1. Identify the foundations entry-level lawyers need
2. Develop measurable models of legal education that support those foundations
3. Align market needs with hiring practices to incentivize positive improvements
The Survey
The number of states that distributed the survey is 37.
24,137

The number of valid responses to the survey
The number of foundations we asked about
Listen attentively and respectfully

- Identify relevant facts, legal issues
- Make decisions and deliver results
- Critically evaluate arguments
- Conduct and defend depositions
- Work as part of a team
- Initiative
- Diligence
- Integrity and trustworthiness
Listen attentively and respectfully

Identify relevant facts, legal issues

Make decisions and deliver results

Critically evaluate arguments

Diligence

Initiative

Work as part of a team

Integrity and trustworthiness

Conduct and defend depositions
Short Term
Short Term

Over Time

Advantageous
Short Term

Over Time

Advantageous

Not Relevant
The number of foundations identified as “Necessary in the Short Term” by 50% or more of the respondents
Foundations for Practice

1. Keep confidentiality
2. Arrive on time
3. Honor commitments
4. Integrity and trustworthiness
5. Treat others with courtesy and respect
6. Listen attentively and respectfully
7. Respond promptly
8. Diligence
9. Strong work ethic
10. Attention to detail
11. Conscientiousness
12. Common sense
13. Intelligence
14. Research the law
15. Take individual responsibility
16. Emotional regulation/self-control
17. Speak professionally
18. Strong moral compass
19. Write professionally
20. Exhibit tact and diplomacy
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## Competencies

1. Keep confidentiality
2. Arrive on time
3. Honor commitments
4. Integrity and trustworthiness
5. Treat others with courtesy and respect
6. Listen attentively and respectfully
7. Respond promptly
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Characteristics

1. Keep confidentiality
2. Arrive on time
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5. Treat others with courtesy and respect
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7. Respond promptly
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9. Strong work ethic
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13. Intelligence
14. Research the law
15. Take individual responsibility
16. Emotional regulation/self-control
17. Speak professionally
18. Strong moral compass
19. Write professionally
20. Exhibit tact and diplomacy
All Foundations

- Characteristics: 27.2%
- Professional Competencies: 27.9%
- Legal Skills: 44.9%

The Whole Lawyer

- Characteristics: 20.8%
- Professional Competencies: 40.3%
- Legal Skills: 39.0%
Lawyer as...

- Practitioner
- Professional
- Communicator
- Problem-solver
- Self-starter
You are what you measure
50.7%

Percentage of respondents who indicated that **core knowledge of relevant substantive and procedural law** is necessary right out of law school
Be explicit
Measure
(what matters)