

FOUNDATIONS FOR PRACTICE

FOUNDATIONS FOR PRACTICE SURVEY



Please note that the survey is printed on both sides to conserve paper and postage.

1. Your work in relation to the legal profession:

	Yes	No
a. Do you (individually or through your organization) provide legal services?	<input type="radio"/>	<input type="radio"/>
b. Do you hold a position for which a J.D. is advantageous or required by your employer but does not involve providing legal services?	<input type="radio"/>	<input type="radio"/>

If you responded “yes” to *any part* of Question 1 (*either 1(a) or 1(b)*), please skip to Question 3.

If you responded “no” to *both parts* of Question 1 (*1(a) and 1(b)*), please continue to Question 2.



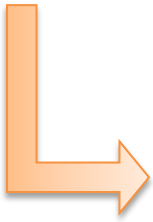
- 2. Are you currently taking time away from law-related work for reasons that do not relate to a career change, such as unemployment, family leave, or sabbatical?**
- Yes, I plan to return to (or, if a new graduate, enter) a position providing legal services.
 - Yes, I plan to return to (or, if a new graduate, enter) a position for which a J.D. is advantageous or required but does not involve providing legal services.
 - No.

If you provided a “yes” response to Question 2, please proceed to Question 3.

If you responded “no” to Question 2, please do not continue with the survey.



We very much appreciate your willingness to provide feedback; however, at this stage, we are only seeking responses from those who provide legal services or hold a J.D. advantage position, or those who are on a hiatus from law-related work. Thank you for your time.



3. Your office location:

- a. City _____
- b. State _____

4. Your most recent primary work setting

- Private law practice
- Business: In-house counsel
- Business: Managerial or administrative
- Non-profit: In-house counsel
- Non-profit: Managerial or administrative
- Military
- Government: Criminal prosecutor
- Government: In-house legal staff for governmental entity or organization
- Government: Public counsel to governmental bodies or individuals (e.g., attorney general's office)
- Government: Managerial or administrative
- Public interest: Public criminal defender (including governmental offices)
- Public interest: Legal services organization
- Public interest: Policy advocacy organization
- Court neutral (including judge, magistrate, ALJ, and judicial staff/clerks)
- ADR neutral (private arbitrator, mediator)
- Alternative legal services: Direct to consumer
- Alternative legal services: Business to business
- Academic/education: Faculty
- Academic/education: Adjunct professor
- Academic/education: Researcher or policy analyst
- Academic/education: Managerial or administrative (including library)
- Politics: Politician/staff or lobbyist
- New graduate not currently in law-related work

If you selected “Private law practice,” “Business: In-house,” or “Non-profit: In-house,” from the above, please answer Question 5.

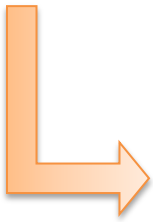


If not, please skip this question and go to Question 6.



5. Number of lawyers in your firm or in-house department (including you):

- 1
- 2-10
- 11-50
- 51-100
- 101-250
- 251-500
- 501-750
- 751-1000
- 1000+



6. Your law practice (check all that apply):

- Litigation
- Transactional
- Regulatory
- I do not currently practice law

7. Four-digit year of law school graduation: _____

8. Your area(s) of expertise/specialization (you may select up to three):

- Administrative
- Admiralty and Maritime
- Agriculture
- Alternative Dispute Resolution (as a neutral)
- Antitrust and Trade Regulation
- Appellate
- Aviation and Aerospace
- Banking
- Bankruptcy
- Business
- Civil Rights
- Class Actions
- Commercial
- Communications
- Constitutional
- Construction
- Consumer
- Contracts
- Corporate
- Criminal
- Debtor and Creditor
- Disability
- Education
- Elder
- Election, Campaign, and Political
- Eminent Domain
- Employee Benefits
- Energy
- Entertainment
- Environmental
- Family
- Finance
- General Civil Litigation
- General Practice
- Government
- Government Contracts
- Health Care
- Housing
- Human Rights
- Immigration
- Indians and Native Populations
- Insurance
- Intellectual Property
- Public International
- International Trade
- Internet
- Investment
- Juvenile
- Labor and Employment
- Legal Malpractice
- Media
- Medical Malpractice
- Mergers and Acquisitions
- Military
- Natural Resources
- Occupational Safety and Health
- Personal Injury
- Poverty and Government Benefits
- Products Liability
- Professional Liability
- Real Estate
- Sports
- Securities
- Taxation
- Technology and Science
- Toxic Torts
- Transportation
- Trusts and Estates
- Wills and Probate
- White Collar Crime
- Workers Compensation
- Zoning, Planning, and Land Use
- Other: _____

For the purpose of this survey, “new lawyers” refers to those who are embarking on their first year of law-related work.

9. Your interaction with new lawyers.

	Yes	Not currently, but within the last 5 years	Not currently, and <u>not</u> within the last 5 years
a. Do you have a role in hiring new lawyers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Do you have a role in supervising new lawyers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Do you work with new lawyers on substantive matters, committees, or other meaningful projects?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For the purpose of this survey, “skills, characteristics, and competencies” should be read broadly to include abilities, behaviors, capacities, knowledge, traits, qualities, and all other similar factors.

10. Using just a few words, briefly list the three most important foundational skills, characteristics, or competencies that new lawyers need to launch a successful career in the type of organization, specialty, or department in which you work?

**Please list in order of importance (top choice first)

1. _____
2. _____
3. _____

The following sections set forth skills, characteristics, and competencies derived from the current literature on this subject.

Please choose the category that best describes each skill, characteristic, or competency in relation to **a new lawyer in the specific type of organization, specialty, or department in which you work.** Keep in mind that a “new lawyer” is someone embarking on their first year of law-related work.

Indicate whether the item is:

- Necessary immediately for the new lawyer’s **success in the short term**.
- Not necessary in the short term but must be acquired for the lawyer’s **continued success over time**.
- Not necessary at any point but **advantageous** to the lawyer’s success.
- **Not relevant** to success in this type of organization, specialty, or department.

11. Legal Thinking and Application

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Identify relevant facts, legal issues, and informational gaps or discrepancies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Identify due diligence, practical, and policy issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Gather facts through interviews, searches, document/file review, and other methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Effectively research the law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Effectively use techniques of legal reasoning and argument (case analysis and statutory interpretation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Frame a case, analysis, or project compellingly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Maintain core knowledge of the substantive and procedural law in the relevant focus area(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Critically evaluate arguments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
i. Assess possible courses of action and the range of likely outcomes in terms of risks and rewards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Identify appropriate method(s) of dispute resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Think strategically	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Negotiate and advocate in a manner suitable to the circumstances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Communications

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Listen attentively and respectfully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Speak in a manner that meets legal and professional standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Write in a manner that meets legal and professional standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Customize communications to different contexts and audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Promptly respond to inquiries and requests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Proactively provide status updates to those involved on a matter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
g. Understand the challenges of virtual communication and the steps needed to address them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Be fluent in a language other than English	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Professionalism

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Arrive on time for meetings, appointments, and hearings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Adhere to proper timekeeping and/or billing practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Adhere to proper collections practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Document and organize a case or matter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Exercise independent professional judgment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Keep information confidential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Understand and apply legal privilege concepts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Recognize and resolve ethical dilemmas in a practical setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Provide high quality legal advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
j. Show loyalty and dedication to the firm or organization and its clients or stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Honor commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Set clear professional boundaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Handle dissatisfaction appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Conclude relationships appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Workload Management

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Prioritize and manage multiple tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Anticipate case, project, or workload needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Delegate to and manage support staff appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Manage meetings effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Budget resources appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. See a case or project through from start to timely finish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Focus on improving the work process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Generate a high quantity of work product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
i. Maintain a high quality work product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Working with Others

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Maintain positive professional relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Work cooperatively and collaboratively as part of a team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Demonstrate leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Express disagreement thoughtfully and respectfully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Understand the value of the contributions of all within the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Recognize client or stakeholder needs, objectives, priorities, constraints, and expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Determine ways to increase value to clients or stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Technology and Innovation

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Learn and use relevant technologies effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Leverage technology in cases or projects to increase the value or sophistication of services/products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Maintain an appropriate online presence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Engage in online law-related professional activity and networking (e.g., law blog)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you indicated that your law practice includes “Litigation” in Question 6, please answer Question 17 below.

If not, please skip all parts of Question 17 and go to the instructions for Question 18.

17. Litigation Practice

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Interview clients and witnesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Draft demand letters and releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Prepare for and participate in mediation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Prepare for and participate in arbitration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Draft pleadings, motions, and briefs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
f. Request and produce written discovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Comfortably engage with e-discovery processes and technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Conduct and defend depositions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Prepare a case for trial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Provide quality in-court trial advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Prepare a case on appeal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Provide quality in-court appellate advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you indicated that your law practice includes “Transactional” work in Question 6, please answer Question 18 below.

If not, please skip all parts of Question 18 and go to Question 19.

18. Transaction Practice

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Maintain knowledge of the relevant business, industry, and wider business landscape	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Provide business formation services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Employ dispute resolution techniques to prevent or handle conflicts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
d. Objectively assess the soundness of a deal or proposed solution in terms of risks and rewards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Determine appropriate risk mitigation strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Prepare for and participate in contract negotiations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Draft contracts and agreements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Prepare client responses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Review operational and finance schedules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Move a deal toward timely completion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Draft policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Handle corporate record-keeping matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Present complex material to business leadership in a clear and concise manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



19. Business Development and Relations

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Strategically cultivate social and professional networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Engage in appropriate marketing or fundraising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Understand accounting and financial principles/arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Appreciate the market for legal services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Generate new business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Retain existing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Have an entrepreneurial mindset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Emotional and Interpersonal Intelligence

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Read others and understand others' subtle cues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Treat others with courtesy and respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Exhibit tact and diplomacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Demonstrate tolerance, sensitivity, and compassion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
e. Understand and conform to appropriate appearance and behavior in a range of situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Regulate emotions and demonstrate self-control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Stress and Crisis Management

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Cope with stress in a healthy manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Make decisions and deliver results under pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. React calmly and steadily in challenging or critical situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Exhibit flexibility and adaptability regarding unforeseen, ambiguous, or changing circumstances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Exhibit resilience after a set-back	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Professional Development

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Cultivate a relationship with a mentor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Possess self-awareness (strengths, weaknesses, boundaries, preferences, sphere of control)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Have an internalized commitment to developing toward excellence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Seek and be responsive to feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Adapt work habits to meet demands and expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Seek out work or training that will expand skills, knowledge, or responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Work autonomously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Take individual responsibility for actions and results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Understand when to engage supervisor or seek advice in problem solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Develop expertise in a particular area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Author articles or give presentations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Passion and Ambition

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Have a passion for the work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Have a commitment to justice and the rule of law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Have a passion for public service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Have a strong work ethic and put forth best effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Show initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Set goals and make a plan to meet them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Take ownership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Enjoy overcoming challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Involvement and Community Service

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Participate in voluntary functions or committee work at the firm or organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Be visible in the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Have a personality that "fits" the firm or organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Be involved in a bar association	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Engage in pro bono legal work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
f. Volunteer or take on influential positions in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Maintain a work-life balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Qualities and Talents

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Perceptiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Integrity and trustworthiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Intelligence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Assertiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Conscientiousness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Positivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Common Sense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Decisiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Resourcefulness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Diligence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Qualities and Talents, Continued

	NECESSARY IN THE SHORT TERM	MUST BE ACQUIRED OVER TIME	ADVANTAGEOUS BUT NOT NECESSARY	NOT RELEVANT
a. Persuasiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Grit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Humility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Maturity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Creativity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Prudence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Sociability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Patience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Intellectual curiosity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Attention to detail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Big-picture thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Strong moral compass	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Is there an important foundational skill, characteristic or competency for new lawyers in your type of organization that has not been discussed?

*If so, please briefly note it in the space below. If not, check this box:

28. How helpful are each of the following in determining whether a candidate for employment has the qualities that you have identified above as important?

	Very Unhelpful	Somewhat Unhelpful	Neither Helpful Nor Unhelpful	Somewhat Helpful	Very Helpful	Don't Know
a. Law school attended	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Class rank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Law review experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Unhelpful	Somewhat Unhelpful	Neither Helpful Nor Unhelpful	Somewhat Helpful	Very Helpful	Don't Know
d. Journal experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Legal employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Legal externship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Participation in law school clinic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Other experiential education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Law school courses in a particular specialty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Law school certification in a particular specialty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Recommendations from professors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Recommendations from practitioners or judges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Extra-curricular activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Life experience between college and law school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. State court clerkship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Federal court clerkship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Ties to a particular geographic location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. How are the majority of junior lawyers hired in your workplace?

- Most are hired as entry-level candidates
- Most are hired laterally after training at another firm or organization
- About half are entry-level and about half are lateral hires
- Not applicable
- Not sure

30. What is your level of agreement with the following statements?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Specialization in a particular practice area should happen during law school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specialization in a particular practice area should happen in the first few years of practice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following demographic questions are asked only to help us to better understand who has responded to the survey as a whole and to ensure that reported results are representative. Your individual responses will not be connected to you and will be kept confidential.

31. Law school from which you graduated: _____

32. What is your sex?

- Male
- Female
- Prefer not to answer

33. Do you consider yourself Hispanic or Latino?

- Yes
- No
- Prefer not to answer

34. What is your race? Mark one or more response options.

- American Indian or Alaska Native
- Asian – Indian
- Asian – Other
- Black or African American
- Pacific Islander – Native Hawaiian
- Pacific Islander – Other
- White
- Other: _____
- Prefer not to answer

35. What is your income?

- | | |
|----------------------------------------------|----------------------------------------------|
| <input type="radio"/> Under \$50,000 | <input type="radio"/> \$300,000 to \$349,999 |
| <input type="radio"/> \$50,000 to \$99,999 | <input type="radio"/> \$350,000 to \$399,999 |
| <input type="radio"/> \$100,000 to \$149,999 | <input type="radio"/> \$400,000 to \$449,999 |
| <input type="radio"/> \$150,000 to \$199,999 | <input type="radio"/> \$450,000 to \$499,999 |
| <input type="radio"/> \$200,000 to \$249,999 | <input type="radio"/> \$500,000 and above |
| <input type="radio"/> \$250,000 to \$299,999 | <input type="radio"/> Prefer not to answer |

Thank you for sharing your views and opinions! Your responses will play a vital role in informing the direction of legal education. Please return your completed survey in the provided envelope.

Once the research has concluded, a report on the results will be available on the Foundations for Practice website:

<http://educatingtomorrowlawyers.du.edu/projects/foundations-for-practice>