Law Firm Recruiting Volumes Inch Up, Making Modest Gains After Recession-Era Declines

After losing more than 45,000 jobs during "the Great Recession," the legal sector continued to erode jobs, albeit at a much slower pace, through the end of 2011, even as the national employment picture as a whole began to improve. Nevertheless, recruiting volumes by U.S. law firms on the campuses of U.S. law schools showed modest gains during the late summer and early fall of 2011, reflecting some growing confidence by law firm leadership. Entry-level recruiting volumes have certainly not returned to the robust levels routinely measured in the years leading up to the recession, but 2011 marked the second year in a row in which law firms returned to law school campuses in somewhat greater numbers than the year before after slashing their recruiting efforts in 2008 and 2009.

Despite the additional recruiting volume, law firms continue to bring in small summer classes, barely increasing class size from recession-era lows. By contrast, offer rates have returned to the highs seen before the recession as firms follow through with their stated intent to make offers to the majority of their summer associates when they can. For the third year in a row, few firms ventured back into the 3L market, and thus, students with offers from their summer program found few competing offers on the table. Between that and smaller class sizes, it is no surprise that the overall acceptance rate of offers from summer programs remained at historic highs in 2011.

For members of the Class of 2012, those who were summer associates in 2011, the offer rate for entry-level associate positions climbed up four percentage points, to 91.4%, following an approximately 18 percentage point jump the year before, those jumps coming on the heels of a 2009 rate that plunged to only 69.3%. At 91.4%, the 2011 offer rate is the second highest in more than 17 years, topped only by the 92.8% rate measured in 2007. The offer acceptance rate for these summer offers, after dipping slightly in 2010, returned to 85%, very close to the rate of 84.5% for 2009. It is important to keep in mind that the average summer class size did not increase from its historic recession-driven size, remaining at just 8 for the second year in a row, while the median class size bumped up by one, from 4 to 5. Only 18% of offices reported returning to the market to look for 3Ls who had not previously worked for them, and of those, one-quarter made no offers at all. Of those offices that made an offer, most made only one. (This compares with 42% of offices recruiting 3Ls in 2007 and 53% in 2006 on the high end, and on the other end of the scale, a bare 3% in 2009.)

The markers that are used to measure 2L recruiting also rose for the second year in a row, though like their 3L counterparts, they remain well below the historic highs of the pre-recession era. Across employers of all sizes, the median number of offers extended rose from 9 to 10, up from 7 in 2009, but well off the medians of 15 and 16 measured in the years prior to the recession. Similarly, the mean number of offers rose to 22, from 19, and while this is up from an historic low of 16 in 2009, it remains well below the figure of 39 that was measured in 2007. The percent of callback interviews resulting in offers for summer positions also rose for a second year, to 46.4%, up from 40.6% in 2010 and an historic low of 36.4% in 2009. However, this marker likewise remains considerably below the offer rates of 60% and 62.7% measured in 2007 and 2006

A Retrospective on Recruiting

	SUMMER PROGRAMS				FALL RECRUITING OF 2Ls			
	Median Size	Average Size	% Receiving Offer	% Accepting Offer	Median # of Offers	Average # of Offers	% of Interviews Resulting in Offer	% of Offers Accepted
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

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respectively. With more offers on the table, the offer acceptance rate fell just over three percentage points, to 37.1%, down from 40.4% in 2010 and 42.8% in 2009; the acceptance rate, however, is still considerably higher than the rates in the high 20s and low 30s that were the norm in all of the years leading up to the recession. The actual number of offers made for 2012 summer associate spots by individual law firm offices, of course, ranged tremendously, from a low of just 1 to a high of 145. Similarly, the actual size of 2011 summer classes ranged from a low of just 1 in some offices to a high of 51 in a single office.

In 2011, both law schools and law firms reported a net increase in recruiting activity as measured by the number of campus visits made, though in the aggregate both schools and firms reported both increases and decreases, with the numbers reporting increases edging out those reporting decreases in almost every market.

While law firm recruiting activity and volume vary greatly from one office to another, these national aggregate numbers clearly demonstrate that recruiting volumes continue to inch up for the second year in a row as law firms try to gauge the new normal. It seems clear that in the near future summer class size is not likely to return to what is was before the recession, and in fact may never return to what it was in 2007. Yet with the continued dramatic constriction of the 3L hiring market, success in the 2L market has become all the more important for law students. Competition for one of the coveted summer associate spots is likely to remain keen for the foreseeable future, as law firms are likely to remain conservative in their overall approach to entry-level hiring.

Introduction

Fall 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 annually on:

- the level of employer activity on campus,
- employer and school participation in job fairs, and
- outcomes of summer programs and of fall recruiting.

The first part of this report details recruitment activity on campus and at job fairs in fall 2011, providing comparisons with fall 2010 from the perspective of both schools and employers. The second part provides information on summer program characteristics and start dates for the most recent incoming associate class. The third part of the report provides information on the outcomes of 2011 summer programs and of fall 2011 recruiting for both second-year summer associates and entry-level associates not previously employed by that employer. The findings in this report are based on law school responses to NALP's "Fall 2011 Survey of Law Schools on Fall Recruiting " and on legal employer responses to the "2011 Survey of Legal Employers on Fall Recruiting."

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 2014) students and current third-year (Class of 2012) students for summer 2012 associate positions is not included. Documentation of summer 2011 program outcomes includes only Class of 2012 graduates, and not any Class of 2011 graduates who participated in the summer 2011 program after graduation. Class of 2013 (1L) participation in the summer 2011 program is reported on separately. Results of survey questions on lateral hiring are reported in the April 2012 *NALP Bulletin*.

Fall 2011 Recruiting Activity

■ Law School Perspective

A total of 142 law schools, about 70% of NALP's U.S. law school members, provided information on the number of employers participating in on-campus interviewing (OCI), the number of employers requesting resume collection, the number of job fairs or consortia in which the school participated, and the number of employers using video interviewing. Nearly all were also able to provide comparable figures for fall 2010.

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.

- Almost 2 in 5 schools (39%) reported an increase of 5% or more in the number of employers on campus in fall 2011 compared with fall 2010. About 29% reported steady numbers and nearly one-third reported a decrease of 5% or more.
- Regional differences were evident, with schools in the Northeast and Mid-Atlantic Regions less likely to report an increase of 5% or more. Schools in the Mid-Atlantic Region were most likely to report relatively steady numbers, and schools in the Northeast were most likely to report decreases. Further analyses by enrollment size show that the smallest schools were most likely to have reported a change, either up or down, and that the largest schools were least likely to have done so.
- Almost half of schools (47%) reported an increase in the number of employers requesting resume collection. The majority of schools in the Northeast and Mid-Atlantic Regions did so, as did about half of small schools and the largest schools. Schools in the West/Rocky Mountain Region were most likely to report decreases. The survey also asked for the number of employers requesting resume collection in 2011 who had been on campus in 2010. Comparing this with the number of employers on campus in 2010 provides a gauge of the shift. Overall, about 13% of employers who had been on campus in 2010 shifted to resume collection in 2011.
- An inquiry into the use of video interviewing revealed that half of schools did not use this technology in 2011. About 29% of schools reported using video interviews for 1 to 3 employers. Just a handful of schools used the technology more extensively.
- Over 70% of schools participated in five or more job fairs and almost one-third participated in more than ten. Regional contrasts continue to be notable. Nearly all schools reporting from the Mid-Atlantic Region participated in five or more job fairs. Among schools in the Midwest and West/Rocky Mountain Regions, by contrast, about 37% participated in fewer than five job fairs. Schools in the Northeast and those with enrollment of more than 750 were most likely to participate in more than ten job fairs.
- Over half of schools reported no change in job fair participation; this figure was highest among the largest and the smallest schools and those in the Midwest and West/Rocky Mountain Regions. Schools in the Southeast were most likely to have increased job fair participation.

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

- "We did have employers interview by Skype but records are not kept — many are judges. I would say that we had approximately ten employers interview via Skype."
- "We believe students may be using Skype and related technologies to conduct interviews and network. Because this does not require the videoconference software, we do not have records of it."
- "Most of our employers hire on an as needed basis and do not participate in our OCI program."
- "We do on-campus interviews anytime during the year, not just in the fall."
- "We conduct both a fall and spring interview weekend, inviting employers to come to campus and interview students for intern and associate positions. Since most firms in the state are relatively small, we tend to have more employers attend our spring interview weekend as they are less likely to commit to hiring a year ahead."
- "Fall OCI remained the same as in the past two years but resume collection picked up."
- "We had steady employer participation from 2010 to 2011. But it remains 50% below normal numbers prior to 2009. Fall and spring OCI seasons last the entire semester. Since 2009, externships (academic credit for internships permitted in public sector only) grew by more than 300%, which has offset a dip in private sector employment opportunities."
- "Employers registered and came to campus earlier this fall than last. Perhaps because of this, it felt as if we had a bigger fall OCI this year. We also have a spring job fair each year."
- "It was a very tough fall recruiting season. Fewer firms came on campus than in past years, and those that did come hired fewer summer associates than previously."
- "Slightly more students received offers than I expected, though many excellent ones did not. It also seems the firms may have been a bit exuberant in their hiring given economic conditions."

Comparison of Fall 2011 and Fall 2010 Employer Activity, As Reported by Schools (percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2011 JD ENROLLMENT			
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	751-1,000	More than 1,000
Change in # of employers on campus:										
Decrease more than 10%	21.3%	38.1%	5.9%	20.9%	13.5%	30.4%	30.0%	22.7%	18.2%	4.0%
Decrease of 5 - 10%	10.6	4.8	17.6	11.6	13.5	4.3	8.0	6.8	18.2	16.0
Change of less than 5%	29.1	33.3	52.9	23.3	27.0	21.7	14.0	31.8	31.8	52.0
Increase of 5% or more	39.0	23.8	23.5	44.2	45.9	43.5	48.0	38.6	31.8	28.0
Number of schools reporting	141	21	17	43	37	23	50	44	22	25
Change in # of employers requesting resume collection:										
Decrease of 20% or more	16.9	10.5	17.6	16.2	13.9	28.6	19.6	17.5	9.5	17.4
Decrease of less than 20%	36.2	26.3	11.8	43.2	44.4	38.1	30.4	40.0	47.6	30.4
Increase	46.9	63.2	70.6	40.5	41.7	33.3	50.0	42.5	42.9	52.2
Number of schools reporting	130	19	17	37	36	21	46	40	21	23
Employers requesting resume collection who had previously been on campus, as percent of employers on campus in 2010	12.9	8.6	15.9	15.5	12.9	12.0	13.2	14.9	10.6	12.0

Job Fair Participation, Fall 2011, As Reported by Schools

(percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2010 JD ENROLLMENT			
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	751-1,000	More than 1,000
# of Job Fairs or Consortia										
Less than 5	28.6%	28.6%	5.9%	25.6%	37.1%	37.5%	46.0%	29.5%	0.0%	16.7%
5-10	39.3	28.6	64.7	39.5	31.4	41.7	42.0	34.1	40.9	41.7
More than 10	32.1	42.9	29.4	34.9	31.4	20.8	12.0	36.4	59.1	41.7
Number of schools reporting	140	21	17	43	35	24	50	44	22	24
Change in # of Job Fairs Compared with Fall 2010										
Decrease	16.9	33.3	31.3	14.3	11.8	4.3	8.2	27.9	14.3	17.4
No change	53.7	47.6	56.3	38.1	67.6	65.2	59.2	41.9	57.1	60.9
Increase	29.4	19.0	12.5	47.6	20.6	30.4	32.7	30.2	28.6	21.7
Number of schools reporting	136	21	16	42	34	23	49	43	21	23

■ Employer Perspective

A total of 251 law firm employers provided some information on recruiting activity. The majority of responses, almost 80%, were from firms of more than 250 lawyers. Nationwide, the median number of schools at which employers recruited was 6. About equal percentages of employers either increased or maintained the number of schools visited (39% and 41%, respectively), while 20% reported visiting fewer schools.

- Medians ranged from 4 at firms of 100 or fewer lawyers to 8 at firms of 501-700 lawyers. It is also the case that for small offices, regardless of overall firm size, the median was 3 or fewer schools. It should be kept in mind, however, that firm or office size does not always correlate with the number of schools visited, because multi-office firms vary a great deal in how their OCI programs are structured. For example: In some firms, each office conducts its own visits, hence the number of schools visited by that office may be relatively few, even though the firm as a whole may visit many. 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.
- The largest firms were most likely to have increased the number of schools at which they interviewed, followed by offices in firms of 251-500. Offices in firms of 250 or fewer lawyers were much more likely to have maintained the number of schools visited — just over half, compared with 38% of offices in the largest firms.
- On a regional basis, the median number of schools ranged from 3 in the Southeast to 8 in the Northeast and Mid-Atlantic Regions. Employers in the Northeast and Mid-Atlantic Regions were also most likely to interview at 9 or more schools. About 45-47% did so, a frequency more than twice that of employers in the Southeast and the West/Rocky Mountain Regions. The percentage of offices increasing the number of schools visited varied only from 35% to 42%. No change was most likely in the Northeast and West/Rocky Mountain Regions, and few offices in these two regions visited fewer schools.
- Regional averages are not necessarily indicative of activity on the part of employers in a given city within that region. For example, offices in the San Jose area were more likely to have increased the number of schools visited than were offices in that region as a whole; offices in Seattle were more likely not to have changed the number. Employers in Ohio visited more schools than average — a median of 11 compared to the regional median of 5.0. Almost two-thirds of these employers also reported visiting more schools. Likewise, offices in Atlanta visited more schools than the regional median and were also more likely to have increased that number compared with their region as a whole.

Fall 2011 On-Campus Interviewing Activity and Comparisons with Fall 2010, As Reported by Employers — By Size

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED IN 2011					# OF SCHOOLS VISITED COMPARED TO 2010		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
Total — All Employers	**251**	**3.1%**	**23.9%**	**38.6%**	**34.4%**	**6.0**	**20.5%**	**40.7%**	**38.8%**
Firms of 100 or fewer lawyers	19	9.5	28.6	47.6	14.3	4.0	14.3	52.4	33.3
Offices of 26-50 lawyers	5	0.0	60.0	40.0	0.0	2.0	0.0	80.0	20.0
Offices of 51-100 lawyers	10	9.1	18.2	54.5	18.2	4.5	18.2	54.5	27.3
Firms of 101-250 lawyers	37	5.1	17.9	53.8	23.1	6.0	17.9	51.3	30.8
Offices of 26-50 lawyers	5	0.0	60.0	20.0	20.0	2.0	0.0	80.0	20.0
Offices of 51-100 lawyers	8	0.0	12.5	37.5	50.0	8.5	12.5	37.5	50.0
Offices of 101-250 lawyers	21	4.5	13.6	68.2	13.6	5.0	22.7	54.5	22.7
Firms of 251-500 lawyers	44	0.0	27.3	27.3	45.5	6.0	22.7	36.4	40.9
Offices of 26-50 lawyers	8	0.0	62.5	37.5	0.0	2.5	12.5	62.5	25.0
Offices of 51-100 lawyers	8	0.0	25.0	75.0	0.0	4.5	25.0	50.0	25.0
Offices of 101-250 lawyers	13	0.0	7.7	23.1	69.2	11.0	23.1	23.1	53.8
Offices of 251+ lawyers	6	0.0	0.0	0.0	100.0	12.0	33.3	66.7	0.0
Firms of 501-700 lawyers	29	3.3	20.0	33.3	43.3	8.0	44.8	34.5	20.7
Offices of 26-50 lawyers	5	16.7	66.7	16.7	0.0	3.0	33.3	16.7	50.0
Offices of 51-100 lawyers	5	0.0	20.0	60.0	20.0	6.0	75.0	25.0	0.0
Offices of 101-250 lawyers	12	0.0	0.0	41.7	58.3	11.0	41.7	50.0	8.3
Firms of 701+ lawyers	121	2.4	25.0	37.9	34.7	6.0	16.1	37.9	46.0
Offices of 25 or fewer lawyers	13	13.3	80.0	6.7	0.0	2.0	26.7	46.7	26.7
Offices of 26-50 lawyers	21	0.0	71.4	28.6	0.0	3.0	4.8	42.9	52.4
Offices of 51-100 lawyers	29	3.3	6.7	63.3	26.7	6.0	23.3	33.3	43.3
Offices of 101-250 lawyers	37	0.0	5.4	45.9	48.6	8.0	16.2	32.4	51.4
Offices of 251+ lawyers	17	0.0	0.0	17.6	82.4	16.0	0.0	47.1	52.9

This table includes offices/firms that reported visiting at least one school in 2010 or 2011. The number of offices reporting both 2010 and 2011 information for the comparative analyses is somewhat smaller than the number shown in the first column. Counts by office size within firm size do not add to the total count for the firm size because not all surveys included office size information, particularly if they indicated that they recruit for multiple offices.

* These employers did visit schools in 2010.

** Medians are calculated based on employers making visits in 2011.

Fall 2011 On-Campus Interviewing Activity and Comparisons with Fall 2010, As Reported by Employers — By NALP Region and City/State

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED IN 2011					# OF SCHOOLS VISITED COMPARED TO 2010		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
All Employers	**251**	**3.1%**	**23.9%**	**38.6%**	**34.4%**	**6.0**	**20.5%**	**40.7%**	**38.8%**
Northeast	35	2.8	8.3	41.7	47.2	8.0	8.3	50.0	41.7
Boston	9	10.0	10.0	40.0	40.0	8.0	10.0	50.0	40.0
New York City	25	0.0	8.0	40.0	52.0	10.0	8.0	52.0	40.0
Mid-Atlantic	39	2.5	12.5	40.0	45.0	8.0	30.0	32.5	37.5
Washington, DC/Northern VA area	21	0.0	9.5	47.6	42.9	8.0	28.6	42.9	28.6
Southeast	48	2.0	51.0	28.6	18.4	3.0	25.0	35.4	39.6
Atlanta	5	0.0	40.0	0.0	60.0	12.0	20.0	0.0	80.0
Charlotte	6	0.0	50.0	50.0	0.0	3.5	16.7	16.7	66.7
Dallas	7	0.0	42.9	28.6	28.6	5.0	28.6	42.9	28.6
Houston	5	16.7	66.7	16.7	0.0	3.0	33.3	16.7	50.0
Miami/Ft. Lauderdale/W. Palm Beach	5	0.0	60.0	20.0	20.0	2.0	20.0	40.0	40.0
Midwest	49	3.9	13.7	51.0	31.4	5.0	25.5	39.2	35.3
Chicago	15	0.0	0.0	80.0	20.0	5.0	26.7	33.3	40.0
Minneapolis area	5	0.0	20.0	40.0	40.0	7.0	20.0	60.0	20.0
Missouri	5	16.7	0.0	33.3	50.0	9.0	50.0	33.3	16.7
Ohio	8	0.0	12.5	12.5	75.0	11.0	25.0	12.5	62.5
Wisconsin	6	0.0	33.3	50.0	16.7	4.0	16.7	50.0	33.3
West/Rocky Mtn	63	4.5	33.3	40.9	21.2	5.0	13.6	48.5	37.9
Los Angeles and Orange County	19	0.0	15.8	63.2	21.1	6.0	5.3	57.9	36.8
Phoenix	6	0.0	33.3	66.7	0.0	5.0	0.0	66.7	33.3
Portland	5	16.7	16.7	50.0	16.7	5.0	33.3	16.7	50.0
San Francisco	6	14.3	42.9	14.3	28.6	3.5	28.6	42.9	28.6
San Jose area	10	0.0	30.0	40.0	30.0	5.5	0.0	40.0	60.0
Seattle	8	11.1	66.7	0.0	22.2	3.0	11.1	66.7	22.2

This table includes offices/firms that reported visiting at least one school in 2010 or 2011. The number of offices reporting both 2010 and 2011 information for the comparative analyses is somewhat smaller than the number shown in the first column. Specific city information may include firms that recruit for additional offices in other cities, and/or a few offices in suburban locations. City figures generally do not include offices that submitted one composite survey to cover recruiting activity in multiple cities nationwide.

* These offices did visit schools in 2010.

** Medians are calculated based on employers making visits in 2011.

About 22% of responding employers participated in no job fairs, and 65% of employers participated in the same number of job fairs in 2010 and 2011.

- About 30% of firms of 100 or fewer lawyers did not participate in any job fairs. The majority of small offices, regardless of firm size, participated in fewer than two job fairs.
- On a regional basis, offices in the Northeast were most likely to participate in job fairs, with over 90% doing so. Over one-third of these offices participated in three or more. Offices in the Midwest were most likely not to have changed their participation. In every region but the Midwest, about one-quarter of offices increased their participation.
- Again, regional norms are not necessarily indicative of activity within a given city. For example, offices in Charlotte and Phoenix were considerably less likely to participate in job fairs compared with their respective regions as a whole.

Fall 2011 Job Fair Participation and Comparisons with Fall 2010, As Reported by Employers (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2011				COMPARED TO 2010 JOB FAIR PARTICIPATION		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
Total — All Employers	**262**	**21.8%**	**37.8%**	**20.2%**	**20.2%**	**20.7%**	**14.2%**	**65.1%**
Firms of 100 or fewer lawyers	20	30.0	60.0	10.0	0.0	20.0	15.0	65.0
Offices of 26-50 lawyers	5	20.0	80.0	0.0	0.0	40.0	0.0	60.0
Offices of 51-100 lawyers	10	30.0	50.0	20.0	0.0	10.0	20.0	70.0
Firms of 101-250 lawyers	41	7.3	61.0	26.8	4.9	22.0	14.6	63.4
Offices of 26-50 lawyers	6	16.7	83.3	0.0	0.0	33.3	16.7	50.0
Offices of 51-100 lawyers	8	0.0	37.5	62.5	0.0	12.5	50.0	37.5
Offices of 101-250 lawyers	23	4.3	65.2	21.7	8.7	21.7	4.3	73.9
Firms of 251-500 lawyers	44	22.7	31.8	20.5	25.0	9.1	18.2	72.7
Offices of 26-50 lawyers	8	50.0	50.0	0.0	0.0	12.5	0.0	87.5
Offices of 51-100 lawyers	8	25.0	50.0	12.5	12.5	12.5	12.5	75.0
Offices of 101-250 lawyers	13	15.4	15.4	38.5	30.8	15.4	38.5	46.2
Offices of 251+ lawyers	6	0.0	16.7	16.7	66.7	0.0	16.7	83.3
Firms of 501-700 lawyers	30	10.0	36.7	30.0	23.3	27.6	17.2	55.2
Offices of 26-50 lawyers	6	33.3	66.7	0.0	0.0	33.3	16.7	50.0
Offices of 51-100 lawyers	5	0.0	60.0	40.0	0.0	0.0	25.0	75.0
Offices of 101-250 lawyers	12	8.3	8.3	50.0	33.3	25.0	8.3	66.7
Firms of 701+ lawyers	126	27.8	29.4	17.5	25.4	23.0	11.9	65.1
Offices of 25 or fewer lawyers	15	66.7	26.7	6.7	0.0	26.7	0.0	73.3
Offices of 26-50 lawyers	21	61.9	28.6	4.8	4.8	19.0	0.0	81.0
Offices of 51-100 lawyers	32	28.1	31.3	25.0	15.6	25.0	3.1	71.9
Offices of 101-250 lawyers	37	5.4	35.1	21.6	37.8	24.3	21.6	54.1
Offices of 251+ lawyers	17	0.0	23.5	23.5	52.9	11.8	29.4	58.8

Note: Figures are based on employers that interviewed on campus or participated in job fairs in either 2010 or 2011. 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 reporting both 2011 and 2010 information for the comparative analyses is somewhat smaller than the number shown in the first column.

Fall 2011 Job Fair Participation and Comparisons with Fall 2010, As Reported by Employers — By NALP Region and City/State (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2011:				JOB FAIR PARTICIPATION COMPARED TO 2010:		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
All Employers	**262**	**21.8%**	**37.8%**	**20.2%**	**20.2%**	**20.7%**	**14.2%**	**65.1%**
Northeast	36	8.3	36.1	19.4	36.1	27.8	16.7	55.6
Boston	10	0.0	50.0	20.0	30.0	60.0	20.0	20.0
New York City	25	12.0	28.0	20.0	40.0	16.0	16.0	68.0
Mid-Atlantic	41	17.1	41.5	24.4	17.1	22.0	9.8	68.3
Washington, DC/Northern VA area	22	13.6	50.0	22.7	13.6	22.7	9.1	68.2
Southeast	51	37.3	37.3	9.8	15.7	24.0	20.0	56.0
Atlanta	5	0.0	40.0	20.0	40.0	0.0	40.0	60.0
Charlotte	6	66.7	16.7	0.0	16.7	16.7	0.0	83.3
Dallas	7	28.6	14.3	0.0	57.1	42.9	28.6	28.6
Houston	6	50.0	33.3	16.7	0.0	50.0	0.0	50.0
Miami/Ft. Lauderdale/W. Palm Beach	5	40.0	60.0	0.0	0.0	0.0	40.0	60.0
Midwest	51	13.7	41.2	25.5	19.6	7.8	13.7	78.4
Chicago	15	0.0	33.3	40.0	26.7	6.7	13.3	80.0
Minneapolis area	5	0.0	60.0	0.0	40.0	0.0	20.0	80.0
Missouri	6	0.0	50.0	16.7	33.3	16.7	16.7	66.7
Ohio	8	25.0	25.0	50.0	0.0	0.0	25.0	75.0
Wisconsin	6	33.3	50.0	16.7	0.0	33.3	0.0	66.7
West/Rocky Mtn	66	28.8	40.9	21.2	9.1	24.2	6.1	69.7
Los Angeles and Orange County	19	31.6	47.4	10.5	10.5	36.8	5.3	57.9
Phoenix	6	83.3	16.7	0.0	0.0	16.7	0.0	83.3
Portland	6	33.3	33.3	33.3	0.0	0.0	0.0	100.0
San Francisco	7	14.3	57.1	14.3	14.3	28.6	14.3	57.1
San Jose area	10	30.0	20.0	40.0	10.0	20.0	0.0	80.0
Seattle	9	11.1	66.7	11.1	11.1	33.3	0.0	66.7

Note: Figures are based on employers that interviewed on campus or participated in job fairs in either 2010 or 2011. The number of offices reporting both 2010 and 2011 information for the comparative analyses is somewhat smaller than the number shown in the first column. Specific city information may include firms that recruit for additional offices in other cities, and/or a few offices in suburban locations. City figures generally do not include offices that submitted one composite survey to cover recruiting activity in multiple cities.

Summer Program Characteristics

Summer programs were typically 8 or 10 weeks long. Almost three-quarters of offices reported summer programs of either 8 or 10 weeks, although the lengths reported ranged from 6 to 13 weeks. About 31% of offices reported that their summer program in 2011 was shorter than in 2009. This was more often the case in firms of 251-700 lawyers. Overall, however, summer program lengths have been relatively stable since 2009.

- On a regional basis, 8-week programs are more common in the Southeast. On the other end of the spectrum, 12-week programs were most common in smaller firms.
- Ten-week programs remained the norm in much of 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 2012, nearly three-quarters of employers held a summer program each summer from 2009 to 2011 and will do so again in 2012. This percentage is lower in firms of 100 or fewer lawyers, in smaller offices, and in the Southeast and West/Rocky Mountain Regions. About 9% of offices did not hold a summer program in 2010. A small percentage of employers, less than 4%, did not hold a summer program in 2009 or 2010, but held a program in 2011 and will do so again in 2012. It is worth noting that in the smallest offices, the second most common scenario, accounting for 18% of these small offices, is to have a program in summer 2012 after not having had a program in any of the prior three summers. Overall, this was not a typical scenario, accounting for less than 3% of offices reporting.

Length of Summer 2011 Programs

	MOST COMMON PROGRAM LENGTHS AND % REPORTING EACH					RANGE OF LENGTHS REPORTED (WEEKS)						
	8 Weeks	9 Weeks	10 Weeks	11 Weeks	12 weeks	Minimum Length	Maximum Length	Average Length 2011	Average Length 2010	Average Length 2009	% of Offices Shortening Program*	Number of Offices**
Total — All Employers	**25.8%**	**9.8%**	**46.5%**	**4.0%**	**8.7%**	**6**	**13**	9.4	**9.3**	9.8	**30.9%**	**275**
By Number of Lawyers Firmwide												
100 or fewer	9.5	0.0	47.6	0.0	38.1	6	12	10.4	10.3	10.4	14.3	21
101-250	15.0	12.5	52.5	0.0	12.5	6	13	9.7	9.6	9.9	21.6	40
251-500	19.0	7.1	50.0	4.8	7.1	6	12	9.3	9.5	10.0	37.5	42
501-700	33.3	9.1	36.4	3.0	12.1	6	12	9.3	9.3	10.1	40.6	33
701+	31.9	10.9	46.4	5.8	2.9	6	12	9.3	9.1	9.5	32.0	138
By Number of Lawyers in Office												
25 or fewer	22.7	13.6	45.5	4.5	9.1	6	12	9.5	9.3	10.4	40.0	22
26-50	32.0	4.0	46.0	0.0	12.0	6	12	9.3	9.4	9.9	38.1	50
51-100	20.3	8.7	53.6	2.9	7.2	6	12	9.4	9.3	9.7	29.9	69
101-250	34.8	9.0	39.3	4.5	7.9	6	13	9.3	9.2	9.6	27.3	89
251+	3.7	14.8	55.6	14.8	11.1	8	12	10.1	10.0	10.4	33.3	27
By NALP Region and City/State												
Northeast	17.9	12.8	48.7	7.7	12.8	8	12	9.8	9.6	9.8	15.8	39
Boston area	20.0	10.0	50.0	10.0	10.0	8	12	9.8	9.7	10.2	33.3	10
New York City	15.4	15.4	50.0	7.7	11.5	8	12	9.8	9.5	9.7	11.5	26
Mid-Atlantic	27.7	14.9	44.7	6.4	6.4	8	12	9.5	9.3	9.6	26.7	47
Washington, DC/ Northern VA	22.2	11.1	48.1	7.4	11.1	8	12	9.7	9.6	9.9	28.0	27
Southeast	33.9	8.5	33.9	0.0	3.4	6	12	8.5	8.5	9.0	23.5	59
Atlanta	40.0	40.0	20.0	0.0	0.0	8	10	8.8	NC	9.8	40.0	5
Dallas	33.3	11.1	33.3	0.0	0.0	6	10	8.3	8.4	8.7	22.2	9
Houston	12.5	0.0	37.5	0.0	12.5	6	12	8.5	8.7	9.6	50.0	8
Miami/Ft. Lauderdale/ W. Palm Beach	50.0	0.0	50.0	0.0	0.0	8	10	9.0	9.0	9.7	0.0	6
Midwest	26.5	6.1	51.0	2.0	12.2	8	13	9.7	9.8	10.2	34.7	49
Chicago	43.8	0.0	43.8	6.3	6.3	8	12	9.3	9.1	9.6	31.3	16
Minneapolis area	0.0	0.0	100.0	0.0	0.0	10	10	10.0	10.0	10.5	40.0	5
Missouri	50.0	0.0	50.0	0.0	0.0	8	10	9.0	9.0	10.2	66.7	6
Ohio	25.0	12.5	62.5	0.0	0.0	8	10	9.4	9.6	9.8	37.5	8
Wisconsin	20.0	40.0	20.0	0.0	0.0	8	13	9.8	NC	10.0	40.0	5
West/Rocky Mtn	19.7	7.6	60.6	1.5	9.1	7	12	9.7	9.5	10.2	40.7	66
Los Angeles and Orange County	27.8	5.6	61.1	0.0	5.6	8	12	9.5	9.2	10.0	37.5	18
Phoenix	28.6	0.0	57.1	0.0	0.0	7	10	9.0	9.2	9.8	57.1	7
San Francisco	22.2	11.1	66.7	0.0	0.0	8	10	9.4	9.3	9.8	25.0	9
San Jose area	0.0	18.2	72.7	0.0	9.1	9	12	10.0	9.9	10.5	40.0	11
Seattle area	14.3	0.0	71.4	0.0	14.3	8	12	10.0	9.4	9.7	16.7	7

Specific city information may include offices in a few suburban locations. However, it generally does not include firms that 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.

* Program was shorter by a week or more in 2011 compared with 2009.

** This is the number of offices that reported a summer program in 2011. Averages for each year are based on offices reporting a program for that year. The number of offices on which the averages and the change figures are based thus vary from this number. "NC" indicates that fewer than five offices reported a summer program.

Summer Program Trends — 2009 – 2012

	% Holding Program in All Four Years	% Holding Program in All Years Except 2010	% Holding Program in 2011 and 2012 But Not in 2009 or 2010	Number of Offices Reporting
Overall	**74.1%**	**9.1%**	**3.6%**	**309**
By Number of Lawyers Firmwide				
100 or fewer	69.2	11.5	0.0	26
101-250	76.1	4.4	4.4	46
251-500	75.0	10.4	2.1	48
501 – 700	76.3	2.6	2.6	38
701+	73.3	11.3	4.7	150
By Number of Lawyers in Office				
25 or fewer	36.4	9.1	9.1	33
26-50	56.5	8.1	9.7	62
51-100	78.1	15.1	1.4	73
101-250	88.2	7.5	1.1	93
251+	92.6	7.4	0.0	27
By NALP Region and City/State				
Northeast	83.3	4.8	2.4	42
Boston	72.7	0.0	9.1	11
New York City	85.7	7.1	0.0	28
Mid-Atlantic	81.3	12.5	2.1	48
Washington, DC/Northern VA	88.9	3.7	3.7	27
Southeast	63.4	8.5	7.0	71
Atlanta	50.0	16.7	0.0	6
Charlotte	50.0	16.7	16.7	6
Dallas	88.9	11.1	0.0	9
Houston	66.7	0.0	22.2	9
Miami/Ft. Lauderdale/W. Palm Beach	40.0	10.0	0.0	10
Raleigh/Durham	40.0	0.0	20.0	5
Midwest	81.8	9.1	0.0	55
Chicago	76.5	17.7	0.0	17
Minneapolis area	83.3	0.0	0.0	6
Missouri	100.0	0.0	0.0	6
Ohio	77.8	11.1	0.0	9
Wisconsin	66.7	16.7	0.0	6
West/Rocky Mtn	65.4	10.3	5.1	78
Los Angeles and Orange County	65.2	8.7	0.0	23
Phoenix	50.0	25.0	0.0	8
Portland, OR	50.0	33.3	0.0	6
San Francisco	66.7	11.1	11.1	9
San Jose area	81.8	9.1	9.1	11
Seattle	60.0	0.0	0.0	10

Note: Offices/firms included in this table held, or will hold, a summer program in at least one of the four years. This table shows percentages for the three most frequently reported combinations overall, which account for 87% of responses. This table includes both firm-wide and office-specific reports. City information may include offices in adjacent areas. State information may include consolidated information reported by firms whose offices are primarily in that state. However, regional and city-specific figures generally do not include offices that reported one consolidated form to cover activity in offices nationwide.

This year's survey asked employers about when their incoming associates from the graduating Class of 2011 (those who had been summer associates during summer 2010) started work. Most firms/offices — 82% — reported that this class started together, although firms of 251-700 lawyers were most likely to report that they had set more than one start date (excluding exceptions to accommodate individual circumstances and to account for judicial clerkships.) For offices reporting a single start date, that date was typically in September or October. Most offices in firms of 250 or fewer lawyers reported a September start date. The start date for offices in the largest firms, which also accounted for the majority of responses, is typically in October; 9% reported a January 2012 start date. Looking at when Class of 2011 associates started, about 82% of the 1,350 incoming associates reported started in the September-November 2011 time period. Although numbering far fewer, nearly all incoming associates in firms of 100 or fewer lawyers started in the fall.

Use of Staggered Start Dates for Incoming Class of 2011 Associates (Summer 2010 Associates)

	% Reporting Staggered Start Dates*	# of Offices/Firms
Overall	**18.0%**	**233**
By Firm Size (# of Lawyers)		
100 or fewer	0.0	16
101-250	18.4	38
251-500	25.7	35
501-700	30.0	30
701+	15.0	113

* Note: Staggered start date is intended to include offices that, as a matter of policy, set more than one start date for these incoming associates. Accommodating individual associate circumstances, the specific needs of a practice area, and judicial clerks is not considered to constitute staggered start dates.

Start Dates for Incoming Class of 2011 Associates (Summer 2010 Associates) for Offices/Firms with a Single Start Date

	START DATES IN:			# of Offices Reporting
	September 2011	October 2011	January 2012	
Overall	**47%**	**43%**	**7%**	**164**
By Firm Size (# of Lawyers)				
250 or fewer	78	13	3	32
251-700	56	32	5	41
701+	31	59	9	90

* Note: Start dates prior to September 2011 and during November and December 2011 accounted for less than 4% of the start dates reported.

Timing of Start for Incoming Class of 2011 Associates (Summer 2010 Associates)

	Number Accepting Offer*	% Starting Before December 1, 2011	% Starting December 1, 2011 or Later**
Overall	**1,350**	**81.8%**	**18.2%**
By Firm Size (# of Lawyers)			
100 or fewer	38	94.7	5.3
101-250	129	81.4	18.6
251-500	208	85.1	14.9
501-700	186	83.3	16.7
701+	773	79.9	20.1

* Counts do not include summer associates who initially accepted the offer but then did not start with the firm.

** Includes associates who will start after completing a judicial clerkship.

Outcomes of Summer Programs and Fall Recruiting

A total of 278 employers reported information on the outcomes of their 2011 summer programs. 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 over one-third of respondents were from the Northeast and Mid-Atlantic Regions combined. The Southeast, Midwest, and West/Rocky Mountain regions each accounted for about 22%, 17%, and 27% of responses, respectively. Note that for firms submitting one survey to cover multiple, or all, offices, the information generally was not attributed to a city, and in some cases not even to a region if offices are nationwide.

Outcomes of Summer 2011 Programs

Responding employers reported a combined total of 2,260 individuals from the Class of 2012 participating in their 2011 summer programs, with an overall average class size of 8, and a median class size of 5. 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 6. For firms reporting on a firm-wide basis, the median class size was 12, and ranged from 7 in the smallest firms to 25 in the largest firms. Just over 91% of participants received an offer for an associate position, compared with just over 87% for the prior summer and up considerably from the 69% recorded for the summer 2009 program. The offer rate in 2011 thus is much more in line with offers rates documented in most, though not all, of the years since 1995. Overall figures for 2011, those that are comparable to those compiled in prior years, show that the downsizing of summer class sizes in 2010 carried over into 2011. Although the median inched up to 5, the average remained at 8, the lowest since NALP began compiling these figures in 1993. The most comparable years were the recessionary period of the early 2000's. The fact that the offer rate has recovered compared with 2009 must be viewed in the context of much smaller class sizes. Moreover, the acceptance rate remained high by historical standards.

- Measured in terms of either the average or the median, summer class sizes were largest

Outcome of Summer Programs

	SIZE OF PROGRAM		% of Participants Receiving Offers	% of Offers Accepted	Number of Offices
	Median	Average			
Overall Total	**5.0**	**8**	**91.4%**	**85.0%**	**278**
Firmwide reports					
All firm-wide reports	12.0	19	90.2	86.3	36
By # of lawyers firmwide					
101-250	7.0	7	85.7	88.1	7
251-500	12.5	15	81.6	88.3	10
501-700	17.0	20	84.3	88.4	5
701+	25.0	38	96.8	84.5	10
By NALP region					
Southeast	8.0	12	62.3	90.7	6
Midwest	11.0	10	86.8	83.5	9
Office-specific reports					
All office specific reports	4.0	6	91.9	84.5	241
By # of lawyers firmwide					
100 or fewer	3.0	4	65.7	82.6	18
101-250	4.0	4	85.1	83.3	33
251-500	5.0	8	92.8	80.6	33
501-700	4.5	6	96.1	86.0	28
701+	4.0	7	94.0	85.5	129
By # of lawyers in office					
25 or fewer	2.0	2	79.5	93.5	22
26-50	2.0	2	84.3	81.4	50
51-100	3.0	4	89.5	74.0	63
101-250	6.0	7	91.5	87.5	77
251+	19.0	22	96.6	86.0	23
By NALP region and city/state					
Northeast	8.0	12	96.3	88.6	39
Boston	5.5	9	91.3	86.9	10
New York City	11.0	14	98.0	89.1	26
Mid-Atlantic	6.0	8	90.3	79.5	43
Washington, DC/Northern VA	6.0	9	91.0	76.9	27
Southeast	3.0	6	85.4	79.4	54
Atlanta	9.0	11	90.7	93.9	5
Charlotte	3.0	3	70.6	100.0	5
Dallas	5.0	7	90.3	75.0	9
Houston	5.0	11	88.6	74.4	8
Miami/Ft. Lauderdale/ W. Palm Beach	2.5	3	86.7	92.3	6
Raleigh/Durham	2.0	3	85.7	91.7	5
Midwest	4.0	6	91.3	89.2	41
Chicago	4.0	7	98.2	85.2	16
Minneapolis area	6.0	8	86.8	93.9	5
West/Rocky Mtn	3.0	3	94.8	83.7	64
Los Angeles and Orange Co.	3.0	4	96.8	80.3	17
Phoenix	2.0	2	93.8	100.0	7
Portland, OR	4.0	4	94.7	77.8	5
San Francisco	3.0	4	91.2	83.9	9
San Jose area	3.0	3	94.3	84.8	11
Seattle area	2.0	4	100.0	84.6	7

Note: Figures reflect participation by 2,260 students in the Class of 2012 during the summer of 2011. 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 that did not make any offers from the summer program or whose offer process was not complete as of December 30, 2011. Overall, firms reported that an offer decision had not been made for less than 1% of summer program participants. Average figures are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes a few instances of firms with one small office in an adjacent suburban location or satellite location, and of multi-office nationwide firms consolidating two geographically adjacent offices on to one survey.

in the Northeast, and smallest in the West/Rocky Mountain Region.

Some cities with relatively large firms, but certainly not all, had summer programs which on average were far larger than for their respective region as whole. Those that did include Atlanta and Houston. Programs in Boston were smaller than the Northeast average. Programs in the West/Rocky Mountain Region were quite consistently small and in line with the regional average.

- Average class sizes generally increased with firm size, whether looking at firm-wide reports or office-specific reports, as did offer rates. However, figures based on office-specific reports vary less, reflecting the fact that large multi-office firms may have individual offices that are quite small. Offer rates were highest in the Northeast, and in New York specifically, and lowest in the Southeast. However, a few areas outside the Northeast—Chicago and much of the West/Rocky Mountain Region — had offer rates matching those of the New York firms. Acceptance rates were well over 80% in most cities. Relatively lower acceptance rates are noted for Washington, DC, Dallas, and Houston.

Additional information requested on this year's survey revealed that an offer decision had not been made, for whatever reason, for less than 1% of summer program participants.

A different perspective on summer outcomes is provided by examining the distribution of acceptance rates for each of the offices reporting this information. This procedure, unlike that of the previous analysis which is based on volumes, gives equal weight to each office. For example, the acceptance rate for a small office has equal weight with that of a very large office. About 21% of offices reported acceptance rates of 75% or less; 24% reported acceptance rates between 75% and 99.9%; and almost 55% reported acceptance rates of 100%. The average acceptance rate was 86%. The smallest firms and the smallest offices were most likely to report a 100% acceptance rate.

- On a regional basis, offices in the Southeast were most likely to report acceptance rates of 100%. Offices in the

Acceptance Rates from Summer 2011 Program

(percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Average Acceptance Rate	Number of Offices
	75% or Less	75.1 - 99.9%	100%		
Overall Total	**21.3%**	**23.9%**	**54.8%**	**86.3%**	**272**
By Number of Lawyers Firmwide					
100 or fewer	20.0	0.0	80.0	91.5	20
101-250	25.6	17.9	56.4	85.8	39
251-500	25.6	27.9	46.5	81.4	43
501-700	18.2	30.3	51.5	87.1	33
701+	19.9	25.7	54.4	87.0	136
By Number of Lawyers in Office					
25 or fewer	10.0	0.0	90.0	95.8	20
26-50	18.8	4.2	77.1	87.4	48
51-100	33.3	11.6	55.1	80.0	69
101-250	18.9	33.3	47.8	87.0	90
251+	14.8	66.7	18.5	87.6	27
By NALP Region and City/State					
Northeast	7.9	42.1	50.0	90.2	38
Boston area	11.1	44.4	44.4	89.9	9
New York City	7.7	42.3	50.0	89.9	26
Mid-Atlantic	14.9	29.8	55.3	87.4	47
Washington, DC/Northern VA	18.5	33.3	48.1	84.5	27
Southeast	21.8	14.5	63.6	84.6	55
Atlanta	0.0	40.0	60.0	95.3	5
Dallas	37.5	12.5	50.0	72.0	8
Houston	37.5	12.5	50.0	76.1	8
Miami/Ft. Lauderdale/W. Palm Beach	16.7	0.0	83.3	94.4	6
Raleigh/Durham	0.0	20.0	80.0	96.0	5
Midwest	24.0	24.0	52.0	87.2	50
Chicago	37.5	18.8	43.8	83.9	16
Minneapolis area	0.0	40.0	60.0	95.1	5
Missouri	16.7	33.3	50.0	91.3	6
Ohio	25.0	25.0	50.0	81.1	8
Wisconsin	20.0	0.0	80.0	92.5	5
West/Rocky Mtn	31.3	10.4	58.2	83.7	67
Los Angeles and Orange County	33.3	16.7	50.0	78.8	18
Phoenix	0.0	0.0	100.0	100.0	7
Portland, OR	60.0	0.0	40.0	70.0	5
San Francisco	33.3	11.1	55.6	86.0	9
San Jose area	27.3	9.1	63.6	86.5	11
Seattle area	42.9	14.3	42.9	79.2	7

Note: This table excludes offices that did not make any offers to their summer associates or had not made any offers as of December 31, 2011. 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.

West/Rocky Mountain Region were most likely to have reported acceptance rates of 75% or less. It follows that the average acceptance rate was lowest there as well, about 84%. In all but a few cities the average acceptance rate was greater than 80%.

First-year Participation in Summer Programs

About 46% of the responding firms reported that their summer 2011 program included one or more first-year (Class of 2013) students. A few offices hosted first-years only.

- These firms collectively employed 317 first-years, with a median of 1 and an average of 2 overall; for firms providing firm-wide reports both the median and the average were three. Measured by the median and the average, first-year presence was greatest in the Northeast, Southeast, and Midwest. In other areas, the typical number of first-years was one.
- Overall, 54% of these first-years received an offer to return for some or all of the summer 2012 program. This figure ranged from less than half to over 80% depending on firm or office size. On a regional basis offer rates ranged from 32% in the Northeast, to just over 60% in all other regions except the Southeast.

Presence of First-Years in Summer Programs

	NUMBER OF 1Ls		% Receiving Offers to Return Next Summer	Number of Offices
	Median	Average		
Overall Total	**1.0**	**2**	**53.8%**	**129**
Firm-wide reports				
All firm-wide reports	3.0	3	61.3	23
By # of lawyers firmwide				
101-250	1.0	2	66.7	5
251-500	3.0	3	54.5	7
501-700	1.0	3	62.5	5
701+	4.0	5	66.7	5
By NALP region				
Southeast	2.0	4	55.6	5
Midwest	3.0	3	57.1	7
Office-wide reports				
All office specific reports	1.0	2	51.7	104
By # of lawyers firmwide				
100 or fewer	1.0	1	88.9	7
101-250	2.0	2	52.5	18
251-500	2.0	2	62.5	19
501-700	1.5	3	46.7	12
701+	1.0	2	60.7	47
By # of lawyers in office				
25 or fewer	1.0	1	20.0	5
26-50	1.0	1	47.6	15
51-100	1.0	1	70.5	31
101-250	2.0	3	53.3	35
251+	3.0	3	68.4	14
By NALP region and city				
Northeast	2.0	4	31.7	16
New York City	2.0	4	32.7	13
Mid-Atlantic	1.0	2	63.3	16
Washington, DC/Northern VA	1.0	2	91.7	7
Southeast	2.0	2	51.7	25
Dallas	3.5	4	63.6	6
Midwest	2.0	3	62.0	19
West/Rocky Mtn	1.0	1	61.1	28
Los Angeles and Orange Co.	1.0	1	83.3	5
Phoenix	1.0	1	66.7	5
Portland, OR	1.0	1	60.0	5
Seattle area	1.0	1	60.0	7

Note: Figures reflect participation by 317 students in the Class of 2013 during the summer of 2011. The number of employers reporting that their summer program included 1Ls is shown in the last column. This figure includes a few offices that hosted 1Ls only. Average figures are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes a few instances of firms with one small office in an adjacent suburban location or satellite location, and of multi-office nationwide firms consolidating two geographically adjacent offices on to one survey.

Hiring for Summer 2012

A total of 282 employers reported issuing a median of 33 and an average of 61 callback invitations each to second-year students, or a total of 17,075 callback invitations. Distinguishing between firms that submitted a composite survey to cover activity in multiple or all offices from those that submitted a survey pertaining to one office only reveals that on a per office basis the median was comparable, at 30, and that the average was 48. For firms reporting on a firm-wide basis, medians and averages ranged from 29 to over 300, depending on firm size. The average and median numbers of invitations were highest by far in the Northeast, about twice as large as those for the region with the next largest numbers, the Mid-Atlantic Region. Nationwide, 77% of these callback invitations were accepted. Acceptance rates were somewhat lower in the Northeast compared with other regions. Based on figures that are comparable to those of prior years, the activity level has recovered modestly from that of 2009, when the average and median number of callback invitations were 30 and 53, but it still remains well below that of 2008 and 2007, with 2007 being the last year of a six-year upward trend. 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 31, 2011.

- About 46% of callback interviews resulted in an offer, with a median and average of 10 and 22 offers, respectively. For offices reporting office-specific information, the median was similar, 9, and the average was 17. The overall median of 10 is up from the comparable figure of 9 in 2010 and just 7 in 2009. The offer rate also increased for the second year in a row, after dropping to about 36% in 2009. Both figures however, remain off from the three years prior to 2008, when the offer rate was about 60% and the median number of offers was 15 or 16. Prior to 2009, offer rates below 50% were last experienced in the fall of 2002, and prior to 2009 had only been as low as 47% since NALP began compiling these figures in 1993. The percentage of callback interviews resulting in an offer generally increased with firm size for both firm-wide and office-specific reports. This percentage was somewhat lower for offices in the West/Rocky Mountain Region. On an individual office basis, employers in the Southeast and West/Rocky Mountain Regions made the fewest offers, with a median of 5. This compares with a median of 18 and an average of 39 in the Northeast.
- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Chicago, Houston and the San Jose area reported relatively high offer rates compared to their regions as a whole, whereas the opposite was true in a number of cities including the Miami area, Portland, and Seattle. Offer rates ranged from 20% in Portland to almost 62% in Houston. Some of these differences of course result from differences in the firm sizes typical for these cities.
- Overall, about 37% of offers were accepted, down for the second year in a row, but still higher than figures which had ranged from 29% to 33% between 2002 and 2008. The acceptance rates of the last three years remain the highest since NALP began tracking these figures in 1993. A larger percentage of offers from offices in the Southeast were accepted — 48% — while acceptance rates were lower in the Northeast—about 30%. Acceptance rates were highest at firms of 100 or fewer lawyers and at offices of 100 or fewer lawyers.
- At the city and state level, acceptance rates were lowest at offices in New York, Washington, DC, and San Jose, where fewer than 30% of offers were accepted. Acceptance rates were highest in Portland, OR, at over 73%, followed by Seattle at over 56%.

Outcomes of Callback Invitations to and Interviews of Class of 2013 Students for Summer 2012 Positions

	NUMBER OF CALLBACK INVITATIONS		% of Callback Invitations Accepted	% of Callback Interviews Resulting in Offer	NUMBER OF OFFERS EXTENDED		% of Offers Accepted	Number of Offices
	Median	Average			Median	Average		
Overall Total	**33.0**	**61**	**77.5%**	**46.4%**	**10.0**	**22**	**37.1%**	**283**
Firm-wide reports								
All firm-wide reports	82.0	141	80.5	46.5	21.0	53	39.2	37
By # of lawyers firmwide								
101-250	29.5	29	89.1	34.3	10.0	9	55.7	8
251-500	82.5	89	82.2	36.5	22.0	27	45.1	10
501-700	152.0	162	82.3	41.1	43.0	55	45.1	5
701+	218.0	317	79.5	51.9	81.0	131	35.5	10
By NALP region								
Southeast	29.5	46	89.2	43.7	9.0	18	65.7	6
Midwest	57.0	55	88.0	27.6	15.0	13	60.0	9
Office-specific reports								
All office specific reports	30.0	48	76.2	46.3	9.0	17	36.1	246
By # of lawyers firmwide								
100 or fewer	13.0	17	80.4	32.3	4.0	4	51.4	16
101-250	25.0	33	84.8	28.7	6.5	8	50.2	30
251-500	24.5	49	72.5	56.3	11.5	20	32.9	34
501-700	29.0	55	71.6	44.2	9.0	17	33.5	31
701+	34.0	53	76.7	48.3	10.0	20	35.4	134
By # of lawyers in office								
25 or fewer	10.0	13	73.6	40.1	3.0	4	39.1	23
26-50	15.0	18	78.2	34.3	4.0	5	44.8	50
51-100	27.0	32	79.3	39.3	8.0	10	40.0	64
101-250	45.0	56	75.5	43.6	14.0	19	35.6	78
251+	150.5	177	74.5	57.9	70.5	76	32.5	22
By NALP region and city								
Northeast	87.5	119	70.4	47.7	18.0	39	30.1	39
Boston	59.0	83	80.8	44.4	14.0	30	32.4	10
New York City	105.0	139	68.2	48.9	24.0	45	29.3	27
Mid-Atlantic	43.5	56	74.4	48.6	14.5	20	33.2	42
Washington, DC/Northern VA	51.5	64	75.1	52.1	22.0	25	28.7	26
Southeast	18.0	26	84.6	49.7	5.0	11	47.7	53
Charlotte	28.0	25	76.2	50.9	10.0	10	42.1	6
Dallas	38.0	37	82.3	53.8	15.0	16	45.3	9
Houston	19.0	37	85.4	61.6	8.0	19	46.8	9
Miami/Ft. Lauderdale/ W. Palm Beach	15.0	16	93.9	25.0	3.5	4	52.2	6
Midwest	30.0	40	83.1	47.6	8.0	16	40.4	43
Chicago	34.0	60	79.9	53.7	12.0	26	32.7	17
Minneapolis area	30.0	37	89.7	46.4	8.0	15	53.2	5
Ohio	21.0	23	87.0	43.0	5.0	9	53.5	5
West/Rocky Mtn	21.5	28	79.7	37.0	5.0	8	39.9	68
Los Angeles and Orange Co.	23.0	29	82.6	36.4	5.0	9	40.9	21
Phoenix	11.0	11	93.8	30.7	2.0	3	52.2	7
Portland, OR area	14.0	15	85.1	20.3	2.0	3	73.3	6
San Francisco	25.5	34	75.5	38.4	6.0	10	37.2	8
San Jose area	48.0	43	73.5	50.1	15.0	16	27.0	11
Seattle area	30.0	29	80.6	27.7	6.0	7	56.5	7

Note: Figures for callback invitations and outcomes are based on 282 employers issuing a total of 17,075 callback invitations and do not include one office that did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 283 employers making a total of 6,158 offers. Median and average offer figures are based on all employers that 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 30. The number of offices reporting interviewing second-year students is shown in the last column. Averages are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes a few instances of firms with one small office in an adjacent suburban location or satellite location, and of multi-office nationwide firms consolidating two geographically adjacent offices on to one survey.

Grouping offices according to their individual acceptance rates, about 40% of offices reported acceptance rates of 40% or less; one-third of offices reported acceptance rates between 40% and 60%; and one-quarter reported acceptance rates of more than 60%. The average acceptance rate was about 50%.

- Small offices and firms more frequently reported acceptance rates in excess of 60%, as did offices in the Southeast. At the city and state level, average acceptance rates and the percent of offices reporting acceptance rates of more than 60% were highest in Missouri and Portland. In contrast, all offices in the San Jose area reported acceptance rates of 40% or less, as did over 80% of those in Washington, DC, and almost three-quarters of those in New York City.

■ Third-Year Hiring

Hardly unexpected, third-year hiring remained severely constricted, with just 18% of offices reporting any activity at all, or in a few cases planned activity. Offices recruiting third-years (Class of 2012 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 428 accepted callback invitations resulted in only 138 offers. Over three-quarters of these offers were accepted.

Acceptance Rates for Summer 2012 Program

(percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Average Acceptance Rate	Number of Offices
	40% or Less	40 - 60%	More than 60%		
Total — All Employers	**40.4%**	**34.0%**	**25.5%**	**49.7%**	**282**
By Number of Lawyers Firmwide					
100 or fewer	23.8	38.1	38.1	60.9	21
101-250	21.6	29.7	48.6	59.5	37
251-500	43.2	27.3	29.5	49.4	44
501-700	41.7	36.1	22.2	48.9	36
701+	46.9	36.4	16.8	45.7	143
By Number of Lawyers in Office					
25 or fewer	45.5	18.2	36.4	52.1	22
26-50	32.7	23.1	44.2	59.4	52
51-100	31.9	41.7	26.4	52.0	72
101-250	41.8	42.9	15.4	44.7	91
251+	69.2	26.9	3.8	37.8	26
By NALP Region and City/State					
Northeast	64.1	23.1	12.8	39.2	39
Boston area	50.0	40.0	10.0	40.8	10
New York City	74.1	14.8	11.1	35.9	27
Mid-Atlantic	56.5	37.0	6.5	38.8	46
Washington, DC/Northern VA	80.8	15.4	3.8	33.1	26
Southeast	25.0	35.0	40.0	58.9	60
Charlotte	66.7	33.3	0.0	38.6	6
Dallas	22.2	44.4	33.3	57.2	9
Houston	44.4	33.3	22.2	50.0	9
Miami/Ft. Lauderdale/ W. Palm Beach	14.3	42.9	42.9	59.8	7
Midwest	25.5	43.1	31.4	54.4	51
Chicago	47.1	41.2	11.8	42.2	17
Minneapolis area	0.0	60.0	40.0	65.6	5
Missouri	0.0	40.0	60.0	64.8	5
Ohio	22.2	33.3	44.4	56.7	9
Wisconsin	40.0	40.0	20.0	58.0	5
West/Rocky Mtn	38.0	29.6	32.4	53.8	71
Los Angeles and Orange Co.	36.4	40.9	22.7	49.2	22
Phoenix	28.6	42.9	28.6	55.8	7
Portland, OR	0.0	40.0	60.0	80.0	5
San Francisco	50.0	0.0	50.0	58.3	8
San Jose area	100.0	0.0	0.0	27.6	11
Seattle area	0.0	57.1	42.9	63.9	7

Note: This table excludes offices that interviewed but then did not make any offers for summer 2012, as well as offices that had not yet made offers as of December 31, 2011. 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.