NALP believes in fairness, facts and the power of a diverse community. We work every day to be the best career services, recruitment, and professional development organization in the world because we want the lawyers and law students we serve to have an ethical recruiting system, employment data they can trust, and expert advisers to guide and support them in every stage of their careers.

Preview and Discussion of Fall Recruiting Survey Results
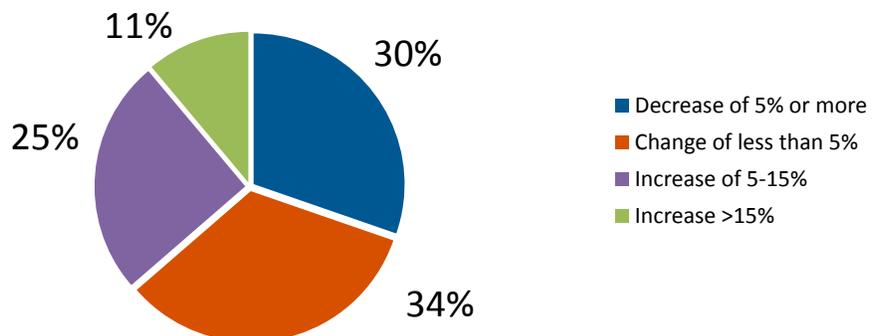
2014 NALP Legal Recruiting Summit
January 22, 2014

Presenter:
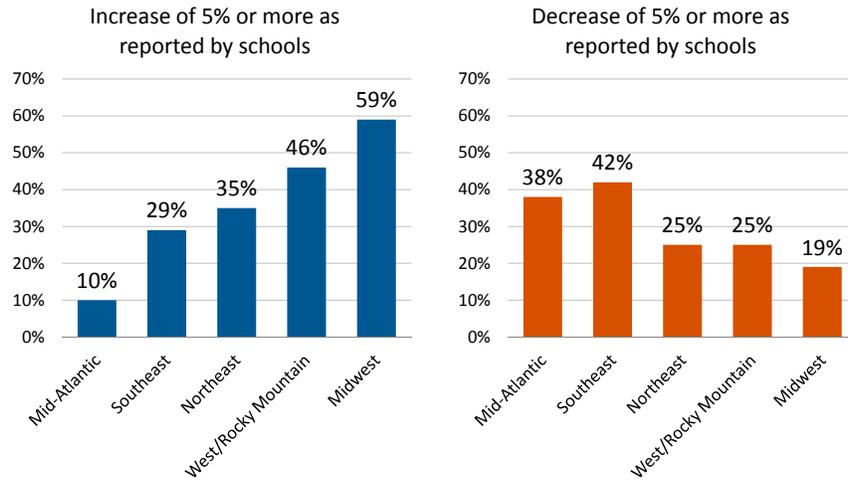
James Leipold, Executive Director

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NALP Fall Recruiting Survey Results – Law Schools and Law Firms

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National Fall On-Campus Recruiting Levels

Number of Employers on Campus
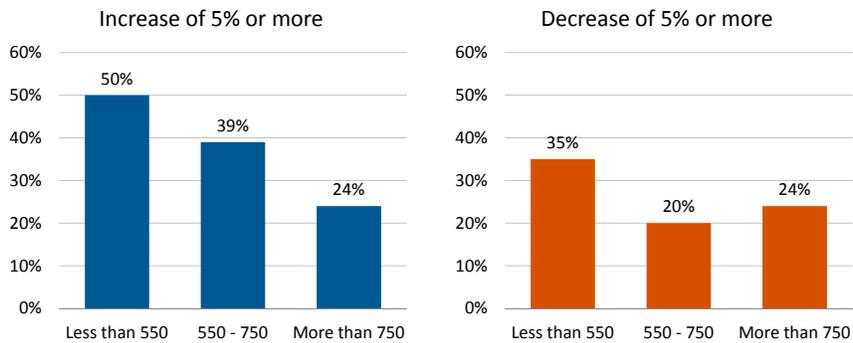Compared to Previous Year as Reported By Schools

- 30%
- 34%
- 25%
- 11%

■ Decrease of 5% or more
■ Change of less than 5%
■ Increase of 5-15%
■ Increase >15%

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Regional Fall On-Campus Recruiting Levels

Increase of 5% or more as reported by schools

Region	Percentage
Mid-Atlantic	10%
Southeast	29%
Northeast	35%
West/Rocky Mountain	46%
Midwest	59%

Decrease of 5% or more as reported by schools

| Region	Percentage
Mid-Atlantic	38%
Southeast	42%
Northeast	25%
West/Rocky Mountain	25%
Midwest	19%

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National Fall On-Campus Recruiting Levels

Number of Employers on Campus Compared to Previous Year by Region As Reported by Schools

Increase of 5% or more

Category	Percentage
Less than 550	50%
550 - 750	39%
More than 750	24%

Decrease of 5% or more

| Category	Percentage
Less than 550	35%
550 - 750	20%
More than 750	24%

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National Fall On-Campus Recruiting Levels 2013 Trends As Reported by Employers

Number of schools visited: Percent of offices reporting a **decrease** in campus visits from previous year

Year	Percent
2009	78%
2010	27%
2011	21%
2012	27%
2013	31%
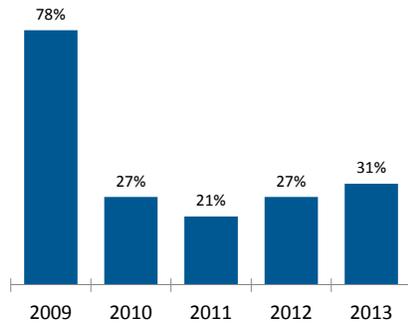
Number of schools visited: Percent of offices reporting a **increase** in campus visits from previous year

Year	Percent
2009	8%
2010	35%
2011	39%
2012	25%
2013	29%
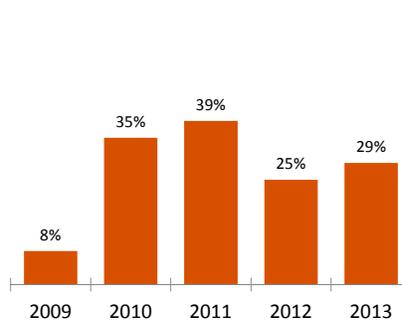
As reported by employers.

National and Regional Fall On-Campus 2013 Recruiting Levels As Reported by Employers

| Number of Schools Visited by Firms in 2013 Compared to 2012			
Region	Decrease	No Change	Increase
Northeast	27%	41%	33%
Southeast	24%	39%	36%
Mid-Atlantic	38%	31%	31%
West/Rocky	29%	51%	20%
Midwest	34%	46%	20%
Nationwide	**31%**	**40%**	**29%**

Source: NALP's Perspectives on Fall Law Student Recruiting, 2013

Change in Number of Offers for Summer Associate Positions (2013 vs. 2012)
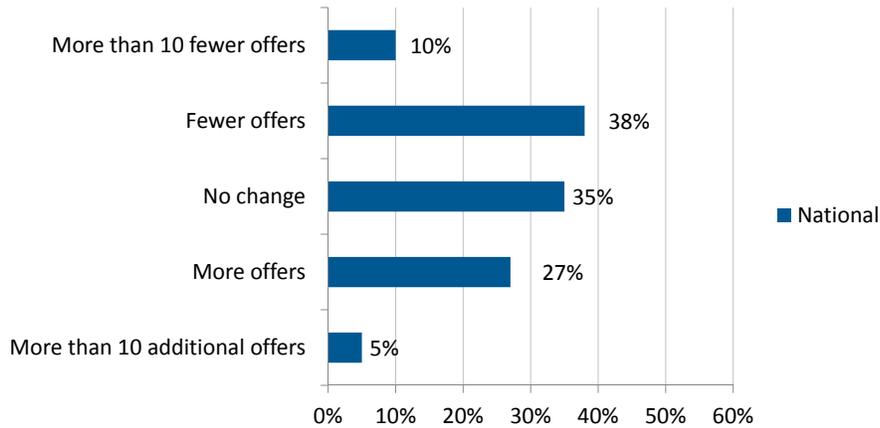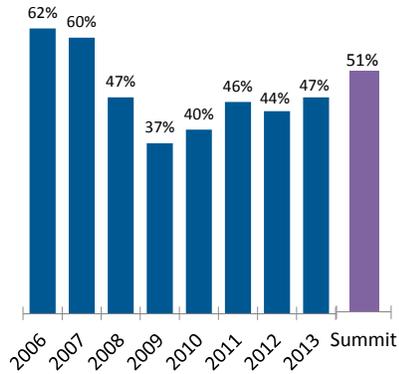

As reported by law firms.

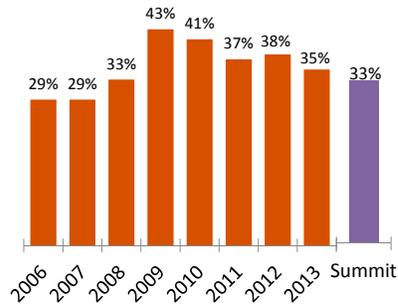## Change in Number of Offers for Summer Associate Positions (2013 vs. 2012)
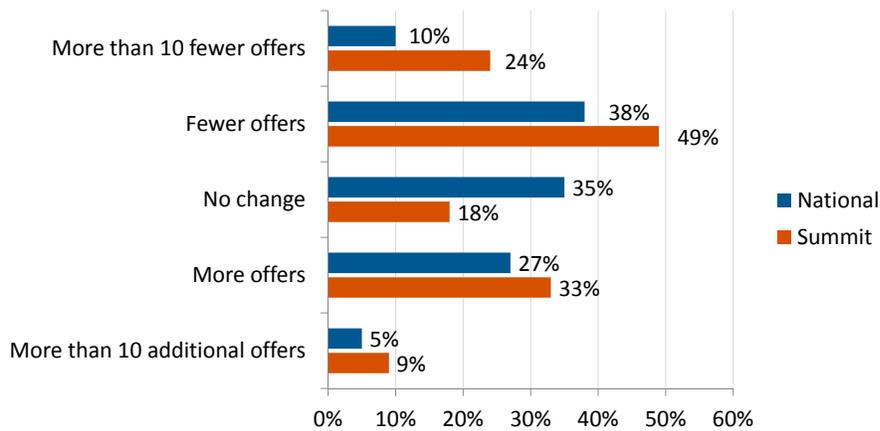
As reported by law firms.

Fall Recruiting Outcomes for 2Ls

Callback Interviews Resulting in Offers

Year	%
2006	62%
2007	60%
2008	47%
2009	37%
2010	40%
2011	46%
2012	44%
2013	47%
Summit	51%

Offer Acceptance Rate

Year	%
2006	29%
2007	29%
2008	33%
2009	43%
2010	41%
2011	37%
2012	38%
2013	35%
Summit	33%

As reported by law firms.

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Offers Extended to 2Ls for Summer Programs

Median Number of Offers Extended							
Firm Size	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
701+	30	18.5	8	12.5	11	12	12
501 – 700	16	11	19	19	13	13	18
251 – 500	19	8	9	10	14.5	8.5	11
101 – 250	17	12	6	9	8	7	7
100 or fewer	4	4	4	3	4.5	5	3
All Employers	**15**	**10**	**7**	**9**	**10**	**8**	**8**

Source: NALP's Perspectives on Fall Law Student Recruiting, 2003 - 2013

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Median Number of Offers Extended to 2Ls for Summer Programs
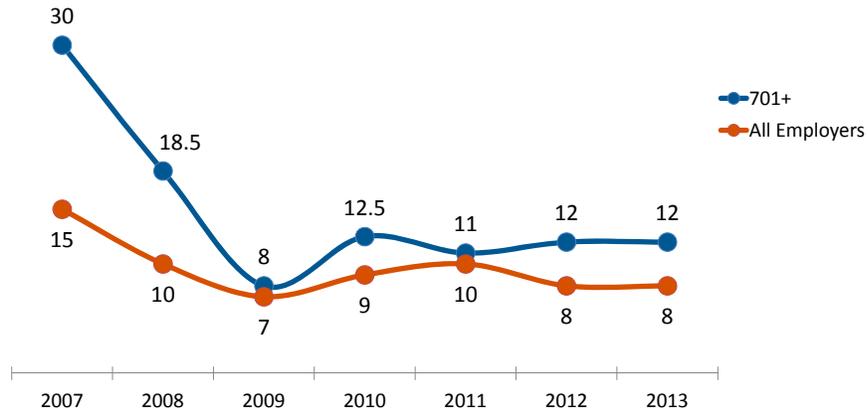
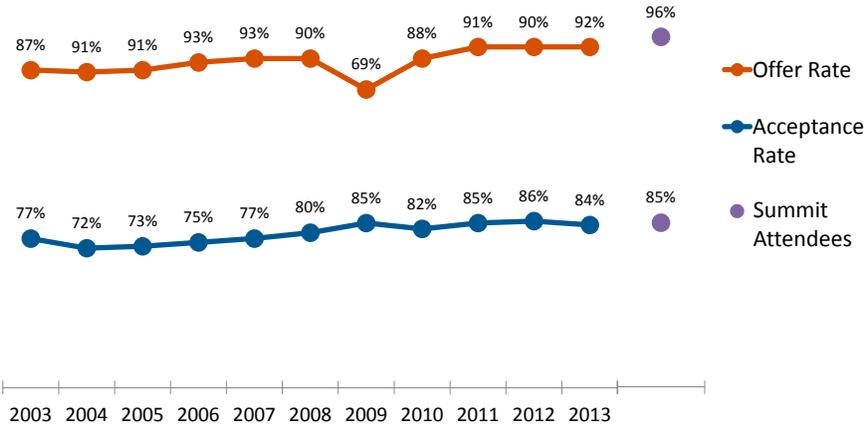Source: NALP's Perspectives on Fall Law Student Recruiting, 2003 - 2013

Law Firm Summer Program Class Size

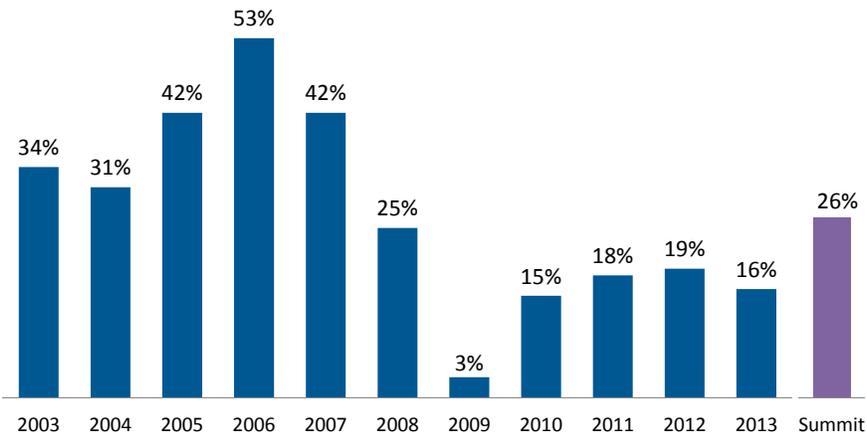Source: NALP's Perspectives on Fall Law Student Recruiting, 2005 - 2013

Outcomes of Summer Programs

Offer Rate: 87% 91% 91% 93% 93% 90% 69% 88% 91% 90% 92% — Summit Attendees 96%

Acceptance Rate: 77% 72% 73% 75% 77% 80% 85% 82% 85% 86% 84% — Summit Attendees 85%

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013

Source: NALP's Perspectives on Fall Law Student Recruiting, 2003 - 2013

Fall Recruiting of 3Ls
As Reported by Law Firms

34% 31% 42% 53% 42% 25% 3% 15% 18% 19% 16% 26%

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 Summit

Source: NALP's Perspectives on Fall Law Student Recruiting, 2003 - 2013

Minority Job Fair Participation

Does your firm participate in job fairs?
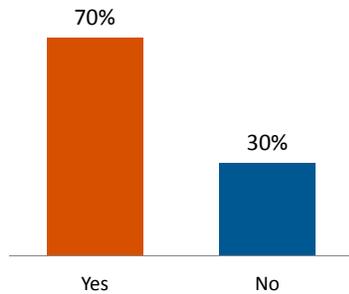
Of those who do go to job fairs, about 60% go to 1 or 2 and for about 2/3 of this group, all the job fairs are minority job fairs, with the result that about 70% of the job fairs collectively reported by this group are minority job fairs
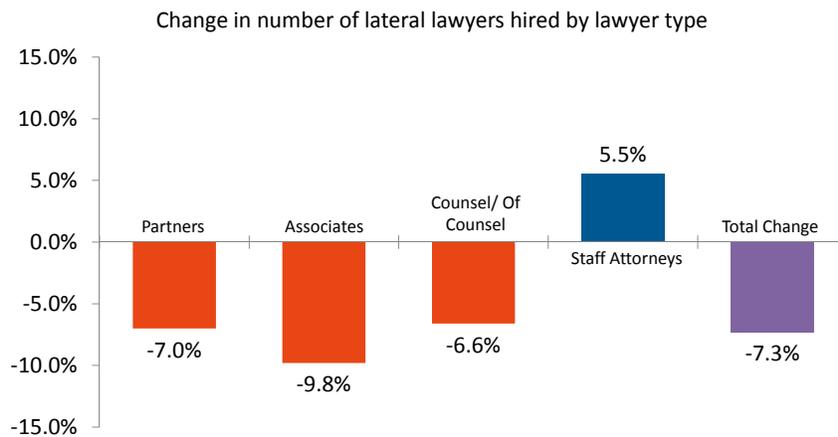
Of the remaining 40% who do go to job fairs (3+) only a handful go to strictly minority job fairs, with the result that just 45% of the job fairs collectively reported by this group are minority job fairs

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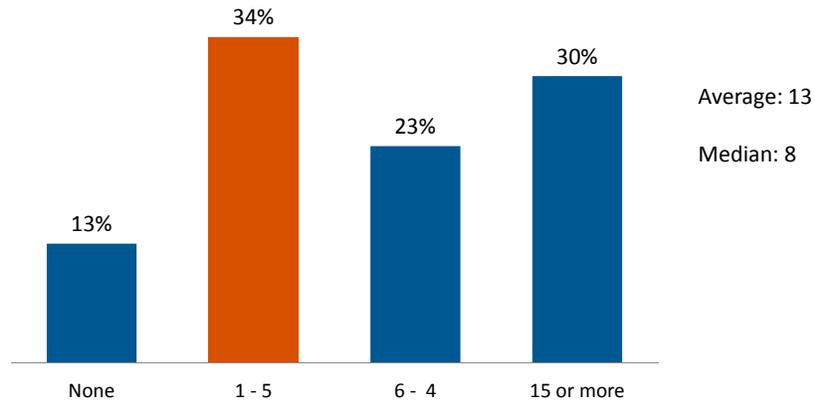## Lateral Hiring Volume (Change From Previous Year)
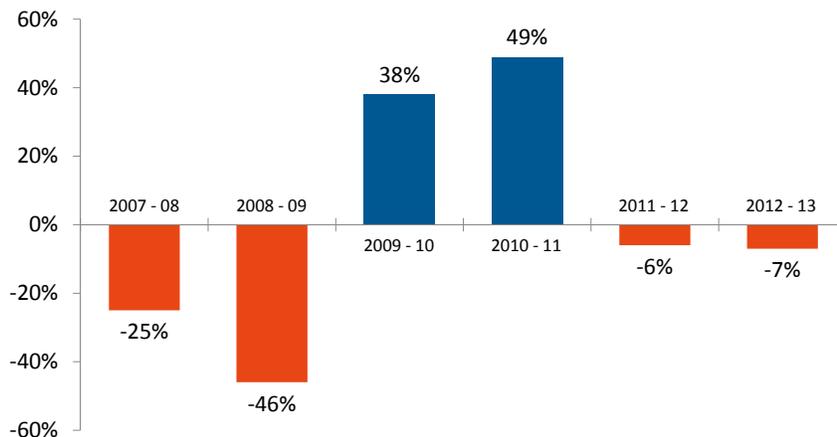
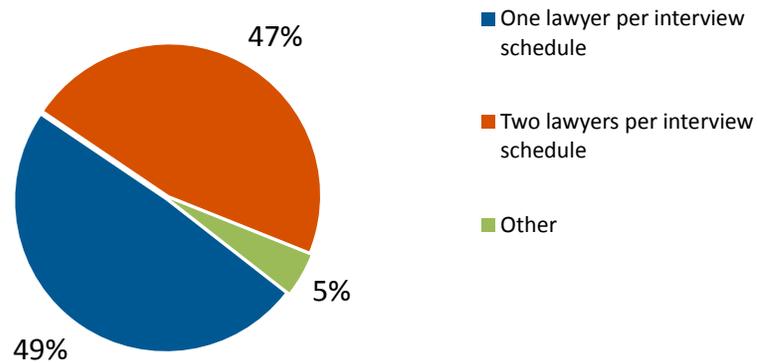Lateral Hiring Volume (Change from 2012 to 2013) – VERSION A

Change in number of lateral lawyers hired by lawyer type

Recruiting Summit Participant Addendum Survey Results

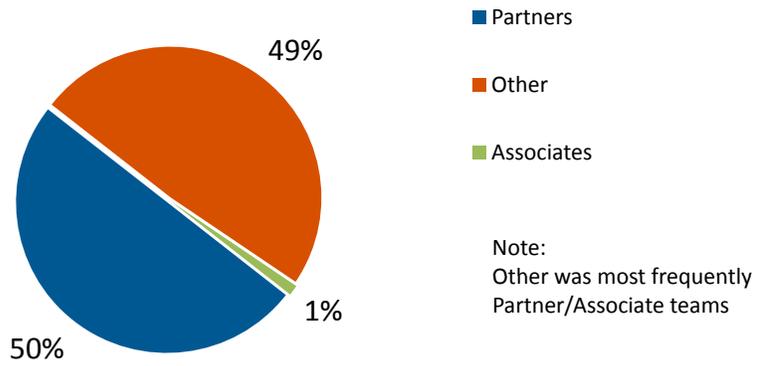## Write-In Applicants Invited for a Screening Interview for Summer 2014 Position

Average: 13

Median: 8

13% — None
34% — 1 - 5
23% — 6 - 4
30% — 15 or more

Based on 88 responses.

How are OCI Interviews Staffed?

- One lawyer per interview schedule — 49%
- Two lawyers per interview schedule — 47%
- Other — 5%

Based on 88 responses.

Lawyers Who Staff the OCI Interviews

- Partners
- Other
- Associates

49%

50%

1%

Note:
Other was most frequently
Partner/Associate teams

Based on 88 responses.

Who Made the Decisions About Which 2Ls to Invite for Callbacks?
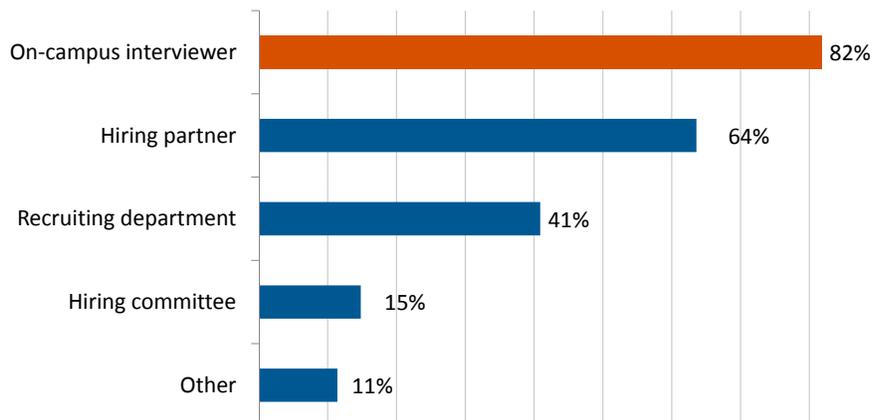
On-campus interviewer	82%
Hiring partner	64%
Recruiting department	41%
Hiring committee	15%
Other	11%

Respondents were allowed to choose multiple responses. Based on 88 responses.

Callback Time to Top Candidates

Typically, how long after the screening interview did you extend callbacks to your top candidates?

- 44% — Within 24 hours
- 25% — Within one week but not within 24 hours
- 21% — The timing varied by applicant
- 10% — The timing was different for different schools
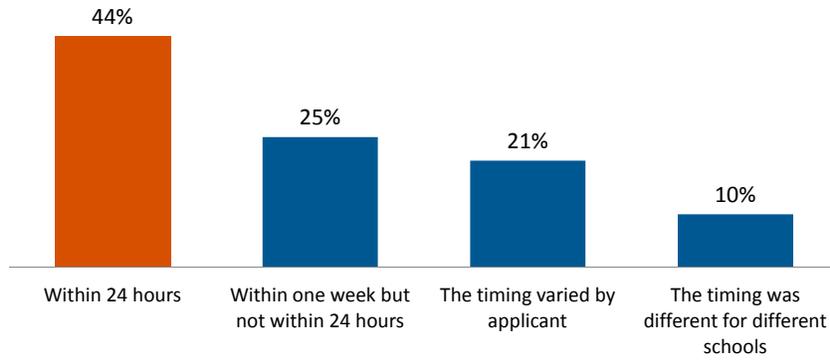
Based on 88 responses.

Callback Time to Top Candidates

Did you wait to extend callbacks until a predetermined percentage of screening interviews were completed?

- 98% — No
- 2% — Yes
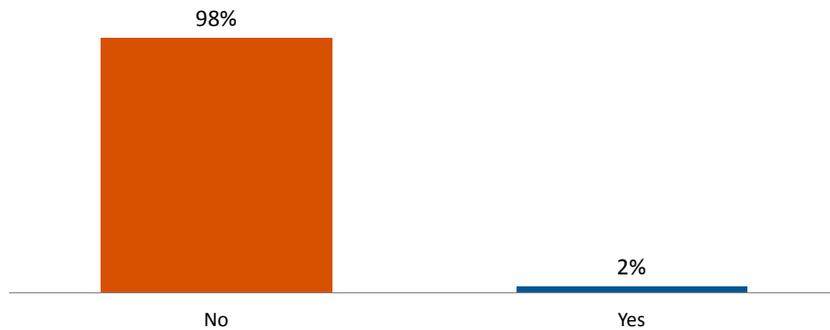
Based on 88 responses.

How do you typically extend callback interview invitations?

- Telephone call
- Email
- In person
- Social media, 0%
- US mail, 0%
- Text, 0%

90%

9%

1%

Based on 88 responses.

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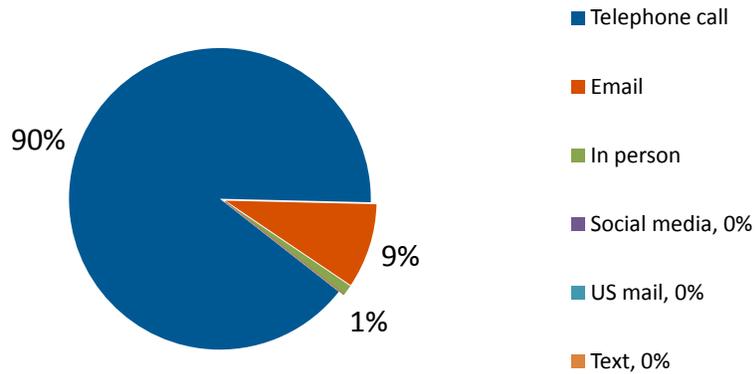
Callback Invitation Acceptance Times

On average, how quickly were callback invitations accepted?

51%	48%	1%
Within 24 hours	Within 2 - 6 days	After 7 days

Based on 88 responses.

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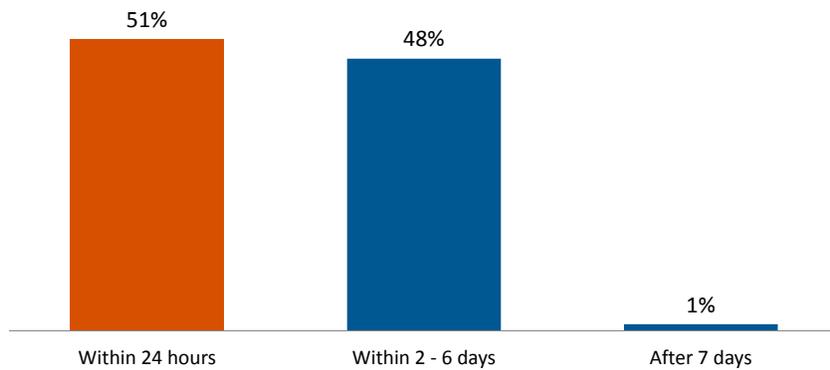
Number of Callback Interviewers

On average, how many interviewers did candidates meet at their callback interview?

Number of Interviewers
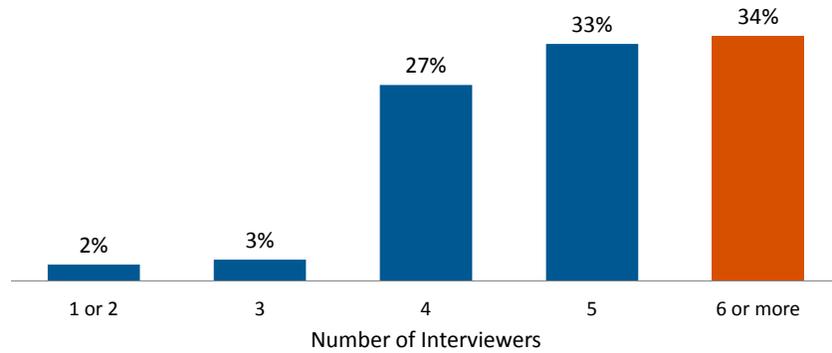
Based on 88 responses.

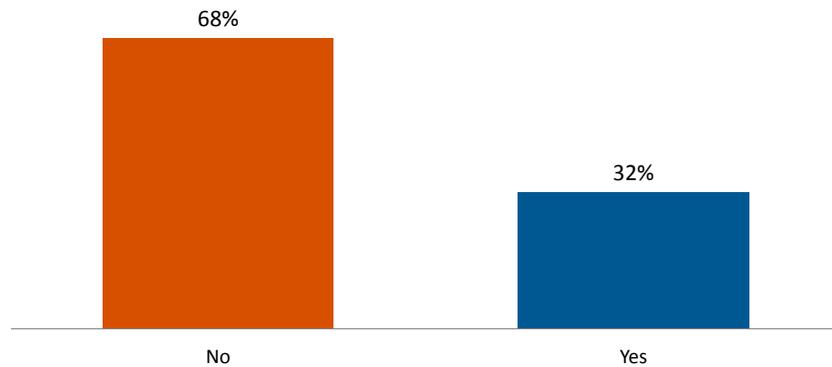

Length of Interview Session(s)

About how long did each interview session last?
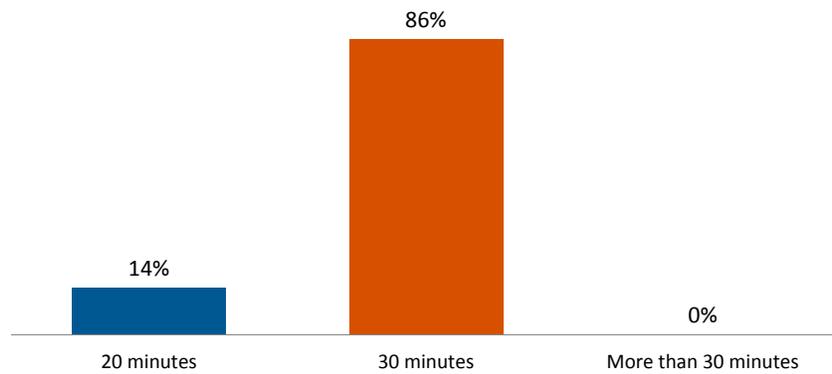
Based on 88 responses.
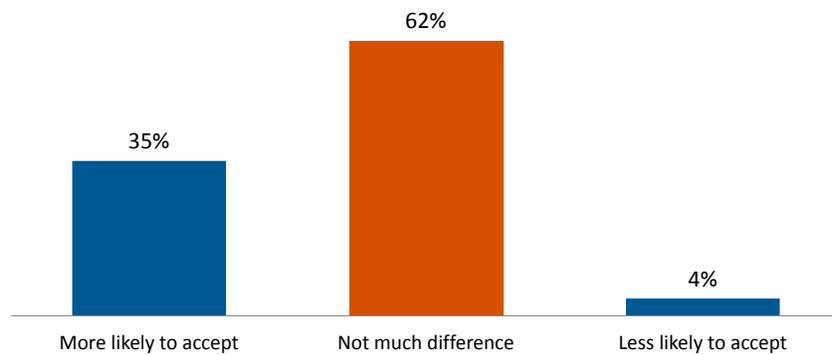
"Super Interview" Days

Did you conduct one or more callback "super interview" days?

Based on 88 responses.
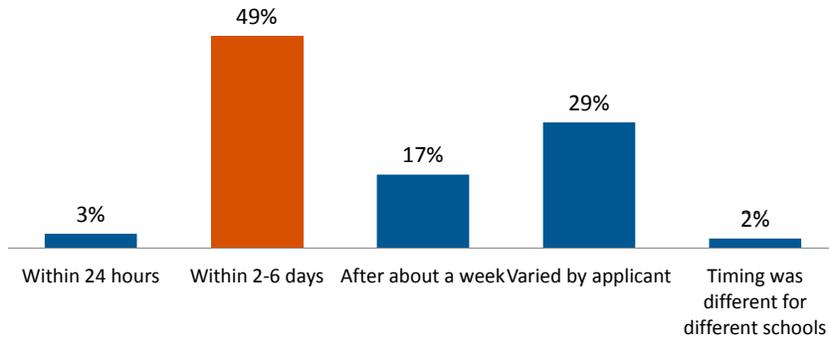
"Super Interview" Days

If yes, as a whole were those candidates who interviewed on a super interview day more likely or less likely to accept the offer?
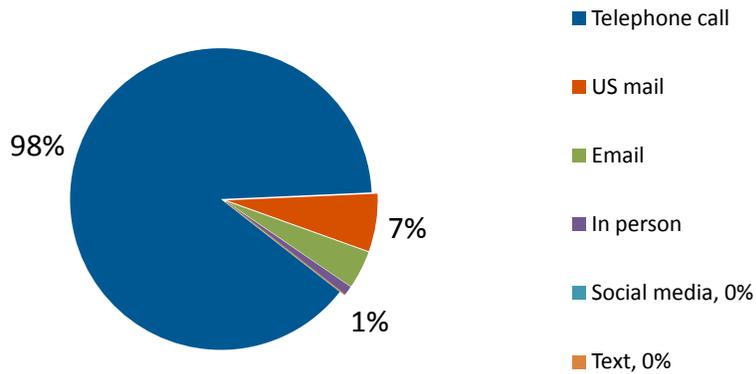

Based on 88 responses.

Length of Time Before
Summer 2Ls Offers Were Made

For offers made to 2Ls for summer 2014 positions, how soon after the callback did you extend the majority of your offers?

| Within 24 hours	Within 2-6 days	After about a week	Varied by applicant	Timing was different for different schools
3%	49%	17%	29%	2%

Based on 88 responses.

How do you typically extend
the offer for summer employment?

- ■ Telephone call
- ■ US mail
- ■ Email
- ■ In person
- ■ Social media, 0%
- ■ Text, 0%

98%
7%
1%

Respondents were allowed to choose multiple responses. Based on 88 responses.
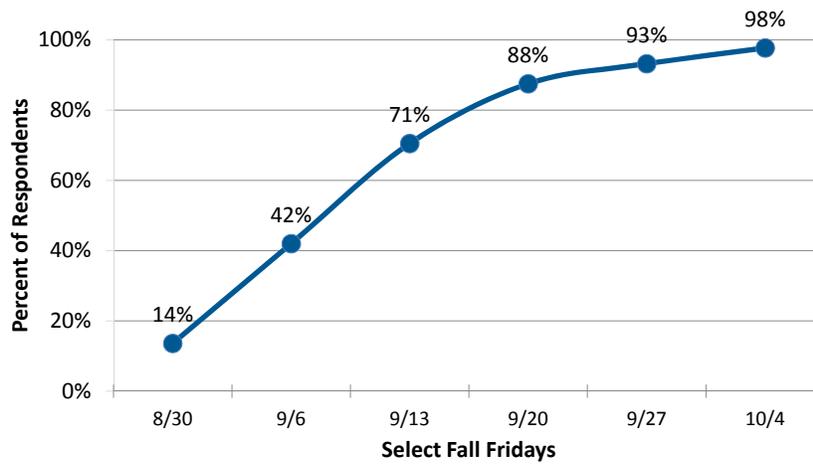
Wait Time Before Extending Offers

Did you wait to complete a certain percentage of callbacks before extending offers?
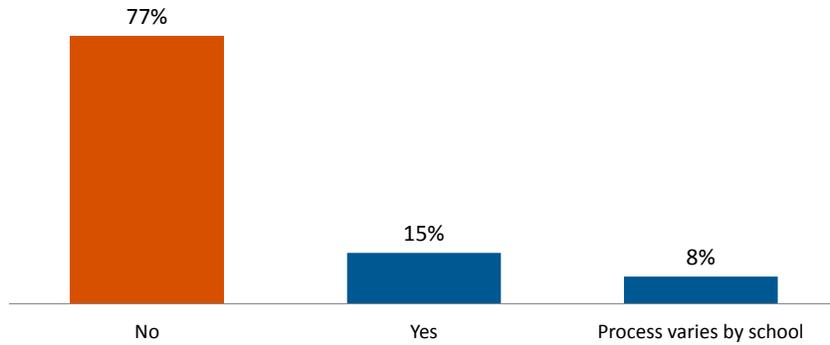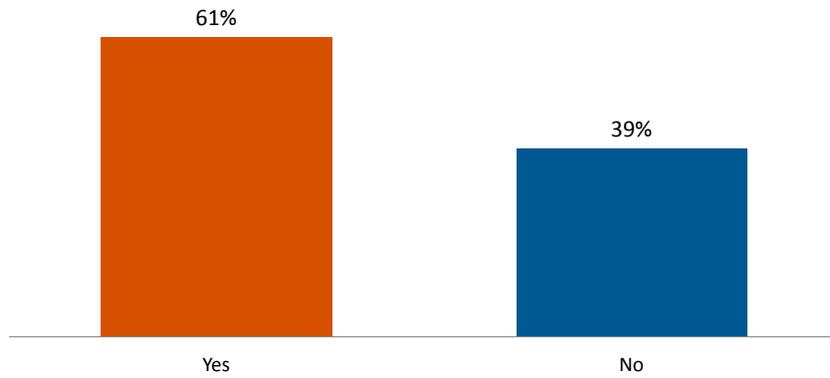
Based on 88 responses.

By What Date Had You Extended 75% of Your Offers?
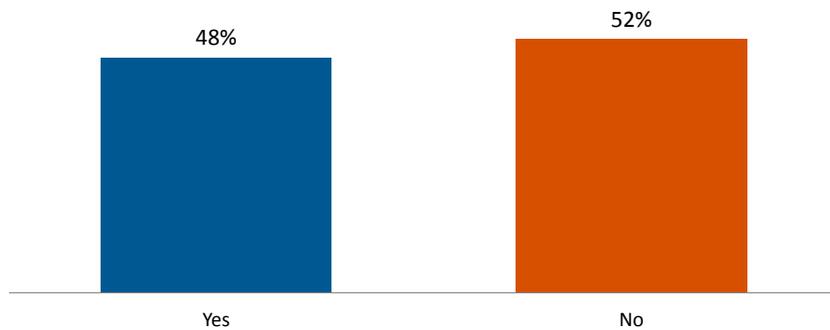
Based on 88 responses.

Waitlist

Did you keep a wait list?

61%

39%

Yes

No

Based on 88 responses.

Waitlist Notification

If yes did you tell candidates about the waitlist?

48%

52%

Yes

No

Based on 54 responses.

Waitlist Notification

If yes did you tell candidates their spot on the waitlist?

- Yes: 10%
- No: 90%
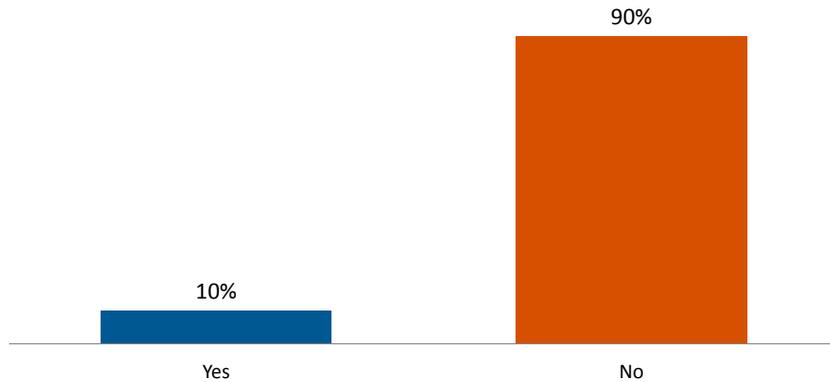
Based on 54 responses.

Law Firm Dinner Events

Did your firm host one or more offer dinners?

- Yes: 73%
- No: 27%
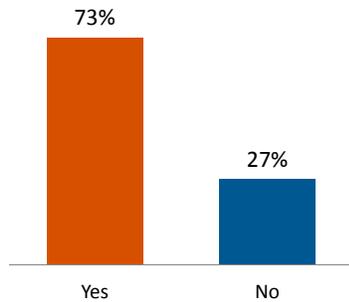
Based on 88 responses.

If yes, were candidates who attended more likely or less likely to accept their offer compared to candidates who did not attend an offer dinner?

- More likely: 55%
- Not much difference: 40%
- Less likely: 3%
- All candidates attended: 2%
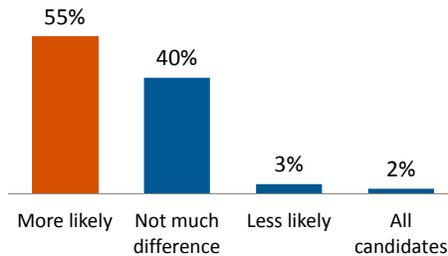
Based on 62 responses.

Second Visits By Candidates

What Percentage of Candidates
With Offers Came Back for a Second Visit?
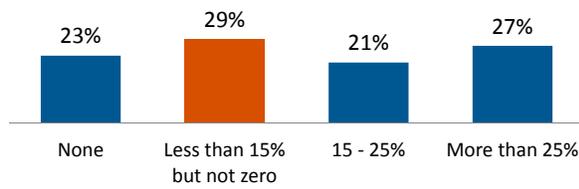
Note:
48% of respondent offices had 15% or more come back

23% — None
29% — Less than 15% but not zero
21% — 15 - 25%
27% — More than 25%

Based on 86 responses.

Second Visits By Candidates

If you had candidates come back for a revisit, as a whole were these candidates more likely or less likely to accept their offer compared to candidates who did not come back for a revisit?

3% — Less Likely
57% — More likely
38% — Not much difference
2% — N/A - All candidate returned
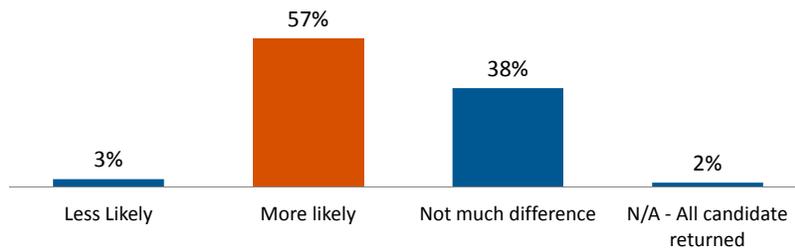
Based on 68 responses.

Did You Have a
1L Diversity Scholarship Program?

82%

18%

Yes   No

Based on 88 responses.

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Did You Have a
1L Diversity Scholarship Program?

If yes, how many scholarships were awarded in the most recent cycle?

43%

21%

7%   7%   7%   7%   7%

1   2   3   4   5   6   10

Number of Scholarships Awarded

Based on 14 responses.

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Did You Have a
1L Diversity Scholarship Program?

If yes, what was the average amount per scholarship?

Average Size of Scholarship

Based on 11 responses.

Did You Have a
2L Diversity Scholarship Program?

Based on 88 responses.

Did You Have a
2L Diversity Scholarship Program?
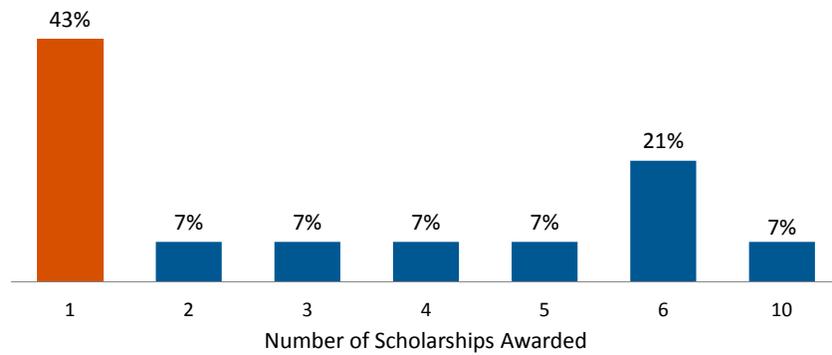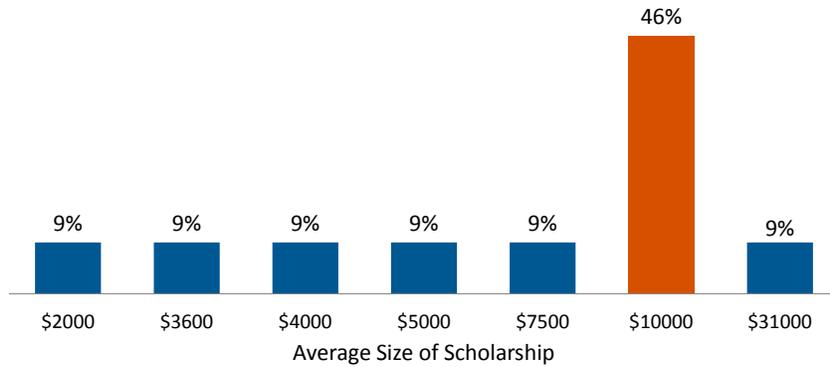
If yes, how many scholarships were awarded in the most recent cycle?
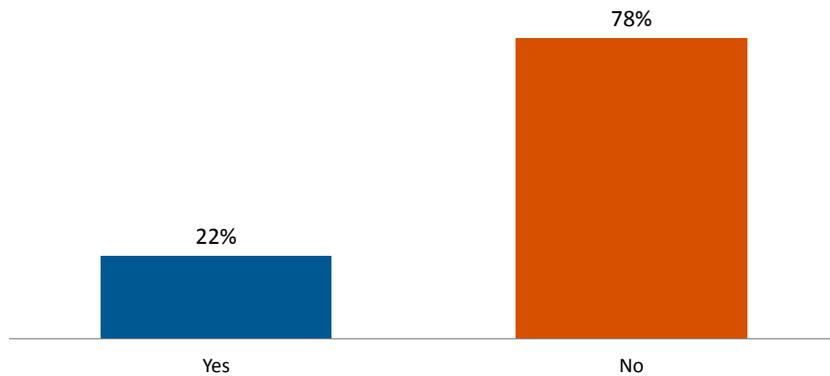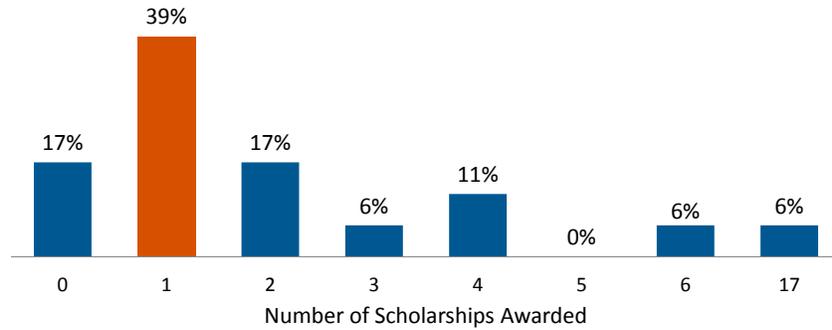

Based on 18 responses.

Did You Have a
2L Diversity Scholarship Program?

If yes, what was the average amount per scholarship?
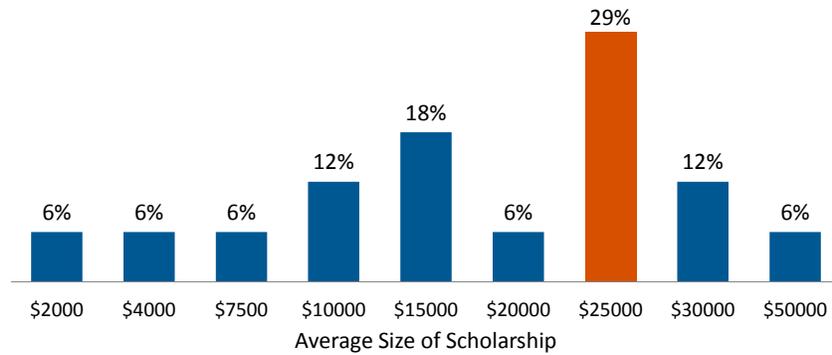
Based on 17 responses.

Sponsoring Events at Schools

At how many schools will you sponsor events?
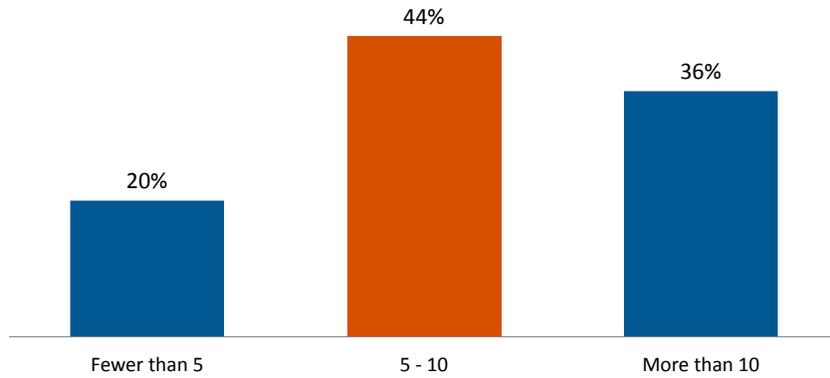
Fewer than 5	5 - 10	More than 10
20%	44%	36%

Has Your Firm Discussed...

Maintaining the size of the summer program	75%
Reducing the size of the summer program	34%
Increasing the size of the summer program	23%
Eliminating the summer program and focussing on lateral hires	14%
Trasitioning to some other model for hiring new associates	11%
We have not had discussion on any of the topics above	11%
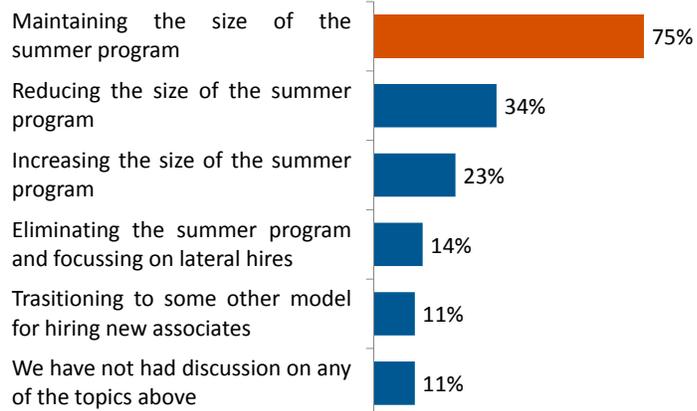
Respondents were allowed to choose multiple responses. Based on 88 responses.

What you think

What are your pet peeves?

- You HATE August

- You HATE when students don't respond

- You HATE last minute student cancellations

- You HATE not being able to pre-select at least a portion of your interview schedules

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What you think

Trends and student behavior?

- More declined callbacks and cancellations

- Even less student communication by telephone

- Students seemed even more unresponsive

- Top students seemed to have offers before OCI

- More student contact in June and July (Ugh)

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What you think

Suggestions for improving recruiting?

- Must kill August! (At least for callbacks)

- Limit/eliminate lotteries for OCI interviews

- Move recruiting to January/February

- Have an offer kick-off date after Labor Day

  - This raises anti-trust issues for NALP and its member institutions

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Survey for Law Students Who Interviewed With Law Firms for Summer 2014
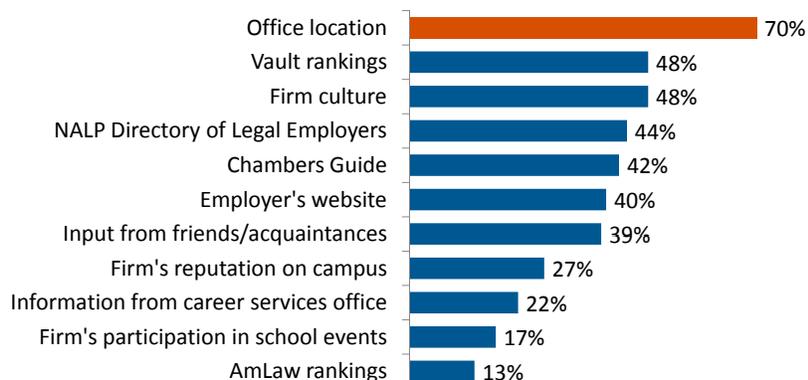
Top Influences For Selecting Employers

What influenced your decision about which employers to apply to for screening interviews for a 2L summer 2014 job during Fall 2013 OCI?

Influence	Percentage
Office location	70%
Vault rankings	48%
Firm culture	48%
NALP Directory of Legal Employers	44%
Chambers Guide	42%
Employer's website	40%
Input from friends/acquaintances	39%
Firm's reputation on campus	27%
Information from career services office	22%
Firm's participation in school events	17%
AmLaw rankings	13%

Respondents were allowed to choose multiple responses. Based on 839 responses.

Student Survey Narrative Responses

What influenced your decision about which employers to apply to for screening interviews for a 2L summer 2014 job during fall 2013 interviewing?

1. Type of law practiced/Reputation of specific practices/Firm practice areas

2. Job attainability/GPA requirements

3. Salary/Compensation/Benefits

Number of Total Screening Interviews

How many screening interviews did you have in total?

Mean: 15.83
Mode: 12
Median: 16

Based on 835 responses.
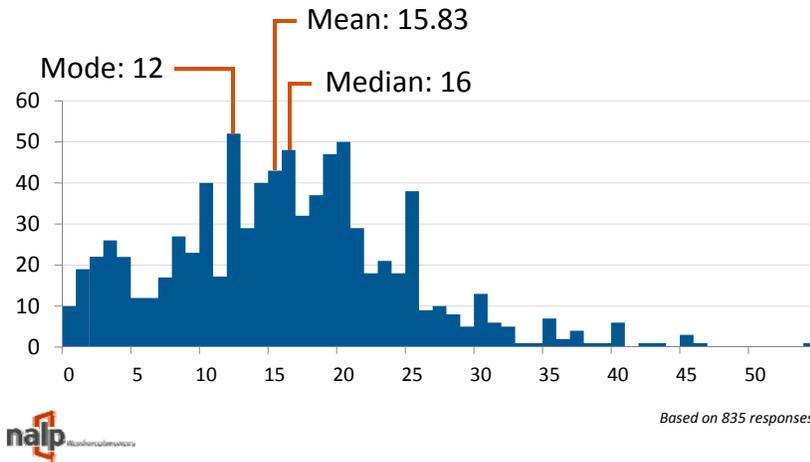
Total On-Campus Interviews

Of these, how many were on-campus interviews?

Mean: 13.54
Mode: 12
Median: 14

Based on 832 responses.

Firm Representation at Screening Interviews

In general, at your screening interviews, which of the following employer representatives did you find most effective?
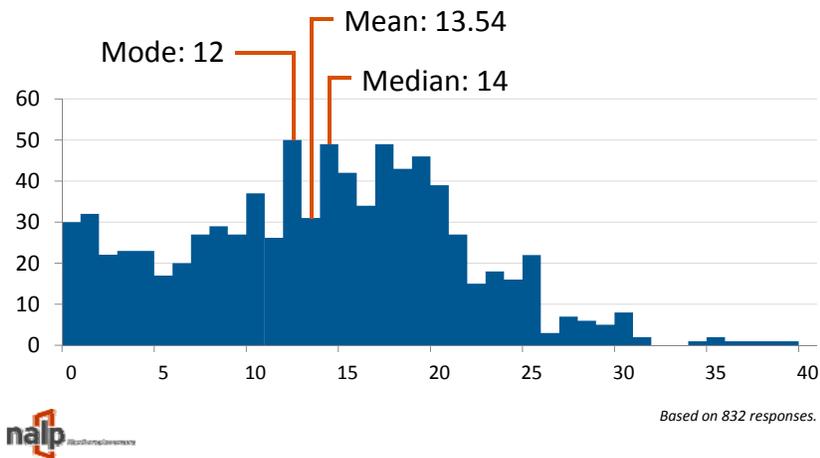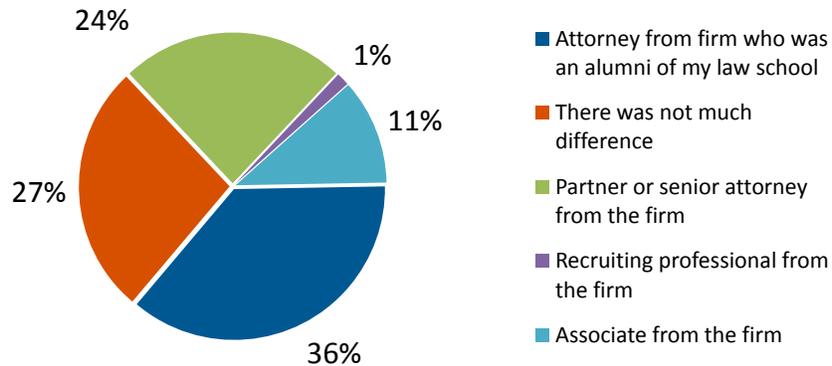

- **Attorney from firm who was an alumni of my law school** — 36%
- **There was not much difference** — 27%
- **Partner or senior attorney from the firm** — 24%
- **Recruiting professional from the firm** — 1%
- **Associate from the firm** — 11%

Based on 829 responses.

Student Survey Narrative Responses

In general, at your screening interviews, which employer representatives did you find most effective?

- Partners, senior attorneys, and recruiters are trained to give me filtered answers. I liked associates who both gave unfiltered verbal responses and who provided me with a representation of the type of individuals that are hired. The worst thing an employer can do is to send an unpleasant partner as the interviewer. In such cases, I am left to wonder, "If this is the face of the firm, who then is left hiding in the dark recesses of the firm?"

- No one actually was interested in hiring from my crap law school. Each interviewer was equally unimpressed.

How Would You Characterize Your Screening Interviews?

In general, how would you characterize your screening interviews?

22%
65%
13%
1%

- Mostly Conversational
- All Conversational
- About Half Conversational and Half Behavioral
- Mostly Behavioral
- All Behavioral, 0%
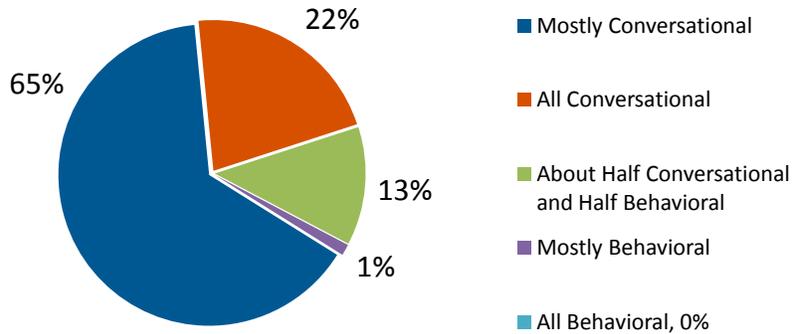
Based on 830 responses.

Interviewer(s) Influence on Decision

If you were offered one or more callback interviews, how much did your interaction(s) with the screening interviewer(s) influence your decision to accept/decline the callback?

24%
18%
25%
34%

- Not at all
- Somewhat
- A great deal
- Only a little bit
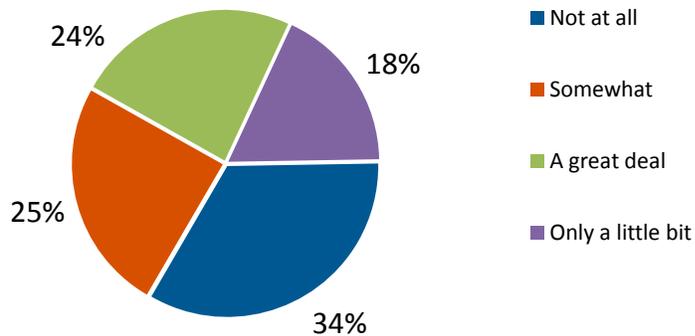
Based on 829 responses.

Scheduling Multiple Callback Interviews

If you accepted more than one callback interview, how did you decide in which order to schedule them?

1. Based on the order in which I received the callback offers (Mean Rank Order = 1.58)

2. Based on my level of interest in each employer (Mean Rank Order = 2.05)

3. Based on my availability and what was most convenient for travel purposes (Mean Rank Order = 2.36)

Based on 652 responses.
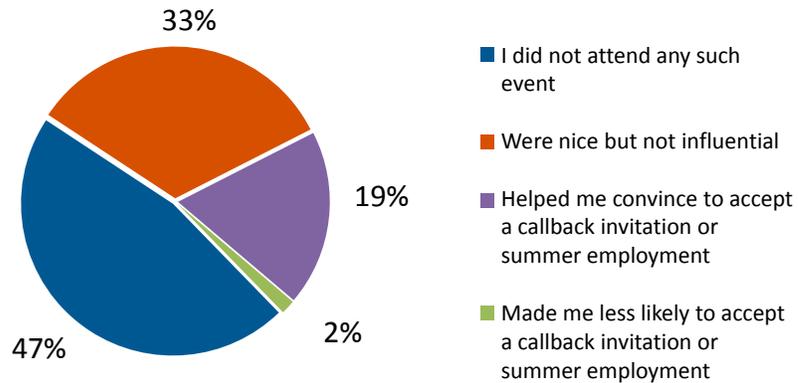

Student Survey Narrative Responses

If you accepted more than one callback interview, how did you decide in which order to schedule them?

-   As soon as possible.

-   I scheduled each callback almost immediately and for the next available date on my calendar. I did not want to wait and let the employer offer positions to others before I even had a chance to complete the callback.

-   I scheduled firms I didn't care as much about first to get some callback practice in, while still trying to get priority firms' callbacks early in the process while more spots were available.

Influence of Law Firm Dinner Events

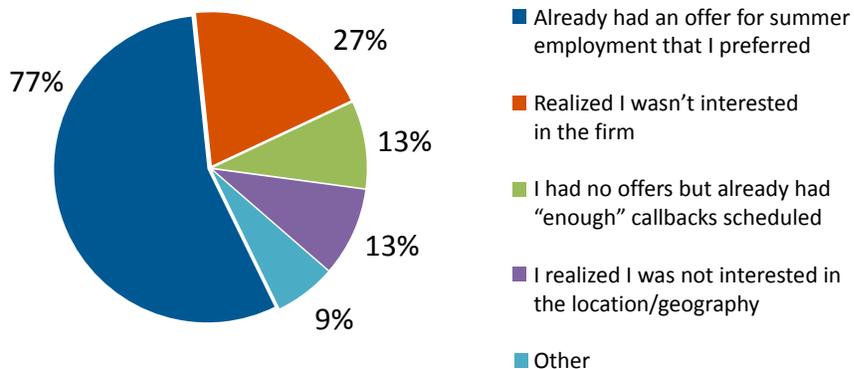How did dinner events influence your opinion of the hosting firm?

33%

19%

2%

47%

- I did not attend any such event
- Were nice but not influential
- Helped me convince to accept a callback invitation or summer employment
- Made me less likely to accept a callback invitation or summer employment

Based on 779 responses.

Declining Callback Invitations

If you declined one or more callback invitation(s), why did you decline it/them?

77%

27%

13%

13%

9%

- Already had an offer for summer employment that I preferred
- Realized I wasn't interested in the firm
- I had no offers but already had "enough" callbacks scheduled
- I realized I was not interested in the location/geography
- Other

Respondents were allowed to choose multiple responses. Based on 394 responses.
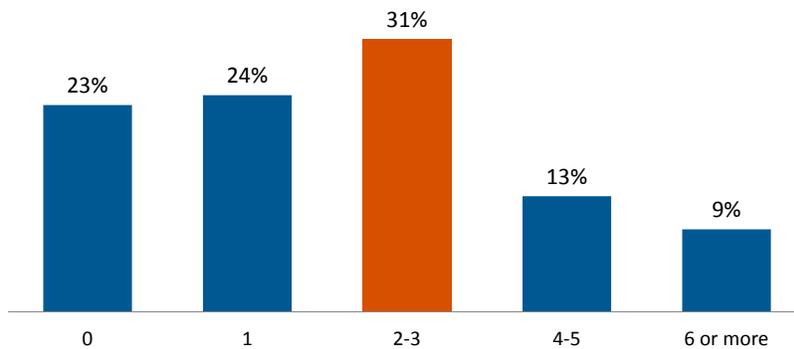
Student Survey Narrative Responses

If you declined one or more callback invitation(s), why did you decline it/them?

- I had already accepted an offer for summer employment.

- Financial stability of the firm.

- Stories of cold offers.

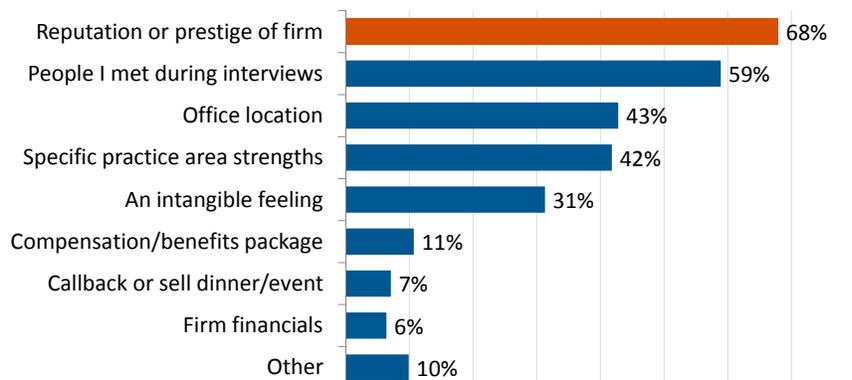**nalp**

Summer Associate Employment Offers

How many offers for summer associate employment did you receive?

| 0 | 1 | 2-3 | 4-5 | 6 or more |

23% — 24% — 31% — 13% — 9%

Based on 834 responses.

nalp

Top Influences For Offer Acceptance

If you received multiple offers, what most influenced your decision about which offer to accept?

Influence	Percentage
Reputation or prestige of firm	68%
People I met during interviews	59%
Office location	43%
Specific practice area strengths	42%
An intangible feeling	31%
Compensation/benefits package	11%
Callback or sell dinner/event	7%
Firm financials	6%
Other	10%

Based on 759 responses.


Student Survey Narrative Responses

If you received multiple offers for a summer associate position, what most influenced your decision on which offer to accept?

1. Firm culture

2. Work/life balance

3. Opportunities for training and professional development

- The speed of the firm making the offer.

- I accepted the first offer I received and withdrew from my remaining callbacks.

- Prospects for making partner quickly.
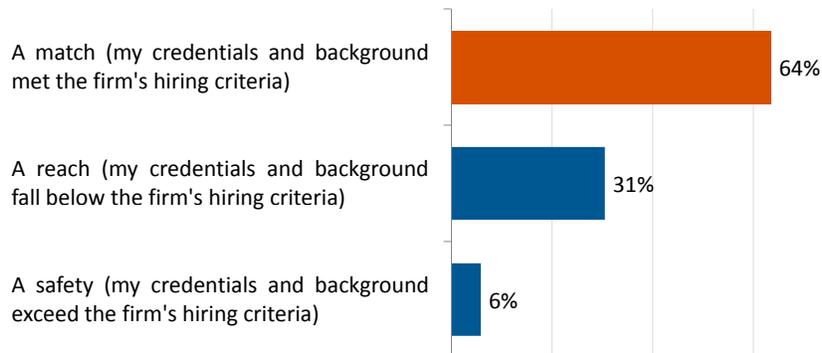
Summer Associate Employment Offers

For the employer with which you ultimately accepted an offer, did you have any substantive communications or interactions prior to the screening interview?

- No: 63%
- Yes: 22%
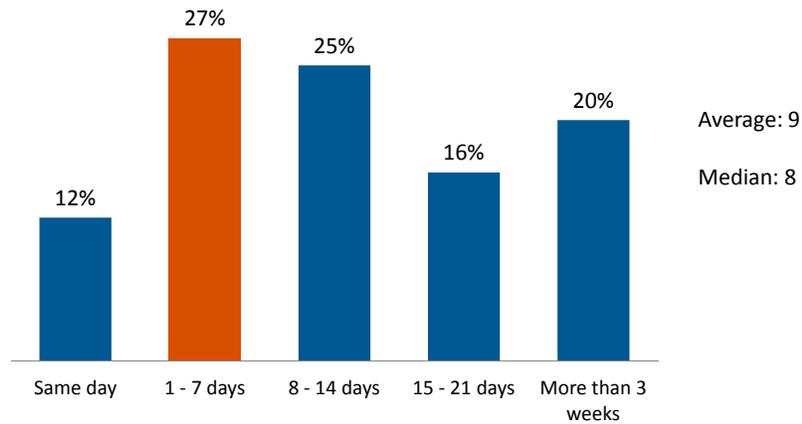- I have not accepted an offer yet: 16%
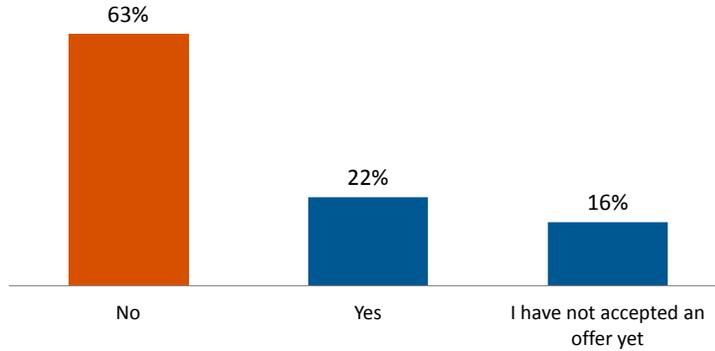
Based on 759 responses.

Preconceptions Prior to Offer Acceptance

For the employer with which you ultimately accepted an offer for summer associate employment, did you previously perceive that employer to be:

- A match (my credentials and background met the firm's hiring criteria): 64%
- A reach (my credentials and background fall below the firm's hiring criteria): 31%
- A safety (my credentials and background exceed the firm's hiring criteria): 6%

Based on 639 responses.