



*We advance
law careers*

Perspectives

on **2017**
Law Student
Recruiting

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Executive Summary and Analysis

Entry-level Law Firm Recruiting Activity Remains Fairly Robust, Steady, Even as Firms in Some Markets Pull Back Slightly

Following the near collapse of entry-level recruiting by large law firms in 2009, most law firms have rebuilt their summer programs and in many ways, Big Law recruiting volume and practices resemble those measured before the recession. On the other hand, for the second year in a row aggregate summer offer volume decreased compared with the year before, and a significant percentage of law firms said they made fewer offers for 2018 summer programs than for 2017 summer programs. Also, the average summer program class size at the largest law firms dipped in 2017. The data collected from NALP's surveys of law schools and law firms at the end of the 2017 recruiting cycle present something of a nuanced picture, suggesting not so much a contraction as a leveling of recruiting volumes following years of growth.

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.

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For instance, while about 29 percent of law firms reported visiting more campuses in 2017 compared to 2016, 34 percent reported visiting fewer, and 37 percent reported visiting the same number of schools compared to the previous year. We also saw variations by city, with the median number of schools visited by offices New York, Boston, and Silicon Valley offices decreasing compared with 2016. This is notable in that New York and Silicon Valley law firm offices led the recovery following the recession.

Similarly, while 45 percent of law firms reported making more offers for summer programs in 2017 compared with 2016, 43 percent reported making fewer offers, and ten percent reported making more than ten fewer offers than the year before. This follows survey data from last year that showed 50 percent of firms making fewer offers in 2016 compared with 2015, and thus marks two years in a row with significant numbers of firms reporting that they made fewer offers and follows several years during which a majority of firms reported making more offers year over year. Also of note, the aggregate number of offers made by offices in the New York was down, and nearly flat in the Silicon Valley.

The percentage of callback interviews that resulted in offers for summer programs remained essentially flat (between 52 percent and 54 percent) for the fourth year in a row after having grown from 2012 through 2014, and the yield on those offers also remained essentially flat (between 33 percent and 34 percent) for the last four years. Also, the extent to which firms recruited 3Ls was also flat after having fallen by five full percentage points between 2015 and 2016. The percent of law firms recruiting 3Ls fell precipitously from 2006 to 2009, from 59 percent to just 3 percent, and has since bobbed around in the 15-20 percent range, with figures of 18 percent measured in each of the last two recruiting cycles.

The average summer program class size was also flat, at 14 for the second year in a row, and has varied only between 12 and 14 for the last four years. Summer program class sizes, of course, vary a great deal, but the average is helpful in gauging national change. The most common summer class size was just 2, followed by classes of 3, but 17 percent of summer classes were larger than 20 and 7 percent were larger than 50. The average summer class size for the largest firms of more than 700 lawyers actually fell by 2 from 22 in the summer of 2016 to 20 during the summer of 2017. The aggregate offer rate coming out of summer programs has also been flat, at just about 95 percent for the last three years, but aggregate offer rates varied considerably by region and city, approaching 100 percent in the Northeast and more than 20 percentage points lower than that in the Southeast. Similarly, for law offices in New York City the aggregate offer rate exceeded 99 percent, while for offices in Washington, DC, it was below 85 percent. The acceptance rate on offers as a whole has hovered between 84 percent and 86 percent for seven years in a row now, essentially flat and significantly higher than the pre-recession norm of overall acceptance rates in the mid-seventies.

Members of the Class of 2019, those who went through the OCI process in the summer and fall of 2017, experienced a robust market quite similar to that experienced by the previous two classes, and with significant competition for top talent. Across employers of all sizes, the median number of offers extended has been at or about 12 for the last three years, 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 completely flat at 38 for the past three years, having jumped up from 35 in 2014, 27 in 2013, and only 20 in 2012, and close to the figure of 39 measured in 2007. The percent of callback interviews resulting in offers for summer positions has been in the 52 percent to 54 percent range for the past four years, and though the percentage fell slightly from 53.3 percent down to 51.9 percent, it is 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.

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“The measures that describe law firm recruiting activity tend to describe a series of peaks and valleys, with rare periods of stability or flatness. In 2017, 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 over the last two years,” says James Leipold, NALP’s Executive Director. “Recruiting numbers were mostly flat compared to last year, and in some cases we saw some pulling back, particularly at the largest firms, suggesting that the most recent period of growth has ended. The picture is most accurately described as flat in 2017, though there are differences by market. In New York in particular, the competition for top talent remains fierce, but there and in Silicon Valley firms reported visiting fewer law schools. 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. Economic predictions suggest that law firms will continue to face modest revenue growth, with wide dispersion and segmentation in the market. Law schools, for their part, having endured a period of dramatic decline in enrollment, now face several years of stable enrollment, at least through the Class of 2020. Absent a dramatic economic interruption of some sort, the picture for law firm recruiting is not likely to change dramatically in the short term.”



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.

The first part of this report details recruitment activity on campus and at job fairs in 2017, providing comparisons with 2016 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 2017 summer programs and of late summer/fall 2017 recruiting for both second-year summer associates and entry-level associates not previously employed by that employer, as well as information related to that process including timing of responses to offers, early OCI activity, 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. New analyses this year include more detail on outcomes of call-back invitations, and use of social media by firms.

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The findings in this report are based on law school responses to NALP’s “Survey of Law Schools on 2017 Recruiting” and on legal employer responses to the “Survey of Legal Employers on 2017 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 2020) students and current third-year (Class of 2018) students for summer 2018 associate positions is not included. Documentation of summer 2017 program outcomes includes only Class of 2018 graduates, and not any Class of 2017 graduates who participated in the summer 2017 program after graduation. Class of 2019 (1L) participation in the summer 2017 program is reported on separately in this report. Results of survey questions on lateral hiring is reported in the March 2018 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
2017	6	14	95.0	86.1	12	38	51.9	34.4

2017 Recruiting Activity |

Law School Perspective

A total of 128 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.

- 39 percent of schools reported an increase of 5 percent or more in the number of employers on campus in late summer/fall 2017 compared with 2016. Just over one-third reported steady numbers and 26 percent reported a decrease of 5 percent or more.
- Regional differences were evident, with schools in the West/Rocky Mountain Region most likely to report an increase of 5 percent or more. Schools in the Southeast were most likely by far to report a decrease, while those in the West/Rocky Mountain Region 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 an increase.
- About 43 percent of schools reported an increase of 10 percent or more in the number of employers requesting resume collection, with the percentage highest among schools in the Southeast and Midwest. About 27 percent of schools reported that the number changed by less than 10 percent; the figure was lower in the Southeast. Over 42 percent of schools in the Northeast reported that the number decreased by 10 percent or more. Mid-sized 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 by activity elsewhere. (See Table 1.)
- An inquiry on traditional spring on-campus activity revealed that the number of employers on campus was up by 5 percent or more at half of schools and that relatively

few schools — just 18 percent — had a relatively constant number of employers. Large schools and those in the Southeast diverged the farthest from this average. Schools in the Southeast were most likely by far to have experienced a decrease of 5 percent or more. (See Table 2.)

- Just over one-quarter of schools appeared to have not had early outreach activities on the part of employers during the period prior to late summer/fall recruiting in 2016 or 2017. Where there has been such activity, it is generally on the increase, particularly in Mid-Atlantic Region and at large schools, where about 81 percent and 69 percent of schools, respectively reported an increase of 5 percent or more.
- Such early outreach activity may or may not result in offers to rising 2Ls for employment for the next summer. Over 40 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 about two 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.)
- Almost 60 percent of schools reported that OCI employers returned to campus post-OCI to solicit additional 2L candidates. This was even more likely at schools in the Northeast and at large schools. Typically the number of employers returning was a handful, though higher figures are noted for the West/Rocky Mountain Region 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 employers outside of OCI in 2017 compared to 2016 and those reporting that the level stayed about the same. However, schools in the Southeast were most likely to report an increase and those in the Northeast and Mid-Atlantic Regions were most likely to report little change. Large schools were most likely by far to report a decrease. (See Table 5.)

- Almost two-thirds of schools participated in five or more job fairs and 20 percent 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. 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 small and mid-sized schools and those in the Northeast. Schools in the Southeast and Mid-Atlantic Regions 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.

- “Although our employment results are similar to those of last year, anecdotally, it appears that employers are managing their yields more tightly this year. Interviewing skills seem to have a huge impact on candidate success.”
- “We are definitely seeing firms giving offers much quicker than in the past — especially in the bigger markets where the employers are going after the top 5-10 percent of the class.”
- “Pre-OCI activity is definitely increasing. Not only do we have more employers interviewing over the summer and extending offers before OCI begins, but we have an increasing number of firms wanting to connect with 1L candidates in the spring so they can “preview” folks before summer even starts.”
- “The season seemed relatively flat compared to last year. We definitely saw an uptick in employers reaching out early, particularly focused on diverse students, those with STEM

backgrounds, and those with exceptionally high grades. We also had more employers come back to the well after not hitting their yield this year.”

- “We made several small adjustments to our Fall Recruiting program for 2017. These included hosting our “Early Interview Week” one week earlier than the previous year, removing the cap on the number of applications students could submit through the OCI process, and conducting JAG Informational Interviews separate from the OCI process. We believe these changes helped contribute to an increase in student participation in 2017.”
- “Salaries, postings, and OCIs all seem to be moving upward. We are very happy with the market currently.”
- “We are finding that more of our employers want to receive applications through direct mail (or by having our job system send the applications as students click “apply”), rather than traditional batching and sending at the end of a resume collection.”
- “Our school no longer offers “Resume Collection” programs, and instead encourages employers to post jobs in our online system. We have found that this creates a more streamlined system for our students and allows employers to specify their application deadline (a common request).”

**Table 1. Comparison of Fall 2017 and Fall 2016 Employer Activity,
As Reported by Schools
(percent or number of schools in each category)**

	NALP Region						Fall 2017 JD Enrollment		
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550-750	More Than 750
Change in # of Employers on Campus 2016-2017									
Decrease of 5% or More	26.0%	28.6%	20.0%	40.6%	23.3%	12.5%	33.3%	25.0%	11.1%
Change of Less Than 5%	34.6	47.6	40.0	21.9	36.7	33.3	21.7	42.5	51.9
Increase of 5-15%	21.3	14.3	30.0	18.8	20.0	25.0	23.3	22.5	14.8
Increase of More Than 15%	18.1	9.5	10.0	18.8	20.0	29.2	21.7	10.0	22.2
Number of Schools Reporting	127	21	20	32	30	24	60	40	27
Change in # of Employers Requesting Resume Collection 2016-2017									
Decrease of 10% or More	29.8%	42.1%	26.3%	34.4%	21.4%	26.1%	27.6%	33.3%	29.2%
Change of Less Than 10%	27.3	31.6	36.8	15.6	25.0	34.8	25.9	33.3	20.8
Increase of 10-35%	19.8	15.8	15.8	15.6	28.6	21.7	13.8	23.1	29.2
Increase of 35% or More	23.1	10.5	21.1	34.4	25.0	17.4	32.8	10.3	20.8
Number of Schools Reporting	121	19	19	32	28	23	58	39	24

Table 2. Comparison of Spring 2016 and Spring 2017 Employer Activity, As Reported by Schools
(percent or number of schools in each category)

	NALP Region						Fall 2017 JD Enrollment		
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Decrease of 5% or More	32.2%	17.6%	26.3%	51.6%	29.6%	25.0%	32.1%	41.7%	19.2%
Change of Less Than 5%	17.8	17.6	21.1	12.9	18.5	20.8	16.1	13.9	26.9
Increase of 5-20%	16.1	17.6	21.1	9.7	11.1	25.0	17.9	16.7	11.5
Increase of More Than 20%	33.9	47.1	31.6	25.8	40.7	29.2	33.9	27.8	42.3
Number of Schools Reporting	118	17	19	31	27	24	56	36	26

Table 3. Comparison of 2016 and 2017 Employer Early Outreach Activity, As Reported by Schools
(percent or number of schools in each category)

	NALP Region						Fall 2017 JD Enrollment		
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550–750	More Than 750
Decrease of 5% or More	18.8%	23.5%	12.5%	21.4%	20.0%	16.7%	17.9%	22.2%	15.8%
Change of Less Than 5%	21.2	35.3	6.3	35.7	10.0	22.2	25.6	18.5	15.8
Increase of 5-50%	30.6	29.4	37.5	21.4	25.0	38.9	15.4	40.7	47.4
Increase of More Than 50%	29.4	11.8	43.8	21.4	45.0	22.2	41.0	18.5	21.1
Number of Schools Reporting	85	17	16	14	20	18	39	27	19

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. An additional 4 schools did not report employer numbers but reported one or more early offers, and 3 schools did not report employer numbers for both years. About one-quarter of schools did not report any early outreach activity.

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

	NALP Region						Fall 2017 JD Enrollment		
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550-750	More Than 750
% of Schools Reporting Post-OCI Visits	59.7%	88.2%	65.0%	40.0%	58.6%	60.9%	51.9%	52.6%	85.2%
Median Number	2	4	2.5	2	2.5	5	2	5	4.5
Average Number	6	6	5	3	3	12	2	6	10

Note: 119 schools answered the question about return visits. Of the 71 schools reporting that employers returned post-OCI, 68 reported the number of employers. Average figures are rounded.

**Table 5. Comparison of the Number of Job Postings from Employers Outside of OCI in 2017 with 2016, as Reported by Schools
(percent or number of schools in each category)**

Number of Job Postings	NALP Region						Fall 2017 JD Enrollment		
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 550	550-750	More Than 750
Increased	41.7%	31.6%	47.4%	54.8%	34.5%	36.4%	46.4%	43.6%	28.0%
Decreased	15.0	10.5	0.0	22.6	17.2	18.2	12.5	12.8	24.0
Stayed About Same	43.3	57.9	52.6	22.6	48.3	45.5	41.1	43.6	48.0

Note: A few schools noted that employers who participate in their OCI program may post other jobs at other times of the year. Such postings may be counted here in a few instances.

Table 6. Job Fair Participation, Fall 2017, as Reported by Schools
(percent or number of schools in each category)

	NALP Region						Fall 2017 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	38.1%	31.6%	10.5%	46.7%	48.3%	42.9%	50.9%	30.8%	20.8%
5-10	42.4	31.6	63.2	23.3	44.8	57.1	43.6	35.9	50.0
More Than 10	19.5	36.8	26.3	30.0	6.9	0.0	5.5	33.3	29.2
Number of Schools Reporting	118	19	19	30	29	21	55	39	24
Change in Number of Job Fairs Compared with Fall 2016									
Decrease	20.7	26.3	11.1	27.6	20.7	14.3	13.2	25.6	29.2
No change	51.7	63.2	55.6	34.5	55.2	57.1	56.6	53.8	37.5
Increase	27.6	10.5	33.3	37.9	24.1	28.6	30.2	20.5	33.3
Number of Schools Reporting	116	19	18	29	29	21	53	39	24

Employer Perspective

A total of 363 employers, mostly law firms, provided information on recruiting activity. Over 75 percent of responses were from firms of more than 250 lawyers. Nation-wide, the median number of schools at which employers recruited was 7. Employers were somewhat more likely to decrease the number of schools at which they recruited (34 percent) than they were to increase the number (29 percent). About 37 percent reported no change in the number. (See Tables 7-10.)

- Medians ranged from 4 schools at firms of 100 or fewer lawyers to 12 schools at firms of 501-700 lawyers. The median for the largest firms was 8 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 nation-wide.

- Firms of 101-250 and 501-700 lawyers were most likely to have made no change to their school numbers; firms of 251-500 lawyers were most likely to have increased the number.

- On a regional basis, the median number of schools ranged from 4 in the Southeast to 10 in the Northeast. Employers in the Northeast were also most likely to interview at 9 or more schools — 54 percent — followed by employers in the Mid-Atlantic Region — at 39 percent. These rates are far higher than those of employers in other regions, especially in the Southeast. The percentage of offices increasing the number of schools visited varied only from 25-30 percent. No change was most likely in the Midwest. The proportion of offices visiting fewer schools ranged from just 32-37 percent.

- 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 area were more likely to have not changed the number of schools visited than were offices in the region as a whole, whereas offices in Boston were more likely to have decreased the number of schools visited compared to their region. Employers in Dallas and Houston were less likely to visit fewer schools, compared to the regional average. Not surprisingly, offices in New York City visit the most schools, with a median of 14.

- About 27 percent of responding employers participated in no job fairs, and 59 percent of employers participated in the same number of job fairs in 2016 and 2017.

- Among firms of 100 or fewer lawyers, 39 percent did not participate in any job fairs. Small offices, regardless of firm size, typically participate in fewer than two job fairs. The majority of 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 not quite 80 percent doing so. Offices in the Northeast were also most likely to have participated in three or more job fairs. The percentage of offices increasing participation ranged only from 16 percent to 19 percent.

- Again, regional norms are not necessarily indicative of activity within a given city. For example, offices in Dallas, Chicago, and the Silicon Valley area were more likely to participate in three or more job fairs compared with their respective regions as a whole.

**Table 7. Fall 2017 On Campus Interviewing Activity and Comparisons
With Fall 2016 As Reported by Employers — by Size
(in percentages except for medians)**

	# of Offices	Number of Schools Visited in 2017					Number of Schools Visited Compared to 2016		
		None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
Total — All Employers	363	3.3%	22.0%	36.4%	38.3%	7.0	33.6%	36.9%	29.4%
Firms of 100 or Fewer Lawyers	29	3.4	44.8	37.9	13.8	4.0	24.1	48.3	27.6
Offices of 26–50 Lawyers	13	0.0	38.5	38.5	23.1	4.0	15.4	53.8	30.8
Offices of 51–100 Lawyers	10	10.0	30.0	50.0	10.0	4.0	50.0	30.0	20.0
Firms of 101–250 Lawyers	56	1.8	19.6	46.4	32.1	7.0	28.6	44.6	26.8
Offices of 51-100 lawyers	19	0.0	21.1	52.6	26.3	5.0	42.1	42.1	15.8
Offices of 101-250 lawyers	31	0.0	16.1	51.6	32.3	7.0	19.4	48.4	32.3
Firms of 251–500 Lawyers	76	5.3	26.3	38.2	30.3	6.0	39.5	28.9	31.6
Offices of 25 or Fewer Lawyers	8	37.5	62.5	0.0	0.0	2.0	75.0	25.0	0.0
Offices of 26–50 Lawyers	15	0.0	66.7	33.3	0.0	3.0	33.3	26.7	40.0
Offices of 51–100 Lawyers	14	0.0	35.7	42.9	21.4	4.5	28.6	42.9	28.6
Offices of 101–250 Lawyers	20	5.0	0.0	50.0	45.0	8.0	40.0	25.0	35.0
Offices of 251+ Lawyers	9	0.0	0.0	44.4	55.6	10.0	44.4	44.4	11.1
Firms of 501–700 Lawyers	28	0.0	17.9	25.0	57.1	12.0	28.6	46.4	25.0
Offices of 101–250 Lawyers	9	0.0	0.0	44.4	55.6	12.0	22.2	33.3	44.4
Offices of 251+ Lawyers	6	0.0	0.0	0.0	100.0	19.0	50.0	50.0	0.0

continued

continued

	# of Offices	Number of Schools Visited in 2017					Number of Schools Visited Compared to 2016		
		None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
Firms of 701+ Lawyers	174	3.4	17.8	33.9	44.8	8.0	35.1	34.5	30.4
Offices of 25 or Fewer Lawyers	14	21.4	42.9	28.6	7.1	3.0	35.7	42.9	21.4
Offices of 26–50 Lawyers	35	5.7	37.1	42.9	14.3	4.0	21.2	36.4	42.4
Offices of 51–100 Lawyers	44	2.3	18.2	61.4	18.2	6.0	43.2	36.4	20.5
Offices of 101–250 Lawyers	42	0.0	9.5	26.2	64.3	11.0	42.9	28.6	28.6
Offices of 251+ Lawyers	31	0.0	0.0	3.2	96.8	18.0	23.3	40.0	36.7

This table includes offices/firms that reported visiting at least one school in 2016 or 2017. The number of offices reporting both 2016 and 2017 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 2016 or 2017. 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 2016.

**Medians are calculated based on employers making visits in 2017.

**Table 8. Fall 2017 On Campus Interviewing Activity and Comparisons with Fall 2016
As Reported by Employers — by NALP Region and City
(in percentages except for medians)**

	# of Offices	Number of Schools Visited in 2017					Number of Schools Visited Compared to 2016		
		None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
All Employers	363	3.3%	22.0%	36.4%	38.3%	7.0	33.6%	36.9%	29.4%
Northeast	69	0.0	11.6	34.8	53.6	10.0	32.8	38.8	28.4
Boston	14	0.0	35.7	42.9	21.4	5.5	53.8	46.2	0.0
New York City	48	0.0	4.2	29.2	66.7	14.0	25.5	34.0	40.4
Mid-Atlantic	62	4.8	22.6	33.9	38.7	7.0	37.1	33.9	29.0
Washington, DC/ Northern VA area	38	5.3	18.4	36.8	39.5	8.0	36.8	28.9	34.2
Wilmington	5	0.0	40.0	0.0	60.0	9.0	40.0	40.0	20.0
Southeast	62	6.5	32.3	45.2	16.1	4.0	32.8	37.7	29.5
Atlanta	9	0.0	33.3	44.4	22.2	7.0	44.4	22.2	33.3
Charlotte	5	0.0	20.0	60.0	20.0	5.0	60.0	0.0	40.0
Dallas	13	0.0	46.2	46.2	7.7	4.0	8.3	58.3	33.3
Houston	1	8.3	41.7	25.0	25.0	4.0	25.0	33.3	41.7
Miami/Ft. Lauderdale/W. Palm Beach	5	0.0	20.0	80.0	0.0	4.0	20.0	60.0	20.0
Raleigh/Durham area	5	0.0	60.0	40.0	0.0	3.0	40.0	60.0	0.0
Midwest	56	1.8	23.2	50.0	25.0	6.0	32.1	42.9	25.0
Chicago	18	0.0	22.2	38.9	38.9	7.0	22.2	50.0	27.8
Michigan	6	0.0	33.3	50.0	16.7	4.5	16.7	33.3	50.0
Minneapolis	5	0.0	40.0	40.0	20.0	5.0	20.0	40.0	40.0
Missouri	9	11.1	0.0	77.8	11.1	7.0	66.7	0.0	33.3
Ohio	7	0.0	14.3	71.4	14.3	7.0	42.9	42.9	14.3
West/Rocky Mtn.	82	4.9	30.5	36.6	28.0	5.5	36.6	34.1	29.3
Los Angeles and Orange County	28	3.6	14.3	46.4	35.7	7.0	39.3	25.0	35.7
Phoenix	5	0.0	80.0	20.0	0.0	2.0	20.0	20.0	60.0
San Diego	5	0.0	40.0	60.0	0.0	5.0	60.0	0.0	40.0
San Francisco	13	0.0	38.5	46.2	15.4	4.0	23.1	53.8	23.1
Silicon Valley	10	0.0	20.0	30.0	50.0	8.0	50.0	40.0	10.0
Seattle	6	0.0	66.7	16.7	16.7	2.0	33.3	66.7	0.0

This table includes offices/firms that reported visiting at least one school in 2016 or 2017. The number of offices reporting both 2016 and 2017 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 2016 or 2017. 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 2016.

**Medians are calculated based on schools making visits in 2017.

Table 9. Fall 2017 Job Fair Participation and Comparisons with Fall 2016
As Reported by Employers (*in percentages*)

	# of Offices	Number of Job Fairs/Consortia Fall 2017				Job Fair Participation Compared to 2016		
		None	One	Two	Three or More	Increase	Decrease	No Change
Total — All Employers	376	26.6%	24.5%	16.2%	32.7%	18.7%	22.8%	58.5
Firms of 100 or Fewer Lawyers	31	38.7	41.9	9.7	9.7	19.4	6.5	74.2
Offices of 26-50 Lawyers	13	38.5	46.2	7.7	7.7	30.8	0.0	69.2
Offices of 51-100 Lawyers	12	33.3	41.7	8.3	16.7	8.3	16.7	75.0
Firms of 101-250 Lawyers	58	17.2	36.2	22.4	24.1	20.7	13.8	65.5
Offices of 51-100 Lawyers	19	15.8	47.4	15.8	21.1	26.3	10.5	63.2
Offices of 101-250 Lawyers	33	12.1	33.3	30.3	24.2	18.2	15.2	66.7
Firms of 251-500 Lawyers	87	27.6	26.4	13.8	32.2	23.4	27.3	49.4
Offices of 25 or Fewer Lawyers	15	40.0	0.0	13.3	46.7	12.5	37.5	50.0
Offices of 26-50 Lawyers	16	37.5	37.5	12.5	12.5	40.0	20.0	40.0
Offices of 51-100 Lawyers	14	28.6	42.9	28.6	0.0	14.3	14.3	71.4
Offices of 101-250 Lawyers	23	21.7	13.0	13.0	52.2	28.6	33.3	38.1
Offices of 251+ Lawyers	9	11.1	33.3	0.0	55.6	22.2	22.2	55.6
Firms of 501-700 Lawyers	28	25.0	10.7	21.4	42.9	0.0	28.6	71.4
Offices of 101-250 Lawyers	9	22.2	11.1	11.1	55.6	0.0	22.2	77.8
Offices of 251+ Lawyers	6	0.0	0.0	16.7	83.3	0.0	33.3	66.7
Firms of 701+ Lawyers	172	27.3	18.6	15.7	38.4	18.8	25.9	55.3
Offices of 25 or Fewer Lawyers	13	53.8	30.8	0.0	15.4	7.7	15.4	76.9
Offices of 26-50 Lawyers	34	50.0	20.6	8.8	20.6	24.2	24.2	51.5
Offices of 51-100 Lawyers	44	36.4	15.9	29.5	18.2	15.9	25.0	59.1
Offices of 101-250 Lawyers	42	16.7	26.2	14.3	42.9	14.3	26.2	59.5
Offices of 251+ Lawyers	31	0.0	3.2	16.1	80.6	26.7	30.0	43.3

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2016 or 2017. 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 2017 Job Fair Participation and Comparisons with Fall 2016
As Reported by Employers — by NALP Region and City/State
(in percentages)**

	# of Offices	Number of Job Fairs/ Consortia Fall 2017				Job Fair Participation Compared to 2016		
		None	One	Two	Three or More	Increased	Decreased	No Change
All Employers	376	26.6%	24.5%	16.2%	32.7%	18.7%	22.8%	58.5%
Northeast	69	23.2	14.5	15.9	46.4	16.2	20.6	63.2
Boston	14	21.4	21.4	28.6	28.6	7.1	14.3	78.6
New York City	48	22.9	12.5	14.6	50.0	19.1	25.5	55.3
Mid-Atlantic	65	35.4	27.7	13.8	23.1	18.8	28.1	53.1
Washington, DC/ Northern VA area	39	35.9	28.2	12.8	23.1	15.8	34.2	50.0
Wilmington	5	40.0	20.0	0.0	40.0	20.0	20.0	60.0
Southeast	64	29.7	34.4	15.6	20.3	16.7	23.3	60.0
Atlanta	9	0.0	66.7	22.2	11.1	0.0	22.2	77.8
Charlotte	5	40.0	40.0	20.0	0.0	20.0	20.0	60.0
Dallas	13	23.1	38.5	7.7	30.8	25.0	16.7	58.3
Houston	11	27.3	27.3	18.2	27.3	27.3	36.4	36.4
Miami/Ft. Lauderdale/W. Palm Beach	5	20.0	20.0	20.0	40.0	0.0	40.0	60.0
Raleigh/Durham area	5	60.0	40.0	0.0	0.0	20.0	0.0	80.0
Midwest	60	21.7	28.3	15.0	35.0	15.8	22.8	61.4
Chicago	20	10.0	15.0	20.0	55.0	5.3	21.1	73.7
Michigan	6	66.7	33.3	0.0	0.0	0.0	16.7	83.3
Minneapolis	5	20.0	20.0	20.0	40.0	20.0	0.0	80.0
Missouri	9	0.0	44.4	11.1	44.4	44.4	33.3	22.2
Ohio	7	42.9	42.9	14.3	0.0	28.6	28.6	42.9
Wisconsin	5	20.0	40.0	20.0	20.0	0.0	25.0	75.0
West/Rocky Mtn.	86	33.7	24.4	23.3	18.6	19.3	15.7	65.1
Denver	5	40.0	40.0	20.0	0.0	20.0	20.0	60.0
Los Angeles and Orange County	29	48.3	17.2	24.1	10.3	17.2	24.1	58.6
Phoenix	6	83.3	0.0	0.0	16.7	0.0	20.0	80.0
San Diego	5	40.0	60.0	0.0	0.0	20.0	40.0	40.0
San Francisco	13	7.7	30.8	23.1	38.5	30.8	0.0	69.2
Silicon Valley	10	20.0	10.0	40.0	30.0	10.0	10.0	80.0
Seattle	6	0.0	66.7	33.3	0.0	16.7	16.7	66.7

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2016 or 2017. The number of offices reporting both 2016 and 2017 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 80 percent of offices reported summer programs of 8, 9, or 10 weeks, although the lengths reported ranged from 3 to 14 weeks. Overall, for offices reporting a summer program in each of the past three summers, the average length has remained at 9.6 weeks. In cases where an office did report a change in summer program length, the change was one week longer or shorter in most cases. (See Table 11.)

- On a regional basis, programs of less than 10 weeks are more common in the Southeast. At the other end of the spectrum, programs of 11 or 12 weeks were most common in smaller firms, and in parts of the Midwest.
- Ten-week programs are the most common overall and are especially prevalent in the 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 2018, about 81 percent of offices held a summer program each summer from 2015 to 2017 and will do so again in 2018. This percentage is lower in firms of 251-500 lawyers, in smaller offices, and in the Southeast. About 6 percent of offices will not hold a summer program in 2018, after doing so in the prior three years. An even smaller percentage of employers, just under 3 percent, reported having a program in all years except 2017. 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 2017 Programs

	Most Common Program Lengths and % Reporting Each					Range of Lengths Reported (Weeks)		Average Length in Weeks			
	8 Weeks	9 Weeks	10 Weeks	11 Weeks	12 Weeks	Min. Length	Max. Length	2017	2016	2015	# of Offices**
Total — All Employers	9.4%	12.4%	61.3%	5.9%	4.6%	3	14	9.6	9.6	9.6	372
By # of Lawyers Firm-Wide											
100 or Fewer	17.9	7.1	46.4	10.7	10.7	4	12	9.5	9.8	9.9	28
101–250	8.5	23.7	44.1	5.1	8.5	3	12	9.4	9.5	9.6	59
251–500	5.9	10.6	67.1	5.9	0.0	6	14	9.6	9.6	9.4	85
501–700	7.4	22.2	59.3	0.0	7.4	6	12	9.6	9.5	9.6	27
701+	10.4	8.7	67.1	6.4	4.0	6	12	9.7	9.7	9.6	173
By # of Lawyers in Office											
25 or Fewer	6.5	3.2	67.7	0.0	9.7	4	12	9.5	9.2	9.1	31
26–50	18.8	14.1	43.8	3.1	6.3	6	12	9.1	9.5	9.6	64
51–100	10.8	10.8	67.7	5.4	3.2	3	12	9.7	9.8	9.6	93
101–250	6.4	18.3	61.5	7.3	0.9	6	12	9.6	9.6	9.6	109
251+	0.0	6.4	66.0	12.8	10.6	9	14	10.4	10.4	10.4	47
By NALP Region and City/State											
Northeast	7.2	14.5	55.1	13.0	8.7	8	13	10.1	10.2	10.1	69
Boston	7.1	28.6	57.1	7.1	0.0	8	11	9.6	9.6	9.6	14
New York City	4.2	8.3	58.3	14.6	12.5	8	13	10.3	10.5	10.4	48
Mid-Atlantic	6.3	14.3	58.7	11.1	4.8	6	14	9.9	9.9	9.9	63
Washington, DC/Northern VA	5.3	7.9	68.4	10.5	5.3	8	14	10.1	10.2	10.2	38
Southeast	17.5	17.5	30.2	1.6	4.8	3	12	8.5	8.4	8.3	63
Atlanta	25.0	62.5	12.5	0.0	0.0	8	10	8.9	8.7	9.2	8
Charlotte	20.0	0.0	40.0	20.0	20.0	8	12	10.2	9.6	11.0	5
Dallas	40.0	0.0	30.0	0.0	0.0	6	10	8.2	8.3	7.8	10
Houston	18.2	0.0	36.4	0.0	9.1	6	12	8.5	8.2	8.1	11
Miami/Ft. Lauderdale/W. Palm Beach	0.0	50.0	37.5	0.0	0.0	3	10	8.6	9.2	9.2	8
Midwest	10.5	8.8	73.7	5.3	1.8	8	12	9.8	9.8	9.8	57
Chicago	5.0	5.0	85.0	5.0	0.0	8	11	9.9	9.9	9.8	20
Michigan	0.0	0.0	60.0	20.0	20.0	10	12	10.6	11.0	11.2	5
Missouri	44.4	11.1	44.4	0.0	0.0	8	10	9.0	9.0	9.2	9
Ohio	0.0	14.3	71.4	14.3	0.0	9	11	10.0	10.0	10.0	7
Wisconsin	0.0	40.0	60.0	0.0	0.0	9	10	9.6	9.2	9.2	5

continued

continued

	Most Common Program Lengths and % Reporting Each					Range of Lengths Reported (Weeks)		Average Length in Weeks			
	8 Weeks	9 Weeks	10 Weeks	11 Weeks	12 Weeks	Min. Length	Max. Length	2017	2016	2015	# of Offices**
West/Rocky Mountain	7.9	6.7	76.4	2.2	4.5	4	12	9.8	9.8	9.7	89
Denver area	20.0	40.0	40.0	0.0	0.0	8	10	9.2	9.3	9.4	5
Los Angeles and Orange County	10.7	0.0	78.6	3.6	7.1	8	12	10.0	9.9	9.9	28
San Diego	0.0	16.7	83.3	0.0	0.0	9	10	9.8	9.8	9.8	6
San Francisco	6.7	6.7	66.7	6.7	6.7	4	12	9.6	10.0	9.9	15
Silicon Valley	0.0	10.0	90.0	0.0	0.0	9	10	9.9	9.9	9.9	10
Seattle	0.0	0.0	100.0	0.0	0.0	10	10	10.0	10.0	10.0	8

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 2017. 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 2017. 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 2015 and 2016 are based may vary from this number.

Table 12. Summer Program Trends 2015–2018

	% Holding Program In All 4 Years	% Holding Program In All Years Except 2018	% Holding Program In All Years Except 2017	# Reporting
Overall	80.8%	5.8%	2.8%	400
By Number of Lawyers Firm–Wide				
100 or Fewer	74.2	6.5	0	31
101–250	87.3	0	1.6	63
251–500	71.1	15.6	3.3	90
501 –700	80.0	6.7	0	30
701+	84.4	2.7	3.8	186
By Number of Lawyers in Office				
25 or Fewer	20.5	22.7	9.1	44
26–50	70.4	12.7	5.6	71
51–100	83.8	2.0	2.0	99
101–250	97.3	0.9	0.9	110
251+	100.0	0	0	47
By NALP Region and City/State				
Northeast	94.4	1.4	0.	71
Boston	100.0	0	0	14
New York City	95.9	2.0	0	49
Mid–Atlantic	75.4	4.4	2.9	69
Washington DC/Northern VA	78.0	2.4	4.9	41
Southeast	68.6	12.9	5.7	70
Atlanta	88.9	0	11.1	9
Charlotte	100.0	0	0	5
Dallas	63.6	0	18.2	11
Houston	75.0	16.7	0	12
Miami/Ft. Lauderdale/W. Palm Beach	55.6	11.1	0	9
Raleigh/Durham	80.0	0	0	5
Wilmington	60.0	20.0	0	5
Midwest	86.9	3.3	1.6	61
Chicago	95.2	0	4.8	21
Michigan	66.7	0	0	6
Missouri	100.0	0	0	9
Ohio	100.0	0	0	7
Wisconsin	66.7	16.7	0	6

continued

continued

	% Holding Program In All 4 Years	% Holding Program In All Years Except 2018	% Holding Program In All Years Except 2017	# Reporting
West/Rocky Mountain	73.5	8.2	4.1	98
Denver area	14.3	28.6	14.3	7
Los Angeles and Orange County	83.9	3.2	3.2	31
Phoenix	66.7	0	16.7	6
San Diego	83.3	16.7	0	6
San Francisco	81.3	0	0	16
Silicon Valley	80.0	10.	10.0	10
Seattle	75.0	12.5	0	8

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 2017 summer programs. About 47 percent 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 18 percent, 17 percent, and 26 percent 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 2017 Programs

Responding employers reported a combined total of 5,154 individuals from the Class of 2018 participating in their 2017 summer programs, with an overall average class size of 14, and a median class size of 6. The median size ranged from 3 to 12, depending on firm size, with firms of 501-700 lawyers continuing to be something of an outlier on this measure. (See Table 13.)

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 16, and ranged from 7 in firms of 101-250 lawyers to about 43 in firms of 701+. Overall, 95 percent of participants received an offer for an associate position, a figure that has varied little over the past three summers. This was the seventh year in a row that the rate has been at or above 90 percent, after falling precipitously to 69 percent in 2009. The offer rates from summer programs for the past three summers (2015-2017) represent the highest in the quarter century that NALP has compiled comparable figures. The overall figures for 2017 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 the average of 14 in each of the past two summers was last reached in 2000 prior to 2016. However, medians have not exceeded 6 since the start of this century. Moreover, both the median and the average class size at the largest firms of more than 700

lawyers both fell to a median of 6.5 and an average of 20 from 8 and 22, respectively for summer 2016. 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, Atlanta area, 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 Mid-Atlantic Region. Among cities with larger programs (those with a median size of five or more), Boston, New York, and Atlanta area led the way with all or nearly all summer associates receiving an offer, followed by Charlotte. Acceptance rates were over 80 percent in most cities, although lower acceptance rates are noted for Washington, DC, Dallas, Houston, South Florida, and San Francisco.

- An offer decision had not been made as of December 1, 2017, for whatever reason, for just over 1 percent 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 189, but the most common program size (the mode) was 2, reported by not quite 13 percent 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 percent of offices from the bottom 95 percent 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 still 1.
- 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 5, with again the 501-700 lawyer size category being an outlier. The modal value 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 19 percent of offices reported acceptance rates of 75 percent or less and 29 percent reported acceptance rates between 75 percent and 99.9 percent. Just over half reported acceptance rates of 100 percent. The average acceptance rate was 86.8 percent. The smallest offices were most likely to report a 100 percent acceptance rate. By overall firm size, the prevalence of 100 percent acceptance rates varied from 44 percent to almost 68 percent. (See Table 15.)

- On a regional basis, offices in the Northeast and were least likely to report acceptance rates of 100 percent. Offices in the Southeast were most likely to have reported acceptance rates of 75 percent or less. The average acceptance rate was lowest in the Southeast as well — at about 79. The average acceptance rate was greater than 80 percent in all the cities reported here except Houston and San Francisco.

Table 13. Outcomes of Summer 2017 Programs

	Size of Program		% of Participants Receiving Offers	% of Offers Accepted	# of Offices
	Median	Average			
Overall Total	6.0	14	95.0%	86.1%	373
By # of Lawyers Firm-Wide					
100 or Fewer	3.0	3	75.8	79.7	28
101-250	5.0	6	89.9	89.0	59
251-500	5.0	8	86.4	86.9	85
501-700	12.0	23	95.1	89.4	27
701+	6.5	20	97.8	85.2	174
Firm-Wide Reports					
All Firm-Wide Reports	16.0	27	94.9	87.3	79
By # of Lawyers Firm-Wide					
101-250	7.0	8	86.7	90.4	15
251-500	9.0	12	91.1	88.1	21
501-700	16.5	21	93.2	89.7	12
701+	43.0	55	96.8	86.6	27
By NALP Region					
Northeast	19.0	43	100.0	86.5	5
Mid-Atlantic	10.0	14	96.0	90.1	9
Southeast	10.0	11	73.5	81.3	9
Midwest	9.0	12	86.9	90.8	15
West/Rocky Mountain	8.0	9	92.5	89.5	10
Office-Specific Reports					
All Office Specific Reports	5.0	10	95.1	85.3	294
By # of Lawyers Firm-Wide					
100 or Fewer	3.0	3	78.1	78.9	24
101-250	5.0	5	91.5	88.4	44
251-500	3.0	7	83.7	86.2	64
501-700	10.0	24	96.4	89.1	15
701+	5.0	13	98.6	84.2	147
By # of Lawyers in Office					
25 or Fewer	1.0	5	95.4	72.4	30
26-50	2.0	3	89.6	78.1	56
51-100	4.0	4	92.6	90.2	80
101-250	7.0	10	96.3	86.7	88
251+	30.5	44	95.8	85.3	34

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	Size of Program		% of Participants Receiving Offers	% of Offers Accepted	# of Offices
	Median	Average			
By NALP Region and City					
Northeast	8.0	24	99.0	86.2	64
Boston	5.5	7	98.1	90.1	14
New York City	18.0	32	99.2	85.8	44
Mid-Atlantic	5.0	9	85.1	81.5	55
Washington, DC/ Northern VA	5.0	11	84.1	78.8	37
Southeast	3.0	4	93.3	78.5	54
Atlanta	5.0	6	100.0	89.4	8
Charlotte	5.0	5	96.3	84.6	5
Dallas	3.5	5	93.3	78.6	10
Houston	4.0	7	93.2	72.5	11
Miami/Ft. Lauderdale/W. Palm Beach	2.0	2	100.0	75.0	7
Midwest	5.0	9	94.0	90.4	42
Chicago	6.0	12	95.1	90.2	20
Ohio	5.0	8	94.7	97.2	5
West/Rocky Mountain	3.0	5	95.4	85.2	79
Denver	2.0	3	92.3	100.0	5
Los Angeles and Orange County	4.0	6	97.9	83.9	25
San Diego	2.5	3	95.0	100.0	6
San Francisco	4.0	7	97.0	77.1	15
Silicon Valley	5.0	6	96.2	90.2	9
Seattle	2.5	4	91.4	87.5	8

Note: Figures reflect participation by 5,154 students in the Class of 2018 during the summer of 2017. 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, 2017. Overall, firms reported that an offer decision had not been made for just over 1% of summer program participants.

Average figures are rounded to the nearest whole number.

Following the overall total and overall figures by firm size shown in the first six lines, 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 2017 Program Sizes

	% of Offices in Each Program Size Range			Range of Program Sizes Reported				Most Common Program Size (Mode) and % of Offices		# of Summer 2Ls	# of Offices
	1-3	4-9	10 or more	Min	5th percentile	95th percentile	Max	Mode	% of Offices With Program This Size		
Overall	33.8%	34.6%	31.6%	1	1	60	189	2	12.6%	5,154	373
All Firm-Wide/ Multi-Office Reports	5.1	30.4	64.6	1	3	115	189	6	7.6%	2,120	79
By Firm Size											
101-250	66.7		33.3	5	5	13	13	6,7,10	20% each	120	15
251-500	52.4		47.6	3	5	23	24	8	14.3%	248	21
501-700	25.0		75.0	1	1	59	59	No figure reported more than 2 times	—	251	12
701+	0		100.0	13	17	144	189	No figure reported more than 2 times	—	1,483	27
All Office-Specific Reports	41.5	35.7	22.8	1	1	39	128	2	15.7%	3,034	294
By Firm Size											
100 or Fewer	79.2	20.8		1	1	8	11	3	33.3%	73	24
101-250	27.3	63.6	9.1	1	1	13	18	5	20.5	235	44
251-500	54.7	28.1	17.0	1	1	31	52	2	25.0	442	64
501-700	26.7	13.3	60.0	1	1	119	119	10	20.0	363	15
701+	35.4	36.1	28.6	1	1	62	128	3	15.0	1,921	147

Note: Figures are based on offices/firms which reported at least one 2nd-year summer associate for summer 2017. 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 2017 Program
(percent of offices in each range of acceptance rates)

	Acceptance Rates			Average Acceptance Rate	# of Offices
	75% or less	75.1%–99.9%	100%		
Total — All Employers	19.2%	28.8%	52.1%	86.8%	365
By # of Lawyers Firm-Wide					
100 or Fewer	24.0	8.0	68.0	80.3	25
101–250	22.8	14.0	63.2	88.9	57
251–500	20.2	19.0	60.7	87.1	84
501–700	18.5	44.4	37.0	83.4	27
701+	16.9	39.0	44.2	87.4	172
By # of Lawyers in Office					
25 or Fewer	21.4	3.6	75.0	86.4	28
26–50	34.4	4.9	60.7	76.9	61
51–100	16.3	15.2	68.5	90.8	92
101–250	18.2	34.5	47.3	88.3	110
251+	10.9	78.3	10.9	86.0	46
By NALP Region and City/State					
Northeast	14.5	46.4	39.1	88.4	69
Boston	28.6	14.3	57.1	88.9	14
New York City	10.4	62.5	27.1	87.1	48
Mid-Atlantic	20.3	15.6	64.1	88.8	64
Washington, DC/Northern VA	23.1	15.4	61.5	87.8	39
Southeast	35.0	15.0	50.0	78.8	60
Atlanta	12.5	12.5	75.0	85.4	8
Charlotte	20.0	40.0	40.0	87.7	5
Dallas	33.3	11.1	55.6	82.6	9
Houston	45.5	18.2	36.4	73.6	11
Miami/ Ft. Lauderdale/W. Palm Beach	50.0	0.0	50.0	68.8	8
Midwest	13.0	33.3	53.7	89.3	54
Chicago	21.1	42.1	36.8	85.8	19
Michigan	20.0	40.0	40.0	86.7	5

continued

continued

	Acceptance Rates			Average Acceptance Rate	# of Offices
	75% or less	75.1–99.9%	100%		
Missouri	11.1	22.2	66.7	93.9	9
Ohio	0.0	16.7	83.3	99.2	6
Wisconsin	0.0	40.0	60.0	92.7	5
West/Rocky Mountain	20.7	11.5	67.8	87.3	87
Denver area	0.0	0.0	100.0	100.0	5
Los Angeles and Orange County	18.5	11.1	70.4	88.3	27
San Diego	0.0	0.0	100.0	100.0	6
San Francisco	40.0	13.3	46.7	77.3	15
Silicon Valley	30.0	20.0	50.0	87.8	10
Seattle	14.3	14.3	71.4	92.2	7

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 60 percent of responding firms reported that their summer 2017 program included one or more first-year (Class of 2019) students. A few offices hosted first-years only. (See Table 16.)

- These firms collectively employed 768 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 6, respectively.
- Overall, about 83 percent of these first-years received an offer to return for some or all of the summer 2018 program. For office-specific reports, this figure ranged from 68 percent to almost 96 percent depending on firm or office size. On a regional basis for office-specific reports offer rates were considerably lower in the Midwest compared with other regions.
- About 22 percent of offices employing 1Ls during the summer of 2017 reported that they conditioned the 1L employment on committing to the 2L summer as well.
- A new inquiry revealed that fewer than 2 percent of 1Ls were given an associate offer after their 1L summer.
- It is worth noting that a few offices filled their 2018 summer programs entirely with returning 1Ls and so had no need to recruit this past fall.

Table 16. Presence of First-Years in Summer 2017 Programs

	Number of 1Ls		% Receiving Offers to Return Next Summer	# of Offices
	Median	Average		
Overall Total	2.0	3	82.9%	229
Firm-Wide Reports				
All Firm-Wide Reports	4.0	6	83.8	66
By # of Lawyers Firm-Wide				
101-250	2.0	3	71.4	11
251-500	3.0	4	80.6	18
501-700	7.0	9	82.8	11
701+	6.0	7	88.5	25
By NALP Region				
Northeast	3.0	4	86.7	8
Mid-Atlantic	4.5	5	85.7	6
Southeast	2.0	5	87.3	13
Midwest	3.5	4	68.2	6
West/Rocky Mountain				
Office-Specific Reports				
All Office-Specific Reports	2.0	2	82.2	161
By # of Lawyers Firm-Side				
100 or Fewer	2.0	2	71.4	11
101-250	1.0	2	69.2	30
251-500	2.0	3	67.8	34
501-700	1.0	2	88.9	5
701+	2.0	3	92.6	81
By # of Lawyers in Office				
25 or Fewer	1.0	3	95.8	8
26-50	1.0	1	71.9	23
51-100	1.0	2	92.4	49
101-250	2.0	2	82.7	59
251+	3.5	6	72.8	18
By NALP Region and City/State				
Northeast	1.0	3	94.3	41
Boston	1.0	1	88.2	12
New York City	2.0	4	97.0	25

continued

continued

	Number of 1Ls		% Receiving Offers to Return Next Summer	# of Offices
	Median	Average		
Mid-Atlantic	2.0	2	96.3	25
Washington, DC/Northern VA	2.0	2	97.1	15
Southeast	2.0	2	84.7	31
Atlanta	1.5	2	77.8	6
Dallas	3.0	3	90.0	6
Houston	2.0	3	94.7	7
Miami/Ft. Lauderdale/W. Palm Beach	1.0	2	100.0	5
Midwest	1.0	3	56.2	25
Chicago	1.5	4	39.0	10
West/Rocky Mountain	2.0	2	75.0	39
Los Angeles and Orange County	2.0	2	68.0	12
San Francisco	1.0	2	94.1	8
Silicon Valley	1.0	1	87.5	6

Note: Figures reflect participation by 768 students in the Class of 2019 during the summer of 2017. 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 percentage of 1L's receiving offers does not include a small number who received an offer for an associate position after their 1L summer. Fewer than 2% of 1L's were reported as receiving an associate offer.

The number of offices figure includes a few offices that hosted 1L's 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 2018

A total of 361 employers reported issuing a median of 39 and an average of 93 callback invitations each to second-year students, or a total of 33,628 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, 2017. (See Table 17-18.)

Additional information collected on this year's survey on the outcomes of callback invitations revealed that 78.5 percent of them resulted in an offer. Just over 13 percent of invitations were declined or never responded to, and 8.4 percent of invitations were accepted but then cancelled. Carrying the progression to the next steps, not quite 41 percent of callback invitations resulted in an offer and 14 percent ended with an accepted offer. This means that about 7 callback invitations were needed to obtain one accepted offer. Fewer invitations are needed at small firms and in the Midwest. Offices in the Northeast and in firms of 251-500 lawyers require the most. Figures for cities or states ranged from just over 3 in Ohio to more than 10 in Charlotte.

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 33, and that the average was 72. For firms reporting on a firm-wide basis, medians and averages ranged from 12 to 387, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with a median almost three times and an average more than three times that of the region with the next largest numbers, the Mid-Atlantic Region. Nationwide, 78.5 percent of these callback invitations were accepted. Acceptance rates were lower in the Southeast compared with other regions.

Based on figures which are comparable to those of prior years, the callback activity level, as measured by medians, has stood at either 38 or 39 for the past three recruiting seasons. The median had increased to 35 in 2014, 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 has also varied only from 92 to 94 in the past three years and stood at 93 in 2017. Prior to 2015, this level had been 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.

- Over 52 percent 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 is another metric that has varied little, standing at either 11 or 12 since 2015; nonetheless, it has exceeded the historic low median of 7 in 2009 every year since then, and by a substantial amount since 2015. The offer rate declined a bit to 51.9 percent of interviews, but has varied only between 52 percent and 54 percent in the past four years, and generally has trended up since its low point in 2009. Both the offer rate and the median number of offers, however, remain off from those of the three years prior to 2008, when the offer rate was about 60 percent and the median number of offers was 15 or 16. Prior to 2008, offer rates had only fallen below 50 percent 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 81 in the Northeast. It is worth noting that the median number of offers in New York was 65, compared with 69 in 2016 and 70 in 2015, and is thus in contrast to an overall flat median. Likewise, the median number of offers in the Silicon Valley has fallen from 20 in 2015, to 17 in 2016, and to 16 in 2017. These two areas drove much of the post-recession recovery.
- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Houston and San Francisco 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, Phoenix, and Seattle. Offer rates ranged from less than 30 percent in the Miami area, to about 60 percent in New York City and Chicago. Some of these differences reflect differences in the firm sizes typical for these areas.

- Overall, 34.4 percent of offers were accepted, up some from the 33.2 percent rate in 2016. After increasing sharply in 2009, the acceptance rate has come down since, and has been in the 33 percent to 34 percent range for the past four years. The rate remains higher than rates that were typical of those from 2003-2007. A larger percentage of offers from offices in the Southeast were accepted — almost 47 percent — while acceptance rates were lower in the Northeast — about 28 percent. Acceptance rates were highest at firms of 100 or fewer lawyers and at offices of 26-50 lawyers.
- At the city and state level, acceptance rates were lowest at offices in New York, at 27 percent, followed by Washington, DC at 30 percent, and Charlotte at 31 percent. Acceptance rates were highest in Raleigh, at 71 percent, followed by offices in Ohio at 63 percent.

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 486 offers. (See Table 19.)

- The most common number of offers was just 2, with this figure reported by 7.2 percent 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 196, far less than the high.
- The figures are, not surprisingly, higher for firm-wide/multi-office reports, with 56 percent 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 3. 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 36 percent of offices reported acceptance rates of less than 35 percent; 38 percent of offices reported acceptance rates between 35 percent and 60 percent; and 24 percent reported acceptance rates of more than 60 percent. The average acceptance rate was about 48 percent. (See Table 20.)

- Small offices more frequently reported acceptance rates in excess of 60 percent, 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 percent were highest in the Raleigh/Durham area and Ohio. In contrast, 75 percent of offices in New York City reported acceptance rates of less than 35 percent, as did half or more of offices in Washington, DC, Charlotte, San Francisco, and the Silicon Valley.

For a comprehensive analysis of trends in the fall recruiting measures discussed here, see the August 2017 *NALP Bulletin* article “Fall Recruiting for Summer Programs—How Much is Enough? And has that Changed?” posted at <https://www.nalp.org/viewbulletin/?documentID=3946&bulletinID=451> [member login required]

- Nearly half of offices had no ‘sell’ visits or revisits; the remaining offices were relatively evenly split between those reporting revisits for up to 20 percent of offers, and those reporting revisits for more than 20 percent of offers. Among offices reporting one or more revisits, the average revisit percent for those offices was just 23 percent. Small firms were most likely to report no revisits — almost 70 percent — and large firms were more likely to report revisits, and were about equally split between those reporting none, those reporting revisits for up to 20 percent of offers, and those reporting revisits for more than 20 percent 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. Most offices making more than 35 offers reported revisits, with an average of about one in five among offices reporting at least one revisit. (See Table 21.)

- 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 78 percent of responses were received in the 8-27 days period. Just over 6 percent of responses were received within 24 hours. This figure is higher in firms of 250 or fewer lawyers, and in smaller offices. A measurable proportion of responses, almost 8 percent were received after 28 days. (See Table 22.)

- A new inquiry on the use of social media to position their firm in front of students revealed that about half of offices which recruited 2Ls for their 2018 summer program, used some kind of social media. Most typically, Twitter, Facebook, and LinkedIn are used. Larger firms are most likely to use social media. Though the figure is about one-third for firms of 101-250 and 501-700 lawyers, those that do make the heaviest use of LinkedIn. (See Table 23.)

- Over one-quarter of respondents had engaged in early offer activity for their summer 2018 program prior to the start of OCI. These offices made a median of three offers, with about 39 percent of all such offers accepted. [Note that for purposes of this survey, offers to 1L students to return for their 2L summer in 2018 are not included.] As to the characteristics of students targeted for early offers, most frequently it was top candidates — 68 percent of offices making early offers — followed by diverse candidates — 62 percent of offices. (See Table 24.)

- The practice of employers returning to the same campuses after the conclusion of OCI to solicit additional second-year candidates for the summer program is not widespread, reported by less than 16 percent of respondents. When

they did return to schools, it typically was to 3 or 4 schools, although the number ranged from 1 to 24. Employers in the West/Rocky Mountain Region were most likely to report returns to campus, over 19 percent, but employers in the Northeast returned to the most schools, averaging almost 12 schools. (See Table 25.)

Firms were also asked to provide the number of offers made the previous year (2016) for summer 2017 positions. Based on firms having a summer 2017 program and planning to do so in 2018 and reporting the comparative offer number for summer 2017, the volume of offers was down by just over 3 percent. At the largest firms, which also accounted for the majority of offers, the number of offers was off by 2.6 percent. About 45 percent of offices overall reported making more offers, but over 43 percent made fewer offers, compared with about half making fewer offers in 2017 than in 2016. Cities varied widely on these measures. Among those reporting at least 100 offers, volume changes ranged from a decrease of almost 7 percent to an increase of over 36 percent. Aggregate offer numbers in the Silicon Valley were nearly flat, and off in New York and Washington, DC. Two-thirds of offices in Dallas reported making more offers, whereas in San Francisco just 30 percent did so. Among offices in San Francisco, 60 percent reported making fewer offers. Although the differences in the number of offers ranged from a decrease almost 80 to an increase of more than 50, in 30 percent of offices, the difference was one or less, either up or down. (See Table 26.)

Table 17. Outcomes of Summer Callback Invitations for 2018 Summer Programs

	Total # of Callback Invitations Reported	% Declined	% Accepted then Canceled	% Resulting in a Callback Interview	% Resulting in an Offer	% Resulting in an Accepted Offer	# of Invitations Needed to Result in One Accepted Offer	# of Offices
Overall Total	33,628	13.2%	8.4%	78.5%	40.7%	14.0%	7.1	361
By # of Lawyers Firm-Wide								
100 or Fewer	502	13.3	6.0	80.7	35.1	17.5	5.7	28
101-250	2,108	9.4	11.1	79.5	31.8	13.8	7.2	54
251-500	4,448	12.7	11.1	76.3	36.2	13.0	7.7	74
501-700	3,240	12.9	10.2	76.9	41.5	15.3	6.5	26
701+	23,330	13.7	7.4	79.0	42.4	13.9	7.2	179
By NALP Region								
Northeast	12,525	15.1	7.1	77.8	45.5	12.9	7.8	70
Mid-Atlantic	3,963	12.0	10.3	77.7	38.7	13.4	7.4	62
Southeast	1,675	10.8	6.9	82.3	32.6	16.4	6.1	59
Midwest	2,577	11.5	6.8	81.8	41.6	18.9	5.3	55
West/Rocky Mountain	3,098	11.0	8.6	80.4	35.7	14.6	6.8	85
By City or State								
Atlanta	243	2.9	10.7	86.4	34.2	17.3	5.8	8
Boston	909	12.0	9.5	78.5	33.7	11.1	9.0	15
Charlotte	143	8.4	9.8	81.8	31.5	9.8	10.2	5
Chicago	1,305	10.5	7.6	81.9	49.0	18.9	5.3	20
Dallas	327	11.0	2.4	86.5	34.6	14.4	7.0	11
Houston	394	11.2	10.7	78.2	35.8	16.5	6.1	11
Los Angeles and Orange County	1,128	9.6	9.4	81.0	34.8	15.4	6.5	25
Miami/W. Palm Beach	97	10.3	7.2	82.5	23.7	13.4	7.5	5
New York	10,503	15.8	7.4	76.8	46.8	12.8	7.8	45
Ohio	89	6.7	2.2	91.0	48.3	30.3	3.3	5
San Diego	103	11.7	1.9	86.4	38.8	17.5	5.7	6
San Francisco	674	13.6	8.5	77.9	39.2	13.1	7.7	14
Silicon Valley	400	14.8	10.8	74.5	36.3	11.8	8.5	10
Seattle	128	3.9	4.7	91.4	31.3	14.8	6.7	8
Washington DC/ Northern VA	2,773	12.4	11.1	76.5	40.8	12.3	8.1	37
Wilmington	224	12.5	19.6	67.9	30.4	13.4	7.5	5

Note: Cities included in this table reported at least 75 call-back invitations. A few offices reported the number offers and their outcomes, but not the number of callback invitations and their outcomes and so are not included here. The decline category includes call-back invitations for which no response was received. In some cases, tracking does not distinguish between declines and acceptances which were subsequently canceled. In these instances, all outcomes were reported as declines to avoid double-counting.

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 18. Outcome of Callback Invitations to and Interviews of Class of 2019 Students for Summer 2018 Positions

	# of Callback Invitations				# of Offers Extended			
	Median	Average	% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	Median	Average	% of Offers Accepted	# of Offices
Overall	39.0	93	78.5%	51.9%	12.0	38	34.4%	364
All Firm-Wide/Multi-Office Reports	77.0	178	78.8	47.9	26.0	66	38.5	76
By # of Lawyers Firm-Wide								
100 or Fewer	12.0	28	79.1	52.7	6.0	12	34.5	5
101-250	44.5	47	79.3	35.0	9.5	12	52.3	14
251-500	46.0	56	80.6	40.2	12.5	18	55.0	20
501-700	100.0	138	74.7	43.1	29.0	45	41.6	11
701+	330.0	387	79.1	50.2	96.0	154	36.0	26
By NALP Region								
Northeast	70.0	195	87.1	53.8	33.0	91	34.1	5
Mid-Atlantic	56.0	88	84.7	37.4	18.0	28	49.2	7
Southeast	24.5	41	77.3	39.2	8.0	12	67.0	9
Midwest	36.0	57	79.2	37.9	11.0	17	58.4	14
West/Rocky Mountain	45.0	57	79.8	44.9	14.5	19	45.0	10
Office-Specific Reports								
All Office-Specific Reports	33.0	72	78.3	54.5	10.0	31	32.1	288
By # of Lawyers Firm-Wide								
100 or Fewer	10.0	16	81.3	40.0	4.0	5	57.6	23
101-250	31.0	37	79.5	41.8	9.0	12	41.3	42
251-500	28.0	62	74.8	50.0	8.5	23	30.5	54
501-700	54.0	115	78.8	63.1	18.0	57	34.0	15
701+	38.5	89	78.8	56.3	12.0	39	30.9	154
By # of Lawyers in Office								
25 or Fewer	7.0	33	83.5	69.4	2.0	19	32.8	24
26-50	17.0	21	77.3	38.6	5.0	6	45.5	58
51-100	28.0	33	78.0	39.4	7.0	10	36.8	81
101-250	52.0	75	75.0	47.5	17.0	27	33.0	87
251+	174.0	268	80.5	64.5	104.5	139	29.8	34

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	# of Callback Invitations				# of Offers Extended		% of Offers Accepted	# of Offices
	Median	Average	% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	Median	Average		
By NALP Region and City or State								
Northeast	84.0	178	77.0	59.0	32.0	81	27.8	65
Boston	47.0	61	78.5	42.9	15.0	20	33.0	15
New York City	151.0	233	76.8	60.9	65.0	109	27.3	45
Mid-Atlantic	41.0	61	76.4	52.3	11.0	24	32.6	55
Washington, DC/ Northern VA	49.0	75	76.5	53.3	15.0	31	30.2	37
Wilmington	51.0	45	67.9	44.7	11.0	14	44.1	5
Southeast	20.0	26	83.6	39.7	5.0	9	46.6	51
Atlanta	35.5	30	86.4	39.5	6.0	10	50.6	8
Charlotte	30.0	29	81.8	38.5	9.0	9	31.1	5
Dallas	21.0	30	86.5	39.9	5.0	10	41.6	11
Houston	23.0	36	78.2	45.8	9.0	13	46.1	11
Miami/Ft. Lauderdale/W. Palm Beach	14.0	19	82.5	28.8	4.0	5	56.5	5
Raleigh	11.0	9	100.0	32.6	3.0	3	71.4	5
Midwest	29.0	44	82.9	56.5	11.0	20	41.7	41
Chicago	42.5	65	81.9	59.8	13.0	32	38.7	20
Ohio	14.0	18	91.0	53.1	6.0	9	62.8	5
West/Rocky Mountain	27.0	34	80.5	44.3	7.5	12	40.3	76
Los Angeles and Orange County	38.0	45	81.0	42.9	13.0	16	44.4	25
Phoenix	7.0	8	92.9	33.3	2.0	3	61.5	5
San Diego	18.0	17	86.4	44.9	7.0	7	45.0	6
San Francisco	37.5	48	77.9	50.3	12.0	19	33.3	14
Silicon Valley	39.5	40	74.5	48.7	15.0	15	32.4	10
Seattle	12.0	16	91.4	34.2	2.5	5	47.5	8

Note: Figures for callback invitations and outcomes are based on 361 employers issuing a total of 33,628 callback invitations and do not include 3 offices which did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 364 employers making a total of 13,712 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 19. Offers for Summer 2018 Programs

	% of Offices in Each Offer Number Range:			Range of Offer Numbers Reported:				Most Common Offer Number (Mode) and % of Offices		# of Offers	# of Offices
	0-5	6-20	More Than 20	Min	5th Percentile	95th Percentile	Max	Mode	% of Offices Making this Number of Offers		
Overall	30.1%	36.5%	33.4%	0	1	196	486	3	7.2%	13,712	362
All Firm-Wide/ Multi-Office Reports	8.0	36.0	56.0	1	4	362	486	6	8.0%	4,925	75
By Firm Size:											
100 or Fewer	40.0	40.0	20.0	1	1	33	33	No figure reported more than 2 times		58	5
101-250	14.3	71.4	14.3	4	4	28	28	No figure reported more than 2 times		174	14
251-500	10.0	60.0	30.0	3	4	48	59	No figure reported more than 2 times		362	20
501-700	0	27.3	72.7	6	6	200	200	No figure reported more than 2 times		490	11
701+	0	0	100.0	23	24	426	486	48	12.0%	3,841	25
All Office-Specific Reports	35.9	36.6	27.5	0	1	122	463	3	8.4%	8,787	287
By Firm Size											
100 or Fewer	73.9	26.1		1	1	14	22	1,4	21.7% each	118	23
101-250	28.6	61.9	9.5	0	2	35	51	5,6	9.5% each	513	42
251-500	37.7	35.9	26.4	0	1	109	243	2,11	9.4% each	1,246	53
501-700	26.7	26.7	46.7	1	1	270	270	No figure reported more than 2 times		855	15
701+	32.5	33.1	34.4	0	1	196	463	3	9.7%	6,055	154

Note: Figures are based on offices interviewing at least 1 second-year student for summer 2018, 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 20. Acceptance Rates for Summer 2018 Program
(percent of offices in each range of acceptance rates)

	Acceptance Rates			Average Acceptance Rate	# of Offices
	Less than 35%	35-60%	More than 60%		
Total — All Employers	35.6%	37.8%	26.7%	48.2%	360
By # of Lawyers Firm-Wide					
100 or Fewer	14.3	32.1	53.6	65.0	28
101-250	21.4	50.0	28.6	50.8	56
251-500	29.2	40.3	30.6	48.2	72
501-700	46.2	38.5	15.4	45.0	26
701+	44.4	33.7	21.9	45.3	178
By # of Lawyers in Office					
25 or Fewer	26.1	26.1	47.8	60.8	23
26-50	25.4	28.6	46.0	57.8	63
51-100	31.5	39.1	29.3	50.1	92
101-250	39.4	43.1	17.4	43.2	109
251+	58.7	39.1	2.2	35.6	46
By NALP Region and City/State					
Northeast	59.4	34.8	5.8	35.1	69
Boston	40.0	60.0	0.0	39.0	15
New York City	74.5	23.4	2.1	30.7	47
Mid-Atlantic	36.5	36.5	27.0	47.2	63
Washington, DC/Northern VA	54.1	27.0	18.9	41.3	37
Wilmington	20.0	60.0	20.0	39.9	5
Southeast	24.1	32.8	43.1	56.2	58
Atlanta	11.1	33.3	55.6	74.4	9
Charlotte	60.0	40.0	0.0	31.7	5
Dallas	25.0	41.7	33.3	49.4	12
Houston	40.0	30.0	30.0	46.8	10
Miami/Ft. Lauderdale/W. Palm Beach	16.7	50.0	33.3	53.8	6
Raleigh/Durham	20.0	20.0	60.0	65.3	5

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	Acceptance Rates			Average Acceptance Rate	# of Offices
	Less than 35%	35-60%	More than 60%		
Midwest	16.4	49.1	34.5	56.2	55
Chicago	30.0	60.0	10.0	42.5	20
Michigan	0.0	60.0	40.0	59.3	5
Missouri	25.0	37.5	37.5	60.6	8
Ohio	14.3	0.0	85.7	73.0	7
Wisconsin	0.0	60.0	40.0	62.8	5
West/Rocky Mountain	34.1	31.8	34.1	51.3	85
Los Angeles and Orange County	25.0	50.0	25.0	48.6	28
Phoenix	33.3	16.7	50.0	63.9	6
San Diego	33.3	33.3	33.3	40.4	6
San Francisco	57.1	14.3	28.6	46.9	14
Silicon Valley	54.5	36.4	9.1	32.7	11
Seattle	25.0	25.0	50.0	57.7	8

Note: This table excludes offices that interviewed but then did not make any offers for summer 2018. 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 21. Return Visits by Second-Year Students With an Offer for Summer 2018

	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	48.0%	27.7%	24.3%	23.0	20.0
By Firm Size — # of Lawyers					
100 or Fewer	70.4	22.2	7.4	19.5	17.1
101–250	64.8	25.9	9.3	20.0	20.0
251–500	56.5	23.2	20.3	21.0	19.8
501–700	38.5	26.9	34.6	23.7	23.6
701+	37.1	31.2	31.8	24.2	21.0
By # of Offers					
Fewer Than 5	82.7	0.0	17.3	46.4	41.7
5–10	60.8	24.1	15.2	25.1	20.0
11–35	43.4	34.9	21.7	21.1	16.7
More Than 35	6.3	50.0	43.8	19.2	18.0

Note: Figures for percentages of 2L students with offers returning for a sell visit are based on 346 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 return visits.

Table 22. Response Times to Offers for 2018 Summer Programs

	Percent of Responses Received								# of Offers for Which Response Timing Was Reported
	Within 24 Hours	Within 2–7 Days	Within 8–14 Days	Within 15–21 Days	Within 22–27 Days	At 28 Days	Beyond 28 Days	Never Responded	
Total	6.4%	18.0%	23.2%	22.0%	14.7%	6.5%	7.8%	1.4%	11,970
By Firm Size									
100 or Fewer	10.5	24.0	17.5	16.4	19.3	5.3	5.8	1.2	171
101–250	13.0	25.4	28.6	16.6	10.0	3.1	3.2	0.2	622
251–500	8.5	22.9	27.4	18.8	11.5	5.9	3.5	1.6	1,417
501–700	7.3	19.2	22.0	21.2	13.8	5.0	9.8	1.6	1,077
701+	5.4	16.4	22.4	23.1	15.6	7.1	8.5	1.4	8,683
By Office Size									
50 or Fewer	10.0	30.1	23.5	17.5	11.4	3.0	4.0	0.4	498
51–100	8.7	23.5	24.6	19.6	13.7	5.9	3.1	0.8	1,222
101–250	8.2	20.9	22.8	20.4	15.1	6.1	5.9	0.7	2,802
251+	4.4	14.1	22.5	24.4	15.3	7.0	10.3	2.0	5,940

Note: Figures based on 11,970 offers for which the timing of the responses was reported, representing about 87% of all offers reported. Among survey respondents providing timing information, nearly all accounted for the timing of all responses to offers.

Table 23. Use of Social Media to Reach out to Students

	% Using Social Media	Kinds of Social Media Used				
		Facebook	Twitter	LinkedIn	Instagram	Other
Total — All Employers	48.1%	65.0%	66.7%	68.4%	21.5%	8.5%
By Firm Size – # of Lawyers						
100 or Fewer	31.0	33.3	66.7	77.8	11.1	11.1
101-250	30.5	38.9	38.9	94.4	16.7	5.6
251-500	52.0	53.8	64.1	56.4	35.9	5.1
501-700	34.6	44.4	55.6	88.9	22.2	0
701+	57.0	78.4	73.5	65.7	17.6	10.8

Note: Figures are based on offices/firms who recruited 2Ls for summer 2018 or 3L students, and who answered this question; a total of 368 offices/firms. Figures for types of social media used are based on 177 offices which reported using social media to position their firm in front of students. No use of Snapchat was reported. Others mentioned include Google+, blogs, and podcasts. Since more than one method could be checked, percentages add to more than 100.

Table 24. Prevalence and Characteristics of Recruiting Prior to OCI

	% of Offices/Firms Reporting Activity Prior to OCI
Overall	26.4%
By Firm Size — # of Attorneys	
250 or Fewer	10.6
251–500	18.6
501–700	26.9
701+	36.9
Offer Volume and Outcomes	
Median Number of Offers	3
Average Number of Offers	8
Percent of Offers Accepted	39%
Students To Whom Early Offers Were Made	
Diverse Candidates	62.1%
Top Candidates	68.4
Local Candidates	43.2
Candidates from Non-OCI Schools	43.1
Candidates Seen as 1Ls but Who Were Not Offered a 1L Summer Position	27.4
Candidates With a Technical Background	19.0
Other	15.8

Note: A total of 95 offices/firms reported making offers to 2Ls for summer 2018 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 744 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 who worked at the firm previously, e.g., as a paralegal, and referral candidates.

Table 25. Employers Returning to Campus after OCI to Solicit More 2L Candidates

	% Returning	Average # of Schools Revisited	Median # of Schools Revisited	Smallest # of Schools Reported	Largest # of Schools Reported
Total	15.6%	4.4	3	1	24
Firm-Wide Reports	45.2	8.2	4	1	24
By Size of Firm — # of Attorneys					
250 or Fewer	10.7	4.2	3	1	12
251–500	15.7	3.2	2	1	10
501–700	19.2	2.0	2	1	3
701 +	17.3	5.3	3	1	24
By NALP Region					
Northeast	11.8	4.6	4	1	10
Mid Atlantic	12.9	2.7	3	1	5
Southeast	8.6	1.5	1	1	3
Midwest	8.8	2.4	3	1	3
West/Rocky Mountain	19.3	3.2	2	1	12

A total of 360 firms/offices answered the question as to returning to campus for additional candidates. Figures on the number of schools to which employers returned are based on schools which returned to campus.

Note: The line labeled ‘Firm-wide reports’ includes firms of all sizes which reported results for multiple/all offices nationwide and so can not be assigned to a region. They are included in the figures by firm size.

Table 26. Comparison of Offer Volumes for Summer 2018 and Summer 2017

	# of Offers Made in 2017	Change from 2016	Percent of Offices Making			# of Offices
			Fewer Offers	Same #	More Offers	
Overall Total	12,945	-3.3%	43.3%	11.8%	44.9%	321
By # of Lawyers Firm-Wide						
100 or Fewer	166	13.7	29.2	16.7	54.2	24
101-250	598	3.5	46.2	7.7	46.2	52
251-500	1,517	-2.1	43.8	14.1	42.2	64
501-700	1,314	-12.9	54.2	12.5	33.3	24
701+	9,350	-2.6	42.7	11.5	45.9	157
By # of Lawyers in Office						
50 or Fewer	803	9.4	28.6	27.0	44.4	63
51-100	1,180	1.1	45.9	12.9	41.2	85
101-250	2,968	0.8	43.7	5.8	50.5	103
251+	6,043	-6.5	48.8	4.7	46.5	43
By NALP Region and City/State						
Northeast	5,259	-4.1	49.2	9.2	41.5	65
Boston	270	4.2	38.5	7.7	53.8	13
New York City	4,948	-4.4	48.9	11.1	40.0	45
Mid-Atlantic	1,447	-5.9	47.3	14.5	38.2	55
Washington, DC/ Northern VA	1,083	-6.8	56.3	12.5	31.3	34
Southeast	535	4.1	40.4	13.5	46.2	52
Atlanta	88	11.4	37.5	12.5	50.0	9
Charlotte	45	-15.1	60.0	40.0	0.0	5
Dallas	112	36.6	22.2	11.1	66.7	9
Houston	140	-6.0	55.6	0.0	44.4	9
Midwest	1,045	3.2	38.5	11.5	50.0	51
Chicago	639	3.7	31.6	10.5	57.9	20
Missouri	107	5.9	50.0	12.5	37.5	8
Ohio	49	-12.5	66.7	0.0	33.3	6
West/Rocky Mountain	970	12.0	35.7	14.3	50.0	73
Los Angeles and Orange County	446	21.2	30.8	11.5	57.7	27
San Francisco	240	3.9	60.0	10.0	30.0	10
Silicon Valley	125	-0.8	42.9	14.3	42.9	8

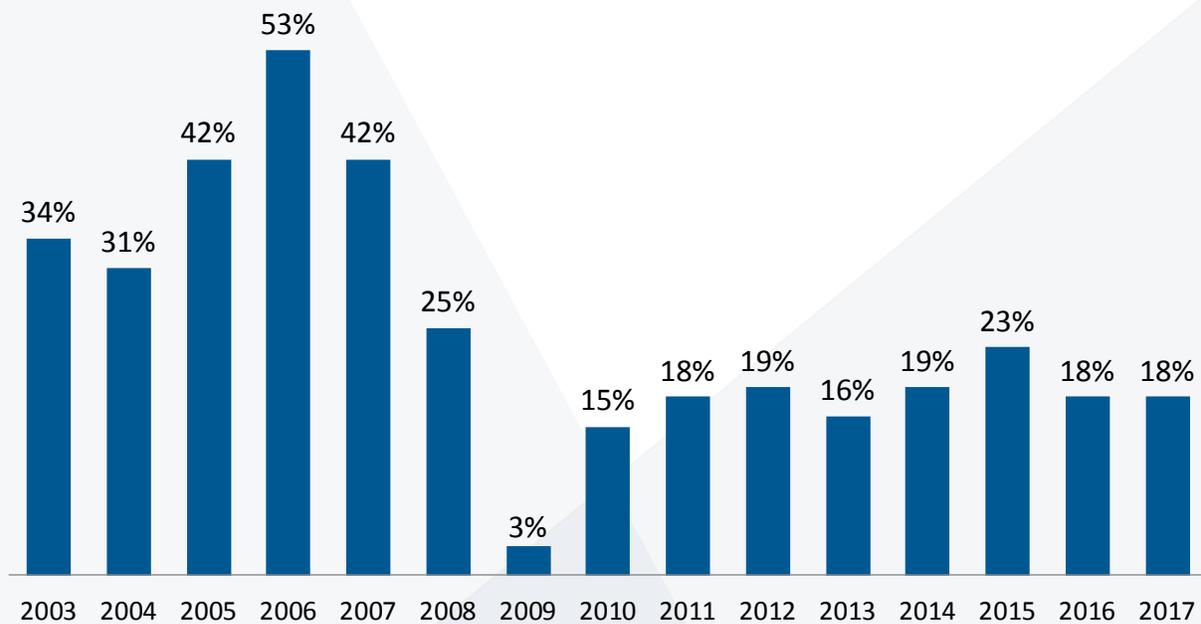
Note: Figures reflect employers who had a summer program in 2017 and will do so in 2018 and reported offer numbers for both years.

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 45 offers in 2017. 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 just 18 percent of employers reporting any activity. Offices recruiting third-years (Class of 2018 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 percent of these offers were accepted.

Table 27. Fall Recruiting of 3Ls As Reported by Law Firms



Percent of employers reporting at least one callback invitation to a 3L from the Class of 2018 who had not previously worked for the employer.



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