

2017 of U.S. Law School
Survey Career Services Offices





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Introduction

The 2017 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 2016-2017 academic year, or as of May 1, 2017. A total of 106 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 below. 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 3.7 full-time professional staff and 1.1 full-time support staff. Seventeen percent of schools operate with a single full-time professional. Just under one-third of schools employ one or more part-time professionals. (Tables 3 and 4.) Part-time professionals are typically counselors. Note that for purposes of compiling these survey results, staff with titles of recruitment manager or similar were considered as professional staff. On average there are about 172 JD students per full-time professional staff. (Figure 1 and Table 5.) It is worth noting that these average staff sizes are very close to what was reported in the 2015 report, increasing by just 0.1 percentage point. However, because of decreasing enrollment at many schools, the average number of JD students per full-time professional staff has decreased from 200 to 172.
- Over two-thirds of schools, 67%, 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 (43%), and half reported that public interest advising/counseling is handled by any available counselor. About one-third of schools reported having a staff person whose duties primarily encompass employer outreach. (Tables 7 and 8.)
- About 41 of schools have a Masters of Law (non-LLM) program. Career services for these students falls to the CSO as often as not. (Table 10.)
- Primary professionals reported an average of 13 years in the field (including both school and employer experience but not time in practice); second professionals averaged just over 8 years; third professionals average not quite 9 years. (Figures 2-7.)
- About 86% 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 (94%) have previously practiced law.
- The median salary for primary career services professionals was \$95,000, but this varies considerably based on characteristics of the school and the individual. (Tables 12 and 13.) Salaries for second professional average about \$70,000. (Table 14.)



Selected Findings cont.

- Almost three-quarters (74%) of primary professionals spend half or less of their time on counseling, but 53% reported the 25-50% range. Second and third professionals not surprisingly spend more of their time on counseling. (Table 15.)
- Most schools (78%) reported that the primary professional has primary responsibility for graduate employment data collection, documentation and reporting, and 43% 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. In more than 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. (Table 20.)

**Table 1. Response to 2017 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/Mid-Atlantic | 22 | 20.8% | 16 | 15.1% | 6 | 5.7% |
| Southeast | 35 | 33.0 | 19 | 17.9 | 16 | 15.1 |
| Midwest | 23 | 21.7 | 10 | 9.4 | 13 | 12.3 |
| West/Rocky Mountain | 26 | 24.5 | 15 | 14.2 | 11 | 10.4 |
| Total | 106 | 100.0 | 60 | 56.6 | 46 | 43.4 |

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* | 50% |
| Office of Career Development or Professional Development** | 44% |
| Name includes 'professional development' specifically | 28% |
| Career Services and other function*** | 6% |

*Includes variants such as Career Center, Law Career Services, Career Strategy, and Career Resources.

**The name reported by four schools includes only "professional development", e.g., Office of Professional Development.

***E.g., student services, externships.

Table 3. Full-time Staff Size — 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 | 600 or more | No | Yes | No | Yes |
| Total Staff | | | | | | | | | | |
| 3 or fewer | 45.3% | 54.3% | 38.3% | 89.5% | 41.2% | 0.0% | 41.3% | 48.3% | 75.9% | 28.4% |
| 4-5 | 19.8 | 23.9 | 16.7 | 10.5 | 32.4 | 17.6 | 23.9 | 16.7 | 17.2 | 23.9 |
| More than 5 | 34.9 | 21.7 | 45.0 | 0.0 | 26.5 | 82.4 | 34.8 | 35.0 | 6.9 | 47.8 |
| Average # | 4.7 | 3.9 | 5.3 | 2.4 | 4.3 | 7.8 | 4.8 | 4.7 | 3.0 | 5.6 |
| Professional Staff | | | | | | | | | | |
| One | 17.0 | 21.7 | 13.3 | 44.7 | 2.9 | 0.0 | 19.6 | 15.0 | 31.0 | 9.0 |
| 2-4 | 50.9 | 58.7 | 45.0 | 55.3 | 76.5 | 20.6 | 50.0 | 51.7 | 62.1 | 47.8 |
| More than 4 | 32.1 | 19.6 | 41.7 | 0.0 | 20.6 | 79.4 | 30.4 | 33.3 | 6.9 | 43.3 |
| Average # | 3.7 | 3.1 | 4.1 | 1.8 | 3.3 | 6.0 | 3.7 | 3.7 | 2.5 | 4.3 |
| Support Staff | | | | | | | | | | |
| None | 30.2 | 34.8 | 26.7 | 50.0 | 26.5 | 11.8 | 28.3 | 31.7 | 55.2 | 19.4 |
| One | 46.2 | 54.3 | 40.0 | 47.4 | 50.0 | 41.2 | 45.7 | 46.7 | 41.4 | 47.8 |
| More than 1 | 23.6 | 10.9 | 33.3 | 2.6 | 23.5 | 47.1 | 26.1 | 21.7 | 3.4 | 32.8 |
| Average # | 1.1 | 0.8 | 1.2 | 0.5 | 1.0 | 1.8 | 1.1 | 1.0 | 0.5 | 1.3 |
| Student Assistants — Summer 2017 | | | | | | | | | | |
| None | 84.6 | 88.6 | 81.7 | 89.2 | 90.9 | 73.5 | 81.8 | 86.7 | 93.1 | 78.8 |
| 1 or more | 15.4 | 11.4 | 18.3 | 10.8 | 9.1 | 26.5 | 18.2 | 13.3 | 6.9 | 21.2 |
| Average # | 0.3 | 0.2 | 0.5 | 0.1 | 0.1 | 0.8 | 0.4 | 0.3 | 0.1 | 0.5 |

Note: Figures for professional and support staff are as of May 1, 2017. Figures can include individuals who work full-time but who have duties outside of 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 | 600 or more | No | Yes | No | Yes |
| Total Staff | | | | | | | | | | |
| None | 56.6% | 54.3% | 58.3% | 63.2% | 55.9% | 50.0% | 54.3% | 58.3% | 55.2% | 58.2% |
| 1 or more | 43.4 | 45.7 | 41.7 | 36.8 | 44.1 | 50.0 | 45.7 | 41.7 | 44.8 | 41.8 |
| Average # | 0.8 | 0.8 | 0.8 | 0.5 | 0.8 | 1.0 | 1.0 | 0.6 | 0.6 | 0.9 |
| Professional Staff | | | | | | | | | | |
| None | 70.8 | 76.1 | 66.7 | 86.8 | 64.7 | 58.8 | 69.6 | 71.7 | 82.8 | 67.2 |
| 1 or more | 29.2 | 23.9 | 33.3 | 13.2 | 35.3 | 41.2 | 30.4 | 28.3 | 17.2 | 32.8 |
| Average # | 0.5 | 0.5 | 0.6 | 0.2 | 0.7 | 0.8 | 0.7 | 0.4 | 0.2 | 0.7 |
| Support Staff | | | | | | | | | | |
| None | 79.2 | 73.9 | 83.3 | 71.1 | 88.2 | 79.4 | 76.1 | 81.7 | 65.5 | 83.6 |
| 1 or more | 20.8 | 26.1 | 16.7 | 28.9 | 11.8 | 20.6 | 23.9 | 18.3 | 34.5 | 16.4 |
| Average # | 0.2 | 0.3 | 0.2 | 0.3 | 0.1 | 0.2 | 0.3 | 0.2 | 0.4 | 0.2 |
| Student Assistants — Fall 2016 | | | | | | | | | | |
| None | 56.6 | 58.1 | 55.4 | 60.5 | 48.3 | 59.4 | 62.8 | 51.8 | 55.2 | 54.8 |
| One | 19.2 | 18.6 | 19.6 | 18.4 | 34.5 | 6.3 | 14.0 | 23.2 | 17.2 | 21.0 |
| More than 1 | 24.2 | 23.3 | 25.0 | 21.1 | 17.2 | 34.4 | 23.3 | 25.0 | 27.6 | 24.2 |
| Average # | 0.8 | 0.8 | 0.8 | 0.7 | 0.8 | 0.9 | 0.7 | 0.8 | 0.8 | 0.8 |
| Student Assistants — Spring 2017 | | | | | | | | | | |
| None | 57.6 | 58.1 | 57.1 | 63.2 | 48.3 | 59.4 | 62.8 | 53.6 | 58.6 | 54.8 |
| One | 19.2 | 16.3 | 21.4 | 18.4 | 34.5 | 6.3 | 14.0 | 23.2 | 17.2 | 21.0 |
| More than 1 | 23.2 | 25.6 | 21.4 | 18.4 | 17.2 | 34.4 | 23.3 | 23.2 | 24.1 | 24.2 |
| Average # | 0.8 | 0.9 | 0.7 | 0.7 | 0.8 | 0.9 | 0.8 | 0.8 | 0.8 | 0.8 |
| Student Assistants — Summer 2017 | | | | | | | | | | |
| None | 71.0 | 67.4 | 73.7 | 76.3 | 70.0 | 65.6 | 67.4 | 73.7 | 69.0 | 69.8 |
| One | 20.0 | 23.3 | 17.5 | 18.4 | 23.3 | 18.8 | 23.3 | 17.5 | 24.1 | 20.6 |
| More than 1 | 9.0 | 9.3 | 8.8 | 5.3 | 6.7 | 15.6 | 9.3 | 8.8 | 6.9 | 9.5 |
| Average # | 0.4 | 0.5 | 0.4 | 0.3 | 0.4 | 0.6 | 0.5 | 0.4 | 0.4 | 0.4 |

Note: Figures for professional and support staff are as of May 1, 2017. Part-time professionals are typically counselors.

About 85% 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)

**AVERAGE # OF JD STUDENTS
PER FT PROFESSIONAL STAFF = 172**

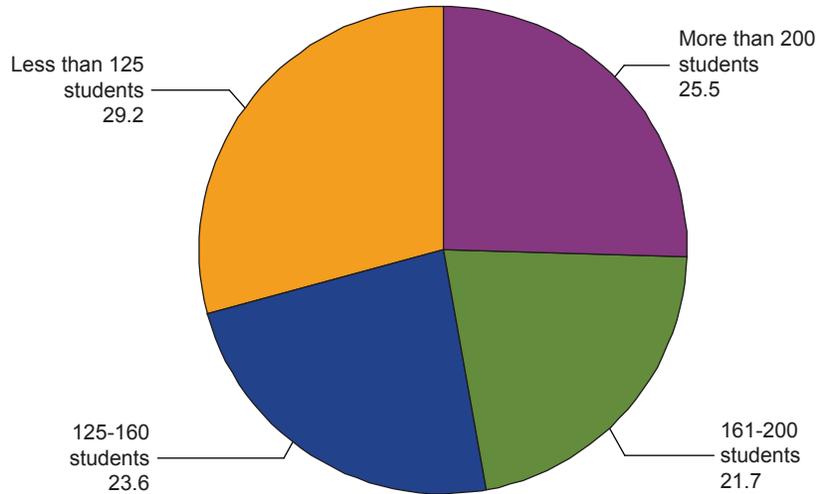


Table 5. Number of JD Students per Full-time Professional Career Services Staff
By Type or Size of Law School
(percent of schools, except for averages)

| # of JD Students per Full-time Professional staff | JD Enrollment | | | Source of Support | | Part-time Program | |
|---|----------------|---------|---------------|-------------------|--------|-------------------|-------|
| | Fewer than 400 | 400-600 | More than 600 | Private | Public | No | Yes |
| Less than 125 students | 31.6% | 29.4% | 26.5% | 31.7% | 26.1% | 37.0% | 23.3% |
| 125-160 students | 13.2 | 20.6 | 38.2 | 25.0 | 21.7 | 17.4 | 28.3 |
| 161-200 students | 21.1 | 20.6 | 23.5 | 18.3 | 26.1 | 23.9 | 20.0 |
| More than 200 students | 34.2 | 29.4 | 11.8 | 25.0 | 26.1 | 21.7 | 28.3 |
| Average # per full-time professional staff | 186 | 174 | 155 | 168 | 177 | 163 | 179 |

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) | 36% |
| Assistant or Associate Dean | Assistant or Associate Director(s) | 28 |
| Assistant or Associate Dean | Other titles | 4 |
| Director of Career Services | Assistant or Associate Director(s) | 18 |
| Director of Career Services | Other titles | 13 |

Note: A total of 90 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.

Table 7. Counseling for Judicial Clerkship and Public Interest Positions

| | 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 | 67.0% | 60.5% | 64.7% | 76.5% | 75.0% | 56.5% |
| Responsibility for clerkship advising is divided among multiple CSO staff | 27.4 | 28.9 | 35.3 | 17.6 | 20.0 | 37.0 |
| NA-clerkship advising is independent of CSO | 5.7 | 10.5 | 0.0 | 5.9 | 5.0 | 6.5 |
| Public Interest Advising Provided by: | | | | | | |
| Designated CSO staff | 43.4 | 36.8 | 32.4 | 61.8 | 45.0 | 41.3 |
| Any available CSO counselor/staff | 50.0 | 60.5 | 61.8 | 26.5 | 41.7 | 60.9 |
| Staff in separate public interest office | 11.3 | 2.6 | 8.8 | 23.5 | 16.7 | 4.3 |
| Other | 2.8 | 2.6 | 2.9 | 2.9 | 3.3 | 2.2 |

Note: Among schools indicating that one person has primary responsibility for clerkship advising and providing the title of that person, about 45% reported an assistant or associate director, or director for public interest/clerkships/government; about 35% reported the director of career services (who may be the only professional staff in the office); the remainder reported either the assistant/associate dean, or a counselor/advisor.

**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 | 34.0% | 21.1% | 26.5% | 55.9% | 51.7% | 10.9% |
| Staff person for alumni counseling | 17.0 | 5.3 | 5.9 | 41.2 | 25.0 | 6.5 |

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

| | All schools reporting LLM students | Number of LLM Students | | |
|--|------------------------------------|------------------------|-------|--------------|
| | | 15 or fewer | 16-50 | More than 50 |
| Any available CSO counselor/staff | 40.3% | 50.0% | 40.0% | 32.0% |
| Designated CSO staff | 32.8 | 22.7 | 20.0 | 52.0 |
| LLM office/program staff person | 31.3 | 22.7 | 35.0 | 36.0 |
| Other | 10.4 | 18.2 | 10.0 | 4.0 |

Note: Figures based on 76 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, the director of graduate programs, and a sharing of responsibility between the CSO and the LLM office.

Table 10. Non-LLM Masters 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) | 40.6% | 28.9% | 50.0% | 44.1% | 45.0% | 34.8% |
| Counseling provided by: | | | | | | |
| Designated CSO staff | 20.9 | 18.2 | 11.8 | 33.3 | 29.6 | 6.3 |
| Any available CSO counselor/staff | 23.3 | 18.2 | 35.3 | 13.3 | 14.8 | 37.5 |
| Another office in the law school | 37.2 | 27.3 | 29.4 | 53.3 | 40.7 | 31.3 |
| Graduate career center outside of the law school | 14.0 | 36.4 | 0.0 | 13.3 | 7.4 | 25.0 |
| Other | 9.3 | 27.3 | 0.0 | 6.7 | 3.7 | 18.8 |

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. Also noted for counseling were the LLM office, program faculty, and the graduate school.

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

AVERAGE # OF YEARS IN FIELD = 13.0
OF FULL-TIME PROFESSIONALS = 109

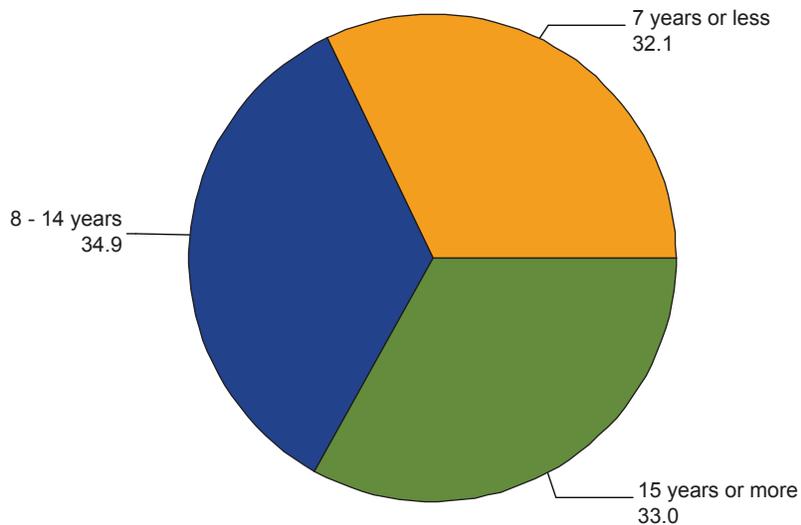


Figure 3. Years in Job — Full-time Primary Professional

AVERAGE # OF YEARS IN JOB = 6.7
OF FULL-TIME PROFESSIONALS = 109

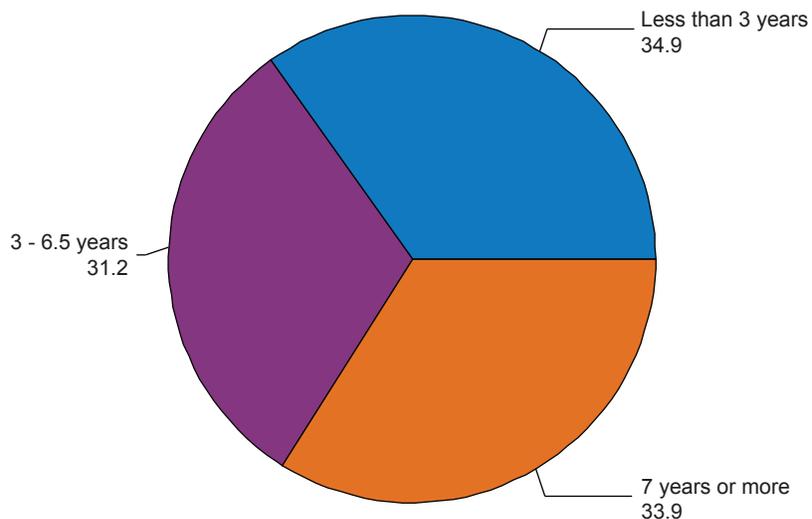


Figure 4. Years in Field — Full-time Second Career Services Professional

AVERAGE # OF YEARS IN FIELD = 8.4
OF FULL-TIME PROFESSIONALS = 156

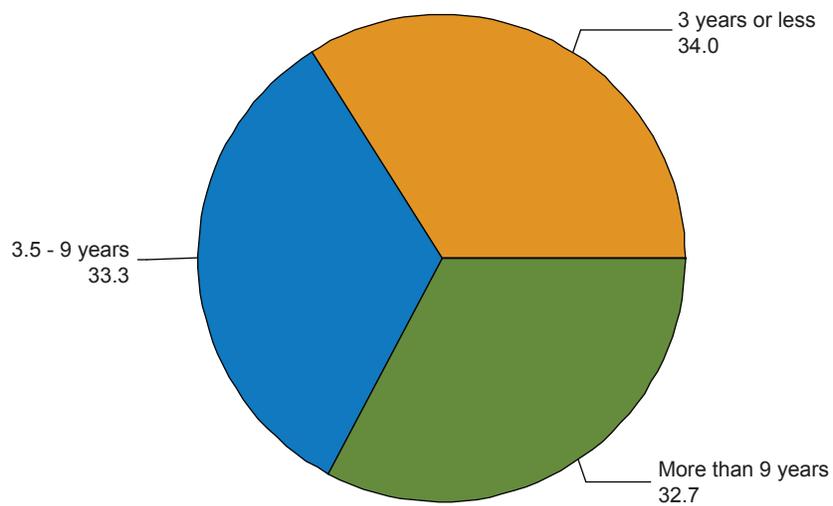


Figure 5. Years in Job — Full-time Second Services Professionals

AVERAGE # OF YEARS IN JOB = 5.1
OF FULL-TIME PROFESSIONALS = 160

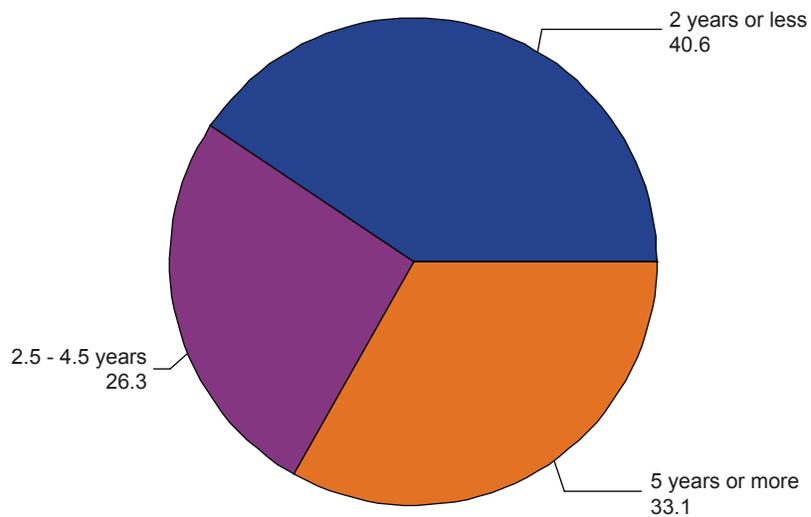


Figure 6. Years in Field — Full-time Third Career Services Professional

AVERAGE # OF YEARS IN FIELD = 8.7
OF FULL-TIME PROFESSIONALS = 84

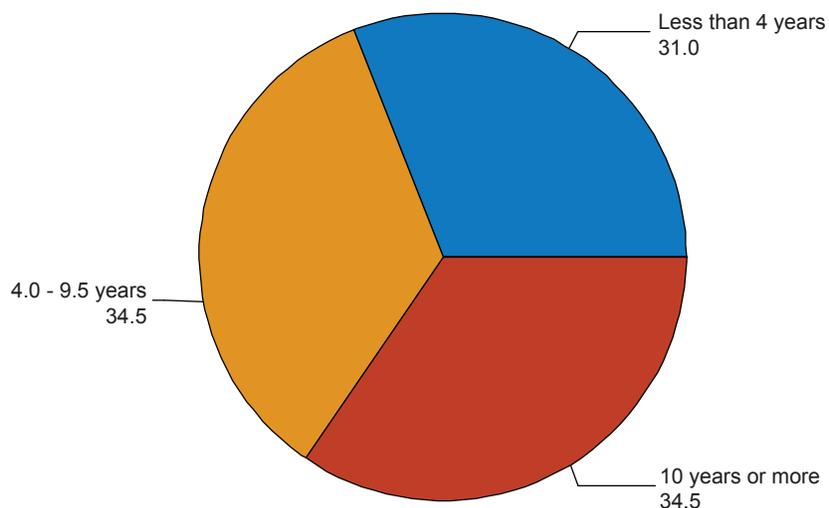


Figure 7. Years in Job — Full-time Third Career Services Professionals

AVERAGE # OF YEARS IN JOB = 5.6
OF FULL-TIME PROFESSIONALS = 88

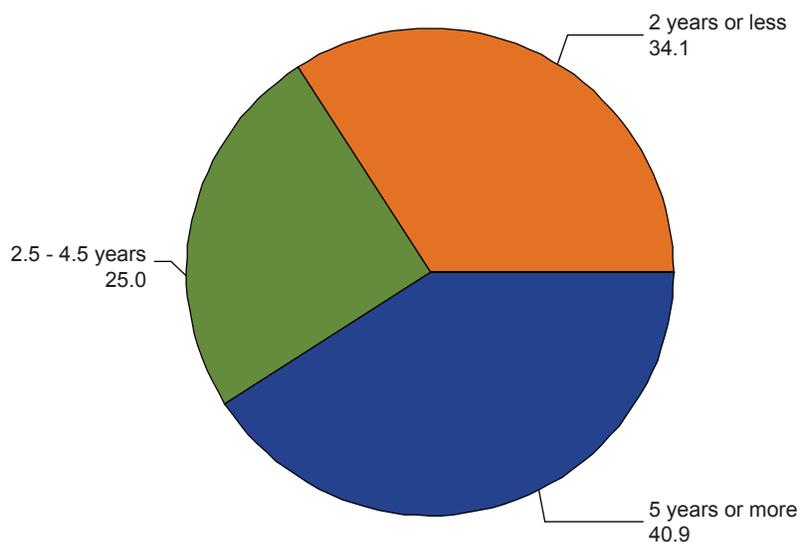


Table 11. Education of Career Services Professional by Job Tenure
(percent of professionals)

| | JD or LLB Degree | |
|---|------------------|-------|
| | Yes | No |
| Education of Primary Professionals | 86.4% | 13.6% |
| By years in current job: | | |
| Less than 3 years | 89.5 | 10.5 |
| 3 - 6.5 years | 88.2 | 11.8 |
| 7 years or more | 81.1 | 18.9 |
| Education of Second Professionals | 87.3 | 12.7 |
| By years in current job: | | |
| 2 years or less | 96.9 | 3.1 |
| 2.5 - 4.5 years | 92.9 | 7.1 |
| 5 years or more | 69.8 | 30.2 |
| Education of Third Professionals | 70.5 | 29.5 |
| By years in current job: | | |
| 2 years or less | 76.7 | 23.3 |
| 2.5 - 4.5 years | 72.7 | 27.3 |
| 5 years or more | 63.9 | 36.1 |
| Education of Fourth Professionals | 44.8 | 55.2 |
| By years in current job: | | |
| 2 years or less | 33.3 | 66.7 |
| More than 2 years | 52.9 | 47.1 |

A total of 110 primary professionals reported education — 165 second professionals reported education — 88 third professionals reported education — 29 fourth/fifth professionals reported education. All but a handful also reported job tenure.



Table 12. Salaries for Primary Professionals By Law School Characteristics as of May 1, 2017

| | 25th Percentile | Median | 75th Percentile | Average | # of Salaries Reported |
|------------------------------------|-----------------|----------|-----------------|----------|------------------------|
| Overall | \$80,000 | \$95,000 | \$110,000 | \$99,820 | 98 |
| Private Law Schools Overall | 80,000 | 99,269 | 124,680 | 104,566 | 50 |
| Northeast and Mid-Atlantic | 80,000 | 134,500 | 148,000 | 125,651 | 10 |
| Southeast | 80,000 | 83,000 | 106,000 | 93,200 | 18 |
| Midwest | 80,000 | 99,750 | 110,000 | 104,946 | 10 |
| West/Rocky Mountain | 90,000 | 102,019 | 119,800 | 103,726 | 12 |
| Metro area population less than 1M | 68,615 | 80,000 | 95,000 | 84,178 | 14 |
| Metro area population 1M-5M | 80,000 | 93,500 | 105,000 | 97,951 | 18 |
| Metro area population more than 5M | 105,000 | 128,340 | 136,598 | 127,038 | 18 |
| JD enrollment fewer than 400 | 68,615 | 80,000 | 90,000 | 78,250 | 14 |
| JD enrollment 400-600 | 80,000 | 92,000 | 129,580 | 105,038 | 15 |
| JD enrollment more than 600 | 100,000 | 110,000 | 136,000 | 121,773 | 21 |
| Public Law Schools Overall | 79,231 | 93,982 | 108,000 | 94,877 | 48 |
| Northeast and Mid-Atlantic | 72,150 | 93,982 | 102,500 | 89,370 | 8 |
| Southeast | 78,000 | 85,000 | 106,440 | 97,423 | 16 |
| Midwest | 80,000 | 89,850 | 98,857 | 89,455 | 13 |
| West/Rocky Mountain | 75,000 | 98,732 | 122,000 | 101,584 | 11 |
| Metro area population less than 1M | 75,000 | 85,000 | 100,000 | 89,835 | 27 |
| Metro area population 1M-5M | 80,000 | 96,000 | 122,000 | 103,938 | 15 |
| Metro area population more than 5M | 79,500 | 93,982 | 109,000 | 94,911 | 6 |
| JD enrollment fewer than 400 | 75,000 | 81,000 | 95,250 | 83,043 | 23 |
| JD enrollment 400-600 | 80,000 | 102,880 | 115,000 | 100,318 | 15 |
| JD enrollment more than 600 | 94,493 | 103,929 | 125,000 | 113,932 | 10 |

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 US Census Bureau and are as of July 1, 2014.

Table 13. Salaries for Primary Professionals By Education and Tenure as of May 1, 2017

| | | 25th Percentile | Median | 75th Percentile | Average | # of Salaries Reported |
|--|-------------------|-----------------|----------|-----------------|----------|------------------------|
| Overall | | \$80,000 | \$95,000 | \$110,000 | \$99,820 | 98 |
| Education | Without JD/LLB | 79,462 | 98,500 | 114,000 | 110,713 | 13 |
| | With JD/LLB | 80,000 | 95,000 | 110,000 | 98,154 | 85 |
| Years in Field | 7 years or less | 73,000 | 80,000 | 96,000 | 85,403 | 33 |
| | 8 - 14 years | 81,000 | 95,000 | 106,000 | 98,262 | 37 |
| | 15 years or more | 80,805 | 120,000 | 148,000 | 119,199 | 27 |
| Years in job | Less than 3 years | 72,500 | 82,000 | 98,857 | 87,616 | 35 |
| | 3 - 6.5 years | 80,000 | 96,125 | 115,000 | 100,692 | 30 |
| | 7 years or more | 85,425 | 105,000 | 130,790 | 112,034 | 32 |
| By years in field and education | | | | | | |
| 7 years or less | With JD/LLB | 73,000 | 81,500 | 97,000 | 86,867 | 30 |
| 8 - 14 years | With JD/LLB | 81,000 | 96,866 | 106,000 | 98,595 | 34 |
| 15 years or more | Without JD/LLB | 98,500 | 110,000 | 190,000 | 134,786 | 7 |
| | With JD/LLB | 80,403 | 121,000 | 135,000 | 113,744 | 20 |
| By years in job and education | | | | | | |
| Less than 3 years | With JD/LLB | 73,750 | 81,403 | 99,429 | 88,736 | 32 |
| 3 - 6.5 years | With JD/LLB | 80,000 | 95,125 | 106,000 | 95,825 | 26 |
| 7 years or more | Without JD/LLB | 79,462 | 102,750 | 110,000 | 113,827 | 6 |
| | With JD/LLB | 89,850 | 105,000 | 132,000 | 111,620 | 26 |

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.



Table 14. Salaries for Other Professional and Administrative Positions – as of May 1, 2017

| | | 25th Percentile | Median | 75th Percentile | Average | # of Salaries Reported |
|---------------------------------|------------------------------|-----------------|----------|-----------------|----------|------------------------|
| All Second Professionals | | \$59,949 | \$69,500 | \$80,000 | \$70,832 | 150 |
| Education | Without JD | 54,588 | 65,006 | 82,050 | 68,000 | 16 |
| | With JD | 60,000 | 70,000 | 80,000 | 71,179 | 133 |
| NALP region | Northeast and Mid-Atlantic | 68,000 | 75,500 | 89,100 | 77,818 | 26 |
| | Southeast | 56,106 | 64,250 | 74,000 | 67,823 | 50 |
| | Midwest | 57,412 | 67,500 | 74,000 | 68,850 | 29 |
| | West/RM | 65,000 | 72,000 | 80,000 | 71,417 | 45 |
| Size of school | JD enrollment fewer than 400 | 52,000 | 58,011 | 69,000 | 60,911 | 25 |
| | JD enrollment 400-600 | 56,106 | 68,300 | 82,000 | 69,178 | 49 |
| | JD enrollment more than 600 | 67,000 | 72,750 | 84,000 | 75,162 | 76 |
| Type of school | Private | 61,500 | 69,000 | 85,000 | 72,557 | 81 |
| | Public | 57,412 | 70,000 | 77,500 | 68,807 | 69 |
| Years in field | 3 years or less | 55,000 | 60,000 | 69,000 | 62,960 | 50 |
| | 3.5 - 9 years | 63,500 | 72,500 | 80,000 | 71,854 | 50 |
| | More than 9 years | 68,650 | 75,500 | 87,050 | 78,501 | 40 |
| Years in job | 2 years or less | 55,000 | 66,900 | 72,500 | 65,428 | 62 |
| | 2.5-4.5 years | 61,000 | 69,000 | 78,000 | 69,543 | 39 |
| | 5 years or more | 67,156 | 75,000 | 91,700 | 78,900 | 43 |
| All Third Professionals | | 56,300 | 68,279 | 78,000 | 67,975 | 80 |
| Education | Without JD | 48,000 | 54,080 | 70,000 | 60,982 | 25 |
| | With JD | 62,650 | 71,193 | 80,400 | 71,385 | 53 |
| NALP region | Northeast and Mid-Atlantic | 62,650 | 71,193 | 85,700 | 76,604 | 25 |
| | Southeast | 52,787 | 61,200 | 75,000 | 62,635 | 27 |
| | Midwest | 53,050 | 70,000 | 72,875 | 63,083 | 12 |
| | West/RM | 55,290 | 68,500 | 79,155 | 67,170 | 16 |

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| | | 25th Percentile | Median | 75th Percentile | Average | # of Salaries Reported |
|--|------------------------------|-----------------|--------|-----------------|---------|------------------------|
| Size of school | JD enrollment fewer than 400 | 47,000 | 49,000 | 57,000 | 51,167 | 6 |
| | JD enrollment 400-600 | 53,150 | 59,000 | 70,000 | 60,371 | 20 |
| | JD enrollment more than 600 | 62,950 | 72,875 | 81,000 | 72,658 | 54 |
| Type of school | Private | 57,000 | 70,000 | 81,000 | 70,421 | 59 |
| | Public | 52,863 | 60,000 | 70,000 | 61,101 | 21 |
| Years in field | Less than 4 years | 55,040 | 62,200 | 67,843 | 62,472 | 24 |
| | 4 - 9 years | 56,650 | 70,000 | 74,500 | 67,405 | 27 |
| | 10 years or more | 69,500 | 78,155 | 84,500 | 77,384 | 24 |
| Years in job | 2 years or less | 53,500 | 61,000 | 67,212 | 61,031 | 24 |
| | 2.5 - 4.5 years | 52,863 | 61,200 | 70,000 | 62,072 | 21 |
| | 5 years or more | 70,000 | 78,000 | 84,000 | 76,961 | 33 |
| All Fourth Professionals | | 50,000 | 62,400 | 73,000 | 60,675 | 26 |
| Education | Without JD | 42,278 | 55,000 | 64,400 | 54,765 | 16 |
| | With JD | 62,400 | 73,500 | 77,200 | 70,130 | 10 |
| NALP region | Northeast and Mid-Atlantic | 60,000 | 68,000 | 77,200 | 67,746 | 15 |
| | Midwest | 40,000 | 42,556 | 55,000 | 46,111 | 5 |
| Size of school | JD enrollment more than 600 | 55,000 | 62,400 | 73,000 | 61,502 | 25 |
| Type of school | Private | 55,000 | 62,400 | 74,000 | 63,190 | 21 |
| | Public | 40,000 | 42,556 | 63,799 | 50,109 | 5 |
| Years in field | 1-5 years or less | 42,000 | 60,000 | 74,000 | 59,185 | 13 |
| | More than 5 years | 57,700 | 63,000 | 66,188 | 62,165 | 13 |
| Years in job | 1- Less than 3 years | 40,000 | 55,000 | 73,000 | 56,036 | 11 |
| | 3 years or more | 59,000 | 63,799 | 74,000 | 64,076 | 15 |
| Administrative support (non-professional) positions | | 32,000 | 36,000 | 38,700 | 35,648 | 27 |

Note: Only groupings with 5 or more salaries reported are included in the table.

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

| | All Sizes | JD Enrollment | | | Number of JD students per full-time professional staff | | | |
|---|-----------|----------------|---------|---------------|--|---------|---------|---------------|
| | | Fewer than 400 | 400-600 | More than 600 | Less than 125 | 125-160 | 161-200 | More than 200 |
| Primary Professional (# reporting = 110) | | | | | | | | |
| Less than 25% | 20.9% | 7.7% | 14.7% | 40.5% | 29.0% | 22.2% | 16.0% | 14.8% |
| 25-50% | 52.7 | 46.2 | 64.7 | 48.7 | 58.1 | 51.9 | 56.0 | 44.4 |
| 51-75% | 20.9 | 33.3 | 17.7 | 10.8 | 12.9 | 25.9 | 20.0 | 25.9 |
| More than 75% | 5.5 | 12.8 | 2.9 | 0.0 | 0.0 | 0.0 | 8.0 | 14.8 |
| Second Professional (# reporting = 160) | | | | | | | | |
| Less than 25% | 6.9 | 11.5 | 5.3 | 6.5 | 10.7 | 5.8 | 2.8 | 6.3 |
| 25-50% | 20.0 | 15.4 | 19.3 | 22.1 | 14.3 | 26.9 | 13.9 | 31.2 |
| 51-75% | 48.7 | 50.0 | 47.4 | 49.3 | 53.6 | 42.3 | 55.6 | 37.5 |
| More than 75% | 24.4 | 23.1 | 28.1 | 22.1 | 21.4 | 25.0 | 27.8 | 25.0 |
| Third Professional (# reporting = 82) | | | | | | | | |
| Less than 25% | 20.7 | 20.0 | 27.3 | 18.2 | 7.9 | 32.1 | 35.7 | — |
| 25-50% | 6.1 | 20.0 | 13.6 | 1.8 | 10.5 | 3.6 | 0.0 | — |
| 51-75% | 42.7 | 40.0 | 27.3 | 49.1 | 47.4 | 39.3 | 35.7 | — |
| More than 75% | 30.5 | 20.0 | 31.8 | 30.9 | 34.2 | 25.0 | 28.6 | — |

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.

A dash indicates insufficient responses for analysis.

Figures for fourth professionals are not shown on the table; all fourth professionals reporting this information are at the largest schools, and are split between those who spend little time on counseling and those who spend half or more of their time on counseling.

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 | 600 or more | Less than 125 | 125-160 | 161-200 | More than 200 |
| Primary Professional (# reporting = 106) | | | | | | | | |
| Less than 25% | 48.1% | 63.2% | 26.5% | 52.9% | 41.4% | 42.3% | 54.2% | 55.6% |
| 26-50% | 42.5 | 28.9 | 55.9 | 44.1 | 44.8 | 46.2 | 41.7 | 37.0 |
| 51-75% | 7.5 | 7.9 | 14.7 | 0.0 | 10.3 | 7.7 | 4.2 | 7.4 |
| More than 75% | 1.9 | 0.0 | 2.9 | 2.9 | 3.4 | 3.8 | 0.0 | 0.0 |
| Second Professional (# reporting = 137) | | | | | | | | |
| Less than 25% | 70.1 | 75.0 | 58.0 | 77.8 | 70.2 | 72.9 | 62.1 | 76.9 |
| 26-50% | 20.4 | 16.7 | 26.0 | 17.5 | 17.0 | 18.8 | 34.5 | 7.7 |
| 51-75% | 9.5 | 8.3 | 16.0 | 4.8 | 12.8 | 8.3 | 3.4 | 15.4 |
| Third Professional (# reporting = 74) | | | | | | | | |
| Less than 25% | 68.9 | — | 63.6 | 72.9 | 66.7 | 73.9 | 63.6 | — |
| 26-50% | 23.0 | — | 36.4 | 16.7 | 28.2 | 13.0 | 27.3 | — |
| 51-75% | 5.4 | — | 0.0 | 8.3 | 2.6 | 13.0 | 0.0 | — |
| More than 75% | 2.7 | — | 0.0 | 2.1 | 2.6 | 0.0 | 9.1 | — |

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.

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"> • About half specified the assistant dean as the lead person; about 40% specified the Director of Career Services • The remainder noted that the lead role is taken by both the primary professional and the second professional (usually an assistant or associate director) | 78% |
| <p>Second Professional Takes Lead</p> <ul style="list-style-type: none"> • About evenly split between Directors and Associate/ Assistant Directors; directors may be of career services in general or for a more specific role, e.g., recruitment | 11 |
| <p>Third Professional Takes Lead</p> <ul style="list-style-type: none"> • May be a manager; director or assistant director for advising or recruitment operations; coordinator or specialist | 5 |
| <p>Fourth or Other Staff Member Takes Lead</p> <ul style="list-style-type: none"> • Typically an analyst, coordinator or specialist | 5 |

Note: Figures are based on 103 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 | 64.2% | 68.4% | 58.8% | 64.7% |
| Law school associate dean | 27.4 | 26.3 | 20.6 | 35.3 |
| Law school assistant dean | 4.7 | 2.6 | 11.8 | 0.0 |
| Other law school administrator | 4.7 | 2.6 | 5.9 | 5.9 |
| Other | 1.9 | 2.6 | 0.0 | 2.9 |

Figures are based on 106 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 mentioned include the law school academic dean, the chief of staff, and the assistant dean for external relations.

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 | 29.2% | 36.8% | 26.5% | 23.5% |
| Admissions | 42.5 | 44.7 | 35.3 | 47.1 |
| Registrar | 13.2 | 10.5 | 14.7 | 14.7 |
| Student services | 43.4 | 34.2 | 47.1 | 50.0 |
| Financial aid | 12.3 | 5.3 | 11.8 | 20.6 |
| Development | 28.3 | 26.3 | 29.4 | 29.4 |
| Business/Finance | 28.3 | 23.7 | 29.4 | 32.4 |
| Other | 20.8 | 18.4 | 26.5 | 17.6 |
| None reported | 11.3 | 7.9 | 11.8 | 14.7 |

Figures are based on 106 schools. Percentages add to more than 100 because more than one item could be checked. Other offices mentioned include academic affairs, alumni relations, communications, administrative services, marketing, faculty, library, IT, and pro bono/public service.



Table 20. Changes Experienced Since 2015 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 | 23.6% | 23.7% | 23.5% | 23.5% | 23.3% | 23.9% |
| Position(s) in office added or hours added | 22.6 | 5.3 | 35.3 | 29.4 | 25.0 | 19.6 |
| Office budget reduced | 45.3 | 50.0 | 41.2 | 44.1 | 46.7 | 43.5 |
| Office budget increased | 6.6 | 2.6 | 11.8 | 5.9 | 6.7 | 6.5 |
| Travel authority/budget reduced or eliminated | 27.4 | 36.8 | 20.6 | 23.5 | 23.3 | 32.6 |
| Travel authority/budget increased | 7.5 | 7.9 | 5.9 | 8.8 | 6.7 | 8.7 |
| Decrease in funds for professional development/conferences | 26.4 | 34.2 | 20.6 | 23.5 | 23.3 | 30.4 |
| Increase in funds for professional development/conferences | 2.8 | 0.0 | 5.9 | 2.9 | 3.3 | 2.2 |
| Other | 15.1 | 23.7 | 11.8 | 8.8 | 15.0 | 15.2 |
| None checked | 24.5 | 28.9 | 20.6 | 23.5 | 20.0 | 30.4 |

Figures are based on all responding schools. Percentages add to more than 100 because more than one item could be checked. Note that eliminating or adding positions includes a few instances where adding/eliminating hours or otherwise changing terms of a position (such as a position being modified to split between two departments) was noted. Other changes noted include additional non-CSO duties for CSO staff; adding responsibility for the externship program; collaboration with other departments for integrated resources; a hiring freeze; and a general directive to tighten belts.

Comments About Changes Affecting the CSO

A number of schools provided commentary on changes that have affected their CSOs since the 2015 survey. Some comments have been edited slightly for clarity and length. Comments that could easily be attributed to a school because of unique or specific circumstances are not included here.

- “I run both the Student Services Office and the Office of Career Development. I also teach a course. I am hoping for a student worker this year, even though that budget has been decreased.”
- “During the 2016-17 academic year, the law school was engaged in a Dean search. Although the search did not change the mission of the office, it did limit some of the long-term strategic planning that we may have otherwise done.”
- “We are now largely responsible for the externship program.”
- “We are a completely new office; positions have been enhanced.”
- “The Assistant Dean of Career Services & Student Affairs has approximately 15% FTE allocation to the CSO. The allocation is day-to-day.”
- “Our school’s mandatory 1L course, ‘The Legal Profession’, continues to help support the CDO’s mission by requiring job-search proficiency.”
- “The externship program was added to the portfolio of the Director of Career Development starting with summer 2016. It was announced early spring that there would be no clinical program for two years and the School of Law would focus on increasing and improving the quality of the externship program under the direction of the Director. The Director, along with a new full-time professional, and another shared (1/3) full-time professional runs the entire office of career development and manages the entire externship program. The career development



and externship office also utilizes the office of student life's administrative assistant/receptionist for approximately $\frac{1}{4}$ of her full-time position. The externship was co-taught by the Director of Career Development and the Dean of the college during the fall and spring; however, the Director of Career Development is teaching it solo as of this summer [2017].”

- “We were able to add an Assistant Director, but her duties are split between career services and admissions, so she is essentially ‘part-time’ to my office.”
- It’s just me and one part-time person. I am also Director of a certificate program and Pro Bono program, an adjunct teaching a class of upper law school students, and have served $1\frac{1}{2}$ years as Assistant Dean of Students, which includes all ADA/special accommodation matters, extra counseling of various students, Bar certifications, discipline problems, and running graduation.”
- “The engagement of students is challenging! Finding ways to get them involved takes much more time. Our Director is never without ideas.”
- “We previously had one person serving as Director of Admissions and Director of Career Services with one full-time support staff and the use of another support person as needed. In the last year, we have separated the director positions for Admissions and Career Services and the two offices share one full-time support staff. It has been a good thing to have one director dedicated to career services since admissions and career services are often busy at the same time.”
- “When one of our higher paid career counselors left, instead of hiring a new counselor we hired a Student Engagement Coordinator to assist with various administrative matters. We use the funds that had been budgeted for salary to fund various student benefits such as out of town interview reimbursements and student transportation to school funded events in other markets.”
- “ABA employment outcomes reporting protocol adopted; increased engagement and coaching volume, in keeping with robust employment market; increased demand for employer services, such as OCR and professional development; increase in student interest in JD Advantage job market, requiring focused as well as general

outreach and complex coaching; increased collaboration and alignment/integration of priorities with other departments on professional development, experiential education, advancement, assessment, and other related areas; increased participation in recruitment, admissions, enrollment.”

- “More time spent on collecting and verifying employment data.”
- “Reductions in number of undergraduate students and state funding cuts have resulted in campus-wide budget constraints.”
- “We had two turnovers of our Admissions Director and I had to cover that position in addition to Career Services for a significant portion of the year (travel to LSAC and recruitment conferences, tours and student outreach, marketing, website redesign, etc.). This caused a significant disruption in my fall and late spring agendas and ability to complete much of my intended duties. However, we have a great person in the spot now and I believe I will be able to implement many of my plans in the 2017-18 school year. Another challenge was that the secretary offering 25%

support to Career Services left in October and we did not hire her replacement until late April.”

- “Given the nature of data collection and employment statistics, our part-time Data Analyst was converted to a full-time Data Specialist and our full-time Resources Coordinator was reduced to part-time. The challenge persists with student communications and ensuring that they are using [the office] to its fullest extent. New counseling initiatives have been created to increase accessibility. We collaborate more with the various faculty practice groups and other offices to ensure that academics and careers are interconnected.”
- “We’ve had three different Director’s of Career Services since 2015, a new one each academic year. Since 2015, we have a renewed focus on Career Services. This focus is guided by our Dean, who wants to see this department play a vital role in our students’ law school experience.”
- “The entire University has undergone an [outside] audit for cost cutting. Major departments have been consolidated under ‘Shared Services’ (IT, Finance, Library, etc.) so services to the law school have been reduced. All departments are

in a major cost-cutting mode. We are directed to cut costs at all levels.”

- “In October 2015 our office combined with Student Services and in the process the CDO lost one full-time professional staff spot.”
- “Our department took on the responsibility for academic advising in Fall 2016. This has allowed for more holistic advising vis-a-vis course selection and greater career planning goals and strategies. However, with academic advising also came a steep learning curve regarding academic regulations, faculty positions, working with academic committees and more. We had a Dean transition in May 2016, with an Interim Dean in place from June 2016 to present. This created several challenges in providing information, gathering data, meeting shifting expectations, and needing to do more, but we had no additional monetary or manpower resources to achieve the more. We are finding an equilibrium, but anticipated future budget cuts from the University leave us in a potential uncertain situation re: resources for the future.”

- “The data collection and reporting process continues to put a strain on our resources at a time when grads need more help finding jobs. This is a change we began to see a few years ago but its significance has increased. The current generation of students rely more heavily on career services support — and they need it for a greater length of time.”
- “Challenges: The overall academic strength of the entering classes has been declining, while lateral hiring by law firms has increased, making it harder for us to help students in the lower reaches of each class find law-related employment. In addition, the law school’s (and thus our office’s) financial resources continue to be strained. Enhancements: The availability of entry-level (as well as internship/externship) openings in the compliance and privacy fields continues to grow, both locally and nationwide.”
- “We have added a co-curricular career and professional development requirement.”
- “The biggest is reduced salaries for staff resulting in difficulty obtaining new staff members and reduction in quality of staff members hired. Our

office survived with an overall FTE of 2.5 during 2016 when the authorized staff was 4.0 [FTE]. We have 3.0 [FTE] currently working but face a state hiring freeze so the other 1.0 [FTE] has been vacant for 12 months. The law school is also experiencing a reduction in class size so the future size of this office is unknown. On the plus side, we are about to get a new Dean of the law school. Currently navigating faculty support to change the name of this function to Professional Development and to add PD curriculum as a student requirement—form and format not yet agreed. This law school was among the 10 law schools nationwide with a full audit of employment outcomes by the ABA, achieving a 95+% compliance. Our LSSSE student satisfaction levels remain high.”

- “While staffing remains low, the increased time spent on employment reporting and data collection has been a challenge. We also continue to be limited in resources for events, and changes in class schedules have made it next to impossible to hold events that draw significant crowds without other conflicts. As such, we’ve been looking to more online and on-demand programming, and are looking at ways to provide smaller scale events more often. Our Director has also seen

increased administrative and academic duties, making time management and availability a challenge at times. Increased school focus on international LLM and JD students, as well as MJ programs, are increasing demand for services in areas that are new to our office, but at least for now, without additional resources.”