

Perspectives on
2018
Law Student
Recruiting

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Executive Summary & Analysis

Entry-level Law Firm Recruiting Activity Remains Strong, Exceeding Some Pre-Recession Benchmarks

By almost every economic measure, 2018 has been hailed as the best year for law firms since before the Great Recession, with many large law firms posting eye-popping revenue and profit figures for the year. Recruiting activity in 2018 was also robust, with offer rates coming out of summer programs reaching an historic high. On many metrics Big Law recruiting volume and practices resemble those measured before the recession. On the other hand, while there are still some large summer programs, most notably in offices in New York, there are an increasing number of small programs, and the single most common summer program class size for a law office was a class of just one person in 2018. Fully one-quarter of summer programs reported for summer 2018 consisted of one or two summer associates. As a point of comparison, in 2008 only 16 percent of summer programs consisted of one or two associates. Also, there are still fewer summer associate spots than there were before the recession, by some counts more than 1,000 fewer, but the competition for students to fill those spots remains very keen. Perhaps the most apt word to describe the most recent recruiting cycle is steady. The data collected from NALP's surveys of law schools and law firms at the end of the 2018 recruiting cycle document an industry that has had four very solid, very competitive, very similar years by most measures, with this new level-set following a period of bobbling regrowth that in turn followed the tremendous contraction in recruiting activity that came with the immediate aftermath of the recession.

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 scaled 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 for several years now by industry observers. For instance, while about 31 percent of law firms reported visiting more campuses in 2018 compared to 2017, 29 percent reported visiting fewer, and 40 percent reported visiting the same number of schools compared to the previous year. These variations were not confined geographically and were measured in all regions and all the major markets.

Similarly, while 49 percent of law firms reported making more offers for summer programs in 2018 compared with 2017, 40 percent reported making fewer offers. For the first time this year we also asked firms to report the change in the number of screening interviews they conducted for summer associate positions, and those responses also showed similar variations, with 26 percent of law offices reporting that they increased the number of screening interviews by 10 percent or more, and twenty-eight percent of law offices reporting that they decreased the number of screening interviews by 10 percent or more.

The average summer program class size was also flat, at 14 for the third year in a row, and has varied only between 12 and 14 for the last five years. Summer program class sizes, of course, vary a great deal, but the average is helpful in gauging national change. As noted above, the most common summer class size was just 1, followed by classes of 2, but 17 percent of summer classes were larger than 20 and 6 percent were larger than 50. The average summer class size for the largest firms of more than

700 lawyers actually fell for the second year in a row, from 22 in the summer of 2016 to 20 during the summer of 2017 and then to 19 during the summer of 2018. The aggregate offer rate coming out of summer programs had been flat for three years at just about 95 percent, but in 2018 jumped to nearly 97 percent, an historic high. The acceptance rate on offers had hovered between 84 percent and 86 percent for seven years in a row now, but in 2018 was measured at 88 percent, also an historic high, and significantly higher than the pre-recession norm of overall acceptance rates of about 73 to 77 percent.

Members of the Class of 2020, those who went through the OCI process in the summer and fall of 2018, experienced a robust market quite similar to that experienced by the previous three classes, and with significant competition for top talent. Across employers of all sizes, the median number of offers extended has been 11 or 12 for the last four years, still well below the high of 15 measured in 2007, but well above the low of 7 measured in 2009. The mean number of offers was 36, after being measured at 38 for the past three years, more than twice the average class size of 16 measured in 2009. The percentage of callback interviews that resulted in offers for summer programs remained essentially flat (between 52 percent and 54 percent) for the fifth year in a row after having grown from 2012 through 2014, and the yield on those offers has also remained essentially flat (between 33 percent and 35 percent) for the last five years, all figures which are well above those measured in 2009 but still below those measured in 2006 and 2007.

Related, for members of the Class of 2019, the extent to which firms recruited 3Ls remained low, with just 22 percent of offices reporting recruiting 3Ls. The percent of law firms recruiting 3Ls fell precipitously from 2006 to 2009, from 59 percent to just 3 percent, and has shown only modest recovery since then, bobbling between 15 and 23 percent in the last nine years.

One additional finding bears highlighting. NALP periodically surveys students who have participated in their law school's OCI program for a summer associate position to inquire about

their experiences in the recruitment process. 2018 marked the fourth time students were surveyed, with comparable data sets having been collected in 2016, 2014 and 2013. In each of those surveys perhaps the most notable finding has been that the individual lawyers that the students meet during the OCI and callback processes have an incredibly strong impact on whether a student chooses to work at a particular law firm. Interviewers are ambassadors for a firm's culture and individual students reported very strong positive and negative reactions to the individual lawyers they met. The various levels of professionalism, interest, and inclusion that lawyers brought to the interviewing rooms was decisive, for better and for worse, for many students.

“After a period of great volatility following the recession marked first by a prolonged slowdown in law student recruiting and then a period of rapid escalation in recruiting, we have seen the recruiting market stabilize over the last four or five years,” says James Leipold, NALP's Executive Director. “The recruiting climate is most accurately described as steady in 2018, though 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. Meanwhile, offer rates coming out of summer programs are at historic highs, as are yield rates on those offers, and the 3L recruiting market remains quite anemic, findings that are closely linked. Finally, if there is a takeaway from the student surveys that were completed, it is that who you send to campus really matters — at the end of the day students report that the lawyers they met were extremely influential in students' assessments of where to accept or reject offers of summer employment.”

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 in both fall and spring and at job fairs in 2018, providing comparisons with 2017 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 2018 summer programs and of late summer/fall 2018 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, the extent to which employers invited 2Ls with an offer for summer 2019 to return for a ‘sell’ visit, and use of social media by firms. This year’s employer survey asked about screening interview volumes, resulting in new analyses based on these figures.

Finally, this year’s report has a new section which provides selected findings from NALP’s “Survey for Law Students Who Interviewed with Law Firms for Summer 2019”. This survey is made available to schools on a periodic basis to administer to their second-year students who participated in their school’s OCI program to pursue a summer associate position for the following summer.

The findings in this report are based on law school responses to NALP’s “Survey of Law Schools on 2018 Recruiting”; on legal employer responses to the “Survey of Legal Employers on 2018 Recruiting”; and on the student survey previously mentioned. 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 2021) students and current third-year (Class of 2019) students for summer 2019 associate positions is not included. Documentation of summer 2018 program outcomes includes only Class of 2019 graduates, and not any Class of 2018 graduates who participated in the summer 2018 program after graduation. Class of 2020 (1L) participation in the summer 2018 program is reported on separately from the 2L program in this report. Results of survey questions on lateral hiring is reported in the March 2019 *NALP Bulletin*.

—Judith N. Collins, NALP Director of Research

NALP Geographic Regions

Region	States Included
Mid-Atlantic	DE, DC, MD, Southern NJ, PA, VA
Midwest	IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI
Northeast	CT, ME, MA, NH, Northern NJ, NY, RI, VT
Southeast	AL, AR, FL, GA, KY, LA, MS, NC, OK, PR, SC, TN, TX, WV
West/Rocky Mountain	AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY

Summer Program Outcomes on Fall Recruiting, As Reported By Firms, 1993-2018

	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
2018	5	14	96.9	87.5	11	36	53.2	34.9

Note: The figures presented in this table provide key measures of second-year summer programs held at law firms in these years, and key measures of recruiting for the second-year summer program for the following summer. These figures have been compiled from NALP's annual survey of employers on their summer program and fall recruiting activity. NALP has collected comparable information on this topic since 1993.

2018 Recruiting Activity



Law School Perspective

A total of 119 law schools, more than half of NALP's U.S. law school members, participated in the school survey, though not all answered every question, so individual analyses generally are based on somewhat smaller counts.

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.

- 45 percent of schools reported an increase of 5 percent or more in the number of employers on campus in late summer/fall 2018 compared with 2017. Just over 43 percent reported steady numbers and 12 percent reported a decrease of 5 percent or more.
- This year's survey asked schools to report both the number of employers interviewing specifically for summer associate and post-graduate jobs, and the total number of employers participating in OCI regardless of the kind of job being offered. The two sets of figures were the same in most cases, in other words, among survey respondents employers on campus were largely recruiting only for summer associate and post-graduate jobs. Where the figures did diverge it was generally by just a small amount.
- Regional differences were evident, with schools in the Southeast most likely to report an increase of 5 percent or more, and least likely by far to report a decrease, while those in the West/Rocky Mountain region were most likely to report a decrease. Further analyses by enrollment size show that over half of the smallest and largest schools reported little change and that most of the rest of these reported an increase. (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 about 43 percent of schools and that relatively few schools — just 15 percent — had a relatively constant number of employers. Schools in the Mid-Atlantic region diverged the farthest from this average. Schools in that region were most likely by far to have experienced a decrease of 5 percent or more, and few reported a substantial increase. (See Table 2.)
- Of the schools able to track it, about 40 percent reported that there were no early offers to rising 2Ls for employment for summer 2019. About 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, though a few schools reported more than 50 early offers. Other schools were not tracking the numbers and so did not know. It should be noted that counts of early offers are not uniformly robust. (See Table 3.)
- Almost 58 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 Mid-Atlantic region and at large schools. Typically the number of employers returning was a handful, though higher figures are noted for the Northeast and for large schools. (See Table 4.)
- Schools were about evenly split between those that reported a decrease of 10 percent or more, a change of less than 10 percent, and an increase of 10 percent or more in the number of job opportunities posted outside of OCI in 2018 compared to 2017. Schools in the Northeast were most

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likely to report a decrease and those in the Southeast and West/Rocky Mountain regions were most likely to report an increase. Large schools were most likely by far to report a decrease. (See Table 5.)

- Almost 60 percent of schools participated in five or more job fairs and 14 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, while schools in the Northeast are most likely 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.
- Almost two-thirds of schools reported no change in job fair participation; this figure was highest among schools in the Midwest and West/Rocky Mountain regions. Schools in the Southeast were most likely to have increased job fair participation. A number of schools mentioned that tracking job fair participation has become more difficult to the extent that students register/participate independent of the career services office. (See Table 6.)

Comments provided by schools on job opportunities beyond those specifically counted as OCI or a posting, as well as on the recruiting season in general offer some additional perspective. The following comments, which may have been edited for clarity or greater anonymity, are representative of those received.

- “We have made efforts to reduce ‘resume direct’ employers during fall recruiting season and add OCI employers through targeted outreach.”

- “Although we do not have a formal spring recruiting program, we work closely throughout the year with small and mid-sized firms to connect them with our students.”
- “We have seen a continued increase in pre-OCI summer ‘networking’ opportunities and spring and summer employer outreach directly to the students. This was the first year we reliably tracked pre-OCI offers from students, and we think there has been an increase there as well (though we don’t have good data from previous years). We have not yet seen that this has affected our OCI participation numbers, either on the employer or student side. Very few students (I think only one or two) ‘dropped out’ of OCI after bidding due to an early offer.”
- “For the 2017-2018 academic year, we added a formal Spring 2018 OCI program. We conducted more proactive outreach ahead of both spring and Fall OCI programs in 2018. This outreach focused more heavily on [out-of-state] employers and on non-law firm employers, specifically corporate legal departments and regional government agencies.”
- “We also participated in and advertised two consortia job fairs, one in New England, and the other local to [our city].”
- “Students are invited to participate in the undergrad campus Meet the Firm career fair. Government Honors and Internship Handbook positions are advertised. Refer students to psjd.org, CA DOJ, justice.gov, and county job boards. We held a public interest and government job fair with approximately 20 employers; we will likely hold this again.”
- “[We publicize] judicial externships, fellowships, Minority Summer Clerkship Program, etc.”

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- “Alumni in small to mid-size firms will often reach out individually and do not wish to post their openings.”
- “Our students also consistently participate in our extensive external pro bono and externship opportunities.”
- “Our Legal Externship Office is a separate office from career services, and in 2017-2018 that office had 500+ placements for 400+ students with 300+ supervisors. [There are also] non-posted opportunities that were advertised to students through other methods (email, blog).”
- “We had scores of employers request additional candidates through one means or another. We did not track the total number.”
- “Students also have the opportunity to participate in numerous off-campus interview programs annually.” [15 specific programs listed.]
- “We did not hold a spring recruiting session in 2017 or 2018, however, we will hold a spring OCI session in 2019. The career fair indicated for both 2017 and 2018 is the NW Public Service Career Fair. While it is possible that our students attended other career fairs and regional interview programs, that is the only one for which we have data.”

Table 1. Comparison of Fall 2018 and Fall 2017 Employer Activity, As Reported by Schools (percent or number of schools in each category)

	NALP Region						Fall 2018 JD Enrollment			
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 350	350-549	550-750	More Than 750
Change in # of Employers on Campus 2017-2018 — Interviewing for Any Kind of Job										
Decrease of 5% or More	11.9%	5.6%	13.3%	6.7%	13.8%	19.2%	6.7%	17.1%	12.5%	7.1%
Change of Less Than 5%	43.2	50.0	46.7	33.3	55.2	34.6	53.3	31.4	42.5	53.6
Increase of 5-15%	20.3	22.2	13.3	30.0	17.2	15.4	6.7	22.9	15.0	32.1
Increase of More Than 15%	24.6	22.2	26.7	30.0	13.8	30.8	33.3	28.6	30.0	7.1
Number of Schools Reporting	118	18	15	30	29	26	15	35	40	28
Change in # of Employers on Campus 2017-2018 — Interviewing for Summer Associate and Post-graduate Jobs										
Decrease of 5% or More	14.0%	5.6%	13.3%	10.7%	17.9%	20.0%	6.7%	18.8%	17.9%	7.1%
Change of Less Than 5%	43.9	50.0	46.7	39.3	53.6	32.0	46.7	40.6	38.5	53.6
Increase of 5-15%	17.5	22.2	13.3	21.4	14.3	16.0	6.7	15.6	12.8	32.1
Increase of More Than 15%	24.6	22.2	26.7	28.6	14.3	32.0	40.0	25.0	30.8	7.1
Number of Schools Reporting	114	18	15	28	28	25	15	32	39	28

Note: 32 schools reported a total number of employers that differed from the number of employers reported as interviewing exclusively for summer associate and post-graduate positions in one or both years. However, the changes largely fall into the same category, e.g., change of less than 15 percent, for both types of employers. The difference in the number of total employers and employers interviewing exclusively for summer associate and post-graduate positions reported for 2018 ranged from 1 to 46. However, over half differed by 3 or less.

Table 2. Comparison of Spring 2018 and Spring 2017 Employer Activity, As Reported by Schools (percent or number of schools in each category)

	NALP Region						Fall 2018 JD Enrollment			
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 350	350–549	550–750	More Than 750
Decrease of 5% or More	41.5%	43.8%	76.9%	41.4%	32.0%	30.4%	35.7%	43.8%	35.3%	50.0%
Change of Less Than 5%	15.1	31.3	0.0	10.3	24.0	8.7	21.4	9.4	17.6	15.4
Increase of 5–20%	18.9	12.5	15.4	24.1	20.0	17.4	7.1	15.6	23.5	23.1
Increase of More Than 20%	24.5	12.5	7.7	24.1	24.0	43.5	35.7	31.3	23.5	11.5
Number of Schools Reporting	106	16	13	29	25	23	14	32	34	26

Table 3. Early Offer Activity, As Reported by Schools

Early Offers Reported	NALP Region						Fall 2018 JD Enrollment			
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 350	350–549	550–750	More Than 750
% of Schools Reporting None	40.6%	33.3%	35.7%	56.0%	27.3%	45.0%	53.9%	57.1%	39.4%	13.6%
% of Schools Reporting One	16.7	13.3	28.6	8.0	27.3	10.0	30.8	17.9	18.2	4.6
% of Schools Reporting 2–5	19.8	13.3	14.3	20.0	22.7	25.0	7.7	17.9	21.2	27.3
% of Schools Reporting More Than 5	22.9	40.0	21.4	16.0	22.7	20.0	7.7	7.1	21.2	54.6
Cumulative # of Early Offers Reported	597	144	118	93	162	80	27	51	178	341
Range of Early Offers Reported Per School	1-57	1-41	1-57	1-52	1-37	1-22	1-18	1-22	1-37	1-52
# of Schools Reporting	96	15	14	25	22	20	13	28	33	22

Note: Figures exclude schools which did not report figures or noted that this information is not collected.

Table 4. Employers Returning Post-OCI to Seek Additional Candidates, As Reported by Schools

	NALP Region						Fall 2018 JD Enrollment			
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 350	350–549	550–750	More Than 750
% of Schools Reporting Post-OCI Visits	57.8%	61.1%	66.7%	53.6%	58.6%	53.8%	33.3%	45.5%	57.5%	85.7%
Median Number	4	7	2	4	3	4	2	1.5	4	7.5
Average Number	7	10	5	5	4	9	3	2	6	11

Note: 116 schools answered the question about return visits. Of the 67 schools reporting that employers returned post-OCI, 61 reported the number of employers with a median of 4 and an average of 6.6. Averages are rounded to the nearest whole number.

Table 5. Comparison of the Number of Job Opportunities Posted Outside of OCI in 2018 with 2017 (percent in each category)

Number of Job Postings	NALP Region						Fall 2018 JD Enrollment			
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 350	350–549	550–750	More Than 750
Decrease of 10% or More	35.6%	50.0%	33.3%	30.0%	26.7%	23.1%	18.8%	28.6%	22.5%	53.6%
Change of Less Than 10%	31.7	16.7	40.0	23.3	30.0	30.8	12.5	22.9	45.0	17.9
Increase of 10% or More	32.7	16.7	20.0	36.7	26.7	34.6	37.5	34.3	27.5	17.9

Note: Figures include opportunities advertised outside of OCI, such as job postings, resume collect, etc.

**Table 6. Job Fair Participation, Fall 2018, As Reported by Schools
(percent or number of schools in each category)**

	NALP Region						Fall 2018 JD Enrollment			
	Total	Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer Than 350	350-549	550-750	More Than 750
Number of Job Fairs or Consortia										
Less Than 5	40.7%	40.0%	7.1%	35.7%	51.9%	54.2%	75.0%	48.5%	31.6%	28.0%
5-10	45.4	26.7	64.3	50.0	40.7	45.8	25.0	51.5	47.4	44.0
More Than 10	13.9	33.3	28.6	14.3	7.4	0.0	0.0	0.0	21.1	28.0
Number of Schools Reporting	108	15	14	28	27	24	12	33	38	25
Change in Number of Job Fairs Compared with Fall 2017										
Decrease	18.3	35.7	28.6	11.5	19.2	8.3	18.2	12.9	18.9	24.0
No change	61.5	42.9	50.0	61.5	69.2	70.8	63.6	54.8	64.9	64.0
Increase	20.2	21.4	21.4	26.9	11.5	20.8	18.2	32.3	16.2	12.0
Number of Schools Reporting	104	14	14	26	26	24	11	31	37	25

Employer Perspective

A total of 353 employers, mostly law firms, provided information on recruiting activity. Over 78 percent of responses were from firms of more than 250 lawyers. Nationwide, the median number of schools at which employers recruited was 6. Employers were slightly more likely to increase the number of schools at which they recruited (31 percent) than they were to decrease the number (29 percent). About 39 percent reported no change in the number. (See Tables 7-8.)

- Medians ranged from 4 schools at firms of 100 or fewer lawyers to 8 schools at firms of 701+ lawyers. It is also the case that for small offices, regardless of overall firm size, the median was typically 4 or fewer schools. It should be kept in mind, however, that firm or office size does not always correlate with the number of schools visited, because multi-office firms vary a great deal in how their OCI programs are structured. For example: In some firms, each office conducts its own visits, hence the number of schools visited by that office may be relatively low, even though the firm as a whole may visit many schools. Other firms split up the school visits, with each office responsible for visiting a few schools, but interviewing on behalf of multiple, or all, offices, again resulting in lower numbers per office. In other firms, all visits are done by one office, resulting in fairly large OCI numbers. All of these structures and more are present in the data reported in these tables, as is some composite firm-wide reporting, covering activity at all offices nationwide.
- Firms of 100 or fewer and 501-700 lawyers were most likely to have made no change to their school numbers; firms of 701+ 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 11 in the Northeast. Employers in the Northeast were also most likely by far to interview at 9 or more schools — 62 percent — followed by employers in the Mid-Atlantic Region — at 32 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 28-33 percent. No change was most likely in the Midwest, and a decrease was least likely in that region, at 19 percent. Elsewhere, the proportion of offices visiting fewer schools ranged from just 29-35 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 Boston were more likely to have increased the number of schools visited than were offices in the region as a whole, whereas offices in Dallas and the Miami area were more likely to have decreased the number of schools visited compared to their region. Not surprisingly, offices in New York City visit the most schools, with a median of 13.

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- New information collected on the number of screening interviews conducted at the schools visited revealed that almost half of offices changed the number by 10 percent or less in fall 2018 compared with fall 2017. The remaining offices were evenly split between those whose numbers increased by more than 10 percent and those whose numbers decreased by more than 10 percent.
- These distributions varied considerably by firm size and region. For example, offices in the Northeast stand out as far more likely to have changed their number of screening interviews by 10 percent or less, and offices in the West/Rocky Mountain Region were most likely to have reported a decrease of more than 10 percent. (See Table 9.)
- About 30 percent of responding employers participated in no job fairs, and 63 percent of employers participated in the same number of job fairs in 2017 and 2018. (See Tables 10 and 11.)
- Among firms of 100 or fewer lawyers, almost half 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 500 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 80 percent and 77 percent, respectively, doing so. Offices in the Northeast and Midwest were also most likely to have participated in three or more job fairs. Maintaining the number of job fairs was the norm, particularly in the Mid-Atlantic and West/Rocky Mountain Regions.
- Again, regional norms are not necessarily indicative of activity within a given city. For example, offices in Dallas, Houston, and Silicon Valley were more likely to participate in three or more job fairs compared with their respective regions as a whole.

**Table 7. Fall 2018 On Campus Interviewing Activity and Comparisons with Fall 2017
As Reported by Employers — By Size
(in percentages except for medians and counts)**

	# of Offices	Number of Schools Visited in 2018					Number of Schools Visited Compared to 2017		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
Total—All Employers	353	2.5%	24.6%	37.3%	35.6%	6.0	29.2%	39.4%	31.4%
Firms of 100 or Fewer Lawyers	20	4.8	42.9	38.1	14.3	4.0	33.3	52.4	14.3
Offices of 26–50 Lawyers	7	12.5	50.0	25.0	12.5	2.0	25.0	75.0	0.0
Offices of 51–100 Lawyers	8	0.0	50.0	37.5	12.5	3.5	62.5	25.0	12.5
Firms of 101–250 Lawyers	57	1.7	34.5	50.0	13.8	5.0	28.1	42.1	29.8
Offices of 25 or Fewer Lawyers	7	0.0	85.7	14.3	0.0	2.0	14.3	71.4	14.3
Offices of 26–50 Lawyers	9	10.0	70.0	20.0	0.0	2.0	30.0	50.0	20.0
Offices of 51–100 Lawyers	10	0.0	0.0	90.0	10.0	6.0	30.0	40.0	30.0
Offices of 101–250 Lawyers	26	0.0	26.9	50.0	23.1	5.5	32.0	36.0	32.0
Firms of 251–500 Lawyers	76	0.0	27.6	39.5	32.9	6.0	23.7	46.1	30.3
Offices of 25 or Fewer Lawyers	12	0.0	75.0	25.0	0.0	1.5	8.3	58.3	33.3
Offices of 26–50 Lawyers	13	0.0	53.8	46.2	0.0	3.0	30.8	30.8	38.5
Offices of 51–100 Lawyers	14	0.0	35.7	50.0	14.3	5.0	21.4	64.3	14.3
Offices of 101–250 Lawyers	26	0.0	0.0	42.3	57.7	10.5	26.9	34.6	38.5
Offices of 251+ Lawyers	10	0.0	0.0	20.0	80.0	12.0	20.0	60.0	20.0
Firms of 501–700 Lawyers	27	3.6	35.7	28.6	32.1	5.0	22.2	51.9	25.9
Offices of 26–50 Lawyers	6	0.0	100.0	0.0	0.0	2.0	0.0	83.3	16.7
Offices of 101–250 Lawyers	7	0.0	0.0	57.1	42.9	7.0	0.0	71.4	28.6
Offices of 251+ Lawyers	5	0.0	0.0	40.0	60.0	12.0	60.0	20.0	20.0

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	# of Offices	Number of Schools Visited in 2018					Number of Schools Visited Compared to 2017		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
Firms of 701+ Lawyers	173	3.4%	16.2%	33.5%	46.9%	8.0	32.4%	32.4%	35.2%
Offices of 25 or Fewer Lawyers	8	20.0	60.0	10.0	10.0	2.0	40.0	30.0	30.0
Offices of 26-50 Lawyers	35	7.9	36.8	44.7	10.5	5.0	28.9	34.2	36.8
Offices of 51-100 Lawyers	37	0.0	16.2	59.5	24.3	6.0	32.4	32.4	35.1
Offices of 101-250 Lawyers	41	2.4	0.0	38.1	59.5	11.0	28.6	31.0	40.5
Offices of 251+ Lawyers	41	0.0	4.9	9.8	85.4	16.0	41.5	29.3	29.3

Note: This table includes offices/firms that reported visiting at least one school in 2017 or 2018. The number of offices reporting both 2018 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 2017 or 2018. 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 2017.

**Medians are calculated based on employers making visits in 2018.

**Table 8. Fall 2018 On Campus Interviewing Activity and Comparisons with Fall 2017
As Reported by Employers — by NALP Region and City
(in percentages except for medians and counts)**

	# of Offices	Number of Schools Visited in 2018					Number of Schools Visited Compared to 2017		
		None*	1–3	4–8	9 or More	Median**	Decrease	No Change	Increase
Total—All Employers	362	2.5%	24.6%	37.3%	35.6%	6.0	29.2%	39.4%	31.4%
Northeast	60	1.7	10.0	26.7	61.7	11.0	30.0	38.3	31.7
Boston	11	9.1	18.2	36.4	36.4	7.0	9.1	36.4	54.5
New York City	44	0.0	6.8	20.5	72.7	13.0	34.1	38.6	27.3
Mid-Atlantic	57	1.8	22.8	43.9	31.6	5.5	35.1	31.6	33.3
Washington, DC/ Northern VA Area	31	0.0	12.9	48.4	38.7	6.0	38.7	29.0	32.3
Wilmington	5	0.0	40.0	20.0	40.0	6.0	20.0	40.0	40.0
Southeast	66	7.6	37.9	40.9	13.6	4.0	28.8	42.4	28.8
Atlanta	6	0.0	50.0	33.3	16.7	3.5	16.7	66.7	16.7
Charlotte	6	0.0	16.7	66.7	16.7	5.5	16.7	33.3	50.0
Dallas	11	9.1	45.5	27.3	18.2	3.5	45.5	36.4	18.2
Houston	11	9.1	27.3	45.5	18.2	5.5	27.3	36.4	36.4
Miami/Ft. Lauderdale/ W. Palm Beach	8	0.0	75.0	25.0	0.0	2.5	50.0	12.5	37.5
Midwest	59	0.0	30.5	49.2	20.3	6.0	19.0	53.4	27.6
Chicago	22	0.0	22.7	63.6	13.6	6.0	18.2	54.5	27.3
Minneapolis	7	0.0	57.1	14.3	28.6	3.0	16.7	83.3	0.0
Missouri	9	0.0	22.2	44.4	33.3	7.0	33.3	33.3	33.3
Ohio	8	0.0	37.5	37.5	25.0	6.0	0.0	37.5	62.5
West/Rocky Mtn.	83	2.4	31.3	43.4	22.9	5.0	30.5	41.5	28.0
Denver	5	0.0	40.0	40.0	20.0	5.0	40.0	40.0	20.0
Los Angeles and Orange County	28	0.0	25.0	46.4	28.6	5.5	25.0	42.9	32.1
San Diego	6	0.0	33.3	66.7	0.0	4.5	33.3	50.0	16.7
San Francisco	13	0.0	23.1	46.2	30.8	5.0	23.1	46.2	30.8
Seattle	7	14.3	57.1	14.3	14.3	2.0	42.9	57.1	0.0
Silicon Valley	11	0.0	18.2	45.5	36.4	7.0	45.5	18.2	36.4

Note: This table includes offices/firms that reported visiting at least one school in 2017 or 2018. The number of offices reporting both 2017 and 2018 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 2017 or 2018. 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 2017.

**Medians are calculated based on schools making visits in 2018.

**Table 9. Fall 2018 Screening Interview Activity Compared with Fall 2017
As Reported by Employers**

	Number of Screening Interviews in 2018 Compared to 2017			# of Offices
	Decrease of More Than 10%	Change of 10% or Less	Increase of More Than 10%	
Total—All Employers	26.3%	47.1%	26.6%	278
By # of Lawyers Firm-Wide				
100 or Fewer	7.7	69.2	23.1	11
101–250	28.3	34.8	37.0	43
251–500	29.5	42.6	27.9	60
501–700	27.3	40.9	31.8	19
701+	25.7	52.2	22.1	126
By NALP Region				
Northeast	15.1	67.9	17.0	53
Mid-Atlantic	28.6	47.6	23.8	42
Southeast	30.2	44.2	25.6	43
Midwest	20.9	44.2	34.9	43
West/Rocky Mtn.	40.6	28.1	31.3	64
By City/State				
Boston	11.1	55.6	33.3	9
New York City	12.5	75.0	12.5	40
Washington, DC/Northern VA Area	26.1	47.8	26.1	22
Charlotte	20.0	20.0	60.0	5
Dallas	42.9	57.1	0.0	7
Houston	14.3	42.9	42.9	7
Miami/Ft. Lauderdale/W. Palm Beach	20.0	60.0	20.0	5
Chicago	11.8	64.7	23.5	17
Missouri	28.6	42.9	28.6	7
Ohio	20.0	20.0	60.0	5
Denver	40.0	40.0	20.0	5
Los Angeles and Orange County	38.1	33.3	28.6	21
San Diego	40.0	40.0	20.0	5
San Francisco	33.3	44.4	22.2	9
Seattle	40.0	40.0	20.0	5
Silicon Valley	60.0	10.0	30.0	10

Note: This table includes offices/firms that reported having screening interviews in 2017 or 2018. 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 composite figures to cover recruiting activity in multiple cities nationwide.

**Table 10. Fall 2018 Job Fair Participation and Comparisons with Fall 2017
As Reported by Employers
(in percentages except for counts)**

	# of Offices	Number of Job Fairs/Consortia Fall 2018				Job Fair Participation Compared to 2017		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
Total—All Employers	365	29.6%	27.4%	16.2%	26.8%	17.7%	19.6%	62.7%
Firms of 100 or Fewer Lawyers	21	47.6	28.6	14.3	9.5	10.0	10.0	80.0
Offices of 26–50 Lawyers	7	42.9	28.6	28.6	0.0	14.3	14.3	71.4
Offices of 51–100 Lawyers	8	62.5	12.5	0.0	25.0	14.3	14.3	71.4
Firms of 101–250 Lawyers	59	40.7	33.9	16.9	8.5	8.6	19.0	72.4
Offices of 25 or Fewer Lawyers	7	85.7	14.3	0.0	0.0	14.3	0.0	85.7
Offices of 26–50 Lawyers	10	90.0	0.0	10.0	0.0	0.0	0.0	100.0
Offices of 51–100 Lawyers	10	40.0	40.0	0.0	20.0	10.0	20.0	70.0
Offices of 101–250 Lawyers	27	14.8	44.4	29.6	11.1	3.8	30.8	65.4
Firms of 251-500 Lawyers	76	27.6	31.6	13.2	27.6	21.1	14.5	64.5
Offices of 25 or Fewer Lawyers	12	58.3	33.3	8.3	0.0	25.0	8.3	66.7
Offices of 26–50 Lawyers	13	46.2	53.8	0.0	0.0	30.8	23.1	46.2
Offices of 51–100 Lawyers	14	35.7	50.0	7.1	7.1	14.3	7.1	78.6
Offices of 101–250 Lawyers	26	11.5	11.5	19.2	57.7	23.1	15.4	61.5
Offices of 251+ Lawyers	10	0.0	30.0	20.0	50.0	10.0	20.0	70.0
Firms of 501-700 Lawyers	28	17.9	28.6	17.9	35.7	37.0	14.8	48.1
Offices of 26–50 Lawyers	6	66.7	16.7	16.7	0.0	0.0	0.0	100.0
Offices of 101–250 Lawyers	7	0.0	14.3	14.3	71.4	42.9	28.6	28.6
Offices of 251+ Lawyers	5	0.0	20.0	40.0	40.0	20.0	40.0	40.0
Firms of 701+ Lawyers	181	26.5	23.2	17.1	33.1	17.1	23.8	59.1
Offices of 25 or Fewer Lawyers	10	70.0	10.0	10.0	10.0	30.0	0.0	70.0
Offices of 26–50 Lawyers	38	57.9	28.9	5.3	7.9	13.2	10.5	76.3
Offices of 51–100 Lawyers	39	30.8	25.6	17.9	25.6	15.4	28.2	56.4
Offices of 101–250 Lawyers	42	14.3	35.7	26.2	23.8	16.7	23.8	59.5
Offices of 251+ Lawyers	41	2.4	9.8	24.4	63.4	14.6	39.0	46.3

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2017 or 2018. 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 11. Fall 2018 Job Fair Participation and Comparisons with Fall 2017
As Reported by Employers — by NALP Region and City/State
(in percentages except for counts)**

	# of Offices	Number of Job Fairs/ Consortia Fall 2018				Job Fair Participation Compared to 2017		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
Total—All Employers	365	29.6%	27.4%	16.2%	26.8%	17.7%	19.6%	62.7%
Northeast	61	19.7	18.0	26.2	36.1	18.3	23.3	58.3
Boston	12	25.0	25.0	41.7	8.3	33.3	8.3	58.3
New York City	44	15.9	15.9	20.5	47.7	16.3	27.9	55.8
Mid-Atlantic	59	42.4	35.6	11.9	10.2	8.5	22.0	69.5
Washington, DC/ Northern VA area	32	43.8	34.4	15.6	6.3	3.1	28.1	68.8
Wilmington	5	0.0	40.0	40.0	20.0	20.0	20.0	60.0
Southeast	65	40.0	27.7	15.4	16.9	21.5	18.5	60.0
Atlanta	6	0.0	50.0	50.0	0.0	33.3	16.7	50.0
Charlotte	6	50.0	50.0	0.0	0.0	0.0	33.3	66.7
Dallas	11	36.4	36.4	0.0	27.3	27.3	36.4	36.4
Houston	11	36.4	18.2	18.2	27.3	27.3	18.2	54.5
Miami/Ft. Lauderdale/ W. Palm Beach	8	50.0	12.5	25.0	12.5	37.5	0.0	62.5
Raleigh/Durham Area	7	71.4	14.3	14.3	0.0	14.3	14.3	71.4
Midwest	60	23.3	21.7	23.3	31.7	18.6	13.6	67.8
Chicago	22	9.1	13.6	45.5	31.8	18.2	13.6	68.2
Minneapolis	7	14.3	28.6	14.3	42.9	0.0	16.7	83.3
Missouri	10	10.0	30.0	0.0	60.0	30.0	20.0	50.0
Ohio	8	62.5	25.0	12.5	0.0	0.0	12.5	87.5
West/Rocky Mtn.	83	37.3	39.8	12.0	10.8	12.2	15.9	72.0
Denver	5	20.0	20.0	60.0	0.0	20.0	0.0	80.0
Los Angeles and Orange County	28	46.4	42.9	7.1	3.6	14.3	14.3	71.4
San Diego	6	33.3	66.7	0.0	0.0	33.3	16.7	50.0
San Francisco	13	15.4	46.2	15.4	23.1	0.0	23.1	76.9
Seattle	7	14.3	71.4	14.3	0.0	0.0	14.3	85.7
Silicon Valley	11	27.3	27.3	9.1	36.4	18.2	27.3	54.5

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2017 or 2018. The number of offices reporting both 2017 and 2018 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. Almost 89 percent of offices reported summer programs of 8, 9, or 10 weeks, although the lengths reported ranged from 4 to 13 weeks. Overall, for offices reporting a summer program in each of the past three summers, the average length has remained at 9.6 or 9.7 weeks. In cases where an office did report a change in summer program length, the change was by two weeks or less in most cases. (See Table 12.)

- On a regional basis, programs of less than 10 weeks are more common in the Southeast. The maximum of 13 weeks was reported in the Mid-Atlantic Region.
- 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 2019, about 77 percent of offices held a summer program each summer from 2016 to 2018 and will do so again in 2019. This percentage is lower in firms of 251-500 lawyers, in smaller offices, and in the Southeast and West/Rocky Mountain Regions. No other combination accounted for more than 3.4 percent of offices. Offices having a program in each year except 2018 accounted for 3.4 percent of offices, followed by offices holding a program in 2019 only at 3.2 percent. These three scenarios are the most common nationwide, but not necessarily for smaller units of analysis, particularly cities. (See Table 13.)

Table 12. Length of Summer 2018 Programs

	Most Common Program Lengths and % Reporting Each			Range of Lengths Reported (Weeks)		Average Length (Weeks)			# of Offices*
	8 Weeks	9 Weeks	10 Weeks	Minimum Length	Maximum Length	2018	2017	2016	
Total—All Employers	8.7%	9.0%	71.2%	4	13	9.7	9.7	9.6	368
By # of Lawyers Firm-Wide									
100 or Fewer	13.6	9.1	45.5	4	12	9.0	9.4	9.6	22
101–250	8.6	15.5	60.3	6	12	9.3	9.3	9.3	58
251–500	4.2	1.4	77.8	6	13	9.9	9.8	9.8	72
501–700	6.7	20.0	70.0	8	12	9.7	9.7	9.2	30
701+	10.2	8.1	75.3	6	12	9.8	9.8	9.7	186
By # of Lawyers in Office									
25 or Fewer	13.3	6.7	66.7	4	12	9.5	9.6	9.6	30
26–50	16.4	9.0	59.7	6	12	9.1	9.0	8.9	67
51–100	4.9	7.4	79.0	6	12	9.9	9.9	9.8	81
101–250	8.3	9.3	75.9	6	12	9.7	9.7	9.6	108
251+	5.1	5.1	71.2	8	13	10.2	10.2	10.2	59
By NALP Region and City/State									
Northeast	6.2	6.2	67.7	8	12	10.1	10.1	10.2	65
Boston	7.7	15.4	76.9	8	10	9.7	9.6	9.5	13
New York City	2.2	2.2	66.7	8	12	10.4	10.4	10.4	45
Mid-Atlantic	8.5	13.6	64.4	6	13	9.7	9.8	9.8	59
Washington, DC/ Northern VA	5.9	8.8	76.5	8	13	10.0	10.2	10.2	34
Southeast	13.3	11.7	50.0	6	12	8.9	8.9	8.6	60
Atlanta	33.3	33.3	16.7	6	10	8.3	8.8	8.6	6
Charlotte	0.0	0.0	60.0	7	11	9.6	9.6	9.6	5
Dallas	10.0	0.0	90.0	8	10	9.8	9.0	8.4	10
Houston	9.1	0.0	81.8	6	10	9.5	9.3	8.5	11
Miami/ Ft. Lauderdale/ W. Palm Beach	0.0	50.0	33.3	9	12	9.8	9.8	9.7	6
Raleigh/Durham Area	40.0	0.0	0.0	6	8	6.8	8.3	8.0	5
Midwest	9.8	9.8	80.3	8	10	9.7	9.7	9.7	61
Chicago	4.8	4.8	90.5	8	10	9.9	9.9	9.9	21
Michigan	0.0	14.3	85.7	9	10	9.9	10.0	10.0	7
Missouri	40.0	10.0	50.0	8	10	9.1	9.1	9.0	10
Ohio	0.0	25.0	75.0	9	10	9.8	9.8	9.8	8

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	Most Common Program Lengths and % Reporting Each			Range of Lengths Reported (Weeks)		Average Length (Weeks)			# of Offices*
	8 Weeks	9 Weeks	10 Weeks	Minimum Length	Maximum Length	2018	2017	2016	
West/Rocky Mountain	9.1%	2.3%	85.2%	4	12	9.8	9.8	9.8	88
Denver	0.0	20.0	80.0	9	10	9.8	9.3	9.5	5
Los Angeles and Orange County	17.9	0.0	82.1	8	10	9.6	9.7	9.7	28
San Diego	0.0	0.0	100.0	10	10	10.0	10.0	10.0	7
San Francisco	6.7	0.0	86.7	4	10	9.5	9.6	9.9	15
Seattle	0.0	0.0	100.0	10	10	10.0	10.0	10.0	8
Silicon Valley	9.1	0.0	81.8	8	11	9.9	10.0	10.0	11

Note: 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 three most common nationwide for summer 2018. These three may not be the most common for smaller units of analysis.

*This is the number of offices which reported a summer program in 2018. 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 2016 and 2017 are based may vary from this number.

Table 13. Summer Program Trends 2016–2019

	% Holding Program In All 4 Years	% Holding Program In All Years Except 2018	% Holding Program In 2019 Only	% Holding Program In All Years Except 2016	# Reporting
Total—All Employers	77.0%	3.4%	3.2%	2.9%	408
By Number of Lawyers Firm-Wide					
250 or Fewer	81.4	1.1	4.7	2.3	86
251–500	68.5	7.8	5.6	1.1	89
501–700	73.5	5.9	0.0	8.8	34
701+	80.9	2.0	2.0	3.0	199
By Number of Lawyers in Office					
25 or Fewer	26.4	9.4	11.2	5.7	53
26–50	53.1	8.6	6.2	6.2	81
51–100	86.9	2.4	1.2	3.6	84
101–250	97.5	0.0	0.9	0.9	108
251+	100.0	0.0	0.0	0.0	59
By NALP Region and City/State					
Northeast	92.3	1.5	0.0	3.1	65
Boston	91.7	0.0	0.0	8.3	12
New York City	95.7	2.2	0.0	0.0	46
Mid-Atlantic	75.8	4.6	1.5	4.6	66
Washington DC/Northern VA	75.7	2.7	0.0	2.7	37
Wilmington	80.0	20.0	0.0	0.0	5
Southeast	62.7	5.3	6.7	2.7	75
Atlanta	42.9	0.0	14.3	0.0	7
Charlotte	83.3	0.0	16.7	0.0	6
Dallas	70.0	0.0	0.0	10.0	10
Houston	61.5	7.7	7.7	0.0	13
Miami/Ft. Lauderdale/ W. Palm Beach	62.5	0.0	12.5	12.5	8
Raleigh/Durham	42.9	0.0	0.0	0.0	7
Midwest	87.5	0.0	4.7	1.6	64
Chicago	82.6	0.0	8.7	0.0	23
Minneapolis	71.4	0.0	0.0	14.3	7
Missouri	100.0	0.0	0.0	0.0	10
Ohio	100.0	0.0	0.0	0.0	8

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	% Holding Program In All 4 Years	% Holding Program In All Years Except 2018	% Holding Program In 2019 Only	% Holding Program In All Years Except 2016	# Reporting
West/Rocky Mountain	67.0%	5.8%	3.9%	3.9%	103
Denver Area	37.5	25.0	0.0	0.0	8
Los Angeles and Orange County	68.8	3.1	6.3	3.1	32
Portland	80.0	0.0	0.0	0.0	5
San Diego	85.7	0.0	0.0	0.0	7
San Francisco	72.2	5.6	11.1	5.6	18
Seattle	75.0	12.5	0.0	0.0	8
Silicon Valley	69.2	7.7	0.0	7.7	13

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 four most frequently reported combinations overall, which account for 90.9 percent of responses. These may not be the four most frequently reported combinations for smaller units of analysis. The next most frequent choices were having a program in each summer except 2017, and having a program in each summer except 2019, at 2.9 percent each.

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 367 employers reported information on the outcomes of their 2018 summer programs. About half of respondents represented firms of 701 or more lawyers. However, responses from those large firms were often from small offices of the firm. Just under one-third of respondents were from the Northeast and Mid-Atlantic Regions combined. The Southeast and Midwest each accounted for about 16 percent of responses, and the West/Rocky Mountain Region accounted for one-quarter of responses. Note that for firms submitting one survey to cover multiple, or all, offices, the information generally was not attributed to a city, and in some cases not even to a region if offices are nationwide.

Outcomes of Summer 2018 Programs

Responding employers reported a combined total of 5,120 individuals from the Class of 2019 participating in their 2018 summer programs, with an overall average class size of 14, and a median class size of 5. The median size ranged from 3 to 10, depending on firm size, with firms of 501-700 lawyers continuing to be something of an outlier on this measure. (See Table 14.)

The overall class size average figures for 2018 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 three summers had previously been reached in 2000. However, medians have not exceeded 6 since the start of this century, and have usually been 5 or 6. The median and the average class size at the largest firms of more than 700 lawyers were 7 and 19, respectively, in line with a median of 6.5 and an average of 20 for 2017. However, figures for 2016 were higher, 8 and 22, respectively.

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 4, and the average size was 10. For firms reporting on a firm-wide basis, the median class size was 21, and ranged from 4.5 in firms of 101-250 lawyers to 42 in firms of 701+. Overall, 97 percent of participants received an offer for an associate position, up from recent figures of 95 percent. The offer rate has been at or above 90 percent since 2011, after falling precipitously to 69 percent in 2009. The offer rates from summer programs for the past four summers (2015-2018) represent the highest in the quarter century that NALP has compiled comparable figures.

- 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, Northern California and New York City are examples. Programs in Boston were smaller than the Northeast average, which is largely a function of New York programs.
- 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), offer rates were at or near 100 percent in all but Washington, DC. Acceptance rates were 90 percent or more in most cities.
- An offer decision had not been made as of December 1, 2018, 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 15.)

- Overall, program sizes ranged from 1 to 194, but the most common program size (the mode) was 1, reported by not quite 13 percent of offices, and offices were about

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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 58.

- 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, and the minimum was 4.
- 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 1 or 2. The modal value reflects numerous small programs at smaller offices of 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 16.5 percent of offices reported acceptance rates of 75 percent or less and 30 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 89.3 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 47 percent to 66 percent. (See Table 16.)

On a regional basis, offices in the Northeast were least likely to report acceptance rates of 100 percent. Offices in the Mid-Atlantic and Southeast regions were most likely to have reported acceptance rates of 75 percent or less. The average acceptance rate was lowest in the Mid-Atlantic and Southeast regions as well — at 85 percent and 86 percent, respectively. The average acceptance rate was at or above 85 percent in all the cities reported here except Charlotte and Northern California.

Table 14. Outcomes of Summer 2018 Programs

	Size of Program		% of Participants Receiving Offers	% of Offers Accepted	# of Offices
	Median	Average			
Total—All Employers	5.0	14	96.9%	87.5%	367
By # of Lawyers Firm-Wide					
100 or Fewer	3.0	4	87.9	81.3	22
101–250	4.0	5	90.8	84.9	58
251–500	6.5	10	93.6	89.8	72
501–700	10.0	15	98.6	86.9	29
701+	7.0	19	98.1	87.4	186
Firm-Wide Reports					
All Firm-Wide Reports	21.0	33	96.6	87.5	66
By # of Lawyers Firm-Wide					
101–250	4.5	6	94.7	83.3	6
251–500	12.5	16	95.0	90.8	20
501–700	18.0	23	98.7	90.5	10
701+	42.0	55	96.6	86.6	29
By NALP Region					
Southeast	13.0	13	84.5	81.6	8
Midwest	15.0	17	97.8	94.4	11
West/Rocky Mountain	10.0	13	92.4	85.2	5
Office-Specific Reports					
All Office-Specific Reports	4.0	10	97.2	87.4	301
By # of Lawyers Firm-Wide					
100 or Fewer	3.0	4	86.6	81.7	21
101–250	4.0	4	90.2	85.1	52
251–500	4.0	8	92.4	88.9	52
501–700	4.0	11	98.5	82.9	19
701+	5.0	13	99.2	88.1	157
By # of Lawyers in Office					
25 or Fewer	1.0	2	90.0	80.0	29
26–50	2.0	3	90.2	84.4	64
51–100	4.0	5	97.0	89.7	72
101–250	6.0	9	97.7	88.9	88
251+	23.0	38	98.2	86.8	42

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	Size of Program		% of Participants Receiving Offers	% of Offers Accepted	# of Offices
	Median	Average			
By NALP Region and City					
Northeast	10.0	23	99.6%	87.9%	61
Boston	5.0	6	100.0	89.0	12
New York City	15.0	31	99.8	87.7	43
Mid-Atlantic	5.0	8	90.3	83.2	55
Washington, DC/ Northern VA	5.0	10	90.1	81.1	33
Southeast	3.0	5	95.2	86.2	52
Atlanta	2.5	4	95.8	91.3	6
Charlotte	5.0	5	100.0	75.0	5
Dallas	5.0	7	100.0	88.9	10
Houston	4.0	9	98.0	89.9	11
Miami/ Ft. Lauderdale/ W. Palm Beach	2.5	3	94.1	81.3	6
Raleigh/Durham	3.0	3	68.8	72.7	5
Midwest	4.0	8	97.3	92.6	50
Chicago	5.0	12	99.6	91.3	21
Minneapolis	4.0	5	96.6	100.0	6
Missouri	3.0	5	100.0	90.6	6
Ohio	2.0	5	91.2	93.5	7
West/Rocky Mountain	4.0	5	97.2	86.2	83
Los Angeles and Orange County	3.0	5	96.8	88.3	26
San Diego	2.0	3	95.5	85.7	7
San Francisco	5.0	7	98.1	83.2	15
Seattle	2.0	3	100.0	88.0	8
Silicon Valley	6.0	7	98.6	85.9	11

Note: Figures reflect participation by 5,120 students in the Class of 2019 during the summer of 2018. 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, 2018. Overall, firms reported that an offer decision had not been made for just over 1 percent of summer program participants.

Average figures are rounded to the nearest whole number.

Following the first section where overall and figures by firm size include both firm-wide and office-specific reporting, 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 15. Summer 2018 Program Sizes

	% of Offices in Each Program Size Range			Range of Program Sizes Reported				Most Common Program Size (Mode) and % of Offices			
	1-3	4-9	10 or more	Min	5th %ile	95th %ile	Max	Mode	% of Offices With Program This Size	# of Summer 2Ls	# of Offices
Total—All Employers	34.3%	31.1%	34.6%	1	1	58	194	1	12.8%	5,120	367
Firm-Wide Reports											
All Firm-Wide/ Multi-Office Reports	0.0	18.2	81.8	4	5	129	194	12	6.1	2,203	66
By Firm Size											
101-250	0.0	88.3	16.7	4	4	14	14	4	50.0	38	6
251-500	0.0	30.0	70.0	5	6	48	67	8	15.0	322	20
501-700	0.0		100.0	10	10	49	49	No figure reported more than once		225	10
701+	0.0		100.0	12	12	162	194	No figure reported more than twice		1,609	20
Office-Specific Reports											
All Office-Specific Reports	41.9	33.9	24.2	1	1	36	131	1	15.6	2,917	301
By Firm Size											
100 or Fewer	71.4	28.6		1	1	10	18	3	33.3	82	21
101-250	48.1	46.1	5.8	1	1	11	18	1,2	17.3 each	224	52
251-500	46.2	26.9	26.9	1	1	31	44	2	19.2	408	52
501-700	47.4	26.3	26.3	1	1	82	82	1	26.3	202	19
701+	33.9	35.0	31.2	1	1	67	131	1	14.0	2,001	157

Note: Figures are based on offices/firms which reported at least one 2nd-year summer associate for summer 2018. 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 16. Acceptance Rates from Summer 2018 Programs
(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	16.5%	30.2%	53.4%	89.3%	358
By # of Lawyers Firm-Wide					
100 or Fewer	35.0	15.0	50.0	79.1	20
101–250	23.2	10.7	66.1	89.2	56
251–500	14.1	22.5	63.4	92.3	71
501–700	7.4	44.4	48.1	93.0	27
701+	14.7	38.6	46.7	88.7	184
By # of Lawyers in Office					
25 or Fewer	23.1	3.8	73.1	84.7	26
26–50	25.8	1.6	72.6	88.3	62
51–100	13.8	23.8	62.5	91.2	80
101–250	12.0	31.5	56.5	91.7	108
251+	16.9	64.4	18.6	86.7	59
By NALP Region and City/State					
Northeast	12.3	44.6	43.1	90.8	65
Boston	15.4	38.5	46.2	88.9	13
New York City	11.1	53.3	35.6	90.5	45
Mid–Atlantic	26.3	19.3	54.4	84.8	57
Washington, DC/Northern VA	30.3	12.1	57.6	86.3	33
Southeast	25.9	24.1	50.0	86.1	54
Atlanta	20.0	0.0	80.0	93.3	5
Charlotte	40.0	40.0	20.0	77.1	5
Dallas	10.0	40.0	50.0	90.1	10
Houston	10.0	30.0	60.0	89.4	10
Miami/Ft. Lauderdale/ W. Palm Beach	20.0	0.0	80.0	91.4	5
Midwest	6.6	24.6	68.9	95.1	61
Chicago	9.5	28.6	61.9	93.9	21
Minneapolis Area	0.0	14.3	85.7	99.0	7

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	Acceptance Rates			Average Acceptance Rate	# of Offices
	75% or less	75.1–99.9%	100%		
Missouri	20.0%	20.0%	60.0%	90.1%	10
Ohio	0.0	25.0	75.0	97.1	8
West/Rocky Mountain	18.6	14.0	67.4	89.0	86
Los Angeles and Orange County	17.9	3.6	78.6	93.2	28
San Diego	14.3	14.3	71.4	93.2	7
San Francisco	20.0	33.3	46.7	82.0	15
Seattle	12.5	12.5	75.0	91.3	8
Silicon Valley	27.3	27.3	45.5	81.2	11

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 two-thirds of responding firms reported that their summer 2018 program included one or more first-year (Class of 2020) students. A few offices hosted first-years only. (See Table 17.)

- These firms collectively employed 866 first-years, with a median of 2 and an average of 4 overall; for firms providing firm-wide reports, the median and the average were 6 and 7, respectively.
- Overall, about 87 percent of these first-years received an offer to return for some or all of the summer 2019 program. For office-specific reports, this figure ranged from 64 percent to almost 95 percent depending on firm or office size. On a regional basis for office-specific reports offer rates were lowest in the West/Rocky Mountain Region and highest in the Northeast.
- About 22 percent of offices employing 1Ls during the summer of 2018 reported that they conditioned the 1L employment on committing to the 2L summer as well.
- Fewer than 1 percent of 1Ls were given an associate offer after their 1L summer.
- It is worth noting that a few offices filled their 2019 summer programs entirely with returning 1Ls and so had no need to recruit this past fall.

Table 17. Presence of First-Years in Summer 2018 Programs

	Number of 1Ls		% Receiving Offers to Return for Summer 2019	# of Offices
	Median	Average		
Total—All Employers	2.0	4	86.5%	245
Firm-Wide Reports				
All Firm-Wide Reports	6.0	7	85.2	59
By # of Lawyers Firm-Wide				
251–500	4.0	5	76.2	20
501–700	6.0	7	82.6	10
701+	8.0	10	89.3	27
By NALP Region				
Southeast	7.0	7	75.0	7
Midwest	5.0	7	89.3	11
Office-Specific Reports				
All Office-Specific Reports	2.0	2	87.7	183
By # of Lawyers Firm-Wide				
100 or Fewer	1.0	2	75.0	10
101–250	2.0	2	63.8	26
251–500	2.0	2	79.7	31
501–700	2.0	4	92.2	14
701+	1.0	2	94.6	102
By # of Lawyers in Office				
25 or Fewer	1.0	1	75.0	10
26–50	1.0	1	81.1	29
51–100	1.0	2	80.9	48
101–250	2.0	2	87.6	66
251+	4.5	5	97.1	26

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	Number of 1Ls		% Receiving Offers to Return Next Summer	# of Offices
	Median	Average		
By NALP Region and City/State				
Northeast	2.0	3	93.7%	37
Boston	1.5	2	77.8	6
New York City	3.0	4	97.2	28
Mid-Atlantic	1.5	2	86.5	30
Washington, DC/Northern VA	1.0	2	94.1	19
Southeast	1.5	2	88.6	36
Atlanta	1.0	2	62.5	5
Dallas	1.0	3	100.0	7
Houston	2.0	4	94.7	9
Midwest	1.5	2	87.5	30
Chicago	1.0	2	94.1	9
Minneapolis	2.0	2	100.0	5
Missouri	2.0	3	100.0	5
West/Rocky Mountain	1.0	2	80.0	50
Los Angeles and Orange County	1.0	2	92.9	8
San Diego	1.0	1	100.0	5
San Francisco	2.0	2	90.9	10
Silicon Valley	1.0	2	95.2	11

Note: Figures reflect participation by 866 students in the Class of 2020 during the summer of 2018. 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 1Ls receiving offers does not include a small number who received an offer for an associate position after their 1L summer. Fewer than 1 percent of 1Ls were reported as receiving an associate offer.

The number of offices figure includes a few offices that hosted 1Ls only. Average figures are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys which reported information firm-wide, or for multiple offices, from those which reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes some instances of firms with most attorneys in one location or whose additional offices are located primarily in adjacent areas, and of multi-office nationwide firms consolidating two geographically adjacent offices onto one survey.

Hiring for Summer 2019

Information on screening interview numbers collected for the first time was used to link, where possible, screening interview numbers with outcomes further down the line. These analyses, based on 285 offices reporting both sets of figures [screening interview numbers and callback outcomes] for the same office or offices, suggest that 40 percent of screening interviews result in a callback invitation, and that less than 6 percent result in an accepted offer. This means that, on average, nearly 18 screening interviews are needed to result in one accepted offer. This figure is lower in the Southeast, and higher in the West/Rocky Mountain region. Yield for smaller firms is lower than in firms of 501-700. (See Table 18.)

Turning to yields on callbacks [a larger group of respondents reporting], 381 employers reported issuing a median of 35 and an average of 89 callback invitations each to second-year students, or a total of 33,821 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, 2018. (See Table 19.)

77 percent of these invitations were accepted. Just over 13 percent of invitations were declined or never responded to, and 10 percent of invitations were accepted but then canceled. Carrying the progression to the next steps, 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 in the Southeast and the Midwest. Offices in the Northeast and West/Rocky Mountain regions and in firms of 251-500 lawyers require the most. Figures for cities or states ranged from just over 2 in Ohio to more than 11 in Denver.

Looking at more detailed findings on outcomes of callback invitations and interviews and 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 number of callback invitations was 29, and that the average was 64. For firms reporting on a firm-wide basis, medians and averages ranged from 14 to 128, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with a median and an average about three times that of the region with the next largest numbers, the Mid-Atlantic region. Nationwide, 77 percent of these callback invitations were accepted. Acceptance rates were higher in the Southeast compared with other regions. (See Table 20.)

Based on figures which are comparable to those of prior years, the callback activity level, as measured by the median, which was 35 in 2018, compares with either 38 or 39 for the previous three recruiting seasons—2015-2017. 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, 89 in 2018, compares with 92 to 94 in the previous three years—2015-2017. 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, when medians ranged from 42 to 48.

- Over 53 percent of callback interviews resulted in an offer, with a median and average of 11 and 36 offers, respectively. For offices reporting office-specific information, the median was 8, and the average was 27. The overall median is another metric that has varied little, standing at either 11 or 12 since 2015. 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 increased a bit from 51.9 percent of callback interviews in 2017, but this figure has varied only between 52 percent and 54 percent in the past five years, and has trended up since its low point in 2009. Both the offer rate and the median number of offers,

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however, remain off from those of 2005 - 2007, 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 of callback interviews resulting in an offer was lower for offices in the Southeast. On an individual office basis, employers in the Southeast made the fewest offers, with a median of 4. This compares with a median of about 35 offers and an average of 76 in the Northeast. It is worth noting that the median number of offers in New York was 61, compared with 65 in 2017, 69 in 2016 and 70 in 2015, and is thus in contrast to an overall flat median. Likewise, the median number of offers in Silicon Valley has fallen from 20 in 2015, to 17 in 2016, to 16 in 2017, and to 15 in 2018. 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, San Diego, and Seattle. Offer rates ranged from less than 30 percent in the Miami area and Denver, to at or near 60 percent in New York City and Chicago. Some of these differences reflect differences in the firm sizes typical for these areas.
- Overall, 34.9 percent of offers were accepted, little changed from 34.4 percent in 2017. After increasing sharply in 2009, the acceptance rate has come down since, and has been in the 33 percent to 35 percent range since 2013. 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 — about 44 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 San Francisco at 29 percent. Acceptance rates were highest in Ohio, at 70 percent, followed by offices in Seattle at 67 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 476 offers. (See Table 21.)

- The most common number of offers was just 1, with this figure reported by about 9 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 171, far less than the high.
- The figures are, not surprisingly, higher for firm-wide/multi-office reports, with 69 percent of these respondents making more than 20 offers. Nearly all of the largest firms reporting firm-wide/multi-office figures did so. The minimum number of offers was 12.
- For office-specific reports, the smallest number of offers, when offers were made, was 1, and the mode was 1. This again reflects the presence of small programs at smaller offices of firms. Offices in firms of 701+ were most likely to report more than 20 offers.

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]

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Grouping offices according to their individual acceptance rates, about 36 percent each of offices reported acceptance rates of less than 35 percent or between 35 percent and 60 percent; and 28 percent reported acceptance rates of more than 60 percent. The average acceptance rate was about 49 percent. (See Table 22.)

- 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 Miami area and Seattle. In contrast, 78 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, Houston, San Francisco, and Silicon Valley.
- 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 24 percent. Firms of 500 or fewer lawyers were most likely to report no revisits — about two-thirds — 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 15 percent among offices reporting at least one revisit. (See Table 23.)

- 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 60 percent of responses were received in the 8-27 days period. Not quite 7 percent of responses were received within 24 hours. This figure is higher in firms of 100 or fewer lawyers, and in smaller offices. A measurable proportion of responses, almost 10 percent, were received after 28 days. (See Table 24.)
- An inquiry on the use of social media to position their firm in front of students revealed that just over half of offices which recruited 2Ls for their 2019 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 less than half for firms of 500 or fewer lawyers, those that do make the heaviest use of LinkedIn. (See Table 25.)
- Over one-quarter of respondents had engaged in early offer activity for their summer 2019 program prior to the start of OCI. These offices made a median of three offers, with about 40 percent of all such offers accepted. [Note that for purposes of this survey, offers to 1L students to return for their 2L summer in 2019 are not included.] As to the characteristics of students targeted for early offers, most frequently it was top candidates — 75 percent of offices making early offers — followed by diverse candidates — 59 percent of offices. (See Table 26.)
- 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 just one in five respondents. When they did return to schools, it typically was to 3 or 4 schools,

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although the number ranged from 1 to 18. Employers in the Northeast were most likely to report returns to campus, over 32 percent. Employers in the Mid-Atlantic region were least likely to make return visits, and when they did so, they visited the fewest schools. (See Table 27.)

Firms were also asked to provide the number of offers made the previous year (2017) for summer 2018 positions. Based on firms having a summer 2018 program and making at least one offer for summer 2019, and reporting the comparable offer number for summer 2018, the volume of offers was up by not quite 2 percent. At the largest firms, which also accounted for the majority of offers, the number of offers was up by less than 1 percent. Almost half of offices overall reported making more offers, but 40 percent made fewer offers. The respective figures for 2017 compared to 2016 were 45 percent and 43 percent. Cities varied widely on these measures. Among those reporting at least 100 offers, volume changes ranged from a decrease of over 3 percent to an increase of almost 48 percent.

Aggregate offer numbers in Chicago and Los Angeles were nearly flat, and off in New York and Dallas. Most offices in Ohio reported making more offers, whereas in Missouri just 30 percent did so. Among offices in Silicon Valley and Los Angeles, 40 percent reported making more offers. Nationwide, while the differences in the number of offers made ranged widely — from a decrease of over 90 to an increase of more than 50 — the difference was one or less, either up or down in one-third of offices. (See Table 28.)

Table 18. Yields on Screening Interviews for 2019 Summer Programs

	Total # of Screening Interviews Reported	% Resulting in a Callback Invitation	% Resulting in an Offer	% Resulting in an Accepted Offer	# of Screening Interviews Needed to Result in One Accepted Offer	# of Offices
Total—All Employers	71,373	39.9%	16.4%	5.6%	17.7	285
By # of Lawyers Firm-Wide						
100 or Fewer	1,188	40.2	12.1	4.9	20.5	15
101–250	3,794	35.7	12.9	5.6	18.0	47
251–500	11,764	37.0	13.9	5.3	19.0	61
501–700	3,908	39.5	14.1	6.3	15.9	22
701+	50,719	40.8	17.5	5.7	17.6	140
By NALP Region						
Northeast	22,748	51.0	23.0	6.7	14.8	65
Mid-Atlantic	7,471	44.6	17.4	6.5	15.3	61
Southeast	4,165	48.8	19.8	8.9	11.2	65
Midwest	6,670	40.2	16.3	7.5	13.3	61
West/Rocky Mountain	8,455	37.0	13.1	4.8	21.0	95

Note: Figures are based on offices/firms which reported screening interview figures for fall 2018, and which also indicated that the coverage of figures, e.g., one office, all offices, is the same for the screening interview figures and the fall recruiting figures. This is intended to compare, as much as possible, screening offer numbers that correspond to resulting callback invitation numbers. Figures in this table are reported at broad levels to mitigate instances where this correspondence may not be exact.

Table 19. Yields on Callback Invitations for 2019 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
Total—All Employers	33,821	13.0%	10.0%	77.0%	41.0%	14.3%	7.0	381
By # of Lawyers Firm-Wide								
100 or Fewer	612	12.1	15.8	72.1	28.6	12.6	7.9	23
101–250	1,562	9.0	9.7	81.4	35.1	15.7	6.4	54
251–500	5,022	12.8	13.6	73.6	36.6	14.0	7.1	84
501–700	2,741	9.0	13.6	77.4	37.7	14.4	6.9	33
701+	23,884	13.8	8.7	77.6	43.0	14.3	7.0	187
By NALP Region								
Northeast	11,596	14.3	9.5	76.2	45.1	13.2	7.6	65
Mid-Atlantic	3,331	11.3	8.6	80.1	39.0	14.6	6.8	61
Southeast	2,031	8.0	6.3	85.7	40.5	18.3	5.5	65
Midwest	2,683	8.6	7.2	84.2	40.5	18.7	5.3	61
West/Rocky Mountain	3,126	10.4	10.5	79.1	35.3	12.9	7.8	95
By City or State								
Atlanta	170	4.1	6.5	89.4	28.2	15.3	6.5	5
Boston	726	15.0	9.2	75.8	29.3	11.7	8.5	12
Charlotte	170	5.9	8.8	85.3	41.2	19.4	5.2	6
Chicago	1,226	9.9	9.0	81.2	47.0	18.5	5.4	23
Dallas	409	5.9	7.8	86.3	45.7	17.8	5.6	11
Denver Area	88	0.0	9.1	90.9	20.5	9.1	11.0	5
Houston	504	8.5	6.2	85.3	55.0	21.4	4.7	11
Los Angeles and Orange County	967	10.9	9.3	79.8	34.4	12.1	8.3	30
Miami/W. Palm Beach	131	16.0	8.4	75.6	20.6	13.0	7.7	8
Minneapolis	128	6.3	7.0	86.7	34.4	18.8	5.3	7
New York	9,538	14.5	10.2	75.3	45.2	12.4	8.0	43

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	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
Ohio	92	5.4%	3.3%	91.3%	58.7%	41.3%	2.4	5
San Diego	113	7.1	5.3	87.6	31.9	17.7	5.7	7
San Francisco	811	11.1	11.1	77.8	39.7	11.6	8.6	17
Seattle	106	5.7	8.5	85.8	31.1	20.8	4.8	8
Silicon Valley	506	13.6	13.4	72.9	33.0	11.7	8.6	10
Washington DC/Northern VA	2,303	12.1	8.9	79.0	42.0	14.2	7.0	32
Wilmington	236	9.3	16.5	74.2	36.9	15.7	6.4	5

Note: Cities included in this table had at least 5 offices reporting and at least 75 callback invitations reported. 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 callback 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 20. Outcome of Callback Invitations to and Interviews of Class of 2020 Students for Summer 2019 Positions

	# of Callback Invitations		% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	# of Offers Extended		% of Offers Accepted	# of Offices
	Median	Average			Median	Average		
Total—All Employers	35.0	89	77.0%	53.2%	11.0	36	34.9%	387
By # of Lawyers Firm-Wide								
100 or Fewer	14.0	27	72.1	39.7	4.0	8	44.0	23
101–250	26.5	29	81.4	43.1	7.0	10	45.0	57
251–500	28.0	60	73.6	49.7	8.0	22	38.3	84
501–700	38.0	83	77.4	48.8	14.0	31	38.3	33
701+	50.0	128	77.6	55.4	18.0	55	33.3	190
Firm-Wide/Multi-Office Reports								
All Firm-Wide/Multi-Office Reports	105.5	197	75.9	52.4	34.5	77	37.9	72
By # of Lawyers Firm-Wide								
101–250	23.5	25	84.4	35.5	7.0	7	58.5	11
251–500	81.0	99	73.9	45.8	23.0	34	41.2	21
501–700	103.0	136	80.3	46.2	33.0	50	43.8	10
701+	307.0	357	75.5	55.0	90.0	144	36.3	29
By NALP Region								
Northeast	91.0	237	83.5	67.9	42.0	135	36.0	5
Mid-Atlantic	27.5	52	85.0	39.7	7.0	18	55.7	6
Southeast	54.0	62	86.0	38.5	25.0	21	51.4	7
Midwest	70.0	79	86.0	36.8	16.0	24	52.1	14
West/Rocky Mountain	40.0	68	79.1	50.5	15.5	27	37.0	6

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	# of Callback Invitations		% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	# of Offers Extended		% of Offers Accepted	# of Offices
	Median	Average			Median	Average		
Office-Specific Reports								
All Office-Specific Reports	29.0	64	77.8%	53.7%	8.0	27	33.0%	314
By # of Lawyers Firm-Wide								
100 or Fewer	13.5	24	71.8	35.6	4.0	6	49.6	22
101–250	27.5	30	80.8	44.6	7.0	10	42.6	46
251–500	15.0	47	73.4	52.5	4.0	18	36.5	63
501–700	24.0	60	74.5	51.4	5.0	23	33.0	23
701+	39.0	87	79.0	55.7	13.0	38	31.2	160
By # of Lawyers in Office								
25 or Fewer	6.0	8	80.3	35.7	1.0	2	59.8	39
26–50	16.5	19	79.4	37.6	4.0	6	43.7	69
51–100	26.0	33	77.3	43.2	7.0	11	35.2	73
101–250	44.0	71	75.4	48.6	16.0	26	33.6	86
251+	165.5	233	79.2	62.2	76.0	115	30.7	42
By NALP Region and City/State								
Northeast	103.5	173	75.4	58.1	34.5	76	28.3	60
Boston	46.0	61	75.8	38.7	11.0	18	39.9	12
New York City	171.0	222	75.3	60.0	61.0	100	27.5	43
Mid-Atlantic	34.0	55	79.5	49.7	10.0	22	35.9	55
Washington, DC/ Northern VA	45.5	72	79.0	53.2	15.5	30	33.9	32
Wilmington	47.0	47	74.2	49.7	15.0	17	42.5	5
Southeast	20.0	27	85.6	49.8	4.0	12	43.8	59
Atlanta	33.0	34	89.4	31.6	3.0	10	54.2	5
Charlotte	34.0	28	85.3	48.3	12.5	12	47.1	6
Dallas	29.0	37	86.3	53.0	18.0	17	39.0	11
Houston	33.0	46	85.3	64.4	15.0	25	39.0	11
Miami/ Ft. Lauderdale/ W. Palm Beach	15.5	16	75.6	27.3	3.5	3	63.0	8

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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		
Midwest	21.0	35	83.1%	55.3%	7.0	16	44.0%	49
Chicago	37.0	53	81.2	57.9	13.0	25	39.4	23
Minneapolis	12.0	18	86.7	39.6	5.0	6	54.5	7
Ohio	20.0	18	91.3	64.3	6.5	9	70.4	6
West/Rocky Mountain	18.0	31	79.1	43.8	4.5	11	36.1	90
Denver	15.0	18	90.9	22.5	4.0	4	44.4	5
Los Angeles and Orange County	22.0	32	79.8	43.1	4.5	11	35.1	30
San Diego	8.0	16	87.6	36.4	3.0	5	55.6	7
San Francisco	29.0	48	77.8	51.0	13.0	19	29.2	17
Seattle	12.0	13	85.8	36.3	3.5	4	66.7	8
Silicon Valley	50.0	51	72.9	45.3	15.0	17	34.4	11

Note: Figures for callback invitations and outcomes are based on 381 employers issuing a total of 33,821 callback invitations and do not include 6 offices which did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 387 employers making a total of 13,917 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 21. Offers for Summer 2019 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
	5 or Fewer	6-20	More Than 20	Minimum	5th %ile	95th %ile	Maximum	Mode	% of Offices Making this Number of Offers		
Total—All Employers	34.6%	31.0%	34.4%	0	1	171	476	1	9.2%	13,867	381
All Firm-Wide/ Multi-Office Reports	8.5	22.5	69.0	2	5	343	476	7	5.6	5,483	71
By Firm Size:											
101–250	27.3	72.7	0.0	2	2	18	18	No figure was reported more than two times		82	11
251–500	9.5	28.6	61.9	4	5	75	197	No figure was reported more than two times		706	21
501–700	10.0	10.0	80.0	5	5	194	194	No figure was reported more than two times		504	10
701+	0.0	3.6	96.4	12	22	476	476	No figure was reported more than two times		4,149	28
All Office-Specific Reports	40.6	32.9	26.5	0	1	114	372	1	11.3	8,384	310
By Firm Size											
100 or Fewer	72.7	18.2	9.1	1	1	21	30	4	18.2	133	22
101–250	36.4	56.8	6.8	1	1	37	53	7	11.4	473	44
251–500	57.1	20.6	22.2	0	1	76	206	1	22.2	1,131	63
501–700	52.2	30.4	17.4	0	1	71	251	1,2	17.4 each	530	23
701+	29.1	33.5	37.3	0	1	202	372	4	10.1	6,117	158

Note: Figures are based on offices interviewing at least 1 second-year student for summer 2019, 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 22. Acceptance Rates for Summer 2019 Programs
 (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	36.2%	35.7%	28.1%	49.3%	381
By # of Lawyers Firm-Wide					
100 or Fewer	26.1	21.7	52.2	60.6	23
101–250	21.4	44.6	33.9	53.6	56
251–500	31.3	28.9	39.8	54.8	83
501–700	28.1	43.8	28.1	51.6	32
701+	45.5	36.4	18.2	43.9	187
By # of Lawyers in Office					
25 or Fewer	16.2	21.6	62.2	71.4	37
26–50	28.8	31.5	39.7	54.6	73
51–100	40.2	30.5	29.3	48.2	82
101–250	37.4	41.1	21.5	45.7	107
251+	61.0	30.5	8.5	36.8	59
By NALP Region and City/State					
Northeast	61.5	26.2	12.3	38.1	65
Boston	30.8	46.2	23.1	51.5	13
New York City	78.3	17.4	4.3	30.5	46
Mid-Atlantic	36.7	41.7	21.7	46.2	60
Washington, DC/ Northern VA	56.3	28.1	15.6	40.4	32
Wilmington	20.0	60.0	20.0	47.4	5
Southeast	24.2	34.8	40.9	56.4	66
Atlanta	20.0	40.0	40.0	59.7	5
Charlotte	16.7	66.7	16.7	54.5	6
Dallas	18.2	54.5	27.3	50.0	11
Houston	54.5	36.4	9.1	36.0	11
Miami/Ft. Lauderdale/ W. Palm Beach	25.0	12.5	62.5	74.9	8

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	Acceptance Rates			Average Acceptance Rate	# of Offices
	Less than 35%	35-60%	More Than 60%		
Midwest	21.3%	47.5%	31.1%	54.7%	61
Chicago	43.5	39.1	17.4	41.0	23
Minneapolis	25.0	37.5	37.5	55.9	8
Missouri	0.0	55.6	44.4	65.5	9
Ohio	0.0	42.9	57.1	68.3	7
West/Rocky Mountain	35.1	27.7	37.2	53.1	94
Denver Area	16.7	33.3	50.0	55.1	6
Los Angeles and Orange County	32.3	35.5	32.3	52.7	31
San Diego	42.9	28.6	28.6	43.7	7
San Francisco	52.9	5.9	41.2	51.4	17
Seattle	12.5	25.0	62.5	69.3	8
Silicon Valley	58.3	41.7	0.0	34.9	12

Note: This table excludes offices that interviewed but then did not make any offers for summer 2019. 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 23. Return Visits by Second-Year Students With an Offer for Summer 2019

	% of Offices In Each Range of Revisit Activity			% 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	48.6%	28.6%	22.7%	23.7%	16.7%
By Firm Size — # of Lawyers					
100 or Fewer	61.9	14.3	23.8	21.1	23.0
101–250	64.3	17.9	17.9	35.3	22.3
251–500	62.2	26.8	11.0	14.5	10.0
501–700	48.4	32.3	19.4	27.5	17.4
701+	36.1	33.9	30.0	23.9	19.3
By # of Offers					
Fewer Than 5	80.9	0.0	19.1	58.3	50.0
5–10	64.9	16.2	18.9	29.4	22.2
11–35	36.4	43.4	20.2	20.3	13.3
More Than 35	8.0	58.6	33.3	15.5	14.8

Note: Figures for percentages of 2L students with offers returning for a sell visit are based on 370 offices/firms reporting both the number of offers and the number of return visits. Averages and medians are based on 190 offices/firms reporting 1 or more return visits.

Table 24. Response Times to Offers for 2019 Summer Programs

	% 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—All Employers	6.8%	17.6%	24.2%	22.2%	13.3%	5.3%	9.5%	1.1%	11,970
By Firm Size									
100 or Fewer	14.9	22.0	23.8	17.3	10.7	4.2	7.1	0.0	168
101–250	9.9	27.0	29.9	19.1	10.1	2.2	1.8	0.0	555
251–500	8.7	20.3	27.3	18.8	14.1	4.9	4.0	1.9	1,581
501–700	10.0	19.1	23.8	19.4	11.7	3.4	11.7	1.0	821
701+	5.8	16.3	23.4	23.4	13.6	5.7	10.8	1.0	8,845
By Office Size									
50 or Fewer	15.0	27.1	26.9	15.4	7.3	3.2	5.0	0.2	565
51–100	9.2	23.1	24.3	23.0	12.4	3.0	4.9	0.2	840
101–250	8.8	19.6	28.3	21.4	12.7	3.8	4.5	0.9	2,647
251+	4.5	14.8	22.0	23.2	14.4	5.6	13.8	1.6	6,095

Note: Figures based on 11,970 offers for which the timing of the responses was reported, representing about 86 percent of all offers reported. Among survey respondents providing timing information, most accounted for the timing of all responses to offers.

Table 25. Use of Social Media to Reach out to Students

	% Using Social Media	Kinds of Social Media Used				
		Twitter	Facebook	LinkedIn	Instagram	Other
Total—All Employers	55.4%	58.6%	59.5%	74.4%	39.5%	4.2%
By Firm Size – # of Lawyers						
100 or Fewer	43.5	50.0	40.0	90.0	20.0	10.0
101–250	48.3	60.7	46.4	89.3	32.1	0.0
251–500	45.3	43.6	71.8	71.8	25.6	5.1
501–700	68.8	50.0	22.7	68.2	63.6	0.0
701+	61.4	65.5	67.2	71.6	43.1	5.2

Note: No use of Snapchat was reported. Figures for types of social media used are based on 215 offices which reported using social media to position their firm in front of students. Others mentioned include Google+, blogs, and podcasts. Since more than one method could be checked, percentages add to more than 100.

Table 26a. Prevalence of Recruiting Prior to OCI

	% of Offices/Firms Reporting Activity Prior to OCI
Total—All Employers	27.2%
By Firm Size — # of Attorneys	
250 or Fewer	5.0
251–500	14.6
501–700	42.4
701+	39.3

Table 26b. Early Offer Volumes and Outcomes

	% of Offices/Firms Reporting Activity Prior to OCI
Median Number of Offers	3
Average Number of Offers	8.4
% of Offers Accepted	40.1%

Note: A total of 105 offices/firms reported making offers to 2Ls for summer 2019 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 822 offers.

Table 26c. Students to Whom Early Offers Were Made

	% of Offices/Firms Reporting Activity Prior to OCI
Top Candidates	75.2%
Diverse Candidates	59.1
Local Candidates	57.1
Candidates from Non-OCI Schools	46.7
Candidates With a Technical Background	20.0
Candidates Seen as 1Ls But Who Were Not Offered a 1L Summer Position	34.3
Other	20.0

Note: 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 27. Employers Returning to Campus After OCI to Solicit Additional 2L Candidates

	% Returning	Average # of Schools Revisited	Median # of Schools Revisited	Smallest # of Schools Reported	Largest # of Schools Reported
Total—All Employers	19.6%	3.9	3.0	1	18
Firm-Wide Reports	37.1	5.8	4.0	1	18
By Size of Firm — # of Attorneys					
250 or Fewer	17.9	2.9	3.5	1	5
251–500	11.5	4.1	3.0	1	10
501–700	25.0	2.6	2.0	1	6
701 +	22.6	4.4	3.0	1	18
By NALP Region					
Northeast	22.2	3.6	3.5	1	7
Mid-Atlantic	11.5	2.3	2.0	1	4
Southeast	19.0	3.4	2.0	1	16
Midwest	19.4	3.2	4.0	1	6
West/Rocky Mountain	17.0	4.0	3.0	2	10

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 28. Comparison of Offer Volumes for Summer 2019 and Summer 2018

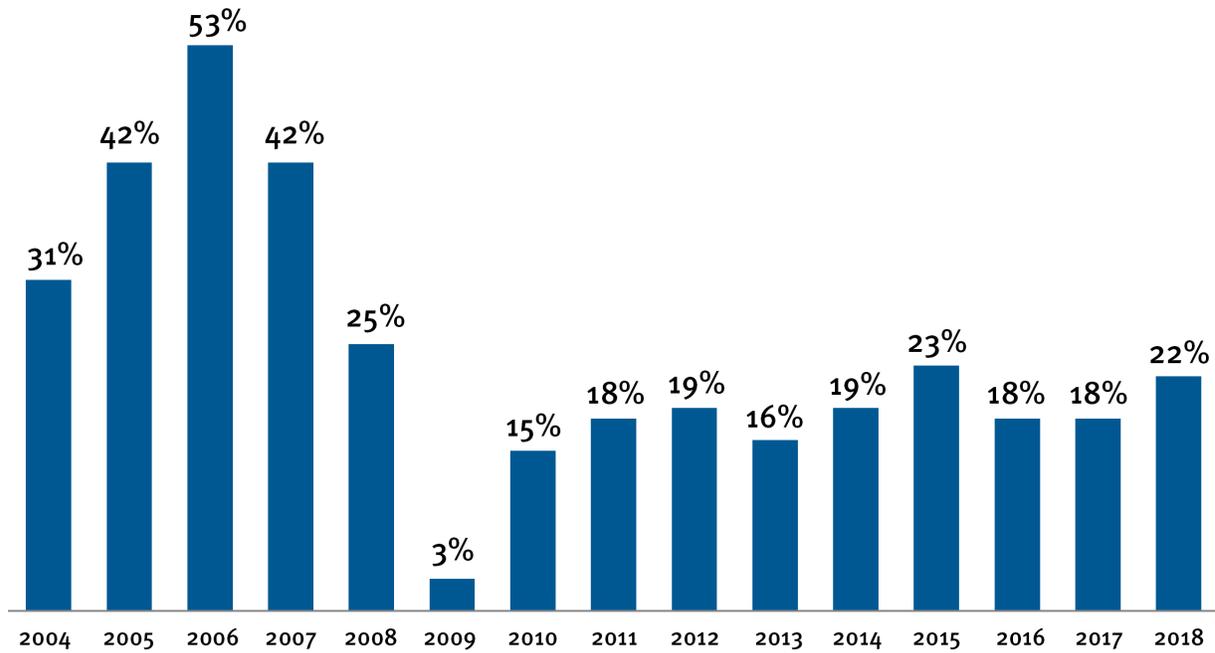
	# of Offers Made in 2018	Change from 2017	% of Offices Making			# of Offices
			Fewer Offers	Same #	More Offers	
Overall Total	13,684	1.7%	39.7%	10.9%	49.4%	340
By # of Lawyers Firm-Wide						
100 or Fewer	157	-4.3	38.9	16.7	44.4	18
101–250	520	6.8	37.7	13.2	49.1	53
251–500	1,793	0.6	41.2	13.2	45.6	68
501–700	1,028	13.8	31.0	6.9	62.1	29
701+	10,186	0.7	41.3	9.3	49.4	172
By # of Lawyers in Office						
50 or Fewer	470	2.6	39.2	17.6	43.2	74
51–100	938	5.5	33.8	15.0	51.3	80
101–250	2,982	7.7	38.5	6.7	54.8	104
251+	7,464	0.1	45.8	6.8	47.5	59
By NALP Region and City/State						
Northeast	5,218	-2.4	42.9	3.2	54.0	63
Boston	231	14.9	30.8	15.4	53.8	13
New York City	4,931	-3.4	45.5	0.0	54.5	44
Mid-Atlantic	1,276	0.4	42.9	10.7	46.4	56
Washington, DC/ Northern VA	968	3.0	37.5	3.1	59.4	32
Southeast	743	21.6	30.6	16.3	53.1	49
Dallas	146	-2.0	33.3	0.0	66.7	9
Houston	272	47.8	22.2	11.1	66.7	9
Midwest	1,068	5.3	38.6	14.0	47.4	57
Chicago	554	0.4	30.0	20.0	50.0	20
Minneapolis	85	0.0	42.9	14.3	42.9	7
Missouri	168	31.3	50.0	20.0	30.0	10
Ohio	98	48.5	12.5	0.0	87.5	8
West/Rocky Mountain	1,062	6.3	42.0	13.6	44.4	81
Los Angeles and Orange County	363	-0.3	44.4	14.8	40.7	27
San Francisco	303	24.2	23.1	15.4	61.5	13
Silicon Valley	193	6.0	60.0	0.0	40.0	10

Note: Figures reflect employers who had a summer program in 2018 and will do so in 2019 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 2018. 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 2019 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 636 accepted callback invitations resulted in only 257 offers. About 77 percent of these offers were accepted.

Table 29. Fall Recruiting of 3Ls As Reported by Law Firms



Note: Percent of employers reporting at least one callback invitation to a current 3L (Class of 2019) who had not previously worked for that employer.

Selected Findings from the “Survey for Students Who Interviewed for a Summer 2019 Law Firm Position”

In the fall of 2018, schools were offered the opportunity to survey their second-year students who interviewed, or hoped to, for a summer 2019 law firm position. A total of 28 schools collectively received 926 responses to the survey.

The tables that follow offer insights into factors and resources influencing student decision-making, from which employers to apply to, to considerations to weigh in choosing between multiple offers. Additionally, analyses on the level of interview and offer activity are presented. The full report on findings from the “Survey for Students Who Interviewed for a Summer 2019 Law Firm Position” can be found on the NALP website under Research & Statistics > Recruitment & Hiring.

Table 30. Resources Influencing Student Decisions About Which Employers to Apply to for Screening Interviews

Resources	% of Responses
Vault Rankings	51.2%
Input from friends/acquaintances/classmates/alumni	46.0
Employer's website	37.0
NALP Directory of Legal Employers	36.8
Chambers Guides	34.6
Information received from my Career Services Office	25.5
Information gathered at an employer reception/event	20.2
Above the Law	6.8
Top-Law-Schools.com	5.5
Am Law Rankings	5.3
US News & World Report	4.1
Other	3.9
HRC's Corporate Equality Index	0.6

Note: Students could choose up to three resources. Thus, percentages do not add to 100. Percentages based on all 926 student surveys. Other resources specified include: Glassdoor; Reddit; rankings related to work-life balance; prior employment/experience with firm or attorneys; rankings on pro bono.

Table 31. Factors Influencing Student Decisions About Which Employers to Apply to for Screening Interviews

Factor	% of Responses
Office location	59.2%
Firm culture	55.3
Specific practice area strengths	54.4
Salary/compensation	30.5
Firm's reputation on campus	20.8
Firm's published hiring criteria	12.9
Training opportunities	12.5
Firm's commitment to pro bono	11.9
Firm's commitment to diversity	11.6
Alumni at the firm	5.4
Firm's participation on campus in events and receptions	5.2
Benefits, including parental leave	3.8
Published workplace policies, e.g., flexible schedules, part-time schedules	3.0
Other	2.7

Note: Students could choose up to three factors. Thus, percentages do not add to 100. Percentages based on all 926 student surveys. Other factors specified include: political balance within firm; advancement opportunities, i.e., length of time to partner, likelihood of partnership, ability to build own practice; hiring criteria and own GPA or class rank; level of responsibility provided to junior associates.

Table 32. Screening Interviews Reported by Students

Number of Screening Interviews Reported	% of Students Reporting this Number
None	1.0%
1–10	30.2
11–15	24.0
16–20	21.8
More Than 20	23.0
Median number of screening interviews per student	14
Average number of screening interviews per student	15
Modal number of screening interviews per student	12
% of responses at the mode	5.6%

Note: 926 students reported a cumulative 13,937 screening interviews; of these interviews, 87 percent were on-campus interviews [defined to include any in off-site space that may have been designated for that purpose, and any with OCI employers who had arranged with the school to conduct their screening interviews via Skype or similar technology] rather than preliminary interviews at the firm. Nine students reported having no screening interviews.

Table 33. Number of Offers Received for Summer Associate Employment

Number of Offers Received	% Reporting This Number of Offers
None	16.9%
One	25.1
2–3	30.2
4–5	15.9
6 or more	11.8

Note: Figures based on 916 responses.

Table 34. Early/Pre-OCI Offers as Reported by Students

Number of Early Offers Received	% Reporting This Number of Early Offers
0	74.6%
1	16.7
2	5.0
3 or more	3.7

Note: Figures based on 737 responses. The students who reported receiving one or more early offers collectively reported 304 early offers. The highest number of early offers reported by an individual student was 8.

Table 35. For Students Who Received Multiple Offers, the Factors that Influenced the Decision on Which Offer to Accept

Factor Considered	% of Responses
The people I met during interviews	62.2%
Reputation, ranking, or prestige of firm	47.7
Firm culture	41.1
Type of work available	32.8
An intangible feeling	26.9
Office location	26.9
Compensation	13.2
Training opportunities	9.8
Firm commitment to diversity	5.7
Firm commitment to pro bono	5.7
Firm financials, e.g., profits per partner	4.0
Other	3.0
Billable hours expectations	2.8
Workplace policies, e.g., flexible schedules, part-time schedules	2.5
Benefits package	0.9

Note: Percentages are based on 531 students who reported receiving more than one offer. Students could choose up to 3 factors, thus percentages do not add to 100.

