

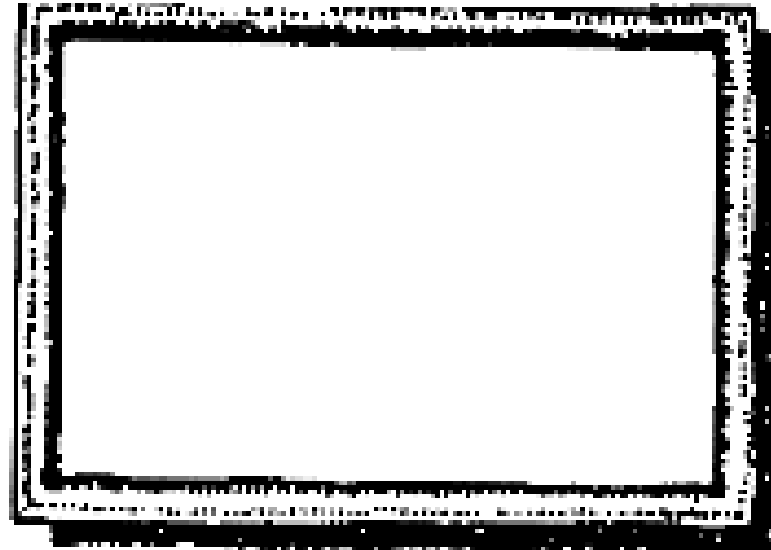
# The Role of Professional Identity in Legal Work and Legal Hiring

Educating Tomorrow's Lawyers (ETL)

Sept 28, 2012

William D. Henderson  
Indiana University Maurer School of Law

# See the Big Picture



# Our “professional identity” as legal educators in face of disruptive change.

- Facts, analyzed objectively
- Leadership
  - Judgment
  - Courage

# Asia, Automation, Abundance

-- Daniel Pink, *A Whole New Mind*

Circa 1905, 1945, 1985

## Legal Profession

Circa 2012

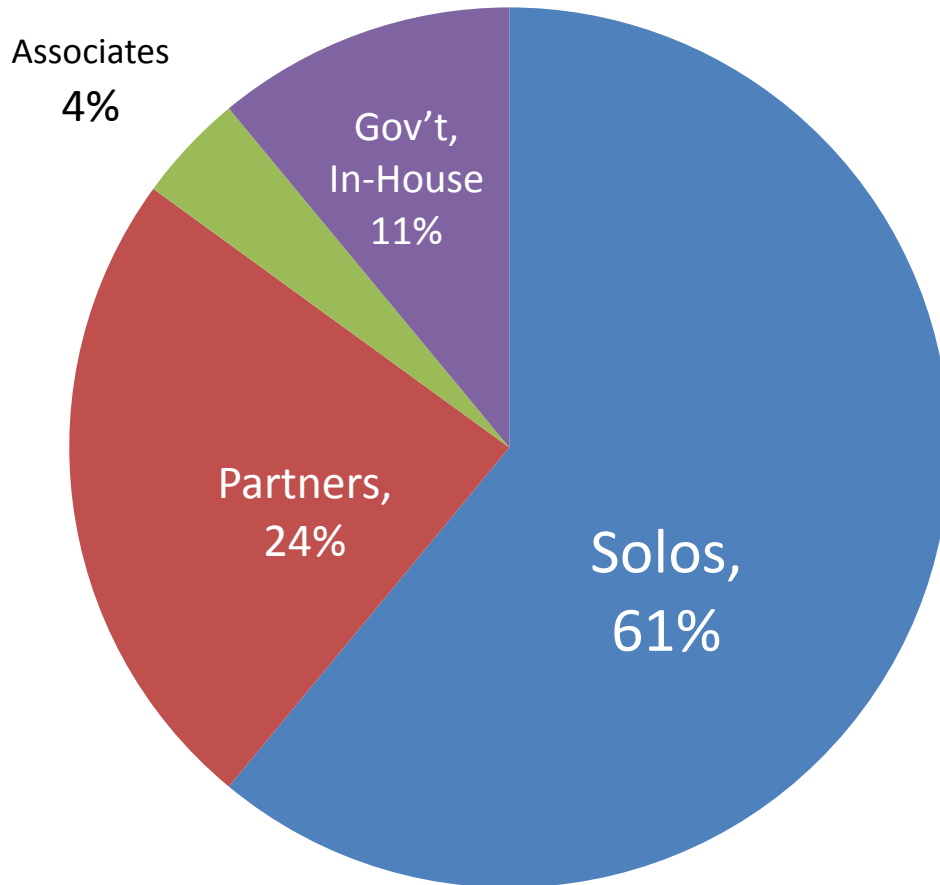
Legal Profession

Legal Services Industry

Legal Industry

# Private Practice Circa 1948

## Lawyers by Role

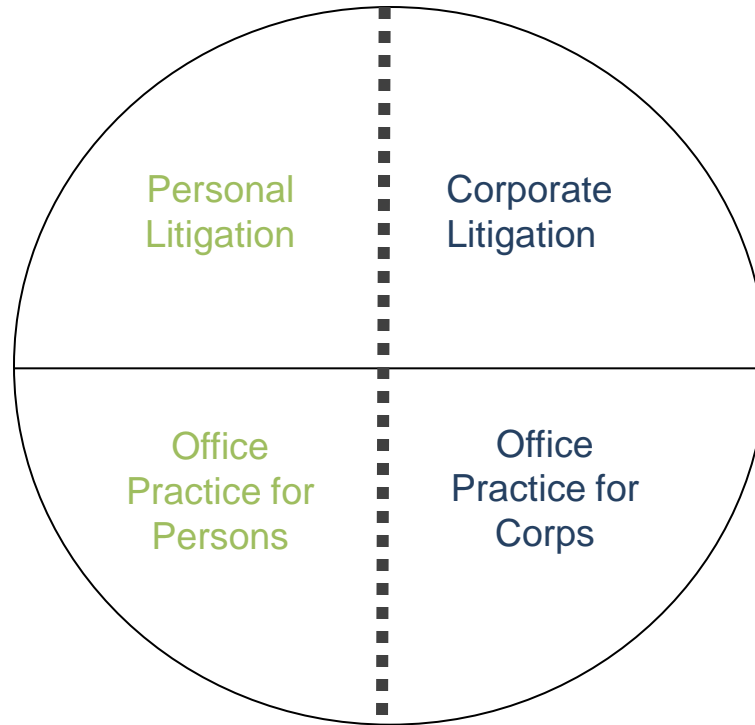


- 163,000 Lawyers
- 45.0% w/ college degrees; 74.5% w/ law degrees
- 1.64 lawyers per firm
- 1.9 % lawyers in firms of 9+ partners

**Source:** Blaustein, "The 1949 Lawyer Count," 50 ABA J 370 (1950)

# Heinz-Laumann “Two-Hemisphere” Theory

**Growth  
driven by  
Population**



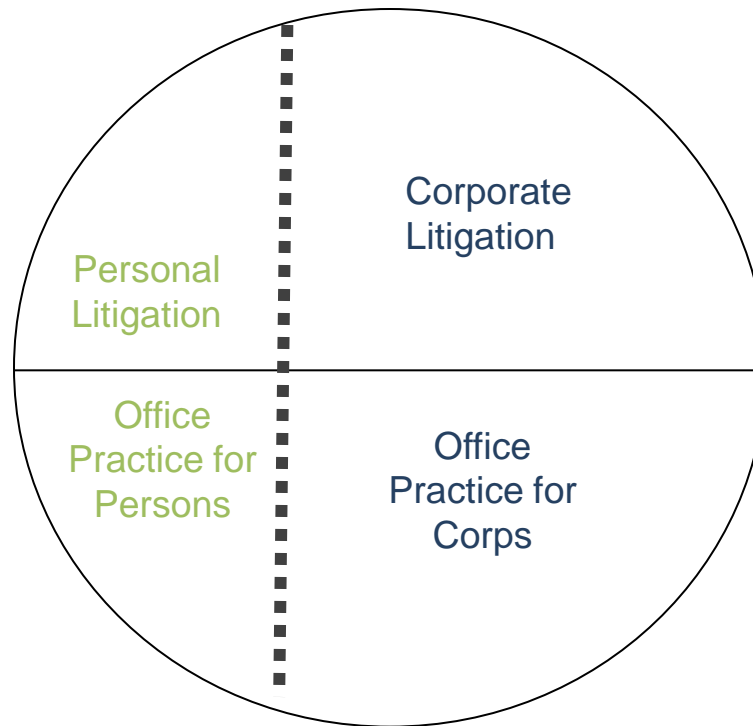
**Growth driven  
by business  
demand**

**1975**



# Heinz-Laumann “Two-Hemisphere” Theory

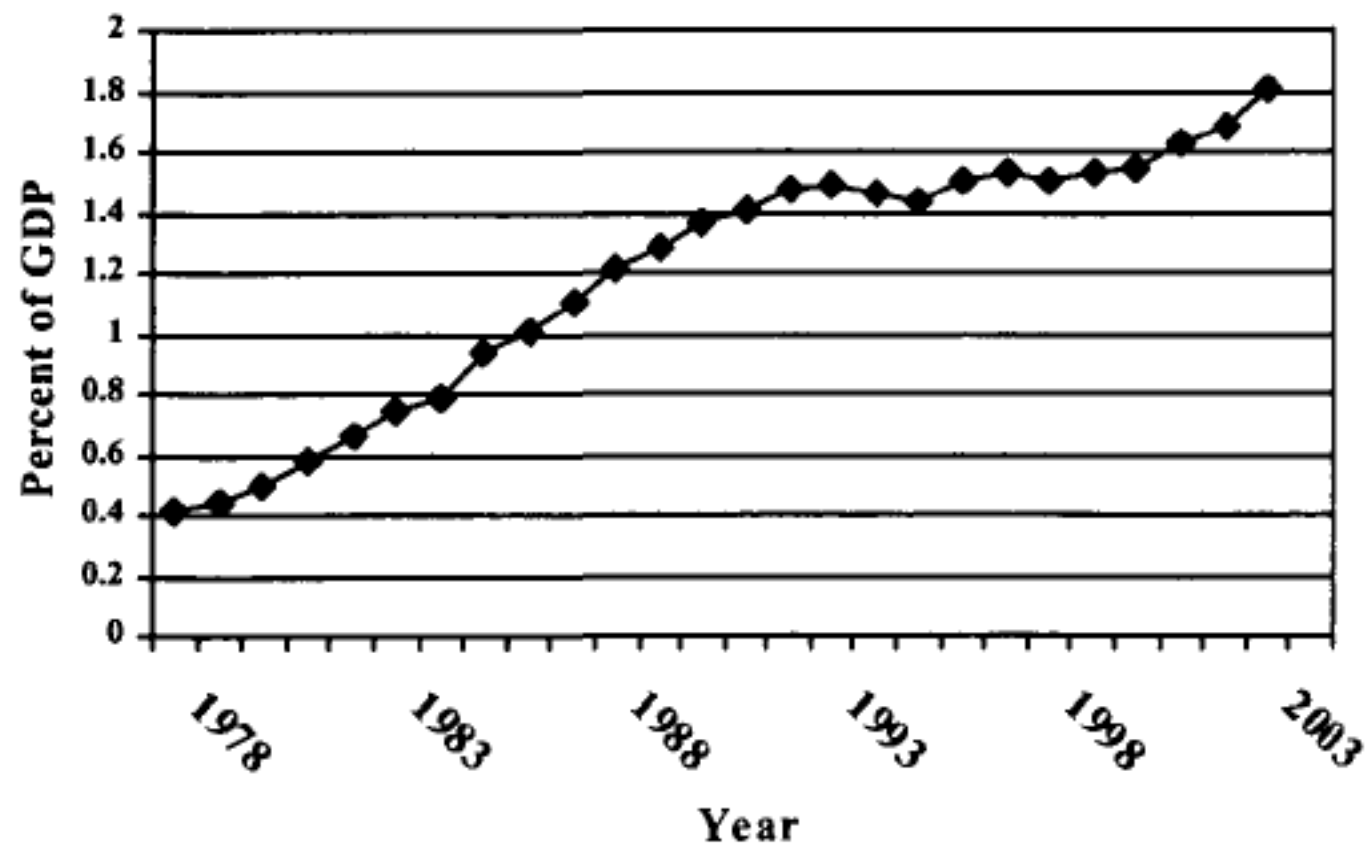
**Growth  
driven by  
Population**



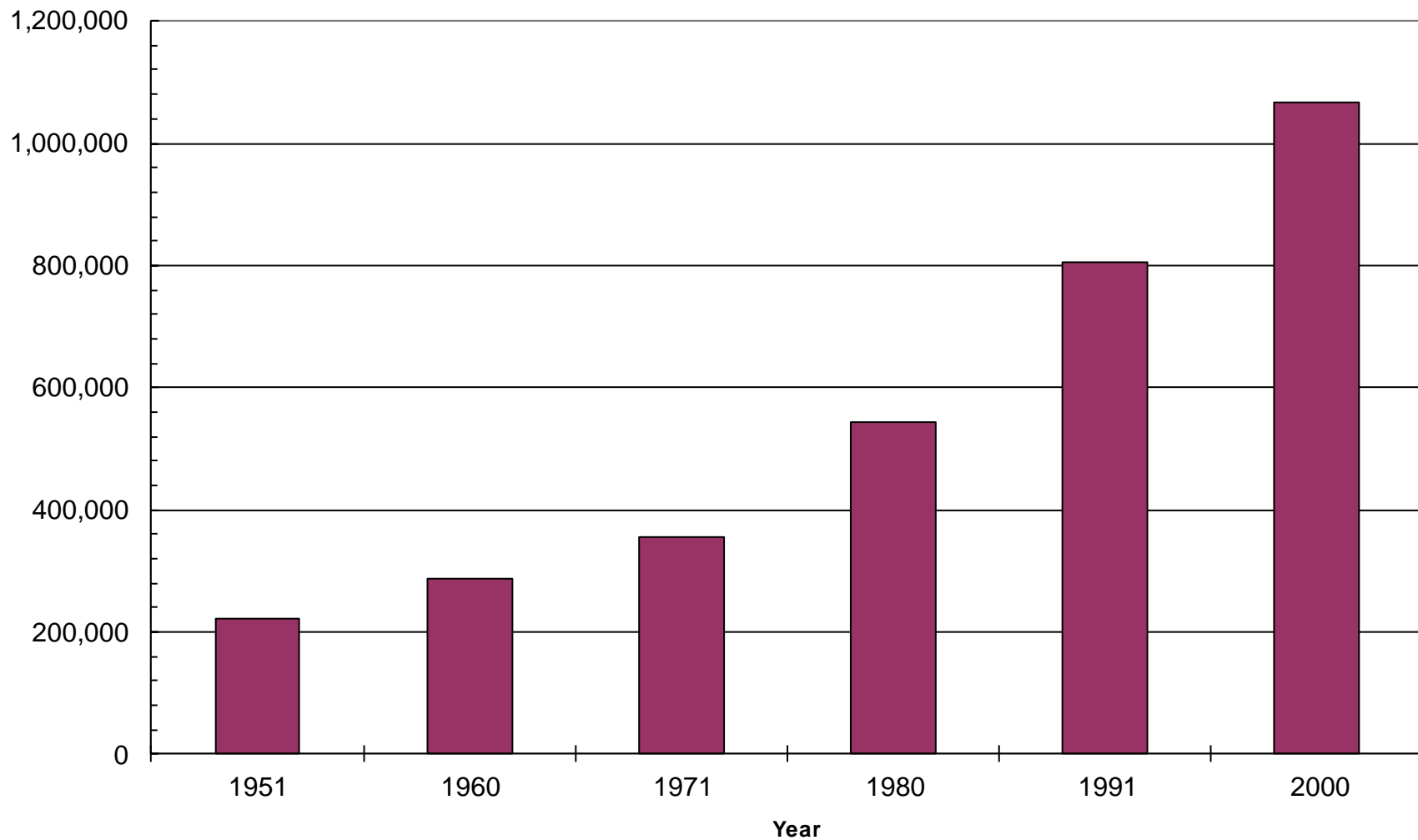
**Growth driven  
by business  
demand**

**1995**

*Figure 1. Expenditures on Legal Services as Percent of Gross Domestic Product, 1978–2003*

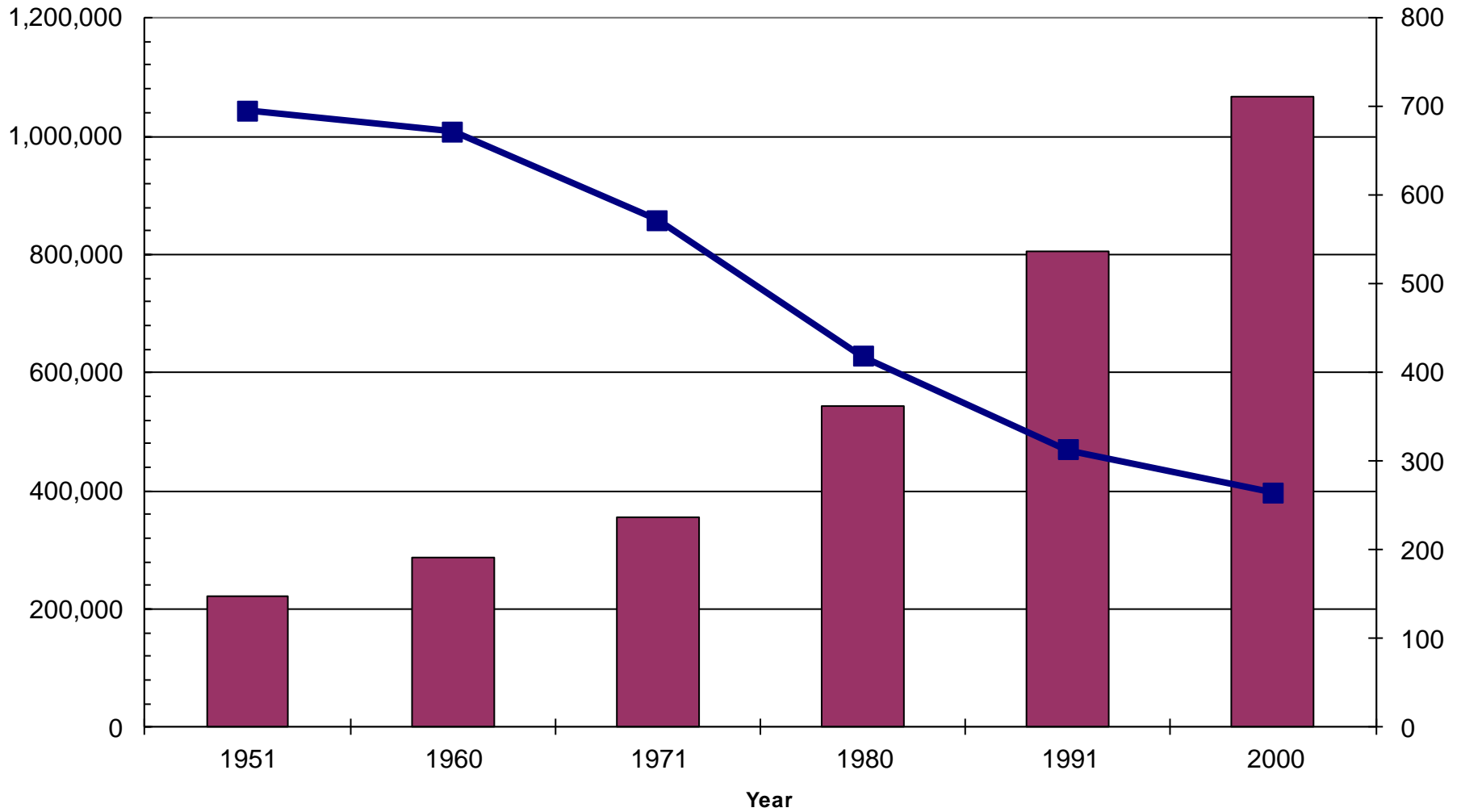


# US Lawyer Population (1951-2000)



■ Lawyer Population

# US Lawyer Population (1951-2000)

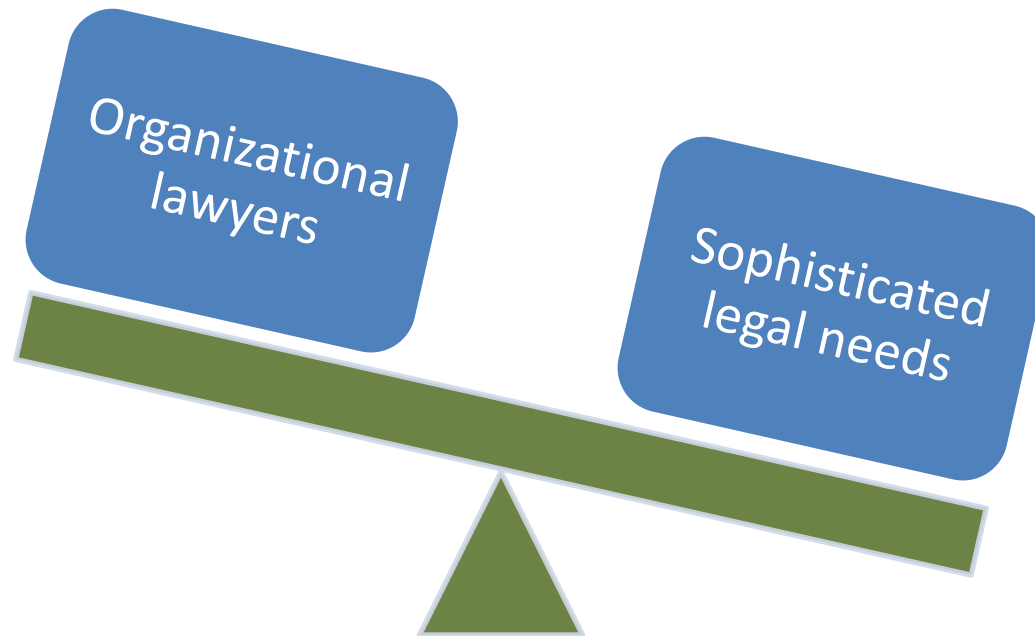


Lawyer Population

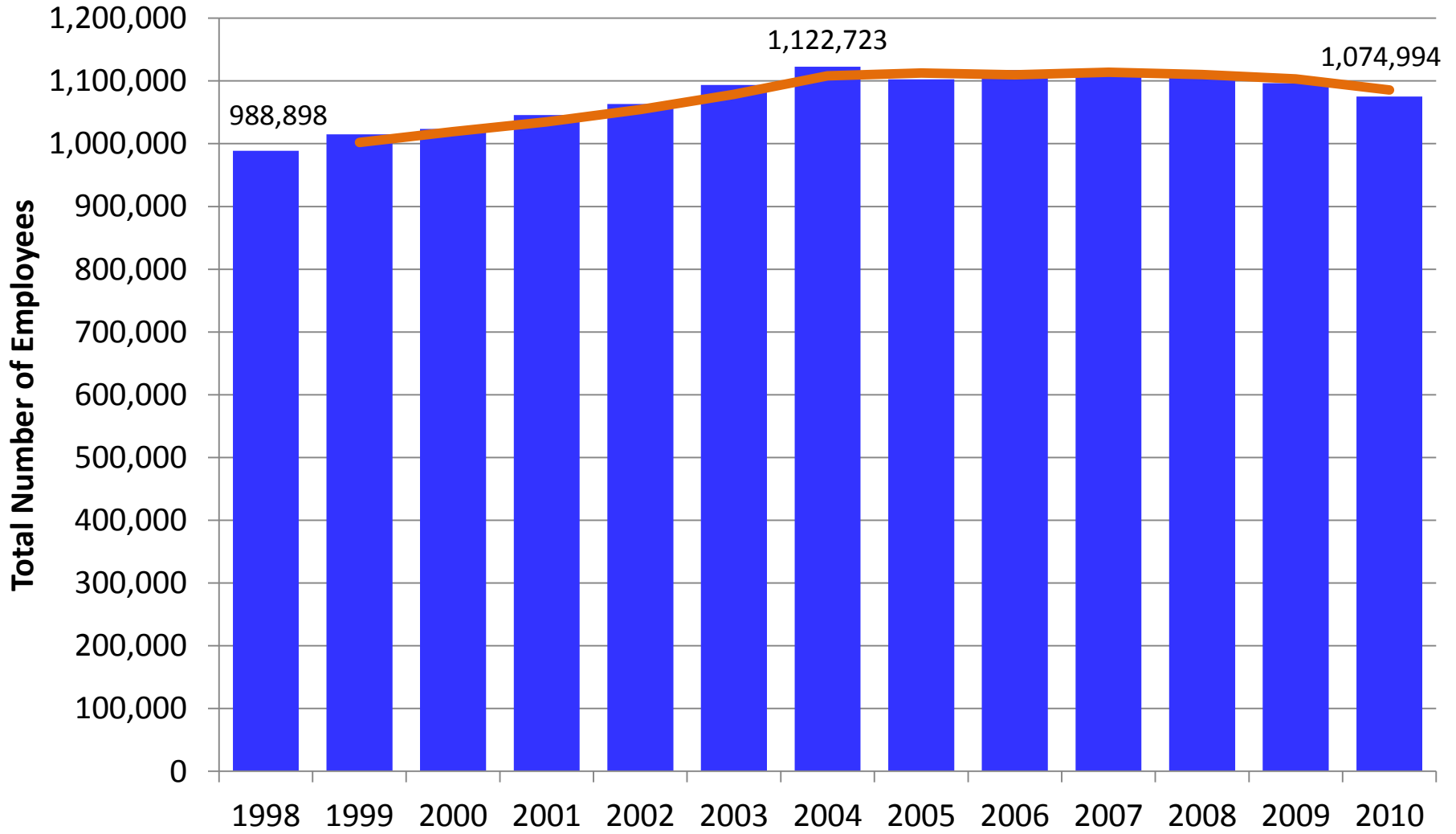
# 20<sup>th</sup> Century

Supply

Demand



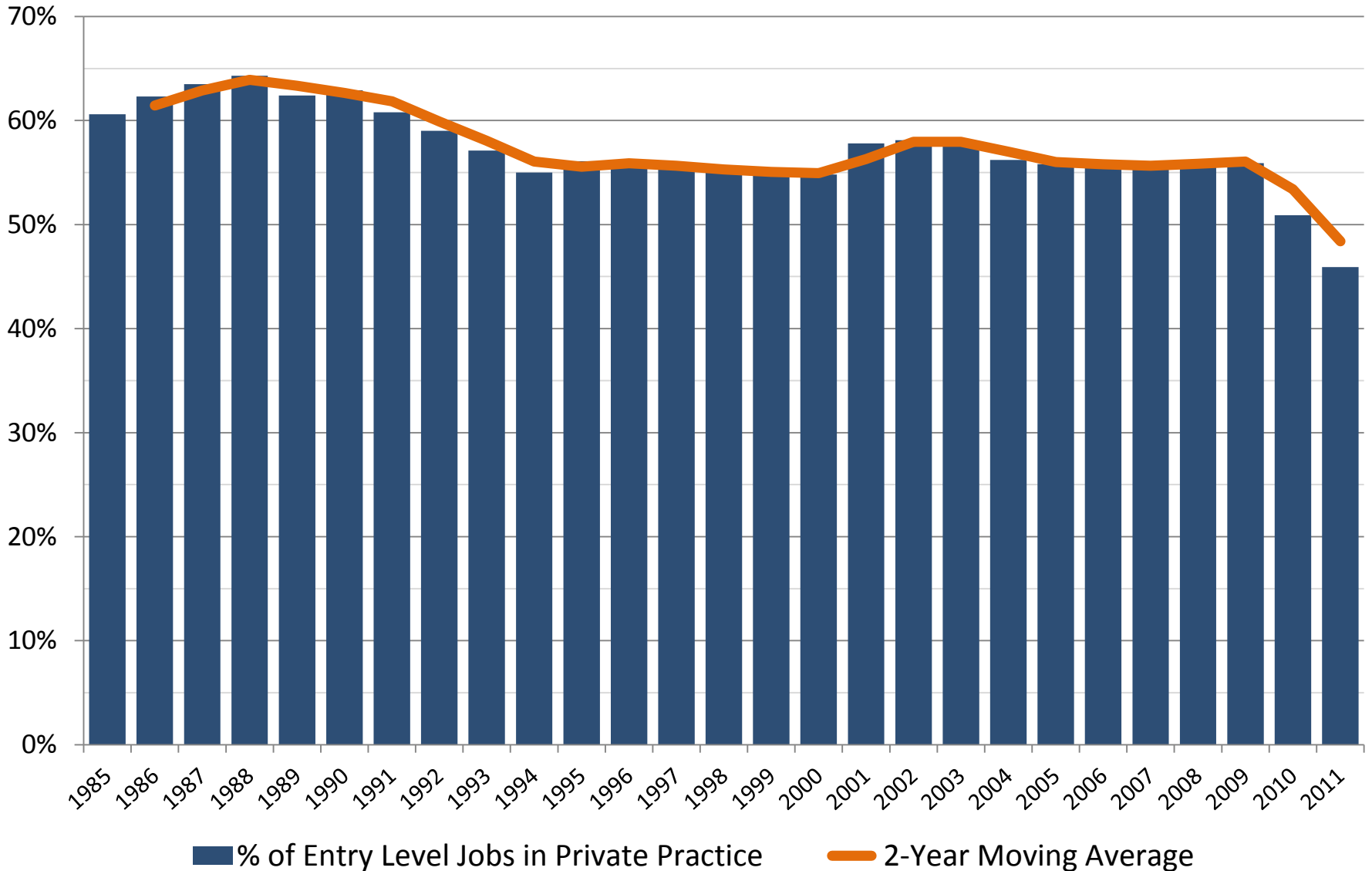
# Total Law Firm Employment, 1998 to 2010



Generated by  
William Henderson  
(June 2012)

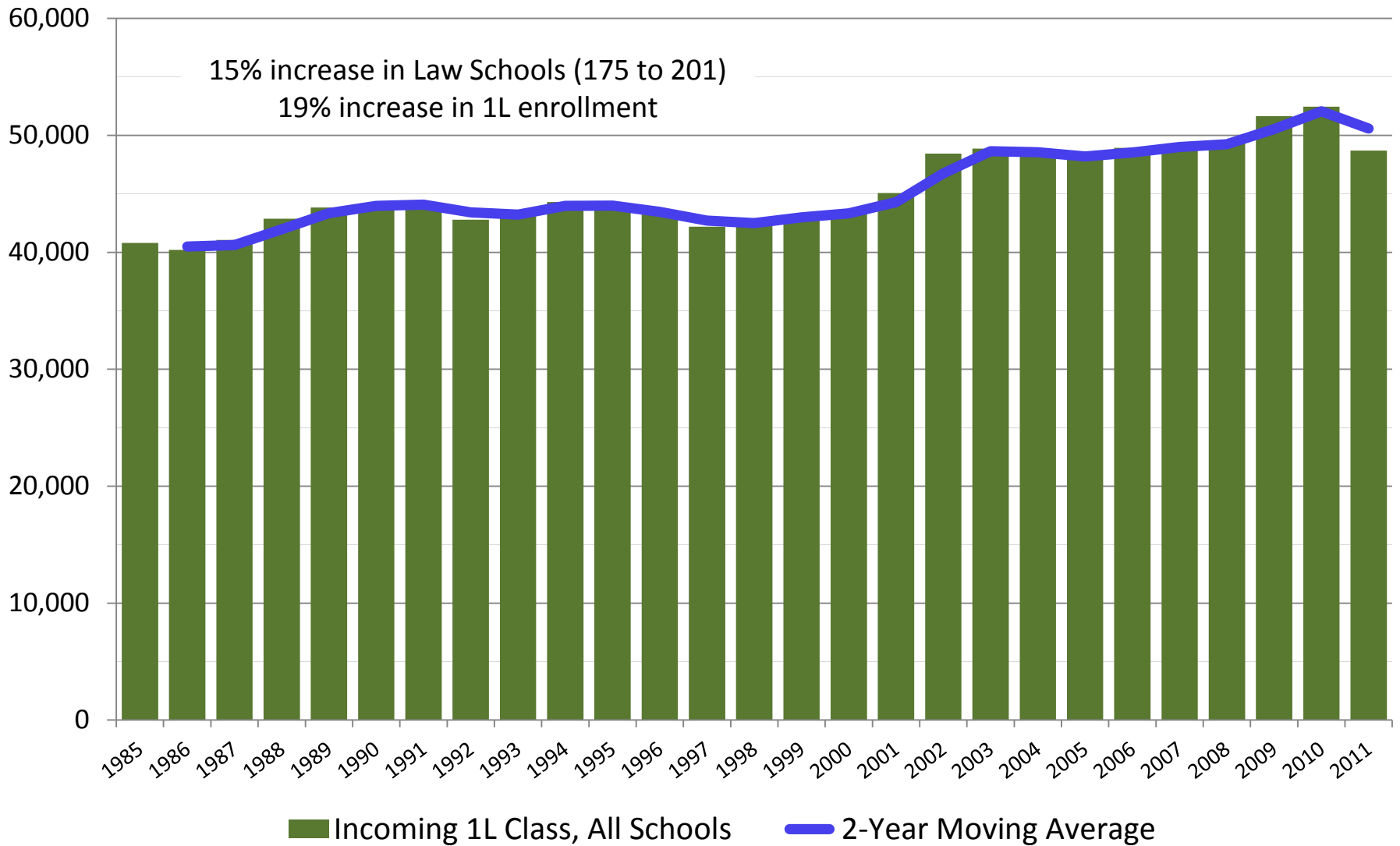
■ Total Employment     — 2 per. Mov. Avg. (Total Employment)

# % of Entry Level Jobs in Private Practice 1985 to 2011



Source: NALP Bulletin, July 2012, charts generated by William Henderson

# Incoming 1L Classes, ABA-Accredited Law Schools 1985 to 2011



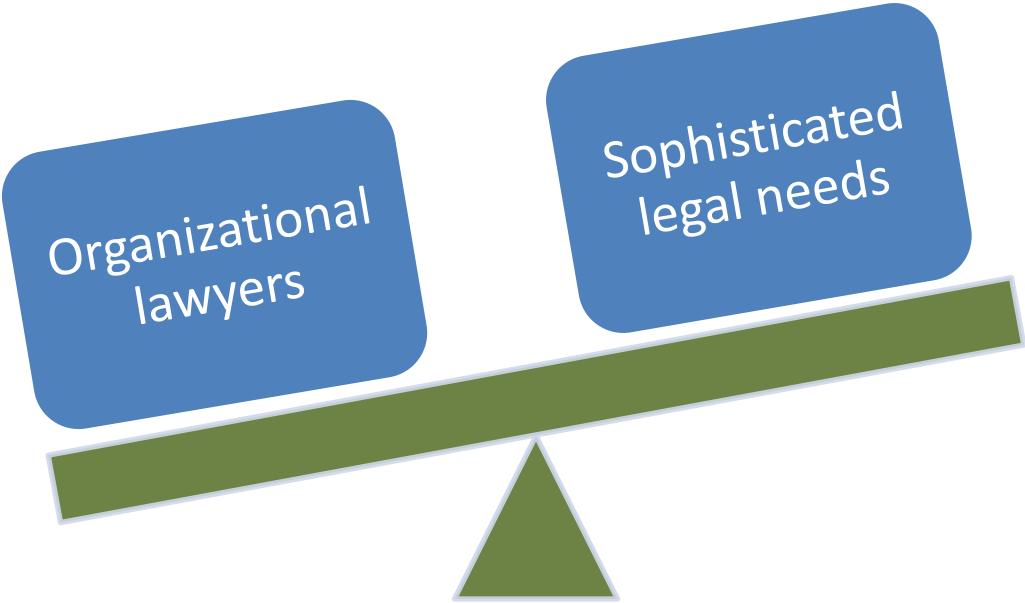
Source: ABA Section on Legal Education and Admission to the Bar,  
Chart generated by William Henderson (July 2012)



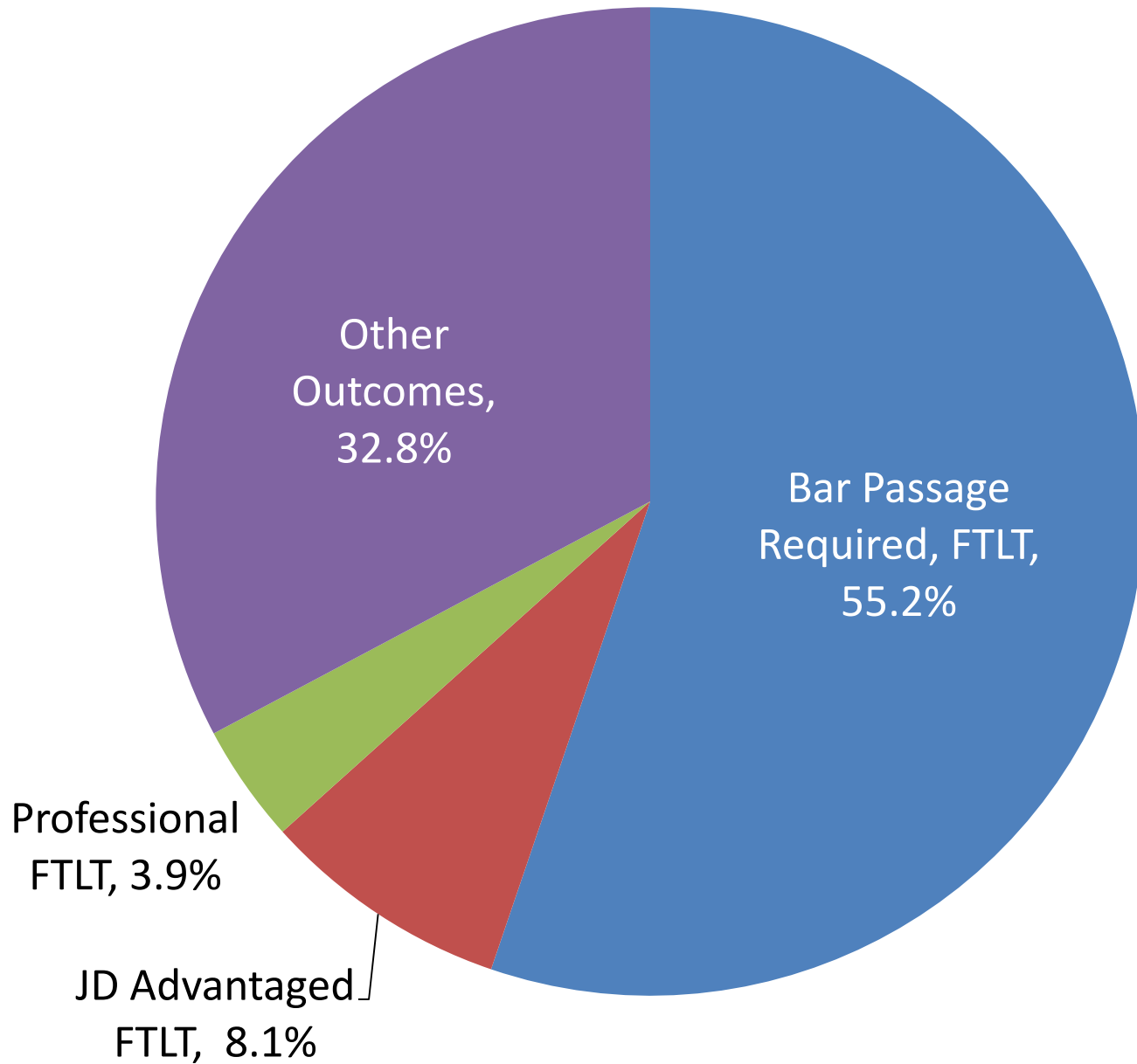
# Market in 2012

Supply

Demand

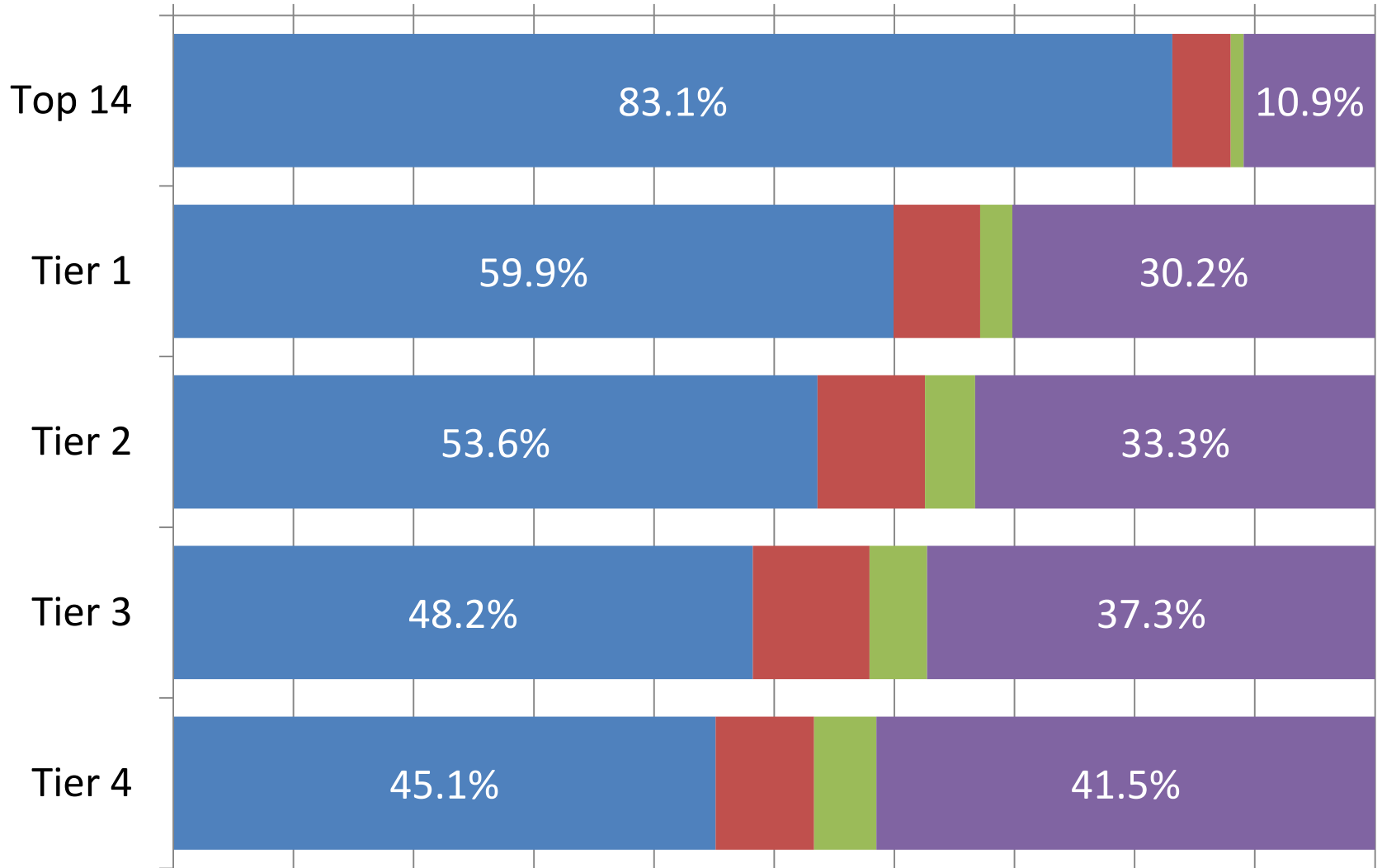


# Outcomes for the Class of 2011



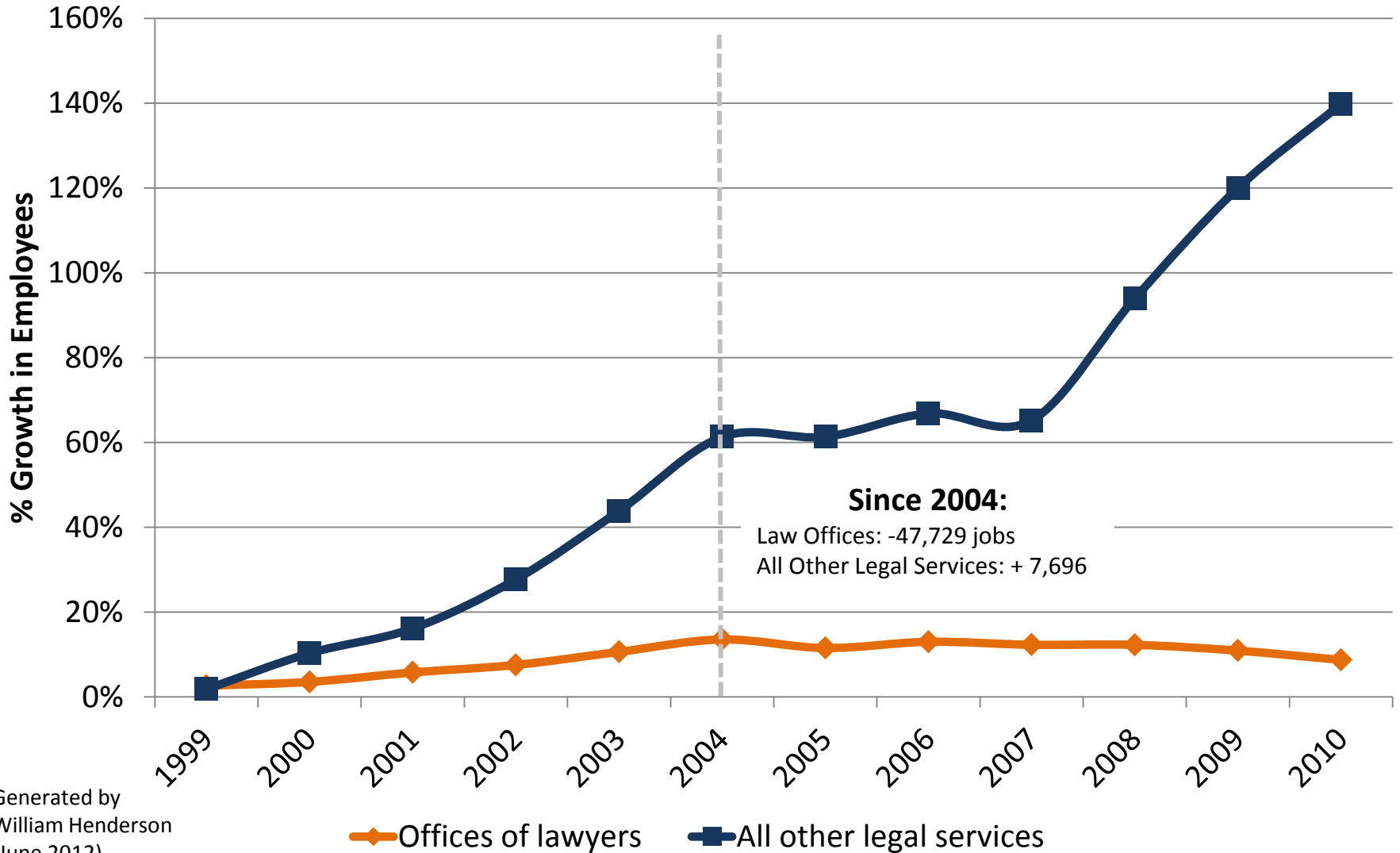
# Outcomes By USN Rank

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



■ BarPassage FTLT ■ JD Advantaged FTLT ■ Professional FTLT ■ Other Outcomes

# Change in # of Employees since 1998 Legal Services Industry Law Offices vs. All Other Legal Services





A global leader in technology-powered legal and business solutions

# THE END OF LAWYERS?

*Rethinking the Nature  
of Legal Services*



RICHARD  
SUSSKIND

# Susskind's Paradigm

Bespoke

Standardized

Systematized

Packaged

Commoditized

Needed human capital:

- Information technology
- Systems engineering
- Finance
- Marketing
- Project Management
- Law

Circa 2012

Legal Profession

Legal Services Industry

Legal Industry



Asia, Automation, Abundance

# Career Arc

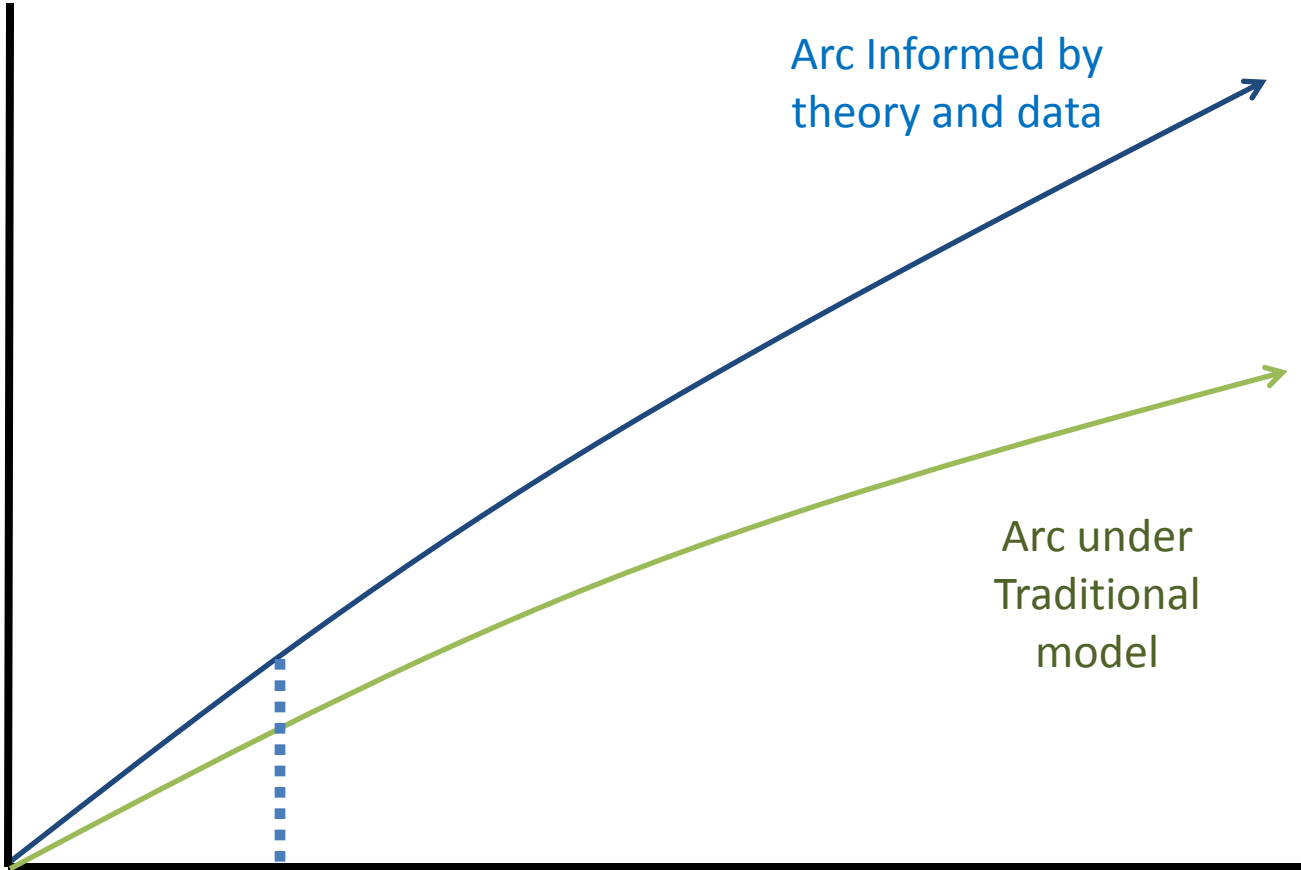
Practice  
Mastery

Arc Informed by  
theory and data

Arc under  
Traditional  
model

Graduation

Time

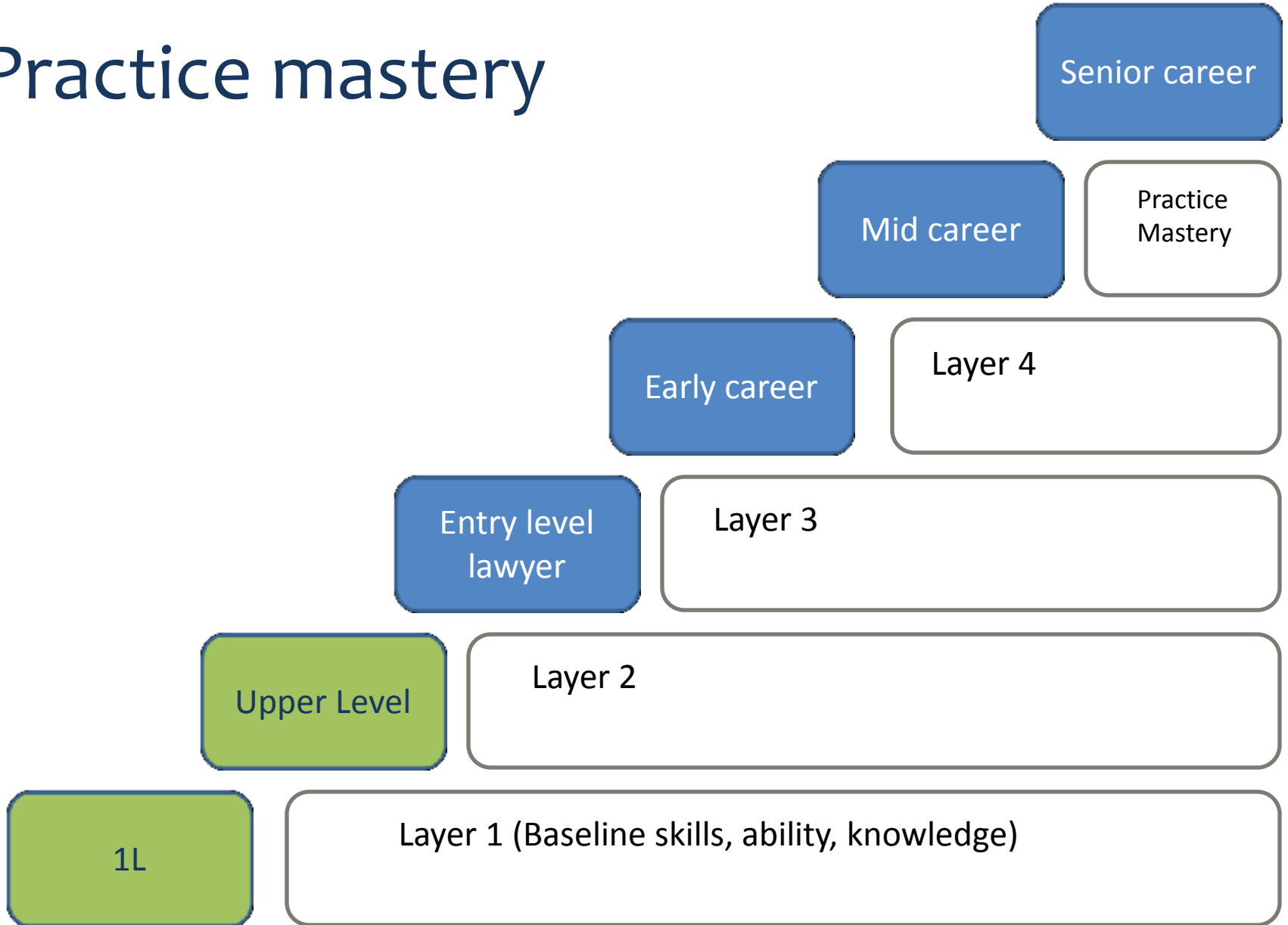


# What do we do next?

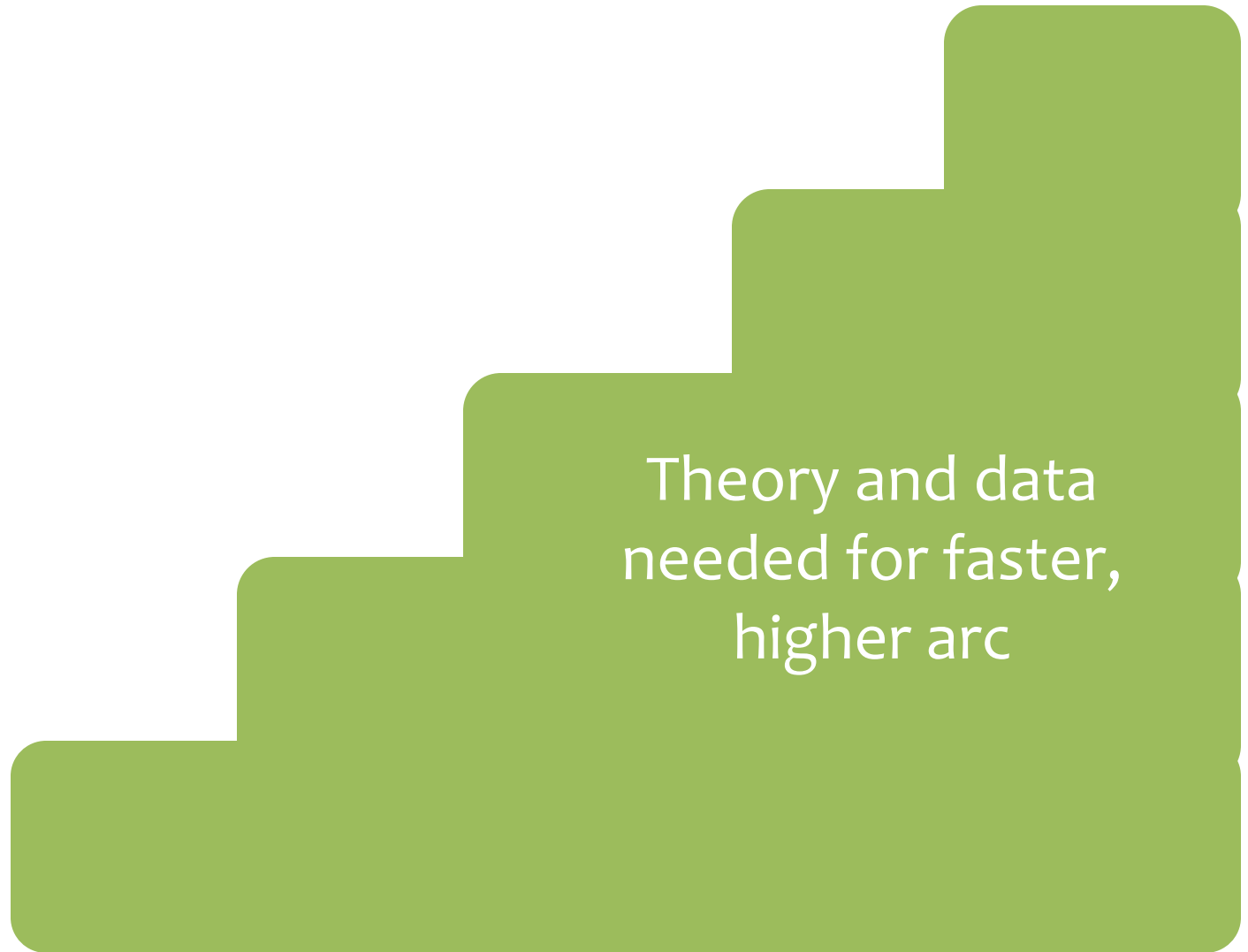
What is working now?

Why is it working?

# Practice mastery

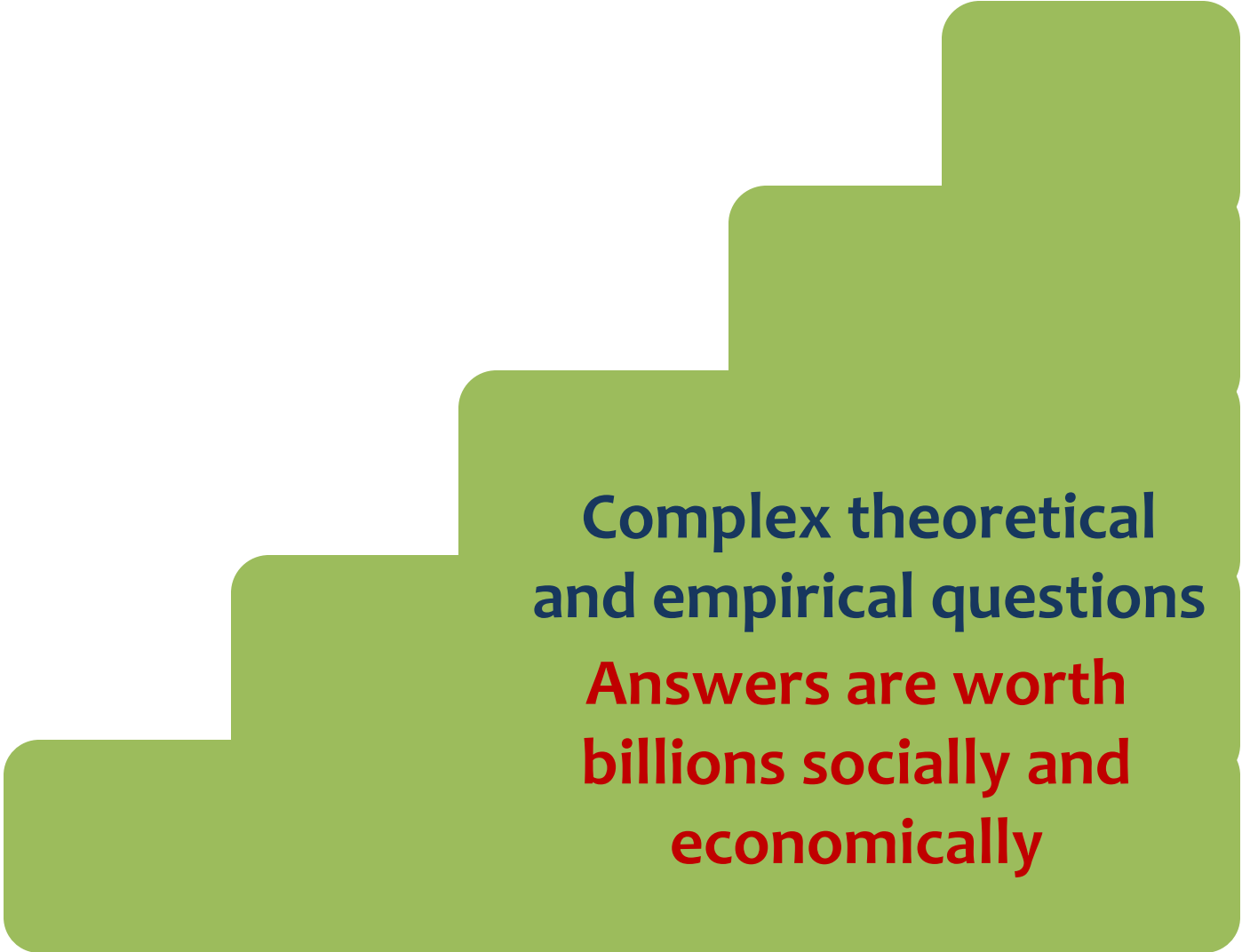


# Practice mastery



Theory and data  
needed for faster,  
higher arc

# Practice mastery



**Complex theoretical  
and empirical questions**

**Answers are worth  
billions socially and  
economically**

Questions