# Law Firm Recruiting Mostly Flat After Tumbling During Recession

For the fourth year in a row, law firms continued to exercise limited entry-level hiring. The legal sector saw a very small net gain in overall jobs in 2012, and overall lawyer headcount remains far off of pre-recession highs. Against that background, recruiting volumes by U.S. law firms on the campuses of U.S. law schools were mostly flat during the late summer and early fall of 2012 compared with recruiting activity the year before. As reported by both law schools and law firms surveyed by NALP, there were pockets of growth and pockets of declining volumes, with a majority of stakeholders reporting no change from the previous year. There were variations by region and by city, but overall law firms continued to exhibit caution in recruiting new associates. Over the last three years law firms have certainly increased their entry-level hiring activity compared with the crash in entry-level hiring reflected by the data from 2008 and 2009. Rather than exhibiting the slow and steady recovery that might be hoped for, however, some firms seemed to put the brakes on in 2012, and both the median and average number of offers made to 2Ls (members of the Class of 2014) for summer associate positions in 2013 fell, as did the percent of interviews resulting in offers, after two years of gains that followed 2009 nadirs.

Law firms continue to bring in small summer classes, with median and average class size barely increasing from recession-era lows. Offer rates coming out of summer programs remained high, but fell by more than a point from the previous summer, and, perhaps not surprisingly, acceptance rates for those offers set another record for an historic high. For the fourth 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.

For members of the Class of 2013, those who were summer associates in 2012, the offer rate for entry-level associate positions fell by more than a full percentage point, from 91.4% to 90.2%. Compared to the dire 2009 rate of only 69.3%, offer rates remain strong, but did not continue to grow. The offer acceptance rate notched an historic high at 85.5%. It is important to keep in mind that the average summer class size has not increased much from its recession-driven low, rising to just 9 after two years at an historic low of 8, while the median class size remained flat at 5. Only 19% of offices reported returning to the market to look for 3Ls who had not previously worked for them. In total fewer than 100 offers were made to 3Ls nationwide by respondents to NALP's survey.

The markers that are used to measure 2L recruiting also tumbled a bit. Across employers of all sizes, the median number of offers extended fell from 10 to 8, and the mean number of offers fell from 22 to 20. These numbers remain higher than the historic lows of 7 and 16 measured in 2009, but remain well below the figures of 15 and 39 recorded in 2007. The percent of callback interviews resulting in offers for summer positions also fell, from 46.4% to 44.2%, but remained well above the historic low of 36.4% recorded in 2009. However, this marker likewise remains considerably below the offer rates of 60% and 62.7% measured in 2007 and 2006 respectively. With fewer offers on the table, the offer acceptance rate rose by

## A Retrospective on Recruiting

| | SUMMER PROGRAMS | | | | FALL RECRUITING OF 2Ls | | | |
|---|---|---|---|---|---|---|---|---|
| | Median Size | Average Size | % Receiving Offer | % Accepting Offer | Median # of Offers | Average # of Offers | % of Interviews Resulting in Offer | % of Offers Accepted |
| 1993 | 8 | 10 | 77.8% | 67.0% | 15 | 27 | 48.2% | 33.0% |
| 1994 | 7 | 11 | 83.1 | 62.4 | 15 | 26 | 53.6 | 30.1 |
| 1995 | 8 | 11 | 84.3 | 64.6 | 14 | 30 | 55.7 | 32.3 |
| 1996 | 6 | 10 | 87.3 | 63.5 | 18 | 31 | 47.7 | 32.6 |
| 1997 | 8 | 12 | 88.2 | 60.1 | 24 | 40 | 52.3 | 30.0 |
| 1998 | 9 | 13 | 89.0 | 68.4 | 26 | 49 | 42.4 | 28.6 |
| 1999 | 8 | 13 | 88.9 | 65.2 | 21 | 41 | 63.8 | 29.0 |
| 2000 | 8.5 | 14 | 89.7 | 65.8 | 22 | 44 | 62.6 | 31.0 |
| 2001 | 6 | 12 | 84.2 | 72.8 | 11 | 26 | 51.4 | 34.9 |
| 2002 | 5 | 11 | 80.9 | 74.0 | 11 | 23 | 49.8 | 35.1 |
| 2003 | 5 | 10 | 87.0 | 77.0 | 11 | 29 | 52.9 | 31.4 |
| 2004 | 5 | 11 | 91.0 | 72.4 | 13 | 34 | 56.8 | 31.2 |
| 2005 | 6 | 12 | 90.6 | 73.0 | 16 | 37 | 59.6 | 30.3 |
| 2006 | 6 | 11 | 90.8 | 73.4 | 15 | 37 | 62.7 | 28.8 |
| 2007 | 6 | 13 | 92.8 | 76.8 | 15 | 39 | 60.0 | 29.1 |
| 2008 | 6 | 13 | 89.9 | 79.7 | 10 | 30 | 46.6 | 32.5 |
| 2009 | 6 | 12 | 69.3 | 84.5 | 7 | 16 | 36.4 | 42.8 |
| 2010 | 4 | 8 | 87.4 | 82.7 | 9 | 19 | 40.6 | 40.4 |
| 2011 | 5 | 8 | 91.4 | 85.0 | 10 | 22 | 46.4 | 37.1 |
| 2012 | 5 | 9 | 90.2 | 85.5 | 8 | 20 | 44.2 | 38.2 |

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just over one percentage point, from 37.1% to 38.2%, still down from the historic high of 42.8% of reached in 2009, but considerably higher than the rates in the high 20s and low 30s that were the norm in the years leading up to the recession.

"We have seen some faltering in recruiting volumes this past fall," says James Leipold, NALP's Executive Director, "and that reflects the continuing faltering in the larger legal economy. If you read the client advisories coming from some of the private banks that are involved in law firm financing, it's clear that 2013 is not likely to be dramatically better. As law firms battle for market share and compete within a global marketplace that is driving the price of legal services down, law firms continue to be cautious about bringing in more lawyers than they can confidently keep busy. I would expect flat and faltering to be characteristics of the entry-level law firm hiring market going forward, at least for the short and even medium term. Multiple experts have made the case that the legal market is not likely to return to pre-2007 levels, and the recruiting environment reflects that reality."

In 2012, both law schools and law firms reported a mix of increases and decreases in recruiting activity as measured by the number of campus visits made, with the largest number of employers reporting no change at all. While law firm recruiting activity and volume vary greatly from one office to another, these national aggregate numbers demonstrate that recruiting volumes were mostly flat after two years of modest growth. Geographic differences were quite apparent, underscoring the fact that the recovery for the legal economy has been uneven, varying tremendously by location and practice area. It seems clear that law firms remain cautious in their first-year hiring, unwilling to make commitments to large numbers of new law school graduates at a time when client behavior and the demand for legal services continue to be uncertain.

# 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 2012, providing comparisons with fall 2011 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 2012 summer programs and of fall 2012 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 2012 Survey of Law Schools on Fall Recruiting" and on legal employer responses to the "2012 Survey of Legal Employers on Fall Recruiting."

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Note: As in prior years, this report does not document every aspect of recruiting nor include every category of hires. Hiring of current first-year (Class of 2015) students and current third-year (Class of 2013) students for summer 2013 associate positions is not included. Documentation of summer 2012 program outcomes includes only Class of 2013 graduates, and not any Class of 2012 graduates who participated in the summer 2012 program after graduation. Class of 2014 (1L) participation in the summer 2012 program is reported on separately. Results of survey questions on lateral hiring are reported in the March 2013 *NALP Bulletin*.

 

# Fall 2012 Recruiting Activity

## ■ Law School Perspective

A total of 122 law schools, about 60% of NALP's U.S. law school members, provided information on the number of employers participating in on-campus interviewing (OCI), the number 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 2011.

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 (38% ) reported an increase of 5% or more in the number of employers on campus in fall 2012 compared with fall 2011. About 36% reported steady numbers and just over one-quarter 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 these two regions were most likely to report relatively steady numbers, and schools in the Mid-Atlantic Region 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 42% of schools reported an increase of 10% or more in the number of employers requesting resume collection. The majority of schools in the West/Rocky Mountain Region did so, as did almost half of mid-sized schools. Schools in the Northeast were most likely to report decreases of 10% or more. The survey also asked for the number of employers requesting resume collection in 2012 who had been on campus in 2011. Comparing this with the number of employers on campus in 2011 provides a gauge of the shift. Overall, few employers who had been on campus in 2011 shifted to resume collection in 2012.
- An inquiry into the use of video interviewing revealed that about 45% of schools did not use this technology in 2012. About one-third of schools reported using video interviews for one to three employers. Just a handful of schools used the technology more extensively.
- About 70% of schools participated in five or more job fairs and 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 West/Rocky Mountain Region, by contrast, just 46% participated in five or more job fairs and about 54% participated in fewer than five job fairs. Between 42% and 44% of schools in the Northeast, Mid-Atlantic, and Southeast Regions participated in more than ten job fairs. Between 41% and 48% of schools with 550 or more JD students did so.
- Over 60% of schools reported no change in job fair participation; this figure was highest among the larger schools and those in the Northeast and West/Rocky Mountain Regions. Schools in the Mid-Atlantic Region were most likely to have increased job fair participation. A number of schools mentioned that tracking job fair participation is becoming more difficult to the extent that students register/participate independent of the career services office.

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

- "For OCI, we switched from lottery (within employer percentage preferences) to employer pre-select."
- "There has been a large increase in spring job fairs and our students participate in 8 job fairs during the spring semester throughout the state."
- "There was some improvement over 2011. Although the number of firms recruiting on-campus increased only slightly, and the number of "resume collection" employers actually declined (resulting in a net loss of employers), more of our students found jobs through OCI this year."
- "Under a three-year strategic plan, we are focusing on expanding career opportunities for our students through heavy employer recruitment via clerkships, externships, and professional associations. Both the number and variety of involved employers have grown as a result of these efforts, and will be used as a basis to focus further efforts on recruiting for permanent positions. By working on developing a student's network and experiential portfolio throughout his or her law school career, we expect to see see greater, sustainable recruitment."
- "Limited entry-level hiring continued."
- "Hiring appears to be picking up, however employers are being more specific with their hiring criteria. They are also recruiting more often for specific practice groups, not just for the firm."
- "We had the same number of employers on campus, but most seemed to be hiring more students. Job fairs were down — fewer employers interviewed at each job fair."
- "We completed a number of resume collections for employers during fall 2012, but ran them as job posts as opposed to OCI to maximize the reach of information to the students."

 

# Comparison of Fall 2012 and Fall 2011 Employer Activity, As Reported by Schools

**(percent or number of schools in each category)**

| | Total | NALP REGION | | | | | BY FALL 2012 JD ENROLLMENT | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Northeast | Mid-Atlantic | Southeast | Midwest | West/RM | Fewer than 550 | 550-750 | More than 750 |
| Change in # of employers on campus 2011-2012: | | | | | | | | | |
| Decrease of 5% or more | 26.2% | 27.8% | 42.1% | 22.6% | 32.1% | 11.5% | 35.0% | 19.5% | 24.4% |
| Change of less than 5% | 36.1 | 50.0 | 42.1 | 35.5 | 28.6 | 30.8 | 15.0 | 41.5 | 51.2 |
| Increase of 5 - 15% | 20.5 | 11.1 | 5.3 | 22.6 | 25.0 | 30.8 | 22.5 | 22.0 | 17.1 |
| Increase of more than 15% | 17.2 | 11.1 | 10.5 | 19.4 | 14.3 | 26.9 | 27.5 | 17.1 | 7.3 |
| Number of schools reporting | 122 | 18 | 19 | 31 | 28 | 26 | 40 | 41 | 41 |
| Change in # of employers requesting resume collection: | | | | | | | | | |
| Decrease of 10% or more | 33.9 | 47.1 | 44.4 | 38.7 | 37.0 | 8.0 | 35.9 | 32.5 | 33.3 |
| Decrease of less than 10% | 24.6 | 29.4 | 38.9 | 22.6 | 14.8 | 24.0 | 20.5 | 20.0 | 33.3 |
| Increase of 10% or more | 41.5 | 23.5 | 16.7 | 38.7 | 48.1 | 68.0 | 43.6 | 47.5 | 33.3 |
| Number of schools reporting | 118 | 17 | 18 | 31 | 27 | 25 | 39 | 40 | 39 |
| Employers requesting resume collection who had been on campus in fall 2011, as percent of employers on campus in 2011 | 3.1 | 3.2 | 3.1 | 2.8 | 3.1 | 3.6 | 4.2 | 2.5 | 3.1 |

# Job Fair Participation, Fall 2012, As Reported by Schools

**(percent or number of schools in each category)**

| | Total | NALP REGION | | | | | BY FALL 2012 JD ENROLLMENT | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Northeast | Mid-Atlantic | Southeast | Midwest | West/RM | Fewer than 550 | 550-750 | More than 750 |
| # of Job Fairs or Consortia | | | | | | | | | |
| Less than 5 | 30.5% | 27.8% | 15.8% | 22.6% | 30.8% | 54.2% | 43.6% | 30.0% | 17.9% |
| 5-10 | 35.6 | 27.8 | 42.1 | 35.5 | 38.5 | 33.3 | 43.6 | 22.5 | 41.0 |
| More than 10 | 33.9 | 44.4 | 42.1 | 41.9 | 30.8 | 12.5 | 12.8 | 47.5 | 41.0 |
| Number of schools reporting | 118 | 18 | 19 | 31 | 26 | 24 | 39 | 40 | 39 |
| Change in # of Job Fairs Compared with Fall 2011 | | | | | | | | | |
| Decrease | 12.1 | 11.8 | 11.1 | 25.8 | 3.8 | 4.2 | 12.8 | 10.3 | 13.2 |
| No change | 59.5 | 76.5 | 44.4 | 41.9 | 61.5 | 79.2 | 56.4 | 61.5 | 60.5 |
| Increase | 28.4 | 11.8 | 44.4 | 32.3 | 34.6 | 16.7 | 30.8 | 28.2 | 26.3 |
| Number of schools reporting | 116 | 17 | 18 | 31 | 26 | 24 | 39 | 39 | 38 |

## ■ Employer Perspective

A total of 278 law firm employers provided some information on recruiting activity. Over two-thirds of responses, about 68%, 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 decreased the number of schools visited (25% and 27%, respectively), while 47% reported visiting the same number of schools.

- Medians ranged from 3 at firms of 100 or fewer lawyers to 13 at firms of 501-700 lawyers. It is also the case that for small offices, regardless of overall firm size, the median was typically 3 or fewer schools. It should be kept in mind, however, that firm or office size does not always correlate with the number of schools visited, because multi-office firms vary a great deal in how their OCI programs are structured. For example: In some firms, each office conducts its own visits, hence the number of schools visited by that office may be relatively 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 proportion of firms falling in each of the three categories varied by firm size but in no particular pattern. For example, offices in firms of 251-500 lawyers were most likely to have increased the number of schools visited, and also most likely to have decreased the number of schools visited. Offices in firms of 101-250 lawyers were most likely to have maintained the number of schools visited.
- On a regional basis, the median number of schools ranged from 4 in the Southeast to 9 in the Northeast. Employers in the Northeast were also most likely to interview at 9 or more schools — 54% — followed by employers in the Mid-Atlantic Region — at 44%. These rates are far higher than those of employers in the Southeast and the West/Rocky Mountain Regions. The percentage of offices increasing the number of schools visited varied from 10% to 30%. No change was most likely in the Mid-Atlantic and Midwest Regions. The proportion of offices visiting fewer schools varied only from 29% to 32%.
- 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 their respective regions as a whole; the opposite was true of offices in Phoenix. Employers in Ohio visited more schools than average—a median of 11 compared to the regional median of 6.0, but they were also far more likely to have decreased the number of schools visited compared to the region as a whole. Likewise, offices in Atlanta visited more schools than the regional median, but they were also more likely to have decreased that number compared with their region as a whole.

# Fall 2012 On-Campus Interviewing Activity and Comparisons with Fall 2011, As Reported by Employers — By Size

**(in percentages except for medians)**

| | Number of Offices | NUMBER OF SCHOOLS VISITED IN 2012 | | | | | # OF SCHOOLS VISITED COMPARED TO 2011 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | None* | 1-3 | 4-8 | 9 or More | Median** | Decrease | No Change | Increase |
| **Total — All Employers** | **278** | **2.5%** | **25.6%** | **37.2%** | **34.7%** | 6.0 | 27.2% | 47.3% | 25.4% |
| Firms of 100 or fewer lawyers | 41 | 4.7 | 55.8 | 30.2 | 9.3 | 3.0 | 32.6 | 44.2 | 23.3 |
| Offices of 26-50 lawyers | 10 | 0.0 | 70.0 | 10.0 | 20.0 | 3.0 | 20.0 | 50.0 | 30.0 |
| Offices of 51-100 lawyers | 22 | 8.3 | 58.3 | 25.0 | 8.3 | 3.0 | 41.7 | 33.3 | 25.0 |
| Firms of 101-250 lawyers | 47 | 0.0 | 10.6 | 63.8 | 25.5 | 7.0 | 17.4 | 63.0 | 19.6 |
| Offices of 51-100 lawyers | 12 | 0.0 | 0.0 | 83.3 | 16.7 | 5.5 | 8.3 | 75.0 | 16.7 |
| Offices of 101-250 lawyers | 28 | 0.0 | 14.3 | 53.6 | 32.1 | 7.0 | 25.0 | 60.7 | 14.3 |
| Firms of 251-500 lawyers | 49 | 3.9 | 25.5 | 27.5 | 43.1 | 8.0 | 35.3 | 31.4 | 33.3 |
| Offices of 25 or fewer lawyers | 5 | 16.7 | 83.3 | 0.0 | 0.0 | 1.0 | 50.0 | 33.3 | 16.7 |
| Offices of 26-50 lawyers | 15 | 0.0 | 33.3 | 60.0 | 6.7 | 5.0 | 20.0 | 26.7 | 53.3 |
| Offices of 51-100 lawyers | 9 | 10.0 | 30.0 | 10.0 | 50.0 | 10.0 | 30.0 | 50.0 | 20.0 |
| Offices of 101-250 lawyers | 10 | 0.0 | 0.0 | 40.0 | 60.0 | 14.0 | 40.0 | 30.0 | 30.0 |
| Offices of 251+ lawyers | 9 | 0.0 | 0.0 | 0.0 | 100.0 | 15.0 | 55.6 | 22.2 | 22.2 |
| Firms of 501-700 lawyers | 23 | 0.0 | 13.0 | 30.4 | 56.5 | 13.0 | 13.6 | 54.5 | 31.8 |
| Offices of 101-250 lawyers | 6 | 0.0 | 0.0 | 16.7 | 83.3 | 22.5 | 0.0 | 60.0 | 40.0 |
| Offices of 251+ lawyers | 5 | 0.0 | 0.0 | 40.0 | 60.0 | 13.0 | 0.0 | 80.0 | 20.0 |
| Firms of 701+ lawyers | 118 | 2.5 | 23.1 | 34.7 | 39.7 | 6.0 | 28.1 | 47.9 | 24.0 |
| Offices of 25 or fewer lawyers | 11 | 15.4 | 53.8 | 30.8 | 0.0 | 2.0 | 38.5 | 30.8 | 30.8 |
| Offices of 26-50 lawyers | 23 | 4.2 | 66.7 | 25.0 | 4.2 | 3.0 | 20.8 | 50.0 | 29.2 |
| Offices of 51-100 lawyers | 28 | 0.0 | 3.6 | 60.7 | 35.7 | 6.0 | 28.6 | 53.6 | 17.9 |
| Offices of 101-250 lawyers | 37 | 0.0 | 10.8 | 29.7 | 59.5 | 10.0 | 29.7 | 43.2 | 27.0 |
| Offices of 251+ lawyers | 16 | 0.0 | 0.0 | 18.8 | 81.3 | 14.5 | 25.0 | 62.5 | 12.5 |

This table includes offices/firms that reported visiting at least one school in 2011 or 2012. The number of offices reporting both 2011 and 2012 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 2011.

** Medians are calculated based on employers making visits in 2012.

# Fall 2012 On-Campus Interviewing Activity and Comparisons with Fall 2011, As Reported by Employers — By NALP Region and City/State

**(in percentages except for medians)**

| | Number of Offices | NUMBER OF SCHOOLS VISITED IN 2012 | | | | | # OF SCHOOLS VISITED COMPARED TO 2011 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | None* | 1-3 | 4-8 | 9 or More | Median** | Decrease | No Change | Increase |
| **All Employers** | **278** | **2.5%** | **25.6%** | **37.2%** | **34.7%** | **6.0** | **27.2%** | **47.3%** | **25.4%** |
| Northeast | 37 | 0.0 | 18.9 | 29.7 | 51.4 | 9.0 | 22.2 | 47.2 | 30.6 |
| Boston | 12 | 0.0 | 25.0 | 33.3 | 41.7 | 6.0 | 25.0 | 41.7 | 33.3 |
| New York City | 19 | 0.0 | 5.3 | 26.3 | 68.4 | 12.0 | 22.2 | 50.0 | 27.8 |
| Mid-Atlantic | 44 | 8.3 | 16.7 | 31.3 | 43.8 | 7.5 | 31.3 | 58.3 | 10.4 |
| Washington, DC/Northern VA area | 22 | 8.3 | 16.7 | 29.2 | 45.8 | 8.5 | 33.3 | 58.3 | 8.3 |
| Southeast | 60 | 4.8 | 44.4 | 38.1 | 12.7 | 4.0 | 32.3 | 38.7 | 29.0 |
| Atlanta | 8 | 0.0 | 37.5 | 12.5 | 50.0 | 7.5 | 50.0 | 37.5 | 12.5 |
| Charlotte | 7 | 0.0 | 28.6 | 71.4 | 0.0 | 4.0 | 28.6 | 57.1 | 14.3 |
| Dallas | 7 | 0.0 | 71.4 | 14.3 | 14.3 | 2.0 | 42.9 | 14.3 | 42.9 |
| Houston | 8 | 0.0 | 62.5 | 12.5 | 25.0 | 3.0 | 12.5 | 50.0 | 37.5 |
| Miami/Ft. Lauderdale/ W. Palm Beach | 5 | 0.0 | 60.0 | 40.0 | 0.0 | 2.0 | 40.0 | 40.0 | 20.0 |
| Midwest | 55 | 0.0 | 20.0 | 50.9 | 29.1 | 6.0 | 25.5 | 52.7 | 21.8 |
| Chicago | 15 | 0.0 | 13.3 | 60.0 | 26.7 | 5.0 | 20.0 | 53.3 | 26.7 |
| Minneapolis area | 7 | 0.0 | 28.6 | 57.1 | 14.3 | 6.0 | 28.6 | 57.1 | 14.3 |
| Missouri | 6 | 0.0 | 0.0 | 66.7 | 33.3 | 7.0 | 33.3 | 33.3 | 33.3 |
| Ohio | 7 | 0.0 | 14.3 | 0.0 | 85.7 | 11.0 | 57.1 | 28.6 | 14.3 |
| Wisconsin | 6 | 0.0 | 33.3 | 50.0 | 16.7 | 4.0 | 33.3 | 50.0 | 16.7 |
| West/Rocky Mtn. | 62 | 0.0 | 30.6 | 43.5 | 25.8 | 5.0 | 24.2 | 45.2 | 30.6 |
| Los Angeles and Orange County | 18 | 0.0 | 5.6 | 61.1 | 33.3 | 6.5 | 33.3 | 44.4 | 22.2 |
| Phoenix | 5 | 0.0 | 40.0 | 60.0 | 0.0 | 4.0 | 20.0 | 80.0 | 0.0 |
| Portland | 5 | 0.0 | 40.0 | 60.0 | 0.0 | 4.0 | 40.0 | 40.0 | 20.0 |
| San Diego | 5 | 0.0 | 60.0 | 40.0 | 0.0 | 3.0 | 40.0 | 0.0 | 60.0 |
| San Francisco | 7 | 0.0 | 14.3 | 57.1 | 28.6 | 5.0 | 14.3 | 57.1 | 28.6 |
| San Jose area | 9 | 0.0 | 33.3 | 22.2 | 44.4 | 6.0 | 22.2 | 22.2 | 55.6 |
| Seattle | 6 | 0.0 | 66.7 | 16.7 | 16.7 | 2.0 | 0.0 | 66.7 | 33.3 |

This table includes offices/firms that reported visiting at least one school in 2011 or 2012. The number of offices reporting both 2011 and 2012 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 2011.

** Medians are calculated based on schools making visits in 2012.

 

About 27% of responding employers participated in no job fairs, and two-thirds of employers participated in the same number of job fairs in 2011 and 2012.

- About 40% 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. Small firms and small offices generally participated in the same number of job fairs in 2011 and 2012.
- On a regional basis, offices in the Mid-Atlantic and Midwest Regions were most likely to participate in job fairs, with about 80% doing so. Offices in the Northeast were most likely to have participated in three or more job fairs. Offices in the Southeast were most likely to have not changed their participation, followed by those in the Midwest. In every region but the Southeast, between one-fifth and 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 more likely not to participate in job fairs compared with their respective regions as a whole.

## Fall 2012 Job Fair Participation and Comparisons with Fall 2011, As Reported by Employers (in percentages)

| | Number of Offices | NUMBER OF JOB FAIRS/CONSORTIA FALL 2012 | | | | COMPARED TO 2011 JOB FAIR PARTICIPATION | | |
|---|---|---|---|---|---|---|---|---|
| | | None | One | Two | Three or More | Increased | Decreased | Stayed the Same |
| **Total — All Employers** | **289** | **27.3%** | **28.0%** | **20.4%** | **24.2%** | **20.6%** | **13.6%** | **65.9%** |
| Firms of 100 or fewer lawyers | 45 | 40.0 | 40.0 | 8.9 | 11.1 | 17.8 | 6.7 | 75.6 |
| Offices of 26-50 lawyers | 11 | 36.4 | 36.4 | 9.1 | 18.2 | 9.1 | 0.0 | 90.9 |
| Offices of 51-100 lawyers | 24 | 37.5 | 41.7 | 8.3 | 12.5 | 20.8 | 8.3 | 70.8 |
| Firms of 101-250 lawyers | 47 | 17.0 | 40.4 | 21.3 | 21.3 | 6.5 | 6.5 | 87.0 |
| Offices of 51-100 lawyers | 12 | 16.7 | 58.3 | 25.0 | 0.0 | 0.0 | 8.3 | 91.7 |
| Offices of 101-250 lawyers | 28 | 14.3 | 39.3 | 17.9 | 28.6 | 7.1 | 7.1 | 85.7 |
| Firms of 251-500 lawyers | 52 | 28.8 | 23.1 | 32.7 | 15.4 | 25.0 | 21.2 | 53.8 |
| Offices of 25 or fewer lawyers | 6 | 50.0 | 33.3 | 16.7 | 0.0 | 16.7 | 16.7 | 66.7 |
| Offices of 26-50 lawyers | 16 | 50.0 | 31.3 | 18.8 | 0.0 | 12.5 | 25.0 | 62.5 |
| Offices of 51-100 lawyers | 10 | 20.0 | 20.0 | 50.0 | 10.0 | 40.0 | 30.0 | 30.0 |
| Offices of 101-250 lawyers | 10 | 10.0 | 20.0 | 60.0 | 10.0 | 20.0 | 20.0 | 60.0 |
| Offices of 251+ lawyers | 9 | 11.1 | 11.1 | 11.1 | 66.7 | 33.3 | 11.1 | 55.6 |
| Firms of 501-700 lawyers | 22 | 22.7 | 0.0 | 22.7 | 54.5 | 27.3 | 18.2 | 54.5 |
| Offices of 101-250 lawyers | 5 | 0.0 | 0.0 | 20.0 | 80.0 | 20.0 | 20.0 | 60.0 |
| Offices of 251+ lawyers | 5 | 0.0 | 0.0 | 40.0 | 60.0 | 20.0 | 20.0 | 60.0 |
| Firms of 701+ lawyers | 123 | 26.8 | 26.0 | 18.7 | 28.5 | 23.8 | 14.8 | 61.5 |
| Offices of 25 or fewer lawyers | 14 | 78.6 | 0.0 | 14.3 | 7.1 | 14.3 | 14.3 | 71.4 |
| Offices of 26-50 lawyers | 24 | 50.0 | 33.3 | 12.5 | 4.2 | 16.7 | 8.3 | 75.0 |
| Offices of 51-100 lawyers | 28 | 17.9 | 32.1 | 14.3 | 35.7 | 25.0 | 10.7 | 64.3 |
| Offices of 101-250 lawyers | 38 | 10.5 | 34.2 | 23.7 | 31.6 | 29.7 | 13.5 | 56.8 |
| Offices of 251+ lawyers | 16 | 6.3 | 12.5 | 31.3 | 50.0 | 25.0 | 25.0 | 50.0 |

Note: Figures are based on employers who interviewed on campus or participated in job fairs in either 2011 or 2012. 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 2012 and 2011 information for the comparative analyses is somewhat smaller than the number shown in the first column.

## Fall 2012 Job Fair Participation and Comparisons with Fall 2011, As Reported by Employers — By NALP Region and City/State (in percentages)

| | Number of Offices | NUMBER OF JOB FAIRS/CONSORTIA FALL 2012: | | | | JOB FAIR PARTICIPATION COMPARED TO 2011: | | |
|---|---|---|---|---|---|---|---|---|
| | | None | One | Two | Three or More | Increased | Decreased | Stayed the Same |
| **All Employers** | **289** | **27.3%** | **28.0%** | **20.4%** | **24.2%** | **20.6%** | **13.6%** | **65.9%** |
| Northeast | 36 | 27.8 | 19.4 | 19.4 | 33.3 | 25.0 | 11.1 | 63.9 |
| Boston | 12 | 33.3 | 8.3 | 41.7 | 16.7 | 16.7 | 25.0 | 58.3 |
| New York City | 18 | 16.7 | 27.8 | 5.6 | 50.0 | 38.9 | 5.6 | 55.6 |
| Mid-Atlantic | 49 | 18.4 | 30.6 | 28.6 | 22.4 | 20.8 | 12.5 | 66.7 |
| Northern NJ/Newark area | 5 | 0.0 | 60.0 | 40.0 | 0.0 | 20.0 | 20.0 | 60.0 |
| Washington, DC/Northern VA area | 25 | 8.0 | 36.0 | 32.0 | 24.0 | 29.2 | 12.5 | 58.3 |
| Southeast | 65 | 43.1 | 30.8 | 9.2 | 16.9 | 6.3 | 17.2 | 76.6 |
| Atlanta | 9 | 11.1 | 44.4 | 11.1 | 33.3 | 0.0 | 44.4 | 55.6 |
| Charlotte | 7 | 57.1 | 14.3 | 0.0 | 28.6 | 14.3 | 14.3 | 71.4 |
| Dallas | 8 | 50.0 | 12.5 | 0.0 | 37.5 | 12.5 | 37.5 | 50.0 |
| Houston | 8 | 25.0 | 37.5 | 25.0 | 12.5 | 25.0 | 0.0 | 75.0 |
| Miami/Ft. Lauderdale/W. Palm Beach | 5 | 60.0 | 20.0 | 0.0 | 20.0 | 0.0 | 0.0 | 100.0 |
| Raleigh/Durham area | 5 | 60.0 | 40.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| Midwest | 56 | 21.4 | 33.9 | 25.0 | 19.6 | 21.4 | 7.1 | 71.4 |
| Chicago | 15 | 0.0 | 33.3 | 33.3 | 33.3 | 33.3 | 6.7 | 60.0 |
| Minneapolis area | 8 | 12.5 | 62.5 | 12.5 | 12.5 | 25.0 | 12.5 | 62.5 |
| Missouri | 6 | 16.7 | 16.7 | 50.0 | 16.7 | 16.7 | 16.7 | 66.7 |
| Ohio | 7 | 28.6 | 28.6 | 28.6 | 14.3 | 14.3 | 0.0 | 85.7 |
| Wisconsin | 6 | 16.7 | 50.0 | 0.0 | 33.3 | 33.3 | 0.0 | 66.7 |
| West/Rocky Mtn. | 63 | 28.6 | 30.2 | 22.2 | 19.0 | 27.0 | 15.9 | 57.1 |
| Los Angeles and Orange County | 18 | 22.2 | 44.4 | 22.2 | 11.1 | 11.1 | 16.7 | 72.2 |
| Phoenix | 5 | 100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| Portland | 5 | 0.0 | 40.0 | 20.0 | 40.0 | 40.0 | 20.0 | 40.0 |
| San Diego | 5 | 80.0 | 20.0 | 0.0 | 0.0 | 0.0 | 20.0 | 80.0 |
| San Francisco | 8 | 25.0 | 25.0 | 12.5 | 37.5 | 37.5 | 37.5 | 25.0 |
| San Jose area | 9 | 11.1 | 22.2 | 33.3 | 33.3 | 66.7 | 11.1 | 22.2 |
| Seattle | 6 | 0.0 | 66.7 | 16.7 | 16.7 | 50.0 | 16.7 | 33.3 |

Note: Figures are based on employers who interviewed on campus or participated in job fairs in either 2011 or 2012. The number of offices reporting both 2011 and 2012 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. Over 70% of offices reported summer programs of either 8 or 10 weeks, although the lengths reported ranged from 6 to 16 weeks. Just 5% of offices reporting a summer program in both 2010 and 2012 reported that the length of their summer program decreased. In contrast, 23% of these offices reported that the length of their summer program increased.

- 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 Northeast, 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 2013, nearly three-quarters of employers held a summer program each summer from 2010 to 2012 and will do so again in 2013. This percentage is lower in firms of 100 or fewer lawyers, in firms of 250-251 lawyers, in smaller offices, and in the Southeast. Not quite 9% of offices did not hold a summer program in 2010. A small percentage of employers, just over 4%, did not hold a summer program in 2010 or 2011, but held a program in 2012 and will do so again in 2013. 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 2013 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 2012 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 2012 | Average Length 2011 | Average Length 2010 | Number of Offices* |
| **Total — All Employers** | **5.4%** | **8.9%** | **56.1%** | **5.2%** | **7.5%** | **6** | **16** | **9.6** | **9.5** | **9.3** | **305** |
| **By Number of Lawyers Firmwide** | | | | | | | | | | | |
| 100 or fewer | 7.1 | 4.8 | 38.1 | 7.1 | 28.6 | 6 | 16 | 10.1 | 10.3 | 9.9 | 42 |
| 101-250 | 17.0 | 17.0 | 40.4 | 2.1 | 6.4 | 6 | 12 | 9.0 | 9.0 | 8.9 | 47 |
| 251-500 | 3.8 | 5.8 | 71.2 | 11.5 | 3.8 | 6 | 12 | 9.9 | 9.7 | 9.6 | 52 |
| 501-700 | 22.9 | 8.6 | 62.9 | 0.0 | 2.9 | 6 | 12 | 9.4 | 9.2 | 9.3 | 35 |
| 701+ | 20.2 | 8.5 | 59.7 | 4.7 | 3.9 | 6 | 12 | 9.5 | 9.3 | 9.0 | 129 |
| **By Number of Lawyers in Office** | | | | | | | | | | | |
| 25 or fewer | 15.0 | 0.0 | 75.0 | 0.0 | 0.0 | 6 | 10 | 9.4 | 9.2 | 8.8 | 20 |
| 26-50 | 16.1 | 6.5 | 58.1 | 6.5 | 6.5 | 6 | 16 | 9.7 | 9.4 | 9.4 | 62 |
| 51-100 | 14.5 | 7.2 | 50.6 | 4.8 | 10.8 | 6 | 12 | 9.4 | 9.5 | 9.2 | 83 |
| 101-250 | 22.5 | 15.7 | 52.8 | 3.4 | 4.5 | 6 | 12 | 9.5 | 9.3 | 9.1 | 89 |
| 251+ | 6.7 | 6.7 | 63.3 | 16.7 | 6.7 | 8 | 12 | 10.1 | 10.1 | 9.9 | 30 |
| **By NALP Region and City/State** | | | | | | | | | | | |
| Northeast | 9.8 | 9.8 | 61.0 | 14.6 | 4.9 | 8 | 12 | 10.0 | 10.0 | 9.8 | 41 |
| Boston area | 15.4 | 7.7 | 61.5 | 7.7 | 7.7 | 8 | 12 | 9.8 | 9.8 | 9.8 | 13 |
| New York City | 4.3 | 8.7 | 65.2 | 17.4 | 4.3 | 8 | 12 | 10.1 | 10.1 | 9.9 | 23 |
| Mid-Atlantic | 16.4 | 10.9 | 60.0 | 7.3 | 5.5 | 8 | 12 | 9.7 | 9.5 | 9.4 | 55 |
| Newark/Northern NJ | 60.0 | 0.0 | 40.0 | 0.0 | 0.0 | 8 | 10 | 8.8 | 8.8 | 8.8 | 5 |
| Washington, DC/Northern VA | 6.7 | 13.3 | 56.7 | 13.3 | 10.0 | 8 | 12 | 10.1 | 9.9 | 9.7 | 30 |
| Southeast | 23.4 | 14.1 | 28.1 | 1.6 | 1.6 | 6 | 12 | 8.2 | 8.2 | 7.9 | 64 |
| Atlanta | 0.0 | 50.0 | 37.5 | 0.0 | 12.5 | 9 | 12 | 9.8 | 9.3 | 9.2 | 8 |
| Charlotte | 14.3 | 14.3 | 28.6 | 14.3 | 0.0 | 7 | 11 | 8.9 | 8.7 | 8.0 | 7 |
| Dallas | 14.3 | 14.3 | 42.9 | 0.0 | 0.0 | 6 | 10 | 8.4 | 8.5 | 8.8 | 7 |
| Houston | 25.0 | 12.5 | 25.0 | 0.0 | 0.0 | 6 | 10 | 7.9 | 7.8 | 7.3 | 8 |
| Miami/Ft. Lauderdale/ W. Palm Beach | 28.6 | 14.3 | 57.1 | 0.0 | 0.0 | 8 | 10 | 9.3 | 8.6 | 8.4 | 7 |
| Tampa | 60.0 | 0.0 | 40.0 | 0.0 | 0.0 | 8 | 10 | 8.8 | NC | NC | 5 |
| Midwest | 15.8 | 7.0 | 54.4 | 3.5 | 17.5 | 8 | 16 | 10.1 | 9.9 | 9.9 | 57 |
| Chicago | 25.0 | 6.3 | 62.5 | 0.0 | 6.3 | 8 | 12 | 9.6 | 9.3 | 8.8 | 16 |
| Minneapolis area | 0.0 | 0.0 | 62.5 | 0.0 | 25.0 | 10 | 16 | 11.3 | 10.0 | 10.0 | 8 |
| Missouri | 33.3 | 0.0 | 66.7 | 0.0 | 0.0 | 8 | 10 | 9.3 | 9.2 | 9.2 | 6 |
| Ohio | 0.0 | 14.3 | 85.7 | 0.0 | 0.0 | 9 | 10 | 9.9 | 9.8 | 9.8 | 7 |
| Wisconsin | 50.0 | 33.3 | 0.0 | 16.7 | 0.0 | 8 | 11 | 8.8 | 9.4 | NC | 6 |
| West/Rocky Mountain | 12.7 | 2.8 | 74.6 | 2.8 | 7.0 | 8 | 12 | 9.9 | 9.7 | 9.3 | 71 |
| Los Angeles and Orange Co. | 15.0 | 5.0 | 75.0 | 5.0 | 0.0 | 8 | 11 | 9.7 | 9.3 | 8.9 | 20 |
| Phoenix | 40.0 | 0.0 | 40.0 | 0.0 | 20.0 | 8 | 12 | 9.6 | 9.3 | 9.2 | 5 |
| San Diego | 33.3 | 0.0 | 66.7 | 0.0 | 0.0 | 8 | 10 | 9.3 | 9.2 | 9.2 | 6 |
| San Francisco | 12.5 | 0.0 | 87.5 | 0.0 | 0.0 | 8 | 10 | 9.8 | 9.6 | 9.2 | 8 |
| San Jose area | 0.0 | 10.0 | 90.0 | 0.0 | 0.0 | 9 | 10 | 9.9 | 9.7 | 9.5 | 10 |
| Seattle area | 0.0 | 0.0 | 85.7 | 0.0 | 14.3 | 10 | 12 | 10.3 | 10.3 | 9.4 | 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.

* This is the number of offices that reported a summer program in 2012. 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 2010 and 2011 are based may vary from this number. An "NC" in the columns reporting averages indicates that fewer than five offices responding to the 2012 survey had a summer program in that year.

# Summer Program Trends — 2010 – 2013

| | % Holding Program in All Four Years | % Holding Program in All Years Except 2010 | % Holding Program in 2012 and 2013 But Not in 2010 or 2011 | Number of Offices Reporting |
|---|---|---|---|---|
| **Overall** | **74.4%** | **8.6%** | **4.3%** | **324** |
| **By Number of Lawyers Firmwide** | | | | |
| 100 or fewer | 69.6 | 4.4 | 8.7 | 46 |
| 101-250 | 85.4 | 4.2 | 4.2 | 48 |
| 251-500 | 69.5 | 5.1 | 1.7 | 59 |
| 501 -700 | 74.3 | 14.3 | 5.7 | 35 |
| 701+ | 74.3 | 11.8 | 3.7 | 136 |
| **By Number of Lawyers in Office** | | | | |
| 25 or fewer | 35.7 | 3.6 | 14.3 | 28 |
| 26-50 | 53.7 | 17.9 | 7.5 | 67 |
| 51-100 | 77.0 | 9.2 | 4.6 | 87 |
| 101-250 | 91.1 | 5.6 | 0.0 | 90 |
| 251+ | 93.3 | 6.7 | 0.0 | 30 |
| **By NALP Region and City/State** | | | | |
| Northeast | 81.8 | 9.1 | 2.3 | 44 |
| Boston | 71.4 | 14.3 | 7.1 | 14 |
| New York City | 91.3 | 8.7 | 0.0 | 23 |
| Mid-Atlantic | 81.8 | 10.9 | 0.0 | 55 |
| Northern NJ/Newark | 80.0 | 0.0 | 0.0 | 5 |
| Washington, DC/Northern VA | 86.7 | 6.7 | 0.0 | 30 |
| Southeast | 56.2 | 9.6 | 9.6 | 73 |
| Atlanta | 50.0 | 10.0 | 10.0 | 10 |
| Charlotte | 71.4 | 14.3 | 14.3 | 7 |
| Dallas | 57.1 | 0.0 | 14.3 | 7 |
| Houston | 44.4 | 22.2 | 11.1 | 9 |
| Miami/Ft. Lauderdale/W. Palm Beach | 37.5 | 12.5 | 12.5 | 8 |
| Raleigh/Durham | 50.0 | 16.7 | 0.0 | 6 |
| Tampa | 40.0 | 0.0 | 20.0 | 5 |
| Midwest | 78.0 | 6.8 | 5.1 | 59 |
| Chicago | 75.0 | 18.8 | 0.0 | 16 |
| Minneapolis area | 66.7 | 0.0 | 0.0 | 9 |
| Missouri | 83.3 | 0.0 | 0.0 | 6 |
| Ohio | 85.7 | 0.0 | 14.3 | 7 |
| Wisconsin | 66.7 | 16.7 | 0.0 | 6 |
| West/Rocky Mountain | 73.7 | 9.2 | 4.0 | 76 |
| Los Angeles and Orange County | 81.0 | 4.8 | 9.5 | 21 |
| Phoenix | 66.7 | 0.0 | 16.7 | 6 |
| Portland, OR | 40.0 | 20.0 | 0.0 | 5 |
| San Diego | 83.3 | 0.0 | 16.7 | 6 |
| San Francisco | 66.7 | 11.1 | 0.0 | 9 |
| San Jose area | 80.0 | 20.0 | 0.0 | 10 |
| Seattle | 62.5 | 0.0 | 0.0 | 8 |

Note: Offices/firms included in this table held, or will hold, a summer program in at least one of the four years. This table shows percentages for the three most frequently reported combinations overall, which account for 87.3% 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 2012 (those who had been summer associates during summer 2011) started work. Most firms/offices — 84% — reported that this class started together, although firms of 251-500 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 clerships.) 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; about 14% reported a January 2013 start date. Looking at when Class of 2012 associates started, about 84% of the 1,916 incoming associates reported started in the September-November 2012 time period. Nearly all incoming associates in firms of 251-700 lawyers started in the fall.

## Use of Staggered Start Dates for Incoming Class of 2012 Associates (Summer 2011 Associates)

| | % Reporting Staggered Start Dates* | # of Offices/Firms |
|---|---|---|
| **Overall** | **16.0%** | **288** |
| By Firm Size (# of Lawyers) | | |
| 100 or fewer | 32.3 | 34 |
| 101-250 | 11.4 | 44 |
| 251-500 | 27.5 | 51 |
| 501-700 | 3.1 | 32 |
| 701+ | 11.8 | 127 |

* Note: "Staggered start dates" 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 2012 Associates (Summer 2011 Associates) for Offices/Firms with a Single Start Date

| | START DATES IN: | | | | # of Offices Reporting |
|---|---|---|---|---|---|
| | September 2012 | October 2012 | November 2012 | January 2013 | |
| **Overall** | **35.0%** | **43.3%** | **10.0%** | **8.8%** | **240** |
| By Firm Size (# of Lawyers) | | | | | |
| 250 or fewer | 64.5 | 17.7 | 3.2 | 6.4 | 62 |
| 251-700 | 43.9 | 34.9 | 7.0 | 1.5 | 66 |
| 701+ | 13.5 | 66.7 | 5.4 | 14.4 | 111 |

* Note: Start dates prior to September 2012 accounted for less than 3% of the start dates reported.

## Timing of Start for Incoming Class of 2012 Associates (Summer 2011 Associates)

| | Number Accepting Offer* | % Starting Before December 1, 2012 | % Starting December 1, 2012 or Later** |
|---|---|---|---|
| **Overall** | **1,916** | **84.3%** | **15.7%** |
| By Firm Size (# of Lawyers) | | | |
| 100 or fewer | 78 | 82.0 | 18.0 |
| 101-250 | 203 | 80.3 | 19.7 |
| 251-500 | 324 | 92.0 | 8.0 |
| 501-700 | 282 | 91.0 | 9.0 |
| 701+ | 1,029 | 81.0 | 19.0 |

* 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 305 employers reported information on the outcomes of their 2012 summer programs. Almost 42% of respondents represented firms of 701 or more lawyers. However, responses from those large firms were often from small offices of the firm. About 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 24%, 19%, and 25% of responses, respectively. Note that for firms submitting one survey to cover multiple, or all, offices, the information generally was not attributed to a city, and in some cases not even to a region if offices are nationwide.

## Outcomes of Summer 2012 Programs

Responding employers reported a combined total of 2,769 individuals from the Class of 2013 participating in their 2012 summer programs, with an overall average class size of 9, 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 7. For firms reporting on a firm-wide basis, the median class size was 15, and ranged from 8 in firms of 101-250 lawyers to 30 in firms of 501-700. Just over 90% of participants received an offer for an associate position, compared with just over 91% for the prior summer and up considerably from the 69% recorded for the summer 2009 program. The offer rate in 2012 thus is much more in line with offers rates documented in most, though not all, of the years since 1995. Overall figures for 2012, those that are comparable to those compiled in prior years, show that the downsizing of summer class sizes that started in 2010 has continued. The median remained at 5, and although the average inched up to 9, it remains among the lowest since NALP began compiling these figures in 1993. The most comparable years, as measured by the median, were the recessionary period of the early 2000s. 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** | **9** | **90.2%** | **85.5%** | **305** |
| **Firmwide reports** | | | | | |
| All firm-wide reports | 15.0 | 23 | 88.7 | 83.7 | 44 |
| By # of lawyers firmwide | | | | | |
| 101-250 | 8.0 | 11 | 73.6 | 71.9 | 11 |
| 251-500 | 15.0 | 13 | 91.4 | 83.6 | 14 |
| 501-700 | 30.0 | 32 | 85.5 | 86.6 | 7 |
| 701+ | 27.0 | 48 | 93.2 | 85.1 | 10 |
| By NALP region | | | | | |
| Mid-Atlantic | 12.0 | 12 | 95.0 | 94.7 | 5 |
| Southeast | 12.0 | 16 | 58.3 | 68.9 | 8 |
| Midwest | 7.0 | 10 | 85.6 | 88.3 | 9 |
| **Office-specific reports** | | | | | |
| All office specific reports | 4.0 | 7 | 91.1 | 86.5 | 261 |
| By # of lawyers firmwide | | | | | |
| 100 or fewer | 3.0 | 3 | 73.2 | 81.7 | 41 |
| 101-250 | 6.0 | 6 | 84.2 | 89.8 | 36 |
| 251-500 | 3.0 | 6 | 93.5 | 86.5 | 38 |
| 501-700 | 5.0 | 7 | 94.2 | 91.7 | 27 |
| 701+ | 5.0 | 8 | 93.8 | 85.3 | 119 |
| By # of lawyers in office | | | | | |
| 25 or fewer | 2.0 | 2 | 68.3 | 78.6 | 20 |
| 26-50 | 2.0 | 2 | 89.1 | 87.0 | 60 |
| 51-100 | 4.0 | 5 | 83.8 | 84.6 | 75 |
| 101-250 | 6.0 | 8 | 92.1 | 90.6 | 73 |
| 251+ | 22.0 | 27 | 97.0 | 84.2 | 23 |
| By NALP region and city/state | | | | | |
| Northeast | 7.0 | 14 | 97.7 | 88.4 | 39 |
| Boston | 6.0 | 8 | 96.4 | 92.5 | 13 |
| New York City | 10.0 | 20 | 98.2 | 87.3 | 22 |
| Mid-Atlantic | 6.0 | 7 | 91.6 | 79.3 | 50 |
| Newark/Northern NJ | 3.0 | 4 | 84.2 | 93.8 | 5 |
| Washington, DC/Northern VA | 6.0 | 8 | 92.9 | 72.8 | 30 |
| Southeast | 3.0 | 4 | 83.0 | 83.6 | 56 |
| Atlanta | 5.5 | 8 | 90.3 | 89.3 | 8 |
| Charlotte | 4.0 | 4 | 85.7 | 83.3 | 7 |
| Dallas | 3.0 | 6 | 85.0 | 76.5 | 7 |
| Houston | 4.0 | 4 | 81.3 | 73.1 | 8 |
| Miami/Ft. Lauderdale/ W. Palm Beach | 2.0 | 2 | 100.0 | 100.0 | 7 |
| Midwest | 4.0 | 6 | 86.3 | 90.3 | 48 |
| Chicago | 5.5 | 9 | 89.3 | 92.0 | 16 |
| Minneapolis area | 2.5 | 3 | 83.3 | 90.0 | 8 |
| Missouri | 8.0 | 8 | 94.7 | 97.2 | 5 |
| West/Rocky Mountain | 3.5 | 4 | 89.2 | 90.7 | 68 |
| Los Angeles and Orange Co. | 4.0 | 5 | 91.6 | 89.5 | 18 |
| Phoenix | 2.0 | 4 | 84.2 | 93.8 | 5 |
| San Diego | 3.0 | 4 | 85.7 | 100.0 | 6 |
| San Francisco | 4.0 | 4 | 87.5 | 89.3 | 8 |
| San Jose area | 4.5 | 6 | 96.4 | 88.9 | 10 |
| Seattle area | 2.0 | 2 | 100.0 | 94.1 | 7 |

Note: Figures reflect participation by 2,769 students in the Class of 2013 during the summer of 2012. 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, 2012. 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 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 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 onto one survey.

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 far larger than for their respective region as whole. Those that did include Atlanta and New York City. 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 which are quite small. Offer rates were highest in the Northeast, and lowest in the Southeast. Among cities with larger programs, New York and Boston led the way with nearly all summer associates receiving an offer. Acceptance rates were well over 80% in most cities, although 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 18% of offices reported acceptance rates of 75% or less; 22% reported acceptance rates between 75% and 99.9%; and 60% reported acceptance rates of 100%. The average acceptance rate was 89%. The smallest offices were most likely to report a 100% acceptance rate. By overall firm size, the prevalence of 100% acceptance rates varied only from 58% to 62%.

- On a regional basis, offices in the Southeast were least likely to report

## Acceptance Rates from Summer 2012 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** | **18.2%** | **21.6%** | **60.1%** | **88.5%** | **296** |
| **By Number of Lawyers Firmwide** | | | | | |
| 100 or fewer | 25.6 | 12.8 | 61.5 | 85.0 | 39 |
| 101-250 | 23.9 | 17.4 | 58.7 | 86.1 | 46 |
| 251-500 | 21.6 | 19.6 | 58.8 | 86.3 | 51 |
| 501-700 | 3.0 | 39.4 | 57.6 | 93.2 | 33 |
| 701+ | 16.5 | 22.0 | 61.4 | 90.2 | 127 |
| **By Number of Lawyers in Office** | | | | | |
| 25 or fewer | 29.4 | 0.0 | 70.6 | 81.4 | 17 |
| 26-50 | 19.0 | 1.7 | 79.3 | 90.7 | 58 |
| 51-100 | 17.1 | 20.7 | 62.2 | 88.5 | 82 |
| 101-250 | 18.0 | 25.8 | 56.2 | 90.4 | 89 |
| 251+ | 16.7 | 50.0 | 33.3 | 85.9 | 30 |
| **By NALP Region and City/State** | | | | | |
| Northeast | 12.2 | 29.3 | 58.5 | 91.1 | 41 |
| Boston area | 7.7 | 23.1 | 69.2 | 94.2 | 13 |
| New York City | 13.0 | 39.1 | 47.8 | 89.5 | 23 |
| Mid-Atlantic | 18.5 | 16.7 | 64.8 | 88.6 | 54 |
| Newark/Northern NJ | 20.0 | 0.0 | 80.0 | 95.0 | 5 |
| Washington, DC/Northern VA | 27.6 | 17.2 | 55.2 | 83.4 | 29 |
| Southeast | 29.3 | 15.5 | 55.2 | 82.8 | 58 |
| Atlanta | 25.0 | 25.0 | 50.0 | 79.5 | 8 |
| Charlotte | 28.6 | 14.3 | 57.1 | 87.1 | 7 |
| Dallas | 33.3 | 33.3 | 33.3 | 77.0 | 6 |
| Houston | 57.1 | 14.3 | 28.6 | 65.0 | 7 |
| Miami/Ft. Lauderdale/W. Palm Beach | 0.0 | 0.0 | 100.0 | 100.0 | 7 |
| Midwest | 20.0 | 20.0 | 60.0 | 87.7 | 55 |
| Chicago | 12.5 | 25.0 | 62.5 | 93.6 | 16 |
| Minneapolis area | 14.3 | 0.0 | 85.7 | 95.9 | 7 |
| Missouri | 0.0 | 16.7 | 83.3 | 98.6 | 6 |
| Ohio | 28.6 | 28.6 | 42.9 | 86.0 | 7 |
| Wisconsin | 40.0 | 0.0 | 60.0 | 78.7 | 5 |
| West/Rocky Mountain | 12.7 | 15.5 | 71.8 | 93.1 | 71 |
| Los Angeles and Orange County | 25.0 | 15.0 | 60.0 | 88.3 | 20 |
| Phoenix | 0.0 | 20.0 | 80.0 | 97.8 | 5 |
| San Diego | 0.0 | 0.0 | 100.0 | 100.0 | 6 |
| San Francisco | 12.5 | 25.0 | 62.5 | 89.5 | 8 |
| San Jose area | 10.0 | 20.0 | 70.0 | 93.7 | 10 |
| Seattle area | 0.0 | 14.3 | 85.7 | 97.6 | 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 1, 2012. 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 which submitted a composite survey for offices nationwide.

acceptance rates of 100% and also most likely to have reported acceptance rates of 75% or less. It follows that the average acceptance rate was lowest there as well, about 83%. In all but a few cities the average acceptance rate was greater than 80%.

## ■ First-year Participation in Summer Programs

About half of the responding firms reported that their summer 2012 program included one or more first-year (Class of 2014) students. A few offices hosted first-years only.

- These firms collectively employed 331 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 and Midwest. In other areas, the typical number of first-years was one.
- Overall, 61% of these first-years received an offer to return for some or all of the summer 2013 program. For office-specific reports, this figure ranged from less than half to over 70% depending on firm or office size. On a regional basis offer rates ranged from just over half in the Mid-Atlantic and West/Rocky Mountain Regions to 63% in the Northeast.

### 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** | **61.3%** | **149** |
| **Firm-wide reports** | | | | |
| All firm-wide reports | 3.0 | 3 | 68.9 | 35 |
| By # of lawyers firmwide | | | | |
| 101-250 | 1.5 | 2 | 60.0 | 8 |
| 251-500 | 3.0 | 3 | 60.6 | 11 |
| 501-700 | 8.0 | 7 | 70.7 | 6 |
| 701+ | 3.5 | 4 | 80.6 | 8 |
| By NALP region | | | | |
| Mid-Atlantic | 3.0 | 2 | 83.3 | 5 |
| Southeast | 1.5 | 4 | 66.7 | 6 |
| Midwest | 2.5 | 2 | 57.9 | 8 |
| **Office-wide reports** | | | | |
| All office specific reports | 1.0 | 2 | 56.9 | 114 |
| By # of lawyers firmwide | | | | |
| 100 or fewer | 2.0 | 2 | 51.7 | 15 |
| 101-250 | 2.0 | 2 | 42.0 | 25 |
| 251-500 | 1.0 | 1 | 66.7 | 17 |
| 501-700 | 1.0 | 2 | 76.2 | 10 |
| 701+ | 1.0 | 2 | 60.0 | 47 |
| By # of lawyers in office | | | | |
| 25 or fewer | 1.0 | 1 | 44.4 | 8 |
| 26-50 | 1.0 | 1 | 70.0 | 16 |
| 51-100 | 1.0 | 1 | 50.0 | 34 |
| 101-250 | 1.0 | 2 | 48.7 | 37 |
| 251+ | 3.0 | 3 | 72.1 | 13 |
| By NALP region and city | | | | |
| Northeast | 2.0 | 2 | 62.5 | 14 |
| Boston | 1.0 | 2 | 55.6 | 5 |
| New York City | 2.0 | 3 | 71.4 | 8 |
| Mid-Atlantic | 1.0 | 2 | 51.4 | 21 |
| Washington, DC/Northern VA | 1.0 | 2 | 57.9 | 10 |
| Southeast | 1.0 | 2 | 59.6 | 24 |
| Midwest | 2.0 | 2 | 58.1 | 29 |
| Chicago | 2.0 | 2 | 88.9 | 5 |
| Minneapolis | 2.0 | 2 | 8.3 | 5 |
| West/Rocky Mountain | 1.0 | 1 | 51.5 | 26 |
| Seattle area | 1.0 | 1 | 66.7 | 5 |

Note: Figures reflect participation by 331 students in the Class of 2014 during the summer of 2012. 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 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 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 onto one survey.

## ■ Hiring for Summer 2013

A total of 301 employers reported issuing a median of 30 and an average of 58 callback invitations each to second-year students, or a total of 17,534 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 26, and that the average was 48. For firms reporting on a firm-wide basis, medians and averages ranged from 36 to over 200, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with an average twice that of the region with the next largest numbers, the Mid-Atlantic Region. Nationwide, 79% 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 callback activity level, as measured by medians is the same as in 2009, after nudging up to 33 in 2011. The average number of callback invitations is slightly higher than in 2009 (58 compared with 53), but is also a decline from 61 in 2011. Recent small upticks notwithstanding, activity still remains well below that of 2008 and 2007, with 2007 being the last year of a 6-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 1, 2012.

- About 44% of callback interviews resulted in an offer, with a median and average of 8 and 20 offers, respectively. For offices reporting office-specific information, the median was 7, and the average was 17. The overall median of 8 is down from the comparable figure of 10 in 2011 and is now just above the median of 7 in 2009. The offer rate also decreased after increasing for two years in a row from the 36% figure for 2009. Both figures however, remain off from those the three years prior to 2008, when the offer rate was about 60% and the median number of offers was 15 or 16. Prior to 2008, offer rates below 50% were last experienced in the fall of 2002, and had only fallen below 50% a few times since NALP began compiling these figures in 1993. The percentage of callback interviews resulting in an offer generally increased with firm size for both firm-wide and office-specific reports. This percentage was somewhat lower for offices in the Southeast and West/Rocky Mountain Regions. On an individual office basis, employers in the West/Rocky Mountain Region made the fewest offers, with a median of 4. This compares with a median of 17 and an average of 40 in the Northeast.
- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Chicago, Charlotte, Dallas, Washington, DC, 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 22% in the Miami area to 55% in Washington, DC. Some of these differences of course result from differences in the firm sizes typical for these cities.
- Overall, about 38% of offers were accepted, up slightly from 2011, after declining for two years in a row, from 2009 to 2010, and from 2010 to 2011. Nonetheless the acceptance rate remains higher than rates which had ranged from 29% to 33% between 2002 and 2008. The acceptance rates of the last four years remain the highest since NALP began tracking these figures in 1993. A larger percentage of offers from offices in the Southeast were accepted — 50% — while acceptance rates were lower in the Northeast—about 32%. Acceptance rates were highest at firms of 100 or fewer lawyers and at offices of 50 or fewer lawyers.
- At the city and state level, acceptance rates were lowest at offices in New York, Washington, DC, Chicago, San Francisco, and San Jose, where fewer than one-third of offers were accepted. Acceptance rates were highest in Portland, at over 81%, followed by Seattle at almost 61%.

# Outcomes of Callback Invitations to and Interviews of Class of 2014 Students for Summer 2013 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** | **30.0** | **58** | **79.2%** | **44.2%** | **8.0** | **20** | **38.2%** | **303** |
| **Firm-wide reports** | | | | | | | | |
| All firm-wide reports | 75.5 | 125 | 79.9 | 44.5 | 19.0 | 44 | 41.3 | 41 |
| By # of lawyers firmwide | | | | | | | | |
| 101-250 | 39.0 | 36 | 80.3 | 39.8 | 8.5 | 12 | 57.7 | 10 |
| 251-500 | 64.5 | 74 | 83.0 | 41.6 | 20.0 | 25 | 46.9 | 12 |
| 501-700 | 150.0 | 177 | 83.8 | 33.8 | 33.0 | 50 | 40.0 | 7 |
| 701+ | 169.0 | 251 | 76.7 | 52.3 | 54.0 | 101 | 37.7 | 10 |
| By NALP region | | | | | | | | |
| Mid-Atlantic | 61.0 | 78 | 79.9 | 25.8 | 18.0 | 16 | 52.5 | 5 |
| Southeast | 23.0 | 43 | 87.2 | 40.0 | 12.5 | 15 | 61.0 | 8 |
| Midwest | 56.0 | 56 | 84.4 | 38.9 | 17.0 | 18 | 50.0 | 9 |
| **Office-specific reports** | | | | | | | | |
| All office specific reports | 26.0 | 48 | 78.9 | 44.1 | 7.0 | 17 | 37.0 | 262 |
| By # of lawyers firmwide | | | | | | | | |
| 100 or fewer | 13.0 | 17 | 76.5 | 35.3 | 4.5 | 5 | 53.6 | 40 |
| 101-250 | 34.5 | 46 | 79.0 | 33.5 | 7.0 | 12 | 45.8 | 38 |
| 251-500 | 19.0 | 49 | 70.8 | 48.1 | 5.0 | 17 | 36.0 | 40 |
| 501-700 | 35.0 | 64 | 79.6 | 41.9 | 9.0 | 21 | 31.6 | 27 |
| 701+ | 32.0 | 55 | 81.5 | 47.3 | 10.0 | 21 | 35.6 | 117 |
| By # of lawyers in office | | | | | | | | |
| 25 or fewer | 10.5 | 16 | 74.8 | 28.9 | 2.0 | 3 | 57.4 | 20 |
| 26-50 | 13.5 | 18 | 78.0 | 36.0 | 3.0 | 5 | 46.2 | 58 |
| 51-100 | 23.5 | 34 | 77.7 | 41.1 | 7.0 | 11 | 38.6 | 75 |
| 101-250 | 38.0 | 55 | 81.8 | 40.7 | 12.0 | 18 | 37.9 | 75 |
| 251+ | 165.0 | 182 | 77.2 | 53.1 | 64.5 | 75 | 33.1 | 24 |
| By NALP region and city | | | | | | | | |
| Northeast | 56.0 | 119 | 73.7 | 46.1 | 17.0 | 40 | 32.4 | 41 |
| Boston | 45.5 | 73 | 72.7 | 40.3 | 14.0 | 22 | 39.2 | 14 |
| New York City | 118.0 | 168 | 73.9 | 48.7 | 28.5 | 60 | 30.3 | 22 |
| Mid-Atlantic | 41.0 | 57 | 77.8 | 47.5 | 11.5 | 21 | 34.8 | 46 |
| Washington, DC/Northern VA | 44.0 | 66 | 76.0 | 54.9 | 16.0 | 27 | 31.6 | 28 |
| Southeast | 14.0 | 21 | 84.0 | 39.6 | 5.0 | 7 | 50.0 | 54 |
| Atlanta | 22.5 | 31 | 86.5 | 43.4 | 7.5 | 12 | 52.2 | 8 |
| Charlotte | 24.0 | 23 | 86.0 | 45.4 | 10.0 | 9 | 35.9 | 7 |
| Dallas | 21.0 | 25 | 73.2 | 46.8 | 4.5 | 9 | 43.1 | 6 |
| Houston | 24.0 | 29 | 78.7 | 39.6 | 7.0 | 9 | 44.4 | 7 |
| Miami/Ft. Lauderdale/ W. Palm Beach | 13.0 | 17 | 91.5 | 22.2 | 1.0 | 3 | 50.0 | 7 |
| Raleigh | 13.0 | 11 | 85.2 | 41.3 | 5.0 | 4 | 68.4 | 5 |
| Midwest | 24.0 | 35 | 82.9 | 43.8 | 6.0 | 13 | 40.9 | 49 |
| Chicago | 31.5 | 60 | 79.6 | 50.9 | 11.0 | 25 | 31.9 | 16 |
| Minneapolis | 20.0 | 20 | 93.1 | 30.4 | 4.5 | 6 | 53.3 | 8 |
| Missouri | 30.0 | 31 | 85.6 | 35.1 | 9.0 | 9 | 58.7 | 5 |
| Wisconsin | 14.0 | 18 | 85.2 | 34.7 | 6.0 | 5 | 38.5 | 5 |
| West/Rocky Mountain | 18.0 | 28 | 90.6 | 38.5 | 4.0 | 10 | 40.5 | 71 |
| Los Angeles and Orange Co. | 28.0 | 38 | 105.5 | 37.2 | 7.5 | 15 | 38.3 | 20 |
| Phoenix | 11.5 | 14 | 93.0 | 43.8 | 3.5 | 6 | 51.4 | 6 |
| Portland, OR area | 10.0 | 11 | 91.1 | 31.4 | 3.0 | 3 | 81.3 | 5 |
| San Diego | 11.0 | 15 | 83.9 | 35.6 | 2.5 | 4 | 38.5 | 6 |
| San Francisco | 33.0 | 39 | 79.0 | 39.1 | 8.0 | 12 | 32.1 | 7 |
| San Jose area | 50.5 | 51 | 77.2 | 46.1 | 13.5 | 18 | 32.0 | 10 |
| Seattle area | 12.0 | 15 | 88.8 | 29.5 | 3.0 | 4 | 60.7 | 7 |

Note: Figures for callback invitations and outcomes are based on 301 employers issuing a total of 17,534 callback invitations and do not include 2 offices which did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 303 employers making a total of 6,171 offers. Median and average offer figures are based on all employers who interviewed at least one second-year student, even though a few ultimately made no offers as a result of callback invitations, or had not yet completed their second-year hiring as of December 1. The number of offices reporting interviewing second-year students is shown in the last column. Averages are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes 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 onto one survey.

 

Grouping offices according to their individual acceptance rates, about 39% of offices reported acceptance rates of 40% or less; 29% of offices reported acceptance rates between 40% and 60%; and one-third reported acceptance rates of more than 60%. The average acceptance rate was about 54%.

- Small offices more frequently reported acceptance rates in excess of 60%, as did offices in the Southeast and West/Rocky Mountain Regions. 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, Portland, and Seattle. In contrast, nearly all offices in the San Francisco area reported acceptance rates of 40% or less, as did almost three-quarters of those in New York and 60% of offices in the San Jose area.

## ■ Third-Year Hiring

Hardly unexpected, third-year hiring remained severely constricted, with just 19% of offices reporting any activity at all, or in a few cases planned activity. Offices recruiting third-years (Class of 2013 graduates not previously working for the employer) typically made 1 or 2 offers. Because a number of the offices which did interview 3Ls ultimately made no offers, the 280 accepted callback invitations resulted in only 82 offers. Over three-quarters of these offers were accepted.

## Acceptance Rates for Summer 2013 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** | **38.6%** | **28.5%** | **32.9%** | **53.6%** | **298** |
| **By Number of Lawyers Firmwide** | | | | | |
| 100 or fewer | 29.3 | 34.1 | 36.6 | 58.2 | 41 |
| 101-250 | 16.7 | 39.6 | 43.8 | 62.6 | 48 |
| 251-500 | 34.0 | 30.0 | 36.0 | 55.6 | 50 |
| 501-700 | 44.1 | 17.6 | 38.2 | 51.7 | 34 |
| 701+ | 50.4 | 24.8 | 24.8 | 48.4 | 125 |
| **By Number of Lawyers in Office** | | | | | |
| 25 or fewer | 5.9 | 23.5 | 70.6 | 75.8 | 17 |
| 26-50 | 35.6 | 15.3 | 49.2 | 62.9 | 59 |
| 51-100 | 35.4 | 32.9 | 31.7 | 51.8 | 82 |
| 101-250 | 41.1 | 36.7 | 22.2 | 48.6 | 90 |
| 251+ | 65.5 | 27.6 | 6.9 | 39.9 | 29 |
| **By NALP Region and City/State** | | | | | |
| Northeast | 57.1 | 33.3 | 9.5 | 40.5 | 42 |
| Boston area | 57.1 | 35.7 | 7.1 | 41.7 | 14 |
| New York City | 72.7 | 27.3 | 0.0 | 32.8 | 22 |
| Mid-Atlantic | 40.0 | 38.0 | 22.0 | 49.0 | 50 |
| Washington, DC/Northern VA | 59.3 | 25.9 | 14.8 | 41.2 | 27 |
| Southeast | 25.4 | 32.2 | 42.4 | 61.7 | 59 |
| Atlanta | 14.3 | 85.7 | 0.0 | 52.2 | 7 |
| Charlotte | 42.9 | 28.6 | 28.6 | 50.0 | 7 |
| Dallas | 40.0 | 40.0 | 20.0 | 52.4 | 5 |
| Houston | 42.9 | 42.9 | 14.3 | 43.5 | 7 |
| Miami/Ft. Lauderdale/ W. Palm Beach | 28.6 | 14.3 | 57.1 | 74.1 | 7 |
| Midwest | 35.1 | 26.3 | 38.6 | 56.3 | 57 |
| Chicago | 56.3 | 18.8 | 25.0 | 45.5 | 16 |
| Minneapolis area | 37.5 | 25.0 | 37.5 | 55.9 | 8 |
| Missouri | 33.3 | 33.3 | 33.3 | 59.1 | 6 |
| Ohio | 28.6 | 14.3 | 57.1 | 56.7 | 7 |
| Wisconsin | 50.0 | 33.3 | 16.7 | 46.9 | 6 |
| West/Rocky Mountain | 37.0 | 20.5 | 42.5 | 56.9 | 73 |
| Los Angeles and Orange County | 42.9 | 28.6 | 28.6 | 53.2 | 21 |
| Phoenix | 16.7 | 16.7 | 66.7 | 68.3 | 6 |
| Portland | 0.0 | 20.0 | 80.0 | 78.3 | 5 |
| San Diego | 33.3 | 16.7 | 50.0 | 59.7 | 6 |
| San Francisco | 85.7 | 0.0 | 14.3 | 34.2 | 7 |
| San Jose area | 60.0 | 20.0 | 20.0 | 36.2 | 10 |
| Seattle area | 0.0 | 42.9 | 57.1 | 69.0 | 7 |

Note: This table excludes offices that interviewed but then did not make any offers for summer 2013. 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.