

Perspectives on Fall 2007 Law Student Recruiting

Entry-Level Recruiting Remains Strong as Firms Watch the Economy

Consistent with the relative strength of the overall legal economy, all of the markers that measure the strength of the legal employment market for new lawyers, such as law firm recruiting levels for summer programs and summer program outcomes, have remained strong over the last four years. Based on information provided by NALP members about fall 2007 recruiting, the market for entry-level legal employment maintained its fast pace despite some overall weakening of the national and legal economies. Though the median class size remained unchanged from last year, the average summer program size in 2007 reached a level not seen since the late 1990s, the result of a few summer programs of more than 100. At the same time, offer rates from summer programs reached an all-time high. Perhaps revealing some signs of the weakening economy, however, the acceptance rate on those offers jumped for the first time in four years. The average number of offers made by employers to 2Ls for summer positions also rose to a level

not seen since before 2001. Here too the median remained unchanged, suggesting that a handful of offices and firms recruiting for very large classes are driving the average number up. Consistent with summer program offer acceptance rates, 2L offers were also accepted at a slightly higher rate in 2007. Indicative perhaps of the tremendous amount of interviewing that law firms are engaging in, the percent of interviews resulting in offers actually declined even as the average number of offers rose. There remains, of course, tremendous variation in the size of summer classes and the number of offers extended both by region and by individual employer, though these average numbers continue to be a good gauge of the health of the entry-level employment market generally. All indications are that law firms continue to hire carefully and are prepared to constrict the level of entry-level recruiting should current economic weaknesses persist into 2008 and beyond.

A Retrospective on Recruiting

	SUMMER PROGRAMS				FALL RECRUITING OF 2Ls			
	Median Size	Average Size	% Receiving Offer	% Accepting Offer	Median # of Offers	Average # of Offers	% of Interviews Resulting in Offer	% Accepting Offers
1995	8	11	84.3%	64.6%	14	30	55.7%	32.3%
1996	6	10	87.3	63.5	18	31	47.7	32.6
1997	8	12	88.2	60.1	24	40	52.3	30.0
1998	9	13	89.0	68.4	26	49	42.4	28.6
1999	8	13	88.9	65.2	21	41	63.8	29.0
2000	8.5	14	89.7	65.8	22	44	62.6	31.0
2001	6	12	84.2	72.8	11	26	51.4	34.9
2002	5	11	80.9	74.0	11	23	49.8	35.1
2003	5	10	87.0	77.0	11	29	52.9	31.4
2004	5	11	91.0	72.4	13	34	56.8	31.2
2005	6	12	90.6	73.0	16	37	59.6	30.3
2006	6	11	90.8	73.4	15	37	62.7	28.8
2007	6	13	92.8	76.8	15	39	60.0	29.1

Introduction

Fall recruiting experiences are a topic of great importance both to law schools and to legal employers, particularly as activity in the employment market for entry-level and summer associates is affected by the economy as a whole. As a service to members and the legal profession, NALP reports annually on:

- the level of employer activity on campus,
- employer and school participation in job fairs, and
- outcomes of summer programs and of fall recruiting.

The first part of this report details recruitment activity on campus and at job fairs in fall 2007, providing comparisons with fall 2006 from the perspective of both schools and employers. The second part of the report provides information on the outcomes of 2007

summer programs and of fall recruiting for both second-year summer associates and entry-level associates. The findings in this report are based on law school responses to NALP's "Fall 2007 Recruiting Snapshot Survey for Law Schools" and on legal employer responses to the "2007 Recruiting Snapshot Survey for Legal Employers."

Note: As in prior years, this report does not document every aspect of recruiting nor include every category of hires. Hiring of current first-year (Class of 2010) students and current third-year (Class of 2008) students for summer 2008 associate positions is not included. Different from prior years, documentation of summer program outcomes includes only Class of 2008 graduates, and not any Class of 2007 graduates who participated after graduation. Results of survey questions on lateral hiring were reported in the March 2008 *NALP Bulletin*.

Fall 2007 Recruiting Activity

■ Law School Perspective

A total of 120 law schools, about two-thirds of NALP's U.S. law school members, provided information on the number of employers participating in on-campus interviewing (OCI), the number of job fairs or consortia in which the school participated, and the number of employers using video interviewing. Most were also able to provide comparable figures for fall 2006.

Because schools do not count employers on a uniform basis, only changes in employer counts were measured, and not absolute levels of activity. Job fair participation is measured both in terms of change and absolute levels.

- Over half of schools (56%) reported an increase of 5% or more in the number of employers on campus in fall 2007 compared with fall 2006. About 30% reported a change of less than 5%. Almost 32% reported an increase of more than 10%, and the remainder reported a decrease of 5% or more.
- Regional differences were evident. Decreases of 5% or more were most likely in the Midwest and West/Rocky Mountain Regions; increases of more

than 10% were most likely by far in the Mid-Atlantic Region. Few schools in the Northeast and Mid-Atlantic Regions reported a decrease of 5% or more.

- Analysis by enrollment size shows that small schools were most likely to have increased their number of employers by 5% or more, but also were most likely to report a decrease of 5% or more in the number of employers on campus.
- An inquiry into the use of video interviewing revealed that about two-thirds of schools did not use this technology in 2007. About 28% of schools reported using video interviews for one to three employers. Just a handful of schools used the technology more extensively.
- Almost three-quarters of schools (71%) participated in five or more job fairs, and one-third participated in more than ten. Regional contrasts continue to be notable. Most schools reporting from the Mid-Atlantic Region participated in five or more job fairs. In the Northeast and Mid-Atlantic

Regions, more than 41% of reporting schools participated in more than ten job fairs, and nearly all participated in five or more. Among schools in the West/Rocky Mountain Region, in contrast, 40% participated in fewer than five job fairs. As was the case last year, only a handful of schools reported no job fair participation.

- Over half of schools (54%) reported no change in job fair participation; this figure was highest among the smallest schools and those in the West/Rocky Mountain Region. Schools in the Mid-Atlantic Region and large schools were most likely to have increased job fair participation.

Although this year's survey did not inquire about resume bundling activity, schools commented on resume bundling and offered other observations:

- "More employers seem to be interested in receiving resumes from law students and interviewing those selected at their local offices."
- "We are seeing more employers choosing to receive resumes from students and then deciding to come

on campus or choosing to invite candidates of interest to the firm. We had more students this year than last who interviewed outside of our state."

- "Some out of state firms (7) that generally come to campus to interview, did not come to recruit on-campus this year. They collected resumes instead."
- "Many of our OCI employers used Symplicity to participate in our fall recruiting program. Instead of coming on campus, they converted to resume collection, job postings, or direct application employers and have participated fully in our recruitment program. All three methods have resulted in offers extended to [our] students."
- "We have a number of additional employers who participate in our fall recruiting program via resume collection. This year we had 22 employers total participate in our fall recruiting program — 16 coming on campus, and five through resume collection."

Comparison of Fall 2007 and Fall 2006 On-Campus Recruitment Activity, As Reported by Schools (percent or number of schools in each category)

	Total	NALP REGION					FALL 2007 JD ENROLLMENT			
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	751-1,000	More than 1,000
# of employers on campus:										
Increase of more than 10%	31.6%	33.3%	58.8%	32.3%	17.2%	26.3%	25.8%	31.4%	36.0%	34.6%
Increase of 5-10%	24.8	38.1	5.9	29.0	24.1	21.1	38.7	22.9	16.0	19.2
Change of less than 5%	29.9	28.6	29.4	22.6	37.9	31.6	12.9	34.3	40.0	34.6
Decrease of 5% or more	13.7	0.0	5.9	16.1	20.7	21.1	22.6	11.4	8.0	11.5
Number of schools reporting	117	21	17	31	29	19	31	35	25	26

Job Fair Participation, Fall 2007, as Reported by Schools

(percent or number of schools in each category)

	Total	NALP REGION					FALL 2007 JD ENROLLMENT			
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	751-1,000	More than 1,000
# of Job Fairs or Consortia										
Fewer than 5	29.1%	19.0%	11.8%	37.5%	29.6%	40.0%	54.8%	29.7%	8.3%	16.0%
5-10	38.5	38.1	47.1	34.4	40.7	35.0	29.0	35.1	50.0	44.0
More than 10	32.5	42.9	41.2	28.1	29.6	25.0	16.1	35.1	41.7	40.0
Number of schools reporting	117	21	17	32	27	20	31	37	24	25
Change in # of Job Fairs Compared with Fall 2006										
Decrease	9.6	5.0	0.0	19.4	7.4	10.5	16.7	11.4	4.2	4.0
No change	53.5	60.0	41.2	51.6	51.9	63.2	56.7	54.3	50.0	52.0
Increase	36.8	35.0	58.8	29.0	40.7	26.3	26.7	34.3	45.8	44.0
Number of schools reporting	114	20	17	31	27	19	30	35	24	25

■ Employer Perspective

Almost 400 employers — almost all of which were law firms — provided information on their recruiting activity. The majority of responses were from firms of more than 250 lawyers.

Nationwide, the median number of schools at which employers recruited was 8. About 40% of respondents visited more schools in 2007 compared to 2006, but almost the same number, 39%, visited the same number of schools.

- For firms of 100 or fewer lawyers and 101-250 lawyers, the medians were 4 and 8, respectively. The median was highest, 15, at firms of 251-500 lawyers. It is also the case that for small offices, regardless of overall firm size, the median was 4 or fewer schools. It should be kept in mind, however, that firm size does not always correlate with the number of schools visited, because multi-office firms vary a great deal in how their OCI programs are structured. For example: In some firms, each office conducts its own visits, hence the number of schools visited by that office may be relatively few, even though the firm as a whole may visit many schools. Other firms split up the school visits, with each office responsible for visiting a few schools and interviewing on behalf of multiple, or all, offices, again resulting in lower numbers per office. In other firms, all visits are done by one office, resulting in fairly large OCI numbers. All of these structures and more are present in the data reported in these tables.
- Firms of more than 500 lawyers were most likely to have increased the number of schools at which they interviewed, with almost half reporting an increase. In contrast, firms of 100 or fewer lawyers were most likely not to have changed the number of schools visited.
- On a regional basis, the median number of schools ranged from 6 in the Southeast to 13.5 in the Northeast. Employers in the Northeast were also most likely to interview at 15 or more schools. Almost half did so, a frequency more than four times that of employers in the Southeast. Employers in the Northeast and West/Rocky Mountain Regions were most likely to have interviewed at more schools in 2007 compared with 2006. Employers in the Southeast and Midwest were most likely to have not changed the number of schools at which they interviewed.
- Regional averages are not necessarily indicative of activity on the part of employers in a given city within that region. For example, firms in Chicago and San Jose were much more likely to have increased the number of schools visited than were firms in their respective regions as a whole. Employers in Boston visited fewer schools than average — a median of 7 compared to the regional median of 13.5 — and were also more likely to have not changed that number. Atlanta likewise differs from the Southeast as a whole, visiting a median of 9.5 schools, compared with the regional median of 6; offices there were more likely to have decreased the number of schools visited. About 39% of firms in the West/Rocky Mountain Region visited the same number of schools, but just 10% from the San Jose area visited the same number.

Fall 2007 On-Campus Interviewing Activity and Comparison with Fall 2006, As Reported by Employers — By Type and Size

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED					# OF SCHOOLS VISITED COMPARED TO 2006		
		4 or Fewer	5-8	9-14	15 or More	Median	Increase	Decrease	No Change
Total — All Employers	392	26.3%	25.5%	20.7%	27.6%	8.0	40.4%	21.0%	38.6%
Firms of 100 or fewer lawyers.....	80	61.3	31.3	6.3	1.3	4.0	20.3	17.7	62.0
Offices of 25 or fewer lawyers	20	85.0	10.0	5.0	0.0	2.0	10.0	25.0	65.0
Offices of 26-50 lawyers.....	31	58.1	38.7	3.2	0.0	4.0	25.8	9.7	64.5
Offices of 51-100 lawyers.....	25	48.0	40.0	8.0	4.0	5.0	20.0	20.0	60.0
Firms of 101-250 lawyers	74	12.2	39.2	27.0	21.6	8.0	42.3	28.2	29.6
Offices of 25 or fewer lawyers	5	100.0	0.0	0.0	0.0	1.0	0.0	20.0	80.0
Offices of 51-100 lawyers.....	15	6.7	33.3	33.3	26.7	11.0	53.3	26.7	20.0
Offices of 101-250 lawyers.....	43	2.3	39.5	30.2	27.9	10.0	42.9	28.6	28.6
Firms of 251-500 lawyers	59	16.9	8.5	23.7	50.8	15.0	42.1	24.6	33.3
Offices of 25 or fewer lawyers	5	60.0	0.0	0.0	40.0	3.0	40.0	20.0	40.0
Offices of 26-50 lawyers.....	5	60.0	0.0	0.0	40.0	3.0	20.0	20.0	60.0
Offices of 51-100 lawyers.....	13	15.4	38.5	15.4	30.8	8.0	50.0	25.0	25.0
Offices of 101-250 lawyers.....	21	9.5	0.0	38.1	52.4	15.0	28.6	38.1	33.3
Offices of 251+ lawyers.....	9	0.0	0.0	22.2	77.8	20.0	66.7	0.0	33.3
Firms of 501-700 lawyers	52	11.5	34.6	25.0	28.8	10.0	47.9	25.0	27.1
Offices of 25 or fewer lawyers	6	66.7	16.7	16.7	0.0	4.0	66.7	16.7	16.7
Offices of 26-50 lawyers.....	13	15.4	61.5	23.1	0.0	6.0	41.7	8.3	50.0
Offices of 51-100 lawyers.....	12	0.0	58.3	33.3	8.3	6.0	33.3	25.0	41.7
Offices of 101-250 lawyers.....	9	0.0	22.2	22.2	55.6	16.0	57.1	42.9	0.0
Offices of 251+ lawyers.....	10	0.0	0.0	30.0	70.0	22.0	44.4	44.4	11.1
Firms of 701 or more lawyers	124	23.4	16.9	23.4	36.3	11.0	48.8	15.4	35.8
Offices of 25 or fewer lawyers	11	63.6	27.3	9.1	0.0	3.0	54.5	0.0	45.5
Offices of 26-50 lawyers.....	21	47.6	38.1	14.3	0.0	5.0	40.0	25.0	35.0
Offices of 51-100 lawyers.....	31	29.0	22.6	32.3	16.1	8.0	45.2	16.1	38.7
Offices of 101-250 lawyers.....	37	8.1	5.4	35.1	51.4	15.0	48.6	13.5	37.8
Offices of 251+ lawyers.....	20	0.0	5.0	10.0	85.0	25.5	55.0	15.0	30.0

Note: Only law firms are included in the size analysis. Counts by office size within firm size do not add to the total count for the firm size because not all surveys included office size information, particularly if they indicated that they recruit for multiple offices. The number of offices reporting both 2006 and 2007 information for the comparative analyses is somewhat smaller than the number shown in the first column.

Fall 2007 On-Campus Interviewing Activity and Comparison with Fall 2006, As Reported by Employers — By NALP Region and City/State

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED					# OF SCHOOLS VISITED COMPARED TO 2006		
		4 or Fewer	5-8	9-14	15 or More	Median	Increase	Decrease	No Change
All Firms	389	26.5%	25.2%	20.8%	27.5%	8.0	40.5%	20.9%	38.6%
Northeast.....	60	15.0	11.7	25.0	48.3	13.5	48.2	21.4	30.4
Boston.....	12	41.7	8.3	16.7	33.3	7.0	25.0	25.0	50.0
New York City.....	38	2.6	10.5	26.3	60.5	17.0	51.4	17.1	31.4
Mid-Atlantic.....	66	19.7	28.8	15.2	36.4	9.0	40.0	23.1	36.9
Philadelphia.....	10	10.0	20.0	30.0	40.0	12.0	50.0	20.0	30.0
Washington, DC/Northern VA area ...	34	14.7	29.4	11.8	44.1	12.0	38.2	17.6	44.1
Southeast.....	72	43.1	23.6	22.2	11.1	6.0	35.2	21.1	43.7
Atlanta.....	10	30.0	10.0	50.0	10.0	9.5	30.0	40.0	30.0
Dallas.....	6	33.3	16.7	33.3	16.7	9.5	33.3	16.7	50.0
Houston.....	9	44.4	33.3	0.0	22.2	5.0	62.5	12.5	25.0
Miami/Ft. Lauderdale/W. Palm Beach .	6	33.3	66.7	0.0	0.0	5.5	16.7	0.0	83.3
Raleigh.....	5	80.0	20.0	0.0	0.0	3.0	20.0	20.0	60.0
Tennessee.....	5	20.0	20.0	40.0	20.0	10.0	60.0	0.0	40.0
Midwest.....	80	23.8	30.0	23.8	22.5	7.5	32.9	23.7	43.4
Chicago.....	17	11.8	29.4	23.5	35.3	10.0	52.9	11.8	35.3
Indiana.....	7	28.6	42.9	0.0	28.6	7.0	14.3	28.6	57.1
Michigan.....	10	20.0	40.0	40.0	0.0	7.0	33.3	33.3	33.3
Minneapolis.....	12	16.7	16.7	33.3	33.3	10.0	36.4	18.2	45.5
Missouri.....	10	30.0	20.0	20.0	30.0	8.5	11.1	66.7	22.2
Ohio.....	12	8.3	50.0	25.0	16.7	8.0	27.3	18.2	54.5
West/Rocky Mountain.....	105	29.5	29.5	20.0	21.0	7.0	43.3	17.3	39.4
Denver.....	6	66.7	0.0	16.7	16.7	2.0	0.0	0.0	100.0
Los Angeles area.....	23	26.1	30.4	26.1	17.4	8.0	50.0	18.2	31.8
Orange County, CA.....	8	0.0	50.0	25.0	25.0	9.0	37.5	12.5	50.0
Phoenix.....	7	42.9	14.3	14.3	28.6	8.0	14.3	42.9	42.9
Portland.....	7	14.3	57.1	14.3	14.3	6.0	71.4	14.3	14.3
San Francisco.....	19	31.6	31.6	21.1	15.8	5.0	52.6	21.1	26.3
San Jose area.....	10	20.0	30.0	40.0	10.0	8.5	70.0	20.0	10.0
Seattle.....	10	40.0	30.0	10.0	20.0	5.5	30.0	30.0	40.0

The number of offices reporting both 2006 and 2007 information for the comparative analyses is somewhat smaller than the number shown in the first column. Specific city information may include firms that recruit for additional offices in other cities, and/or a few offices in suburban locations. City figures generally do not include firms that submitted one survey form to cover recruiting activity and outcomes for multiple locations.

About one-quarter of responding employers participated in no job fairs, and over half of employers (54%) participated in the same number of job fairs in 2006 and 2007.

- About half of firms of 100 or fewer lawyers did not participate in any job fairs. The majority of small offices, regardless of firm size, participated in fewer than two job fairs.
- Small firms and small offices generally participated in the same number of job fairs in 2006 and 2007. About half of firms of 251 or more lawyers maintained their job fair participation and relatively few reported decreased participation.

- On a regional basis, firms in the Northeast were most likely to participate in job fairs, with 90% doing so, and 60% participating in three or more. Firms in the Southeast and West/Rocky Mountain Regions were most likely to have not changed their participation, and firms in the Northeast were most likely to have increased their participation, with about 45% reporting thus.
- Again, regional norms are not necessarily indicative of activity within a given city. For example, over 80% of firms reporting from Dallas participated in two or more job fairs, whereas for the region as a whole the figure

was 41%. Likewise, over 80% of firms in Chicago participated in two or more job fairs, a rate far higher than that of the Midwest Region as a whole. In contrast, firms in Los Angeles and Phoenix were more likely not to participate in job fairs compared with the region as a whole.

- Firms in Portland, OR were most likely to participate in more job fairs in 2007 compared with 2006, whereas the majority of firms reporting from other cities in the West/Rocky Mountain Region maintained their existing level of participation.

Fall 2007 Job Fair Participation and Comparison with Fall 2006, As Reported by Employers — By Type and Size (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2007				COMPARED TO 2006 JOB FAIR PARTICIPATION		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
Total — All Employers	394	24.6%	18.3%	19.0%	38.1%	31.8%	14.1%	54.2%
Firms of 100 or fewer lawyers.....	81	50.6	27.2	16.0	6.2	13.8	11.3	75.0
Offices of 25 or fewer lawyers	21	61.9	28.6	4.8	4.8	9.5	9.5	81.0
Offices of 26-50 lawyers.....	31	61.3	12.9	16.1	9.7	12.9	6.5	80.6
Offices of 51-100 lawyers.....	25	28.0	44.0	24.0	4.0	20.0	20.0	60.0
Firms of 101-250 lawyers	75	9.3	16.0	30.7	44.0	41.7	15.3	43.1
Offices of 25 or fewer lawyers	5	40.0	0.0	40.0	20.0	0.0	0.0	100.0
Offices of 51-100 lawyers.....	16	0.0	6.3	37.5	56.3	68.8	6.3	25.0
Offices of 101-250 lawyers.....	43	7.0	16.3	27.9	48.8	38.1	21.4	40.5
Firms of 251-500 lawyers	60	10.0	6.7	16.7	66.7	37.9	12.1	50.0
Offices of 25 or fewer lawyers	5	60.0	0.0	0.0	40.0	0.0	0.0	100.0
Offices of 26-50 lawyers.....	5	40.0	0.0	20.0	40.0	0.0	20.0	80.0
Offices of 51-100 lawyers.....	13	7.7	15.4	15.4	61.5	41.7	8.3	50.0
Offices of 101-250 lawyers.....	22	0.0	9.1	27.3	63.6	40.9	13.6	45.5
Offices of 251+ lawyers.....	9	0.0	0.0	11.1	88.9	66.7	11.1	22.2
Firms of 501-700 lawyers	52	19.2	19.2	21.2	40.4	37.5	12.5	50.0
Offices of 25 or fewer lawyers	6	66.7	16.7	16.7	0.0	16.7	0.0	83.3
Offices of 26-50 lawyers.....	13	38.5	23.1	38.5	0.0	33.3	0.0	66.7
Offices of 51-100 lawyers.....	12	8.3	41.7	8.3	41.7	41.7	25.0	33.3
Offices of 101-250 lawyers.....	9	0.0	11.1	22.2	66.7	57.1	0.0	42.9
Offices of 251+ lawyers.....	10	0.0	0.0	20.0	80.0	33.3	22.2	44.4
Firms of 701 or more lawyers	123	26.8	17.9	14.6	40.7	33.3	17.1	49.6
Offices of 25 or fewer lawyers	11	63.6	27.3	0.0	9.1	27.3	18.2	54.5
Offices of 26-50 lawyers.....	20	40.0	30.0	25.0	5.0	20.0	25.0	55.0
Offices of 51-100 lawyers.....	31	29.0	29.0	22.6	19.4	25.8	9.7	64.5
Offices of 101-250 lawyers.....	37	21.6	5.4	16.2	56.8	32.4	16.2	51.4
Offices of 251+ lawyers.....	20	5.0	10.0	0.0	85.0	60.0	15.0	25.0

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2006 or 2007. Only law firms are included in the size analysis. Counts by office size within firm size do not add to the total count for the firm size because not all surveys included office size information, particularly if they indicated that participation was for multiple offices. The number of offices reporting both 2006 and 2007 information for the comparative analyses is somewhat smaller than the number shown in the first column.

Fall 2007 Job Fair Participation and Comparison with Fall 2006, As Reported by Employers — By NALP Region and City/State

(in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2007				COMPARED TO 2006 JOB FAIR PARTICIPATION		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
All Firms	391	24.8%	17.9%	19.2%	38.1%	32.0%	14.2%	53.8%
Northeast.....	60	10.0	15.0	15.0	60.0	44.6	21.4	33.9
Boston.....	12	16.7	33.3	8.3	41.7	8.3	33.3	58.3
New York City	38	7.9	5.3	15.8	71.1	54.3	17.1	28.6
Mid-Atlantic.....	66	22.7	16.7	15.2	45.5	38.5	20.0	41.5
Philadelphia.....	10	10.0	10.0	20.0	60.0	50.0	20.0	30.0
Washington, DC/Northern VA area	34	20.6	26.5	11.8	41.2	38.2	20.6	41.2
Southeast	72	37.5	20.8	19.4	22.2	26.4	6.9	66.7
Atlanta.....	10	0.0	60.0	20.0	20.0	30.0	20.0	50.0
Charlotte	5	20.0	0.0	40.0	40.0	60.0	0.0	40.0
Dallas	6	16.7	0.0	33.3	50.0	50.0	16.7	33.3
Houston.....	8	37.5	37.5	12.5	12.5	37.5	0.0	62.5
Miami/Ft. Lauderdale/W. Palm Beach..	6	50.0	16.7	16.7	16.7	0.0	0.0	100.0
Raleigh.....	5	100.0	0.0	0.0	0.0	0.0	0.0	100.0
Tennessee.....	5	20.0	20.0	20.0	40.0	60.0	0.0	40.0
Midwest	82	23.2	18.3	24.4	34.1	30.8	12.8	56.4
Chicago.....	18	0.0	16.7	16.7	66.7	33.3	16.7	50.0
Indiana	7	42.9	0.0	28.6	28.6	14.3	14.3	71.4
Michigan.....	11	18.2	18.2	45.5	18.2	30.0	0.0	70.0
Minneapolis.....	12	8.3	25.0	16.7	50.0	45.5	18.2	36.4
Missouri.....	10	20.0	20.0	30.0	30.0	33.3	0.0	66.7
Ohio	12	50.0	16.7	25.0	8.3	27.3	18.2	54.5
West/Rocky Mountain.....	105	28.6	19.0	20.0	32.4	25.0	11.5	63.5
Denver.....	6	0.0	33.3	50.0	16.7	0.0	0.0	100.0
Los Angeles area	23	43.5	26.1	17.4	13.0	13.6	4.5	81.8
Orange County, CA	8	25.0	12.5	25.0	37.5	12.5	12.5	75.0
Phoenix	7	42.9	14.3	14.3	28.6	28.6	14.3	57.1
Portland.....	7	14.3	0.0	14.3	71.4	71.4	14.3	14.3
San Francisco	19	15.8	15.8	36.8	31.6	42.1	26.3	31.6
San Jose area	10	20.0	30.0	10.0	40.0	30.0	0.0	70.0
Seattle.....	10	30.0	20.0	0.0	50.0	20.0	10.0	70.0

The number of offices reporting both 2006 and 2007 information for the comparative analyses is somewhat smaller than the number shown in the first column. Specific city information may include firms which recruit for additional offices in other cities, and/or a few offices in suburban locations. City figures generally do not include firms that submitted one survey form to cover job fair participation and recruiting outcomes for multiple locations.

Summer Program Characteristics

Summer programs were typically 10 to 12 weeks long, regardless of firm size. Almost three-quarters of offices reported summer programs of either 10, 11, or 12 weeks, although the lengths reported ranged from 4 to 17 weeks. For the vast majority of offices (80%), the 2007 summer program length was the same as in 2006. About 9% reported that their program was one or two weeks shorter compared with 2006; however, about 8% reported that their summer program was one or two weeks longer.

- On a regional basis, the Southeast and Midwest varied the most from the norm, with shorter programs, especially 6-week programs, much more common in the Southeast (27%); in the Midwest 56% of firms reported holding a 12-week program.
- Areas in the Southeast where 6-week programs were most common include Charlotte and Tennessee. Some offices in the Southeast run two 6-week programs.

- Ten- or eleven-week programs were most common in Philadelphia, followed by Boston.

Most programs again ended in early to mid-August, as was the case for the previous four summers for which NALP has collected this information. The end dates reported ranged from June 22 to as late as the third week of September. It should be noted that end dates at a firm may vary from the reported end date depending on specific student circumstances. Some firms reported having no specific end date. The most common ending period reported for 2007 was the week of August 6, reported by 34% of firms. This was followed closely by the week of July 30, reported by 30% of firms. For the vast majority of offices, their ending date in 2007 was within a week of their ending date in 2006. About 14% of respondents reported an ending date that was a week or more earlier than in 2006. However, a nearly equal percentage reported ending a week or more later in 2007 as compared with 2006.

Length of Summer 2007 Programs

	MOST COMMON PROGRAM LENGTHS AND % REPORTING EACH					Average Length	RANGE OF LENGTHS REPORTED (WEEKS)		# of Offices
	6 Weeks	10 Weeks	11 Weeks	12 Weeks	13 weeks		Minimum Length	Maximum Length	
Total — All Employers	6.1%	21.3%	15.7%	36.3%	10.5%	11	4	17	427
By Firm Size									
100 or fewer lawyers	9.6	24.1	4.8	38.6	8.4	11	4	14	83
101-250 lawyers	10.5	18.4	18.4	32.9	9.2	11	6	17	76
251-500 lawyers	2.7	13.3	20.0	42.7	12.0	12	6	15	75
501-700 lawyers	3.4	20.3	16.9	37.3	15.3	11	6	16	59
701+ lawyers	4.5	25.8	18.2	33.3	9.8	11	6	16	132
By Office Size									
25 or fewer lawyers	12.5	21.4	12.5	32.1	5.4	10	4	14	56
26-50 lawyers	7.4	21.0	11.1	39.5	11.1	11	6	16	81
51-100 lawyers	2.7	24.3	11.7	41.4	9.0	11	6	16	111
101-250 lawyers	5.3	21.1	21.9	31.6	12.3	11	6	17	114
251+ lawyers	2.6	7.7	20.5	46.2	15.4	12	6	15	39
By NALP Region and City/State									
Northeast.....									
Northeast.....	0.0	27.9	20.6	32.4	8.8	11	8	15	68
Boston area	0.0	46.2	23.1	30.8	0.0	11	10	12	13
New York City	0.0	18.2	22.7	36.4	11.4	12	9	15	44
Mid-Atlantic.....									
Mid-Atlantic.....	4.1	32.9	20.5	26.0	12.3	11	6	16	73
Philadelphia.....	0.0	70.0	30.0	0.0	0.0	10	10	11	10
Washington, DC/Northern VA.....	2.4	22.0	17.1	31.7	19.5	12	6	16	41
Southeast									
Southeast	27.2	16.0	12.3	19.8	8.6	9	4	16	81
Atlanta	7.7	23.1	38.5	15.4	7.7	11	6	13	13
Charlotte	40.0	0.0	20.0	20.0	20.0	10	6	13	5
Dallas	37.5	12.5	12.5	12.5	12.5	9	6	13	8
Houston.....	25.0	12.5	0.0	25.0	0.0	9	4	16	8
Miami/Ft. Lauderdale/W. Palm Beach.....	0.0	50.0	12.5	25.0	0.0	11	10	14	8
Tennessee.....	100.0	0.0	0.0	0.0	0.0	6	6	6	7
Midwest									
Midwest	1.2	11.6	8.1	55.8	15.1	12	6	15	86
Chicago	0.0	5.6	0.0	72.2	16.7	12	10	15	18
Indiana	0.0	14.3	28.6	28.6	14.3	12	10	14	7
Michigan.....	0.0	10.0	0.0	60.0	20.0	12	10	14	10
Minneapolis/St. Paul.....	7.1	14.3	0.0	57.1	14.3	12	6	14	14
Missouri.....	0.0	10.0	0.0	90.0	0.0	12	10	12	10
Ohio	0.0	7.7	30.8	15.4	38.5	12	10	14	13
West/Rocky Mountain.....									
West/Rocky Mountain.....	0.0	21.9	17.5	41.2	7.9	12	7	17	114
Denver.....	0.0	14.3	28.6	42.9	14.3	12	10	13	7
Los Angeles area	0.0	36.0	20.0	36.0	4.0	11	10	16	25
Orange County, CA	0.0	12.5	25.0	50.0	0.0	12	10	14	8
Phoenix	0.0	16.7	33.3	50.0	0.0	11	10	12	6
Portland, OR area	0.0	14.3	0.0	57.1	0.0	13	10	15	7
San Francisco	0.0	20.0	25.0	40.0	10.0	12	10	14	20
San Jose area	0.0	20.0	30.0	20.0	10.0	12	10	15	10
Seattle area.....	0.0	25.0	0.0	50.0	8.3	12	10	17	12

Note: Some offices reported that there is no fixed length for their summer program — they are excluded from this analysis. For offices reporting a range of lengths, generally the larger figure was used. For offices reporting that their program consists of two sessions (e.g., two 6-week sessions), the 6-week figure was used rather than the 12-week total. Specific city information may include a few suburban locations.

End Dates of Summer 2007 Programs

	MOST COMMON END DATES AND % REPORTING EACH					Median End Date	RANGE OF END DATES REPORTED		# of Offices
	Week of June 26	Week of July 24	Week of July 31	Week of August 7	Week of August 14		Earliest End Date	Latest End Date	
Total — All Employers	6.5%	30.3%	33.7%	12.3%	4.4%	08/10	06/22	09/21	413
By Firm Size									
100 or fewer lawyers	3.9	23.7	27.6	21.1	9.2	08/10	06/22	09/14	76
101-250 lawyers	7.0	21.1	38.0	12.7	1.4	08/10	06/22	09/15	71
251-500 lawyers	8.1	35.1	23.0	13.5	4.1	08/03	06/22	09/07	74
501- 700 lawyers	1.7	32.8	34.5	8.6	8.6	08/10	06/22	09/21	58
701+ lawyers	9.1	34.8	40.2	8.3	1.5	08/10	06/28	09/07	132
By Office Size									
25 or fewer lawyers	6.0	30.0	24.0	20.0	6.0	08/08	06/22	08/31	50
26-50 lawyers	0.0	27.6	39.5	11.8	7.9	08/10	06/22	09/14	76
51-100 lawyers	9.2	27.5	29.4	13.8	6.4	08/10	06/22	09/21	109
101-250 lawyers	7.9	34.2	34.2	10.5	0.9	08/05	06/22	09/07	114
251+ lawyers	2.6	33.3	43.6	7.7	2.6	08/10	06/22	09/07	39
By NALP Region and City/State									
Northeast	3.0	46.3	37.3	6.0	3.0	08/07	07/27	08/31	67
Boston	0.0	69.2	23.1	0.0	7.7	08/03	08/03	08/24	13
New York City	4.7	44.2	41.9	4.7	2.3	08/07	07/27	08/31	43
Mid-Atlantic	9.7	43.1	33.3	4.2	1.4	08/03	06/29	09/03	72
Philadelphia	20.0	60.0	10.0	0.0	0.0	08/03	07/20	08/10	10
Washington, DC/ Northern VA area	4.9	39.0	41.5	4.9	2.4	08/10	07/20	09/03	41
Southeast	12.8	21.8	21.8	7.7	1.3	08/03	06/22	08/31	78
Atlanta	53.8	7.7	15.4	0.0	7.7	07/27	06/22	08/24	13
Charlotte	0.0	0.0	20.0	20.0	0.0	07/20	06/26	08/17	5
Dallas	12.5	12.5	25.0	12.5	0.0	07/30	06/22	08/17	8
Houston	0.0	42.9	0.0	0.0	0.0	08/03	06/29	08/31	7
Miami/Ft. Lauderdale/ W. Palm Beach	12.5	37.5	50.0	0.0	0.0	08/07	07/27	08/10	8
Tennessee	0.0	0.0	0.0	0.0	0.0	06/22	06/22	06/22	5
Midwest	4.9	19.5	41.5	22.0	7.3	08/10	07/06	09/07	82
Chicago	0.0	18.8	43.8	18.8	6.3	08/10	08/03	09/07	16
Indiana	28.6	28.6	14.3	14.3	0.0	08/03	07/27	08/31	7
Michigan	0.0	20.0	50.0	20.0	10.0	08/10	08/03	08/24	10
Minneapolis	0.0	21.4	21.4	28.6	21.4	08/12	07/06	08/24	14
Missouri	10.0	10.0	60.0	20.0	0.0	08/10	07/27	08/17	10
Ohio	0.0	27.3	54.5	9.1	9.1	08/10	08/03	08/24	11
West/Rocky Mountain	3.7	26.6	32.1	18.3	7.3	08/10	07/27	09/21	109
Denver	0.0	28.6	42.9	28.6	0.0	08/10	08/03	08/17	7
Los Angeles	8.0	32.0	48.0	4.0	4.0	08/10	07/27	08/31	25
Orange County, CA	0.0	0.0	62.5	25.0	0.0	08/10	08/10	09/01	8
Phoenix	0.0	50.0	16.7	16.7	16.7	08/07	08/03	08/24	6
Portland	0.0	0.0	16.7	0.0	33.3	08/27	08/11	09/21	6
San Francisco	5.3	47.4	31.6	10.5	5.3	08/03	07/27	08/24	19
San Jose area	10.0	40.0	20.0	20.0	10.0	08/05	07/27	08/24	10
Seattle	0.0	0.0	0.0	27.3	9.1	09/07	08/17	09/15	11

Note: Some offices reported that their summer program has no set ending date; they are excluded from this analysis. The end dates reported by individual offices may or may not apply to the whole class, depending on the firm and specific student circumstances. For offices reporting that their program consists of two sessions (e.g., two 6-week sessions), the end date of the first session was used.

Outcomes of Summer Programs and Fall Recruiting

A total of 425 employers reported information on the outcomes of their 2007 summer programs. All but a few responses were from law firms, and about 45% of respondents represented firms of 501 or more lawyers. Firms of 100 or fewer lawyers represented about 19% of respondents. However, about 60% of individual office outcomes reported were from offices of 100 or fewer lawyers. Somewhat more than one-third of respondents were from the Northeast and Mid-Atlantic Regions combined. The Southeast, the Midwest, and the West accounted for 19%, 20%, and 27% of respondents, respectively. It should be noted that for firms submitting one survey to cover multiple, or all, offices, the information generally was not attributed to a city, and in some cases not even a region if offices are nationwide.

■ Outcomes of Summer 2007 Programs

Responding employers reported a combined total of 5,359 individuals from the Class of 2008 participating in their 2007 summer programs, with an average class size of 13. The median class size was 6. The fact that the average is considerably above the median, especially in the larger firms, indicates the presence of some relatively large programs. Most, 93%, of participants received an offer for an associate position — up from 91% in 2006 — and 77% of these offers were accepted — also up from the 2006 figure of 73%. Figures for 2007 thus suggest a continuation of summer program sizes and outcomes seen in the prior three years, but at a level that has not yet matched the average of 14 and median of 8.5 in 2000. The overall offer rate for the past four years has, however, again matched the 90% mark seen in the late 1990s and 2000. Acceptance rates continued to be well above the 66% rate of the late 1990s and 2000.

- Measured in terms of either the average or the median, summer class sizes were largest in the Northeast, and smallest in the West/Rocky Mountain Region.

Some markets with relatively large firms, but certainly not all, had summer programs which on average were far larger than for their respective region as whole. Those that did include New York, Philadelphia, Dallas, Houston, Chicago, Missouri, and San Jose. Those that did not include Boston and Seattle. Programs in Miami,

Outcome of Summer Programs

	SIZE OF PROGRAM		% of Participants Receiving Offers	% of Offers Accepted	# of Offices
	Median	Average			
Total — All Employers	6.0	13	92.8%	76.8%	425
By Number of Lawyers Firmwide					
100 or fewer lawyers	3.0	3	73.0	73.6	82
101-250 lawyers.....	8.0	9	87.6	78.3	77
251-500 lawyers.....	9.0	13	90.5	77.5	74
501-700 lawyers.....	6.5	14	94.8	81.1	58
701+ lawyers.....	8.0	19	96.5	75.1	133
By Number of Lawyers in Office					
25 or fewer lawyers	2.0	2	82.1	76.0	55
26-50 lawyers.....	3.0	3	81.3	73.3	80
51-100 lawyers.....	6.0	7	88.6	79.8	111
101-250 lawyers.....	12.0	14	92.1	74.8	114
251+ lawyers.....	36.0	46	98.1	77.8	39
By NALP Region and City/State					
Northeast	11.0	26	98.6	80.1	66
Boston area	9.0	16	97.9	80.1	12
New York City.....	22.0	33	99.0	79.5	43
Mid-Atlantic	9.0	11	92.5	75.8	74
Philadelphia	16.0	15	92.7	81.4	10
Washington, DC/Northern VA	9.0	10	94.7	71.9	41
Southeast.....	5.0	10	81.9	64.7	82
Atlanta.....	4.0	9	87.6	67.0	13
Charlotte	7.0	7	75.8	80.0	5
Dallas.....	17.0	17	85.0	47.8	8
Houston	8.0	15	83.7	60.9	7
Miami/Ft. Lauderdale/W. Palm Beach ...	3.0	4	86.2	84.0	8
Tennessee	3.0	9	74.2	63.3	7
Midwest.....	6.0	10	90.0	80.1	86
Chicago.....	9.0	15	95.3	81.7	18
Indiana	4.0	7	92.2	83.0	7
Michigan	7.0	9	82.4	75.7	10
Minneapolis/St. Paul	7.5	10	94.3	78.9	14
Missouri	10.5	11	89.9	87.8	10
Ohio	6.0	7	84.6	74.0	13
West/Rocky Mountain	4.0	7	91.8	76.9	112
Denver	4.0	5	73.5	72.0	7
Los Angeles area.....	5.5	9	91.0	77.6	24
Orange County, CA.....	4.5	8	89.1	89.5	8
Phoenix.....	8.0	10	91.9	80.7	6
Portland, OR area.....	5.0	5	89.5	79.4	7
San Francisco	5.0	6	94.5	65.8	20
San Jose area.....	7.0	10	95.8	72.8	10
Seattle area	2.0	4	93.9	80.4	12

Note: Figures reflect participation by students in the Class of 2008 during the summer of 2007. The number of employers reporting a summer program is shown in the last column. Information by size of firm reflects law firms only. Average figures are rounded to the nearest whole number. Specific city figures may include acceptances to work in a different office of a firm or a few offices in suburban locations. City figures generally do not include firms that submitted one survey form to cover recruiting activity and outcomes for multiple locations.

Tennessee, and Seattle were among those that were relatively small.

- Average class sizes increased with firm size, as did offer rates. Offer rates were highest in the Northeast, and in New York specifically, and lowest in the Southeast, particularly in Charlotte and Tennessee. Acceptance rates varied from 74% to 81%, depending on firm size. Acceptance rates varied by city and state, from less than half in Dallas to almost 90% in Orange County, CA.

A different perspective on summer outcomes is provided by examining the distribution of acceptance rates for each of the offices reporting this information. This procedure, unlike that of the previous analysis which is based on volumes, gives equal weight to each office. For example, the acceptance rate for a small firm has equal weight with that of a very large firm. About 29% of offices reported acceptance rates of less than 67%; 37% reported acceptance rates between 67% and 99.9%; and 34% reported acceptance rates of 100%. The median acceptance rate was almost 82%. The smallest firms were most likely to report a 100% acceptance rate.

- On a regional basis, firms in the West/Rocky Mountain Region were most likely to report acceptance rates of 100%, followed by firms in the Midwest. Firms in the Southeast were most likely by far to have reported acceptance rates of less than 67%. The median acceptance rate was also quite a bit lower, about 68%, in the Southeast. Nearly all of the offices in Dallas and Tennessee reported acceptance rates of less than 67%. In only a few cities — Charlotte, Miami, Minneapolis, and Seattle — did more than half of offices report 100% acceptance rates.

Acceptance Rates from Summer 2007 Program

(percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Median Acceptance Rate	# of Offices
	Less than 67%	67-99.9%	100%		
Total — All Employers	29.0%	36.8%	34.1%	81.8	410
By Number of Lawyers Firmwide					
100 or fewer lawyers	33.3	9.7	56.9	100.0	72
101-250 lawyers	27.6	42.1	30.3	80.0	76
251-500 lawyers	26.4	50.0	23.6	83.3	72
501- 700 lawyers	21.4	42.9	35.7	85.7	56
701+ lawyers	32.3	38.3	29.3	78.6	133
By Number of Lawyers in Office					
25 or fewer lawyers	31.9	4.3	63.8	100.0	47
26-50 lawyers	40.5	6.8	52.7	100.0	74
51-100 lawyers	25.5	32.7	41.8	86.2	110
101-250 lawyers	28.1	56.1	15.8	75.0	114
251+ lawyers	17.9	76.9	5.1	82.5	39
By NALP Region and City/State					
Northeast	13.6	57.6	28.8	86.2	66
Boston area	0.0	58.3	41.7	88.6	12
New York City	16.3	67.4	16.3	82.5	43
Mid-Atlantic	31.9	37.7	30.4	80.0	69
Philadelphia	20.0	60.0	20.0	76.8	10
Washington, DC/Northern VA.....	38.5	33.3	28.2	78.9	39
Southeast	50.0	20.7	29.3	67.6	82
Atlanta	61.5	15.4	23.1	66.7	13
Charlotte.....	40.0	0.0	60.0	100.0	5
Dallas	87.5	12.5	0.0	41.7	8
Houston.....	57.1	14.3	28.6	60.0	7
Miami/Ft. Lauderdale/W. Palm Beach ...	12.5	25.0	62.5	100.0	8
Tennessee	85.7	14.3	0.0	50.0	7
Midwest	17.5	43.8	38.8	86.6	80
Chicago	5.6	55.6	38.9	89.4	18
Indiana	28.6	28.6	42.9	91.7	7
Michigan.....	30.0	60.0	10.0	72.8	10
Minneapolis/St. Paul	7.1	35.7	57.1	100.0	14
Missouri.....	11.1	55.6	33.3	88.2	9
Ohio.....	36.4	45.5	18.2	75.0	11
West/Rocky Mountain	30.6	27.8	41.7	83.3	108
Denver.....	50.0	16.7	33.3	69.7	6
Los Angeles area	30.4	30.4	39.1	85.0	23
Orange County, CA	12.5	37.5	50.0	97.0	8
Phoenix	16.7	66.7	16.7	75.0	6
Portland, OR area	16.7	16.7	66.7	100.0	6
San Francisco	50.0	25.0	25.0	64.1	20
San Jose area	60.0	30.0	10.0	66.7	10
Seattle area	8.3	25.0	66.7	100.0	12

■ First-Year Participation in Summer Programs

Presence of First-Years in Summer Programs

About two-thirds of the responding firms reported that their summer 2007 program included one or more first-year (Class of 2009) students. The distribution of firms reporting that they employed one or more first-years is quite similar to that of responding firms as a whole.

- These firms collectively employed 898 first-years, with a median of 2 and an average of 3 per office or firm. Measured by the median and the average, first-year presence is greatest in Houston and Missouri. In most other markets, the typical number of first-years was 2 or 3.
- Overall, 60% of these first-years received an offer to return for some or all of the summer 2008 program. This figure was notably lower in small firms, however, and on a city-by-city basis ranged from 33% in Denver to 91% in Chicago.

	NUMBER OF 1Ls		% Receiving Offers to Return Next Summer	# of Offices
	Median	Average		
Total — All Employers	2.0	3	60.0%	270
By # of Lawyers Firmwide				
100 or fewer lawyers	1.0	2	46.8	39
101-250 lawyers	2.0	3	50.7	49
251-500 lawyers	2.5	4	60.0	54
501-700 lawyers	2.0	3	55.2	37
701+ lawyers	2.0	4	70.6	90
By # of Lawyers in Office				
25 or fewer lawyers	1.0	1	40.6	25
26-50 lawyers	1.0	2	50.7	38
51-100 lawyers	2.0	2	57.8	71
101-250 lawyers	3.0	4	59.2	86
251+ lawyers	6.0	6	71.4	32
NALP Region and City/State				
Northeast	3.0	4	61.5	49
Boston area	2.5	3	64.0	8
New York City	3.0	4	64.4	35
Mid-Atlantic	2.0	3	61.7	45
Philadelphia	2.5	3	53.8	10
Washington, DC/Northern VA	2.0	3	73.6	19
Southeast	2.0	4	56.4	47
Atlanta	2.0	3	69.6	8
Charlotte	2.0	3	60.0	5
Houston	3.5	6	48.6	6
Midwest	2.0	4	61.6	61
Chicago	3.0	5	90.9	7
Indiana	2.0	6	43.2	6
Michigan	1.0	3	77.8	7
Minneapolis/St. Paul	2.0	3	52.8	11
Missouri	4.0	4	55.3	9
Ohio	2.0	3	48.5	11
West/Rocky Mountain	1.5	2	56.5	64
Denver	1.0	1	33.3	5
Los Angeles area	1.0	2	80.8	13
Portland, OR area	2.0	2	41.7	5
San Francisco	1.0	2	73.1	11
San Jose area	2.0	2	42.1	9
Seattle area	2.0	3	42.1	7

Note: Figures reflect participation by students in the Class of 2009 during the summer of 2007. The number of employers reporting that their summer program included 1Ls is shown in the last column. Information by size of firm reflects law firms only. Average figures are rounded to the nearest whole number. Some city figures include a few offices in suburban locations. City figures generally do not include firms that submitted one survey form to cover recruiting activity and outcomes for multiple locations.

■ Hiring for Summer 2008

A total of 430 employers reported issuing an average of 93 callback invitations each to second-year students, or a total of 38,729 callback invitations. The median figure was much lower than the average, 46, again indicating that some employers issued a large number of callback invitations. The average number of invitations was highest by far in the Northeast, over five times the average in the Southeast and West/Rocky Mountain Regions. Nationwide, 72% of these callback invitations were accepted. Acceptance rates were somewhat lower in the Northeast compared with other regions. The level of activity is somewhat higher than in 2006, when the average and median number of callback invitations were 82 and 42. With the generally upward trend in this decade, the volume of interviewing has begun to approach the level in 2000, when the average was 95 and the median was 55.

- About 60% of callback interviews resulted in an offer, with employers averaging 39 offers each. The median number of offers was 15. The percentage of callback interviews resulting in an offer was considerably lower in firms of 100 lawyers or less, and higher — about two-thirds — in the largest firms. These percentages were somewhat higher in the Northeast and below average in other regions. Employers in the Southeast and West/Rocky Mountain Regions made the fewest offers, with medians of 8 and 10, respectively, and an average of 19. This compares with a median of 44 and an average of 102 in the Northeast. It is also worth noting that the offer rate has been on a general upward track since hiring for summer 2003, and that, despite a small

decline in 2007, rates for the last two years were last reached for the summers of 2000 and 2001.

- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Washington, D.C., Atlanta, Dallas, Houston, Chicago, Phoenix, and San Jose reported relatively high offer rates compared to their regions as a whole, whereas the opposite was true in a number of cities including Charlotte, Raleigh, Miami, much of the Midwest, Denver, and Portland. Offer rates were highest in New York, at over two-thirds, followed by Boston, Dallas, Chicago, and San Jose, at 63%–64%. This contrasts with rates of 40% in Raleigh and Miami. Some of these differences of course result from differences in the firm sizes typical for these cities.
- Overall, about 29% of offers were accepted, a figure that has fluctuated some over the past ten years and is now at a level similar to that of the late 1990s. A larger percentage of offers from firms in the Southeast were accepted — 40% — while acceptance rates were lower in the Northeast — 24%. Acceptance rates were highest at firms of 100 or fewer lawyers and at offices of 25 or fewer lawyers.
- At the city and state level, acceptance rates were lowest at firms in Boston, New York, Washington, D.C., Chicago, and San Jose, where about one-quarter of offers were accepted. Acceptance rates were highest in Raleigh, Tennessee, and Portland, at over half.

Footnote to table on opposite page:

Note: Figures for callback invitations and outcomes are based on 416 employers issuing a total of 38,729 callback invitations and do not include 14 offices which did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 430 employers making a total of 16,913 offers. About 8% of all survey respondents reported that they did not recruit second-year students. Median and average offer figures are based on all 430 employers that recruited second-year students, even though a few ultimately made no offers as a result of callback invitations. The number of offices reporting interviewing second-year students is shown in the last column. Information by size of firm reflects law firms only. Averages are rounded to the nearest whole number. City figures may include a few offices in suburban locations. City figures generally do not include firms that submitted one survey form to cover recruiting activity and outcomes for multiple locations.

Outcomes of Callback Invitations to and Interviews of Class of 2009 Students for Summer 2008 Positions

	NUMBER OF CALLBACK INVITATIONS		% of Callback Invitations Accepted	% of Callback Invitations Resulting in Offer	NUMBER OF OFFERS EXTENDED		% of Offers Accepted	# of Offices
	Median	Average			Median	Average		
Total — All Employers	46.0	93	72.2%	60.0%	15.0	39	29.1%	430
By Number of Lawyers Firmwide								
100 or fewer lawyers	15.0	18	80.7	39.1	4.0	5	49.1	79
101-250 lawyers	52.5	59	78.4	47.6	17.0	22	35.6	77
251-500 lawyers	46.0	89	71.5	60.4	19.0	39	29.0	74
501-700 lawyers	56.0	104	71.1	55.7	16.0	41	30.5	60
701+ lawyers.....	79.0	147	70.9	65.8	30.0	69	26.7	137
By Number of Lawyers in Office								
25 or fewer lawyers.....	10.0	12	78.8	42.9	3.0	4	42.9	56
26-50 lawyers	19.5	25	75.5	44.3	6.0	8	32.1	82
51-100 lawyers	42.0	55	71.1	47.9	14.0	19	32.2	112
101-250 lawyers	86.0	110	71.1	56.8	33.0	44	29.9	114
251+ lawyers.....	208.0	334	71.7	71.1	127.0	170	26.1	39
By NALP Region and City/State								
Northeast	153.5	238	67.0	65.0	44.0	102	24.2	67
Boston area	59.0	124	75.7	64.3	20.0	60	25.3	13
New York City.....	218.5	304	65.4	67.0	87.5	133	23.5	44
Mid-Atlantic	87.0	95	70.3	56.1	28.0	36	28.1	71
Philadelphia	132.5	131	72.0	51.5	46.5	48	28.7	10
Washington, DC/Northern VA	96.0	105	67.0	60.0	29.0	42	24.1	38
Southeast	23.0	45	79.1	56.2	8.0	19	39.7	88
Atlanta	39.0	50	73.7	61.8	14.0	23	30.9	13
Charlotte.....	39.0	44	78.0	40.0	13.0	14	42.6	5
Dallas.....	53.5	68	78.6	62.8	21.5	34	41.9	8
Houston	22.0	46	84.9	61.6	14.0	24	44.7	9
Miami/Ft. Lauderdale/ W. Palm Beach.....	27.0	28	79.4	37.3	6.5	7	27.1	8
Raleigh	11.0	11	92.4	39.3	3.5	4	54.2	6
Tennessee	20.5	40	77.5	55.4	5.0	15	54.8	7
Midwest	40.0	61	78.4	54.8	12.0	26	32.4	84
Chicago	94.0	129	74.3	63.7	34.5	61	25.3	18
Indiana.....	31.5	34	91.7	45.5	12.0	13	40.0	7
Michigan	32.0	37	79.6	45.4	13.0	13	41.5	11
Minneapolis	42.0	48	79.1	59.6	12.0	23	35.8	13
Missouri	51.0	51	90.3	42.0	24.0	19	46.3	9
Ohio	28.5	30	82.9	43.9	8.5	11	43.9	12
West/Rocky Mountain	32.0	45	76.9	53.8	10.0	19	32.5	115
Denver	20.0	22	87.6	41.0	5.0	8	41.8	7
Los Angeles area.....	35.0	56	72.3	58.2	10.0	24	27.6	27
Orange County, CA.....	29.0	44	83.7	55.3	9.5	20	38.9	8
Phoenix.....	36.5	38	81.9	58.9	15.5	18	33.0	6
Portland, OR area.....	30.0	28	83.2	40.5	8.0	9	56.1	7
San Francisco.....	43.0	55	77.4	48.9	13.0	21	30.0	21
San Jose area	72.0	73	70.0	62.5	27.0	32	25.4	11
Seattle area	26.0	35	85.9	48.5	6.5	15	41.4	10

(See footnote on opposite page.)

Grouping offices according to their individual acceptance rates, about 44% of offices reported acceptance rates of less than 33%; about 28% each of offices reported acceptance rates between 33% and 49.9%; and acceptance rates of 50% or more. The median acceptance rate was 35%.

- Small offices and firms more frequently reported acceptance rates in excess of 50%, as did offices in the Southeast. At the city and state level, median acceptance rates and the percent of offices reporting acceptance rates of more than 50% were highest in Charlotte, Raleigh, Tennessee, and Portland. In contrast, nearly all offices in New York and Boston reported acceptance rates of less than 33%, as did 82% of offices in San Jose.

Acceptance Rates for Summer 2008 Program

(percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Median Acceptance Rate	# of Offices
	Less than 33%	33-49.9%	50% or More		
Total — All Employers	43.8%	28.2%	28.0%	35.0%	422
By Number of Lawyers Firmwide					
100 or fewer lawyers	23.0	16.2	60.8	50.0	74
101-250 lawyers	28.6	37.7	33.8	40.0	77
251-500 lawyers	40.5	33.8	25.7	35.1	74
501- 700 lawyers	43.3	38.3	18.3	34.1	60
701+ lawyers	66.4	21.6	11.9	27.3	134
By Number of Lawyers in Office					
25 or fewer lawyers	33.3	11.8	54.9	50.0	51
26-50 lawyers	37.5	22.5	40.0	38.4	80
51-100 lawyers	41.4	30.6	27.9	36.8	111
101-250 lawyers	45.6	37.7	16.7	33.3	114
251+ lawyers	74.4	20.5	5.1	26.3	39
By NALP Region and City/State					
Northeast	76.1	16.4	7.5	23.3	67
Boston area	92.3	7.7	0.0	21.1	13
New York City	86.4	13.6	0.0	22.6	44
Mid-Atlantic	47.9	29.6	22.5	33.3	71
Philadelphia	60.0	40.0	0.0	27.9	10
Washington, DC/Northern VA...	63.2	26.3	10.5	27.3	38
Southeast	27.7	28.9	43.4	42.9	83
Atlanta	53.8	15.4	30.8	32.5	13
Charlotte	20.0	20.0	60.0	50.0	5
Dallas	12.5	37.5	50.0	49.6	8
Houston	11.1	33.3	55.6	50.0	9
Miami/Ft. Lauderdale/ W. Palm Bea	71.4	28.6	0.0	25.0	7
Raleigh	0.0	40.0	60.0	50.0	5
Tennessee	0.0	28.6	71.4	60.0	7
Midwest	32.9	31.7	35.4	38.8	82
Chicago	61.1	27.8	11.1	29.3	18
Indiana	0.0	57.1	42.9	41.7	7
Michigan	18.2	36.4	45.5	44.4	11
Minneapolis/St. Paul	50.0	33.3	16.7	32.3	12
Missouri	22.2	33.3	44.4	42.3	9
Ohio	33.3	25.0	41.7	38.8	12
West/Rocky Mountain	42.1	30.7	27.2	34.8	114
Denver	28.6	14.3	57.1	50.0	7
Los Angeles area	61.5	23.1	15.4	29.8	26
Orange County, CA	25.0	37.5	37.5	37.2	8
Phoenix	33.3	50.0	16.7	39.0	6
Portland, OR area	0.0	28.6	71.4	61.9	7
San Francisco	57.1	28.6	14.3	29.2	21
San Jose area	81.8	18.2	0.0	25.0	11
Seattle area	30.0	50.0	20.0	34.8	10

■ Third-Year Hiring

Recruiting of third-year students not previously employed by the employer was reported by 179 employers, or about 38% of survey respondents. The median number of callback invitations was 5, and the average was 11. This level of activity is similar to that for the prior four years, and when compared with fall 2002, activity in each of the last five years has been both higher and more widespread. However, it is not at the level of 1999 and 2000, when almost two-thirds of respondents recruited third-years, with the median and average number of callbacks at 8 and 17, respectively.

By either measure, the level of activity in 2007 was highest by far in the Northeast, with a median of 15.5 and an average of 26 callback invitations. Among cities and states, New York City, not surprisingly, reported the greatest volume. Nationwide, about 81% of callback invitations were accepted, but in the Midwest the figure was 89%.

- About 38% of interviews resulted in an offer, with a median of 1 and an average of 3 offers made. This offer rate and volume is somewhat below that of 2006 when the figures were 2 and 5, respectively, and has not climbed back to the level of 2000, when the median and average were 3 and 7, respectively. Offer rates were lowest in the smallest firms and in the Mid-Atlantic Region. For example, about 44% of interviews conducted by firms of more than 700 lawyers resulted in an offer, compared with a figure of 32% in firms of 100 or fewer lawyers. The figure of 30% in the Mid-Atlantic Region contrasts with 43% in the West/Rocky Mountain Region. Offer rates were highest in Missouri, followed by Atlanta. Offer rates were lowest in Philadelphia.

Outcomes of Callback Invitations to and Interviews of Class of 2008 Students for Associate Positions

	NUMBER OF CALLBACK INVITATIONS		% of Callback Invitations Accepted	% of Callback Invitations Resulting in Offer	NUMBER OF OFFERS EXTENDED		% of Offers Accepted	# of Offices
	Median	Average			Median	Average		
Total — All Employers	5.0	11	81.1%	38.4%	1.0	3	61.2%	179
By Number of Lawyers Firmwide								
100 or fewer lawyers	4.0	6	90.0	31.7	1.0	2	78.3	28
101-250 lawyers	4.0	8	88.9	33.5	1.0	2	70.9	32
251-500 lawyers	6.0	10	82.8	40.9	2.0	3	64.6	24
501-700 lawyers	5.0	10	77.3	37.6	1.0	3	55.3	27
701+ lawyers	4.5	12	81.3	43.7	1.0	4	57.7	67
By Number of Lawyers in Office								
50 or fewer lawyers	3.5	5	86.6	33.8	1.0	1	70.4	41
51-100 lawyers	2.0	5	80.0	40.8	1.0	2	56.3	45
101-250 lawyers	5.0	10	85.5	32.9	2.0	3	66.7	56
251+ lawyers	13.0	22	80.3	44.3	4.0	8	55.2	27
By NALP Region and City/State								
Northeast	15.5	26	77.9	34.7	3.0	7	56.3	37
Boston area	6.0	12	81.0	33.8	1.0	3	60.9	7
New York City	19.0	31	77.0	35.3	7.0	8	54.6	25
Mid-Atlantic	4.0	7	85.2	30.4	1.0	2	63.4	38
Philadelphia	4.5	5	89.5	32.4	1.0	1	76.9	9
Washington, DC/ Northern VA	3.5	7	84.7	33.0	1.0	2	58.1	16
Southeast	2.0	5	83.2	54.8	1.5	2	71.9	28
Atlanta	4.0	4	88.9	43.8	1.0	1	57.1	5
Midwest	4.0	6	89.0	39.2	1.0	2	75.4	31
Minneapolis	4.0	7	90.0	33.3	1.0	2	60.0	7
Missouri	6.0	5	82.6	52.6	2.0	2	70.0	5
West/Rocky Mountain	4.0	7	81.2	43.3	1.0	2	52.5	42
Los Angeles area	3.0	4	80.0	41.7	1.0	1	20.0	7
San Francisco	3.5	7	80.6	38.9	1.0	2	61.9	10
San Jose area	5.0	7	80.0	53.8	2.0	3	46.4	9

Note: Figures for callback invitations and outcomes are based on 171 employers issuing a total of 1,842 callback invitations and do not include 8 offices that did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 179 employers making a total of 574 offers. About 62% of all survey respondents reported that they did not recruit third-year students. Median and average offer figures are based on all 179 employers that recruited third-year students, even though a few ultimately made no offers as a result of callback invitations. The number of offices reporting interviewing second-year students is shown in the last column. Information by size of firm reflects law firms only. Averages are rounded to the nearest whole number. City figures may include a few offices in suburban locations. City figures generally do not include firms that submitted one survey form to cover recruiting activity and outcomes for multiple locations.

- About 61% of offers made to third-year students were accepted. On a regional basis, the acceptance rate was considerably higher in the Midwest. For individual cities, acceptance rates ranged from 20% in Los Angeles to 77% in Philadelphia.
- About 14% of offices reported acceptance rates of less than 25%, and 44% reported that their acceptance rate was 100%. Firms of 100 or fewer lawyers and 251-500 lawyers were least likely to report acceptance rates of less than 25%, and those of 100 or fewer were also most likely to report 100% acceptance rates. The median acceptance rate was 75%.
- On a regional basis, the percentage of offices in which the acceptance rate was 100% ranged from about one-third in the West/Rocky Mountain region to well over half in the Mid-Atlantic and Midwest Regions. About 57% of offices reporting from San Francisco had a 100% acceptance rate, compared with 17% in Minneapolis.

Acceptance Rates for Third-Year Hiring

(percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Median Acceptance Rate	# of Offices
	Less than 25%	25-99.9%	100%		
Total — All Employers	13.8%	42.1%	44.1%	75.0%	145
By Number of Lawyers Firmwide					
100 or fewer lawyers	4.5	31.8	63.6	100.0	22
101-250 lawyers	10.7	42.9	46.4	80.9	28
251-500 lawyers	4.8	47.6	47.6	75.0	21
501- 700 lawyers	22.7	40.9	36.4	55.0	22
701+ lawyers.....	19.6	43.1	37.3	66.7	51
By Number of Lawyers in Office					
50 or fewer lawyers	16.1	22.6	61.3	100.0	31
51-100 lawyers	16.1	35.5	48.4	83.3	31
101-250 lawyers	16.7	39.6	43.8	78.9	48
251+ lawyers.....	7.4	74.1	18.5	53.8	27
By NALP Region and City					
Northeast	8.6	54.3	37.1	68.4	35
Boston area	14.3	42.9	42.9	80.0	7
New York City	8.7	60.9	30.4	53.8	23
Mid-Atlantic	10.3	31.0	58.6	100.0	29
Philadelphia	12.5	25.0	62.5	100.0	8
Washington, DC/Northern VA	16.7	33.3	50.0	87.5	12
Southeast	9.1	45.5	45.5	81.7	22
Midwest	12.0	32.0	56.0	100.0	25
Minneapolis	33.3	50.0	16.7	58.3	6
Missouri	20.0	40.0	40.0	75.0	5
West/Rocky Mountain	29.0	38.7	32.3	60.0	31
San Francisco	14.3	28.6	57.1	100.0	7
San Jose area	33.3	22.2	44.4	60.0	9