocate for others • ability to ask questions of other lawyers with more experience • Ability to communicate concisely • Ability to communicate well • Ability to explain the law • Ability to gather and evaluate information from clients and others • ability to identify all the legal issues associated with a situation • Ability to identify and view issues from numerous points of view • Ability to learn quickly • Ability to listen • Ability to set goals/tasks and follow through • ability to take constructive feedback 	<ul style="list-style-type: none"> • Ability to analyze a case and apply the law • ability to analyze and summarize for non-lawyers laws and regulations • Ability to argue orally • Ability to be adaptive • ability to communicate • Ability to Communicate Clearly both Verbally and in Written Form • Ability to communicate with and relate to diverse groups of people • Ability to effectively communicate • Ability to handle several ongoing issues • ability to identify relevant legal precedent • Ability to interact effectively with non-lawyers • Ability to interact with clients of all 	<ul style="list-style-type: none"> • Ability to ask meaningful questions • ability to cooperate with colleagues and clients • Ability to draft concise motions and pleadings • Ability to find balance between self-starting and knowing when to ask for help. • Ability to identify and understand the impact of their decisions • ability to interact well with others (clients, colleagues, staff) • ability to listen • Ability to manage up • Ability to Negotiate • Ability to provide concise answers to clients • Ability to research • Ability to research and present a cost

¹ These responses are unedited.

² The survey asked respondents to list the skills in order of importance.

<ul style="list-style-type: none"> • Ability to think on their own • Ability to think, organize facts, and research them • Ability to work independently • Ability to work with people • Ability to write • ability to write clearly and with the proper use of grammar • adaptability • Analysis • analysis • Analysis • Analytic skill • Analytical • Analytical ability • Analytical skills • Analytical Skills • Analytical thinking • attention to detail • Attention to detail • Attention to Detail • Attention to workload • Attentiveness (listens well, and exercises care and diligence) • Basic knowledge of the area or law or willingness to learn it • Be professional and ethical • being able to work simultaneously on several projects • broad range of legal education. • Business Knowledge • Business knowledge - how to start a 	<p>types</p> <ul style="list-style-type: none"> • ability to learn • ability to manage clients • Ability to manage time • ability to multi-task • Ability to multitask • Ability to prioritize • ability to research • Ability to speak • Ability to think quickly • ability to work as team • ability to work independently, but ask for advice when needed • Ability to work with / get along with lots of people in various roles (not just clients and coworkers but court staff, adversaries, etc.) • Ability to work with multiple supervisors • ability to write well • adaptability • Ambition • analytical reasoning • analytical skills • Attention to client services • attention to detail • Attention to detail • Attention to Detail • Attentiveness and focus • Attention to detail • Basic knowledge of, and experience in, trial practice 	<p>effective solution to clients</p> <ul style="list-style-type: none"> • Ability to see two sides to a story • ability to solve problems independently • Ability to think on their feet and analyze legal issues • Ability to understand issues both substantive and procedural • ability to understand position of all counter-parties in given situation • Ability to work and play well with others • Ability to work cooperatively with others • ability to work independently • Ability to work well with others • ability to write • Ability to write well • adaptability • Adaptable • Advocating • Aggressive • Analytic skills • analytical skills • Analytical skills and writing • appreciation of client practicalities over legal rights • asking questions • attention to detail • attitude • Be able to professionally interact with people
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<ul style="list-style-type: none"> private practice. Business knowledge if solo Civility clarity in identifying issues Clear legal thinking Clear Thinking client getting client needs and decision understanding (cost/benefit and risk/benefit analyses) Client relationship clinical experience Clinical or Practice Experience collaborative nature command of the rules of evidence commitment Commitment to doing the work well Common sense Common sense and understanding of human dynamics Common sense/good people skills Communicating with clients communication Communication / Writing communication skills Communication skills Communications skills communications skills (personal) compassionate competence competent legal writing 	<ul style="list-style-type: none"> Be competent in understanding and applying the law, court rules, etc. being prepared broad skill set Caution Civility in practice clarity of expression clear communication Clear writing Clear Writing client keeping Client management / interpersonal skills Client management skills client relations Collegiality commitment common sense common sense common sense and good judgment Communication skills communicate effectively with lay persons, agency personnel and courts communication skills Communication communication skills Communication skills compassion Compassion Concern about adding value Concise writing Confidence 	<ul style="list-style-type: none"> Be organized Being cordial and respectful of other practitioners Being eager or open-minded to challenges in new/unfamiliar areas business skills Careful Reading Skills caring Client counseling client helping comfort with the law Commitment Commitment to hard work / client service common sense Communicate Communicate coherently communication Communication communication skills Communication Skills Communication Skills/Emotional Intelligence compassionate compassion for the client in need of legal services Compassionate Competent Confidence confidence in negotiations and in the court room Confident / unflappable
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<ul style="list-style-type: none"> • competent legal writing skills • composition and revision • comprehending legal issues • Confidence • creativity • credibility • critical thinking • Critical thinking • Critical thought • dedication • Dedication to producing high quality work • Deep knowledge of the law • desire to learn • detail oriented • detailed in research • diligence • Diligence • Don't go to law school • Drive/Hunger/Enthusiasm • effective communication with clients • effective oral advocacy skills • Efficiency • Efficient • Energy • ETHICS • excellent legal writing skills • excellent writing skills • Excellent writing skills • Experience drafting documents such as wills, deeds, trusts, etc • fair 	<ul style="list-style-type: none"> • confidence and ability to think on their feet • Creative and practical problem solving • critical thinking • Critical thinking • Curiosity • Decisiveness • detail oriented • detail-oriented • diligence • Diligence • diligent • diligent in research and preparation • drive and ambition • Educate • Effective communication (written and oral) • Effective writing for business • effective written skills • Empathy • empathy for clients • Ethics • Ethics, do what you say you will do • Excellent writing • experience in actual litigation and preparation for same • fairness • flexibility • Flexibility • Fluid thought process • Focus on client service and value • good communication skills - verbal 	<ul style="list-style-type: none"> • cooperation with coworkers • Corresponding and otherwise interacting with clients (and the different types of clients (e.g. sophisticated business people, unsophisticated clients, etc.)/how to treat them differently) • Creativity • Creativity and willingness to compromise • critical thinking • curiosity • dedication • Demonstrated strong work ethic • dependable • Diligence and an understanding of how to keep clients happy. • Diligence and Care • eagerness to learn from mistakes • effective communication with clients • Effective oral communication skills • empathy/compassion • Energy • Entrepreneurial skills • Ethical competence • ethics • Ethics • Every client has a story; they must be willing to listen and care • excellent legal research skills • excellent writing skills • experience
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<ul style="list-style-type: none"> • flexibility • flexibility in being willing to learn new things and go with changes • flexible • Good communication • good communication skills • Good communication skills • good law school experience • good work ethic • Good writing skills (including grammar and spelling) • Grit • Habits of excellence • hard work • Hard work • honesty • Honesty • Humility • Identifying issues • independent judgment • initiative • inquisitive • integrity • Integrity • Integrity/Ethics • Intellectual ability and critical thinking • intellectual curiosity • intelligence • Intelligence • Intelligence and strong legal education • intelligence/insight • Interpersonal skills and understanding 	<p>and written</p> <ul style="list-style-type: none"> • Good reasoning skills • Good relationship skills • Good research & excellent writing skills • good research and writing skills • Good research skills • good writing • Good writing skills • Hard work • hard working • Hard working • have knowledge and be able to communicate • high work ethic • highly motivated • Humility • Independent thinking • Initiative • intelligence • Intelligence • intelligent • Intelligent • Interest in the practice area • interpersonal skills • Interpersonal skills • Interpersonal Skills • Interviewing • judgment • Judgment • Knowledge of case law and statutes • Knowledge of the law 	<ul style="list-style-type: none"> • Experience or knowledge about negotiation skills • Fast Decision Making • finish a memo with clear advice on what to do [or not do] • First focus on each client's objective, not legal classification.. • Focused Research • focuss • General knowledge • good at getting along with people • Good communication (listening) skills • Good critical thinking skills • Good judgment • good listener • good rapport with clients • Good research skills • good time management skills/ability to prioritize • Good writing • hard working • Hard Working • have a personality • having a sense of humor with self and others • high ethics • Honesty • honesty/candor • humility • Humility • humor • imaginative
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<ul style="list-style-type: none"> • of others • Issue spotting • issue spotting and analysis • judgement • judgment • knowledge • Knowledge • Knowledge of subject area • knowledge of substantive doctrine in basic areas of law • knowledge of substantive law • Knowledge of the law • Knowledge of the Law • knowlegde of the law • knowledge of the law • legal analytical ability • legal reasoning ability • legal research • listening • Listening • Listening skills • Litigation • logic/reasoning • Multi-tasking capabilities • NEGOTIATION SKILLS • Network • networking • Oral Skills • organization • Organization • Organizational skills • Parsing legal writing (statutes, cases, 	<ul style="list-style-type: none"> • Legal Analysis skills • legal competence • legal knowledge • Legal Knowledge • legal research • legal writing • Legal writing (with an emphasis on being concise) • LISTEN WELL • listening • Listening ability • maturity • Maturity • motivation • Need to know procedures of filing and keeping up with their calendars • negotiating skills • Negotiating Skills • Negotiation • Objective issue analysis • open minded • Oral advocacy • oral argument / being quick on their feet • Oral skills after proper analysis and identification of issues • Oratory • ORGANIZATION • Organizational skills • organized • people skills • People skills 	<ul style="list-style-type: none"> • Independence • Initiative • Initiative • Initiative • intelligence • Intelligence, esp. when working with people • Intereaction with people • Interest • Interpersonal • interpersonal relationships with fellow staff • interpersonal skills • Interpersonal skills • Issue spotting • keeping an open mind • Knowledge of -- or ability to quickly learn -- substantive law • knowledge of civil and criminal procedure • Knowledge of rules • knowledge of tax laws • knowledge of the law and court rules • Knowledge of procedure • Legal Knowledge • Legal research skills • Legal Research Skills • legal writing • Legal writing • legal writing ability • Listening and comprehension • litigation skills
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<ul style="list-style-type: none"> • administrative decisions, etc.) • People Skills/interpersonal relationship skills • Persuasive communication - in pleadings, orally in court, with opposing side • Persuasive oral and written argument • practical experience • Practical litigation experience, including how to understand court rules and the practical requirements of actually filing motions • Practical Litigation Skills • Practical skills • Pragmatism • Preparation/Investigation • Problem solving • Problem solving skills • Problem solving using common sense & legal knowledge • professional • Professionalism • public speaking • quick learner • real world perspective (understanding cross sections of society) • relational skills with other humans • research • Research • RESEARCH • Research and writing • research skills 	<ul style="list-style-type: none"> • Perserverance • Personable • Practical • Practical knowledge of court system - filing paperwork. • practical skills from hands on practice • preparation • preparedness • Professionalism • questioning • quick study • Reading comprehension • realistic expectations about the legal field • Relevant experience • research • Research • Research & Analysis • Research and Writing • Research oriented • research skills • Research skills • research/writing skills • retaining common sense • self-driven • Solid writing ability • Some prior business/real world experience • speaking • speaking skills • Statutory construction experience, including understanding legislative 	<ul style="list-style-type: none"> • Logical legal analysis • LOGICAL THINKING • making preparation a priority • Mediation • Meeting deadlines without excuse of whining • motivation • Motivation • Need to supervise good help, part-time or full time • negotiation • Networking with bar and other professionals • non-judgement • open to critique • Open to Engaging in "New" whether at ease or not • Oral Communication • oral fluency • organization • Organization • Organizational skills • organized • Organized • Outgoing personality • patience • PATIENCE • people skills • People skills • perseverance • perseverance • personality
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<ul style="list-style-type: none"> • Research skills, legal and otherwise • Respect • respectful, less combative attitude • Responsibility • Soft skills - people skills, reliability, consistency • Statutory interpretation • Strong academic background • strong organizational skills • Strong writing skills • Substantive knowledge of the law • technical expertise • The business of the practice of law • Thorough knowledge of area of law • thoroughness • Toughness • trial skills • Trial Skills • understanding/analyzing legal issues • willingness to learn • Willingness to learn • work ethic • Work ethic • Work Ethic • writing • Writing • Writing ability • Writing skill • writing skills • Writing skills • Writing Skills • writing well 	<p>history, how to properly use legislative history, and the statutory canons of construction favored by my state</p> <ul style="list-style-type: none"> • strive for excellence • Strong Legal Writing • Strong work ethic • think quick on their feet • Thinking outside the box • thoughtful • Time Management • Time management • understanding of a case from beginning contact to end • Understanding of administrative law procedures • understanding of problem • Understanding of the Law • Understanding of the practical impact of the law • Understanding people • Understanding process • understanding that civility does not obscure one's advocacy • Willingness to fail • Willingness to learn • willingness to tackle real work rather than ladder-climbing • Willingness to work hard and learn • willingness to work hard until the job is done • wisdom • work ethic 	<ul style="list-style-type: none"> • Planning ahead • Pleasing personality • Practical experience in drafting letters, documents, contracts, etc. • Practical knowledge • practice and legal skills • Proactivity • problem solver • Productivity ("get-it-done" attitude) • professionalism • promptness • Punctuality • Quick thinking • Relational skills with clients, including how to explain complicated legal issues to municipal officials and townfolk • Relationship building and client communication • Research • research and writing • Research and Writing • research skills • Research skills • research skills. • Researching • researching • Resilience • Resourceful • Respect • responsiveness to client demands • Salesmanship, ability to network
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<ul style="list-style-type: none"> • writing/communication 	<ul style="list-style-type: none"> • work experience before law school. • write a clear short [3-5] page memo • writing • Writing • WRITING • writing ability • Writing ability • writing ability- both traditional legal writing and other writing skills • Writing Proficiency • writing skills • Writing skills • Writing Skills • Writing skills -- correct grammar, syntax, and logic 	<ul style="list-style-type: none"> • sense of humor • Social IQ • Solid problem solving skills and interest • sound research • speaking ability • staying current on changes in the law • Staying in touch with regulatory landscape • strong analytical mind • Strong grammatically correct writing • Strong Oral Advocacy • strong work ethic • Strong work ethic • Strong Work Ethic • Strong writing ability • studying • technologically competent • think outside the box for solutions • Thoughtful analysis • time management • TIMELY • Trial advocacy skills • trial skills • trustworthiness • understanding client needs and goals • well spoken and written • Willing to assume risk • Willingness to learn • Willingness to take direction • work ethic • work ethic / attention to detail
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		<ul style="list-style-type: none">• writing• Writing• writing and speaking abilities• writing skills• Writing Skills• Writing skills after proper analysis and identification of issues• Writing.



APPENDIX B – NEW HAMPSHIRE¹

“Is there an important skill for new lawyers in your type of organization that has not been discussed?”

- "Translating" legal information for business colleagues -- an critical part of effective communication
- A desire and zeal to win, --within the rules for the benefit of our client
- A Sense of Humor and Playfulness
- ability to be flexible and accepting of tasks outside the realm of comfort
- Ability to communicate and interact with all levels of the organization appropriately.
- Ability to self-regulate in light of fluctuating personalities, demands and standards
- Accountability
- Client mgmt/How to PRACTICE law, not just the theory of the law itself
- Communicate clearly and compassionately with clients
- compassion and empathy are important when represnting injured people
- Demonstrate reliability and trustworthiness to the court
- emotional maturity
- Experiential, practical skills based programs that are an alternatives to the bar exam (e.g. UNH Law's Webster Scholar Program) are overrated. I am not going to ask a first year associate to take a deposition. I am going to ask him/her to write lots of predictive memos. A good writer is more valuable to my firm than someone who did a simulation.
- Humor - there are too many times that a person can't control a situation and using humor helps keep one sane!
- Integrity must be high, and mental health be solid. In my experience about half of the lawyers in this jurisdiction do not make it to 70 without being disbarred, or, quitting becaue they cannot take it, mentally. MD's are weeded out, JD/s are not. You are missiig a big part of the picture.
- knowing people and what makes them tick...the law is the last place to resolve conflicts satisfactorily

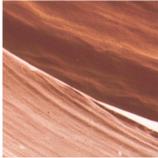
¹ These responses are unedited.

- Must learn to accept risk and responsibility.
- Negotiating skills
- Network, go to cle's and section meetings
- not lying to clients
- not undertaking matters that are foreign to experience and knowledge
- Personal Integrity
- Prior substantive experience in a business/work setting prior to graduation
- self motivated
- SENSE OF HUMOR
- statutory interpretation
- Strong foundation in Wills & Trusts--classes to be taken in law school
- the importance of making quality decisions
- This goes with humility and creativity, but flexibility is important as is reflecting upon counter arguments and being willing to change your position if it is the right thing to do.
- Time management
- Treat other workers in the office with respect.
- Understanding the relationship between Partners and Associates and determining exactly what the Partners expectations are
- Willingness to work hard and go the extra mile when needed to get a project done
- Write with accurate grammar and spelling



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We are thankful for our advisory group, which guided us from survey design and distribution to initial results analysis. The group is comprised of legal employers of all shapes and sizes, and representatives of national organizations representing the profession.



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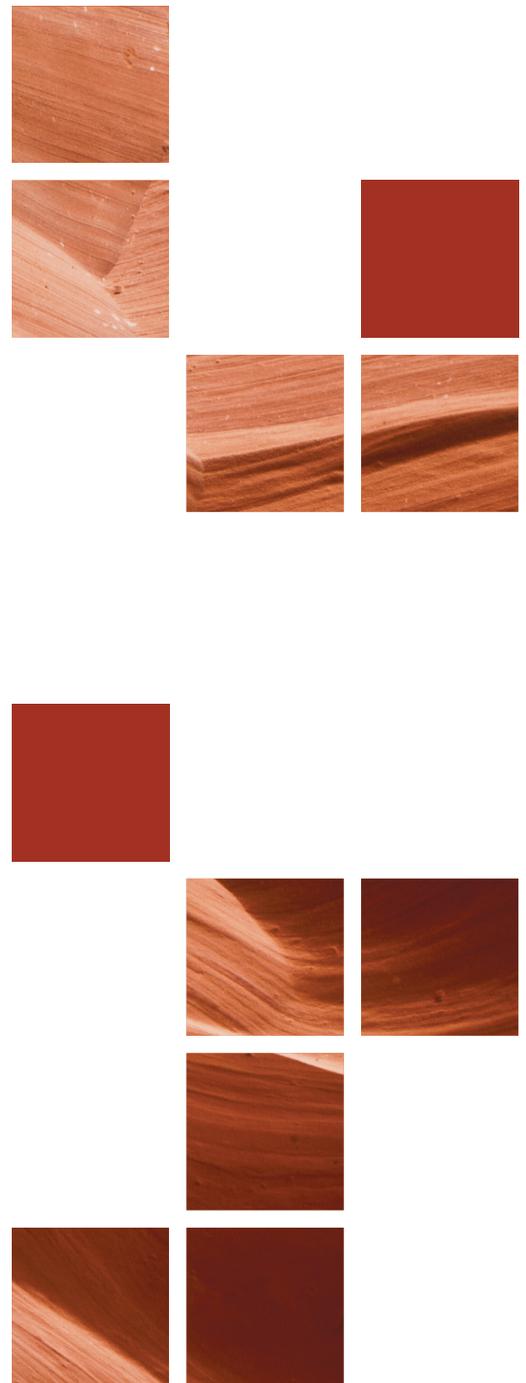
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