

## Entry-level Law Firm Recruiting Activity Again Becomes Brisk

Seven years after the Great Recession, entry-level law firm recruiting activity continues to increase, with higher levels of activity measured in the spring, summer, and fall of 2015 than in 2014. Over the last six years law firms have gradually increased their entry-level hiring activity after the collapse in entry-level hiring reflected by the data from 2008 and 2009, and the activity measured during the most recent recruiting cycle was the most robust since the recession.

As has been the hallmark of the post-recessionary period for law firms, however, the increased activity has not been spread evenly across all firms. While about a third of law firms have reported more on-campus visits, the majority have reported not much change from the previ-

ous year, and still others, about a quarter, report decreases in the number of campuses visited compared to the prior year. As the competition for top law school graduates heats up, however, the number of offers for summer program spots has increased measurably. Fifty-nine percent of law firms reported making more offers for summer associate positions than they did the year before, and 15% reported making more than ten additional offers compared to the previous year. At the same time, 30% of firms reported making fewer offers than the previous year, and 5% of firms reported making more than ten fewer offers compared to the previous year.

This net growth in recruiting activity can be seen in other measures as well. For the fourth year in a row, a higher percent-

age of callback interviews resulted in offers compared to the previous year, and the yield on those offers fell as there were more offers in play. Similarly, the recruiting volume for 3Ls rose slightly, though it remains far below levels measured prior to the recession.

In general, law firms continue to bring in somewhat smaller summer classes than they did prior to the economic slowdown, though the average summer class size actually matched its pre-recession high in 2015, meaning that there were some very big programs out there, and more remarkably, the overall offer rate coming out of summer programs eclipsed its pre-recession high and in fact was the highest in the 23 years that NALP has compiled comparable information. Not surprisingly, ac-

## 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	% of Offers Accepted
1993 .....	8	10	77.8%	67.0%	15	27	48.2%	33.0%
1994 .....	7	11	83.1	62.4	15	26	53.6	30.1
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
2008 .....	6	13	89.9	79.7	10	30	46.6	32.5
2009 .....	6	12	69.3	84.5	7	16	36.4	42.8
2010 .....	4	8	87.4	82.7	9	19	40.6	40.4
2011 .....	5	8	91.4	85.0	10	22	46.4	37.1
2012 .....	5	9	90.2	85.5	8	20	44.2	38.2
2013 .....	5	11	91.6	83.9	8	27	47.0	35.4
2014 .....	5	12	93.4	84.5	9.5	35	52.1	33.8
2015 .....	6	13	95.3	84.1	12	38	53.8	32.7

ceptance rates for those offers remained high. Offer acceptance rates remain far higher than they were prior to the recession in part because of the still anemic market for 3Ls. For members of the Class of 2016, those who were summer associates in 2015, the offer rate for entry-level associate positions rose almost two percentage points for the second year in a row, to 95.3% from 93.4% the previous year. This is a huge change from the stark offer rate of only 69% measured in 2009, and exceeds the 92.8% offer rate recorded in 2007. The offer acceptance rate was 84.1%, a figure that is about 7 to 10 percentage points higher than the offer acceptance rates measured prior to the recession. The median summer class size ticked up to 6, matching for the first time the median measured during the period from 2005 to 2009, before it tumbled to 4 in 2010, and the average class size rose from 12 to 13, again matching pre-recession highs.

For members of the Class of 2017, those who went through the OCI process in the summer and fall of 2015, the markers all ticked upwards for the third year in a row. Across employers of all sizes, the

median number of offers extended rose to 12 from 9.5 after sitting at 8 for two years in a row, and the mean number of offers rose from 35 to 38, the largest figure recorded since 2007 when the mean was 39. These 2L recruiting numbers are far higher than the historic lows of 7 (median) and 16 (average) measured in 2009, but remain slightly below the historically high figures reached prior to the recession. The percent of callback interviews resulting in offers for summer positions rose by nearly two percentage points, from 52.1% to 53.8%, again the highest figure recorded since 2007. Conversely, with more offers on the table, the offer acceptance rate fell by just about a percentage point, from 33.8% to 32.7%, down from the historic high of nearly 43% reached in 2009, but considerably higher than the rates in the high 20s that were the norm in the years leading up to the recession.

“After a period of considerable and prolonged slowdown in law student recruiting volumes, for the last two years we have seen strong markers of recovery,” says James Leipold, NALP’s Executive Director. “There is a scramble for top tal-

ent that we have not seen since before the recession. The increase in spring on-campus recruiting and the seemingly new trend toward some pre-OCI offers for perceived top talent and diverse candidates are indicative of this increased competition. This hiring may be driven in part by the fact that some law firms have been spooked by not having enough mid-level associates to do the work coming in, in large measure because law firms hired so few entry-level associates in the immediate aftermath of the recession. Nonetheless, demand for legal services remains mostly flat and some analysts suggest lawyer headcount at some law firms is still too high. Even so, as law school graduating class size continues to come down for the foreseeable future and some law firms excel in a difficult market, it is likely that in the short term law firm recruiting activity for summer programs will remain brisk. Absent another macro-economic disruption of some sort, it is likely that we will see increased intensity in the recruiting arena throughout 2016.”

## Introduction

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 on:

- the level of employer activity on campus, including this year spring activity as well as fall activity,
- employer and school participation in job fairs,
- outcomes of summer programs and of late summer/fall recruiting, and
- also new this year, early interview activities and timing of responses to offers.

The first part of this report details recruitment activity on campus and at job fairs in 2015, providing comparisons with 2014 from the perspective of both schools and employers. The second part provides information on summer program characteristics. The third part of the report provides information on the outcomes of

2015 summer programs and of late summer/fall 2015 recruiting for both second-year summer associates and entry-level associates not previously employed by that employer, as well as information on timing of responses to offers and early OCI activity. The findings in this report are based on law school responses to NALP’s “Survey of Law Schools on 2015 Recruiting” and on legal employer responses to the “Survey of Legal Employers on 2015 Recruiting.” Throughout the report, the terms “firm,” “office,” and “employer” are used interchangeably.

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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 2018) students and current third-year (Class of 2016) students for summer 2016 associate positions is not included. Documentation of summer 2015 program outcomes includes only Class of 2016 graduates, and not any Class of 2015 graduates who participated in the summer 2015 program after graduation. Class of 2017 (1L) participation in the summer 2015 program is reported on separately in this report. Results of survey questions on lateral hiring will be reported in the April 2016 *NALP Bulletin*.

# 2015 Recruiting Activity

## ■ Law School Perspective

A total of 121 law schools, more than half of NALP's U.S. law school members, provided information on the number of employers participating in on-campus interviewing (OCI) during the spring and fall, the number requesting resume collection, the extent to which employers engaged in early outreach, job postings, and the number of job fairs or consortia in which the school participated.

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 one-third of schools (36.4%) reported an increase of 5% or more in the number of employers on campus in late summer/fall 2015 compared with 2014. About 43% reported steady numbers and just one in five reported a decrease of 5% or more.
- Regional differences were evident, with schools in the Mid-Atlantic and West/Rocky Mountain Regions least likely by far to report an increase of 5% or more. Schools in the Northeast and West/Rocky Mountain Regions were most likely to report relatively steady numbers, at about half. Schools in the Midwest were most likely to report an increase of more than 5%. Further analyses by enrollment size show that the smallest schools were most likely to have reported a change, either up or down.
- About 42% of schools reported an increase of 10% or more in the number of employers requesting resume collection, with the percentage highest among schools in the Mid-Atlantic Region, followed by schools in the West/Rocky Mountain Region. About one-quarter of schools reported that the number changed by less than 5%, and this was true across all sizes. However, large schools were most likely to report a decrease in employers requesting resume collection.

The 2015 survey included several new inquiries:

- An inquiry on traditional spring on-campus activity revealed that the number of employers on campus was up by 5% or more at over half (58%) of schools and that relatively few schools — just 18% — had a relatively constant number of employers. The exception to this was in the Northeast. Mid-sized schools of 550-750 students were most likely to have reported an increase of 5% or more, and least likely to have had a decrease.
- A total of 107 schools answered questions on early outreach activities on the part of employers during the pe-

riod prior to late summer/fall recruiting. Of these, about one-quarter reported that there was no such activity on their campus in either 2014 or 2015. Where there has been such activity, it is generally on the increase, particularly in the Northeast and Mid-Atlantic Regions and at large schools, where about 75-80% of schools reported an increase of 5% or more.

- Such early outreach activity may or may not result in offers to rising 2Ls for employment for the next summer. About 40 schools reported that one or more of their students received at least one pre-OCI offer for 2L summer employment. On most campuses the number of pre-OCI offers received was 10 or fewer. About 35 schools either were not tracking the data or did not know.
- Schools were about evenly split between those that reported an increase in the number of job postings from non-OCI employers in 2015 compared to 2014 and those reporting that the level stayed about the same. This generally applies across regions and school sizes, though schools in the Mid-Atlantic Region tended towards no change, whereas the opposite was true of schools in the West/Rocky Mountain Region.
- Almost two-thirds of schools participated in five or more job fairs and 25% 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, but schools in the Northeast are more likely by far to participate in more than ten. Schools in the West/Rocky Mountain Region, by contrast, were most likely to participate in fewer than five job fairs and none reported participating in more than ten. Schools in the Southeast and Midwest fell in between those ranges. Mid-sized schools were more likely to participate in five or more job fairs.
- Over half of schools reported no change in job fair participation; this figure was highest among schools in the West/Rocky Mountain Region, but was fairly constant across sizes. Schools in the Southeast and Midwest were most likely to have increased job fair participation. A number of schools mentioned that tracking job fair participation is becoming more difficult to the extent that students register/participate independent of the career services office.

Comments provided by schools offer some additional perspective. The following comments, which may have been edited for clarity or greater anonymity, are representative of those received.

- “While we don’t have reliable data on the number of employers recruiting students before OCI, we saw an increase in the number of callbacks extended pre-OCI and also saw more employers choosing to conduct OCI during the early OCI week as opposed to later in August or September after classes begin. Additionally, students had trouble scheduling callback interviews during the week before classes started due to lack of employer availability, which led to more students missing classes for callback interviews. This may be correlated to the trend of pre-OCI interviewing.”
- “More employers were also requesting ‘direct-send’ resume collects so that they could receive application materials prior to August 1.”
- “We continue to struggle with conflicting deadlines of firms. If Am Law firms and the local market could agree on an offer day, students would be able to complete the process with all options listed before them. It is also a continued problem that corporations are not on the same timeline as law firms, so that facet always tends to muddy up the process as well. There is also a continuing problem of top students applying to all firms, getting multiple offers, and then sitting on the offers until the last possible day to make decisions.”
- “We saw an increased number of firms recruiting 3L candidates when compared with the 2014 fall recruitment season, mostly in the New York and DC markets.”
- “We have noticed an increase in employers scheduling their interviews during the first week of the fall on-campus interview season. For some employers, especially smaller regional firms, that made the move from the second or third week to the first week this resulted in fewer applications submitted. Students either did not have the bandwidth to research so many employers or they opted to apply to the larger firms because of a perception that the chance of a permanent position is greater with large national firms.
- “Some public interest and government employers have also noticed a drop in applications from 2Ls for summer positions. This may be attributable to an uptick in firm recruiting. As a result, some public interest and government employers interviewed in the fall this year instead of waiting until the spring. There were mixed results. A couple of in-house legal departments that recruit for entry-level attorneys have also made the decision to interview in the fall rather than the spring. Some participated in our OCI season while others waited until October.”
- “We saw an increase in direct apply employment opportunities: (1) corporate legal departments for student internships and entry-level opportunities and (2) entry-level with small law firms.”
- “Our Spring Recruitment program is primarily a push for direct applications, with our program starting December 1.”
- “The larger firms appear to be hiring fewer summer associates.”
- “The 2015 fall OCI season seemed uneven — some employers moved quickly and students accepted offers quickly. But other firms moved more slowly and offers came late — or employers came back to us later in the season to source additional candidates because they had not yet filled their programs.”
- “In response to feedback from employers, we moved the first week of our fall on-campus interviews up two weeks, to the first full week of August. This did seem to result in better outcomes for our students, particularly with our largest employers.”
- “We also had a large number of resume collection employers in spring 2015. Most of these were fairly local employers who interviewed students at their offices and did hire.”
- “The use of Skype has increased and online communication as well as U.S. mail is used to communicate with employers. There appears to be an improving job market also for JD Advantage positions and related employment, e.g., trust officers.”
- “In addition to our fall recruiting programs, our law school has a cooperative legal education program for which our office coordinates hundreds of resume collections throughout the year for internships year-round.”

## Comparison of Fall 2015 and Fall 2014 Employer Activity, As Reported by Schools (percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2015 JD ENROLLMENT		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
<b>Change in # of employers on campus 2014-2015:</b>									
Decrease of 5% or more .....	20.7%	11.8%	30.0%	23.5%	13.8%	23.8%	18.0%	26.5%	19.2%
Change of less than 5% .....	43.0	47.1	45.0	41.2	34.5	52.4	36.1	47.1	53.8
Increase of 5-15% .....	19.0	23.5	15.0	17.6	20.7	19.0	26.2	11.8	11.5
Increase of more than 15% .....	17.4	17.6	10.0	17.6	31.0	4.8	19.7	14.7	15.4
Number of schools reporting.....	121	17	20	34	29	21	61	34	26
<b>Change in # of employers requesting resume collection 2014-2015:</b>									
Decrease of 10% or more .....	32.5%	33.3%	10.5%	41.9%	31.0%	40.0%	28.8%	30.3%	45.5%
Change of less than 10% .....	25.4	26.7	36.8	22.6	27.6	15.0	25.4	24.2	27.3
Increase of 10-35% .....	15.8	20.0	15.8	9.7	17.2	20.0	10.2	24.2	18.2
Increase of 35% or more .....	26.3	20.0	36.8	25.8	24.1	25.0	35.6	21.2	9.1
Number of schools reporting.....	114	15	19	31	29	20	59	33	22

## Comparison of Spring 2015 and Spring 2014 Employer Activity, As Reported by Schools (percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2015 JD ENROLLMENT		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
Decrease of 5% or more.....	23.7%	18.8%	25.0%	20.6%	25.0%	30.0%	25.0%	15.6%	30.8%
Change of less than 5%.....	17.8	31.3	15.0	17.6	14.3	15.0	20.0	15.6	15.4
Increase of 5-20%.....	26.3	25.0	15.0	26.5	32.1	30.0	28.3	34.4	11.5
Increase of more than 20%.....	32.2	25.0	45.0	35.3	28.6	25.0	26.7	34.4	42.3
Number of schools reporting.....	118	16	20	34	28	20	60	32	26

## Comparison of 2015 and 2014 Employer Early Outreach Activity, As Reported by Schools (percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2015 JD ENROLLMENT		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
Decrease of 5% or more.....	17.3%	18.2%	8.3%	14.3%	23.5%	21.4%	27.8%	5.0%	10.5%
Change of less than 5%.....	20.0	0.0	16.7	23.8	35.3	14.3	22.2	20.0	15.8
Increase of 5-40%.....	29.3	45.5	33.3	23.8	23.5	28.6	27.8	15.0	47.4
Increase of more than 40%.....	33.3	36.4	41.7	38.1	17.6	35.7	22.2	60.0	26.3
Number of schools reporting.....	75	11	12	21	17	14	36	20	19

Note: Figures are based on schools that reported figures for both years and that reported at least one employer involved in early outreach activities in one of the years. Fifteen schools did not answer these questions, 27 reported no early outreach activity in either year, and five schools did not report figures for both years.

## Comparison of the Number of Job Postings from Non-OCI Employers in 2015 with 2014, As Reported by Schools

(percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2015 JD ENROLLMENT		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
<b>Number of job postings:</b>									
Increased.....	46.2%	43.8%	31.6%	48.5%	53.3%	47.6%	46.8%	42.4%	50.0%
Decreased .....	4.2	6.3	0.0	0.0	3.3	14.3	1.6	6.1	8.3
Stayed about same .....	49.6	50.0	68.4	51.5	43.3	38.1	51.6	51.5	41.7
Number of schools reporting .....	119	16	19	33	30	21	62	33	24

## Job Fair Participation, Fall 2015, As Reported by Schools

(percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2015 JD ENROLLMENT		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
<b>Number of job fairs or consortia</b>									
Less than 5 .....	35.6%	29.4%	21.1%	27.3%	41.4%	60.0%	45.2%	18.2%	34.8%
5-10.....	39.8	17.6	52.6	45.5	37.9	40.0	40.3	39.4	39.1
More than 10.....	24.6	52.9	26.3	27.3	20.7	0.0	14.5	42.4	26.1
Number of schools reporting .....	118	17	19	33	29	20	62	33	23
<b>Change in number of job fairs compared with fall 2015</b>									
Decrease .....	22.2%	29.4%	21.1%	24.2%	17.9%	20.0%	23.0%	21.2%	21.7%
No change .....	52.1	58.8	52.6	45.5	42.9	70.0	54.1	48.5	52.2
Increase .....	25.6	11.8	26.3	30.3	39.3	10.0	23.0	30.3	26.1
Number of schools reporting .....	117	17	19	33	28	20	61	33	23

## ■ Employer Perspective

A total of 361 employers, mostly law firms, provided some information on recruiting activity or recent summer programs. Almost 70% of responses were from firms of more than 250 lawyers. Nationwide, the median number of schools at which employers recruited was 7. Employers were more likely to increase the number of schools at which they recruited (32%) than they were to decrease the number (25%). About 43% reported no change in the number.

- Medians ranged from 3 at firms of 100 or fewer lawyers to 14 at firms of 501-700 lawyers. The median for the largest firms was 10. It is also the case that for small offices, regardless of overall firm size, the median was typically 3 or fewer schools. It should be kept in mind, however, that firm or office 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 low, 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, but 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, as is some composite firm-wide reporting, covering activity at all offices nation-wide.
- Firms of 250 or fewer lawyers were most likely to have made no change to their school numbers; larger firms were most likely to have increased the number.
- On a regional basis, the median number of schools ranged from 4 in the Southeast to 12 in the Northeast. Employers in the Northeast were also most likely to interview at 9 or more schools — almost two-thirds — followed by employers in the Mid-Atlantic Region — at 45%. These rates are far higher than those of employers in the Southeast and the West/Rocky Mountain Regions. The percentage of offices increasing the number of schools visited varied from 25% to 50%. No change was most likely in the West/Rocky Mountain and Southeast Regions. The proportion of offices visiting fewer schools ranged from just 22% to 33%.
- Regional averages are not necessarily indicative of activity on the part of employers in a given city within that region. For example, offices in the San Jose area were more likely to have decreased the number of schools visited than were offices in their respective regions as a whole, whereas offices in Los Angeles/Orange County were more likely not to have changed the number of schools visited. Employers in Atlanta and Houston visited more and fewer schools, respectively, compared to the regional average. Not surprisingly, offices in New York City visit the most schools, with a median of 15.

## Fall 2015 On-Campus Interviewing Activity and Comparisons with Fall 2014, As Reported by Employers — By Size (in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED IN 2015					# OF SCHOOLS VISITED COMPARED TO 2014		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
<b>Total — All employers .....</b>	<b>296</b>	<b>3.0%</b>	<b>25.3%</b>	<b>31.8%</b>	<b>39.9%</b>	<b>7.0</b>	<b>24.9%</b>	<b>43.0%</b>	<b>32.1%</b>
Firms of 100 or fewer lawyers .....	42	7.1	50.0	33.3	9.5	3.0	23.8	54.8	21.4
Offices of 26-50 lawyers .....	12	8.3	66.7	16.7	8.3	2.0	16.7	58.3	25.0
Offices of 51-100 lawyers .....	17	5.9	29.4	47.1	17.6	4.0	29.4	47.1	23.5
Firms of 101-250 lawyers .....	55	7.3	21.8	52.7	18.2	5.0	27.8	50.0	22.2
Offices of 25 or fewer lawyers .....	7	14.3	71.4	14.3	0.0	2.5	14.3	71.4	14.3
Offices of 51-100 lawyers .....	8	0.0	37.5	62.5	0.0	4.5	12.5	62.5	25.0
Offices of 101-250 lawyers .....	35	5.7	8.6	60.0	25.7	6.0	35.3	38.2	26.5
Firms of 251-500 lawyers .....	51	2.0	27.5	27.5	43.1	8.0	26.0	34.0	40.0
Offices of 25 or fewer lawyers .....	6	0.0	100.0	0.0	0.0	1.0	16.7	50.0	33.3
Offices of 26-50 lawyers .....	10	10.0	60.0	30.0	0.0	3.0	33.3	44.4	22.2
Offices of 51-100 lawyers .....	11	0.0	18.2	63.6	18.2	5.0	27.3	27.3	45.5
Offices of 101-250 lawyers .....	11	0.0	0.0	18.2	81.8	15.0	27.3	36.4	36.4
Offices of 251+ lawyers .....	11	0.0	0.0	18.2	81.8	13.0	27.3	27.3	45.5
Firms of 501-700 lawyers .....	28	0.0	25.0	10.7	64.3	14.0	14.8	37.0	48.1
Offices of 26-50 lawyers .....	6	0.0	83.3	16.7	0.0	2.0	0.0	66.7	33.3
Offices of 101-250 lawyers .....	10	0.0	10.0	20.0	70.0	17.5	22.2	33.3	44.4
Firms of 701+ lawyers .....	118	0.8	17.8	28.8	52.5	10.0	26.3	39.8	33.9
Offices of 26-50 lawyers .....	22	4.5	45.5	45.5	4.5	4.0	27.3	40.9	31.8
Offices of 51-100 lawyers .....	24	0.0	12.5	54.2	33.3	6.0	33.3	41.7	25.0
Offices of 101-250 lawyers .....	34	0.0	8.8	32.4	58.8	11.0	14.7	50.0	35.3
Offices of 251+ lawyers .....	24	0.0	0.0	0.0	100.0	18.0	25.0	37.5	37.5

This table includes offices/firms that reported visiting at least one school in 2014 or 2015. The number of offices reporting both 2014 and 2015 information for the comparative analyses is somewhat smaller than the number shown in the first column. 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.

\* These employers did visit schools in 2014.

\*\* Medians are calculated based on employers making visits in 2015.

## Fall 2015 On-Campus Interviewing Activity and Comparisons with Fall 2014, As Reported by Employers — By NALP Region and City/State

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED IN 2015					# OF SCHOOLS VISITED COMPARED TO 2014		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
<b>All employers .....</b>	<b>296</b>	<b>3.0%</b>	<b>25.7%</b>	<b>31.8%</b>	<b>39.5%</b>	<b>7.0</b>	<b>24.9%</b>	<b>43.0%</b>	<b>32.1%</b>
Northeast.....	52	0.0	11.8	23.5	64.7	12.0	24.0	44.0	32.0
Boston.....	6	0.0	0.0	66.7	33.3	8.0	20.0	20.0	60.0
New York City.....	38	0.0	8.1	16.2	75.7	15.0	24.3	43.2	32.4
Mid-Atlantic .....	48	0.0	21.3	34.0	44.7	7.0	23.4	40.4	36.2
Washington, DC/Northern VA area....	29	0.0	20.7	27.6	51.7	11.0	27.6	41.4	31.0
Southeast.....	54	5.6	44.4	38.9	11.1	4.0	22.2	48.1	29.6
Atlanta.....	6	0.0	33.3	33.3	33.3	6.0	0.0	50.0	50.0
Dallas.....	6	0.0	33.3	50.0	16.7	4.5	33.3	33.3	33.3
Houston .....	11	0.0	63.6	27.3	9.1	2.0	27.3	45.5	27.3
Miami/Ft. Lauderdale/W. Palm Beach	9	11.1	55.6	22.2	11.1	3.0	22.2	44.4	33.3
Midwest .....	52	3.8	26.9	44.2	25.0	5.5	32.0	36.0	32.0
Chicago.....	15	0.0	13.3	40.0	46.7	8.0	38.5	30.8	30.8
Minneapolis.....	8	0.0	14.3	71.4	14.3	5.0	28.6	42.9	28.6
Missouri .....	8	12.5	0.0	50.0	37.5	7.0	12.5	37.5	50.0
Ohio .....	6	16.7	33.3	33.3	16.7	5.0	50.0	16.7	33.3
West/Rocky Mtn.....	62	6.5	33.9	33.9	25.8	5.0	24.2	50.0	25.8
Los Angeles and Orange County.....	19	0.0	26.3	36.8	36.8	7.0	10.5	63.2	26.3
San Francisco.....	8	12.5	25.0	50.0	12.5	5.0	37.5	37.5	25.0
San Jose area.....	8	0.0	0.0	50.0	50.0	8.5	50.0	25.0	25.0

This table includes offices/firms that reported visiting at least one school in 2014 or 2015. The number of offices reporting both 2014 and 2015 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 offices that submitted one composite survey to cover recruiting activity in multiple cities nation-wide.

\* These offices did visit schools in 2014.

\*\* Medians are calculated based on schools making visits in 2015.

One-quarter of responding employers participated in no job fairs, and 68% of employers participated in the same number of job fairs in 2014 and 2015.

- Among firms of 100 or fewer lawyers, 56% did not participate in any job fairs. Most 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 2014 and 2015.
- On a regional basis, offices in the Northeast were most likely to participate in job fairs,

with about 89% doing so. Offices in the Northeast were also most likely by far to have participated in three or more job fairs, while those in the Midwest were most likely to have increased their job fair participation.

- Again, regional norms are not necessarily indicative of activity within a given city. For example, offices in New York City, Chicago, and San Jose were considerably more likely to participate in three or more job fairs compared with their respective regions as a whole.

## Fall 2015 Job Fair Participation and Comparisons with Fall 2014, As Reported by Employers (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2015				COMPARED TO 2014 JOB FAIR PARTICIPATION		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
<b>Total — All employers .....</b>	<b>301</b>	<b>27.9%</b>	<b>22.6%</b>	<b>16.6%</b>	<b>32.9%</b>	<b>17.8%</b>	<b>14.4%</b>	<b>67.8%</b>
Firms of 100 or fewer lawyers .....	43	55.8	25.6	14.0	4.7	7.0	7.0	86.0
Offices of 26-50 lawyers .....	13	76.9	15.4	0.0	7.7	7.7	7.7	84.6
Offices of 51-100 lawyers .....	17	47.1	23.5	23.5	5.9	5.9	5.9	88.2
Firms of 101-250 lawyers .....	55	32.7	29.1	14.5	23.6	7.4	16.7	75.9
Offices of 25 or fewer lawyers.....	7	85.7	14.3	0.0	0.0	0.0	0.0	100.0
Offices of 51-100 lawyers .....	8	62.5	12.5	12.5	12.5	0.0	37.5	62.5
Offices of 101-250 lawyers .....	35	14.3	34.3	17.1	34.3	11.8	17.6	70.6
Firms of 251-500 lawyers .....	51	27.5	25.5	19.6	27.5	14.0	16.0	70.0
Offices of 25 or fewer lawyers.....	6	50.0	33.3	16.7	0.0	33.3	16.7	50.0
Offices of 26-50 lawyers .....	10	70.0	30.0	0.0	0.0	11.1	22.2	66.7
Offices of 51-100 lawyers .....	11	27.3	36.4	36.4	0.0	0.0	18.2	81.8
Offices of 101-250 lawyers .....	11	0.0	27.3	18.2	54.5	9.1	0.0	90.9
Offices of 251+ lawyers .....	11	9.1	9.1	18.2	63.6	27.3	18.2	54.5
Firms of 501-700 lawyers .....	28	14.3	10.7	17.9	57.1	37.0	22.2	40.7
Offices of 26-50 lawyers .....	6	50.0	33.3	16.7	0.0	16.7	0.0	83.3
Offices of 101-250 lawyers .....	10	10.0	0.0	10.0	80.0	44.4	11.1	44.4
Firms of 701+ lawyers .....	121	19.8	20.7	15.7	43.8	24.0	14.0	62.0
Offices of 25 or fewer lawyers.....	6	50.0	33.3	0.0	16.7	16.7	16.7	66.7
Offices of 26-50 lawyers .....	23	56.5	26.1	13.0	4.3	4.3	4.3	91.3
Offices of 51-100 lawyers .....	24	8.3	45.8	16.7	29.2	25.0	25.0	50.0
Offices of 101-250 lawyers .....	34	14.7	14.7	26.5	44.1	20.6	11.8	67.6
Offices of 251+ lawyers .....	24	0.0	4.2	12.5	83.3	33.3	16.7	50.0

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2014 or 2015. 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 for the comparative analyses is slightly smaller than the number shown in the first column.

## Fall 2015 Job Fair Participation and Comparisons with Fall 2014, As Reported by Employers — By NALP Region and City/State (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2015:				JOB FAIR PARTICIPATION COMPARED TO 2014:		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
<b>All employers .....</b>	<b>301</b>	<b>27.9%</b>	<b>22.6%</b>	<b>16.6%</b>	<b>32.9%</b>	<b>17.8%</b>	<b>14.4%</b>	<b>67.8%</b>
Northeast.....	53	11.3	18.9	20.8	49.1	15.4	17.3	67.3
Boston.....	7	14.3	0.0	57.1	28.6	0.0	0.0	100.0
New York City.....	38	10.5	18.4	18.4	52.6	18.4	23.7	57.9
Mid-Atlantic .....	49	26.5	28.6	22.4	22.4	10.2	16.3	73.5
Washington, DC/Northern VA area.....	29	24.1	24.1	31.0	20.7	13.8	13.8	72.4
Southeast .....	54	55.6	18.5	14.8	11.1	13.0	13.0	74.1
Atlanta.....	6	0.0	16.7	66.7	16.7	50.0	0.0	50.0
Dallas.....	6	33.3	33.3	33.3	0.0	16.7	33.3	50.0
Houston.....	11	54.5	9.1	9.1	27.3	27.3	18.2	54.5
Miami/Ft. Lauderdale/W. Palm Beach.....	9	77.8	0.0	0.0	22.2	0.0	11.1	88.9
Midwest .....	53	26.4	28.3	11.3	34.0	19.6	15.7	64.7
Chicago.....	15	6.7	13.3	13.3	66.7	38.5	7.7	53.8
Minneapolis.....	9	11.1	55.6	11.1	22.2	11.1	11.1	77.8
Missouri.....	8	25.0	37.5	0.0	37.5	12.5	37.5	50.0
Ohio .....	6	66.7	0.0	16.7	16.7	16.7	16.7	66.7
West/Rocky Mtn.....	62	32.3	30.6	14.5	22.6	17.7	6.5	75.8
Los Angeles and Orange County.....	19	31.6	36.8	15.8	15.8	21.1	5.3	73.7
Phoenix.....	5	80.0	20.0	0.0	0.0	0.0	0.0	100.0
San Francisco.....	8	25.0	50.0	0.0	25.0	12.5	12.5	75.0
San Jose area.....	8	0.0	12.5	25.0	62.5	25.0	0.0	75.0

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2014 or 2015. The number of offices reporting both 2014 and 2015 information for the comparative analyses is slightly 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 offices that submitted one composite survey to cover recruiting activity in multiple cities.

# Summer Program Characteristics

Summer programs were typically 8 to 10 weeks long. Over three-quarters of offices reported summer programs of 8, 9, or 10 weeks, although the lengths reported ranged from 4 to 16 weeks. For the most part, offices reporting a summer program in both 2013 and 2015 have not changed the length of the program; just 3% of offices reporting a summer program in both 2013 and 2015 reported that the length of their summer program decreased. About 9% reported that the length of their summer program increased. Another way of looking at this is that the average length of the summer program has remained at just under ten weeks for at least the last three years.

- On a regional basis, 8-week programs are more common in the Southeast. On the other end of the spectrum, 12-week programs were most common in smaller firms, and in Houston and Minneapolis.
- Ten-week programs are the most common overall and remained the norm in much of the Northeast, Mid-Atlantic, Midwest, and West/Rocky Mountain Regions.
- Among offices having a summer program in at least one of the past three years or planning to in 2016, almost 83% of offices held a summer program each summer from 2013 to 2015 and will do so again in 2016. This percentage is lower in firms of 100 or fewer lawyers and in firms of 501-700 lawyers, in smaller offices, and in the Southeast. About 4.5% of offices did not hold a summer program in 2013 but did or will in the other three years. An even smaller percentage of employers, 2%, reported having a program in 2015 and 2016, but not in 2013 and 2014. These three scenarios are the most common nation-wide, though not necessarily for smaller units of analysis, particularly cities.

## Length of Summer 2015 Programs

	MOST COMMON PROGRAM LENGTHS AND % REPORTING EACH					RANGE OF LENGTHS REPORTED (WEEKS)		AVERAGE LENGTH IN WEEKS			Number of Offices*
	6 Weeks	8 Weeks	9 Weeks	10 Weeks	12 weeks	Minimum Length	Maximum Length	2015	2014	2013	
<b>Total — All employers .....</b>	<b>10.8%</b>	<b>7.8%</b>	<b>56.9%</b>	<b>8.1%</b>	<b>8.1%</b>	<b>4</b>	<b>16</b>	<b>9.8</b>	<b>9.7</b>	<b>9.7</b>	<b>332</b>
<b>By # of lawyers firm-wide</b>											
100 or fewer.....	5.3	0.0	31.6	13.2	28.9	4	16	10.3	10.0	9.9	38
101-250 .....	8.9	19.6	44.6	7.1	8.9	6	12	9.5	9.3	9.4	56
251-500 .....	1.8	9.1	60.0	16.4	1.8	6	13	9.8	9.8	9.7	55
501-700 .....	8.1	13.5	75.7	0.0	2.7	8	12	9.8	9.7	9.8	37
701+ .....	17.4	3.5	63.2	6.3	6.3	5	12	9.7	9.7	9.6	144
<b>By # of lawyers in office</b>											
25 or fewer.....	12.0	0.0	56.0	0.0	20.0	6	12	9.7	9.3	9.2	25
26-50 .....	18.3	8.3	51.7	3.3	6.7	4	12	9.2	9.2	9.2	60
51-100 .....	8.0	2.7	58.7	14.7	6.7	6	12	9.7	9.6	9.6	75
101-250 .....	12.1	15.2	61.6	6.1	2.0	6	12	9.6	9.7	9.6	99
251+ .....	0.0	2.4	65.9	12.2	17.1	9	13	10.5	10.5	10.5	41
<b>By NALP region and city/state</b>											
Northeast .....	8.8	10.5	52.6	10.5	12.3	4	16	10.1	10.1	10.1	57
Boston .....	12.5	25.0	62.5	0.0	0.0	8	10	9.5	9.5	9.5	8
New York City.....	7.3	4.9	58.5	12.2	12.2	4	13	10.1	10.0	10.0	41
Mid-Atlantic .....	10.7	12.5	58.9	8.9	5.4	6	13	9.8	9.7	9.8	56
Washington, DC/Northern VA...	5.9	5.9	70.6	5.9	8.8	8	13	10.1	10.1	10.2	34
Southeast.....	18.2	9.1	36.4	1.5	7.6	6	12	8.7	8.5	8.3	66
Atlanta .....	14.3	57.1	14.3	0.0	0.0	6	10	8.6	8.6	8.6	7
Dallas.....	28.6	0.0	42.9	0.0	0.0	6	10	8.3	8.8	8.0	7
Houston .....	7.7	0.0	38.5	0.0	15.4	6	12	8.7	8.5	8.4	13
Miami/Ft. Lauderdale/ W. Palm Beach .....	18.2	18.2	63.6	0.0	0.0	8	10	9.5	9.0	9.4	11
Midwest.....	9.1	3.6	60.0	14.5	12.7	8	12	10.2	10.1	10.0	55
Chicago .....	12.5	0.0	75.0	12.5	0.0	8	11	9.9	10.0	9.9	16
Minneapolis .....	0.0	0.0	75.0	0.0	25.0	10	12	10.5	10.3	10.4	8
Missouri .....	37.5	0.0	50.0	12.5	0.0	8	11	9.4	9.4	9.9	8
Ohio .....	0.0	0.0	80.0	20.0	0.0	10	11	10.2	10.2	10.0	5
West/Rocky Mountain .....	7.0	4.2	70.4	8.5	5.6	5	16	10.0	10.1	10.1	71
Los Angeles and Orange County.....	17.4	0.0	69.6	8.7	4.3	8	12	9.8	10.0	9.9	23
San Francisco.....	0.0	0.0	81.8	9.1	9.1	10	12	10.3	10.0	10.4	11
San Jose area .....	0.0	0.0	90.0	10.0	0.0	10	11	10.1	10.1	10.0	10

Specific city information may include offices in a few suburban locations, or firms where most attorneys are in that city. However, it generally does not include firms that submitted one survey for multiple offices nation-wide. These firms are also excluded from regional analyses. However, information by region does include firms submitting a firm-wide form but whose offices are predominantly or wholly in that region. The summer program lengths reported in this table are the five most common nation-wide for summer 2015. These five may not be the most common for smaller units of analysis.

\* This is the number of offices that reported a summer program in 2015. Average summer program length for each year is based on offices reporting a program for that year, however. Thus, the number of offices on which the averages for 2013 and 2014 are based may vary from this number.

## Summer Program Trends — 2013–2016

	% Holding Program in All Four Years	% Holding Program in All Years But 2013	% Holding Program in 2015 and 2016 But Not in 2013 or 2014	Number of Offices Reporting
<b>Overall</b> .....	<b>82.6%</b>	<b>4.5%</b>	<b>2.0</b>	<b>356</b>
<b>By # of lawyers firm-wide</b>				
100 or fewer .....	75.0	0.0	4.2	48
101-250 .....	79.4	7.9	0.0	63
251-500 .....	83.6	5.5	1.8	55
501 -700 .....	72.5	12.5	2.5	40
701+ .....	89.2	2.0	2.0	148
<b>By # of lawyers in office</b>				
25 or fewer .....	31.6	5.3	10.5	38
26-50 .....	65.2	16.7	3.0	66
51-100 .....	91.0	1.3	1.3	78
101-250 .....	97.0	2.0	0.0	100
251+ .....	97.6	0.0	0.0	41
<b>By NALP region and city/state</b>				
Northeast .....	98.3	0.0	0.0	57
Boston .....	100.0	0.0	0.0	8
New York City.....	100.0	0.0	0.0	41
Mid-Atlantic.....	78.7	6.7	1.6	61
Washington, DC/Northern VA .....	83.8	5.4	0.0	37
Southeast .....	74.3	8.6	2.9	70
Atlanta .....	85.7	0.0	0.0	7
Dallas .....	66.7	11.1	0.0	9
Houston .....	76.9	7.7	15.4	13
Miami/Ft. Lauderdale/W. Palm Beach .....	50.0	25.0	0.0	6
Midwest .....	77.8	3.2	3.2	63
Chicago .....	83.3	5.6	0.0	18
Minneapolis .....	87.5	12.5	0.0	8
Michigan .....	50.0	0.0	0.0	6
Missouri.....	100.0	0.0	0.0	8
Ohio.....	62.5	0.0	0.0	8
West/Rocky Mountain.....	79.5	5.1	2.6	78
Los Angeles and Orange County .....	91.3	4.3	4.3	23
Phoenix .....	50.0	16.7	0.0	6
San Francisco .....	81.8	0.0	0.0	11
San Jose area .....	81.8	0.0	0.0	11

Note: Offices/firms included in this table held, or will hold, a summer program in at least one of the four years. This table shows percentages for the three most frequently reported combinations overall, which account for 92.3% of responses. These may not be the three most frequently reported combinations for smaller units of analysis. This table includes both firm-wide and office-specific reports. City information may include offices in adjacent areas. State information may include consolidated information reported by firms whose offices are primarily in that state. However, regional and city-specific figures generally do not include offices that reported one consolidated form to cover activity in offices nation-wide.

# Outcomes of Summer Programs and Fall Recruiting

A total of 335 employers reported information on the outcomes of their 2015 summer programs. About 43% of respondents represented firms of 701 or more lawyers. However, responses from those large firms were often from small offices of the firm. Just over one-third of respondents were from the Northeast and Mid-Atlantic Regions

combined. The Southeast, Midwest, and West/Rocky Mountain Regions each accounted for about 22%, 18%, and 24% of responses, respectively. Note 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 to a region if offices are nation-wide.

## ■ Outcomes of Summer 2015 Programs

Responding employers reported a combined total of 4,329 individuals from the Class of 2016 participating in their 2015 summer programs, with an overall average class size of 13, and a median class size of 6. Distinguishing between firms that submitted a composite survey to cover activity in multiple, or all, offices from those that submitted a survey pertaining to that office only reveals that, on a per office basis, the median size was 5, and the average size was 10. For firms reporting on a firm-wide basis, the median class size was 19, and ranged from 7 in firms of 101-250 lawyers to about 36 in firms of 701+. Overall, 95.3% of participants received an offer for an associate position, compared with just over 93% for the prior summer.

This was the fifth year in a row that the rate has been at or above 90%, after falling precipitously to 69% in 2009. The offer rate in 2015 represents the highest in the 23 years that NALP has compiled comparable figures. The overall figures for 2015 that are comparable to those compiled in prior years show that summer class sizes have returned to the levels of just prior to the recession and this year's average of 13 was last reached in 2007 and 2008. However, medians have not exceeded 6 since the start of this century. The fact that the offer rate has recovered compared from its low point in 2009 must be viewed in the context of generally smaller class sizes. Moreover, the acceptance rate remained high in comparison to pre-recession levels.

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

- Some cities with relatively large firms, but certainly not all, had summer programs which on average were larger than for their respective region as whole. Chicago, Dallas, and New York City are examples. Programs in Boston were smaller than the Northeast average.
- Average class sizes generally increased with firm size, whether looking at firm-wide reports or office-specific reports, as did offer rates. However, figures based on office-specific reports generally vary less, reflecting the fact that large multi-office firms may have individual offices that are quite small. Offer rates were highest in the Northeast and Midwest, and lowest in the Southeast. Among cities with larger programs (those with a median size of five or more), New York and Chicago led the way with all or nearly all summer associates receiving an offer, followed closely by Dallas and the San Jose area. Acceptance rates were over 80% in most cities, although lower acceptance rates are noted for Washington, DC, Dallas, Houston, and the state of Missouri.
- An offer decision had not been made as of December 1, 2015, for whatever reason, for just 0.7% of summer program participants.

## Outcomes of Summer Programs

	SIZE OF PROGRAM		% of Participants Receiving Offers	% of Offers Accepted	Number of Offices
	Median	Average			
Overall Total .....	6.0	13	95.3%	84.1%	335
<b>Firm-wide reports</b>					
All firm-wide reports.....	19.0	31	92.8	85.1	53
By # of lawyers firm-wide					
101-250 .....	7.0	8	75.3	74.5	9
251-500 .....	19.0	19	89.3	66.7	7
501-700 .....	17.0	26	92.9	85.1	12
701+ .....	36.0	52	94.7	88.0	21
By NALP region					
Mid-Atlantic .....	8.0	11	91.2	90.4	5
Southeast .....	5.0	14	63.2	62.8	5
Midwest .....	12.0	13	80.9	80.3	7
West/Rocky Mountain .....	10.0	14	91.3	70.7	9
<b>Office-specific reports</b>					
All office-specific reports .....	5.0	10	96.8	83.6	281
By # of lawyers firm-wide					
100 or fewer .....	2.0	3	78.1	82.7	36
101-250 .....	4.0	5	93.2	87.3	47
251-500 .....	5.0	8	98.5	85.2	48
501-700 .....	5.0	12	96.7	92.2	26
701+ .....	6.0	14	98.1	81.2	123
By # of lawyers in office					
25 or fewer .....	1.0	1	73.0	81.5	26
26-50 .....	2.0	3	89.9	77.5	61
51-100 .....	4.0	5	95.2	83.7	67
101-250 .....	7.0	9	97.2	86.2	81
251+ .....	29.5	40	98.9	82.9	36
By NALP region and city/state					
Northeast .....	10.0	24	98.6	84.5	56
Boston .....	7.5	9	97.3	90.4	8
New York City.....	15.0	30	99.0	84.1	41
Mid-Atlantic .....	6.0	8	95.0	82.3	52
Washington, DC/Northern VA ..	6.5	9	95.5	78.1	34
Southeast.....	3.0	5	91.4	74.6	61
Atlanta .....	5.0	5	94.6	91.4	7
Dallas .....	7.0	7	98.0	74.0	7
Houston.....	4.0	8	88.8	65.8	11
Miami/Ft. Lauderdale/ W. Palm Beach .....	3.0	3	93.8	90.0	11
Midwest.....	5.0	8	97.3	86.6	48
Chicago .....	11.0	14	100.0	83.6	16
Minneapolis .....	3.5	4	87.5	100.0	8
Missouri.....	5.0	6	95.0	76.3	7
West/Rocky Mountain.....	3.0	4	96.0	85.3	64
Los Angeles and Orange County .....	4.0	5	95.5	81.3	22
Phoenix .....	2.0	2	90.9	100.0	5
San Francisco .....	4.0	5	100.0	94.0	11
San Jose area .....	6.0	7	98.5	83.6	10

Note: Figures reflect participation by 4,329 students in the Class of 2016 during the summer of 2015. The number of employers reporting a summer program is shown in the last column. This table excludes survey respondents that did not host a summer program for 2Ls. However, it does include offices that did not make any offers from the summer program or whose offer process was not complete as of December 1, 2015. Overall, firms reported that an offer decision had not been made for just over 0.7% of summer program participants. Average figures are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes some instances of firms with most attorneys located in one location or whose additional offices are located primarily in adjacent areas, and of multi-office nation-wide firms consolidating two geographically adjacent offices onto one survey.

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 office has equal weight with that of a very large office. About one-quarter each of offices reported acceptance rates of 75% and acceptance rates between 75% and 99.9%. Almost half reported acceptance rates of 100%. The average acceptance rate was 84.7%. The smallest offices were most likely to report a 100% acceptance rate. By overall firm size, the prevalence of 100% acceptance rates varied from 37% to over 69%.

- On a regional basis, offices in the Northeast and Southeast were least likely to report acceptance rates of 100%. Offices in the Southeast were also most likely to have reported acceptance rates of 75% or less. It follows that the average acceptance rate was lowest in the Southeast as well — just under 75%. The average acceptance rate was greater than 80% in the majority of cities.

## Acceptance Rates from Summer 2015 Program (percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Average Acceptance Rate	Number of Offices
	75% or Less	75.1 - 99.9%	100%		
<b>Total — All employers .....</b>	<b>25.9%</b>	<b>25.3%</b>	<b>48.8%</b>	<b>84.7%</b>	<b>324</b>
<b>By # of lawyers firm-wide</b>					
100 or fewer .....	27.8	2.8	69.4	84.7	36
101-250 .....	25.9	16.7	57.4	85.1	54
251-500 .....	27.3	27.3	45.5	82.2	55
5-501-700 .....	13.5	21.6	64.9	91.6	37
6-701+ .....	28.4	34.8	36.9	83.6	141
<b>By # of lawyers in office</b>					
25 or fewer .....	22.7	0.0	77.3	79.5	22
26-50 .....	27.6	3.4	69.0	83.2	58
51-100 .....	28.8	15.1	56.2	85.0	73
101-250 .....	21.2	35.4	43.4	87.4	99
251+ .....	24.4	63.4	12.2	82.7	41
<b>By NALP region and city/state</b>					
Northeast .....	17.9	41.1	41.1	87.1	56
Boston area .....	12.5	25.0	62.5	92.0	8
New York City .....	19.5	51.2	29.3	85.1	41
Mid-Atlantic .....	25.5	23.6	50.9	87.4	55
Washington, DC/Northern VA .....	38.2	20.6	41.2	82.5	34
Southeast .....	44.6	12.3	43.1	74.6	65
Atlanta .....	0.0	42.9	57.1	94.4	7
Dallas .....	57.1	28.6	14.3	61.2	7
Houston .....	69.2	7.7	23.1	60.7	13
Miami/Ft. Lauderdale/W. Palm Beach .....	18.2	9.1	72.7	91.1	11
Midwest .....	13.5	30.8	55.8	90.2	52
Chicago .....	12.5	43.8	43.8	88.5	16
Minneapolis area .....	0.0	0.0	100.0	100.0	7
Missouri .....	25.0	50.0	25.0	77.9	8
Ohio .....	20.0	40.0	40.0	91.6	5
West/Rocky Mountain .....	26.1	11.6	62.3	84.8	69
Los Angeles and Orange County .....	36.4	9.1	54.5	79.9	22
San Francisco .....	18.2	9.1	72.7	86.6	11
San Jose area .....	40.0	20.0	40.0	75.5	10

Note: This table excludes offices that did not make any offers to their summer associates or had not made any offers as of December 1, 2015. This table includes both firm-wide and office-specific reports. However, figures by region include firm-wide/multi-office reporting only if the firm is wholly or predominantly located in that region, and city-specific figures generally do not include offices in that city that submitted a composite survey for offices nation-wide.

## ■ First-year Participation in Summer Programs

About 55% of responding firms reported that their summer 2015 program included one or more first-year (Class of 2017) student. A few offices hosted first-years only.

- These firms collectively employed 541 first-years, with a median of 2 and an average of 3 overall; for firms providing firm-wide reports, the median and the average were 3 and 5, respectively. Measured by the median and the average, first-year presence was somewhat larger in the Northeast.
- Overall, about 79% of these first-years received an offer to return for some or all of the summer 2016 program. For office-specific reports, this figure ranged from 37% to over 94% depending on firm or office size. On a regional basis offer rates were considerably lower in the Southeast and Midwest compared with other regions.
- About 19% of offices employing 1Ls during the summer of 2015 reported that they conditioned the 1L employment on committing to the 2L summer as well. In some cases the second summer is required for certain specialty tracks. It is worth noting that a few offices filled their 2016 summer programs entirely with returning 1Ls and so had no need to recruit this past fall.

## Presence of First-Years in Summer Programs

	NUMBER OF 1Ls		% Receiving Offers to Return Next Summer	Number of Offices
	Median	Average		
<b>Overall Total</b> .....	<b>2.0</b>	<b>3</b>	<b>78.7%</b>	<b>185</b>
<b>Firm-wide reports</b>				
All firm-wide reports.....	3.0	5	80.3	46
<b>By # of lawyers firm-wide</b>				
101-250.....	2.0	2	68.8	8
251-500.....	3.5	4	88.0	6
501-700.....	5.0	7	85.4	12
701+.....	4.0	5	76.9	17
<b>By NALP region</b>				
Mid-Atlantic.....	4.0	4	90.5	5
Midwest.....	3.0	5	89.3	6
West/Rocky Mountain.....	2.0	2	66.7	8
<b>Office-specific reports</b>				
All office-specific reports.....	1.0	2	77.7	138
<b>By # of lawyers firm-wide</b>				
100 or fewer.....	1.0	2	37.0	21
101-250.....	1.0	2	65.3	27
251-500.....	1.0	2	88.5	26
501-700.....	1.0	3	45.5	8
701+.....	2.0	3	94.3	56
<b>By # of lawyers in office</b>				
25 or fewer.....	1.0	2	60.0	6
26-50.....	1.0	2	83.3	19
51-100.....	1.0	2	61.7	33
101-250.....	1.0	2	80.5	55
251+.....	4.0	5	87.2	19
<b>By NALP region and city</b>				
Northeast.....	2.0	3	93.7	33
Boston.....	1.0	2	100.0	5
New York City.....	3.0	3	95.1	24
Mid-Atlantic.....	1.0	2	91.5	22
Washington, DC/Northern VA.....	1.5	2	93.9	14
Southeast.....	2.0	2	66.2	29
Atlanta.....	1.0	1	50.0	5
Dallas.....	3.0	4	77.3	6
Houston.....	3.0	4	68.2	6
Midwest.....	1.0	2	58.2	33
Chicago.....	1.5	3	61.5	10
Minneapolis.....	1.0	3	38.5	5
Missouri.....	4.0	3	87.5	5
West/Rocky Mountain.....	1.0	2	81.6	21
Los Angeles and Orange County.....	1.0	2	87.5	5
San Jose area.....	2.0	3	92.9	5

Note: Figures reflect participation by 541 students in the Class of 2017 during the summer of 2015. The number of employers reporting that their summer program included 1Ls is shown in the last column and may include 1L programs specifically for diverse candidates and/or programs in cooperation with or sponsored by bar associations or similar organizations. The number of offices figure includes a few offices that hosted 1Ls only. Average figures are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes some instances of firms with most attorneys in one location or whose additional offices are located primarily in adjacent areas, and of multi-office nation-wide firms consolidating two geographically adjacent offices onto one survey.

## ■ Hiring for Summer 2016

A total of 333 employers reported issuing a median of 39 and an average of 92 callback invitations each to second-year students, or a total of 30,767 callback invitations. Figures are based on offices that had interviewed at least one 2L, even if the process ended with no offers being made, or none had been made as of December 1, 2015. Distinguishing between firms that submitted a composite survey to cover activity in multiple or all offices from those that submitted a survey pertaining to one office only reveals that, on a per office basis, the median was 36 and the average was 73. For firms reporting on a firm-wide basis, medians and averages ranged from 21 to 378, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with an average almost three times that of the region with the next largest numbers, the Mid-Atlantic Region. Nation-wide, 77.5% of these callback invitations were accepted. Acceptance rates were lower in the Northeast compared with other regions.

Based on figures that are comparable to those of prior years, the callback activity level, as measured by medians, was up from 35 in 2014, the second increase in a row, after being essentially flat at 30 in the prior five years, with the exception of a nudging up to 33 in 2011. The average number of callback invitations also increased from 87 in 2014 to a level reached only once previously since 2001. However, averages can be pushed up by firm-wide reports or especially large programs. By the more moderated measure of the median, activity still remains well below that of the 2005-2007 period, with 2007 being the last year of a six-year upward trend.

- Almost 54% of callback interviews resulted in an offer, with a median and average of 12 and 38 offers, respectively. For offices reporting office-specific information, the median was 10, and the average was 31. The overall median of 12 is up from 9.5 in 2014, and has exceeded the historic low median of 7 in 2009 every year since then, and by a substantial amount in 2015. The offer rate increased once again, and generally has trended up since its low point in 2009. Both figures, however, remain off from those of the three years prior to 2008, when the offer rate was about 60% and the median number of offers was 15 or 16. Prior to 2008, offer rates had only fallen below 50% a few times since NALP began compiling

these figures in 1993. The percentage of callback interviews resulting in an offer generally increased with firm size for office-specific reports. This percentage was somewhat lower for offices in the Southeast and West/Rocky Mountain Regions. On an individual office basis, employers in the Southeast Region made the fewest offers, with a median of 5. This compares with a median of 43 and an average of 90 in the Northeast. It should be noted that these latter figures are far and away above those for 2014, which were 16 and 60, respectively. In New York specifically, the median number of offers per office jumped from 30 to 70. No other region saw such an increase.

- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Chicago, Dallas, and Houston reported relatively high offer rates compared to their regions as a whole, whereas the opposite was true in a number of cities including Boston, the Miami area, Minneapolis, Phoenix and the state of Missouri. Offer rates ranged from about 25% in Phoenix to about 62% in New York City and Chicago. Some of these differences reflect differences in the firm sizes typical for these cities.
- Overall, 32.7% of offers were accepted, down 1.1 percentage points from 2014, and the rate is now close to that for 2008. Nonetheless the acceptance rate remains higher than rates that were typical of those from 2003-2007. Moreover, the acceptance rates of the last six years are generally the highest since NALP began tracking these figures in 1993, with the exception of 1993, 2001, and 2002. A larger percentage of offers from offices in the Midwest were accepted — 40% — while acceptance rates were lower in the Northeast and Mid-Atlantic Regions — about 29%. Acceptance rates were highest at firms of 100 or fewer lawyers and at offices of 50 or fewer lawyers.
- At the city and state level, acceptance rates were lowest at offices in New York, Washington, DC, and San Jose, where less than 30% of offers were accepted. Acceptance rates were highest in Phoenix at over 73%, followed by offices in Ohio and Missouri at 58-59%.

## Outcomes of Callback Invitations to and Interviews of Class of 2017 Students for Summer 2016 Positions

	NUMBER OF CALLBACK INVITATIONS		% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	NUMBER OF OFFERS EXTENDED		% of Offers Accepted	Number of Offices
	Median	Average			Median	Average		
<b>Overall Total</b> .....	<b>39.0</b>	<b>92</b>	<b>77.5%</b>	<b>53.8%</b>	<b>12.0</b>	<b>38</b>	<b>32.7%</b>	<b>342</b>
<b>Firm-wide reports</b>								
All firm-wide reports .....	106.5	195	77.4	50.5	32.5	74	36.8	54
<b>By # of lawyers firm-wide</b>								
100 or fewer.....	23.0	21	83.5	36.0	5.0	6	48.4	5
101-250 .....	27.0	28	88.5	41.3	10.0	10	57.3	9
251-500 .....	69.0	70	81.3	53.9	29.0	31	51.8	8
501-700 .....	127.5	173	76.0	41.2	38.5	54	37.1	12
701+ .....	343.0	378	77.0	53.4	101.5	148	34.8	20
<b>By NALP region</b>								
Mid-Atlantic.....	30.0	64	77.5	46.0	12.0	23	42.1	5
Southeast .....	16.0	44	88.2	37.2	9.0	14	59.3	6
Midwest .....	48.0	65	83.9	41.1	24.0	22	57.7	7
West/Rocky Mountain.....	52.5	65	86.6	47.5	15.0	24	47.7	9
<b>Office-specific reports</b>								
All office-specific reports .....	36.0	73	77.6	55.4	10.0	31	30.9	287
<b>By # of lawyers firm-wide</b>								
100 or fewer.....	10.5	16	79.0	33.6	3.0	4	47.9	35
101-250 .....	29.0	34	79.7	40.3	6.0	11	37.1	50
251-500 .....	29.0	77	73.1	53.1	9.5	30	30.5	48
501-700 .....	39.0	75	72.7	58.2	12.0	32	28.6	27
701+ .....	45.0	101	79.4	58.4	18.5	47	30.3	126
<b>By # of lawyers in office</b>								
25 or fewer.....	8.0	8	82.8	36.4	2.0	3	51.8	34
26-50 .....	14.0	18	79.6	40.8	4.0	6	38.4	62
51-100 .....	40.0	40	76.7	43.9	10.0	13	32.2	67
101-250 .....	52.5	78	76.5	49.4	20.5	30	31.7	80
251+ .....	178.0	283	78.3	64.2	107.5	142	29.4	36
<b>By NALP region and city</b>								
Northeast.....	119.5	204	74.6	59.8	43.0	90	28.6	55
Boston.....	72.0	80	73.0	39.1	12.5	23	39.9	8
New York City .....	211.0	249	74.6	61.8	70.0	115	28.0	41
Mid-Atlantic.....	52.5	70	76.9	52.4	17.0	28	29.2	55
Washington, DC/Northern VA	61.5	86	77.1	55.7	26.0	36	26.6	35
Southeast .....	16.0	22	87.1	49.9	5.0	10	36.0	61
Atlanta.....	35.0	31	88.1	50.9	12.5	14	37.3	6
Dallas .....	35.5	34	84.8	57.2	13.0	16	31.3	8
Houston.....	26.5	32	89.4	54.6	8.5	15	36.2	12
Miami/Ft. Lauderdale/ W. Palm Beach .....	11.0	16	87.0	31.8	3.0	4	40.8	11
Midwest .....	24.5	41	84.2	54.8	6.0	18	40.3	51
Chicago.....	59.0	80	82.3	62.3	23.0	41	35.4	17
Minneapolis.....	18.5	18	88.3	39.1	5.0	6	54.0	8
Missouri.....	30.0	31	89.8	31.1	5.5	9	59.6	6
Ohio .....	20.0	21	93.5	55.0	10.0	11	58.2	5
West/Rocky Mountain .....	27.5	38	81.6	45.8	10.0	14	33.2	65
Los Angeles and Orange County .....	38.0	46	80.6	48.7	13.0	18	30.2	22
Phoenix.....	10.0	11	90.8	25.4	2.0	3	73.3	6
San Francisco .....	40.0	46	83.8	42.1	14.0	16	33.9	11
San Jose area.....	50.5	64	79.1	49.6	20.0	25	32.0	10

Note: Figures for callback invitations and outcomes are based on 333 employers issuing a total of 30,767 callback invitations and do not include 9 offices that did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 342 employers making a total of 12,887 offers. Median and average offer figures are based on all employers who interviewed at least one second-year student, even though a few ultimately made no offers as a result of callback invitations, or had not yet completed their second-year hiring as of December 1. The number of offices reporting interviewing second-year students is shown in the last column. Averages are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes some instances of firms with most attorneys in one location or whose additional offices are located primarily in adjacent areas, and of multi-office nation-wide firms consolidating two geographically adjacent offices onto one survey.

Grouping offices according to their individual acceptance rates, about 42% of offices reported acceptance rates of less than 35%; 34% of offices reported acceptance rates between 35% and 60%; and 23% reported acceptance rates of more than 60%. The average acceptance rate was about 46%.

- Small offices more frequently reported acceptance rates in excess of 60%, as did offices in the Midwest. At the city and state level, average acceptance rates and the percent of offices reporting acceptance rates of more than 60% were highest in Phoenix and the states of Missouri and Ohio. In contrast, over three-quarters of offices in New York City reported acceptance rates of less than 35%, as did 70% of offices in the San Jose area.

Note: For a comprehensive analysis of trends in the fall recruiting measures discussed here, see the July 2015 *NALP Bulletin* article “Fall Recruiting for Summer Programs — How Much is Enough?” posted at [www.nalp.org/0715research](http://www.nalp.org/0715research).

## Acceptance Rates for Summer 2016 Program (percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Average Acceptance Rate	Number of Offices
	Less than 35%	35 - 60%	More than 60%		
<b>Total — All employers .....</b>	<b>42.4%</b>	<b>34.4%</b>	<b>23.1%</b>	<b>45.8%</b>	<b>337</b>
<b>By # of lawyers firm-wide</b>					
100 or fewer .....	25.6	17.9	56.4	65.1	39
101-250 .....	29.3	41.4	29.3	52.3	58
251-500 .....	42.9	37.5	19.6	45.5	56
501-700 .....	47.4	18.4	34.2	46.9	38
701+ .....	51.0	39.3	9.7	37.8	145
<b>By # of lawyers in office</b>					
25 or fewer .....	29.0	19.4	51.6	63.3	31
26-50 .....	39.3	21.3	39.3	52.9	61
51-100 .....	39.5	39.5	21.1	46.0	76
101-250 .....	42.9	43.9	13.3	41.4	98
251+ .....	65.9	31.7	2.4	32.2	41
<b>By NALP region and city/state</b>					
Northeast .....	64.3	23.2	12.5	35.7	56
Boston .....	37.5	50.0	12.5	43.1	8
New York City .....	75.6	19.5	4.9	30.3	41
Mid-Atlantic .....	43.3	38.3	18.3	43.2	60
Washington, DC/Northern VA .....	55.6	27.8	16.7	38.1	36
Southeast .....	35.4	35.4	29.2	50.8	65
Atlanta .....	42.9	28.6	28.6	50.6	7
Dallas .....	62.5	12.5	25.0	42.8	8
Houston .....	30.8	46.2	23.1	48.1	13
Miami/Ft. Lauderdale/ W. Palm Beach .....	20.0	50.0	30.0	56.1	10
Midwest .....	26.3	38.6	35.1	55.0	57
Chicago .....	52.9	47.1	0.0	35.5	17
Michigan .....	20.0	60.0	20.0	45.2	5
Minneapolis .....	12.5	37.5	50.0	63.9	8
Missouri .....	0.0	42.9	57.1	66.6	7
Ohio .....	14.3	28.6	57.1	68.2	7
West/Rocky Mountain .....	43.8	28.8	27.4	47.6	73
Los Angeles and Orange County ...	52.2	26.1	21.7	40.9	23
Phoenix .....	0.0	20.0	80.0	84.8	5
San Francisco .....	50.0	30.0	20.0	41.3	10
San Jose area .....	70.0	30.0	0.0	30.1	10

Note: This table excludes offices that interviewed but then did not make any offers for summer 2016. This table includes both firm-wide and office-specific reports. However, figures by region include firm-wide/multi-office reporting only if the firm is wholly or predominantly located in that region, and city-specific figures generally do not include offices in that city that submitted a composite survey for offices nation-wide.

A new inquiry into when students responded to offers for a summer position revealed that, on the whole, based on over 9,300 offers for which response timing was reported, responses were neither very quick nor stretched out to the 28-day mark. About two-thirds of responses were received in an 8- to 27-day period. Just under 7% of responses were received within 24 hours. This figure is higher in firms of 250 or fewer lawyers and in smaller offices. These firms were correspondingly less likely to receive responses at 28 days.

Another new inquiry concerning recruiting activity prior to the start of OCI found that about one-quarter of respondents had engaged in early OCI activity for their summer 2016 program, making a median of two offers, with about 36% of all such offers accepted. (Note that for purposes of this survey, offers to 1L students to return for their 2L summer in 2016 are not included.) As to the characteristics of students targeted for early offers, most frequently it was top candidates — 73% of offices making early offers — followed by diverse candidates — 61% of offices.

A question on what percentage of students with a summer offer came back to the firm for a second or “resell” visit did not yield reliable results.

## Response Times to Offers for 2016 Summer Programs

	PERCENT OF RESPONSES RECEIVED:						Number of Offers
	Within 24 Hours	Within 2-7 Days	Within 8-14 Days	Within 15-28 Days	At 28 Days	Never Responded	
<b>Total</b> .....	<b>6.6%</b>	<b>14.9%</b>	<b>24.4%</b>	<b>39.5%</b>	<b>11.9%</b>	<b>1.5%</b>	<b>9,363</b>
<b>By firm size (# of lawyers)</b>							
100 or fewer.....	16.5	32.9	19.5	19.5	9.1	2.4	164
101-250 .....	11.5	24.1	31.4	25.5	7.5	0.0	427
251-500 .....	8.3	16.8	24.2	36.5	13.0	1.3	1,187
501-700 .....	8.3	18.8	25.0	36.9	10.1	0.9	1,100
701+.....	5.4	12.8	24.1	42.0	12.4	1.7	6,475
<b>By office size (# of lawyers)</b>							
50 or fewer.....	11.9	28.1	24.5	26.9	7.5	1.2	413
51-100 .....	8.8	18.9	23.8	32.7	14.4	1.4	724
101-250 .....	7.0	16.0	25.6	36.1	14.4	1.0	2,417
251+.....	4.6	12.3	23.4	44.6	12.6	1.8	4,372

Note: Figures based on 9,363 offers for which the timing of the responses was reported, representing about 73% of all offers reported. For an additional 3% of offers, there was no response or the response was received after 28 days. Among survey respondents providing timing information, most accounted for the timing of all responses to offers. Some surveys, however accounted only for acceptances. Figures based only on acceptances show a quicker response time.

## Prevalence and Characteristics of Recruiting Prior to OCI

% of Offices/Firms Reporting Activity Prior to OCI:	
<b>Overall</b> .....	<b>26.0%</b>
<b>By firm size (# of lawyers):</b>	
250 or fewer.....	6.9%
251-500 .....	29.6%
501-700 .....	23.7%
701+.....	39.2%
Offer Volume and Outcomes:	
Median number of offers .....	2
Average number of offers.....	4.3
% of offers accepted.....	35.9%
Students to Whom Early Offers Were Made:	
Diverse candidates.....	61.4%
Candidates from non-OCI schools .....	39.8%
Candidates with a technical background.....	19.3%
Local candidates .....	53.4%
Top candidates.....	72.7%
Other .....	20.4%

Note: A total of 88 offices/firms reported making offers to 2Ls for summer 2016 employment prior to the start of OCI at schools at which these offices/firms recruit. For purposes of this survey, early OCI does not include 1Ls who will return for some or all of their 2L summer. Collectively these offices reported making 370 offers. Percentages for students receiving early offers add to more than 100 because more than one item could be checked. Others described include referrals and students met as 1Ls.

Firms were also asked to provide the number of offers made the previous year (2014) for summer 2015 positions. Based on firms having a summer 2015 program and planning to do so in 2016 and reporting the comparative 2014 figure, the volume of offers was up by almost 10%. At the largest firms, which also accounted for the majority of offers, the increase was just over 11%. Almost 60% of offices reported making more offers. Cities varied widely on this measure. Among those reporting at least 200 offers, Washington, DC, Los Angeles/Orange County, and the San Jose area all recorded double-digit increases ranging from 17% to 25%, while New York and Chicago were close to the overall average. About three-quarters of offices in New York and the San Jose area reported making more offers, whereas in Chicago fewer than half the offices did so. Among all cities with at least five offices reporting, Boston and Houston are notable for a 5.6% decrease in offer volume, and nearly flat volume, respectively.

Although the differences in the number of offers ranged from a decrease of 40 to an increase of more than 70, the median difference was just one.

## ■ Third-Year Hiring

Although the extent to which firms engaged in third-year hiring has increased somewhat, it is still the exception, with less than one-quarter of employers reporting any activity. Offices recruiting third-years (Class of 2016 graduates not previously working for the employer) typically made one or two offers. Because a number of the offices that did interview 3Ls ultimately made no offers, the median number of offers was two, and the 445 accepted callback invitations resulted in only 248 offers. About 74% of these offers were accepted.

## Comparison of Offer Volumes for Summer 2016 and Summer 2015

	# of Offers Made in 2015	Change from 2014	PERCENT OF OFFICES MAKING:			Number of Offices
			Fewer Offers	No Change	More Offers	
<b>Overall Total</b> .....	<b>12,731</b>	<b>9.6%</b>	<b>30.0%</b>	<b>11.4%</b>	<b>58.6%</b>	<b>307</b>
<b>By # of lawyers firm-wide</b>						
100 or fewer .....	158	14.5	21.9	25.0	53.1	32
101-250 .....	592	5.3	36.5	17.3	46.2	52
251-500 .....	1,664	9.4	28.0	12.0	60.0	50
501-700 .....	1,487	3.3	25.7	20.0	54.3	35
701+ .....	8,820	11.0	30.7	3.6	65.7	137
<b>By # of lawyers in office</b>						
50 or fewer .....	369	8.5	31.4	25.7	42.9	70
51-100 .....	978	8.2	29.6	12.7	57.7	71
101-250 .....	3,108	19.2	25.0	6.3	68.8	96
251+ .....	6,082	6.2	39.0	2.4	58.5	41
<b>By NALP region and city</b>						
Northeast .....	4,921	9.0	27.3	9.1	63.6	55
Boston .....	169	-5.6	57.1	14.3	28.6	7
New York City .....	4,707	9.6	24.4	2.4	73.2	41
Mid-Atlantic .....	1,634	13.6	29.1	9.1	61.8	55
Washington, DC/Northern VA .....	1,279	17.2	20.0	8.6	71.4	35
Southeast .....	624	14.9	31.0	17.2	51.7	58
Atlanta .....	83	15.3	33.3	16.7	50.0	6
Dallas .....	130	28.7	28.6	14.3	57.1	7
Houston .....	166	0.6	36.4	18.2	45.5	11
Miami/Ft. Lauderdale/W. Palm Beach .....	40	5.3	62.5	0.0	37.5	8
Midwest .....	1,075	13.2	32.0	12.0	56.0	50
Chicago .....	689	9.2	53.3	0.0	46.7	15
Minneapolis .....	43	30.3	28.6	42.9	28.6	7
Missouri .....	95	18.8	37.5	12.5	50.0	8
Ohio .....	103	37.3	0.0	0.0	100.0	6
West/Rocky Mountain .....	1,079	16.4	28.1	14.1	57.8	64
Los Angeles and Orange County .....	442	25.6	27.3	13.6	59.1	22
San Francisco .....	148	18.4	33.3	11.1	55.6	9
San Jose area .....	236	20.4	22.2	0.0	77.8	9

Note: Figures reflect employers that had a summer program in 2015 and will do so in 2016 and reported offer numbers for both years. This table includes both firm-wide and office-specific reports. However, figures by region include firm-wide/multi-office reporting only if the firm is wholly or predominantly located in that region, and city-specific figures generally do not include offices in that city that submitted a composite survey for offices nation-wide. The number of employers reporting is shown in the last column.