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Perspectives on Fall 2014 Law Student Recruiting

Entry-level Law Firm Recruiting Ticks Up

Six years after the Great Recession, entry-level law firm recruiting activity increased measurably in the summer and fall of 2014. While law firms continue to exercise cautious entry-level hiring, recruiting activity by U.S. law firms on the campuses of U.S. law schools increased during the most recent recruiting season compared with recruiting activity the year before. Over the last five years law firms have gradually increased their entry-level hiring activity after the collapse in entry-level hiring reflected by the data from 2008 and 2009.

However, unlike other periods of growing recruiting activity, the recovery has not been spread evenly across all firms. While some firms have reported increased recruiting activity, others have reported not much change from the previous year, and still others, about a third, report decreases in recruiting activity compared to the prior year. This pattern holds both for number of campus visits and for number of offers for summer positions. Fifty-two percent of law firms reported making more offers for summer associate positions than they did the year before, and 14% reported making more than ten additional offers compared to the previous year. At the same time, 35% of firms reported making fewer offers than the previous year, and 4% of firms reported making more than ten fewer offers compared to the previous year.

This net growth in recruiting activity can be seen in other measures as well. For the second year in a row, a higher percentage of callback interviews resulted in offers compared to the previous year, and the yield on those offers fell as there were more offers in play. Similarly, the recruiting volume for 3Ls rose slightly, though it remains far below levels measured prior to the recession.

In general, law firms continue to bring in smaller summer classes than they did prior to the economic slowdown, though the average summer class size rose to its highest level since 2009, and for the first time since 2007, the overall offer rate coming out of summer programs returned to its pre-recession high, and in fact was the highest in the 22 years that NALP has compiled comparable information. Not surprisingly, acceptance rates for those offers remained high — far higher than they were prior to the recession, reflecting in part the anemic market for 3Ls. Even with these recent gains in the recruiting market metrics, it remains a buyer's market for law firms, as evidenced by the fact that overall law school graduate employment rates remain at historic lows.

For members of the Class of 2015, those who were summer associates in 2014, the offer rate for entry-level associate positions rose almost two percentage points to 93.4% from 91.6% the previous

A Retrospective on Recruiting

	Summer Programs				Fall Recruiting of 2Ls			
	Median Size	Average Size	% Receiving Offer	% Accepting Offer	Median # of Offers	Average # of Offers	% of Interviews Resulting in Offer	% of Offers Accepted
1993	8	10	77.8%	67.0%	15	27	48.2%	33.0%
1994	7	11	83.1	62.4	15	26	53.6	30.1
1995	8	11	84.3	64.6	14	30	55.7	32.3
1996	6	10	87.3	63.5	18	31	47.7	32.6
1997	8	12	88.2	60.1	24	40	52.3	30.0
1998	9	13	89.0	68.4	26	49	42.4	28.6
1999	8	13	88.9	65.2	21	41	63.8	29.0
2000	8.5	14	89.7	65.8	22	44	62.6	31.0
2001	6	12	84.2	72.8	11	26	51.4	34.9
2002	5	11	80.9	74.0	11	23	49.8	35.1
2003	5	10	87.0	77.0	11	29	52.9	31.4
2004	5	11	91.0	72.4	13	34	56.8	31.2
2005	6	12	90.6	73.0	16	37	59.6	30.3
2006	6	11	90.8	73.4	15	37	62.7	28.8
2007	6	13	92.8	76.8	15	39	60.0	29.1
2008	6	13	89.9	79.7	10	30	46.6	32.5
2009	6	12	69.3	84.5	7	16	36.4	42.8
2010	4	8	87.4	82.7	9	19	40.6	40.4
2011	5	8	91.4	85.0	10	22	46.4	37.1
2012	5	9	90.2	85.5	8	20	44.2	38.2
2013	5	11	91.6	83.9	8	27	47.0	35.4
2014	5	12	93.4	84.5	9.5	35	52.1	33.8

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year. This is a huge change from the stark offer rate of only 69% measured in 2009, and slightly exceeds the 92.8% offer rate recorded in 2007. The offer acceptance rate was about 85%, a figure that is almost 8 percentage points higher than the offer acceptance rates measured in 2007, the only other year in which an offer rate of close to 93% was measured. The median summer class size remained flat at 5 for the fourth year in a row, after having been 6 for the period from 2005 to 2009, and then tumbling to 4 in 2010, but the average class size rose from 11 to 12, suggesting that there are some summer programs that are once again growing quite a bit in size while others remain quite small.

For members of the Class of 2016, those who went through the OCI process in the summer and fall of 2014, the markers all ticked upwards, and can now clearly be seen to describe a recovering market. Across employers of all sizes, the median number of offers extended rose to 9.5 after sitting at 8 for two years in a row, and the mean number of offers rose from 27 to 35, the largest figure recorded since 2007 when the mean was 39. These 2L recruiting numbers are far higher than the historic lows of 7 (median) and 16 (average) measured in 2009, but remain below the historically high figures reached prior to the recession. The percent of callback interviews resulting in offers for summer positions rose five percentage points, from 47% to 52%, again the highest figure recorded since 2007. Conversely, with more offers on the table, the offer acceptance rate fell by just over a percentage point, from 35% to just under 34%, down from the historic high of nearly 43% 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.

"During the last couple of years we have seen some bobbling numbers in the markers that describe law student recruiting volumes, but this past fall, for the first time since the recession, we see some clear markers of recovery," says James Leipold, NALP's Executive Director. "Nonetheless, just as we are seeing some separation in law firm financial results, we are seeing some law firms' summer programs increasing in size at the same time that others' programs are continuing to shrink, while many are maintaining historically small programs. At the end of 2014, for the first time since the recession we saw a clear uptick in the demand for legal services, driven largely by transactional volume, with predictions of continued increased demand in 2016. Nevertheless, the downward pressures on the costs for providing those services continue unabated, and industry-wide realization rates continue to fall to new historic lows. It is likely that further stratification in the market will mean that some firms will continue to regrow their summer programs while others maintain programs that are much smaller than they were prior to 2009." Leipold concluded, "In 2014, then, for the first time a clear picture of a recovering market began to emerge, though that recovery was not spread evenly across all law firms. Geographic differences were also apparent, underscoring the fact that the recovery for the legal economy has been uneven, varying by location and practice area. In general law firms remain cautious in their first-year hiring, but in some sectors that hiring is once again becoming aggressive, particularly in the race for perceived 'top talent,' driven perhaps in part by some anxiety that smaller entering law school classes going forward will mean a slimmer talent pool to be divided amongst competitors. Certainly the industry continues to experience change at a breakneck pace, and it is hard to look very far ahead with any confidence, but it seems pretty clear that the summer and fall recruiting season that is shaping up for 2015 will be one of the most competitive we have seen in some time."

Introduction

Recruiting experiences are a topic of great importance both to law schools and to legal employers, particularly as activity in the employment market for entry-level and summer associates is affected by the economy as a whole. As a service to members and the legal profession, NALP reports annually on:

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

The first part of this report details recruitment activity on campus and at job fairs in late summer/fall 2014, providing comparisons with 2013 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 2014 summer programs and of late summer/fall 2014 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 2014 Survey of Law Schools on Fall Recruiting" and on legal employer responses to the "2014 Survey of Legal Employers on Fall Recruiting ." Throughout the report, the terms "firm", "office," and "employer" are used interchangeably.

Note: As in prior years, this report does not document every aspect of recruiting nor include every category of hires. Hiring of current first-year (Class of 2017) students and current third-year (Class of 2015) students for summer 2015 associate positions is not included. Documentation of summer 2014 program outcomes includes only Class of 2015 graduates, and not any Class of 2014 graduates who participated in the summer 2014 program after graduation. Class of 2016 (1L) participation in the summer 2014 program is reported on separately. Results of survey questions on lateral hiring will be reported in the April 2015 *NALP Bulletin.*

Late Summer/Fall 2014 Recruiting Activity

■ Law School Perspective

A total of 106 law schools, about half 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.

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.

- Over one-third of schools (36.8%) reported an increase of 5% or more in the number of employers on campus in late summer/fall 2014 compared with 2013. One-third reported steady numbers and 3 in 10 reported a decrease of 5% or more.
- Regional differences were evident, with schools in the Northeast least likely by far to report an increase of 5% or more, and most likely to report a decrease. Schools in the Mid-Atlantic Region were most likely to report relatively steady numbers. Schools in the Southeast were most likely to report an increase of more than 5%. Further analyses by enrollment size show that the smallest schools were most likely to have reported a change, either up or down.
- Over half of schools reported an increase of 10% or more in the number of employers requesting resume collection, with the percentage highest among schools in the Northeast, followed by schools in the Southeast. Variations by school size are not large.
- An inquiry into the use of video interviewing revealed that about 37% of schools did not use this technology in 2014. About 41% of schools reported using video interviews for one to three employers. Relatively few schools used the technology more extensively.
- Almost 71% of schools participated in five or more job fairs and 29% 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, but schools in the Northeast are more likely by far to participate in more than ten. Schools in the West/Rocky Mountain Region, by contrast, were evenly split between those that participated in five or more job fairs and those that participated in fewer than five job fairs. Schools in the Southeast and Midwest fell in between those ranges. Larger schools were more likely to participate in five or more job fairs.
- Over 57% of schools reported no change in job fair participation; this figure was highest among schools in the Midwest and West/Rocky Mountain Regions, but was fairly constant across sizes. Schools in the Southeast and Midwest 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 may have been edited for clarity or greater anonymity, are representative of those received.

- "This year we opened up our fall recruitment to externship recruiting as well."
- "Our OCI included five employers who had never participated in fall OCI previously."
- "OCI was little changed this year. There was a slight drop in employer numbers, but a slight increase in the number of openings overall."
- "We saw an increase in requests for video interviews this year, a trend that we expect to continue. Out-of-state firms are very interested in recruiting our students, but often cannot justify the time and expense related to travel, especially for initial screening interviews."
- "We continue to struggle with corporations participating alongside law firms. Corporations want top candidates like the law firms. However, corporations move at a different speed. We continue to struggle on advising our top students on how to juggle the difficulties of "in house" versus firm and the very conflicting offer timelines for both. As we continue to want to bring in more alternative career opportunities, we struggle with this dilemma."
- "Our school has an open OCI, so employers are able to interview at any time of year, in both the fall and spring semester."
- "Students were able to opt in to our Diverse View Book, and employers were able to request this resume book in addition to the resume collection and OCI options."
- "Students were able to opt in to our Regional Resume Collections for Houston, Philadelphia, Miami and Chicago. These were sent to various firms in these geographical areas."
- "We additionally had six firms request students write directly to apply for positions with them in 2014."
- "Many employers have started to transition to requesting direct mail so that they can review applications as they are received and/or so they can run the applications through their own websites, rather than asking for resume collects."
- "Even though on-campus interview slots were offered for dates before classes began, most employers were interested in dates after classes started and throughout the fall semester."

Comparison of Fall 2014 and Fall 2013 Employer Activity, As Reported by Schools

(percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2014 JD ENROLLMENT		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
Change in # of employers on campus 2013-2014:									
Decrease of 5% or more	30.2%	50.0%	11.1%	17.9%	34.8%	42.1%	44.0%	27.6%	7.4%
Change of less than 5%	33.0	33.3	55.6	28.6	21.7	31.6	18.0	48.3	44.4
Increase of 5 - 15%	20.8	11.1	11.1	28.6	26.1	21.1	24.0	10.3	25.9
Increase of more than 15%	16.0	5.6	22.2	25.0	17.4	5.3	14.0	13.8	22.2
Number of schools reporting	106	18	18	28	23	19	50	29	27
Change in # of employers requesting resume collection:									
Decrease of 10% or more	26.2%	17.6%	23.5%	17.9%	34.8%	38.9%	26.0%	32.1%	20.0%
Decrease of less than 10%	22.3	11.8	41.2	25.0	17.4	16.7	22.0	14.3	32.0
Increase of 10% or more	51.5	70.6	35.3	57.1	47.8	44.4	52.0	53.6	48.0
Number of schools reporting	103	17	17	28	23	18	50	28	25

Job Fair Participation, Fall 2014, As Reported by Schools

(percent or number of schools in each category)

	Total	NALP REGION					BY FALL 2014 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	29.1%	27.8%	5.6%	25.0%	38.1%	50.0%	48.0%	13.8%	8.3%
5-10	41.7	22.2	61.1	35.7	47.6	44.4	34.0	41.4	58.3
More than 10	29.1	50.0	33.3	39.3	14.3	5.6	18.0	44.8	33.3
Change in # of Job Fairs Compared with Fall 2013									
Decrease	25.2%	44.4%	38.9%	25.0%	4.8%	16.7%	28.0%	17.2%	29.2%
No change	57.3	44.4	50.0	50.0	71.4	72.2	56.0	58.6	58.3
Increase	17.5	11.1	11.1	25.0	23.8	11.1	16.0	24.1	12.5
Number of schools reporting	103	18	18	28	21	18	50	29	24

■ Employer Perspective

A total of 388 law firm employers provided some information on recruiting activity or recent summer programs. Almost three-quarters of responses were from firms of more than 250 lawyers. Nation-wide, the median number of schools at which employers recruited was 7. About equal percentages of employers either increased or decreased the number of schools visited (27.1% and 31.5%, respectively), while 41.4% reported visiting the same number of schools.

- Medians ranged from 3 at firms of 100 or fewer lawyers to 9 at firms of more than 500 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 low, even though the firm as a whole may visit many schools. Other firms split up the school visits, with each office responsible for visiting a few schools, but interviewing on behalf of multiple, or all, offices, again resulting in lower numbers per office. In other firms, all visits are done by one office, resulting in fairly large OCI numbers. All of these structures and more are present in the data reported in these tables, as is some composite firm-wide reporting, covering activity at all offices nation-wide.
- The proportion of firms falling in each of the three change categories varied somewhat by firm size but in no particular pattern. For example, offices in firms of 501-700 lawyers were most likely to have increased the number of schools visited. Offices in firms of 101-250 lawyers were most likely to have maintained the number of schools visited, and least likely to have increased the number of schools visited.
- On a regional basis, the median number of schools ranged from 4 in the Southeast to 10 in the Northeast. Employers in the Northeast were also most likely to interview at 9 or more schools — almost 51% — followed by employers in the Mid-Atlantic Region — at 42%. 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 20% to 33%. No change was most likely in the West/Rocky Mountain, Southeast, and Mid-Atlantic Regions. The proportion of offices visiting fewer schools also ranged from 20% to 33%.
- 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 decreased the number of schools visited than were offices in their respective regions as a whole, whereas offices in San Francisco and Los Angeles/Orange County were more likely not to have changed the number of schools visited. Employers in Michigan visited more schools than average — a median of 8 compared to the regional median of 7, and they were also less likely to have decreased the number of schools visited compared to the region as a whole. Not surprisingly, offices in New York City visit the most schools, with a median of 14.5.

Fall 2014 On-Campus Interviewing Activity and Comparisons with Fall 2013, As Reported by Employers — By Size

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED IN 2014					# OF SCHOOLS VISITED COMPARED TO 2013		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
Total — All Employers	**322**	**1.9%**	**26.7%**	**30.7%**	**40.7%**	**7.0**	**31.5%**	**41.4%**	**27.1%**
Firms of 100 or fewer lawyers	39	2.6	51.3	33.3	12.8	3.0	35.9	38.5	25.6
Offices of 26-50 lawyers	9	0.0	88.9	0.0	11.1	2.0	33.3	66.7	0.0
Offices of 51-100 lawyers	24	4.2	37.5	41.7	16.7	4.0	33.3	25.0	41.7
Firms of 101-250 lawyers	54	3.7	7.4	57.4	31.5	6.5	31.5	48.1	20.4
Offices of 51-100 lawyers	19	0.0	5.3	78.9	15.8	5.0	36.8	42.1	21.1
Offices of 101-250 lawyers	26	3.8	7.7	42.3	46.2	8.0	26.9	46.2	26.9
Firms of 251-500 lawyers	68	0.0	29.4	29.4	41.2	7.0	29.9	40.3	29.9
Offices of 25 or fewer lawyers	8	0.0	100.0	0.0	0.0	1.5	12.5	62.5	25.0
Offices of 26-50 lawyers	14	0.0	42.9	50.0	7.1	4.5	0.0	50.0	50.0
Offices of 51-100 lawyers	12	0.0	33.3	41.7	25.0	4.5	25.0	50.0	25.0
Offices of 101-250 lawyers	16	0.0	12.5	31.3	56.3	11.5	53.3	26.7	20.0
Offices of 251+ lawyers	15	0.0	0.0	13.3	86.7	14.0	40.0	33.3	26.7
Firms of 501-700 lawyers	33	3.0	30.3	18.2	48.5	9.0	27.3	36.4	36.4
Offices of 51-100 lawyers	5	20.0	20.0	40.0	20.0	5.0	20.0	20.0	60.0
Offices of 101-250 lawyers	11	0.0	27.3	36.4	36.4	7.0	36.4	36.4	27.3
Offices of 251+ lawyers	7	0.0	0.0	0.0	100.0	21.0	14.3	42.9	42.9
Firms of 701+ lawyers	128	1.6	25.0	22.7	50.8	9.0	32.0	41.4	26.6
Offices of 25 or fewer lawyers	16	6.3	62.5	25.0	6.3	3.0	31.3	37.5	31.3
Offices of 26-50 lawyers	19	5.3	57.9	36.8	0.0	3.0	26.3	52.6	21.1
Offices of 51-100 lawyers	23	0.0	30.4	34.8	34.8	6.0	43.5	34.8	21.7
Offices of 101-250 lawyers	37	0.0	8.1	24.3	67.6	11.0	32.4	32.4	35.1
Offices of 251+ lawyers	23	0.0	0.0	4.3	95.7	19.0	30.4	52.2	17.4

This table includes offices/firms that reported visiting at least one school in 2013 or 2014. The number of offices reporting both 2013 and 2014 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 2013.

** Medians are calculated based on employers making visits in 2014.

Fall 2014 On-Campus Interviewing Activity and Comparisons with Fall 2013, As Reported by Employers — By NALP Region and City/State

(in percentages except for medians)

	Number of Offices	NUMBER OF SCHOOLS VISITED IN 2014					# OF SCHOOLS VISITED COMPARED TO 2013		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
All Employers	**322**	**1.9%**	**26.7%**	**30.7%**	**40.7%**	**7.0**	**31.5%**	**41.4%**	**27.1%**
Northeast	61	1.6	16.4	31.1	50.8	10.0	32.8	37.7	29.5
Boston	9	0.0	33.3	33.3	33.3	6.0	11.1	66.7	22.2
New York City	41	2.4	7.3	24.4	65.9	14.5	34.1	31.7	34.1
Mid-Atlantic	51	2.0	31.4	25.5	41.2	7.0	29.4	43.1	27.5
Washington, DC/Northern VA area	26	3.8	19.2	23.1	53.8	9.0	26.9	42.3	30.8
Wilmington	5	0.0	40.0	0.0	60.0	9.0	20.0	40.0	40.0
Southeast	53	1.9	43.4	37.7	17.0	4.0	25.0	42.3	32.7
Atlanta	5	0.0	60.0	0.0	40.0	3.0	20.0	60.0	20.0
Charlotte	5	0.0	20.0	80.0	0.0	6.0	25.0	25.0	50.0
Dallas	6	16.7	50.0	0.0	33.3	3.0	33.3	33.3	33.3
Houston	8	0.0	87.5	12.5	0.0	2.5	12.5	62.5	25.0
Miami/Ft. Lauderdale/W. Palm Beach	7	0.0	14.3	71.4	14.3	5.0	14.3	42.9	42.9
Midwest	54	1.9	18.5	46.3	33.3	7.0	38.9	37.0	24.1
Chicago	15	0.0	13.3	46.7	40.0	8.0	40.0	40.0	20.0
Michigan	7	0.0	14.3	42.9	42.9	8.0	28.6	28.6	42.9
Minneapolis	8	12.5	12.5	50.0	25.0	6.0	25.0	37.5	37.5
Missouri	10	0.0	10.0	60.0	30.0	7.0	50.0	40.0	10.0
Ohio	5	0.0	0.0	60.0	40.0	7.0	20.0	40.0	40.0
West/Rocky Mtn.	65	3.1	40.0	32.3	24.6	5.0	35.4	44.6	20.0
Los Angeles and Orange County	21	0.0	28.6	47.6	23.8	6.0	28.6	57.1	14.3
Portland	5	0.0	80.0	20.0	0.0	3.0	40.0	40.0	20.0
San Francisco	8	0.0	62.5	12.5	25.0	2.5	37.5	50.0	12.5
San Jose area	9	11.1	11.1	33.3	44.4	8.0	55.6	22.2	22.2
Seattle	6	0.0	50.0	16.7	33.3	4.5	33.3	33.3	33.3

This table includes offices/firms that reported visiting at least one school in 2013 or 2014. The number of offices reporting both 2013 and 2014 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 nation-wide.

* These offices did visit schools in 2013.

** Medians are calculated based on schools making visits in 2014.

One-quarter of responding employers participated in no job fairs, and 60% of employers participated in the same number of job fairs in 2013 and 2014.

- Among firms of 100 or fewer lawyers, 39% did not participate in any job fairs. Most 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 2013 and 2014.
- On a regional basis, offices in the Northeast and Midwest Regions were most likely to participate in job fairs, with about 84% doing so. Offices in the Northeast were most likely by far to have participated in three or more job fairs, and to have increased their job fair participation. Offices in the Southeast were most likely not to have changed their participation, followed by those in the Mid-Atlantic and Midwest Regions.
- Again, regional norms are not necessarily indicative of activity within a given city. For example, offices in New York City, Chicago, and San Jose were considerably more likely to participate in three or more job fairs compared with their respective regions as a whole.

Fall 2014 Job Fair Participation and Comparisons with Fall 2013, As Reported by Employers (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2014:				COMPARED TO 2013 JOB FAIR PARTICIPATION:		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
Total — All Employers	**328**	**25.0%**	**26.5%**	**15.5%**	**32.9%**	**21.4%**	**18.3%**	**60.2%**
Firms of 100 or fewer lawyers	41	39.0	39.0	4.9	17.1	12.2	14.6	73.2
Offices of 26-50 lawyers	9	55.6	44.4	0.0	0.0	0.0	22.2	77.8
Offices of 51-100 lawyers	25	32.0	36.0	8.0	24.0	16.0	12.0	72.0
Firms of 101-250 lawyers	56	23.2	33.9	17.9	25.0	14.3	19.6	66.1
Offices of 51-100 lawyers	20	25.0	50.0	5.0	20.0	15.0	25.0	60.0
Offices of 101-250 lawyers	27	18.5	22.2	25.9	33.3	14.8	18.5	66.7
Firms of 251-500 lawyers	69	17.4	31.9	21.7	29.0	16.2	16.2	67.6
Offices of 25 or fewer lawyers	8	50.0	50.0	0.0	0.0	0.0	12.5	87.5
Offices of 26-50 lawyers	14	42.9	35.7	21.4	0.0	21.4	7.1	71.4
Offices of 51-100 lawyers	12	8.3	41.7	50.0	0.0	8.3	16.7	75.0
Offices of 101-250 lawyers	17	5.9	17.6	23.5	52.9	37.5	6.3	56.3
Offices of 251+ lawyers	15	0.0	26.7	13.3	60.0	6.7	40.0	53.3
Firms of 501-700 lawyers	33	18.2	18.2	18.2	45.5	24.2	24.2	51.5
Offices of 51-100 lawyers	5	40.0	40.0	20.0	0.0	20.0	20.0	60.0
Offices of 101-250 lawyers	11	0.0	18.2	36.4	45.5	27.3	36.4	36.4
Offices of 251+ lawyers	7	14.3	0.0	0.0	85.7	42.9	28.6	28.6
Firms of 701+ lawyers	129	27.1	18.6	14.0	40.3	29.5	18.6	51.9
Offices of 25 or fewer lawyers	16	81.3	12.5	0.0	6.3	18.8	25.0	56.3
Offices of 26-50 lawyers	20	65.0	30.0	0.0	5.0	10.0	5.0	85.0
Offices of 51-100 lawyers	23	17.4	34.8	26.1	21.7	17.4	21.7	60.9
Offices of 101-250 lawyers	37	10.8	18.9	27.0	43.2	35.1	16.2	48.6
Offices of 251+ lawyers	23	4.3	4.3	8.7	82.6	60.9	4.3	34.8

Note: Figures are based on employers who interviewed on campus or participated in job fairs in either 2013 or 2014. 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.

Fall 2014 Job Fair Participation and Comparisons with Fall 2013, As Reported by Employers — By NALP Region and City/State (in percentages)

	Number of Offices	NUMBER OF JOB FAIRS/CONSORTIA FALL 2014:				JOB FAIR PARTICIPATION COMPARED TO 2013:		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
All Employers	**328**	**25.0%**	**26.5%**	**15.5%**	**32.9%**	**21.4%**	**18.3%**	**60.2%**
Northeast	61	16.4	26.2	11.5	45.9	27.9	16.4	55.7
Boston	9	22.2	33.3	22.2	22.2	11.1	22.2	66.7
New York City	41	14.6	17.1	9.8	58.5	36.6	17.1	46.3
Mid-Atlantic	53	28.3	28.3	20.8	22.6	18.9	11.3	69.8
Washington, DC/Northern VA area	26	26.9	30.8	23.1	19.2	23.1	19.2	57.7
Wilmington	5	0.0	20.0	40.0	40.0	40.0	0.0	60.0
Southeast	53	45.3	30.2	11.3	13.2	9.6	15.4	75.0
Atlanta	5	20.0	40.0	0.0	40.0	0.0	20.0	80.0
Charlotte	5	20.0	60.0	20.0	0.0	25.0	0.0	75.0
Dallas	6	66.7	16.7	0.0	16.7	0.0	33.3	66.7
Houston	8	37.5	37.5	12.5	12.5	12.5	0.0	87.5
Miami/Ft. Lauderdale/W. Palm Beach	7	71.4	0.0	14.3	14.3	14.3	0.0	85.7
Midwest	55	16.4	29.1	23.6	30.9	16.4	14.5	69.1
Chicago	15	6.7	20.0	26.7	46.7	13.3	6.7	80.0
Michigan	7	42.9	42.9	14.3	0.0	0.0	14.3	85.7
Minneapolis	9	0.0	55.6	33.3	11.1	22.2	22.2	55.6
Missouri	10	0.0	10.0	30.0	60.0	30.0	10.0	60.0
Ohio	5	20.0	20.0	20.0	40.0	40.0	0.0	60.0
West/Rocky Mtn.	68	35.3	35.3	16.2	13.2	19.1	22.1	58.8
Los Angeles and Orange County	23	39.1	30.4	17.4	13.0	21.7	17.4	60.9
Portland	5	20.0	40.0	20.0	20.0	20.0	20.0	60.0
San Francisco	8	50.0	25.0	12.5	12.5	0.0	62.5	37.5
San Jose area	9	22.2	22.2	11.1	44.4	55.6	33.3	11.1
Seattle	6	0.0	66.7	33.3	0.0	16.7	0.0	83.3

Note: Figures are based on employers who interviewed on campus or participated in job fairs in either 2013 or 2014. 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.

- An inquiry into participation in diversity job fairs revealed that, among offices participating in jobs fairs, 56% participate in one or two and that 70% participate in one or two diversity job fairs. Almost 14% did not participate in any diversity job fairs. This inquiry also shows that, for firms participating in one or two job fairs, those job fairs are typically diversity jobs fairs — 79% and 63% of the cumulative number of job fairs reported, respectively. For firms participating in five or more job fairs in contrast, just 41% of the job fairs collectively reported were diversity job fairs.

Employer Participation in Job Fairs Among Employers Participating in at Least One Job Fair in Fall 2014, As Reported by Employers

	Percent Participating in:				
	None	One	Two	3-4	5 or more
Overall job fair participation	—	35.4%	20.7%	25.2%	18.7%
Diversity job fair participation....	13.8%	46.0	24.3	12.1	3.8

Note: These figures are based on 246 firms/offices that participated in at least one job fair and reported a figure for participation in diversity job fairs. The latter number may be zero.

Employer Participation in Diversity Job Fairs Compared to Overall Job Fair Participation in Fall 2014, As Reported by Employers

	For Those Who Participated in:				
	One Job Fair	Two Job Fairs	3-4 Job Fairs	5 or More Job Fairs	Any Number of Job Fairs
The cumulative number of job fairs reported was:..	84	102	208	321	715
Of this cumulative number, the percentage that were diversity job fairs was:	78.6%	62.7%	52.9%	41.1%	52.0%

Summer Program Characteristics

Summer programs were typically 8 to 10 weeks long. Over three-quarters of offices reported summer programs of 8, 9, or 10 weeks, although the lengths reported ranged from 4 to 14 weeks. For the most part, offices reporting a summer program in both 2012 and 2014 have not changed the length of the program; just 3% of offices reporting a summer program in both 2012 and 2014 reported that the length of their summer program decreased. About 9% reported that the length of their summer program increased. Another way of looking at this is that the average length of the summer program has remained at 9.7 weeks for the last three years.

- 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, in Michigan, and in San Francisco.
- Ten-week programs are the most common overall and 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 2015, almost 84% of offices held a summer program each summer from 2012 to 2014 and will do so again in 2015. This percentage is lower in firms of 501-700 lawyers, in smaller offices, and in the Mid-Atlantic and Southeast Regions. About 5% of offices did not hold a summer program in 2013 but did or will in the other three years. An even smaller percentage of employers, 3%, reported having a program in all years except 2014. These three scenarios are the most common nation-wide, though not necessarily for smaller units of analysis, particularly cities.

Length of Summer 2014 Programs

	MOST COMMON PROGRAM LENGTHS AND % REPORTING EACH					RANGE OF LENGTHS REPORTED (WEEKS)					
	6 Weeks	8 Weeks	9 Weeks	10 Weeks	12 weeks	Minimum Length	Maximum Length	Average Length 2014	Average Length 2013	Average Length 2012	Number of Offices*
Total — All Employers	**13.0%**	**9.1%**	**54.1%**	**6.6%**	**9.7%**	**4**	14	**9.7**	**9.7**	**9.7**	**362**
By Number of Lawyers Firm-wide											
100 or fewer	12.8	5.1	35.9	2.6	28.2	4	14	9.8	10.0	9.8	39
101-250	12.3	15.8	42.1	10.5	7.0	6	14	9.5	9.5	9.4	57
251-500	1.4	9.9	66.2	9.9	1.4	6	14	9.8	9.7	9.8	71
501-700	20.6	23.5	44.1	0.0	5.9	6	13	9.4	9.7	9.6	34
701+	16.8	4.3	59.6	6.2	10.6	6	12	9.8	9.7	9.7	161
By Number of Lawyers in Office											
25 or fewer	10.3	3.4	51.7	6.9	13.8	6	12	9.3	9.6	9.6	21
26-50	24.1	7.4	46.3	3.7	5.6	4	14	9.5	9.4	9.6	46
51-100	15.2	6.1	51.5	7.1	12.1	6	12	9.5	9.6	9.6	96
101-250	10.8	12.7	60.8	4.9	6.9	6	12	9.6	9.7	9.6	98
251+	4.1	8.2	57.1	12.2	12.2	8	14	10.3	10.4	10.4	49
By NALP Region and City/State											
Northeast	11.9	10.4	50.7	9.0	13.4	4	13	10.0	10.1	9.9	67
Boston area	18.2	18.2	54.5	9.1	0.0	8	11	9.5	9.4	9.6	11
New York City	11.1	6.7	53.3	8.9	13.3	4	13	10.1	10.2	10.0	45
Mid-Atlantic	13.8	10.3	56.9	8.6	6.9	8	14	10.0	10.0	9.9	58
Washington, DC/Northern VA	6.5	3.2	61.3	9.7	12.9	8	14	10.5	10.4	10.3	31
Southeast	25.8	7.6	28.8	1.5	4.5	6	12	8.3	8.1	8.2	66
Atlanta	25.0	37.5	12.5	0.0	0.0	6	10	8.3	8.5	8.8	8
Charlotte	20.0	0.0	20.0	20.0	0.0	7	11	8.6	8.2	NC	5
Dallas	37.5	0.0	25.0	0.0	12.5	6	12	8.5	8.4	8.7	8
Houston	0.0	0.0	44.4	0.0	0.0	6	10	7.8	7.4	7.7	9
Miami/Ft. Lauderdale/W. Palm Beach	22.2	22.2	55.6	0.0	0.0	8	10	9.3	9.4	9.4	9
Midwest	8.2	6.6	59.0	9.8	14.8	8	14	10.2	10.2	10.1	61
Chicago	10.5	0.0	63.2	10.5	15.8	8	12	10.2	10.0	9.9	19
Michigan	0.0	0.0	42.9	14.3	42.9	10	12	11.0	10.9	10.6	7
Minneapolis	0.0	0.0	100.0	0.0	0.0	10	10	10.0	10.5	10.5	8
Missouri	30.0	20.0	40.0	0.0	10.0	8	12	9.4	10.0	9.3	10
Ohio	0.0	12.5	62.5	25.0	0.0	9	11	10.1	9.9	9.9	8
West/Rocky Mountain	10.3	6.4	64.1	6.4	12.8	8	12	10.1	10.1	10.1	78
Denver	40.0	20.0	40.0	0.0	0.0	8	10	9.0	NC	NC	5
Los Angeles and Orange County	15.4	0.0	69.2	7.7	7.7	8	12	9.9	9.8	10.0	26
Portland, OR	0.0	0.0	66.7	16.7	16.7	10	12	10.5	10.6	10.6	6
San Jose area	0.0	9.1	72.7	9.1	9.1	9	12	10.2	10.1	10.1	11
Seattle area	0.0	0.0	75.0	12.5	12.5	10	12	10.4	10.6	10.7	8

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 nation-wide. These firms are also excluded from regional analyses. However, information by region does include firms submitting a firm-wide form but whose offices are predominantly or wholly in that region. The summer program lengths reported in this table are the five most common nation-wide for summer 2014. These five may not be the most common for smaller units of analysis.

* This is the number of offices that reported a summer program in 2014. 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 2012 and 2013 are based may vary from this number. An "NC" in the columns reporting averages indicates that fewer than five offices responding to the 2014 survey had a summer program in that year.

Summer Program Trends — 2012 – 2015

	% Holding Program in All Four Years	% Holding Program in All Years Except 2013	% Holding Program in All Years Except 2014	Number of Offices Reporting
Overall	**83.8%**	**5.4%**	**3.1%**	**388**
By Number of Lawyers Firm-wide				
100 or fewer	81.4	2.3	7.0	43
101-250	85.3	0.0	3.3	61
251-500	85.5	6.6	5.3	76
501 -700	72.2	16.7	0.0	36
701+	85.5	5.2	1.7	172
By Number of Lawyers in Office				
25 or fewer	37.5	22.5	7.5	40
26-50	66.7	11.1	7.9	63
51-100	90.3	2.9	2.9	103
101-250	96.1	2.0	0.0	102
251+	100.0	0.0	0.0	50
By NALP Region and City/State				
Northeast	90.0	2.9	1.4	70
Boston	91.7	0.0	8.3	12
New York City	91.5	4.3	0.0	47
Mid-Atlantic	77.8	9.5	3.2	63
Washington, DC/Northern VA	76.5	8.8	2.9	34
Southeast	78.9	7.0	2.8	71
Atlanta	75.0	0.0	0.0	8
Charlotte	100.0	0.0	0.0	5
Dallas	55.6	33.3	0.0	9
Houston	80.0	10.0	0.0	10
Miami/Ft. Lauderdale/W. Palm Beach	60.0	0.0	20.0	10
Midwest	87.7	0.0	4.6	65
Chicago	94.7	0.0	0.0	19
Minneapolis	77.8	0.0	11.1	9
Missouri	90.0	0.0	0.0	10
West/Rocky Mountain	79.1	9.3	3.5	86
Denver	80.0	20.0	0.0	5
Los Angeles and Orange County	88.9	7.4	3.7	27
Portland, OR	83.3	16.7	0.0	6
San Diego	60.0	20.0	0.0	5
San Francisco	72.7	0.0	0.0	11
an Jose area	83.3	8.3	0.0	12
Seattle	70.0	0.0	10.0	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 92.3% of responses. These may not be the three most frequently reported combinations for smaller units of analysis. This table includes both firm-wide and office-specific reports. City information may include offices in adjacent areas. State information may include consolidated information reported by firms whose offices are primarily in that state. However, regional and city-specific figures generally do not include offices which reported one consolidated form to cover activity in offices nation-wide.

This year's survey asked employers about when their incoming associates from the graduating Class of 2014 (those who had been summer associates during summer 2013) started work. Most firms/offices — 78% — reported that this class started together; the smallest firms 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; about 12% reported a January 2015 start date. Looking at when Class of 2014 associates started, almost 91% of the 3,267 incoming associates reported started in the September to November 2014 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 2014 Associates (2013 Summer Associates)

	% Reporting Staggered Start Dates*	# of Offices/Firms
Overall	21.9%	342
By Firm Size (# of Lawyers)		
100 or fewer	43.2	37
101-250	17.0	59
251-500	26.9	67
501-700	11.5	26
701+	18.3	153

* Note: "Staggered start dates" is intended to include offices which, 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 2014 Associates (2013 Summer Associates) for Offices/Firms with a Single Start Date

	START DATES IN:				# of Offices Reporting
	September 2014	October 2014	November 2014	January 2015	
Overall	**51.1%**	**40.2%**	**1.9%**	**5.6%**	**266**
By Firm Size (# of Lawyers)					
250 or fewer	84.1	10.1	2.9	0.0	69
251-700	73.6	22.2	2.8	0.0	72
701+	20.0	67.2	0.8	12.0	125

* Note: Start dates prior to September 2014 accounted for just over 1% of the start dates reported.

Timing of Start for Incoming Class of 2014 Associates (2013 Summer Associates)

	Number Accepting Offer*	% Starting Before December 1, 2014	% Starting December 1, 2014 or Later**
Overall	**3,267**	**90.7%**	**9.3%**
By Firm Size (# of Lawyers)			
100 or fewer	78	85.9	14.1
101-250	242	87.2	12.8
251-500	578	96.4	3.6
501-700	293	94.2	5.8
701+	2,076	89.2	10.8

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

** These counts include a handful of Class of 2014 graduates who started before fall 2014 after graduating in December 2013.

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

Outcomes of Summer Programs and Fall Recruiting

A total of 363 employers reported information on the outcomes of their 2014 summer programs. Almost 45% 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 18%, 17%, and 21% of responses, respectively. Note that for firms submitting one survey to cover multiple, or all, offices, the information generally was not attributed to a city, and in some cases not even to a region if offices are nation-wide.

■ Outcomes of Summer 2014 Programs

Responding employers reported a combined total of 4,433 individuals from the Class of 2015 participating in their 2014 summer programs, with an overall average class size of 12, 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 9. For firms reporting on a firm-wide basis, the median class size was 15, and ranged from 6 in firms of 101-250 lawyers to about 35 in firms of 701+. Overall, 93.4% of participants received an offer for an associate position, compared with just under 92% for the prior summer and up considerably from the 69% recorded for the summer 2009 program. The offer rate in 2014 represents a historic high in the 22 years that NALP has compiled comparable figures, exceeding by a bit the 92.8% mark in 2007. The overall figures for 2014 that are comparable to those compiled in prior years show that the downsizing of summer class sizes that started in 2010 has been maintained. The median has stood at 5 for the four most recent summers, although the average increased to 12, making 2014, as measured by either the median or the average, most comparable to the early 2000s. The fact that the offer rate has recovered compared from its low point in 2009 must be viewed in the context of generally

Outcome of Summer Programs

	SIZE OF PROGRAM		% of Participants Receiving Offers	% of Offers Accepted	Number of Offices
	Median	Average			
Overall Total	**5.0**	**12**	**93.4%**	**84.5%**	363
Firm-wide reports					
All firm-wide reports	15.0	26	93.1	87.3	70
By # of lawyers firm-wide					
101-250	6.0	8	77.4	75.6	14
251-500	13.5	14	90.9	89.9	14
501-700	15.0	21	88.9	85.3	17
701+	35.5	48	96.5	88.3	24
By NALP region					
Mid-Atlantic	11.0	13	92.4	73.8	5
Southeast	11.5	13	66.3	75.4	8
Midwest	10.0	11	85.1	90.2	15
West/Rocky Mountain	13.5	17	95.5	87.3	8
Office-specific reports					
All office specific reports	4.0	9	93.6	82.6	293
By # of lawyers firm-wide					
100 or fewer	3.0	3	67.5	78.5	38
101-250	4.0	6	87.1	78.5	43
251-500	4.0	9	91.4	84.8	57
501-700	2.0	13	97.8	84.2	17
701+	5.0	11	96.9	82.4	138
By # of lawyers in office					
25 or fewer	2.0	2	83.0	81.8	29
26-50	2.0	3	87.8	82.0	52
51-100	4.0	5	89.7	79.8	88
101-250	7.0	8	92.3	84.3	77
251+	29.0	36	96.7	82.5	39
By NALP region and city/state					
Northeast	6.0	19	98.1	82.7	66
Boston	4.0	7	97.4	84.0	11
New York City	14.0	26	98.6	82.8	45
Mid-Atlantic	5.0	8	84.7	75.9	53
Washington, DC/Northern VA	6.5	10	85.8	71.5	30
Southeast	3.0	5	89.4	81.9	58
Atlanta	3.5	5	95.1	87.2	8
Charlotte	6.0	6	90.6	72.4	5
Dallas	6.0	5	89.8	79.5	9
Houston	6.0	7	93.7	81.4	9
Miami/Ft. Lauderdale/W. Palm Beach	2.5	4	86.7	84.6	8
Midwest	4.0	7	91.2	90.4	46
Chicago	5.0	11	93.8	88.7	19
Minneapolis	3.0	4	93.3	92.9	8
Missouri	3.5	5	84.4	92.6	6
West/Rocky Mountain	3.5	5	93.4	82.8	70
Los Angeles and Orange County	3.0	5	96.7	79.7	24
Portland	2.5	2	92.9	76.9	6
San Francisco	4.0	4	87.2	73.5	9
San Jose area	5.0	7	93.3	87.5	9
Seattle area	3.5	4	93.8	93.3	8

Note: Figures reflect participation by 4,433 students in the Class of 2015 during the summer of 2014. 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, 2014. Overall, firms reported that an offer decision had not been made for just over 1% of summer program participants. Average figures are rounded to the nearest whole number. Following the overall total 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 some instances of firms with most lawyers located in that city or whose additional offices are located primarily in adjacent areas, and of multi-office nation-wide firms consolidating two geographically adjacent offices onto one survey.

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 in the Northeast, and smallest in the Southeast and West/Rocky Mountain Regions.
- Some cities with relatively large firms, but certainly not all, had summer programs which on average were larger than for their respective region as whole. Dallas and New York City are examples. 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, with the exception of San Jose and Portland.
- 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 Mid-Atlantic Region. Among cities with larger programs (those with a median size of five or more), New York and Boston led the way with nearly all summer associates receiving an offer, followed closely by Los Angeles. Acceptance rates were over 80% in most cities, although lower acceptance rates are noted for Washington, DC, Charlotte, and Dallas.
- An offer decision had not been made as of December 1, 2014, for whatever reason, for just over 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.

Acceptance Rates from Summer 2014 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	**24.5%**	**27.4%**	**48.1%**	**84.5%**	**351**
By Number of Lawyers Firm-wide					
100 or fewer	29.4	8.8	61.8	78.9	34
101-250	38.2	12.7	49.1	80.9	55
251-500	25.7	21.4	52.9	87.2	70
501-700	16.1	38.7	45.2	87.7	31
701+	19.9	36.6	43.5	85.0	161
By Number of Lawyers in Office					
25 or fewer	23.1	3.8	73.1	84.3	26
26-50	30.0	6.0	64.0	82.4	50
51-100	35.4	11.5	53.1	81.0	96
101-250	22.0	30.0	48.0	88.2	100
251+	12.0	74.0	14.0	84.5	50
By NALP Region and City/State					
Northeast	26.9	38.8	34.3	82.6	67
Boston area	36.4	18.2	45.5	79.9	11
New York City	19.6	52.2	28.3	84.2	46
Mid-Atlantic	38.9	20.4	40.7	78.7	54
Washington, DC/Northern VA	46.7	13.3	40.0	77.5	30
Southeast	30.6	16.1	53.2	81.9	62
Atlanta	25.0	25.0	50.0	72.1	8
Charlotte	60.0	20.0	20.0	69.8	5
Dallas	25.0	50.0	25.0	76.7	8
Houston	22.2	22.2	55.6	87.4	9
Miami/Ft. Lauderdale/W. Palm Beach	14.3	0.0	85.7	88.6	7
Midwest	15.5	24.1	60.3	89.2	58
Chicago	11.1	38.9	50.0	88.2	18
Michigan	28.6	0.0	71.4	91.7	7
Minneapolis area	14.3	14.3	71.4	90.0	7
Missouri	0.0	30.0	70.0	95.6	10
Ohio	12.5	25.0	62.5	91.7	8
West/Rocky Mountain	20.5	14.1	65.4	86.9	78
Denver	0.0	0.0	100.0	100.0	5
Los Angeles and Orange County	19.2	7.7	73.1	89.4	26
Portland	50.0	0.0	50.0	70.8	6
San Francisco	44.4	0.0	55.6	75.0	9
San Jose area	9.1	45.5	45.5	88.4	11
Seattle area	12.5	12.5	75.0	94.7	8

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, 2014. 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 nation-wide.

About one-quarter of offices reported acceptance rates of 75% or less; 27% reported acceptance rates between 75% and 99.9%; and 48% reported acceptance rates of 100%. The average acceptance rate was 84.5%. The smallest offices were most likely to report a 100% acceptance rate. By overall firm size, the prevalence of 100% acceptance rates varied from 43.5% to almost 62%.

- On a regional basis, offices in the Mid-Atlantic Region were least likely to report 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 79%. The average acceptance rate was greater than 80% in the majority of cities.

First-year Participation in Summer Programs

About 61% of responding firms reported that their summer 2014 program included one or more first-year (Class of 2016) students. A few offices hosted first-years only.

- These firms collectively employed 603 first-years, with a median of 2 and an average of 3 overall; for firms providing firm-wide reports, both the median and the average were 4. 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, about 60% of these first-years received an offer to return for some or all of the summer 2015 program. For office-specific reports, this figure ranged from 37.5% to over 83% depending on firm or office size. On a regional basis offer rates were generally just over half, but 68% in the Mid-Atlantic Region.

Presence of First-Years in Summer Programs

	NUMBER OF 1Ls		% Receiving Offers to Return Next Summer	Number of Offices
	Median	Average		
Overall Total	**2.0**	**3**	**59.7%**	**217**
Firm-wide reports				
All firm-wide reports	4.0	4	62.5	59
By # of lawyers firm-wide				
101-250	2.0	2	32.0	11
251-500	3.0	4	56.4	11
501-700	4.0	6	62.6	16
701+	5.0	5	72.4	20
By NALP region				
Mid-Atlantic	4.0	4	85.7	5
Southeast	4.5	5	55.6	6
Midwest	3.0	4	43.5	12
West/Rocky Mountain	1.0	4	68.2	6
Office-wide reports				
All office specific reports	1.0	2	57.4	153
By # of lawyers firm-wide				
100 or fewer	1.0	2	57.9	17
101-250	1.0	2	37.5	27
251-500	1.0	2	60.4	33
501-700	3.0	3	81.3	5
701+	1.0	3	59.6	71
By # of lawyers in office				
25 or fewer	1.0	1	55.6	8
26-50	1.0	1	54.8	21
51-100	1.0	2	54.4	46
101-250	1.0	2	64.0	51
251+	4.0	5	56.8	23
By NALP region and city				
Northeast	1.5	3	55.8	36
Boston	1.0	2	37.5	5
New York City	2.0	4	58.4	28
Mid-Atlantic	1.0	2	68.2	28
Washington, DC/Northern VA	1.0	2	60.0	13
Southeast	1.0	2	57.4	29
Houston	1.0	3	65.0	6
Midwest	2.0	2	55.6	28
Chicago	1.0	2	87.5	7
Minneapolis	3.0	3	35.3	5
West/Rocky Mountain	1.0	1	53.3	32
Los Angeles and Orange County	1.5	2	35.7	8
San Jose area	1.0	1	57.1	6
Seattle area	2.0	2	60.0	5

Note: Figures reflect participation by 603 students in the Class of 2016 during the summer of 2014. The number of employers reporting that their summer program included 1Ls is shown in the last column and may include 1L programs specifically for diversity candidates and/or programs in cooperation with or sponsored by bar associations or similar organizations. The figure for number of offices 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 some instances of firms with most attorneys located in that city or whose additional offices are located primarily in adjacent areas, and of multi-office nation-wide firms consolidating two geographically adjacent offices onto one survey.

■ Hiring for Summer 2015

A total of 360 employers reported issuing a median of 35 and an average of 87 callback invitations each to second-year students, or a total of 31,484 callback invitations. Figures are based on offices that had interviewed at least one 2L, even if the process ended with no offers being made, or none had been made as of December 1, 2014. Distinguishing between firms that submitted a composite survey to cover activity in multiple or all offices from those that submitted a survey pertaining to one office only reveals that, on a per office basis, the median was 29, and that the average was 63. For firms reporting on a firm-wide basis, medians and averages ranged from 31 to over 377, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with an average almost three times that of the region with the next largest numbers, the Mid-Atlantic Region. Nation-wide, 77.2% of these callback invitations were accepted. Acceptance rates were lower in the Northeast compared with other regions.

Based on figures which are comparable to those of prior years, the callback activity level, as measured by medians, was up from 30 in 2013, after being essentially flat in the prior five years, with the exception of a nudging up to 33 in 2011. The average number of callback invitations also increased from 74 in 2013 to a level comparable to those from 2005-2008. However, averages can be pushed up by firm-wide reports or especially large programs. By the more moderated measure of the median, activity still remains well below that of 2008 and 2007, with 2007 being the last year of a six-year upward trend.

- About 52% of callback interviews resulted in an offer, with a median and average of 9.5 and 35 offers, respectively. For offices reporting office-specific information, the median was 8, and the average was 26. The overall median of 9.5 is up from 8 in both 2012 and 2013, and has exceeded the historic low median of 7 in 2009 every year since, though generally not by a great deal. The offer rate increased once again, and generally has trended up since its low point in 2009. Both figures, however, remain off from those of the three years prior to 2008, when the offer rate was about 60% and the median number of offers was 15 or 16. Prior to 2008, comparable offer rates were last experienced from 2001-2003 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 office-specific reports. This percentage was somewhat lower for offices in the Southeast and West/Rocky Mountain Regions. On an individual office basis, employers in the Southeast Region made the fewest offers, with a median of 4. This compares with a median of 16 and an average of 68 in the Northeast.
- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Chicago, Dallas, and Houston reported relatively high offer rates compared to their regions as a whole, whereas the opposite was true in a number of cities including Boston, the Miami area, Minneapolis, Portland, and Seattle. Offer rates ranged from about 27% in Portland to 62% in New York City. Some of these differences reflect differences in the firm sizes typical for these cities.
- Overall, almost 34% of offers were accepted, down about 1.5 percentage points from 2013, and also exhibiting a generally fluctuating pattern over the years. Nonetheless the acceptance rate remains higher than rates that were typical of those prior to 2008. Moreover, the acceptance rates of the last five years remain the highest since NALP began tracking these figures in 1993, with the exception of 2001 and 2002. A larger percentage of offers from offices in the Southeast were accepted — 48% — while acceptance rates were lower in the Northeast — about 29%. Acceptance rates were highest at firms of 100 or fewer lawyers and at offices of 50 or fewer lawyers.
- At the city and state level, acceptance rates were lowest at offices in New York, Washington, DC, and San Jose, where just 29% of offers were accepted. Acceptance rates were highest in Seattle at almost 67%, followed by the Miami area at about 63%.

Outcomes of Callback Invitations to and Interviews of Class of 2016 Students for Summer 2015 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	**35.0**	**87**	**77.2%**	**52.1%**	**9.5**	**35**	**33.8%**	**366**
Firm-wide reports								
All firm-wide reports	93.0	186	75.2	50.2	29.5	70	34.6	72
By # of lawyers firm-wide								
101-250	31.0	31	87.0	40.8	10.0	11	53.0	15
251-500	66.0	90	74.3	50.6	17.0	34	36.3	17
501-700	101.5	121	78.5	38.7	28.0	37	41.2	16
701+	377.0	412	74.1	53.2	113.0	163	32.4	23
By NALP region								
Mid-Atlantic	52.0	70	85.5	58.0	30.0	35	33.9	5
Southeast	25.0	36	86.7	46.0	11.0	14	61.1	10
Midwest	44.0	52	82.1	31.8	13.0	14	55.2	15
West/Rocky Mountain	58.0	67	83.2	51.2	20.0	29	45.0	7
Office-specific reports								
All office specific reports	29.0	63	78.7	53.4	8.0	26	33.3	294
By # of lawyers firm-wide								
100 or fewer	10.0	18	74.7	33.3	3.0	4	53.8	39
101-250	28.5	38	79.0	36.2	7.0	11	43.5	41
251-500	24.0	65	73.4	54.8	8.5	26	32.4	58
501-700	27.5	89	84.0	60.2	9.0	45	34.9	16
701+	36.5	77	80.0	55.4	11.5	34	31.7	140
By # of lawyers in office								
25 or fewer	9.0	11	79.1	36.6	2.0	3	48.6	33
26-50	11.0	16	81.1	40.2	3.0	5	45.2	53
51-100	28.0	36	76.6	41.5	7.0	11	34.1	87
101-250	46.0	58	80.3	45.6	14.5	21	36.7	74
251+	161.0	242	78.4	62.9	80.0	119	30.8	39
By NALP region and city								
Northeast	64.5	156	76.3	59.0	16.0	68	29.5	64
Boston	47.0	60	79.8	36.3	12.0	17	35.1	12
New York City	116.0	204	76.0	61.8	30.0	96	28.9	43
Mid-Atlantic	40.0	57	80.0	50.4	10.0	23	32.5	52
Washington, DC/Northern VA	65.0	75	80.7	54.8	25.5	32	29.0	30
Southeast	14.0	23	83.2	44.2	4.0	8	48.2	58
Atlanta	7.0	28	84.4	47.6	3.0	11	47.5	7
Charlotte	42.0	36	83.0	38.4	12.0	12	46.6	5
Dallas	26.5	32	81.0	51.0	12.5	13	39.4	8
Houston	21.0	33	82.2	57.4	7.0	14	44.0	10
Miami/Ft. Lauderdale/W. Palm Beach	14.0	21	81.4	28.7	3.0	5	63.3	10
Midwest	28.5	39	82.5	49.6	7.0	16	40.4	47
Chicago	47.0	64	80.6	56.0	14.0	29	33.8	18
Minneapolis	25.5	22	89.4	38.1	6.0	8	50.8	8
Missouri	32.0	30	85.4	34.9	6.5	9	50.9	6
West/Rocky Mountain	21.0	32	81.8	43.2	6.0	11	39.5	73
Los Angeles and Orange County	27.0	34	80.2	46.5	6.5	13	42.0	24
Portland, OR area	14.0	13	94.9	27.0	3.0	3	45.0	6
San Francisco	28.0	40	79.9	37.1	8.5	12	34.7	10
San Jose area	49.5	67	80.9	48.7	18.5	26	29.0	10
Seattle area	13.0	20	84.8	30.8	3.0	5	66.7	9

Note: Figures for callback invitations and outcomes are based on 360 employers issuing a total of 31,484 callback invitations and do not include 6 offices which did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 366 employers making a total of 12,676 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 some instances of firms with most attorneys located in that city or whose additional offices are located primarily in adjacent areas, and of multi-office nation-wide firms consolidating two geographically adjacent offices onto one survey.

Grouping offices according to their individual acceptance rates, about 36% of offices reported acceptance rates of less than 35%; 36% of offices reported acceptance rates between 35% and 60%; and 28% reported acceptance rates of more than 60%. The average acceptance rate was about 49%.

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

Acceptance Rates for Summer 2015 Program

(percent of offices in each range of acceptance rates)

	ACCEPTANCE RATES			Average Acceptance Rate	Number of Offices
	Less than 35%	35 - 60%	More than 60%		
Total — All Employers	**35.9%**	**36.2%**	**27.9%**	**49.4%**	**359**
By Number of Lawyers Firm-wide					
100 or fewer	23.7	21.1	55.3	65.5	38
101-250	20.0	50.9	29.1	54.8	55
251-500	34.7	37.3	28.0	48.4	75
501-700	25.0	46.9	28.1	51.1	32
701+	47.2	32.1	20.8	43.7	159
By Number of Lawyers in Office					
25 or fewer	20.0	40.0	40.0	57.1	30
26-50	24.1	37.0	38.9	56.6	54
51-100	36.4	29.3	34.3	52.4	99
101-250	35.4	44.4	20.2	46.0	99
251+	60.0	28.0	12.0	37.4	50
By NALP Region and City/State					
Northeast	57.6	27.3	15.2	39.9	66
Boston area	41.7	50.0	8.3	38.5	12
New York City	68.2	20.5	11.4	35.1	44
Mid-Atlantic	42.1	35.1	22.8	45.4	57
Washington, DC/Northern VA	58.1	25.8	16.1	40.0	31
Southeast	16.4	41.8	41.8	59.4	67
Atlanta	28.6	42.9	28.6	54.3	7
Charlotte	20.0	60.0	20.0	44.9	5
Dallas	25.0	75.0	0.0	41.1	8
Houston	20.0	50.0	30.0	52.3	10
Miami/Ft. Lauderdale/W. Palm Beach	0.0	30.0	70.0	69.2	10
Midwest	27.1	33.9	39.0	56.2	59
Chicago	66.7	27.8	5.6	36.7	18
Michigan	14.3	28.6	57.1	58.7	7
Minneapolis	0.0	50.0	50.0	66.0	8
Missouri	22.2	44.4	33.3	50.8	9
Ohio	0.0	28.6	71.4	75.3	7
West/Rocky Mountain	26.9	43.6	29.5	52.0	78
Denver	20.0	60.0	20.0	48.4	5
Los Angeles and Orange County	30.8	42.3	26.9	50.9	26
Portland	33.3	16.7	50.0	51.6	6
San Francisco	33.3	33.3	33.3	45.5	9
San Jose area	54.5	45.5	0.0	32.6	11
Seattle area	12.5	25.0	62.5	75.9	8

Note: This table excludes offices that interviewed but then did not make any offers for summer 2015. 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 nation-wide.

Firms were also asked to provide the number of offers made the previous year (2013) for summer 2014 positions. Based on firms having a summer 2014 program and planning to do so in 2015 and reporting the comparative 2013 figure, the volume of offers was up by almost 13%. At the largest firms, which also accounted for the majority of offers, the increase was just over 15%. Cities varied widely on this measure. Among those reporting at least 200 offers, the number of offers changed by 2% or less in Chicago and Washington, DC. In Boston, the San Jose area, and New York City, by contrast, the volume of offers was up by between 12 and 17%. Although the volume of offers was at least relatively flat, if not up, in larger cities, not every office made more offers. In fact about 52% of offices overall made more offers, and about 13% made about the same number of offers. Among the larger cities, offices in Boston and the San Jose area were most likely to have made more offers.

Although the differences in the number of offers ranged from a decrease of more than 20 to an increase of more than 100, the median difference was just one.

■ 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 2015 graduates not previously working for the employer) typically made one or two offers. Because a number of the offices that did interview 3Ls ultimately made no offers, the median number of offers was two, and the 724 accepted callback invitations resulted in only 315 offers. About 70% of these offers were accepted.

Comparison of Offer Volumes for Summer 2015 and Summer 2014

	# of Offers Made in 2014	Change from 2013	PERCENT OF OFFICES MAKING			# of Offices
			Fewer Offers	No Change	More Offers	
Overall Total	**11,934**	**12.8%**	**34.6%**	**13.4%**	**52.0%**	**321**
By # of Lawyers Firmwide						
100 or fewer	149	0.7	40.0	20.0	40.0	35
101-250	569	0.2	32.0	24.0	44.0	50
251-500	2,049	12.9	31.4	14.3	54.3	70
501-700	1,160	4.3	33.3	0.0	66.7	24
701+	8,007	15.4	35.9	9.9	54.2	142
By # of Lawyers in Office						
25 or fewer	190	34.8	26.3	5.3	68.4	19
26-50	244	13.5	34.8	17.4	47.8	46
51-100	1,084	5.7	27.0	23.6	49.4	89
101-250	2,702	7.6	39.4	9.6	51.1	94
251+	5,781	14.5	40.8	2.0	57.1	49
By NALP Region and City						
Northeast	4,244	12.2	34.9	11.1	54.0	63
Boston	208	16.9	33.3	0.0	66.7	12
New York City	3,983	11.9	36.6	12.2	51.2	41
Mid-Atlantic	1,342	-0.3	44.0	4.0	52.0	50
Washington, DC/Northern VA	970	-1.2	40.7	3.7	55.6	27
Southeast	531	-2.0	40.7	22.2	37.0	54
Atlanta	85	-3.4	42.9	14.3	42.9	7
Dallas	90	-12.6	40.0	40.0	20.0	5
Houston	112	15.5	16.7	50.0	33.3	6
Miami/Ft. Lauderdale/W. Palm Beach	37	8.8	42.9	0.0	57.1	7
Midwest	898	4.5	29.1	20.0	50.9	55
Chicago	494	2.1	29.4	23.5	47.1	17
Michigan	80	-19.2	42.9	28.6	28.6	7
Minneapolis	59	28.3	0.0	28.6	71.4	7
Missouri	111	22.0	25.0	12.5	62.5	8
Ohio	82	0.0	42.9	14.3	42.9	7
West/Rocky Mountain	991	12.9	27.9	16.2	55.9	68
Los Angeles and Orange County	372	11.7	16.7	20.8	62.5	24
Portland	19	-5.0	40.0	20.0	40.0	5
San Francisco	108	31.7	28.6	14.3	57.1	7
San Jose area	307	16.7	30.0	0.0	70.0	10
Seattle area	48	4.3	25.0	12.5	62.5	8

Note: Figures reflect employers who had a summer program in 2014 and will do so in 2015 and reported offer numbers for both years. This table includes both firm-wide and office-specific reports. However, figures by region include firm-wide/multi-office reporting only if the firm is wholly or predominantly located in that region, and city-specific figures generally do not include offices in that city that submitted a composite survey for offices nationwide. The number of employers reporting is shown in the last column.