



2019

Survey of U.S. Law School Career Services Offices



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Introduction

The 2019 Law School Career Services Survey gathered information, primarily related to staffing and salary topics, from law school career services offices at ABA-accredited law schools in the United States. Depending on the specific question, respondents provided information for the 2018-2019 academic year, or as of May 1, 2019. A total of 120 schools, representing all five U.S. NALP regions, responded to the survey. More private than public schools responded, reflecting the fact that over half of ABA-accredited law school are private. (See Table 1.)

Some key findings are highlighted on the following pages. Readers are encouraged to refer to the tables for more details on these topics and others not highlighted here. Note that the terms ‘school’ and ‘CSO’ are used interchangeably, and that the term ‘CSO’ is used for ease here, but includes a variety of office names as shown in Table 2.

Selected Findings

- Schools average 4 full-time equivalent professional staff and 1.1 full-time equivalent support staff. Fifteen percent of schools operate with a single full-time professional. Just over one-third of schools employ one or more part-time professionals. (Tables 3 and 4.) Part-time professionals are typically counselors. On average there are about 174 JD students per full-time equivalent professional staff. (Figure 1 and Table 5.) It is worth noting that these average staff sizes are very close to what were reported in the both the 2015 and 2017 reports. However, because of decreasing enrollment at many schools, the average number of JD students per full-time professional staff has decreased from 200 in 2015 to just over 170 in both 2017 and 2019.
- About 58% of schools reported that the CSO has a staff person designated with primary responsibility for judicial clerkship advising. Schools are less likely to have a designated public interest counselor (33%), and almost two-thirds reported that public interest advising/counseling is handled by any available counselor. About 38% of schools reported having a staff person whose duties primarily encompass employer outreach. (Tables 7 and 8.)
- About 45% of schools have a Masters of Law (non-LLM) program. When offered, career services for these students falls to the CSO as often as not. (Table 10.)
- Primary professionals reported an average of almost 13 years in the field (including both school and employer experience but not time in practice); second professionals averaged almost 9 years; third professionals averaged not quite 8 years. (Figures 2-7.)
- Close to 90% of primary and second professionals have a JD degree. The figure is higher among those who are relatively recent to their jobs. (Table 11.) Nearly all of these professionals with a JD (95%) have previously practiced law.
- The median salary for primary career services professionals was \$100,000, but this varies considerably based on characteristics of the school and the individual. (Tables 12 and 13.) Salaries for second professionals average about \$74,000. (Table 14.)
- About two-thirds of primary professionals spend half or less of their time on counseling, but 39% reported the 25-50% range. Second and third professionals not surprisingly spend more of their time on counseling. (Table 15.)



Selected Findings cont.

- About two-thirds of schools reported that the primary professional has primary responsibility for graduate employment data collection, documentation and reporting, and 40% of primary professionals reported devoting 25-50% of their time to this task. Most second and third professionals spend less than 25% of their time on this task. (Tables 16 and 17.)
- Most primary CSO professionals report to the law school dean or associate dean. At about 40% of schools, student services and admissions report to the same individual. (Tables 18 and 19.)
- Few schools reported budget increases, either overall, or for travel and staff professional development specifically. Schools were equally likely to have reported an increase in staff or a decrease in staff. However, more than three-quarters of schools reported neither of these. And, 28% of schools did not report any changes. (Table 20.)
- The most frequently reported change, reported by 30% of schools, was a reduction in office budget.

Note: This survey did not attempt to collect information about schools' programs and practices regarding student professional development. For a resource on this topic, readers are directed to a report compiled by NALP's Law School Professional Development Section titled "Professional Development in Law Schools: The Who, What, How, and Why of Law School PD Featuring 40 Case Studies from 40 Law Schools".

The report is posted on the Section's [NALP Connect page](#). [Member login required]

Table 1. Response to 2019 Law School Career Services Survey
By NALP Region and Law School Type

NALP Region	All Schools		Private Schools		Public Schools	
	Number	% of Total	Number	% of Total	Number	% of Total
Northeast and Mid-Atlantic	28	23.3%	19	15.8%	9	7.5%
Southeast	35	29.2	18	15.0	17	14.2
Midwest	29	24.2	13	10.8	16	13.3
West/Rocky Mountain	28	23.3	15	12.5	13	10.8
TOTAL	120	100.0%	65	54.2%	55	45.8%

NALP Regions

Northeast: CT,MA,ME,NH,NY,RI,VT

Mid-Atlantic: DE,DC,MD,NJ,PA,VA

Southeast: AL,AR,FL,GA,KY,LA,MS,NC,OK,SC,TN,TX,WV

Midwest: IA,IL,IN,KS,MI,MN,MO,ND,NE,OH,SD,WI

West/RM: AK,AZ,CA,CO,HI,MT,NM,NV,OR,UT,WA,WY

This survey is not applicable to Canadian law schools. Note that responses from the Northeast and Mid-Atlantic regions were combined to provide sufficient numbers for analysis.

Table 2. Formal Name of Career Services Office

	Percent
Career Services Office*	68%
Career Services and/or Career Development	21%
Office of Career and Professional Development**	21%
Office of Professional Development**	8%
Career Services and other function***	3%

*Includes variants such as Career Center, Law Career Services, Career Strategy, and Career Resources, and a reference to career development in some cases.

**Together, not quite one-third of schools reported that their office name references 'professional development' specifically.

***E.g., student services, alumni.

Table 3. Full-time Staff Size — FTEs By Type or Size of Law School
(percent of schools, except for averages)

	Source of support		JD Enrollment			Part-time program		LLM students		
	All schools	Public	Private	Fewer than 400	400-600	More than 600	No	Yes	No	Yes
Total Staff										
3 or fewer	40.8	54.5	29.2	80.5	30.8	10.0	43.3	37.7	80.8	29.8
3.5 – 6	30.8	23.6	36.9	17.1	46.2	30.0	26.9	35.8	15.4	35.1
More than 6	28.3	21.8	33.8	2.4	23.1	60.0	29.9	26.4	3.8	35.1
Average #	5.2	4.2	6.0	2.8	4.6	8.2	5.2	5.2	2.9	5.8
Professional Staff										
One	15.0	23.6	7.7	36.6	5.1	2.5	16.4	13.2	38.5	8.5
2 – 4.5	48.3	49.1	47.7	58.5	61.5	25.0	44.8	52.8	57.7	45.7
5 or more	36.7	27.3	44.6	4.9	33.3	72.5	38.8	34.0	3.8	45.7
Average #	4.0	3.3	4.7	2.1	3.8	6.3	4.0	4.1	2.1	4.6
Support Staff										
None	20.0	21.8	18.5	29.3	25.6	5.0	22.4	17.0	23.1	19.1
0.3 – One	59.2	61.8	56.9	63.4	64.1	50.0	56.7	62.3	69.2	56.4
More than 1	20.8	16.4	24.6	7.3	10.3	45.0	20.9	20.8	7.7	24.5
Average #	1.1	1.0	1.3	0.7	0.8	1.9	1.2	1.0	0.8	1.2
Student Assistants – Summer 2019										
None	91.5	94.5	88.9	95.1	100.0	78.9	92.5	90.2	96.2	90.2
1 or more	8.5	5.5	11.1	4.9	0.0	21.1	7.5	9.8	3.8	9.8
Average #	0.6	0.05	0.08	0.02	0.02	0.2	0.09	0.04	0.1	0.05

Note: Figures for professional and support staff are as of May 1, 2019.

Individuals who work full-time but who have duties outside of the CSO are counted according to the portion of their time that is devoted to the CSO.

Table 4. Part-time Staff Size — By Type or Size of Law School
(percent of schools, except for averages)

	All schools	Source of support		JD Enrollment			Part-time program		LLM students	
		Public	Private	Fewer than 400	400-600	More than 600	No	Yes	No	Yes
Total Staff										
None	65.8	72.7	60.0	85.4	64.1	47.5	70.1	60.4	84.6	60.6
1 or more	34.2	27.3	40.0	14.6	35.9	52.5	29.9	39.6	15.4	39.4
Average #	0.6	0.4	0.8	0.1	0.6	1.1	0.6	0.6	0.2	0.7
Professional Staff										
None	73.3	76.4	70.8	92.7	71.8	55.0	74.6	71.7	92.3	68.1
1 or more	26.7	23.6	29.2	7.3	28.2	45.0	25.4	28.3	7.7	31.9
Average #	0.5	0.3	0.6	0.7	0.5	1.0	0.6	0.4	0.1	0.6
Support Staff										
None	88.3	96.4	81.5	92.7	87.2	85.0	92.5	83.0	92.3	87.2
1 or more	11.7	3.6	18.5	7.3	12.8	15.0	7.5	17.0	7.7	12.8
Average #	0.1	0.03	0.2	0.1	0.1	0.2	0.07	0.2	0.1	0.1
Student Assistants — Fall 2018										
None	44.1	40.0	47.6	41.5	50.0	41.0	39.4	50.0	50.0	42.4
One	26.3	29.1	23.8	39.0	23.7	15.4	28.8	23.1	30.8	25.0
More than 1	29.7	30.9	28.6	19.5	26.3	43.6	31.8	26.9	19.2	32.6
Average #	1.1	1.1	1.1	0.8	1.0	1.5	1.2	1.0	0.7	1.2
Student Assistants — Spring 2019										
None	46.6	41.8	50.8	43.9	52.6	43.6	40.9	53.8	53.8	44.6
One	25.4	29.1	22.2	39.0	21.1	15.4	28.8	21.2	26.9	25.0
More than 1	28.0	29.1	27.0	17.1	26.3	41.0	30.3	25.0	19.2	30.4
Average #	1.1	1.1	1.0	0.8	1.0	1.4	1.2	0.9	0.7	1.2
Student Assistants — Summer 2019										
None	67.8	65.5	69.8	80.5	63.2	59.0	65.2	71.2	73.1	66.3
One	14.4	14.5	14.3	14.6	18.4	10.3	15.2	13.5	19.2	13.0
More than 1	17.8	20.0	15.9	4.9	18.4	30.8	19.7	15.4	7.7	20.7
Average #	0.5	0.6	0.5	0.2	0.6	0.8	0.6	0.5	0.3	0.6

Note: Figures for professional and support staff are as of May 1, 2019. Part-time professionals are typically counselors.

About 88% of the part-time professional staff collectively reported by schools were reported as being counselors.

Figure 1. Number of JD Students per Full-Time Professional Staff
(percent of schools in each range)

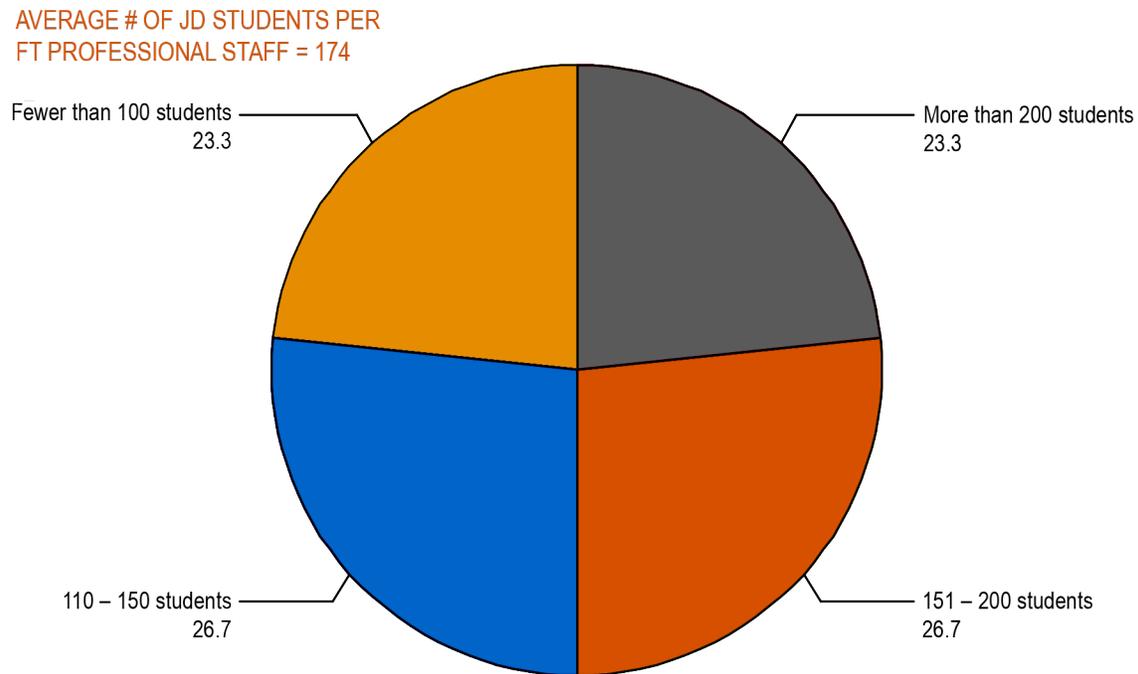


Table 5. Number of JD Students per Full-time Professional Career Services Staff
By Type or Size of Law School
(percent of schools, except for averages)

# of JD Students per Full-time Equivalent Professional Staff	Fewer than 400	400-600	More than 600	Private	Public	No part-time students	Part-time students
Fewer than 110 students	19.5	30.8	20.0	21.5	25.5	31.3	13.2
110-150 students	22.0	25.6	32.5	30.8	21.8	26.9	26.4
151-200 students	31.7	20.5	27.5	29.2	23.6	20.9	34.0
More than 200 students	26.8	23.1	20.0	18.5	29.1	20.9	26.4
Average # per full-time professional staff	179	165	177	162	187	158	193

Table 6. Titles of Primary and Secondary Professionals for Law Schools Reporting Both

Primary Professional	Second Professional	% of Combinations
Assistant or Associate Dean	Director(s)	43%
Assistant or Associate Dean	Assistant or Associate Director(s)	28
Director of Career Services	Assistant or Associate Director(s)	21
Director of Career Services	Other titles	6

Note: A total of 104 schools reported a primary and second professional. Titles are generic rather than specific. For example, the title of Director includes Director of Career Services specifically, variants such as Director of Career Planning or Professional Development, and also titles such as Director of Recruitment or Director for Public Service. There may be more than one director or assistant/associate director as a second professional. Assistant or Associate Dean titles may include a reference to area(s) of responsibility, e.g., career services, or include two titles such as Assistant Dean and Director of Career Services. Other titles include counselor, advisor, and coordinator. A small number of schools reported an Assistant or Associate Dean with other titles for the second professional; additionally, a small number of schools reported an Executive or Senior Director as the primary professional with one or more Directors for the second professional.

Table 7. Counseling for Judicial Clerkship and Public Interest Positions (percent of schools)

	All schools	JD Enrollment			Source of Support	
		Fewer than 400	400-600	More than 600	Private	Public
Judicial Clerkship Advising:						
One person in CSO has primary responsibility for clerkship advising	58.3%	51.2%	64.1%	60.0%	58.5%	58.2%
Responsibility for clerkship advising is divided among multiple CSO staff	38.3	46.3	35.9	32.5	36.9	40.0
NA — clerkship advising is independent of CSO	6.7	7.3	5.1	7.5	7.7	5.5
Public Interest Advising Provided by:						
Designated CSO staff	33.3	12.2	46.2	42.5	33.8	32.7
Any available CSO counselor/staff	63.3	82.9	59.0	47.5	60.0	67.3
Staff in separate public interest office	14.2	2.4	5.1	35.0	21.5	5.5
Other	8.3	4.9	7.7	12.5	13.8	1.8

Note: Since more than one choice could be checked for each type of job counseling, percentages may add to more than 100.

Among schools indicating that one person has primary responsibility for clerkship advising and providing the title of that person, about 56% reported an assistant or associate director, counselor, or director for public interest/clerkships/government — about 36% reported the assistant dean or director of career services (who may be the only professional staff in the office). A few noted the role of faculty in addition to CSO advising.

With respect to public interest and government advising, a few schools noted the role of faculty, an externship office, or a public interest office in addition to the CSO. For small, single-professional offices, the response was typically recorded as ‘any available CSO staff’.

**Table 8. Staffing for Selected Functions
(percent of schools)**

	All schools	JD Enrollment			Source of Support	
		Fewer than 400	400-600	More than 600	Private	Public
Staff person for employer outreach	38.3%	24.4%	43.6%	47.5%	43.1%	32.7%
Staff person for alumni counseling	15.0	12.2	2.6	30.0	20.0	9.1

Figures report the percentage of schools reporting that the office has a staff position whose duties are primarily in the area described.

**Table 9. Staff Providing LLM Counseling
(Percent of schools)**

	All schools reporting LLM students	Number of LLM Students		
		15 or fewer	16-50	More than 50
Any available CSO counselor/staff	41.1%	47.2%	50.0%	25.0%
Designated CSO staff	33.3	19.4	34.6	50.0
LLM office/program staff person	23.3	16.7	19.2	35.7
Other	14.4	19.4	11.5	10.7

Note: Figures based on 90 schools reporting that they have LLM students. Note that designated staff can refer to any CSO staff member. Schools may use any available counselor in addition to a designated staff member or LLM program staff. Thus, percentages do not add to 100.

Some schools with an LLM program did not report their number of LLM students, and so are included only in the total column. Others noted as providing counseling were faculty, an assistant or associate dean for graduate and international programs or experiential education, and sharing of responsibility between the CSO and the LLM office.

Table 10. Non-LLM Master's in Law Degree Programs
(percent of schools)

	All schools	JD Enrollment			Source of Support	
		Fewer than 400	400-600	More than 600	Private	Public
School offers non-LLM master's degree(s)	45.0%	31.7%	48.7%	55.0%	49.2%	40.0%
Counseling provided by:						
Designated CSO staff	40.7	69.2	42.1	22.7	34.4	50.0
Any available CSO counselor/staff	40.7	69.2	42.1	22.7	34.4	50.0
Another office in the law school	37.0	23.1	42.1	40.9	37.5	36.4
Graduate career center outside of the law school	5.6	7.7	0.0	9.1	6.3	4.5
Other	9.3	0.0	10.5	13.6	12.5	4.5

Figures for presence of a master's program are based on all survey respondents. Figures for career services are based on schools which indicated that they have such a master's program, although a few of these schools did not make any choices on the counseling question. Also noted for counseling were faculty and the graduate school. A few schools noted that career services are not offered for the program.

Figure 2. Years in Field — Full-Time Primary Professional

OF FULL-TIME PROFESSIONAL STAFF = 120
 AVERAGE # OF YEARS IN FIELD = 12.9

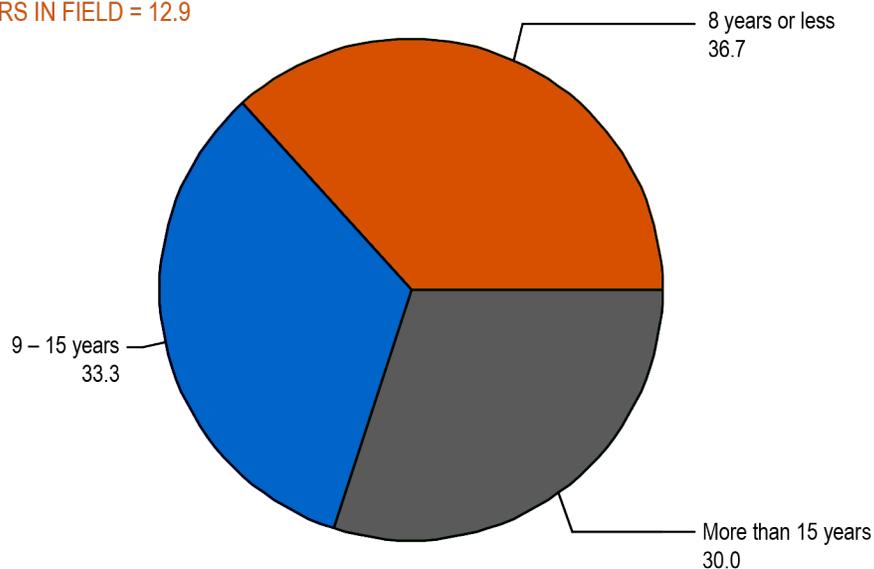


Figure 3. Years in Job — Full-Time Primary Professional

OF FULL-TIME PROFESSIONALS = 127
 AVERAGE # OF YEARS IN JOB = 7.3

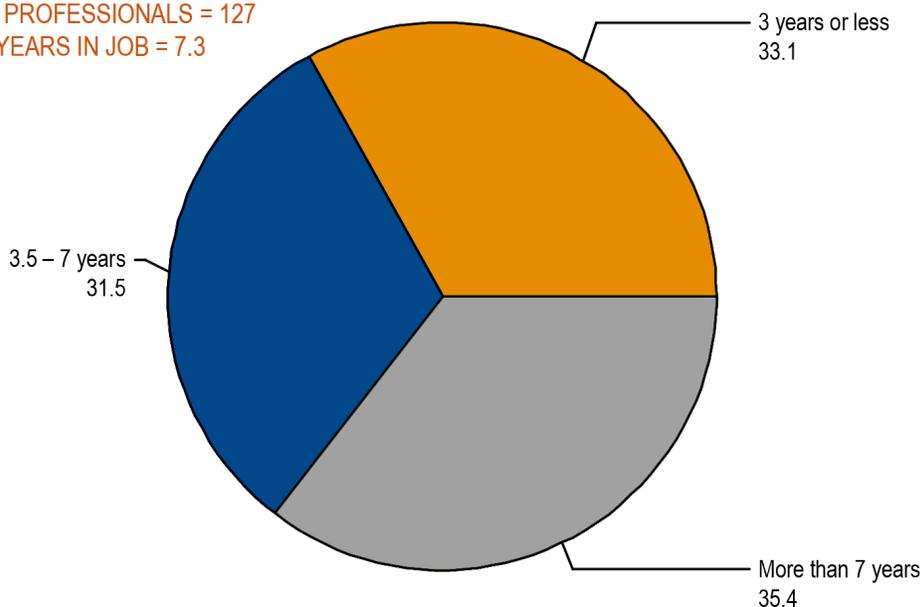


Figure 4. Years in Field — Full-Time Second Career Services Professional

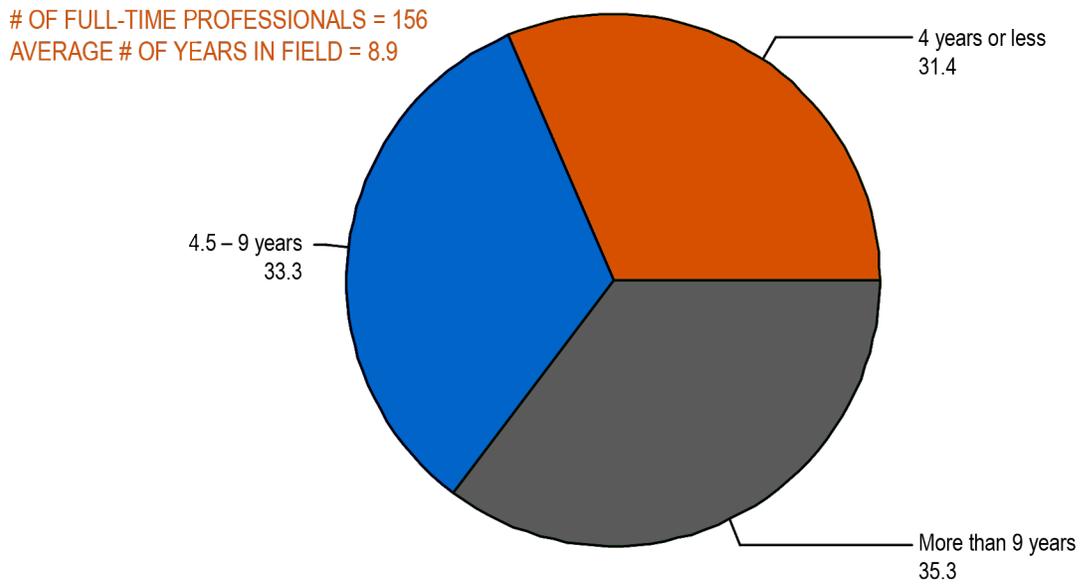


Figure 5. Years in Job — Full-Time Second Career Services Professional

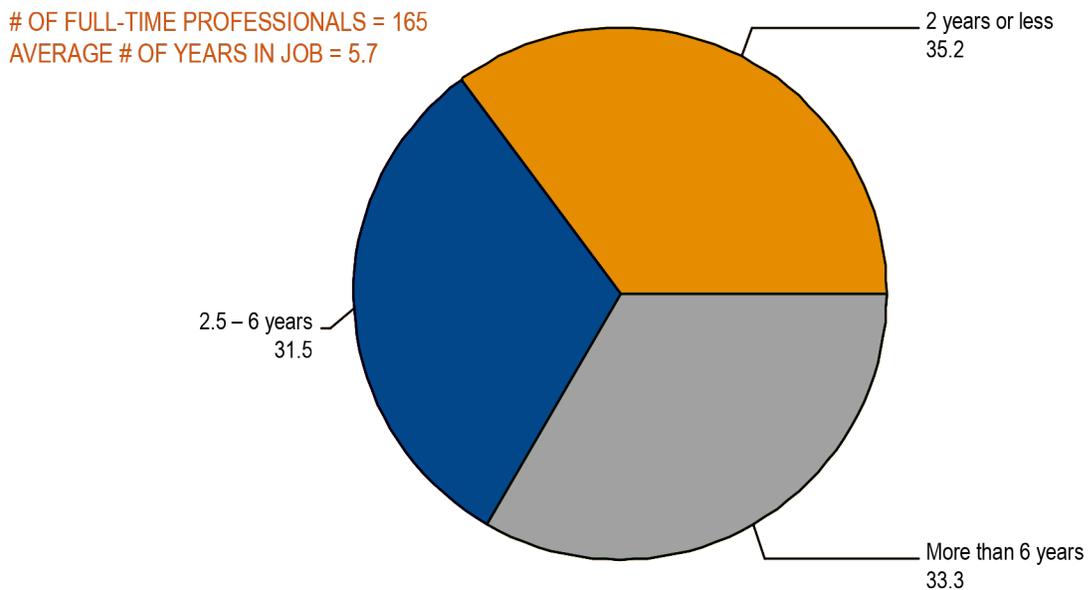


Figure 6. Years in Field — Full-Time Third Career Services Professional

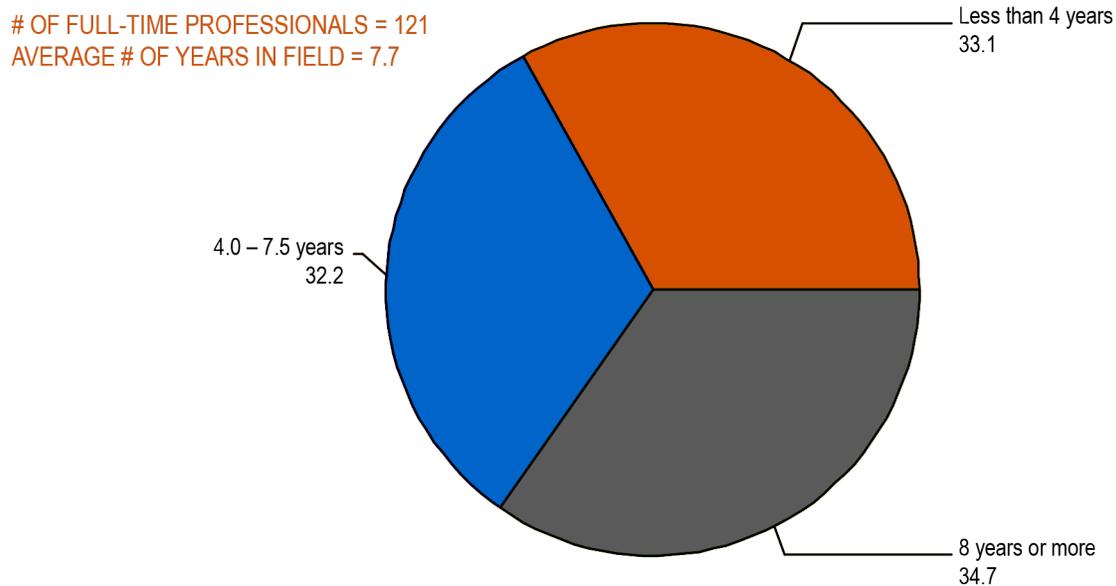


Figure 7. Years in Job — Full-Time Third Career Services Professional

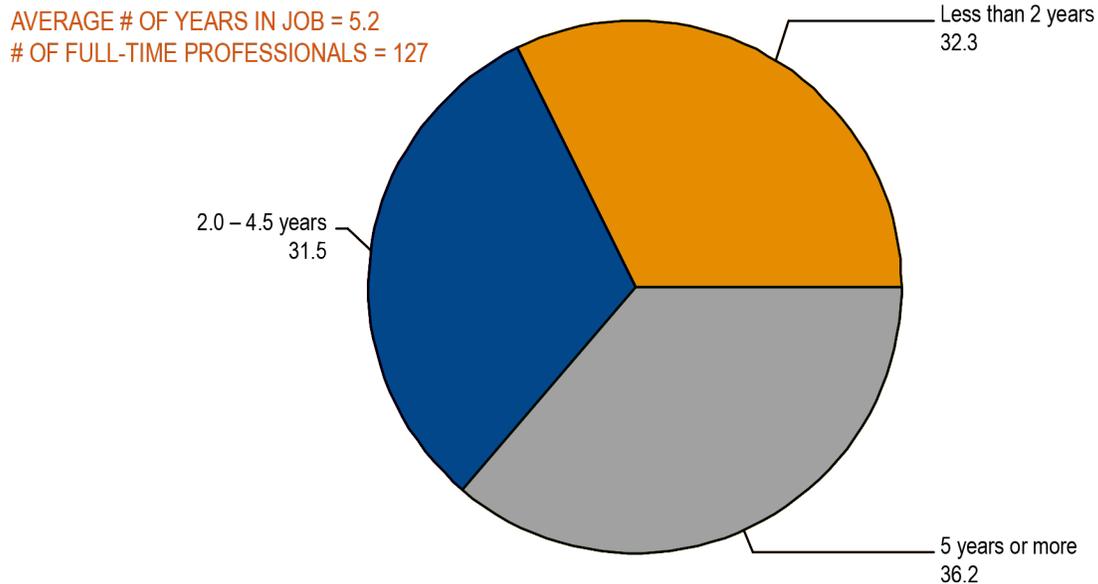


Table 11. Education of Career Services Professional by Job Tenure
(percent of professionals)

	JD or LLB Degree	
	Yes	No
Education of Primary Professionals	89.1%	10.9%
By years in current job:		
3 years or less	90.5	9.5
3.5 – 7 years	87.5	12.5
More than 7 years	88.9	11.1
Education of Second Professionals	87.5	12.5
By years in current job:		
2 years or less	89.7	10.3
2.5 – 6 years	90.4	9.6
More than 6 years	80.0	20.0
Education of Third Professionals	67.7	32.3
By years in current job:		
Less than 2 years	70.7	29.3
2.0 – 4.5 years	80.0	20.0
5 years or more	54.3	45.7
Education of Fourth Professionals	46.7	53.3
By years in current job:		
2 years or less	68.8	31.3
More than 2 years	18.2	81.8

A total of 129 primary professionals reported education – 176 second professionals reported education – 133 third professionals reported education – 45 fourth/fifth professionals reported education. Most also reported job tenure.



Table 12. Salaries for Primary Professionals By Law School Characteristics as of May 1, 2019

	25th Percentile	Median	75th Percentile	Average	# of Salaries Reported
Overall	\$83,500	\$100,000	\$120,000	\$105,682	112
Private Law Schools Overall	87,000	104,935	133,500	111,916	54
Northeast and Mid-Atlantic	95,000	138,000	177,000	134,438	13
Southeast	88,000	92,000	115,000	104,546	17
Midwest	83,500	97,035	120,000	101,381	12
West/Rocky Mountain	87,090	108,185	124,500	108,495	12
Metro area population less than 1M	74,697	87,350	95,070	89,703	14
Metro area population 1M-5M	87,000	100,000	123,000	105,902	21
Metro area population more than 5M	110,000	138,000	160,000	134,932	19
JD enrollment fewer than 400	73,046	84,740	89,850	81,612	12
JD enrollment 400-600	87,000	98,000	133,500	106,263	19
JD enrollment more than 600	109,000	123,000	160,000	132,398	23
Public Law Schools Overall	82,500	99,062	112,000	99,877	58
Northeast and Mid-Atlantic	89,500	101,708	112,000	97,649	10
Southeast	86,700	97,138	109,114	103,034	17
Midwest	81,690	83,000	100,000	88,302	17
West/Rocky Mountain	92,000	107,313	127,601	111,690	14
Metro area population less than 1M	77,000	94,062	109,114	94,769	30
Metro area population 1M-5M	83,000	97,000	115,622	104,262	20
Metro area population more than 5M	94,569	100,432	108,777	108,069	8
JD enrollment fewer than 400	77,000	86,700	100,248	88,353	29
JD enrollment 400-600	91,544	108,000	115,000	102,770	17
JD enrollment more than 600	98,569	104,777	162,500	123,630	12

Note: Figures reflect full-time salaries only. Groupings with fewer than 5 salaries are not reported. Population figures are assigned based on the size of the metropolitan statistical area (MSA) in which the school is located. Population figures are published by the U.S. Census Bureau and are as of July 1, 2018.

Table 13. Salaries for Primary Professionals By Education and Tenure as of May 1, 2019

		25th Percentile	Median	75th Percentile	Average	# of Salaries Reported
Overall		\$83,500	\$100,000	\$120,000	\$105,682	112
Education	Without JD/LLB	79,076	107,500	170,000	115,721	10
	With JD/LLB	84,000	100,000	120,000	104,697	102
Years in Field	8 years or less	75,000	96,104	107,813	94,202	40
	9 – 15 years	84,000	92,000	109,114	99,191	39
	More than 15 years	91,544	123,801	160,000	126,261	30
Years in Job	3 years or less	87,392	102,250	115,590	103,693	36
	3.5 – 7 years	82,600	98,000	124,000	102,834	35
	More than 7 years	82,500	100,000	130,000	109,859	41

Note: Figures reflect full-time salaries only. Counts for individual categories may not add to the total because not all respondents reported both educational attainment and job tenure/experience. The median for each category divides salaries in half, with half the salaries above and half the salaries below the median. Only groupings with five or more salaries reported are included in the table. Because of the number of primary professionals without a JD is small, figures for this group are not broken out further.



Table 14. Salaries for Other Professional and Administrative Positions – as of May 1, 2019

		25th Percentile	Median	75th Percentile	Average	# of Salaries Reported
All Second Professionals		\$62,628	\$73,750	\$84,934	\$74,868	152
Education	Without JD	50,000	70,000	88,000	73,598	17
	With JD	64,000	74,000	84,000	74,931	134
NALP region	Northeast and Mid-Atlantic	74,129	76,721	96,000	83,433	33
	Southeast	60,000	68,000	83,000	70,675	49
	Midwest	64,000	70,000	80,500	71,624	33
	West/RM	66,300	73,500	85,000	75,675	37
Size of school	JD enrollment fewer than 400	52,760	60,000	71,000	62,278	30
	JD enrollment 400 – 600	60,000	69,700	83,000	71,030	49
	JD enrollment more than 600	70,000	76,500	92,000	82,618	73
Type of school	Private	66,000	74,500	85,000	76,987	85
	Public	60,000	72,000	84,000	72,180	67
Years in field	4 years or less	57,996	66,000	72,000	65,925	49
	4.5 – 9 years	68,950	74,750	81,502	75,269	48
	More than 9 years	71,000	82,000	96,000	84,530	41
Years in job	2 years or less	62,000	70,000	75,000	70,376	55
	2.5 – 6 years	60,000	74,000	85,000	73,294	42
	More than 6 years	68,971	80,004	96,000	83,147	47
All Third Professionals		57,500	71,521	79,000	70,040	120
Education	Without JD	51,837	58,268	73,500	62,196	36
	With JD	65,000	75,000	80,000	73,546	82
NALP region	Northeast and Mid-Atlantic	62,500	75,000	84,500	75,183	40
	Southeast	52,000	60,000	76,000	63,229	27
	Midwest	55,743	66,500	75,000	64,956	20
	West/RM	68,959	75,000	80,000	72,459	33

		25th Percentile	Median	75th Percentile	Average	# of Salaries Reported
Size of school	JD enrollment fewer than 400	51,000	53,885	63,000	58,160	14
	JD enrollment 400-600	55,000	59,063	76,000	65,205	38
	JD enrollment more than 600	70,000	75,000	81,000	75,188	68
Type of school	Private	61,500	75,000	80,000	72,678	75
	Public	54,770	67,053	77,000	65,643	45
Years in field	Less than 4 years	54,770	68,959	75,000	65,003	39
	4.0 – 7.5 years	58,500	70,816	84,000	71,666	36
	8 years or more	58,535	77,250	87,000	74,409	35
Years in job	Less than 2 years	55,000	70,000	76,000	65,985	39
	2.0 – 4.5 years	56,493	70,316	77,000	68,247	36
	5 years or more	70,000	77,500	86,000	75,699	38
All Fourth Professionals		54,355	62,450	71,000	63,134	40
Education	Without JD	46,000	60,000	67,511	58,090	23
	With JD	61,775	70,000	77,000	69,959	17
NALP region	Northeast and Mid-Atlantic	65,075	72,000	81,500	72,472	15
	Southeast	46,050	57,782	61,388	55,752	12
	Midwest	46,000	51,235	65,000	54,059	6
	West/RM	60,000	62,500	69,000	63,557	7
Size of school	JD enrollment 400 – 600	41,441	45,050	56,735	50,846	8
	JD enrollment more than 600	60,000	65,000	75,000	66,084	31
Type of school	Private	55,000	65,000	76,000	65,460	25
	Public	47,470	60,564	67,511	59,258	15
Years in field	4 years or less	48,000	60,564	70,000	60,324	19
	More than 4 years	60,000	66,000	72,000	65,677	21
Years in job	2 years or less	52,500	61,170	72,500	62,773	16
	More than 2 years	53,709	63,750	69,000	62,818	22
Administrative support (non-professional) positions		37,000	40,000	50,000	43,338	51

Note: Groupings with fewer than 5 salaries reported are not included in the table. Some schools reported salaries for administrative support positions, others did not. Based on those reported, salaries for these positions varied little by school characteristics.

**Table 15. Time Spent on Counseling
(percent of professionals)**

		JD Enrollment			Number of JD Students Per Full-Time Professional Staff			
	All Sizes	Fewer than 400	400-600	More than 600	Fewer than 110	110-150	151-200	More than 200
Primary Professionals (# reporting = 126)								
Less than 25%	27.8%	11.6%	22.5%	48.8%	46.9%	28.1%	25.0%	7.7%
25-50%	38.9	37.2	40.0	39.5	34.4	37.5	44.4	38.5
51-75%	25.4	37.2	32.5	7.0	15.6	31.3	25.0	30.8
More than 75%	7.9	14.0	5.0	4.7	3.1	3.1	5.6	23.1
Second Professionals (# reporting = 170)								
Less than 25%	7.1	0.0	7.5	9.2	7.6	9.4	4.3	5.9
25-50%	16.5	20.0	18.9	13.8	20.7	13.2	17.0	11.8
51-75%	54.7	66.7	49.1	54.0	52.8	56.6	55.3	52.9
More than 75%	21.8	13.3	24.5	23.0	18.9	20.8	23.4	29.4
Third Professionals (# reporting = 125)								
Less than 25%	20.8	33.3	21.4	17.7	23.5	16.7	20.8	–
25-50%	11.2	6.7	9.5	13.2	11.8	14.6	4.2	–
51-75%	34.4	26.7	45.2	29.4	33.3	41.7	25.0	–
More than 75%	33.6	33.3	23.8	39.7	31.4	27.1	50.0	–

Note: Counseling time was reported for full-time professionals only. Figures exclude professionals for whom time spent was not reported and where it was explicitly noted that the individual’s job does not include counseling. However, the ‘Less than 25%’ category may include some professionals whose jobs do not include counseling.

Figures for fourth professionals are not shown on the table; nearly all fourth professionals reporting this information are at the largest schools, and three-quarters of these professionals spend half or more of their time on counseling.

A dash indicates insufficient responses for analysis.

Table 16. Time Spent on Graduate Employment Data Collection/Documentation/Reporting
(percent of professionals)

	All schools	JD Enrollment			Number of JD Students Per Full-time Professional Staff			
		Fewer than 400	400-600	More than 600	Fewer than 110	110-150	151-200	More than 200
Primary Professional (# reporting = 118)								
Less than 25%	51.7%	60.0%	41.0%	53.8%	63.3%	46.4%	41.2%	57.7%
26-50%	39.8	35.0	46.2	38.5	36.7	46.4	44.1	30.8
More than 50%	8.5	5.0	12.8	7.7	0.0	7.1	14.7	11.5
Second Professionals (# reporting = 140)								
Less than 25%	72.1	78.6	77.8	65.7	78.4	82.2	59.5	62.5
26-50%	24.3	17.9	20.0	29.9	18.9	13.3	38.1	31.3
More than 50%	3.6	3.6	2.2	4.5	2.7	4.4	2.4	6.3
Third Professionals (# reporting = 94)								
Less than 25%	74.5	66.7	66.7	80.0	73.5	74.3	78.3	–
26-50%	17.0	33.3	25.9	9.1	20.6	17.1	13.0	–
More than 50%	8.5	0.0	7.4	10.9	5.9	8.6	8.7	–

Note: Time spent on graduate employment information was reported for full-time professionals only. Figures exclude professionals for whom time spent was not reported and where it was explicitly noted that the individual's job does not include this function. However, the 'Less than 25%' category likely includes some professionals whose jobs do not include duties related to graduate employment information. Figures for fourth professionals are not shown—most spend less than 25% of their time on graduate employment information.

For this analysis, the '51-75%' and 'more than 75%' categories were collapsed, as the count in the latter category is very small. A dash indicates insufficient responses for analysis.

Table 17. CSO Staff Person with Lead Responsibility for Graduate Employment Data Collecting, Compiling, and Reporting

<p>Primary Professional Takes Lead</p> <ul style="list-style-type: none"> Some schools noted the assistance others in the office, such as a director, assistant director, recruiting coordinator or administrative staff. 	67%
<p>Other Professional Takes Lead</p> <ul style="list-style-type: none"> Titles for these individuals include director, assistant or associate director, advisor, coordinator, direct of administration, recruitment manager, data analyst, project manager. Titles may refer specifically to employment and/or data and information. Some schools noted that the task also involves staff such as a data specialist or employment coordinator. 	33%

Note: Figures are based on 115 schools for which the lead or primary person was reported.

Table 18. Person to Whom the Primary Career Services Professional Reports (percent of schools)

	JD Enrollment			
	All Sizes	Fewer than 400	400-600	More than 600
Law school dean	62.5%	63.4%	71.8%	52.5%
Law school associate dean	27.5	24.4	23.1	35.0
Law school assistant dean	5.8	9.8	0.0	7.5
Other law school administrator	3.3	2.4	5.1	2.5
Other	0.8	2.4	0.0	0.0

Figures are based on 120 schools. Percentages may add to more than 100 because in some cases the primary career services professional reports to more than one person. Other administrators/titles mentioned include vice dean, president and chancellor.

Table 19. Other Law School Offices Reporting to the Person to Whom the Primary CSO Professional Reports (percent of schools)

	JD Enrollment			
	All Sizes	Fewer than 400	400-600	More than 600
All other offices	30.8%	39.0%	33.3%	20.0%
Admissions	40.0	43.9	41.0	35.0
Registrar	19.2	26.8	10.3	20.0
Student services	42.5	53.7	38.5	35.0
Financial aid	16.7	19.5	17.9	12.5
Development	27.5	24.4	35.9	22.5
Business/Finance	30.8	22.0	43.6	27.5
Other	20.0	12.2	25.6	22.5
None reported	6.7	0.0	5.1	15.0

Figures are based on 120 schools. Percentages add to more than 100 because more than one item could be checked. Other offices mentioned include academic affairs and achievement, alumni and external relations, communications, administrative services, marketing, faculty, library, IT, Masters in Law program, and pro bono/public service.

Table 20. Changes Experienced Since 2017 Survey
(percent of schools)

	All Sizes	JD Enrollment			Source of Support	
		Fewer than 400	400-600	More than 600	Private Schools	Public Schools
Position(s) in office eliminated or hours reduced	21.7%	22.0%	28.2%	15.0%	21.5%	21.8%
Position(s) in office added	21.7	12.2	25.6	27.5	15.4	29.1
Office budget reduced	30.0	29.3	35.9	25.0	32.3	27.3
Office budget increased	9.2	9.8	2.6	15.0	7.7	10.9
Travel authority/budget reduced or eliminated	14.2	17.1	15.4	10.0	16.9	10.9
Travel authority/budget increased	8.3	7.3	10.3	7.5	9.2	7.3
Decrease in funds for professional development/conferences	16.7	22.0	20.5	7.5	20.0	12.7
Increase in funds for professional development/conferences	5.0	0.0	7.7	7.5	4.6	5.5
Other	10.0	17.1	5.1	7.5	9.2	10.9
None checked	28.3	22.0	35.9	27.5	27.7	29.1

Figures are based on all responding schools. Percentages add to more than 100 because more than one item could be checked. Other changes noted mostly related to staffing changes, including re-classifying jobs as to job title and duties, moving part-time employees to full-time, and vice versa, and challenges posed by lack of change in staffing levels, and significant staff turnover.

Comments About Changes Affecting the CSO

A number of schools provided commentary on changes and/or challenges that have affected their CSOs since the 2017 survey. Some comments have been edited slightly for clarity and length.

- “The expectation that our office provide career counseling to LLM students continues to grow, which requires us to constantly balance it against our core, which is JD students.”
- “Our international LL.M. students are becoming more and more challenging to advise and counsel due to looming immigration issues and limited jobs for non-JDs.”
- “Challenges –advising (or not advising) MLS and LLM students.”
- “The Career Services Office took over responsibility for operating the school’s externship program. We have about 200 externships during the fall and spring semesters.”
- “Our office has taken on the administrative responsibilities of the externship program; the assistant dean will be taking on the faculty role of the externship program.”
- “Increased time and focus on the ABA protocol takes away from meaningful time for student interaction and work.” [Additional similar comments.]
- “509 Compliance (Bar passage) added to data collection and compliance burden.”
- “The ABA and other publications remain rigid in their definition and categorization of law jobs. We are finding that more and more of our graduates are choosing to work in business and industry positions with little regard for whether or not they practice law in the traditional sense.”
- “December 2018 Principles changes.” [Additional similar comments.]
- “Increase of organized earlier 2L recruiting.”
- “It is difficult to get 1Ls engaged and in our office or participating in student programs.”

- “Fall 2018 was the first year that we prohibited interviews in hotel bedrooms and required all employers to use the living and office area of the hotel suites only. We received no push-back whatsoever from employers and saw that comments from students regarding the awkward nature of interviewing in hotel rooms decreased.”
- “Replaced Symplicity with 12Twenty.”
- “Addition of MJ [Masters] Programs; Pro Bono service program added to coaching and administrative burden.”
- “In January 2018 the Dean completely restructured the CDO and hired four new professional staff members.”
- “The office and its staff look vastly different since the previous survey: addition of new Manager of Employer Outreach role; primary professional title changed to Senior Director; primary professional reports to Senior Assistant Dean; alumni advising position moved to Office of Alumni Affairs; Office of Public Interest moved out of OCPD as stand-alone office. Under the new Senior Director, counselor salaries were increased, and a part-time position was eliminated to allocate additional salary to the expanded ‘Data and Communications’ role.”
- “We eliminated a support role and are awaiting final approval for a Career Center Manager position.”
- “Increased number of positions, but difficult to retain good staff due to compensation levels.”
- “Have had to adjust to going from three staff to one. Difficult even with declining enrollment.”
- “As a one professional office, it is difficult to be an expert on all potential legal opportunities and do all the employer outreach, let alone tracking and reporting employment data.”
- “Significant budget cuts at the law school are negatively affecting staffing and funding.”
- “Adding a combined Student Services and Career Development director is a significant office change. Time is split 50-50.”

- “We are instituting a hybrid online JD program. This will mean working with students from across the country, remotely, and many unique challenges.”
- “The recent addition of an employer relations professional located in another city has greatly increased our ability to conduct employer outreach in a another market where our students show great interest in finding employment.”
- “In 2017 our Assistant Dean of Career Development was promoted to oversee all student services including the Registrar and Student Affairs. The [previous] position was not filled, and instead a Director of Data and Operations position was created to manage the administrative duties associated with the former Assistant Dean position.”
- “The size of the CSO’s professional staff effectively shrank from two to one in 2018-19. The second staff member, who already managed the law school’s growing externship/field placement program, was asked to teach a required two-semester professionalism class as part of the first-year curriculum. She is still nominally part of our office, but the additional workload has, for all practical purposes, left her with no time for the CSO.”
- “The law school experienced certain organizational restructuring, such that the Assistant Dean of Career Services now reports to the Senior Associate Dean, whereas this position previously reported to the Dean.”
- “In late summer 2017 we converted an existing frontline Career Consultant position to an Assistant Director position. In addition to this upgrade, we added a second Assistant Director position. As a result, we have moved from a relatively flat structure to a multi-level structure where an Assistant Dean supervises two Assistant Directors and four career consultants (two part-time and two full-time). This has extended our bandwidth and expertise.”
- “We no longer have a separate Assistant Dean of Career Services. The Associate Dean of Student Affairs does both jobs. We have a new Employment Programs Coordinator position.”
- “Our Center for Law in Public Service was in the CPD and that 0.5 staff attorney provided public

interest counseling. That office was eliminated and a separate Civil/Human Rights office created, but that staff does not provide any career counseling.”

- “When the Director of Career Services retired, the position was not filled but was added to the duties of the Associate Dean for Student Affairs. Support staff positions were reduced from 1.5 to 1 after a planned retirement.”
- “The Director of Career and Professional Development was promoted to Assistant Dean of Professional Development.”
- “We struggle to be heard regarding admission and curriculum decisions, despite actively sharing data and industry trends. Despite a flat employment market, our school has decided to admit larger classes, creating an urgency for drastic changes in employer outreach and relations as well as additional pressures on our diminished staff. We are also seeing increased pressure from our alumni and dean’s office to become a placement office rather than a student services office.”
- “In addition to the re-organizations mentioned above, there were a number of comments concerning staff turnover, individuals serving in an interim capacity, and short-staffing due to resignations or retirements.”

