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JUNE 2020

# PULSE SURVEY RESULTS

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# Introduction

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In May of 2020 NALP began conducting a series of short “pulse” surveys to learn more about the impacts of the COVID-19 pandemic on U.S. legal employers, law schools, and JD students. These surveys were designed to quantify the rapidly evolving changes occurring in the industry.

The results from the second round of surveys, conducted from June 18-30, 2020, are included within this report. In total, 356 offices completed the legal employers survey, of which 264 held summer programs in 2020, and 167 schools completed the law schools survey. Data from both surveys have been summarized in the following infographics and tables. The total number of schools or offices included in each table may vary because some offices or schools did not complete every question and some questions were only applicable to offices or schools that met certain criteria.

# Highlights

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## POST-GRADUATE EMPLOYMENT OFFERS RESCINDED

- Nearly half (49%) of schools reported that some of their Class of 2020 graduates had their post-graduate employment offers rescinded.
  - Schools in the Southeast region (58%) and those with more than 750 JD students (61%) were most likely to report graduates with rescinded offers.
  - Rescinded offers were reported most frequently in private practice, with 85% of schools\* reporting graduates with rescinded offers in this sector.
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## POST-GRADUATE FELLOWSHIP FUNDING

- 69% of schools that offer post-graduate fellowship funding reported that their funding for the Class of 2020 was flat in comparison to the Class of 2019 and only 13% reported increased funding.
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## RESOURCE INVESTMENTS

- Nearly half (49%) of law schools have invested in new or increased technology for virtual counseling, interviews, and meetings, and 21% are still considering such additional investments.
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## CSO BUDGETS

- Half (50%) of law school CSOs experienced budget cuts between March 15 – June 30, 2020 and 58% anticipate budget cuts for the upcoming year (July 1, 2020 – June 30, 2021).
  - Schools in the West/Rocky Mountain region (64%) were most likely to report budgets cuts in spring 2020 and schools in the Midwest (64%) and Northeast (63%) regions were most likely to anticipate budget cuts in the upcoming year.
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## FURLOUGHS/LAYOFFS

- 14% of law school CSOs have experienced staff furloughs or layoffs since March 15, 2020.

*\*Of schools reporting graduates with rescinded offers*

**Table 1.** Are you aware of any of your Class of 2020 graduates having post-graduate employment offers rescinded due to the impact of COVID-19?  
(All Schools)

Law School Subset	Yes (%)	No (%)	Number of schools
<b>All Schools</b>	48.5	51.5	167
<b>By Type of Institution</b>			
Public	40.0	60.0	65
Private	53.9	46.1	102
<b>By Region</b>			
Northeast	48.1	51.9	27
Mid-Atlantic	45.5	54.5	22
Southeast	57.5	42.5	40
Midwest	36.4	63.6	44
West/Rocky Mountain	54.5	45.5	33
<b>By Fall 2019 JD Enrollment Size</b>			
Fewer than 350 students	32.5	67.5	40
350-549 students	56.3	43.8	48
550-750 students	44.2	55.8	43
751+ students	61.1	38.9	36

**Table 2. In which of the following employment sectors have Class of 2020 graduates reported rescinded offers? (Select all that apply.)**

*(For those schools indicating graduates with rescinded offers)*

Law School Subset	Private Practice (%)	Business (%)	Government (%)	Judicial Clerkships (%)	Public Interest (%)	Education (%)	Number of schools
<b>All Schools</b>	85.2	16.0	24.7	3.7	12.3	0.0	81
<b>By Type of Institution</b>							
Public	76.9	23.1	30.8	3.8	7.7	0.0	26
Private	89.1	12.7	21.8	3.6	14.5	0.0	55
<b>By Region</b>							
Northeast	76.9	0.0	38.5	7.7	30.8	0.0	13
Mid-Atlantic	90.0	10.0	30.0	0.0	20.0	0.0	10
Southeast	87.0	17.4	13.0	4.3	8.7	0.0	23
Midwest	81.3	25.0	25.0	0.0	0.0	0.0	16
West/Rocky Mountain	88.9	22.2	27.8	5.6	11.1	0.0	18
<b>By Fall 2019 JD Enrollment Size</b>							
Fewer than 350 students	76.9	7.7	30.8	7.7	0.0	0.0	13
350-549 students	81.5	11.1	22.2	0.0	7.4	0.0	27
550-750 students	94.7	26.3	10.5	10.5	21.1	0.0	19
751+ students	86.4	18.2	36.4	0.0	18.2	0.0	22

**Note:** Percentages add up to more than 100% because respondents could select multiple response options.

**Table 3. How does your school’s post-graduate fellowship funding for the Class of 2020 compare to the Class of 2019?**

*(For those schools offering post-graduate fellowship funding)*

Law School Subset	Funding has increased (%)	Funding has decreased (%)	Funding has remained the same (%)	Number of schools
<b>All Schools</b>	13.3	18.1	68.7	83
<b>By Type of Institution</b>				
Public	15.2	18.2	66.7	33
Private	12.0	18.0	70.0	50
<b>By Region</b>				
Northeast	7.1	21.4	71.4	14
Mid-Atlantic	0.0	33.3	66.7	12
Southeast	5.6	22.2	72.2	18
Midwest	26.3	10.5	63.2	19
West/Rocky Mountain	15.8	10.5	73.7	19
<b>By Fall 2019 JD Enrollment Size</b>				
Fewer than 350 students	6.7	13.3	80.0	15
350-549 students	13.0	30.4	56.5	23
550-750 students	20.8	8.3	70.8	24
751+ students	9.5	19.0	71.4	21

**Note:** Half of all schools (50.0%) indicated that their law school did not offer any post-graduate fellowship funding for the Classes of 2019 and 2020.

**Table 4.** Has your CSO or law school invested in new or increased technology to support increased virtual meetings (e.g. increased virtual counseling, interviews, meetings with employers, meetings with staff) or have you decided to make such an investment before the fall 2020 semester begins?  
*(All schools)*

Law School Subset	Yes (%)	No (%)	Still under consideration (%)	Number of schools
<b>All Schools</b>	49.4	29.5	21.1	166
<b>By Type of Institution</b>				
Public	46.2	27.7	26.2	65
Private	51.5	30.7	17.8	101
<b>By Region</b>				
Northeast	55.6	29.6	14.8	27
Mid-Atlantic	50.0	27.3	22.7	22
Southeast	55.0	20.0	25.0	40
Midwest	36.4	45.5	18.2	44
West/Rocky Mountain	56.3	21.9	21.9	32
<b>By Fall 2019 JD Enrollment Size</b>				
Fewer than 350 students	47.5	37.5	15.0	40
350-549 students	50.0	27.1	22.9	48
550-750 students	46.5	27.9	25.6	43
751+ students	54.3	25.7	20.0	35

**Table 5. Consistent with state and/or local government guidance, how does your CSO plan to operate in fall 2020?**  
*(All Schools)*

Law School Subset	Fully virtual or remote for all services (%)	Fully in-person for all services (%)	Hybrid – some services in person, some remote (%)	Not yet decided/ unsure (%)	Number of schools
<b>All Schools</b>	28.1	0.0	44.3	27.5	167
<b>By Type of Institution</b>					
Public	30.8	0.0	47.7	21.5	65
Private	26.5	0.0	42.2	31.4	102
<b>By Region</b>					
Northeast	37.0	0.0	33.3	29.6	27
Mid-Atlantic	31.8	0.0	27.3	40.9	22
Southeast	20.0	0.0	70.0	10.0	40
Midwest	29.5	0.0	50.0	20.5	44
West/Rocky Mountain	27.3	0.0	27.3	45.5	33
<b>By Fall 2019 JD Enrollment Size</b>					
Fewer than 350 students	15.0	0.0	42.5	42.5	40
350-549 students	29.2	0.0	47.9	22.9	48
550-750 students	27.9	0.0	44.2	27.9	43
751+ students	41.7	0.0	41.7	16.7	36

**Table 6. Has your CSO experienced any budgets cuts between March 15, 2020 – June 30, 2020?**  
*(All schools)*

Law School Subset	Yes (%)	No (%)	Number of schools
<b>All Schools</b>	50.0	50.0	166
<b>By Type of Institution</b>			
Public	38.5	61.5	65
Private	57.4	42.6	101
<b>By Region</b>			
Northeast	57.7	42.3	26
Mid-Atlantic	45.5	54.5	22
Southeast	47.5	52.5	40
Midwest	40.9	59.1	44
West/Rocky Mountain	63.6	36.4	33
<b>By Fall 2019 JD Enrollment Size</b>			
Fewer than 350 students	45.0	55.0	40
350-549 students	64.6	35.4	48
550-750 students	47.6	52.4	42
751+ students	38.9	61.1	36

**Table 7. Do you anticipate any CSO budget cuts between July 1, 2020 – June 30, 2021?**  
*(All Schools)*

Law School Subset	Yes (%)	No (%)	Not sure/budget has not yet been determined (%)	Number of schools
<b>All Schools</b>	58.1	13.2	28.7	167
<b>By Type of Institution</b>				
Public	50.8	13.8	35.4	65
Private	62.7	12.7	24.5	102
<b>By Region</b>				
Northeast	63.0	14.8	22.2	27
Mid-Atlantic	54.5	9.1	36.4	22
Southeast	55.0	17.5	27.5	40
Midwest	63.6	6.8	29.5	44
West/Rocky Mountain	54.5	18.2	27.3	33
<b>By Fall 2019 JD Enrollment Size</b>				
Fewer than 350 students	52.5	17.5	30.0	40
350-549 students	64.6	12.5	22.9	48
550-750 students	58.1	11.6	30.2	43
751+ students	55.6	11.1	33.3	36

**Table 8. Have any staff in your CSO been furloughed or laid off since March 15, 2020?**  
*(All Schools)*

Law School Subset	Yes (%)	No (%)	Number of schools
<b>All Schools</b>	14.4	85.6	167
<b>By Type of Institution</b>			
Public	9.2	90.8	65
Private	17.6	82.4	102
<b>By Region</b>			
Northeast	14.8	85.2	27
Mid-Atlantic	4.5	95.5	22
Southeast	17.5	82.5	40
Midwest	13.6	86.4	44
West/Rocky Mountain	15.2	84.8	33
<b>By Fall 2019 JD Enrollment Size</b>			
Fewer than 350 students	15.0	85.0	40
350-549 students	10.4	89.6	48
550-750 students	16.3	83.7	43
751+ students	16.7	83.3	36

# Highlights

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## SUMMER PROGRAMS

- 87% of legal employers hosting a fully or partially remote summer program provided resources or accommodations to summer associates to ensure that they could fully participate in the program. Laptops (68%) were most popular, followed by meal assistance (39%), and flexible working hours (32%).
  - 95% of offices shortened the length (in weeks) of their summer programs in 2020. As previously reported in NALP's May pulse surveys:
    - Most popular summer program length in 2020: 5-6 weeks (64%)
    - Most popular summer program length in 2019: 10 weeks (71%)
  - Two-thirds (67%) of offices that shortened the length of their summer program paid summer associates a pro-rated amount based on the reduced number of weeks that they are now working.
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## FIRST-YEAR ASSOCIATE START DATES

- Half (50%) of offices with Class of 2020 first-year associates have not yet established start dates for these associates.
  - Of offices with established start dates, 62% have scheduled first-year associates to begin in January 2021.
  - 69% of offices that have deferred start dates for first-year associates are offering a stipend or other cash payment as part of the deferral package.
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## REOPENINGS

- 35% of offices were already partially re-opened or planned to reopen by the end of June 2020, but 39% were still unsure of when they would begin to partially re-open.
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## RECRUITMENT

- 70% of offices reported that lateral recruiting of associates declined from March 1, 2020 – May 31, 2020 in comparison to the same time period last year; however, 54% of offices reported that lateral recruiting of partners was about the same as last year.
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## SALARIES

- 62% of offices reported implementing salary reductions and/or delays in partner draws since March 1, 2020. Equity partners were most likely to be impacted (97%) in these offices.
- 76% of offices that implemented salary reductions did not reduce the dollar amount of their summer associates' weekly pay.

**Table 9.** If your office is hosting a fully or partially remote 2020 summer program, what resources or accommodations have you provided to summer associates (either to all summer associates or on an as-needed basis) to ensure that everyone can fully participate in the program? (Select all that apply.) *(For those offices with a fully or partially remote 2020 summer program)*

Legal Employers Subset	% of Offices Providing:						Provided no assistance	Number of offices
	Laptops	Wi-fi access	Technology stipend	Meal assistance	Flexible working hours	Other		
<b>All Offices</b>	67.6	10.9	14.5	39.1	32.0	24.2	12.9	256
<b>By Firm Size (Number of Attorneys)</b>								
100 or Fewer	50.0	0.0	16.7	25.0	33.3	16.7	25.0	12
101-250	71.4	10.7	3.6	21.4	35.7	14.3	17.9	28
251-500	80.5	9.8	9.8	46.3	26.8	46.3	7.3	41
501-700	71.4	10.7	28.6	42.9	39.3	10.7	10.7	28
701+	64.1	12.7	14.1	42.3	31.7	23.9	12.7	142
<b>By Office Size (Number of Attorneys)</b>								
25 or Fewer	69.2	23.1	0.0	53.8	7.7	46.2	15.4	13
26-50	64.7	8.8	11.8	50.0	41.2	26.5	8.8	34
51-100	64.6	4.6	18.5	40.0	29.2	29.2	13.8	65
101-250	71.4	11.7	15.6	32.5	26.0	19.5	15.6	77
251+	63.5	15.4	9.6	38.5	34.6	19.2	13.5	52
<b>By Region and City</b>								
<b>Northeast</b>	56.9	8.6	13.8	32.8	20.7	17.2	29.3	59
Boston, MA	50.0	16.7	0.0	41.7	41.7	25.0	25.0	12
New York, NY	62.5	7.5	20.0	32.5	17.5	17.5	27.5	40
<b>Mid-Atlantic</b>	59.5	21.6	16.2	43.2	40.5	27.0	10.8	37
Washington, DC/Northern VA	65.5	24.1	20.7	48.3	48.3	24.1	6.9	29
<b>Southeast</b>	72.3	8.5	14.9	48.9	36.2	19.1	2.3	47
Atlanta, GA	40.0	20.0	0.0	40.0	20.0	40.0	20.0	5
Austin, TX	83.3	16.7	0.0	33.3	33.3	0.0	0.0	6
Dallas, TX	100.0	0.0	30.0	60.0	60.0	20.0	0.0	10
Houston, TX	53.8	7.7	15.4	61.5	23.1	38.5	0.0	13
Miami/Ft. Lauderdale/W. Palm Beach, FL	66.7	16.7	0.0	33.3	50.0	0.0	0.0	6
<b>Midwest</b>	67.6	10.8	10.8	27.0	24.3	21.6	13.5	37
Chicago, IL	88.2	11.8	11.8	47.1	29.4	5.9	5.9	17
Minneapolis/St. Paul, MN	83.3	16.7	0.0	16.7	33.3	33.3	16.7	6
<b>West/Rocky Mountain</b>	75.0	9.7	13.9	43.1	37.5	33.3	8.3	72
Denver, CO	40.0	0.0	20.0	40.0	40.0	0.0	20.0	5
Los Angeles, CA	64.3	14.3	14.3	35.7	35.7	42.9	0.0	14
Orange County, CA	66.7	16.7	16.7	50.0	16.7	0.0	16.7	6
San Diego, CA	100.0	40.0	0.0	40.0	40.0	80.0	0.0	5
San Francisco, CA	73.3	0.0	13.3	46.7	46.7	13.3	20.0	15
Seattle, WA	100.0	16.7	0.0	33.3	50.0	50.0	0.0	6
Silicon Valley, CA	75.0	0.0	16.7	58.3	33.3	41.7	8.3	12

**Notes:** Percentages add up to more than 100% because respondents could select multiple response options. About two percent (2.3%) of responding offices with summer programs in 2020 indicated that this question was not applicable because their summer program was entirely in-person. Examples of "other" resources or accommodations include computer accessories, printers, office supplies, headsets, ergonomic equipment, cell phones, and health and wellness benefits.

**Table 10. Did you shorten the length (in weeks) of your 2020 summer program due to the impact of COVID-19?**  
*(For those offices with a summer 2020 program)*

Legal Employers Subset	Yes (%)	No (%)	Number of offices
<b>All Offices</b>	95.0	5.0	262
<b>By Firm Size (Number of Attorneys)</b>			
100 or Fewer	76.9	23.1	13
101-250	87.5	12.5	32
251-500	92.7	7.3	41
501-700	96.4	3.6	28
701+	98.6	1.4	144
<b>By Office Size (Number of Attorneys)</b>			
25 or Fewer	100.0	0.0	14
26-50	91.4	8.6	35
51-100	93.8	6.2	65
101-250	96.3	3.8	80
251+	96.2	3.8	53
<b>By Region and City</b>			
<b>Northeast</b>	93.2	6.8	59
Boston, MA	90.9	9.1	11
New York, NY	92.7	7.3	41
<b>Mid-Atlantic</b>	97.4	2.6	38
Washington, DC/Northern VA	96.6	3.4	29
<b>Southeast</b>	95.9	4.1	49
Atlanta, GA	100.0	0.0	6
Austin, TX	100.0	0.0	6
Dallas, TX	100.0	0.0	10
Houston, TX	100.0	0.0	13
Miami/Ft. Lauderdale/W. Palm Beach, FL	100.0	0.0	6
<b>Midwest</b>	92.7	7.3	41
Chicago, IL	94.4	5.6	18
Minneapolis/St. Paul, MN	83.3	16.7	6
<b>West/Rocky Mountain</b>	97.2	2.8	71
Denver, CO	100.0	0.0	5
Los Angeles, CA	92.9	7.1	14
Orange County, CA	100.0	0.0	6
San Diego, CA	100.0	0.0	5
San Francisco, CA	92.9	7.1	14
Seattle, WA	100.0	0.0	6
Silicon Valley, CA	100.0	0.0	12

**Table 11. If your office shortened the length of your 2020 summer program, how, if at all, did you adjust the pay for your 2020 summer associates?**

*(For those offices that shortened the length of their summer 2020 program)*

Legal Employers Subset	Paid the full amount based on the # of weeks that summer associates were originally scheduled to work (%)	Paid a pro-rated amount based on the reduced # of weeks that summer associates are now working (%)	Paid an amount determined on some other basis (%)	Number of offices
<b>All Offices</b>	23.1	66.8	10.1	247
<b>By Firm Size (Number of Attorneys)</b>				
100 or Fewer	10.0	70.0	20.0	10
101-250	7.1	75.0	17.9	28
251-500	5.6	86.1	8.3	36
501-700	11.1	70.4	18.5	27
701+	35.2	58.5	6.3	142
<b>By Office Size (Number of Attorneys)</b>				
25 or Fewer	0.0	92.9	7.1	14
26-50	6.3	81.3	12.5	32
51-100	31.7	60.0	8.3	60
101-250	11.8	78.9	9.2	76
251+	49.0	39.2	11.8	51
<b>By Region and City</b>				
<b>Northeast</b>	34.5	56.4	9.1	55
Boston, MA	20.0	70.0	10.0	10
New York, NY	39.5	52.6	7.9	38
<b>Mid-Atlantic</b>	27.0	62.2	10.8	37
Washington, DC/Northern VA	28.6	60.7	10.7	28
<b>Southeast</b>	17.0	76.6	6.4	47
Atlanta, GA	16.7	83.3	0.0	6
Austin, TX	0.0	100.0	0.0	6
Dallas, TX	20.0	80.0	0.0	10
Houston, TX	30.8	61.5	7.7	13
Miami/Ft. Lauderdale/W. Palm Beach, FL	0.0	83.3	16.7	6
<b>Midwest</b>	13.9	66.7	19.4	36
Chicago, IL	33.3	66.7	0.0	15
Minneapolis/St. Paul, MN	0.0	60.0	40.0	5
<b>West/Rocky Mountain</b>	23.2	69.6	7.2	69
Denver, CO	0.0	100.0	0.0	5
Los Angeles, CA	46.2	46.2	7.7	13
Orange County, CA	16.7	66.7	16.7	6
San Diego, CA	20.0	80.0	0.0	5
San Francisco, CA	38.5	46.2	15.4	13
Seattle, WA	0.0	100.0	0.0	6
Silicon Valley, CA	16.7	75.0	8.3	12

**Table 12.** Has your office established a start date for your Class of 2020 first-year associates?  
*(For those offices with Class of 2020 first-year associates)*

Legal Employers Subset	Yes (%)	No (%)	Number of offices
All Offices	50.5	49.5	327
<b>By Firm Size (Number of Attorneys)</b>			
100 or Fewer	76.9	23.1	13
101-250	72.3	27.7	47
251-500	54.5	45.5	77
501-700	50.0	50.0	32
701+	38.8	61.2	152
<b>By Office Size (Number of Attorneys)</b>			
25 or Fewer	36.0	64.0	25
26-50	54.0	46.0	50
51-100	50.0	50.0	76
101-250	59.2	40.8	103
251+	32.7	67.3	55
<b>By Region and City</b>			
<b>Northeast</b>	44.2	55.8	77
Boston, MA	41.2	58.8	17
New York, NY	44.0	56.0	50
<b>Mid-Atlantic</b>	53.1	46.9	49
Philadelphia, PA	60.0	40.0	5
Washington, DC/Northern VA	45.5	54.5	33
<b>Southeast</b>	54.5	45.5	55
Atlanta, GA	55.6	44.4	9
Austin, TX	50.0	50.0	6
Dallas, TX	36.4	63.6	11
Houston, TX	25.0	75.0	12
Miami/Ft. Lauderdale/W. Palm Beach, FL	85.7	14.3	7
<b>Midwest</b>	67.9	32.1	56
Chicago, IL	54.5	45.5	22
Kansas City, MO	80.0	20.0	5
Minneapolis/St. Paul, MN	62.5	37.5	8
<b>West/Rocky Mountain</b>	38.8	61.2	85
Los Angeles, CA	30.0	70.0	20
Orange County, CA	28.6	71.4	7
San Diego, CA	16.7	83.3	6
San Francisco, CA	43.8	56.3	16
Seattle, WA	50.0	50.0	8
Silicon Valley, CA	8.3	91.7	12

**Note:** About eight percent (8.1%) of responding offices indicated that they do not have any Class of 2020 first-year associates.

**Table 13.** If yes, when are Class of 2020 first-year associates now scheduled to start in your office? (If your office has staggered start dates, report the earliest scheduled start month.)

*(For those offices that have established start dates for Class of 2020 first-year associates)*

Legal Employers Subset	September 2020 (%)	October 2020 (%)	November 2020 (%)	December 2020 (%)	January 2021 (%)	February 2021 (%)	Number of offices
<b>All Offices</b>	15.2	8.5	3.0	1.2	61.8	10.3	165
<b>By Firm Size (Number of Attorneys)</b>							
100 or Fewer	80.0	10.0	0.0	0.0	10.0	0.0	10
101-250	21.2	12.1	9.1	3.0	51.5	3.0	33
251-500	16.7	9.5	0.0	0.0	71.4	2.4	42
501-700	6.3	6.3	0.0	0.0	87.5	0.0	16
701+	1.7	3.4	3.4	0.0	66.1	25.4	59
<b>By Office Size (Number of Attorneys)</b>							
25 or Fewer	0.0	11.1	0.0	0.0	66.7	22.2	9
26-50	18.5	11.1	0.0	0.0	59.3	11.1	27
51-100	13.2	2.6	2.6	0.0	68.4	13.2	38
101-250	16.4	6.6	6.6	1.6	62.3	6.6	61
251+	16.7	16.7	0.0	0.0	55.6	11.1	18
<b>By Region and City</b>							
<b>Northeast</b>	8.8	17.6	5.9	0.0	64.7	2.9	34
Boston, MA	0.0	0.0	0.0	0.0	100.0	0.0	7
New York, NY	13.6	13.6	9.1	0.0	59.1	4.5	22
<b>Mid-Atlantic</b>	26.9	0.0	0.0	0.0	61.5	11.5	26
Washington, DC/Northern VA	13.3	0.0	0.0	0.0	80.0	6.7	15
<b>Southeast</b>	25.8	3.2	0.0	0.0	51.6	19.4	31
Atlanta, GA	20.0	0.0	0.0	0.0	80.0	0.0	5
Miami/Ft. Lauderdale/W. Palm Beach, FL	16.7	0.0	0.0	0.0	66.7	16.7	6
<b>Midwest</b>	10.5	5.3	2.6	5.3	68.4	7.9	38
Chicago, IL	8.3	0.0	0.0	16.7	50.0	25.0	12
Minneapolis/St. Paul, MN	0.0	20.0	0.0	0.0	80.0	0.0	5
<b>West/Rocky Mountain</b>	9.1	15.2	6.1	0.0	57.6	12.1	33
Los Angeles, CA	16.7	16.7	0.0	0.0	50.0	16.7	6
San Francisco, CA	0.0	14.3	28.6	0.0	28.6	28.6	7

*Note:* No offices reported a start date beyond February 2021.

**Table 14.** If your office has deferred start dates for Class of 2020 associates, are you offering a stipend or other cash payment as part of your deferral package?

*(For those offices with deferred start dates for Class of 2020 first-year associates)*

Legal Employers Subset	Yes (%)	No (%)	Number of offices
<b>All Offices</b>	68.5	31.5	124
<b>By Firm Size (Number of Attorneys)</b>			
101-250	63.6	36.4	22
251-500	63.9	36.1	36
501-700	92.9	7.1	14
701+	73.9	26.1	46
<b>By Office Size (Number of Attorneys)</b>			
25 or Fewer	75.0	25.0	8
26-50	63.2	36.8	19
51-100	55.6	44.4	27
101-250	77.6	22.4	49
251+	83.3	16.7	12
<b>By Region and City</b>			
<b>Northeast</b>	76.9	23.1	26
Boston, MA	85.7	14.3	7
New York, NY	78.6	21.4	14
<b>Mid-Atlantic</b>	78.9	21.1	19
Washington, DC/Northern VA	83.3	16.7	12
<b>Southeast</b>	61.9	38.1	21
Miami/Ft. Lauderdale/W. Palm Beach, FL	80.0	20.0	5
<b>Midwest</b>	68.8	31.3	32
Chicago, IL	62.5	37.5	8
<b>West/Rocky Mountain</b>	65.2	34.8	23

**Note:** Nineteen percent (19.0%) of responding offices that have established start dates for Class of 2020 first-year associates indicated that they did not change their start dates.

**Table 15. Consistent with state and/or local government guidance, when does your office plan to begin partially re-opening? (All offices)**

Legal Employers Subset	June 2020 or already partially reopened (%)	July 2020 (%)	August 2020 (%)	September 2020 (%)	October 2020 (%)	Not sure yet/unknown (%)	Number of offices
<b>All Offices</b>	35.5	14.6	3.9	5.9	0.6	39.4	355
<b>By Firm Size (Number of Attorneys)</b>							
100 or Fewer	38.9	5.6	5.6	0.0	0.0	50.0	18
101-250	48.0	20.0	0.0	4.0	0.0	28.0	50
251-500	37.8	14.4	10.0	5.6	0.0	32.2	90
501-700	28.1	12.5	0.0	6.3	0.0	53.1	32
701+	31.4	14.5	2.5	7.5	1.3	42.8	159
<b>By Office Size (Number of Attorneys)</b>							
25 or Fewer	35.1	8.1	13.5	5.4	0.0	37.8	37
26-50	38.7	14.5	4.8	1.6	0.0	40.3	62
51-100	34.2	13.9	3.8	5.1	0.0	43.0	79
101-250	37.5	17.3	1.9	3.8	1.9	37.5	104
251+	29.6	16.7	0.0	13.0	0.0	40.7	53
<b>By Region and City</b>							
<b>Northeast</b>	10.3	24.4	3.8	12.8	0.0	48.7	78
Boston, MA	16.7	22.2	0.0	16.7	0.0	44.4	18
New York, NY	6.0	24.0	6.0	12.0	0.0	52.0	50
<b>Mid-Atlantic</b>	25.0	17.9	7.1	3.6	0.0	46.4	56
Philadelphia, PA	0.0	60.0	0.0	0.0	0.0	40.0	5
Washington, DC/Northern VA	20.0	14.3	11.4	5.7	0.0	48.6	35
<b>Southeast</b>	70.0	6.7	1.7	1.7	3.3	16.7	60
Atlanta, GA	90.0	0.0	0.0	0.0	0.0	10.0	10
Austin, TX	57.1	0.0	0.0	14.3	0.0	28.6	7
Dallas, TX	72.7	9.1	0.0	0.0	0.0	18.2	11
Houston, TX	61.5	7.7	0.0	0.0	0.0	30.8	13
Miami/Ft. Lauderdale/W. Palm Beach, FL	62.5	0.0	0.0	25.0	0.0	12.5	8
<b>Midwest</b>	66.7	10.0	1.7	0.0	0.0	21.7	60
Chicago, IL	52.2	17.4	0.0	0.0	0.0	30.4	23
Detroit, MI	60.0	0.0	0.0	0.0	0.0	40.0	5
Kansas City, MO	40.0	0.0	20.0	0.0	0.0	40.0	5
Minneapolis/St. Paul, MN	62.5	12.5	0.0	0.0	0.0	25.0	8
<b>West/Rocky Mountain</b>	20.8	13.5	5.2	8.3	0.0	52.1	96
Denver, CO	66.7	0.0	0.0	0.0	0.0	33.3	6
Los Angeles, CA	5.0	30.0	5.0	10.0	0.0	50.0	20
Orange County, CA	25.0	0.0	12.5	12.5	0.0	50.0	8
Phoenix, AZ	100.0	0.0	0.0	0.0	0.0	0.0	5
San Diego, CA	0.0	28.6	14.3	0.0	0.0	57.1	7
San Francisco, CA	5.9	11.8	5.9	11.8	0.0	64.7	17
Seattle, WA	25.0	12.5	12.5	12.5	0.0	37.5	8
Silicon Valley, CA	0.0	0.0	0.0	7.7	0.0	92.3	13

**Note:** The following selection options received no responses: November 2020, December 2020, sometime in 2021 or beyond, and plan to remain a fully virtual office.

**Table 16.** How did the volume of lateral associate hiring in your office from March 1, 2020 – May 31, 2020 compare to this time period last year (March 1, 2019 – May 31, 2019)?  
(All offices)

Legal Employers Subset	Volume increased (%)	Volume decreased (%)	Volume was about the same (%)	Number of offices
<b>All Offices</b>	3.2	69.9	26.8	339
<b>By Firm Size (Number of Attorneys)</b>				
100 or Fewer	11.1	27.8	61.1	18
101-250	2.0	62.0	36.0	50
251-500	2.3	70.5	27.3	88
501-700	6.7	66.7	26.7	30
701+	2.7	77.9	19.5	149
<b>By Office Size (Number of Attorneys)</b>				
25 or Fewer	0.0	54.1	45.9	37
26-50	1.6	67.7	30.6	62
51-100	6.8	61.6	31.5	73
101-250	5.1	77.6	17.3	98
251+	0.0	84.9	15.1	53
<b>By Region and City</b>				
<b>Northeast</b>	5.3	70.7	24.0	75
Boston, MA	0.0	68.8	31.3	16
New York, NY	6.1	69.4	24.5	49
Mid-Atlantic	1.8	69.1	29.1	55
Philadelphia, PA	0.0	100.0	0.0	5
Washington, DC/Northern VA	0.0	67.6	32.4	34
<b>Southeast</b>	3.4	62.7	33.9	59
Atlanta, GA	10.0	80.0	10.0	10
Austin, TX	0.0	57.1	42.9	7
Dallas, TX	9.1	36.4	54.5	11
Houston, TX	0.0	66.7	33.3	12
Miami/Ft. Lauderdale/W. Palm Beach, FL	0.0	62.5	37.5	8
<b>Midwest</b>	1.8	73.2	25.0	56
Chicago, IL	5.0	75.0	20.0	20
Detroit, MI	0.0	80.0	20.0	5
Kansas City, MO	0.0	80.0	20.0	5
Minneapolis/St. Paul, MN	0.0	75.0	25.0	8
<b>West/Rocky Mountain</b>	3.4	73.0	23.6	89
Denver, CO	0.0	100.0	0.0	6
Los Angeles, CA	0.0	76.5	23.5	17
Orange County, CA	0.0	85.7	14.3	7
San Diego, CA	0.0	57.1	42.9	7
San Francisco, CA	12.5	43.8	43.8	16
Seattle, WA	0.0	87.5	12.5	8
Silicon Valley, CA	8.3	66.7	25.0	12

**Table 17.** How did the volume of lateral partner hiring in your office from March 1, 2020 – May 31, 2020 compare to this time period last year (March 1, 2019 – May 31, 2019)?  
(All offices)

Legal Employers Subset	Volume increased (%)	Volume decreased (%)	Volume was about the same (%)	Number of offices
<b>All Offices</b>	5.8	40.3	53.9	330
<b>By Firm Size (Number of Attorneys)</b>				
100 or Fewer	27.8	22.2	50.0	18
101-250	14.0	32.0	54.0	50
251-500	0.0	61.4	38.6	88
501-700	14.3	42.9	42.9	28
701+	2.1	32.4	65.5	142
<b>By Office Size (Number of Attorneys)</b>				
25 or Fewer	0.0	32.4	67.6	37
26-50	9.8	42.6	47.5	61
51-100	2.8	37.5	59.7	72
101-250	9.3	43.3	47.4	97
251+	4.3	36.2	59.6	47
<b>By Region and City</b>				
<b>Northeast</b>	9.5	41.9	48.6	74
Boston, MA	6.3	37.5	56.3	16
New York, NY	8.3	39.6	52.1	48
<b>Mid-Atlantic</b>	5.9	43.1	51.0	51
Philadelphia, PA	0.0	60.0	40.0	5
Washington, DC/Northern VA	3.3	36.7	60.0	30
<b>Southeast</b>	5.1	40.7	54.2	59
Atlanta, GA	10.0	10.0	80.0	10
Austin, TX	0.0	57.1	42.9	7
Dallas, TX	0.0	27.3	72.7	11
Houston, TX	0.0	33.3	66.7	12
Miami/Ft. Lauderdale/W. Palm Beach, FL	25.0	62.5	12.5	8
<b>Midwest</b>	5.5	45.5	49.1	55
Chicago, IL	0.0	52.6	47.4	19
Detroit, MI	0.0	80.0	20.0	5
Kansas City, MO	0.0	60.0	40.0	5
Minneapolis/St. Paul, MN	25.0	12.5	62.5	8
<b>West/Rocky Mountain</b>	2.3	34.9	62.8	86
Denver, CO	0.0	50.0	50.0	6
Los Angeles, CA	0.0	56.3	43.8	16
Orange County, CA	0.0	33.3	66.7	6
San Diego, CA	0.0	33.3	66.7	6
San Francisco, CA	6.3	12.5	81.3	16
Seattle, WA	0.0	37.5	62.5	8
Silicon Valley, CA	0.0	41.7	58.3	12

**Table 18.** Has your office implemented any salary reductions (or, in the case of equity partners, delays in partner draws) since March 1, 2020? If yes, select all of the categories of people affected.

*(All Offices)*

Legal Employers Subset	% of offices indicating salary reductions or delays in partner draws	% of offices with salary reductions/delays in partner draws indicating impacts to the following groups:						Number of offices
		Non-lawyer staff (%)	Associates (%)	Staff attorneys (%)	Of counsel (%)	Equity partners (%)	Non-equity partners (%)	
<b>All Offices</b>	62.0	78.8	78.8	72.2	77.8	97.2	79.7	342
<b>By Firm Size (Number of Attorneys)</b>								
100 or Fewer	22.2	—	—	—	—	—	—	18
101-250	65.3	59.4	62.5	43.8	62.5	96.9	68.8	49
251-500	71.3	80.6	83.9	77.4	82.3	96.8	82.3	87
501-700	87.1	96.3	92.6	85.2	92.6	96.3	85.2	31
701+	56.6	81.4	79.1	76.7	77.9	97.7	80.2	152
<b>By Office Size (Number of Attorneys)</b>								
25 or Fewer	73.0	66.7	66.7	63.0	66.7	100.0	70.4	37
26-50	69.4	81.4	86.0	72.1	83.7	100.0	88.4	62
51-100	58.1	83.7	81.4	74.4	79.1	95.3	79.1	74
101-250	71.7	85.9	81.7	77.5	81.7	94.4	83.1	99
251+	40.4	61.9	66.7	66.7	66.7	100.0	66.7	52
<b>By Region and City</b>								
<b>Northeast</b>	52.6	82.5	75.0	70.0	75.0	92.5	75.0	76
Boston, MA	58.8	90.0	90.0	90.9	90.0	100.0	100.0	17
New York, NY	51.0	76.0	64.0	60.0	64.0	88.0	60.0	49
<b>Mid-Atlantic</b>	58.2	75.0	84.4	71.9	81.3	96.9	87.5	55
Philadelphia, PA	60.0	—	—	—	—	—	—	5
Washington, DC/Northern VA	58.8	70.0	80.0	75.0	75.0	100.0	85.0	34
<b>Southeast</b>	67.8	82.5	87.5	77.5	87.5	97.5	90.0	59
Atlanta, GA	60.0	100.0	100.0	83.3	100.0	100.0	100.0	10
Austin, TX	42.9	—	—	—	—	—	—	7
Dallas, TX	81.8	88.9	88.9	88.9	88.9	100.0	88.9	11
Houston, TX	66.7	87.5	87.5	87.5	87.5	100.0	87.5	12
Miami/Ft. Lauderdale/ W. Palm Beach, FL	75.0	66.7	66.7	50.0	66.7	83.3	83.3	8

*(Continued)*

**Table 18.** Has your office implemented any salary reductions (or, in the case of equity partners, delays in partner draws) since March 1, 2020? If yes, select all of the categories of people affected.

*(All Offices)*

*(Continued from previous page)*

Legal Employers Subset	% of offices indicating salary reductions or delays in partner draws	% of offices with salary reductions/delays in partner draws indicating impacts to the following groups:						Number of offices
		Non-lawyer staff (%)	Associates (%)	Staff attorneys (%)	Of counsel (%)	Equity partners (%)	Non-equity partners (%)	
<b>Midwest</b>	79.0	73.3	71.1	66.7	68.9	97.8	73.3	57
Chicago, IL	75.0	73.3	73.3	73.3	73.3	100.0	66.7	20
Detroit, MI	100.0	80.0	80.0	80.0	60.0	80.0	60.0	5
Kansas City, MO	80.0	—	—	—	—	—	—	5
Minneapolis/St. Paul, MN	62.5	60.3	80.0	80.0	80.0	100.0	80.0	8
<b>West/Rocky Mountain</b>	58.9	79.2	77.4	73.6	77.4	100.0	75.5	90
Denver, CO	66.7	—	—	—	—	—	—	6
Los Angeles, CA	43.8	71.4	71.4	71.4	71.4	100.0	71.4	16
Orange County, CA	71.4	80.0	80.0	80.0	80.0	100.0	80.0	7
Phoenix, AZ	100.0	100.0	100.0	100.0	100.0	100.0	100.0	5
San Diego, CA	57.1	—	—	—	—	—	—	7
San Francisco, CA	62.5	40.0	40.0	30.0	40.0	100.0	40.0	16
Seattle, WA	62.5	80.0	80.0	80.0	80.0	100.0	80.0	8
Silicon Valley, CA	30.8	100.0	100.0	75.0	100.0	100.0	75.0	13

**Note:** Percentages add up to more than 100% because respondents could select multiple response options. Percentages of groups impacted are not reported if fewer than five offices in a subgroup reported salary reductions and/or delays in partner draws.

**Table 19.** If your office has reduced the salary of some or all of the lawyers at your law firm or organization, did you reduce the dollar amount of your weekly pay rate for your 2020 summer associates in comparison to the originally planned amount?

*(For offices indicating salary reductions and/or delays in partner draws and that had 2020 summer associates)*

Legal Employers Subset	Yes (%)	No (%)	Number of offices
<b>All Offices</b>	24.3	75.7	136
<b>By Firm Size (Number of Attorneys)</b>			
101-250	45.0	55.0	20
251-500	57.9	42.1	19
501-700	13.0	87.0	23
701+	12.7	87.3	71
<b>By Office Size (Number of Attorneys)</b>			
25 or Fewer	36.4	63.6	11
26-50	27.3	72.7	22
51-100	11.1	88.9	27
101-250	21.6	78.4	51
251+	30.0	70.0	20
<b>By Region and City</b>			
<b>Northeast</b>	29.2	70.8	24
Boston, MA	40.0	60.0	5
New York, NY	25.0	75.0	16
<b>Mid-Atlantic</b>	17.6	82.4	17
Washington, DC/Northern VA	20.0	80.0	15
<b>Southeast</b>	13.8	86.2	29
Dallas, TX	0.0	100.0	7
Houston, TX	28.6	71.4	7
Miami/Ft. Lauderdale/W. Palm Beach, FL	20.0	80.0	5
<b>Midwest</b>	25.0	75.0	32
Chicago, IL	18.2	81.8	11
<b>West/Rocky Mountain</b>	28.1	71.9	32
San Francisco, CA	25.0	75.0	8

**Note:** About 33% (33.3%) of responding offices with salary reductions and/or delays in partner draws indicated that they did not have any 2020 summer associates in their office.