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Perspectives on 2016 Law Student Recruiting

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Executive Summary and Analysis

Entry–Level Law Firm Recruiting Activity Remains Brisk, but May Have Peaked for Now

Ask anyone who works as a recruiter for a large law firm and they will tell you that this past August and September, entry–level recruiting was as competitive and fast–paced as ever, more frenzied in some ways than during the peak of the bubble just before the Great Recession. Data from NALP's surveys of law schools and law firms about the level of 2016 recruiting support this characterization. The numbers show that entry–level law firm recruiting activity continues to be brisk, as frothy in some ways as the peak recruiting activity measured in 2006 and 2007. Nonetheless there are still fewer summer associate positions at large law firms than there were before the recession, and there were some indications that the year–over–year increases measured in recruiting volumes over the last several years may have peaked.

For instance, for the first time in four years, half of the firms responding to NALP's surveys reported that they made fewer offers for summer positions than they did in the previous year, a marked change from the previous two years where most firms reported that they made more offers than the previous year. Overall, however, recruiting activity in 2016 can best be described as flat compared to the previous year, but still robust. Another characteristic of the most recent recruiting cycle and one that is consistent with patterns measured in the last several years is that the level of recruitment has not been consistent across law firms. Some firms are reporting increased recruiting activity and larger classes even as other firms are reporting scaling back recruiting activity and smaller summer classes. This is consistent with the dispersion and market segmentation in law firm performance generally that has been described by industry observers.

For instance, while about 30 percent of law firms reported making more campus visits in 2016 compared to 2017, more than a quarter reported making fewer visits, and almost 44 percent reported making a similar number of visits compared to the previous year, and while just about 40 percent of law firms reported making more offers for summer programs, just over 51 percent reported making fewer offers, and ten percent reported making more than ten fewer offers than the year before. Similarly, the percentage of callback interviews that resulted in offers for summer programs remained essentially flat, after having grown consistently since 2012, and the yield on those offers also remained essentially flat. Also, the extent to which firms recruited 3Ls fell by five full percentage points, after growing for three years in a row, and marking the eighth year in a row with 3L recruiting levels far below those measured prior to the recession.

The data on summer program class size also reflect dispersion and segmentation. While the overall average summer class size and the summer class size for the largest law firms actually surpassed pre–recession highs (the average was 14, a number last measured in 2000), the range in summer class size is huge, and there are many very small programs. In fact the modal or most common summer class size in 2016 was just two. The offer rate coming out of summer programs actually fell slightly, from 95.3 percent to 94.6 percent, but offer rates varied considerably by law firm size and by geography, with both Washington, DC, and Miami reporting offer rates below 90 percent, as did firms with 500 or fewer attorneys. The acceptance rate on these offers has hovered between 84 percent and 86 percent for six years in a row now, more or less flat and significantly higher than the pre–recession norm of acceptance rates in the mid–seventies.

Members of the Class of 2018, those who went through the OCI process in the summer and fall of 2016, began to experience the flattening of the curve in recruiting volumes. Across employers of all sizes, the median number of offers extended fell slightly from 12 to 11.5, still well below the high of 15 measured in 2007, but well above the low of 7 measured in 2009. Similarly, the mean number of offers was flat at 38, having jumped up from 35 the previous year, and close to the figure of 39 measured in 2007. The percent of callback interviews resulting in offers for summer positions moved only slightly from 53.8 percent down to 53.3 percent, still well below the figures of 62.7 percent and 60 percent measured in 2006 and 2007, and well above the low figure of 36.4 percent measured in 2009. The offer acceptance rate has been more or less flat for the last four years, moving just half a percentage point from 32.7 percent up to 33.2 percent (generally when the offer rate goes down the acceptance rate goes up), considerably higher than the rates in the high 20s that were the norm in the years leading up to the recession.

Recruiting volumes remain at a very high level, but the numbers were mostly flat compared to last year.

"After a period of considerable volatility marked first by a prolonged slowdown in law student recruiting volumes following the recession and then a rapid escalation in recruiting volumes for two years running, we have seen the recruiting market stabilize this year" says James Leipold, NALP's Executive Director. "Recruiting volumes remain at a very high level, but the numbers were mostly flat compared to last year, and in some cases we saw some contractions, suggesting that the most recent period of growth has ended, or at the very least slowed. Small summer programs are the norm, though there are once again some very big programs out there. In New York in particular, the competition for top talent remains fierce. As with law firm profitability, there remain large differences between individual firms in terms of the number of offers being extended for summer programs and the size of the summer programs themselves. It is unclear if the jump in associate salaries that occurred in 2016 has contributed to the slight dampening in recruiting volumes that we have measured. From the 30,000 foot level it is clear that law firms continue to face pressure to carefully evaluate lawyer staffing levels at every juncture, and at the same time, law school graduating class sizes will continue to shrink through at least 2019, leaving fewer students competing for the remaining jobs."

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,
- employer and school participation in job fairs, and
- the outcomes of summer programs and of late summer/fall recruiting.

New analyses this year include a look at the extent to which employers returned to campus post–OCI to solicit additional 2L candidates, and the extent to which employers invited 2Ls with an offer for summer 2017 to return for a 'sell' visit.

The first part of this report details recruitment activity on campus and at job fairs in 2016, providing comparisons with 2015 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 2016 summer programs and of late summer/fall 2016 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. New analyses this year include a look at the extent to which employers returned to campus post–OCI to solicit additional 2L candidates, and the extent to which employers invited 1Ls with an offer for summer 2017 to return for a 'sell' visit. The findings in this report are based on law school responses to NALP's "Survey of Law Schools on 2016 Recruiting" and on legal employer responses to the "Survey of Legal Employers on 2016 Recruiting." Throughout the report, the terms "firm", "office", and "employer" are used interchangeably.

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 2019) students and current third–year (Class of 2017) students for summer 2017 associate positions is not included. Documentation of summer 2016 program outcomes includes only Class of 2017 graduates, and not any Class of 2016 graduates who participated in the summer 2016 program after graduation. Class of 2018 (1L) participation in the summer 2016 program is reported on separately in this report. Results of survey questions on lateral hiring is reported in the March 2017 NALP Bulletin.*

—Judith N. Collins, NALP Director of Research

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
2016	6	14	94.6	85.5	11	38	53.3	33.2

2016 Recruiting Activity

Law School Perspective

A total of 121 law schools, more than half of NALP's U.S. law school members, participated in the school survey, though not all answered every question.

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.

- 40% of schools reported an increase of 5% or more in the number of employers on campus in late summer/fall 2016 compared with 2015. About one–third reported steady numbers and almost 27% reported a decrease of 5% or more.

- Regional differences were evident, with schools in the Midwest and Southeast most likely to report an increase of 5% or more. Schools in the Northeast were most likely by far to report a decrease, while those in the Midwest were least likely by far to report a decrease. Further analyses by enrollment size show that over half of the largest schools reported little change and that most of the rest of the largest schools reported a decrease.

- About 44% 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 Southeast and Northeast. About 30% of schools reported that the number changed by less than 5%; the figure was lower in the Northeast and Southeast. Nearly half of schools in the Mid–Atlantic region reported that the number decreased by 10% or more. Large schools were most likely to report a decrease in employers requesting resume collection. It is noted that an employer may opt to post a job on Symplicity, rather than having the school collect resumes for them. Thus a decrease here may be offset elsewhere. (See Table 1.)

- An inquiry on traditional spring on–campus activity revealed that the number of employers on campus was up by 5% or more at about 45% of schools and that relatively few schools — just 18% — had a relatively constant number of employers. Large schools and those in the Midwest and Southeast diverged the farthest from the average. Large schools and schools in the Southeast were most likely to have experienced a decrease of 5% or more. (See Table 2.)

- A total of 103 schools answered questions on early outreach activities on the part of employers during the period prior to late summer/fall recruiting for both 2015 and 2016. Of these, just under one–quarter reported that there was no such activity on their campus in either 2015 or 2016. Where there has been such activity, it is generally on the increase, particularly in Mid–Atlantic region and at large schools, where about 92% and 75% of schools, respectively, 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 36 schools reported that they knew of at least one pre–OCI offer for 2L summer employment. On most campuses the total number of pre–OCI offers received was 10 or fewer, and a dozen reported that there were no early offers. Other schools were not tracking the data and so did not know. It should be noted that counts of early offers are not uniformly robust. The count is not intended to include offers to rising 2Ls who had been a summer 1L, but it may in some cases. (See Table 3.)

- A new inquiry asked schools to report the extent to which OCI employers returned to campus post–OCI to solicit additional 2L candidates. Over half of schools reported that this occurred, and it was even more likely at schools in the Mid–Atlantic region and at large schools. Typically the number of employers returning was a handful, though higher figures are noted for the Northeast and for large schools. (See Table 4.)

- Schools were about evenly split between those that reported an increase in the number of job postings from non–OCI employers in 2016 compared to 2015 and those reporting that the level stayed about the same. However, schools in the Northeast, in the Southeast, and large schools were most likely to report an increase and those in the Midwest and Mid–Atlantic regions were most likely to report little change. (See Table 5.)

- Over half of schools participated in five or more job fairs and 20% 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 5 job fairs and none reported participating in more than 10. Schools in the Southeast and Midwest fell in between those ranges. Large 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 mid–sized schools and those in the Midwest. Schools in the West/Rocky Mountain region 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. (See Table 6.)

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.

- "Our Spring Recruitment program is primarily focused on direct applications, with our program starting in December."

- "Early outreach by employers includes employer elected participation in Mock Interview Programs and a pre–OCI reception in April in addition to Summer Receptions at law firms."

- "Of the months not mentioned in this survey, December tends to have holiday receptions geared toward 1L students. Additionally, January has 1Ls meeting with employers at various fairs such as an on–campus Externship Fair (150+ employers) before the February 1 date noted here."

- "This fall's recruiting season was unexceptional."

- "We were excited to have at least a few more firms and state agencies than in the past five years. Hoping it is a good sign of employment trends turning around and an increase in hiring efforts."

- "More employers reached out to 3Ls for permanent jobs after the regular OCI season."

- "Student interest in public sector positions appeared to decrease."

- "J.D. Advantage positions require a different schedule from law firms; alumni contacts always prove valuable in both type of positions."

- "This year, we had more employers requesting direct mailings. It seems like more of our employers want to review applications on a rolling basis, rather than all at once."

Table 1. Comparison of Fall 2016 and Fall 2015 Employer Activity, As Reported by Schools
(*percent or number of schools in each category*)

		NALP Region					Fall 2016 JD Enrollment		
	Total	Northeast	Mid–Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Change in # Employers on Campus 2015-2016									
Decrease of 5% or More	26.7%	50.0%	26.3%	24.1%	10.7%	30.8%	20.6%	34.3%	31.8%
Change of Less than 5%	33.3	33.3	36.8	20.7	39.3	38.5	27.0	31.4	54.5
Increase of 5-15%	18.3	11.1	10.5	31.0	17.9	15.4	23.8	14.3	9.1
Increase of more than 15%	21.7	5.6	26.3	24.1	32.1	15.4	28.6	20.0	4.5
Number of Schools Reporting	120	18	19	29	28	26	63	35	22
Change in # of Employers Requesting Resume Collection 2015-2016									
Decrease of 10% or more	26.1%	29.4%	47.1%	17.9%	20.0%	25.0%	28.3%	29.0%	15.0%
Change of less than 10%	29.7	17.6	35.3	21.4	36.0	37.5	25.0	45.2	20.0
Increase of 10-35%	22.5	41.2	5.9	25.0	24.0	16.7	15.0	22.6	45.0
Increase of 35% or More	21.6	11.8	11.8	35.7	20.0	20.8	31.7	3.2	20.0
Number of Schools Reporting	111	17	17	28	25	24	60	31	20

Table 2. Comparison of Spring 2015 and Spring 2016 Employer Activity, As Reported by Schools
(*percent or number of schools in each category*)

		NALP Region					Fall 2016 JD Enrollment		
	Total	Northeast	Mid–Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Decrease of 5% or More	36.6%	41.2%	38.9%	50.0%	20.0%	33.3%	26.3%	42.4%	54.5%
Change of Less Than 5%	17.9	17.6	16.7	10.7	32.0	12.5	22.8	18.2	4.5
Increase of 5 – 20%	13.4	11.8	16.7	17.9	8.0	12.5	15.8	12.1	9.1
Increase of More Than 20%	32.1	29.4	27.8	21.4	40.0	41.7	35.1	27.3	31.8
Number of Schools Reporting	112	17	18	28	25	24	57	33	22

Table 3. Comparison of 2015 and 2016 Employer Early Outreach Activity, As Reported by Schools
(*percent or number of schools in each category*)

		NALP Region					Fall 2016 JD Enrollment		
	Total	Northeast	Mid–Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Decrease of 5% or More	20.3%	21.4%	8.3%	26.3%	27.8%	12.5%	25.6%	12.5%	16.7%
Change of Less Than 5%	16.5	7.1	0.0	31.6	16.7	18.8	20.9	12.5	8.3
Increase of 5 – 40%	32.9	35.7	50.0	21.1	33.3	31.3	27.9	29.2	58.3
Increase of More Than 40%	30.4	35.7	41.7	21.1	22.2	37.5	25.6	45.8	16.7
Number of Schools Reporting	79	14	12	19	18	16	43	24	12

Note: Figures are based on schools which reported figures for both years and which reported at least one employer involved in early outreach activities in one of the years. 12 schools did not answer these questions, 24 reported no early outreach activity in either year, and 6 schools did not report figures for both years.

Table 4. Employers Returning Post–OCI, As Reported by Schools

		NALP Region					Fall 2016 JD Enrollment		
	All Schools	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550-750	More Than 750
% of Schools Reporting Post-OCI Visits	57.3%	58.8%	70.0%	51.9%	63.0%	46.2%	46.8%	53.1%	91.3%
Median Number	3	8	3	2.5	2	4	2	3	10
Average Number	6	9.4	5.8	4.8	2.3	8.8	3.3	6.2	10.6

Table 5. Comparison of the Number of Job Postings From Non–OCI Employers in 2016 With 2015 As Reported by Schools (*percent or number of schools in each category*)

		NALP Region					Fall 2016 JD Enrollment		
Number of Job Postings	Total	Northeast	Mid–Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Increased	45.3%	55.6%	38.9%	53.6%	33.3%	46.2%	38.7%	44.1%	66.7%
Decreased	8.5	11.1	5.6	3.6	7.4	15.4	9.7	8.8	4.8
Stayed About Same	46.2	33.3	55.6	42.9	59.3	38.5	51.6	47.1	28.6
Number of Schools Reporting	117	18	18	28	27	26	62	34	21

Table 6. Job Fair Participation, Fall 2016, As Reported by Schools
(*percent or number of schools in each category*)

		NALP Region					Fall 2016 JD Enrollment		
	Total	Northeast	Mid–Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Number of Job Fairs or Consortia									
Less Than 5	42.6%	33.3%	27.8%	32.1%	50.0%	64.0%	58.3%	32.4%	14.3%
5–10	37.4	16.7	50.0	39.3	42.3	36.0	30.0	44.1	47.6
More Than 10	20.0	50.0	22.2	28.6	7.7	0.0	11.7	23.5	38.1
Number of Schools Reporting	115	18	18	28	26	25	60	34	21
Change in Number of Job Fairs Compared with Fall 2015									
Decrease	27.1%	27.8%	43.8%	36.0%	16.0%	17.4%	30.2%	20.6%	30.0%
No Change	52.3	50.0	43.8	52.0	60.0	52.2	45.3	67.6	45.0
Increase	20.6	22.2	12.5	12.0	24.0	30.4	24.5	11.8	25.0
Number of Schools Reporting	107	18	16	25	25	23	53	34	20

Employer Perspective

A total of 398 employers, mostly law firms, provided some information on recruiting activity or recent summer programs. Over 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 somewhat more likely to increase the number of schools at which they recruited (31%) than they were to decrease the number (26%). About 44% reported no change in the number. (See Tables 7–10)

- Medians ranged from 4 schools at firms of 100 or fewer lawyers to 14 schools at firms of 501–700 lawyers. The median for the largest firms was 9 schools. It is also the case that for small offices, regardless of overall firm size, the median was typically 4 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 nationwide.

- 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 — 57% — followed by employers in the Mid–Atlantic Region — at 43%. These rates are far higher than those of employers in the Southeast and Midwest. The percentage of offices increasing the number of schools visited varied from 19% to 39%. No change was most likely in the Midwest. The proportion of offices visiting fewer schools ranged from just 21% to 30%.

- Regional averages are not necessarily indicative of activity on the part of employers in a given city within that region. For example, offices in San Francisco were less likely to have increased the number of schools visited, or have not changed that number than were offices in the region as a whole, whereas offices in Chicago were more likely to have decreased the number of schools visited compared to their region. 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.

- Over 28% of responding employers participated in no job fairs, and two–thirds of employers participated in the same number of job fairs in 2015 and 2016.

- Among firms of 100 or fewer lawyers, 64% did not participate in any job fairs. Most small offices, regardless of firm size, participated in fewer than two job fairs. Nearly all offices in firms of 250 or fewer lawyers did not change the number of job fairs in which they participated, whereas for the largest firms the figure was closer to half.

- On a regional basis, offices in the Northeast and Midwest were most likely to participate in job fairs, with about 79–80% doing so. Offices in the Northeast were also most likely to have participated in three or more job fairs, while those in the Mid–Atlantic and West/Rocky Mountain regions 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 more likely to participate in three or more job fairs compared with their respective regions as a whole.

Table 7. Fall 2016 On Campus Interviewing Activity and Comparisons With Fall 2015 As Reported by Employers — by Size (*in percentages except for medians*)

		Number of Schools Visited in 2016					Number of Schools Visited Compared to 2015		
	# of Offices	None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
Total — All Employers	341	5.9%	22.6%	30.2%	41.3%	7.0	25.7%	43.7%	30.7%
Firms of 100 or Fewer Lawyers	38	15.8	34.2	42.1	7.9	4.0	26.3	57.9	15.8
Offices of 26–50 Lawyers	9	0.0	55.6	33.3	11.1	3.0	11.1	55.6	33.3
Offices of 51–100 Lawyers	15	13.3	20.0	60.0	6.7	5.0	33.3	60.0	6.7
Firms of 101–250 Lawyers	60	6.7	23.3	40.0	30.0	6.0	23.3	46.7	30.0
Offices of 26–50 Lawyers	6	0.0	40.0	60.0	0.0	5.0	0.0	60.0	40.0
Offices of 51–100 Lawyers	12	8.3	25.0	41.7	25.0	6.0	25.0	58.3	16.7
Offices of 101–250 Lawyers	34	0.0	11.8	44.1	44.1	7.5	23.5	41.2	35.3
Firms of 251–500 Lawyers	68	5.9	32.4	19.1	42.6	7.0	28.4	44.8	26.9
Offices of 25 or Fewer Lawyers	8	0.0	100.0	0.0	0.0	2.0	0.0	62.5	37.5
Offices of 26–50 Lawyers	13	7.7	69.2	23.1	0.0	3.0	23.1	61.5	15.4
Offices of 51–100 Lawyers	11	18.2	27.3	27.3	27.3	6.0	45.5	27.3	27.3
Offices of 101–250 Lawyers	14	7.1	7.1	14.3	71.4	13.0	42.9	42.9	14.3
Offices of 251+ Lawyers	13	0.0	0.0	38.5	61.5	10.0	23.1	61.5	15.4
Firms of 501–700 Lawyers	35	11.4	14.3	20.0	54.3	14.0	34.3	31.4	34.3
Offices of 26–50 Lawyers	7	14.3	57.1	14.3	14.3	2.5	14.3	57.1	28.6
Offices of 101–250 Lawyers	8	0.0	12.5	12.5	75.0	18.0	12.5	25.0	62.5
Offices of 251+ Lawyers	8	0.0	0.0	12.5	87.5	17.5	50.0	37.5	12.5

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		Number of Schools Visited in 2016					Number of Schools Visited Compared to 2015		
	# of Offices	None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
Firms of 701+ Lawyers	140	1.4	16.4	30.7	51.4	9.0	23.0	41.0	36.0
Offices of 25 or Fewer Lawyers	10	0.0	50.0	40.0	10.0	3.5	0.0	666.7	33.3
Offices of 26–50 Lawyers	25	4.0	44.0	48.0	4.0	4.0	20.0	44.0	36.0
Offices of 51–100 Lawyers	29	0.0	13.8	51.7	34.5	6.0	31.0	41.4	27.6
Offices of 101–250 Lawyers	35	2.9	8.6	22.9	65.7	14.0	22.9	37.1	40.0
Offices of 251+ Lawyers	29	0.0	0.0	13.8	86.2	16.0	24.1	48.3	27.6

This table includes offices/firms that reported visiting at least one school in 2015 or 2016. The number of offices reporting both 2015 and 2016 information for the comparative analyses is somewhat smaller than the number shown in the first column, which is the number of offices/firms that reported visiting at least one school in 2015 or 2016. 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 the survey reported for multiple or all offices.

*These employers did visit schools in 2015.

**Medians are calculated based on employers making visits in 2016.

Table 8. Fall 2016 On Campus Interviewing Activity and Comparisons With Fall 2015 As Reported by Employers — by NALP Region and City (*in percentages except for medians*)

		Number of Schools Visited in 2016					Numbers of Schools Visited Compared to 2015		
	# of Offices	None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
Total — All Employers	341	5.9%	22.6%	30.2%	41.3%	7.0	25.7%	43.7%	30.7%
Northeast	58	5.2	12.1	25.9	56.9	12.0	29.8	50.9	19.3
Boston	10	0.0	0.0	60.0	40.0	6.0	30.0	70.0	0.0
New York City	40	5.0	12.5	15.0	67.5	15.0	30.0	45.0	25.0
Mid–Atlantic	56	8.9	21.4	26.8	42.9	8.0	25.0	35.7	39.3
Washington, DC/ Northern VA area	35	5.7	22.9	25.7	45.7	8.0	22.9	40.0	37.1
Southeast	61	4.9	45.9	39.3	9.8	4.0	21.7	50.0	28.3
Atlanta	7	0.0	42.9	28.6	28.6	6.0	28.6	28.6	42.9
Dallas	8	0.0	37.5	50.0	12.5	5.0	25.0	37.5	37.5
Houston	12	8.3	50.0	41.7	0.0	3.0	25.0	41.7	33.3
Miami/Ft. Lauderdale/ W. Palm Beach	8	12.5	50.0	37.5	0.0	2.0	12.5	75.0	12.5
Midwest	56	7.1	17.9	46.4	28.6	7.0	21.4	55.4	23.2
Chicago	18	11.1	11.1	50.0	27.8	7.0	38.9	38.9	22.2
Michigan	7	14.3	0.0	71.4	14.3	6.0	28.6	42.9	28.6
Minneapolis	6	0.0	33.3	50.0	16.7	5.0	33.3	50.0	16.7
Missouri	10	0.0	10.0	60.0	30.0	6.5	0.0	70.0	30.0
Ohio	5	0.0	20.0	40.0	40.0	7.0	0.0	80.0	20.0
West/Rocky Mountain	71	7.0	28.2	31.0	33.8	5.5	29.6	40.8	29.6
Los Angeles and Orange County	26	11.5	7.7	50.0	30.8	7.0	34.6	34.6	30.8
San Francisco	9	0.0	44.4	33.3	22.2	4.0	33.3	55.6	11.1
San Jose area	9	0.0	11.1	33.3	55.6	10.0	22.2	44.4	33.3
Seattle	5	0.0	80.0	20.0	0.0	2.0	40.0	40.0	20.0

This table includes offices/firms that reported visiting at least one school in 2015 or 2016.

The number of offices reporting both 2015 and 2016 information for the comparative analyses is somewhat smaller than the number shown in the first column, which is the number of offices/firms that reported visiting at least one school in 2015 or 2016. Specific city information may include firms which recruit for additional offices in other cities, and/or a few offices in suburban locations. City figures generally do not include offices that submitted one composite survey to cover recruiting activity in multiple cities nationwide.

*These offices did visit schools in 2015.

**Medians are calculated based on schools making visits in 2016.

Table 9. Fall 2016 Job Fair Participation and Comparisons With Fall 2015 As Reported by Employers
(*in percentages*)

		Number of Job Fairs/Consortia Fall 2016				Job Fair Participation Compared to 2015		
	# of Offices	None	One	Two	Three or More	Increase	Decrease	No Change
Total — All Employers	345	28.4%	24.3%	12.5%	34.8%	20.4%	14.3%	65.3%
Firms of 100 or Fewer Lawyers	39	64.1	25.6	5.1	5.1	2.6	7.7	89.7
Offices of 25 or fewer Lawyers	6	100.0	0.0	0.0	0.0	0.0	16.7	83.3
Offices of 26–50 Lawyers	9	66.7	33.3	0.0	0.0	0.0	0.0	100.0
Offices of 51–100 Lawyers	16	50.0	31.3	6.3	12.5	0.0	6.3	93.8
Firms of 101–250 Lawyers	62	29.0	32.3	14.5	24.2	14.5	4.8	80.6
Offices of 25 or fewer Lawyers	6	100.0	0.0	0.0	0.0	0.0	0.0	100.0
Offices of 26–50 Lawyers	5	40.0	40.0	0.0	20.0	20.0	0.0	80.0
Offices of 51–100 Lawyers	12	41.7	33.3	25.0	0.0	16.7	8.3	75.0
Offices of 101–250 Lawyers	34	11.8	38.2	17.6	32.4	17.6	5.9	76.5
Firms of 251–500 Lawyers	69	31.9	30.4	14.5	23.2	17.6	23.5	58.8
Offices of 25 or fewer Lawyers	10	60.0	30.0	10.0	0.0	10.0	20.0	70.0
Offices of 26–50 Lawyers	13	76.9	23.1	0.0	0.0	0.0	23.1	76.9
Offices of 51–100 Lawyers	11	36.4	27.3	27.3	9.1	18.2	18.2	63.6
Offices of 101–250 Lawyers	14	14.3	14.3	7.1	64.3	21.4	35.7	42.9
Offices of 251+ Lawyers	12	0.0	50.0	25.0	25.0	16.7	16.7	66.7

continued

continued

		Number of Job Fairs/Consortia Fall 2016				Job Fair Participation Compared to 2015		
	# of Offices	None	One	Two	Three or More	Increase	Decrease	No Change
Firms of 501–700 Lawyers	35	22.9	20.0	8.6	48.6	8.6	25.7	65.7
Offices of 26–50 Lawyers	7	42.9	42.9	0.0	14.3	14.3	14.3	71.4
Offices of 101–250 Lawyers	9	0.0	22.2	22.2	55.6	0.0	22.2	77.8
Offices of 251+ Lawyers	8	0.0	0.0	12.5	87.5	12.5	37.5	50.0
Firms of 701+ Lawyers	140	17.9	18.6	13.6	50.0	32.4	12.9	54.7
Offices of 25 or fewer Lawyers	10	40.0	10.0	30.0	20.0	44.4	0.0	55.6
Offices of 26–50 Lawyers	25	48.0	20.0	12.0	20.0	32.0	4.0	64.0
Offices of 51–100 Lawyers	29	13.8	27.6	20.7	37.9	31.0	13.8	55.2
Offices of 101–250 Lawyers	35	14.3	25.7	14.3	45.7	22.9	17.1	60.0
Offices of 251+ Lawyers	29	0.0	6.9	6.9	86.2	37.9	13.8	48.3

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2015 or 2016.

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.

Table 10. Fall 2016 Job Fair Participation and Comparisons With Fall 2015 As Reported by Employers — by NALP Region and City/State (*in percentages*)

		Number of Job Fairs/Consortia Fall 2016				Job Fair Participation Compared to 2015		
	# of Offices	None	One	Two	Three or More	Increase	Decrease	No Change
Total — All Employers	345	28.4%	24.3%	12.5%	34.8%	20.4%	14.3%	65.3%
Northeast	57	21.1	22.8	14.0	42.1	12.5	12.5	75.0
Boston	10	0.0	50.0	40.0	10.0	10.0	10.0	80.0
New York City	39	25.6	15.4	5.1	53.8	15.4	15.4	69.2
Mid–Atlantic	58	32.8	19.0	12.1	36.2	24.1	19.0	56.9
Washington, DC/ Northern VA area	35	28.6	20.0	14.3	37.1	34.3	11.4	54.3
Southeast	62	53.2	24.2	8.1	14.5	14.8	11.5	73.8
Atlanta	7	14.3	42.9	28.6	14.3	0.0	14.3	85.7
Dallas	8	62.5	0.0	0.0	37.5	25.0	25.0	50.0
Houston	12	33.3	16.7	25.0	25.0	50.0	8.3	41.7
Miami/Ft. Lauderdale/ W. Palm Beach	8	75.0	0.0	0.0	25.0	0.0	0.0	100.0
Midwest	57	19.3	35.1	12.3	33.3	17.5	12.3	70.2
Chicago	19	5.3	15.8	10.5	68.4	31.6	15.8	52.6
Michigan	7	42.9	42.9	14.3	0.0	0.0	0.0	100.0
Minneapolis	6	16.7	66.7	0.0	16.7	0.0	16.7	83.3
Missouri	10	0.0	50.0	20.0	30.0	10.0	20.0	70.0
Ohio	5	60.0	40.0	0.0	0.0	20.0	0.0	80.0
West/Rocky Mountain	73	31.5	30.1	17.8	20.5	24.7	12.3	63.0
Denver area	5	20.0	80.0	0.0	0.0	40.0	0.0	60.0
Los Angeles and Orange County	26	34.6	23.1	19.2	23.1	23.1	15.4	61.5
Phoenix	5	60.0	20.0	0.0	20.0	20.0	0.0	80.0
San Francisco	9	0.0	44.4	22.2	33.3	44.4	0.0	55.6
San Jose area	9	11.1	22.2	44.4	22.2	22.2	22.2	55.6
Seattle	5	60.0	40.0	0.0	0.0	0.0	0.0	100.0

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2015 or 2016.

The number of offices reporting both 2015 and 2016 information for the comparative analyses is slightly smaller than the number shown in the first column. Specific city information may include firms which recruit for additional offices in other cities, and/or a few offices in suburban locations. City figures generally do not include 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 78% of offices reported summer programs of 8, 9, or 10 weeks, although the lengths reported ranged from 3 to 14 weeks. For the most part, offices reporting a summer program in both 2014 and 2016 have not changed the length of the program; just 5% of offices reporting a summer program in both 2014 and 2016 reported that the length of their summer program decreased, and most of these were by one week. Likewise, about 5% reported that the length of their summer program increased, again usually by one week. Another way of looking at this is that the average length of the summer program for these offices has remained at 9.6 weeks for at least the last three years. (See Table 11.)

- On a regional basis, 6 or 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 parts of the Midwest.

- 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 2017, about 83% of offices held a summer program each summer from 2014 to 2016 and will do so again in 2017. This percentage is lower in firms of 251-500 lawyers, in smaller offices, and in the Southeast. About 4.3% of offices will not hold a summer program in 2017, after doing so in the prior three years. An even smaller percentage of employers, just over 3%, reported having a program in all years except 2014. These three scenarios are the most common nation-wide, but not necessarily for smaller units of analysis, particularly cities. (See Table 12.)

Table 11. Length of Summer 2016 Programs

	Most Common Program Lengths and % Reporting Each					Range of Lengths Reported (Weeks)					
	6 Weeks	8 Weeks	9 Weeks	10 Weeks	12 Weeks	Min. Length	Max. Length	Average Length 2016	Average Length 2015	Average Length 2014	# of Offices**
Total — All Employers	6.7%	8.6%	12.3%	57.2%	7.0%	3	14	9.6	9.6	9.6	374
By # of Lawyers Firm–Wide											
100 or fewer	5.4	18.9	5.4	40.5	21.6	4	12	9.6	9.7	9.8	37
101–250	14.5	3.2	19.4	43.5	12.9	6	12	9.4	9.4	9.2	62
251–500	10.4	5.2	6.5	66.2	0.0	3	14	9.4	9.6	9.7	77
501–700	7.7	10.3	23.1	48.7	10.3	6	12	9.5	9.5	9.4	39
701+	1.9	9.4	11.3	64.2	3.8	6	12	9.7	9.7	9.7	159
By # of Lawyers in Office											
25 or fewer	14.3	8.6	8.6	48.6	14.3	3	12	9.2	9.5	9.1	35
26–50	12.7	14.3	12.7	49.2	6.3	4	12	9.0	9.1	9.1	63
51–100	6.0	10.8	7.2	60.2	3.6	6	12	9.7	9.6	9.7	83
101–250	4.9	3.9	19.4	62.1	3.9	6	12	9.7	9.6	9.6	103
251+	0.0	3.8	7.7	63.5	11.5	8	14	10.3	10.4	10.3	52
By NALP Region and City/State											
Northeast	0.0	6.5	12.9	58.1	11.3	4	13	10.0	9.9	10.0	62
Boston	0.0	8.3	25.0	58.3	0.0	8	11	9.7	9.6	9.6	12
New York City	0.0	2.4	7.1	64.3	11.9	4	13	10.1	10.0	10.0	42
Mid–Atlantic	1.7	6.8	11.9	62.7	3.4	6	14	9.9	10.0	9.9	59
Washington, DC/Northern VA	0.0	5.4	5.4	67.6	5.4	8	14	10.2	10.3	10.2	37
Southeast	31.4	10.0	17.1	30.0	4.3	6	12	8.3	8.3	8.2	70
Atlanta	14.3	14.3	42.9	14.3	0.0	6	10	8.3	8.3	8.3	7
Dallas	40.0	10.0	10.0	40.0	0.0	6	10	8.1	8.2	8.2	10
Houston	35.7	7.1	0.0	50.0	0.0	6	10	8.2	8.4	8.2	14
Miami/Ft. Lauderdale/ W. Palm Beach	11.1	0.0	66.7	22.2	0.0	6	10	8.9	9.0	8.6	9
Midwest	0.0	9.5	6.3	63.5	11.1	3	12	9.8	10.0	9.8	63
Chicago	0.0	4.8	4.8	76.2	4.8	3	12	9.7	10.0	10.0	21
Michigan	0.0	0.0	0.0	57.1	28.6	10	12	10.7	10.9	10.7	7

continued

continued

	Most Common Program Lengths and % Reporting Each					Range of Lengths Reported (Weeks)					
	6 Weeks	8 Weeks	9 Weeks	10 Weeks	12 Weeks	Min. Length	Max. Length	Average Length 2016	Average Length 2015	Average Length 2014	# of Offices**
Minneapolis	0.0	0.0	0.0	83.3	16.7	10	12	10.3	10.3	10.3	6
Missouri	0.0	40.0	0.0	40.0	10.0	8	12	9.5	9.3	9.3	10
Ohio	0.0	0.0	14.3	57.1	14.3	9	12	10.3	10.0	10.2	7
West/Rocky Mountain	2.4	8.2	7.1	72.9	5.9	6	12	9.8	9.9	9.9	85
Denver area	0.0	20.0	40.0	40.0	0.0	8	10	9.2	NC	NC	5
Los Angeles and Orange County	3.3	10.0	0.0	80.0	3.3	6	12	9.8	9.9	9.9	30
Phoenix	0.0	20.0	40.0	20.0	20.0	8	12	9.6	9.7	9.7	5
San Francisco	0.0	0.0	0.0	84.6	7.7	10	12	10.2	10.3	10.1	13
San Jose area	0.0	0.0	9.1	81.8	0.0	9	11	10.0	10.0	9.9	11
Seattle	0.0	16.7	0.0	66.7	16.7	8	12	10.0	10.8	10.8	6

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 which submitted one survey for multiple offices nationwide. 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 nationwide for summer 2016.

These five may not be the most common for smaller units of analysis.

**This is the number of offices which reported a summer program in 2016. 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 2014 and 2015 are based may vary from this number. An NC in the columns reporting averages indicates that fewer than five offices responding to the 2016 survey had a summer program in that year.

Table 12. Summer Program Trends 2014–2017

	% Holding Program In All 4 Years	% Holding Program In All Years Except 2017	% Holding Program In All Years Except 2014	# Reporting
Overall	83.3%	4.3%	3.3%	395
By Number of Lawyers Firm–Wide				
100 or Fewer	82.5	5.0	2.5	40
101–250	85.9	3.1	1.6	64
251–500	74.4	7.3	8.5	82
501 –700	82.9	4.9	2.4	41
701+	86.9	3.0	1.8	168
By Number of Lawyers in Office				
25 or Fewer	31.8	11.4	13.6	44
26–50	71.8	9.9	2.8	71
51–100	90.6	2.3	3.5	85
101–250	94.3	1.0	1.9	105
251+	100.0	0.0	0.0	52
By NALP Region and City/State				
Northeast	87.3	4.8	3.2	63
Boston	100.0	0.0	0.0	12
New York City	88.4	4.7	2.3	43
Mid–Atlantic	80.0	3.1	3.1	65
Washington DC/Northern VA	82.5	5.0	0.0	40
Southeast	78.7	6.7	5.3	75
Atlanta	75.0	12.5	0.0	8
Dallas	81.8	9.1	0.0	11
Houston	85.7	7.1	7.1	14
Miami/Ft. Lauderdale/ W. Palm Beach	63.6	0.0	0.0	11
Midwest	85.1	1.5	4.5	67
Chicago	81.8	4.5	9.1	22
Minneapolis	100.0	0.0	0.0	6
Michigan	75.0	0.0	0.0	8
Missouri	90.9	0.0	0.0	11
Ohio	85.7	0.0	0.0	7
West/Rocky Mountain	78.9	6.7	2.2	90
Denver area	33.3	16.7	0.0	6

continued

continued

	% Holding Program In All 4 Years	% Holding Program In All Years Except 2017	% Holding Program In All Years Except 2014	# Reporting
Los Angeles and Orange County	83.3	10.0	3.3	30
Phoenix	50.0	33.3	0.0	6
San Francisco	85.7	0.0	0.0	14
San Jose area	90.9	0.0	9.1	11
Seattle	83.3	0.0	0.0	6

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 90.9% 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 which reported one consolidated form to cover activity in offices nationwide.

Outcomes of Summer Programs & Fall Recruiting

A total of 373 employers reported information on the outcomes of their 2016 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 21%, 19%, and 25% 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 nationwide.

Outcomes of Summer 2016 Programs

Responding employers reported a combined total of 5,312 individuals from the Class of 2017 participating in their 2016 summer programs, with an overall average class size of 14, 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 one office only reveals that, on a per office basis, the median size was 4, and the average size was 9. For firms reporting on a firm–wide basis, the median class size was 20.5, and ranged from 7 in firms of 101–250 lawyers to about 47 in firms of 701+. Overall, 94.6% of participants received an offer for an associate position, compared with just over 95% for the prior summer. (See Table 13.) This was the sixth year in a row that the rate has been at or above 90%, after falling precipitously to 69% in 2009. The offer rates in 2015 and 2016 represent the highest in the 24 years that NALP has compiled comparable figures. The overall figures for 2016 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 14 was last reached in 2000. However, medians have not exceeded 6 since the start of this century. After falling to a low point in 2009, the offer rate is higher than ever, even as median and average class sizes have returned to pre–recession levels. 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 which are quite small. Offer rates were highest in the Northeast, and lowest in the Southeast. Among cities with larger programs (those with a median size of five or more), New York, Chicago, and the San Jose area led the way with all or nearly all summer associates receiving an offer, followed closely by Dallas. Acceptance rates were over 80% in most cities, although lower acceptance rates are noted for Dallas, Houston, and the Los Angeles/Orange County area.
- An offer decision had not been made as of December 1, 2016, for whatever reason, for just 1% of summer program participants.
- Average and median summer program sizes mask a considerable range of sizes, however, and the distribution of those sizes. (See Table 14.)
- Overall, program sizes ranged from 1 to 205, but the most common program size (the mode) was 2, reported by 15% of offices, and offices were about evenly split between those reporting a program of 1–3 second–years, 4–9 second–years, and 10 or more second–years. Moreover, the 95th percentile of program sizes, that is the size delineating the top 5% of offices from the bottom 95% is just 60.
- Of course these figures vary a great deal depending on whether the information was reported for all or multiple offices of the firm, or for a single office. For example, for multi–office reports, the size of most programs was 10 or more, but the minimum was 3.
- It is worth noting that, for office–specific reports, the minimum program size was 1, regardless of firm size, and the modal value was typically 2 to 4. This reflects numerous small programs at smaller offices of these large firms.

A final 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 23% of offices reported acceptance rates of 75% or less and 25.9% reported acceptance rates between 75% and 99.9%. Just over half reported acceptance rates of 100%. The average acceptance rate was 86.7%. The smallest offices were most likely to report a 100% acceptance rate. By overall firm size, the prevalence of 100% acceptance rates varied from 42% to almost 79%. (See Table 15.)

- On a regional basis, offices in the Northeast were least likely to report acceptance rates of 100%. Offices in the Southeast were most likely to have reported acceptance rates of 75% or less. The average acceptance rate was lowest in the Southeast as well — at about 82%. The average acceptance rate was greater than 80% in all the cities reported here except Dallas.

Table 13. Outcomes of Summer 2016 Programs

	Size of Program				
	Median	Average	% of Participants Receiving Offers	% of Offers Accepted	# of Offices
Overall Total	6.0	14	94.6%	85.5%	373
Firm–Wide Reports					
All Firm–Wide Reports	20.5	32	94.4	86.1	82
By # of Lawyers Firm–Wide					
101–250	7.0	9	88.8	87.4	16
251–500	16.0	17	87.5	84.7	21
501–700	22.0	23	92.0	88.1	15
701+	47.0	61	96.8	85.9	29
By NALP Region					
Northeast	50.0	49	94.2	80.3	6
Mid–Atlantic	14.5	16	92.9	87.2	8
Southeast	13.0	13	75.9	61.7	6
Midwest	10.0	12	83.4	90.4	14
West/Rocky Mountain	14.0	15	87.4	85.0	13
Office–Specific Reports					
All Office–Specific Reports	4.0	9	94.8	84.9	291
By # of Lawyers Firm–Wide					
100 or Fewer	2.0	3	77.8	82.9	36
101–250	4.0	5	88.2	86.6	45
251–500	3.0	7	86.8	86.5	56
501–700	5.0	13	96.5	85.0	24
701+	6.0	13	98.2	84.5	130
By # of Lawyers in Office					
25 or Fewer	2.0	2	86.7	75.0	34
26–50	3.0	3	87.1	80.0	59
51–100	4.0	5	91.4	87.0	78
101–250	7.0	10	97.1	86.6	72
251+	23.5	34	96.3	84.5	36
By NALP Region and City/State					
Northeast	8.0	22	98.5	84.6	56
Boston	5.5	7	98.9	93.2	12
New York City	16.0	30	99.1	83.9	37

continued

continued

	Size of Program				
	Median	**Average**	**% of Participants Receiving Offers**	**% of Offers Accepted**	**# of Offices**
Mid–Atlantic	5.0	9	87.9	84.0	50
Washington, DC/ Northern VA	5.5	11	86.8	83.5	36
Southeast	3.0	4	87.9	82.8	64
Atlanta	3.0	5	94.6	94.3	7
Dallas	5.5	6	95.1	77.6	10
Houston	3.5	5	92.1	78.6	14
Miami/ Ft. Lauderdale/ W. Palm Beach	1.5	2	81.3	92.3	8
Midwest	5.0	8	95.1	90.0	49
Chicago	7.0	13	97.6	86.9	19
Minneapolis	3.0	4	89.5	100.0	5
Missouri	4.5	6	93.2	90.2	8
Ohio	5.0	7	91.4	96.9	5
West/Rocky Mountain	3.0	5	96.4	83.0	72
Denver area	2.0	2	100.0	90.9	5
Los Angeles and Orange County	4.0	6	98.1	76.8	28
San Francisco	4.0	5	93.5	87.9	13
San Jose area	5.0	7	98.5	87.7	9
Seattle	1.0	2	100.0	88.9	6

Note: Figures reflect participation by 5,312 students in the Class of 2017 during the summer of 2016. 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, 2016. Overall, firms reported that an offer decision had not been made for just 1% 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 which reported information firm–wide, or for multiple offices, from those which 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

Table 14. Summer Program Sizes

	% of Offices in Each Program Size Range			Range of Program Sizes Reported				Most Common Program Size (Mode) and % of Offices			
	1–3	4–9	10 or more	Minimum	5th percent–ile	95th percent–ile	Maximum	Mode	% of Offices With Program This Size	# of Summer 2Ls	# of Offices
Overall	31.6%	33.8%	34.6%	1	1	60	205	2	14.8%	5,312	373
All Firm–Wide/Multi–Office Reports	22.0		78.0	3	5	120	205	6, 7, 10, 14	6.1% Each	2,624	82
By Firm Size											
101–250	68.8		31.2	3	3	20	20	5, 6, 7	18.8% Each	143	16
251–500	19.1		80.9	6	6	30	34	14, 17	14.3% Each	352	21
501–700	6.7		93.3	4	4	63	63	No figure reported more than 2 times	—	348	15
701+	3.5		96.6	7	15	144	205	No figure reported more than 2 times	—	1,777	
All Office–Specific Reports	40.2	38.8	21.0	1	1	36	144	2	18.9%	2,688	291
By Firm Size											
100 or Fewer	83.3	16.7	0.0	1	1	4	6	2	33.3%	90	36
101–250	31.1	60.0	8.9	1	1	14	20	4	20.0%	229	45
251–500	53.6	26.7	19.6	1	1	38	40	2	33.9%	394	56
501–700	37.5	37.5	25.0	1	1	75	110	2	25.0%	318	24
701+	26.2	40.0	40.0	1	1	43	144	4, 5	10.8% Each	1,657	130

Note: Figures are based on offices/firms which reported at least one second–year summer associate for summer 2016. 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

Table 15. Acceptance Rates from Summer 2016 Program
(*percent of offices in each range of acceptance rates*)

	Acceptance Rates				
	75% or less	**75.1%–99.9%**	**100%**	**Average Acceptance Rate**	**# of Offices**
Total — All Employers	22.6%	25.9%	51.5%	86.7%	363
By # of Lawyers Firm–Wide					
100 or Fewer	18.2	3.0	78.8	85.8	33
101–250	16.1	17.9	66.1	91.8	56
251–500	23.7	22.4	53.9	87.0	76
5–501–700	28.2	28.2	43.6	80.2	39
6–701+	23.9	34.6	41.5	86.5	159
By # of Lawyers in Office					
25 or Fewer	35.5	0.0	64.5	75.3	31
26–50	34.5	5.2	60.3	81.4	58
51–100	20.7	9.8	69.5	90.1	82
101–250	18.6	32.4	49.0	89.3	102
251+	21.2	59.6	19.2	85.7	52
By NALP Region and City/State					
Northeast	24.6	36.1	39.3	86.4	61
Boston	16.7	8.3	75.0	94.4	12
New York City	23.8	50.0	26.2	84.5	42
Mid–Atlantic	25.9	24.1	50.0	85.5	58
Washington, DC/ Northern VA	27.8	16.7	55.6	86.3	36
Southeast	34.8	10.6	54.5	82.2	66
Atlanta	14.3	0.0	85.7	90.5	7
Dallas	50.0	40.0	10.0	76.2	10
Houston	38.5	7.7	53.8	83.3	13
Miami/ Ft. Lauderdale/ W. Palm Beach	12.5	12.5	75.0	93.3	8
Midwest	8.5	22.0	69.5	92.7	59
Chicago	14.3	33.3	52.4	86.5	21
Michigan	0.0	0.0	100.0	100.0	5
Minneapolis area	16.7	0.0	83.3	92.6	6

continued

continued

	Acceptance Rates				
	75% or less	**75.1–99.9%**	**100%**	**Average Acceptance Rate**	**# of Offices**
Missouri	10.0	20.0	70.0	93.8	10
Ohio	0.0	33.3	66.7	96.7	6
West/Rocky Mountain	23.8	16.7	59.5	85.6	84
Denver area	20.0	0.0	80.0	90.0	5
Los Angeles and Orange County	33.3	3.3	63.3	82.1	30
Phoenix	0.0	0.0	100.0	100.0	5
San Francisco	25.0	25.0	50.0	82.3	12
San Jose area	18.2	36.4	45.5	88.7	11
Seattle	16.7	0.0	83.3	83.3	6

Note: This table excludes offices that did not make any offers to their summer associates. 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 nationwide.

First–Year Participation in Summer Programs

About 65% of responding firms reported that their summer 2016 program included one or more first–year (Class of 2018) students. A few offices hosted first–years only.

- These firms collectively employed 806 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 4 and 5, respectively. Measured by the median and the average, first–year presence was somewhat larger in the Northeast.
- Overall, about 81% of these first–years received an offer to return for some or all of the summer 2017 program. For office–specific reports, this figure ranged from 66% to almost 93% depending on firm or office size. On a regional basis for office–specific reports offer rates were considerably lower in the Southeast and Northeast compared with other regions.
- About 21% of offices employing 1Ls during the summer of 2016 reported that they conditioned the 1L employment on committing to the 2L summer as well.
- It is worth noting that a few offices filled their 2017 summer programs entirely with returning 1Ls and so had no need to recruit this past fall. (See Table 16.)

Table 16. Presence of First–Years in Summer Programs

	Number of 1Ls			
	Median	Average	% Receiving Offers to Return Next Summer	# of Offices
Overall Total	2.0	3	81.4%	235
Firm–Wide Reports				
All Firm–Wide Reports	4.0	5	82.0	75
By # of Lawyers Firm–Wide				
101–250	2.0	2	81.5	14
251–500	4.0	5	74.7	19
501–700	5.0	6	75.9	15
701+	5.0	7	88.4	26
By NALP Region				
Northeast	2.0	3	80.0	6
Mid–Atlantic	2.0	3	64.0	8
Southeast	7.0	6	80.6	5
Midwest	3.0	4	77.6	12
West/Rocky Mountain	2.0	3	73.0	13
Office–Specific Reports				
All Office–Specific Reports	2.0	3	82.0	159
By # of Lawyers Firm–Side				
100 or Fewer	2.0	2	77.8	16
101–250	1.0	2	66.0	29
251–500	1.0	2	79.2	30
501–700	3.0	3	79.5	13
701+	2.0	3	87.4	71
By # of Lawyers in Office				
25 or Fewer	1.0	1	92.9	10
26–50	2.0	2	89.5	21
51–100	1.0	2	83.7	45
101–250	2.0	2	87.2	53
251+	4.0	6	75.4	23
By NALP Region and City/State				
Northeast	2.0	4	76.4	36
Boston	2.0	2	100.0	9
New York City	2.0	5	75.0	23

continued

	Number of 1Ls			
	Median	Average	% Receiving Offers to Return Next Summer	# of Offices
Mid–Atlantic	1.0	2	98.5	28
Washington, DC/Northern VA	2.0	3	98.0	18
Southeast	2.0	3	76.1	32
Dallas	3.5	3	90.0	6
Houston	2.0	3	83.9	10
Midwest	1.0	2	83.1	37
Chicago	2.0	2	87.5	12
Minneapolis	1.0	1	71.4	5
Missouri	2.0	2	87.5	7
West/Rocky Mountain	1.0	2	85.7	26
Los Angeles and Orange County	2.0	2	77.3	11

Note: Figures reflect participation by 806 students in the Class of 2018 during the summer of 2016. The number of employers reporting that their summer program included 1Ls is shown in the last column and may include 1L programs specifically for diversity 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 which reported information firm–wide, or for multiple offices, from those which 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

Hiring for Summer 2016

A total of 358 employers reported issuing a median of 38 and an average of 94 callback invitations each to second–year students, or a total of 33,477 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, 2016. 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 29, and that the average was 69. For firms reporting on a firm–wide basis, medians and averages ranged from 40 to 401, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with a median twice and an average almost three times that of the region with the next largest numbers, the Mid–Atlantic region. Nationwide, 76.9% of these callback invitations were accepted. Acceptance rates were lower in the Northeast compared with other regions. (See Table 17.)

Based on figures which are comparable to those of prior years, the callback activity level, as measured by medians, was up from 38 in 2015, the third increase in a row, after being essentially flat at 30 in the prior five years (from 2009 to 2013), with the exception of a nudging up to 33 in 2011. The average number of callback invitations also increased to 94 from 92 in 2015, levels reached only once (in 2007) 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.

- Over 53% of callback interviews resulted in an offer, with a median and average of 11 and 38 offers, respectively. For offices reporting office–specific information, the median was 8, and the average was 28. The overall median of 11 is down from 12 in 2015; nonetheless, it has exceeded the historic low median of 7 in 2009 every year since then, and by a substantial amount in both 2015 and 2016. The offer rate increased once again, though only slightly, 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 32 offers and an average of 79 in the Northeast. It should be noted that though these latter figures are off somewhat from 2015, they remain far above those for 2014, which were 16 and 60, respectively. In New York specifically, the median number of offers per office stood at 69, compared with 70 in 2015.

- 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, Seattle, and the state of Missouri. Offer rates ranged from about one in five in Denver and the Miami area, to over 60% in New York City, Chicago, and Ohio. Some of these differences reflect differences in the firm sizes typical for these areas.

- Overall, 33.2% of offers were accepted, close to the 32.7% rate in 2015. After increasing sharply in 2009, the acceptance rate has come down since, though it remains higher than rates that were typical of those from 2003–2007. A larger percentage of offers from offices in the Midwest were accepted — 41% — while acceptance rates were lower in the Northeast— about 28%. 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 just over 30% of offers were accepted. Acceptance rates were highest in Denver and Missouri, at about two–thirds, followed by offices in the Miami area, at 61%.

As is the case with summer program sizes, the average or median number of offers for the summer program masks a very wide range of offer numbers, from none for a few offices that interviewed second–year students and ultimately made no offers, to 565 offers. (See Table 18.)

- The most common number of offers was just 1 or 2, with each figure reported by 7% of offices. Offices were about evenly distributed between those making 5 or fewer offers, those making 6–20 offers, and those making more than 20 offers. Additionally, the 95th percentile of offer numbers was 158, far less than the high.

- The figures are, not surprisingly, higher for firm–wide/multi–office reports, with 64% of these respondents making more than 20 offers. Nearly all of the largest firms reporting firm–wide/multi–office figures did so. Nonetheless, the minimum number of offers was 4.

- For office–specific reports, the smallest number of offers, when offers were made, was 1, and the mode was 1 or 2. This again reflects the presence of small programs at smaller offices of firms. Firms of 501–700 were most likely to report more than 20 offers.

Grouping offices according to their individual acceptance rates, about 37% of offices reported acceptance rates of less than 35%; 38% of offices reported acceptance rates between 35% and 60%; and 24% reported acceptance rates of more than 60%. The average acceptance rate was about 48%. (See Table 19.)

- Small offices more frequently reported acceptance rates in excess of 60%, as did offices in the Southeast. At the city and state level, average acceptance rates and the percent of offices reporting acceptance rates of more than 60% were highest in the Miami area and Ohio. In contrast, 82% of offices in New York City reported acceptance rates of less than 35%, as did half or more of offices in Boston, Washington, DC, San Francisco, and the San Jose area.

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 http://www.nalp.org/0715research [member login required]

- An inquiry into how many offers were followed by a revisit or a 'sell' visit revealed that nearly half of offices had no 'sell' visits; the remaining offices were relatively evenly split between those reporting 'sell' visits for up to 20% of offers, and those reporting 'sell' visits for more than 20% of offers. Among offices reporting one or more revisits, the average revisit percent for those offices was just 26%. Small firms were most likely to report no revisits — almost 79% — and large firms were more likely to report 'sell' visits, and were about equally split between those reporting none, those reporting 'sell' visits for up to 20% of offers, and those reporting revisits for more than 20% of offers.

- However, since large percentages are more easily achieved if the number of offers is small, figures are also presented based on the number of offers. Offices making fewer than five offers were most likely to have no revisits, but were also more likely to have more than 30% of offers followed by a revisit. Most offices making more than 35 offers reported 'sell' visits, but most often for 20% or less of second–year students with offers. (See Table 20.)

- Concerning when students responded to offers for a summer position, on the whole, based on almost 12,000 offers for which response timing was reported, responses were neither very quick, nor stretched out to the 28–day mark. About 62% of responses were received in the 8–27 days period. Just under 6% 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. (See Table 21.)

- Almost 29% of respondents had engaged in early offer activity for their summer 2017 program prior to the start of OCI. These offices made a median of two offers, with about 39% of all such offers accepted. [Note that for purposes of this survey, offers to 1L students to return for their 2L summer in 2017 are not included.] As to the characteristics of students targeted for early offers, most frequently it was top candidates — 68% of offices making early offers — followed by diverse candidates — 59% of offices. (See Table 22.)

- A new question on the 2016 survey asked about whether, and to what extent, employers returned to the same campuses after the conclusion of OCI to solicit additional second–year candidates for the summer program. Overall, this practice was not widespread, reported by less than one–quarter of respondents. When they did return to schools, it typically was to 3 or 4 schools, although the number ranged from 1 to 15. Employers in the Northeast were most likely to report returns to campus, and averaged 5 schools. (See Table 23.)

Over half made fewer offers, the largest share of offices making fewer offers in the four years that these figures have been collected.

Firms were also asked to provide the number of offers made the previous year (2015) for summer 2016 positions. Based on firms having a summer 2016 program and planning to do so in 2017 and reporting the comparative offer number for summer 2016, the volume of offers was down by not quite 2%. At the largest firms, which also accounted for the majority of offers, the number of offers was off by less than 1%. About 40% of offices overall reported making more offers, but over half made fewer offers, the largest share of offices making fewer offers in the four years that these figures have been collected. Cities varied widely on these measures. Among those reporting at least 100 offers, volume changes ranged from a decrease of 20% to an increase of 15%. Aggregate offer numbers in Washington, DC and Chicago were nearly flat. About 60% of offices in New York and Dallas area reported making more offers, whereas in Los Angeles just one–third did so. Although the differences in the number of offers ranged from a decrease of more than 80 to an increase of more than 100, the median difference was just minus one. (See Table 24.)

Table 17. Outcome of Callback Invitations to and Interviews of Class of 2018 Students for Summer 2017 Positions

	Number of Callback Invitations				Number of Offers Extended			
	Median	Average	% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	Median	Average	% of Offers Accepted	# of Offices
Overall Total	38.0	94	76.9%	53.3%	11.0	38	33.2%	367
Firm–Wide Reports								
All Firm–Wide Reports	105.0	198	78.2	51.3	37.0	76	34.3	74
By # of Lawyers Firm–Wide								
101–250	40.0	50	78.7	41.7	13.0	16	45.4	16
251–500	56.0	79	78.3	41.9	18.0	25	44.8	19
501–700	143.0	172	84.0	42.8	40.0	58	33.9	13
701+	333.5	401	77.0	55.3	124.0	164	32.4	25
By NALP Region								
Mid–Atlantic	78.0	107	80.7	43.1	26.0	33	44.6	8
Southeast	44.0	51	82.1	40.8	18.0	17	52.3	5
Midwest	40.0	50	80.9	43.5	15.0	18	53.3	13
West/Rocky Mountain	38.5	52	81.1	47.3	9.0	19	43.9	11
Office–Specific Reports								
All Office–Specific Reports	29.0	69	75.9	54.7	8.0	28	32.4	291
By # of Lawyers Firm–Wide								
100 or Fewer	11.5	16	75.7	37.1	4.0	5	52.6	34
101–250	30.5	36	78.5	40.1	7.0	11	45.0	41
251–500	13.0	52	74.3	53.0	4.5	20	31.7	56
501–700	52.0	85	82.2	60.8	26.0	42	35.0	23
701+	44.5	95	75.1	56.5	15.0	40	30.5	137
By # of Lawyers in Office								
25 or Fewer	7.0	8	86.4	39.5	2.0	3	50.0	35
26–50	16.0	20	81.5	38.9	4.0	6	45.4	57
51–100	36.0	38	80.3	43.0	9.0	13	35.3	74
101–250	49.5	80	72.0	50.6	15.0	29	31.4	77
251+	156.0	232	76.1	63.5	82.0	112	30.3	37

continued

continued

	Number of Callback Invitations				Number of Offers Extended			
	Median	Average	% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	Median	Average	% of Offers Accepted	# of Offices
By NALP Region and City/State								
Northeast	98.5	191	71.8	58.7	32.0	79	28.0	55
Boston	68.0	66	78.1	38.9	13.5	20	34.9	12
New York City	208.0	259	71.2	61.3	69.0	113	27.3	36
Mid–Atlantic	48.5	67	78.0	56.4	13.5	29	33.9	52
Washington, DC/ Northern VA	51.0	80	77.4	58.0	19.0	35	32.6	38
Southeast	18.0	25	89.3	43.9	5.0	10	43.5	60
Atlanta	22.0	27	80.2	44.3	6.0	10	42.9	8
Dallas	36.0	37	83.6	54.7	13.0	17	38.4	9
Houston	24.0	37	84.0	54.2	8.0	17	38.5	13
Miami/ Ft. Lauderdale/ W. Palm Beach	15.5	18	87.6	19.6	2.5	3	61.1	6
Midwest	19.0	38	83.1	55.0	7.0	17	41.4	51
Chicago	48.0	72	82.9	60.0	13.0	36	36.5	19
Minneapolis	11.0	16	81.9	37.7	5.0	5	48.3	6
Missouri	17.0	21	90.4	30.0	5.0	6	64.7	9
Ohio	14.0	21	87.5	69.2	9.0	13	57.1	5
West/Rocky Mountain	20.5	33	81.3	43.8	6.0	12	35.6	71
Denver	9.0	12	93.1	22.2	1.0	2	66.7	5
Los Angeles and Orange County	35.5	39	78.1	43.0	9.0	13	35.9	24
San Francisco	36.0	45	79.7	44.5	16.0	16	30.3	13
San Jose area	46.0	57	84.9	47.8	17.0	23	31.5	10
Seattle area	8.0	8	83.7	29.3	2.0	2	58.3	6

Note: Figures for callback invitations and outcomes are based on 358 employers issuing a total of 33,477 callback invitations and do not include 9 offices which did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 367 employers making a total of 13,839 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 which reported information firm–wide, or for multiple offices, from those which 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

Table 18. Offers for Summer 2017 Programs

	% of Offices In Each Offer Number Range			Range of Offer Numbers Reported				Most Common Offer Number (Mode) and % of Offices			
	0–5	**6–20**	**More Than 20**	**Minimum**	**5th Percent–ile**	**95th Percent–ile**	**Maximum**	**Mode**	**% of Offices With Program This Size**	**# of Offers**	**# of Offices**
Overall	31.1%	32.7%	36.2%	0	1	158	565	1, 2	7.0% each	13,839	367
All Firm–Wide/ Multi–Office Reports	4.1	31.1	64.9	4	6	340	565	6, 7, 37	4.1% each	5,591	74
By firm size:											
101–250	12.5	62.5	25.0	4	4	48	48	No figure reported more than 2 times		249	16
251–500	0.0	57.9	42.1	6	6	61	61	No figure reported more than 2 times		471	19
501–700	7.7		92.3	8	8	256	256	No figure reported more than 2 times		756	13
701+	0.0	4.0	96.0	14	21	425	565	No figure reported more than 2 times		4,110	25
All Office–Specific Reports	38.1	33.0	28.9	0	1	124	396	1, 2	9% each	8,207	291
By Firm Size											
100 or Fewer	76.5	23.5	0.0	0	1	15	16	4	23.5	156	34
101–250	36.6	53.7	9.8	1	1	35	57	5	12.2	436	41
251–500	51.8	26.8	21.4	0	1	116	243	1	21.4	1,144	56
501–700	30.4	13.0	56.5	1	1	222	261	1	17.4	974	23
701+	24.8	35.0	40.2	0	1	150	396	2	8.0	5,497	137

Note: Figures are based on offices interviewing at least 1 second–year student for summer 2017, including a few that ultimately did not make any offers. 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

Table 19. Acceptance Rates for Summer 2017 Program (*percent of offices in each range of acceptance rates*)

	Acceptance Rates				
	Less than 35%	35%–60%	More than 60%	Average Acceptance Rate	# of Offices
Total — All Employers	37.4%	38.2%	24.4%	48.0%	361
By # of Lawyers Firm-Wide					
100 or Fewer	14.7	29.4	55.9	65.5	34
101–250	22.4	48.3	29.3	53.4	58
251–500	29.7	35.1	35.1	53.0	74
501–700	52.8	33.3	13.9	42.8	36
701+	47.8	39.0	13.2	41.2	159
By # of Lawyers in Office					
25 or Fewer	20.6	29.4	50.0	63.9	34
26–50	30.5	27.1	42.4	56.3	59
51–100	37.5	36.3	26.3	48.9	80
101–250	39.2	50.0	10.8	41.8	102
251+	59.6	30.8	9.6	36.4	52
By NALP Region and City/State					
Northeast	66.1	16.9	16.9	36.5	59
Boston	50.0	25.0	25.0	41.5	12
New York City	82.5	10.0	7.5	29.5	40
Mid–Atlantic	37.9	41.4	20.7	49.8	58
Washington, DC/ Northern VA	52.8	27.8	19.4	45.4	36
Southeast	21.9	37.5	40.6	58.3	64
Atlanta	14.3	57.1	28.6	52.2	7
Dallas	44.4	33.3	22.2	43.9	9
Houston	38.5	46.2	15.4	46.2	13
Miami/ Ft. Lauderdale/ W. Palm Beach	0.0	42.9	57.1	75.1	7
Midwest	23.8	46.0	30.2	52.6	63
Chicago	35.0	55.0	10.0	40.0	20
Michigan	0.0	71.4	28.6	58.4	7
Minneapolis	42.9	28.6	28.6	46.9	7

continued

continued

	Acceptance Rates				
	Less than 35%	**35%–60%**	**More than 60%**	**Average Acceptance Rate**	**# of Offices**
Missouri	9.1	45.5	45.5	67.1	11
Ohio	28.6	14.3	57.1	57.9	7
West/Rocky Mountain	31.7	43.9	24.4	48.4	82
Los Angeles and Orange County	37.0	51.9	11.1	42.0	27
San Francisco	53.8	30.8	15.4	38.6	13
San Jose area	54.5	45.5	0.0	31.2	11
Seattle	0.0	66.7	33.3	61.1	6

Note: This table excludes offices that interviewed but then did not make any offers for summer 2017. 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 nationwide.

Table 20. Return Visits by Second-Year Students With an Offer for Summer 2017

	Percent of Offices In Each Range of Revisit Activity			Percent of Offers With A Revisit	
	No Revisits	**Revisits for Up To 20% of Offers**	**Revisits for More Than 20% of Offers**	**Average**	**Median**
Total — All Employers	47.4%	28.1%	24.6%	25.9%	18.6%
By Firm Size — # of Employers					
100 or fewer	78.8	0.0	21.2	65.8	50.0
101–250	53.7	22.2	24.1	32.6	22.2
251–500	67.2	23.9	9.0	18.5	11.7
501–700	40.0	37.1	22.9	25.0	18.4
701+	31.4	35.9	32.7	23.4	20.0
By # of Offers					
Fewer Than 5	80.7	0.0	19.3	67.6	50.0
5 – 10	65.9	12.2	22.0	34.0	26.8
11 – 35	32.6	39.5	27.9	20.5	16.0
More Than 35	10.5	60.5	29.1	17.8	14.3

Note: Figures for percentages of 2L students with offers returning for a sell visit are based on 342 offices/firms reporting both the number of offers and the number of return visits. Averages and medians are based on 180 offices/firms reporting 1 or more sell visits.

Table 21. Response Times to Offers for 2017 Summer Programs

	Percent of Responses Received						
	Within 24 Hours	Within 2–7 Days	Within 8–14 Days	Within 15–27 Days	At 28 Days	Never Responded	# of Offers for Which Response Timing Was Reported
Total	5.9%	17.5%	24.2%	37.8%	10.9%	1.5%	11,773
By Firm Size — # of Lawyers							
100 or Fewer	17.0	25.8	25.2	29.6	1.9	0.6	159
101–250	13.5	23.3	23.7	31.8	5.7	0.8	617
251–500	9.4	21.9	27.9	31.0	8.7	1.0	1,239
501–700	4.9	18.7	26.8	34.6	13.3	1.3	1,158
701+	4.8	16.1	23.3	39.8	11.5	1.6	8,600
By Office Size — # of Lawyers							
50 or Fewer	10.9	29.5	24.5	26.9	7.7	0.4	457
51–100	7.8	20.2	25.6	37.2	8.2	0.6	1,066
101–250	7.7	19.0	25.3	35.4	10.9	1.2	2,987
251+	4.4	13.7	23.2	41.7	12.4	1.6	4,992

Note: Figures based on 11,773 offers for which the timing of the responses was reported, representing about 85% of all offers reported. For an additional 2.2% of offers, the response was received after 28 days. Among survey respondents providing timing information, nearly all accounted for the timing of all responses to offers.

Table 22. Prevalence and Characteristics of Recruiting Prior to OCI

	% of Offices/Firms Reporting Activity Prior to OCI
Overall	28.6%
By Firm Size — # of Attorneys	
250 or fewer	13.8%
251–500	12.2
501–700	37.8
701+	43.0
Offer Volume and Outcomes	
Median Number of Offers	2
Average Number of Offers	6
Percent of Offers Accepted	39.4%
Students To Whom Early Offers Were Made	
Diverse Candidates	58.7%
Candidates from Non–OCI Schools	38.4
Candidates With a Technical Background	9.6
Local Candidates	45.2
Top Candidates	68.3
Other	20.2

Note: A total of 104 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 601 offers.

Percentages for students receiving early offers add to more than 100 because more than one item could be checked. Others described include students who had been a paralegal or intern, and students met previously as 1Ls.

Table 23. Employers Returning to Campus after OCI to Solicit More 2L Candidates

	Percent Returning	Average Number of Schools Revisited	Median Number of Schools Revisited	Smallest Number of Schools Reported	Largest Number of Schools Reported
Total	23.9%	4.0	3.0	1	15
By NALP Region					
Northeast	34.0	5.0	3.0	1	14
Mid Atlantic	17.6	3.4	3.5	1	6
Southeast	10.4	3.4	2.0	2	8
Midwest	20.0	4.1	2.0	1	15
West/Rocky Mountain	22.1	3.0	3.0	1	9
By Size of Firm — # of Attorneys					
250 or fewer	20.0	2.5	2.0	1	6
251–500	19.7	5.9	4.0	2	14
501–700	24.1	2.7	3.0	1	4
701 +	27.4	4.3	3.0	1	15

A total of 307 firms/offices answered the question as to returning to campus for additional candidates.

Of the 73 who responded “yes”, 61 also reported the number of schools to which they returned.

Table 24. Comparison of Offer Volumes for 2017 and 2016 Summer Programs

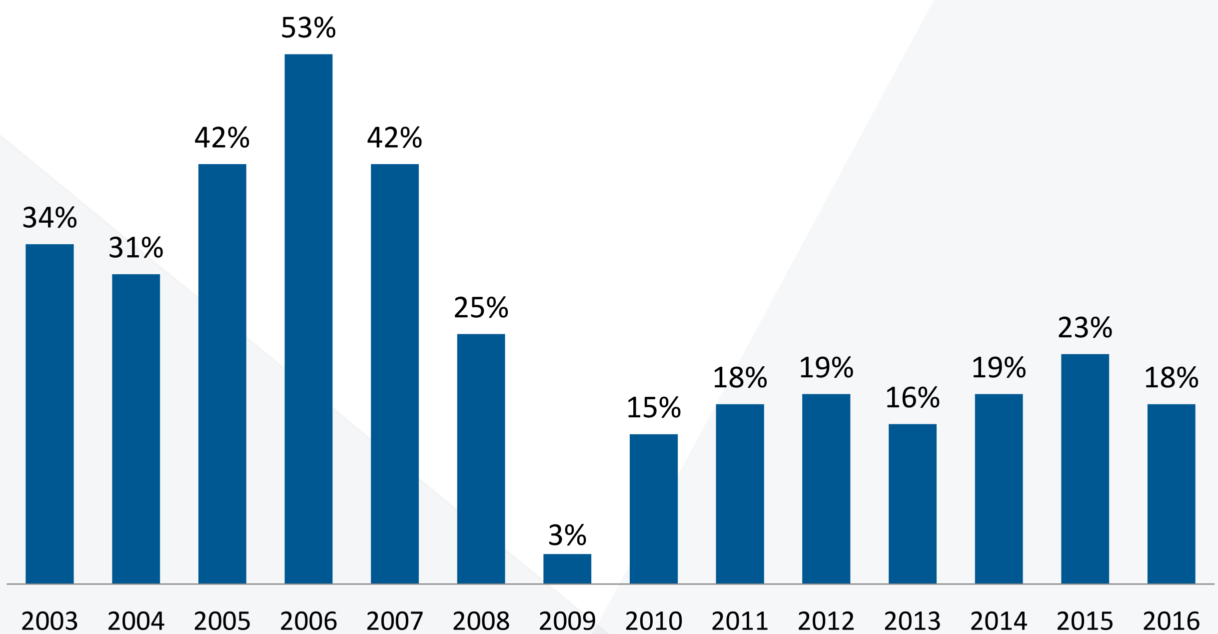
			Percent of Offices Making			
	# of Offers Made In 2016	Change From 2015	Fewer Offers	Same Number of Offers	More Offers	Number of Offices
Overall Total	13,526	–1.7%	51.1%	8.8%	40.1%	329
By # of Lawyers Firm–Wide						
100 or Fewer	149	–8.0	43.8	15.6	40.6	32
101–250	641	–16.8	56.6	3.8	39.6	53
251–500	1,600	–0.4	55.1	14.5	30.4	69
501–700	1,666	0.1	52.9	5.9	41.2	34
701+	9,470	–0.9	48.2	7.1	44.7	141
By # of Lawyers in Office						
50 or Fewer	410	–8.5	49.3	26.0	24.7	73
51–100	1,095	–7.5	50.7	4.0	45.3	75
101–250	3,238	–5.1	53.1	3.1	43.9	98
251+	6,148	2.9	38.5	5.8	55.8	52
By NALP Region and City/State						
Northeast	4,867	3.0	45.5	0.0	54.5	55
Boston	241	5.2	50.0	0.0	50.0	12
New York City	4,603	3.1	41.0	0.0	59.0	39
Mid–Atlantic	1,684	–0.8	52.9	9.8	37.3	51
Washington, DC/Northern VA	1,274	0.3	45.2	12.9	41.9	31
Southeast	611	–6.1	49.1	14.0	36.8	57
Atlanta	66	–8.3	60.0	20.0	20.0	5
Dallas	127	5.0	25.0	12.5	62.5	8
Houston	221	15.1	38.5	15.4	46.2	13
Midwest	1,096	–1.5	47.5	10.2	42.4	59
Chicago	704	–0.1	40.0	15.0	45.0	20
Michigan	75	–10.7	33.3	0.0	66.7	6
Missouri	59	–20.3	66.7	11.1	22.2	9
Ohio	73	0.0	42.9	14.3	42.9	7
West/Rocky Mountain	1,010	–12.9	56.8	12.2	31.1	74
Los Angeles and Orange County	397	–20.1	61.5	3.8	34.6	26
San Francisco	183	13.7	45.5	9.1	45.5	11
San Jose area	234	–7.9	60.0	0.0	40.0	10

Note: Figures reflect employers who had a summer program in 2016 and and will do so in 2017 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 nationwide. Cities or states shown in the table are those where offices collectively reported at least 50 offers in 2016. The number of employers reporting is shown in the last column.

Third-Year Hiring

Third-year hiring has increased modestly since the recession, but it is still the exception, with less than 18% of employers reporting any activity. Offices recruiting third-years (Class of 2017 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 one, and the 495 accepted callback invitations resulted in only 226 offers. About 77% of these offers were accepted. This year's prevalence of third-year recruiting compares with 23% of offices in 2015. Although the prevalence of third-year recruiting has recovered from virtually none in 2009, third-year recruiting is still far less widespread than in the years prior to the recession. (See Table 25.) It should be noted however, that even when third-year recruiting was more widespread, the level of activity per office has not varied greatly from one or two offers per office.

Table 25. Fall Recruiting of 3Ls As Reported by Law Firms



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