

## Entry-level Law Firm Recruiting Remains Mostly Flat

For the fifth year in a row, law firms continued to exercise limited entry-level hiring. With the large law firm business model still facing significant challenges five years after the Great Recession, recruiting volumes by U.S. law firms on the campuses of U.S. law schools remained mostly flat during the late summer and early fall of 2013 compared with recruiting activity the year before. There were variations by region and by city, but overall law firms continued to exhibit caution in recruiting new associates. Over the last four 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, the pattern in law firm entry-level recruiting has been something like two steps forward and one step back. Although the percentage of firms making fewer offers for summer associate positions exceeded the percentage that re-

ported making more offers than they had the year before, nonetheless a significant number of firms did make more offers. Similarly, 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, but at the same time, the recruiting volume for 3Ls fell back again after slowly rising for three years.

In general, law firms continue to bring in small summer classes, though the average summer class size rose to its highest level since 2009. Offer rates coming out of summer programs nearly equaled pre-recession highs, but since summer classes were smaller, the overall number of offers remained proportionately smaller as well. And not surprisingly, acceptance rates for those offers remained high, but did fall a little bit as more competition returned to the market. Anecdotally, many law firm recruiting professionals reported feeling as if they were competing fiercely with other firms for the same small group of job

candidates, even though in the aggregate 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 2014, those who were summer associates in 2013, the offer rate for entry-level associate positions rose about two percentage points to 92% from 90% the previous year. This is a huge change from the stark offer rate of only 69% measured in 2009, and is only a single percentage point from the historic 93% offer rates recorded in 2006 and 2007. Conversely, and as we might expect with the higher offer rate, the offer acceptance rate fell about two points from 86% to 84%. The median summer class size remained flat at 5 for the third 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 jumped from 9 to 11, suggesting that there were a few additional bigger summer programs in the mix. Meanwhile, only 16% of offices

## 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

reported returning to the market to look for 3Ls who had not previously worked for them, a drop of three percentage points from the 19% measured in 2012, and still significantly off from the 53% rate measured in 2006.

For members of the Class of 2015, those who went through the OCI process in the fall of 2013, the markers also describe a mostly flat market. Across employers of all sizes, the median number of offers extended stayed at 8 for the second year in a row after having fallen from 10 in 2011, but the mean number of offers rose from 20 to 27, again reflecting that the growth that is happening seems to be happening at some of the firms with larger summer programs. These 2L recruiting numbers remain higher than the historic lows of 7 (median) and 16 (average) 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 rose about three percentage points, from 44% to 47%, and remained well above the historic low of 36% recorded in 2009. However, this marker likewise remains considerably below the offer rates of 60% and 63% measured in 2007 and 2006 respectively. Conversely, with more offers on the table, the offer acceptance rate fell by about three percentage points, from 38% to 35%, 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.

“We have seen some bobbling in recruiting volumes this past fall,” says James Leipold, NALP’s Exec-

utive Director, “with some numbers that point to increased recruiting volumes and some that suggest decreased volume, and in any event most of the markers that we track have more or less flat-lined for the last several years. At the end of 2013, the sense in the market seemed to be continued flat to declining volume in demand for legal services, with continued downward pressure on the costs for providing those services and a realization rate that continues to slip. There have also been predictions that there will be further stratification in the market, so one thing we may be seeing in the numbers is that some firms are growing their summer programs while others are reining in class size or leaving it flat.”

In 2013, both law schools and law firms reported a mix of both increases and decreases in recruiting activity as measured by the number of campus visits made, with many 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 continue to be mostly flat following the steep decline that came with the recession and the modest recovery that followed. Geographic differences were apparent, underscoring the fact that the recovery for the legal economy has been uneven, varying by location and practice area. It seems clear that law firms remain cautious in their first-year hiring, in general 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 2013, providing comparisons with fall 2012 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 out-

comes of 2013 summer programs and of fall 2013 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 2013 Survey of Law Schools on Fall Recruiting” and on legal employer responses to the “2013 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 2016) students and current third-year (Class of 2014) students for summer 2014 associate positions is not included. Documentation of summer 2013 program outcomes includes only Class of 2014 graduates, and not any Class of 2013 graduates who participated in the summer 2013 program after graduation. Class of 2015 (1L) participation in the summer 2013 program is reported on separately. Results of survey questions on lateral hiring will be reported in the March 2014 *NALP Bulletin*.

# Fall 2013 Recruiting Activity

## ■ Law School Perspective

A total of 123 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.

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 (36.6%) reported an increase of 5% or more in the number of employers on campus in fall 2013 compared with fall 2012. One-third reported steady numbers and 3 in 10 reported a decrease of 5% or more.
  - Regional differences were evident, with schools in the Mid-Atlantic Region least likely by far to report an increase of 5% or more. Schools in this region were most likely to report relatively steady numbers, but schools in the Southeast were most likely to report decreases. Further analyses by enrollment size shows that the smallest schools were most likely to have reported a change, either up or down.
  - Almost 39% 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 Southeast, although variations by region are not large, nor are variations by school size. The survey also asked for the number of employers requesting resume collection in 2013 who had been on campus in 2012.
- Comparing this with the number of employers on campus in 2012 provides a gauge of the shift. Overall, few employers who had been on campus in 2012 shifted to resume collection in 2013.
- An inquiry into the use of video interviewing revealed that about 44% of schools did not use this technology in 2013. Not quite one-third of schools reported using video interviews for 1–3 employers. Just a handful of schools used the technology more extensively.
  - Almost three-quarters 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, but schools in the Northeast are more likely by far to participate in more than ten. Among schools in the West/Rocky Mountain Region, by contrast, just 55% participated in five or more job fairs and about 45% 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 5 or more job fairs.
  - Over 45% of schools reported no change in job fair participation; this figure was highest among schools in the West/Rocky Mountain Region, but was fairly constant across sizes. Schools in the Southeast 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, some of which were edited for clarity or greater anonymity, are representative of those received.

- “The slow improvement in fall hiring that began last year has continued this year.”
- “Participation from law students was very low this year. We have begun to educate 1Ls, the Class of 2016, about the importance of summer internships and the need for them to engage and review Symplicity regularly to increase applications.”
- “The hiring criteria continue to be very selective. A small percentage of the student body have all of the opportunities. All employers end up wanting the same small group at the top of the class.”
- “Although we noticed that we had a slight increase in the number of employers participating overall, the interesting development was the timing. We had almost twice as many employers choose to participate in our early interview week as opposed to our post Labor Day interview period.”
- “We saw a slight increase in the number of employers that interviewed on campus. However, summer classes are still smaller than a few years ago.”
- “We have observed a trend away from On-Campus Interviews and Resume Collect and toward Direct Mail. Our DMs were 24 for fall 2013 and 5 in fall 2012. It would be helpful to capture this data to compare and evaluate trends.”
- “This has been the best year we have had in terms of offers for 2Ls since probably 2007. I hesitate to even say it, but it looks like things are improving.”
- “Filling out this form, we were surprised to see that the numbers had gone down. We had felt that our OCI numbers were up this fall. It may be that each employer was hiring more clerks than in the past; at least two OCI employers had multiple schedules this year after interviewing in only one room in 2012. We also had more actual hires from the employers who used resume collection.”
- “Our school has an open OCI, so employers are able to interview at any time of year, in both the fall and spring semester.”

## Comparison of Fall 2013 and Fall 2012 Employer Activity, As Reported by Schools (percent or number of schools in each category)

	Total	NALP Region					By Fall 2013 JD Enrollment		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
<b>Change in # of employers on campus 2012-2013:</b>									
Decrease of 5% or more .....	30.1%	25.0%	38.1%	41.9%	18.5%	25.0%	33.3%	23.5%	31.6%
Change of less than 5% .....	33.3	40.0	52.4	29.0	22.2	29.2	23.5	41.2	39.5
Increase of 5-15% .....	25.2	35.0	9.5	19.4	37.0	25.0	23.5	26.5	26.3
Increase of more than 15% .....	11.4	0.0	0.0	9.7	22.2	20.8	19.6	8.8	2.6
Number of schools reporting .....	123	20	21	31	27	24	51	34	38
<b>Change in # of employers requesting resume collection:</b>									
Decrease of 10% or more .....	35.0	36.8	35.0	33.3	32.0	39.1	36.7	36.4	31.4
Decrease of less than 10% .....	26.5	21.1	35.0	20.0	28.0	30.4	24.5	30.3	25.7
Increase of 10% or more .....	38.5	42.1	30.0	46.7	40.0	30.4	38.8	33.3	42.9
Number of schools reporting .....	117	19	20	30	25	23	49	33	35
<b>Employers requesting resume collection who had been on campus in fall 2012, as percent of employers on campus in 2012 .....</b>									
	4.9	1.9	15.5	3.5	2.2	4.0	16.5	2.2	2.4

## Job Fair Participation, Fall 2013, As Reported by Schools (percent or number of schools in each category)

	Total	NALP Region					By Fall 2013 JD Enrollment		
		Northeast	Mid-Atlantic	Southeast	Midwest	West/RM	Fewer than 550	550-750	More than 750
<b># of Job Fairs or Consortia</b>									
Less than 5 .....	26.1%	20.0%	4.8%	19.4%	40.0%	45.5%	42.9%	17.6%	11.1%
5-10 .....	41.2	20.0	61.9	41.9	40.0	40.9	38.8	38.2	47.2
More than 10 .....	32.8	60.0	33.3	38.7	20.0	13.6	18.4	44.1	41.7
<b>Change in # of Job Fairs Compared with Fall 2012</b>									
Decrease .....	26.1	30.0	23.8	22.6	28.0	27.3	28.6	29.4	19.4
No change .....	45.4	30.0	47.6	38.7	52.0	59.1	44.9	44.1	47.2
Increase .....	28.6	40.0	28.6	38.7	20.0	13.6	26.5	26.5	33.3
Number of schools reporting .....	119	20	21	31	25	22	49	34	36

## ■ Employer Perspective

A total of 389 law firm employers provided some information on recruiting activity. About 69% of responses 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 (29.5% and 31%, respectively), while 40% 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 change categories varied 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, and also least likely to have reported no change in the number of schools visited. Offices in firms of 100 or fewer 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 11 in the Northeast. Employers in the Northeast were also most likely to interview at 9 or more schools — 63% — followed by employers in the Mid-Atlantic Region — at 47%. 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 36%. The West/Rocky Mountain and Midwest Regions were most likely to report no change. The proportion of offices visiting fewer schools ranged from 24% to 39%.
- 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; the opposite was true of offices in San Francisco. Employers in Missouri visited more schools than average — a median of 7 compared to the regional median of 5, 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, and they were also more likely to have increased that number compared with their region as a whole.

## Fall 2013 On-Campus Interviewing Activity and Comparisons with Fall 2012, As Reported by Employers — By Size (in percentages except for medians)

	Number of Offices	Number of Schools Visited in 2013					# of Schools Visited Compared to 2012		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
<b>Total — All Employers.....</b>	<b>389</b>	<b>1.8%</b>	<b>26.5%</b>	<b>32.9%</b>	<b>38.8%</b>	<b>6.0</b>	<b>30.7%</b>	<b>39.8%</b>	<b>29.5%</b>
Firms of 100 or fewer lawyers.....	52	1.9	50.0	40.4	7.7	3.0	25.0	57.7	17.3
Offices of 25 or fewer lawyers .....	5	0.0	80.0	20.0	0.0	1.0	0.0	80.0	20.0
Offices of 26-50 lawyers .....	17	5.6	72.2	16.7	5.6	2.0	38.9	44.4	16.7
Offices of 51-100 lawyers .....	21	0.0	28.6	57.1	14.3	4.0	19.0	66.7	14.3
Firms of 101-250 lawyers.....	67	4.5	20.9	46.3	28.4	6.0	35.8	40.3	23.9
Offices of 51-100 lawyers .....	15	6.7	13.3	53.3	26.7	6.0	46.7	26.7	26.7
Offices of 101-250 lawyers .....	41	4.9	24.4	39.0	31.7	6.0	34.1	43.9	22.0
Firms of 251-500 lawyers.....	71	0.0	32.4	23.9	43.7	7.0	31.0	39.4	29.6
Offices of 25 or fewer lawyers .....	10	0.0	100.0	0.0	0.0	1.5	20.0	50.0	30.0
Offices of 26-50 lawyers .....	9	0.0	55.6	44.4	0.0	3.0	44.4	33.3	22.2
Offices of 51-100 lawyers .....	13	0.0	38.5	38.5	23.1	4.0	30.8	53.8	15.4
Offices of 101-250 lawyers .....	22	0.0	9.1	31.8	59.1	10.5	36.4	22.7	40.9
Offices of 251+ lawyers .....	14	0.0	0.0	7.1	92.9	13.0	21.4	42.9	35.7
Firms of 501-700 lawyers.....	28	3.6	17.9	25.0	53.6	13.0	35.7	17.9	46.4
Offices of 101-250 lawyers .....	9	0.0	11.1	33.3	55.6	14.0	33.3	33.3	33.3
Offices of 251+ lawyers .....	6	0.0	0.0	0.0	100.0	17.5	50.0	16.7	33.3
Firms of 701+ lawyers.....	170	1.2	20.6	30.6	47.6	8.0	29.2	38.1	32.7
Offices of 25 or fewer lawyers .....	13	0.0	61.5	38.5	0.0	3.0	15.4	53.8	30.8
Offices of 26-50 lawyers .....	36	5.6	41.7	50.0	2.8	4.0	31.4	45.7	22.9
Offices of 51-100 lawyers .....	37	0.0	16.2	45.9	37.8	7.0	24.3	43.2	32.4
Offices of 101-250 lawyers .....	47	0.0	10.6	19.1	70.2	11.0	23.9	41.3	34.8
Offices of 251+ lawyers .....	29	0.0	0.0	6.9	93.1	17.0	41.4	17.2	41.4

This table includes offices/firms that reported visiting at least one school in 2012 or 2013. The number of offices reporting both 2012 and 2013 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 2012.

\*\* Medians are calculated based on employers making visits in 2013.

## Fall 2013 On-Campus Interviewing Activity and Comparisons with Fall 2012, As Reported by Employers — By NALP Region and City/State

(in percentages except for medians)

	Number of Offices	Number of Schools Visited in 2013					# of Schools Visited Compared to 2012		
		None*	1-3	4-8	9 or More	Median**	Decrease	No Change	Increase
<b>All Employers</b> .....	<b>389</b>	<b>1.8%</b>	<b>26.5%</b>	<b>32.9%</b>	<b>38.8%</b>	<b>6.0%</b>	<b>30.7%</b>	<b>39.8%</b>	<b>29.5%</b>
Northeast.....	64	1.6	10.9	25.0	62.5	11.0	26.6	40.6	32.8
Boston.....	13	7.7	30.8	23.1	38.5	7.0	53.8	23.1	23.1
New York City.....	42	0.0	2.4	19.0	78.6	13.0	23.8	40.5	35.7
Mid-Atlantic .....	57	3.5	24.6	24.6	47.4	8.0	39.3	30.4	30.4
Philadelphia .....	5	0.0	20.0	20.0	60.0	9.0	20.0	0.0	80.0
Washington, DC/Northern VA area....	31	0.0	19.4	25.8	54.8	10.0	43.3	30.0	26.7
Southeast.....	74	1.4	45.9	35.1	17.6	4.0	24.3	39.2	36.5
Atlanta.....	7	14.3	14.3	28.6	42.9	9.5	14.3	28.6	57.1
Charlotte .....	6	0.0	16.7	66.7	16.7	5.0	0.0	33.3	66.7
Dallas.....	6	0.0	50.0	0.0	50.0	5.5	50.0	16.7	33.3
Houston .....	9	0.0	77.8	0.0	22.2	3.0	22.2	55.6	22.2
Miami/Ft. Lauderdale/ W. Palm Beach.....	8	0.0	50.0	37.5	12.5	3.0	25.0	62.5	12.5
Raleigh area .....	5	0.0	20.0	80.0	0.0	4.0	0.0	80.0	20.0
Midwest.....	68	4.4	26.5	42.6	26.5	5.0	33.8	45.6	20.6
Chicago.....	21	4.8	14.3	47.6	33.3	5.0	33.3	38.1	28.6
Minneapolis.....	6	0.0	33.3	50.0	16.7	4.0	50.0	50.0	0.0
Missouri .....	7	0.0	0.0	71.4	28.6	7.0	57.1	14.3	28.6
Ohio .....	10	10.0	20.0	40.0	30.0	7.0	30.0	40.0	30.0
Wisconsin .....	6	0.0	50.0	33.3	16.7	3.5	33.3	66.7	0.0
West/Rocky Mtn. ....	90	0.0	32.2	44.4	23.3	5.0	29.2	50.6	20.2
Los Angeles and Orange County.....	28	0.0	21.4	53.6	25.0	5.5	32.1	42.9	25.0
Portland .....	6	0.0	33.3	66.7	0.0	4.0	0.0	83.3	16.7
San Francisco.....	15	0.0	20.0	60.0	20.0	5.0	14.3	57.1	28.6
San Jose area.....	14	0.0	7.1	50.0	42.9	7.5	42.9	28.6	28.6
Seattle.....	7	0.0	71.4	14.3	14.3	2.0	14.3	85.7	0.0

This table includes offices/firms that reported visiting at least one school in 2012 or 2013. The number of offices reporting both 2012 and 2013 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 2012.

\*\* Medians are calculated based on schools making visits in 2013.

About 27% of responding employers participated in no job fairs, and two-thirds of employers participated in the same number of job fairs in 2012 and 2013.

- Almost half of firms of 100 or fewer lawyers 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 2012 and 2013.
- On a regional basis, offices in the Mid-Atlantic and Midwest Regions were most likely to participate in job fairs, with about three-quar-

ters 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. About 15-17% of offices increased their participation, regardless of region.

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

## Fall 2013 Job Fair Participation and Comparisons with Fall 2012, As Reported by Employers (in percentages)

	Number of Offices	Number of Job Fairs/Consortia Fall 2013				Compared to 2012 Job Fair Participation		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
<b>Total — All Employers.....</b>	<b>396</b>	<b>27.5%</b>	<b>28.8%</b>	<b>14.4%</b>	<b>29.3%</b>	<b>19.3%</b>	<b>13.7%</b>	<b>67.0%</b>
Firms of 100 or fewer lawyers.....	55	49.1	34.5	10.9	5.5	7.3	10.9	81.8
Offices of 25 or fewer lawyers.....	5	100.0	0.0	0.0	0.0	0.0	0.0	100.0
Offices of 26-50 lawyers.....	19	52.6	31.6	15.8	0.0	5.3	10.5	84.2
Offices of 51-100 lawyers.....	23	26.1	47.8	13.0	13.0	13.0	17.4	69.6
Firms of 101-250 lawyers.....	68	17.6	42.6	19.1	20.6	17.6	16.2	66.2
Offices of 51-100 lawyers.....	15	40.0	20.0	6.7	33.3	13.3	20.0	66.7
Offices of 101-250 lawyers.....	41	9.8	53.7	14.6	22.0	17.1	17.1	65.9
Firms of 251-500 lawyers.....	72	30.6	23.6	16.7	29.2	18.1	15.3	66.7
Offices of 25 or fewer lawyers.....	10	70.0	20.0	10.0	0.0	20.0	0.0	80.0
Offices of 26-50 lawyers.....	10	60.0	40.0	0.0	0.0	30.0	20.0	50.0
Offices of 51-100 lawyers.....	13	30.8	23.1	30.8	15.4	15.4	23.1	61.5
Offices of 101-250 lawyers.....	22	18.2	18.2	27.3	36.4	18.2	13.6	68.2
Offices of 251+ lawyers.....	14	7.1	21.4	0.0	71.4	14.3	21.4	64.3
Firms of 501-700 lawyers.....	28	21.4	21.4	14.3	42.9	39.3	7.1	53.6
Offices of 101-250 lawyers.....	9	11.1	11.1	33.3	44.4	44.4	0.0	55.6
Offices of 251+ lawyers.....	6	0.0	16.7	16.7	66.7	33.3	16.7	50.0
Firms of 701+ lawyers.....	172	24.4	25.0	12.8	37.8	21.2	13.5	65.3
Offices of 25 or fewer lawyers.....	13	84.6	7.7	7.7	0.0	0.0	7.7	92.3
Offices of 26-50 lawyers.....	38	44.7	39.5	5.3	10.5	18.9	8.1	73.0
Offices of 51-100 lawyers.....	37	24.3	35.1	16.2	24.3	10.8	10.8	78.4
Offices of 101-250 lawyers.....	47	8.5	19.1	14.9	57.4	30.4	13.0	56.5
Offices of 251+ lawyers.....	29	3.4	13.8	20.7	62.1	27.6	27.6	44.8

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2012 or 2013. 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 2012 and 2013 information for the comparative analyses is somewhat smaller than the number shown in the first column.

## Fall 2013 Job Fair Participation and Comparisons with Fall 2012, As Reported by Employers — By NALP Region and City/State (in percentages)

	Number of Offices	Number of Job Fairs/Consortia Fall 2013:				Job Fair Participation Compared to 2012:		
		None	One	Two	Three or More	Increased	Decreased	Stayed the Same
<b>All Employers.....</b>	<b>396</b>	<b>27.5%</b>	<b>28.8%</b>	<b>14.4%</b>	<b>29.3%</b>	<b>19.3%</b>	<b>13.7%</b>	<b>67.0%</b>
Northeast.....	64	25.0	18.8	15.6	40.6	17.2	21.9	60.9
Boston.....	13	23.1	15.4	23.1	38.5	30.8	15.4	53.8
New York City.....	42	16.7	21.4	14.3	47.6	14.3	28.6	57.1
Mid-Atlantic.....	60	25.0	35.0	18.3	21.7	15.3	16.9	67.8
Northern NJ/Newark area.....	6	0.0	83.3	16.7	0.0	0.0	50.0	50.0
Philadelphia.....	5	0.0	60.0	0.0	40.0	60.0	0.0	40.0
Washington, DC/Northern VA area.....	32	18.8	34.4	21.9	25.0	9.7	16.1	74.2
Southeast.....	77	39.0	32.5	11.7	16.9	15.6	3.9	80.5
Atlanta.....	9	0.0	55.6	22.2	22.2	22.2	0.0	77.8
Charlotte.....	6	50.0	16.7	16.7	16.7	0.0	16.7	83.3
Dallas.....	6	50.0	0.0	0.0	50.0	50.0	0.0	50.0
Houston.....	9	33.3	33.3	11.1	22.2	11.1	0.0	88.9
Miami/Ft. Lauderdale/ W. Palm Beach.....	8	62.5	25.0	0.0	12.5	0.0	12.5	87.5
Raleigh/Durham area.....	5	80.0	20.0	0.0	0.0	0.0	0.0	100.0
Midwest.....	68	27.9	33.8	11.8	26.5	17.6	11.8	70.6
Chicago.....	21	9.5	23.8	19.0	47.6	47.6	9.5	42.9
Minneapolis.....	6	0.0	66.7	16.7	16.7	0.0	16.7	83.3
Missouri.....	7	0.0	57.1	14.3	28.6	0.0	0.0	100.0
Ohio.....	10	60.0	30.0	0.0	10.0	20.0	20.0	60.0
Wisconsin.....	6	16.7	66.7	0.0	16.7	0.0	16.7	83.3
West/Rocky Mtn.....	91	28.6	36.3	16.5	18.7	18.9	16.7	64.4
Los Angeles and Orange County.....	28	39.3	39.3	7.1	14.3	17.9	25.0	57.1
Portland.....	6	50.0	33.3	16.7	0.0	0.0	50.0	50.0
San Francisco.....	16	0.0	43.8	25.0	31.3	46.7	0.0	53.3
San Jose area.....	14	21.4	14.3	21.4	42.9	21.4	14.3	64.3
Seattle.....	7	28.6	57.1	14.3	0.0	0.0	0.0	100.0

Note: Figures based on employers who interviewed on campus or participated in job fairs in either 2012 or 2013. The number of offices reporting both 2012 and 2013 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.

- A new inquiry into participation in diversity job fairs revealed that, of those who do go to job fairs, about 60% go to one or two and for about two-thirds of this group, all the job fairs are minority job fairs, with the result that about 70% of the job fairs collectively reported by this group are minority job fairs. Of the remaining 40% who do go to job fairs (3+) only a handful go to strictly minority job fairs, with the result that just 45% of the job fairs collectively reported by this group are minority job fairs.

### **Employer Participation in Job Fairs Among Employers Participating in at Least One Job Fair in Fall 2013, As Reported by Employers**

	Percent Participating in:				
	None	One	Two	3-4	5 or more
Overall job fair participation .....	—	39.7%	19.9%	21.6%	18.8%
Diversity job fair participation....	15.8%	45.5	22.6	10.4	5.7

Note: These figures are based on 279 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 2013, 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:.....	112	110	203	461	886
Of these the percentage that were diversity job fairs was: .....	72.3%	65.5%	58.1%	42.1%	52.5%

## **Summer Program Characteristics**

Summer programs were typically 8 or 10 weeks long. Almost 70% of offices reported summer programs of either 8 or 10 weeks, although the lengths reported ranged from 5 to 16 weeks. For the most part, offices reporting a summer program in both 2011 and 2013 have not changed the length of the program; just 6% of offices reporting a summer program in both 2011 and 2013 reported that the length of their summer program decreased. The remaining 11% reported that the length of their summer program increased.

- On a regional basis, 8-week programs are more common in the Southeast, and 6-week programs are confined to 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 2014, over 81% of employers held a summer program each

summer from 2011 to 2013 and will do so again in 2014. This percentage is lower in firms of 100 or fewer lawyers, in firms of 501-700 lawyers, in smaller offices, and in the Southeast. About 4% of offices did not hold a summer program in 2011 but did or will in the other three years. An even smaller percentage of employers, 2%, reported having a program in all years except 2013. These three scenarios are the most common nationwide, though not necessarily for smaller units of analysis, particularly cities.

## Length of Summer 2013 Programs

	Most Common Program Lengths and % Reporting Each					Range of Lengths Reported (Weeks)		Average Length 2013	Average Length 2012	Average Length 2011	Number of Offices*
	6 Weeks	8 Weeks	9 Weeks	10 Weeks	12 weeks	Minimum Length	Maximum Length				
<b>Total — All Employers .....</b>	<b>6.1%</b>	<b>16.3%</b>	<b>9.5%</b>	<b>52.6%</b>	<b>8.0%</b>	<b>5</b>	<b>16</b>	<b>9.6</b>	<b>9.5</b>	<b>9.5</b>	<b>411</b>
<b>By Number of Lawyers Firmwide</b>											
100 or fewer.....	20.4	9.3	1.9	33.3	27.8	6	13	9.6	9.4	9.6	54
101-250 .....	8.6	14.3	14.3	47.1	8.6	6	13	9.5	9.4	9.4	70
251-500 .....	5.7	12.9	7.1	51.4	2.9	6	16	9.8	9.8	9.9	70
501-700 .....	3.6	14.3	35.7	42.9	3.6	6	12	9.3	9.2	8.6	28
701+ .....	1.6	20.2	6.9	62.2	4.8	5	12	9.5	9.6	9.5	188
<b>By Number of Lawyers in Office</b>											
25 or fewer.....	20.7	13.8	0.0	37.9	3.4	6	12	8.8	9.1	9.1	22
26-50 .....	6.5	26.0	5.2	45.5	10.4	6	13	9.5	9.5	9.3	69
51-100 .....	6.1	14.3	6.1	60.2	7.1	6	12	9.5	9.5	9.6	94
101-250 .....	4.0	15.9	17.5	53.2	6.3	6	13	9.4	9.4	9.3	124
251+ .....	0.0	4.1	8.2	61.2	14.3	8	14	10.3	10.3	10.3	49
<b>By NALP Region and City/State</b>											
Northeast .....	0.0	10.3	10.3	54.4	13.2	8	13	10.1	10.0	10.1	68
Boston area .....	0.0	13.3	13.3	73.3	0.0	8	10	9.6	9.7	9.7	15
New York City .....	0.0	9.1	6.8	52.3	15.9	8	13	10.3	10.2	10.2	44
Mid-Atlantic .....	0.0	12.5	15.6	57.8	7.8	8	14	9.9	9.7	9.6	64
Newark/Northern NJ .....	0.0	16.7	16.7	50.0	0.0	8	11	9.7	9.1	9.3	6
Philadelphia .....	0.0	0.0	40.0	60.0	0.0	9	10	9.6	9.3	8.6	5
Washington, DC/Northern VA... ..	0.0	13.9	13.9	52.8	11.1	8	14	10.0	10.0	9.8	36
Southeast.....	29.3	24.4	9.8	28.0	2.4	5	13	8.2	8.4	8.4	82
Atlanta .....	12.5	12.5	50.0	12.5	12.5	6	12	9.0	9.9	9.1	8
Charlotte.....	0.0	33.3	16.7	16.7	0.0	7	11	8.8	8.7	8.4	6
Dallas.....	14.3	28.6	14.3	28.6	0.0	5	10	8.0	8.6	8.6	7
Houston .....	44.4	11.1	0.0	44.4	0.0	6	10	8.0	8.3	8.8	9
Miami/Ft. Lauderdale/ W. Palm Beach.....	0.0	20.0	10.0	60.0	0.0	7	10	9.2	9.3	8.8	10
Raleigh/Durham area .....	16.7	50.0	0.0	16.7	16.7	6	12	8.7	9.4	9.6	6
Midwest.....	0.0	17.6	7.4	54.4	11.8	8	13	9.9	9.9	9.9	68
Chicago .....	0.0	15.0	10.0	60.0	10.0	8	12	9.9	9.7	9.6	20
Minneapolis .....	0.0	0.0	0.0	100.0	0.0	10	10	10.0	10.0	10.0	5
Missouri .....	0.0	42.9	0.0	57.1	0.0	8	10	9.1	9.1	9.0	7
Ohio .....	0.0	23.1	7.7	69.2	0.0	8	10	9.5	9.5	9.5	13
Wisconsin .....	0.0	50.0	33.3	0.0	16.7	8	12	9.0	9.2	9.6	6
West/Rocky Mountain .....	0.0	15.8	3.2	65.3	8.4	5	13	9.9	9.8	9.7	95
Denver.....	0.0	20.0	0.0	60.0	0.0	8	11	9.8	9.8	10.2	5
Los Angeles and Orange County.....	0.0	20.7	6.9	65.5	3.4	8	12	9.6	9.8	9.6	29
Portland, OR.....	0.0	0.0	0.0	83.3	0.0	10	11	10.2	10.2	10.8	6
San Diego.....	0.0	20.0	0.0	80.0	0.0	8	10	9.6	9.6	NC	5
San Francisco.....	0.0	12.5	6.3	68.8	12.5	8	12	9.9	9.7	9.5	16
San Jose area .....	0.0	7.1	0.0	78.6	7.1	5	12	9.6	9.9	9.8	14
Seattle area .....	0.0	0.0	0.0	62.5	25.0	10	12	10.6	10.0	10.2	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 nationwide. These firms are also excluded from regional analyses. However, information by region does include firms submitting a firm-wide form but whose offices are predominantly or wholly in that region. The summer program lengths reported in this table are the five most common nationwide for summer 2013. 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 2013. 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 2011 and 2012 are based may vary from this number. An "NC" in the columns reporting averages indicates that fewer than five offices responding to the 2013 survey had a summer program in that year.

## Summer Program Trends — 2011 – 2014

	% Holding Program in All Four Years	% Holding Program in All Years Except 2011	% Holding Program in All Years Except 2013	Number of Offices Reporting
<b>Overall</b> .....	<b>81.5%</b>	<b>4.1%</b>	<b>2.0</b>	<b>444</b>
<b>By Number of Lawyers Firmwide</b>				
100 or fewer .....	73.3	6.7	3.3	60
101-250 .....	85.9	4.2	0.0	71
251-500 .....	81.3	5.3	4.0	75
501 -700 .....	71.9	3.1	3.1	32
701+ .....	83.9	2.9	1.5	205
<b>By Number of Lawyers in Office</b>				
25 or fewer .....	40.9	4.6	6.8	44
26-50 .....	62.1	10.3	3.5	87
51-100 .....	87.6	1.0	2.9	105
101-250 .....	95.3	1.6	0.0	127
251+ .....	98.0	2.0	0.0	49
<b>By NALP Region and City/State</b>				
Northeast .....	88.6	0.0	0.0	70
Boston .....	80.0	0.0	0.0	15
New York City.....	93.5	0.0	0.0	46
Mid-Atlantic.....	80.3	1.4	4.2	71
Northern NJ/Newark.....	62.5	0.0	0.0	8
Philadelphia.....	66.7	16.7	16.7	6
Washington, DC/Northern VA .....	87.5	0.0	5.0	40
Southeast .....	69.9	8.6	3.2	93
Atlanta .....	60.0	10.0	0.0	10
Charlotte .....	83.3	16.7	0.0	6
Dallas .....	55.6	0.0	11.1	9
Houston .....	72.7	9.1	9.1	11
Miami/Ft. Lauderdale/W. Palm Beach.....	54.5	18.2	0.0	11
Raleigh/Durham .....	62.5	0.0	0.0	8
Midwest .....	80.6	4.2	1.4	72
Chicago .....	81.8	0.0	0.0	22
Minneapolis .....	83.3	0.0	16.7	6
Missouri.....	85.7	14.3	0.0	7
Ohio.....	84.6	7.7	0.0	13
Wisconsin.....	83.3	0.0	0.0	6
West/Rocky Mountain.....	82.7	5.8	1.9	104
Denver.....	83.3	0.0	0.0	6
Los Angeles and Orange County .....	77.4	9.7	3.2	31
Portland, OR.....	50.0	25.0	0.0	8
San Diego .....	80.0	0.0	0.0	5
San Francisco .....	83.3	5.6	5.6	18
San Jose area .....	86.7	0.0	0.0	15
Seattle.....	100.0	0.0	0.0	9

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 87.6% 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 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 2013 (those who had been summer associates during summer 2012) started work. Most firms/offices — 80% — reported that this class started together, although the largest 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 14% reported a January 2014 start date. Looking at when Class of 2013 associates started, about 87% of the 3,686 incoming associates reported started in the September-November 2013 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 2013 Associates (2012 Summer Associates)

	% Reporting Staggered Start Dates*	# of Offices/Firms
<b>Overall</b> .....	20.2%	387
<b>By Firm Size (# of Lawyers)</b>		
100 or fewer .....	34.0	47
101-250 .....	21.9	64
251-500 .....	23.9	67
501-700 .....	3.9	23
701+ .....	36.4	185

\* 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 2013 Associates (2012 Summer Associates) for Offices/Firms with a Single Start Date

	Start Dates in:				# of Offices Reporting
	September 2013	October 2013	November 2013	January 2014	
<b>Overall</b> .....	41.2%	47.4%	2.3%	6.8%	308
<b>By Firm Size (# of Lawyers)</b>					
250 or fewer .....	81.2	7.5	1.3	5.0	80
251-700 .....	56.0	34.0	6.0	2.0	70
701+ .....	14.7	73.2	1.9	10.2	157

\* Note: Start dates prior to September 2013 accounted for about 2% of the start dates reported.

## Timing of Start for Incoming Class of 2013 Associates (2012 Summer Associates)

	Number Accepting Offer*	% Starting Before December 1, 2013	% Starting December 1, 2013 or Later**
<b>Overall</b> .....	3,686	87.4%	12.6%
<b>By Firm Size (# of Lawyers)</b>			
100 or fewer .....	96	88.5	11.5
101-250 .....	339	77.9	22.1
251-500 .....	552	94.6	5.4
501-700 .....	278	95.3	4.7
701+ .....	2,407	86.1	13.9

\* 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 410 employers reported information on the outcomes of their 2013 summer programs. Almost 46% 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 30%, 17%, and 23% 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 2013 Programs

Responding employers reported a combined total of 4,501 individuals from the Class of 2014 participating in their 2013 summer programs, with an overall average class size of 11, 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 8. For firms reporting on a firm-wide basis, the median class size was 19, and ranged from 9 in firms of 101-250 lawyers to 44 in firms of 701+. Overall, 91.6% of participants received an offer for an associate position, compared with just over 90% for the prior summer and up considerably from the 69% recorded for the summer 2009 program. The offer rate in 2013 was the highest since 2008 and is on the high side of offer rates that have generally been at or above 89% for the past 15 years. Overall figures for 2013, those 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 remained at 5, although the average increased to 11, making 2013, as measured by either the median or the average, most comparable to 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,

## Outcome of Summer Programs

	Size of Program		% of Participants Receiving Offers	% of Offers Accepted	Number of Offices
	Median	Average			
Overall Total .....	5.0	11	91.6%	83.9%	410
<b>Firmwide Reports</b>					
All firm-wide reports.....	19.0	29	92.0	85.1	64
By # of lawyers firmwide					
101-250 .....	9.0	11	81.9	79.4	15
251-500 .....	14.5	17	89.7	86.5	14
501-700 .....	19.0	22	88.5	84.3	11
701+ .....	44.0	55	95.3	85.6	22
By NALP region					
Southeast .....	11.0	12	64.2	68.8	10
Midwest .....	8.0	9	87.8	90.8	8
West/Rocky Mountain .....	18.0	28	90.9	88.0	6
<b>Office-specific Reports</b>					
All office specific reports.....	4.0	8	91.3	83.0	346
By # of lawyers firmwide					
100 or fewer .....	3.0	3	65.6	83.2	53
101-250 .....	5.0	6	83.4	79.7	55
251-500 .....	4.5	9	87.4	84.0	56
501-700 .....	2.5	9	94.5	95.7	16
701+ .....	4.0	9	96.5	82.1	166
By # of lawyers in office					
25 or fewer .....	1.5	2	74.5	73.7	28
26-50 .....	2.0	2	78.9	85.6	78
51-100 .....	4.0	4	89.4	81.3	92
101-250 .....	6.0	8	91.9	83.9	99
251+ .....	27.0	32	95.2	82.7	35
By NALP region and city/state					
Northeast .....	7.0	16	97.9	86.0	63
Boston .....	6.0	8	95.2	88.1	15
New York City.....	10.0	22	99.0	85.6	39
Mid-Atlantic .....	5.0	9	87.6	78.8	62
Newark/Northern NJ.....	2.5	6	94.3	90.9	6
Washington, DC/Northern VA .....	7.0	11	88.3	73.8	36
Southeast.....	3.0	5	81.5	77.7	72
Atlanta .....	5.0	7	89.7	86.5	8
Charlotte.....	3.5	4	100.0	81.8	6
Dallas .....	6.0	7	87.8	76.7	7
Houston.....	4.0	11	82.3	72.2	9
Miami/Ft. Lauderdale/W. Palm Beach.....	2.0	3	88.0	95.5	10
Raleigh/Durham .....	3.0	3	83.3	86.7	6
Midwest.....	4.0	6	87.6	88.3	60
Chicago .....	5.5	10	93.3	87.3	20
Minneapolis .....	3.0	3	76.5	100.0	5
Missouri.....	4.0	6	93.5	82.8	5
Ohio.....	3.0	5	74.0	94.6	10
Wisconsin .....	4.0	4	90.9	95.0	5
West/Rocky Mountain .....	3.0	4	91.3	79.7	89
Denver .....	1.0	2	77.8	100.0	5
Los Angeles and Orange County .....	3.0	5	89.8	72.6	25
Portland.....	3.0	3	72.2	92.3	6
San Diego.....	2.0	2	100.0	88.9	5
San Francisco .....	3.0	4	96.8	78.7	16
San Jose area .....	5.0	8	97.2	79.6	14
Seattle area .....	2.0	3	96.0	91.7	9

Note: Figures reflect participation by 4,501 students in the Class of 2014 during the summer of 2013. 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, 2013. Overall, firms reported that an offer decision had not been made for about 2% 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 attorneys located in that city or whose additional offices are located primarily in adjacent areas, and of multi-office nationwide firms consolidating two geographically adjacent offices onto one survey.

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. Those that did include Atlanta and New York. 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.
- 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 (those with a median size of five or more), New York and Boston led the way with nearly all summer associates receiving an offer. Acceptance rates were over 80% in most cities, although lower acceptance rates are noted for Washington, DC, Dallas, Houston, Denver, and San Francisco.
- An offer decision had not been made as of December 1, 2013, for whatever reason, for about 2% of summer program participants.

A different perspective on summer outcomes is provided by examining the distribution of acceptance rates for each of the offices reporting this information. This procedure, unlike that of the previous analysis which is based on volumes, gives equal weight to each office. For example, the acceptance rate for a small office has equal weight with that of a very large office. About 21% of offices reported accep-

## Acceptance Rates from Summer 2013 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%		
<b>Overall Total</b> .....	<b>20.9%</b>	<b>25.1%</b>	<b>54.0%</b>	<b>86.0%</b>	<b>383</b>
<b>By Number of Lawyers Firmwide</b>					
100 or fewer.....	26.2	0.0	73.8	85.1	42
101-250.....	25.8	15.2	59.1	83.0	66
251-500.....	22.2	33.3	44.4	82.9	63
501-700.....	11.5	30.8	57.7	92.8	26
701+.....	18.9	30.8	50.3	87.4	185
<b>By Number of Lawyers in Office</b>					
25 or fewer.....	27.3	4.5	68.2	74.1	22
26-50.....	17.9	3.0	79.1	88.7	67
51-100.....	26.9	16.1	57.0	84.5	93
101-250.....	18.5	29.0	52.4	87.8	124
251+.....	14.9	72.3	12.8	85.1	47
<b>By NALP Region and City/State</b>					
Northeast.....	12.3	43.1	44.6	90.0	65
Boston area.....	6.7	26.7	66.7	92.3	15
New York City.....	11.9	54.8	33.3	89.0	42
Mid-Atlantic.....	18.3	23.3	58.3	88.1	60
Newark/Northern NJ.....	0.0	20.0	80.0	97.4	5
Washington, DC/Northern VA.....	25.7	22.9	51.4	84.3	35
Southeast.....	32.9	13.7	53.4	81.0	73
Atlanta.....	0.0	42.9	57.1	92.6	7
Charlotte.....	33.3	16.7	50.0	87.5	6
Dallas.....	33.3	50.0	16.7	77.8	6
Houston.....	44.4	11.1	44.4	64.9	9
Miami/Ft. Lauderdale/W. Palm Beach.....	0.0	10.0	90.0	98.6	10
Raleigh/Durham.....	20.0	0.0	80.0	93.3	5
Midwest.....	16.7	18.3	65.0	87.1	60
Chicago.....	15.0	20.0	65.0	88.4	20
Missouri.....	28.6	14.3	57.1	89.7	7
Ohio.....	10.0	30.0	60.0	90.0	10
Wisconsin.....	0.0	20.0	80.0	96.0	5
West/Rocky Mountain.....	24.2	12.1	63.7	84.8	91
Los Angeles and Orange County.....	15.4	19.2	65.4	86.7	26
Portland.....	16.7	0.0	83.3	91.7	6
San Diego.....	20.0	0.0	80.0	90.0	5
San Francisco.....	31.3	12.5	56.3	77.9	16
San Jose area.....	50.0	21.4	28.6	74.4	14
Seattle area.....	11.1	11.1	77.8	86.7	9

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, 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.

tance rates of 75% or less; 25% reported acceptance rates between 75% and 99.9%; and 54% reported acceptance rates of 100%. The average acceptance rate was 86%. The smallest offices were most likely to report a 100% acceptance rate. By overall firm size, the prevalence of 100% acceptance rates varied from 50% to 74%.

- On a regional basis, offices in the Southeast 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 81%. In all but a few cities the average acceptance rate was greater than 80%.

## ■ First-year Participation in Summer Programs

Over half of responding firms (55%) reported that their summer 2013 program included one or more first-year (Class of 2015) students. A few offices hosted first-years only.

- These firms collectively employed 589 first-years, with a median of 2 and an average of 3 overall; for firms providing firm-wide reports the median and the average were 4 and 5, respectively. Measured by the median and the average, first-year presence was greatest in the Southeast and Midwest. In other areas, the typical number of first-years was one.
- Overall, 58% of these first-years received an offer to return for some or all of the summer 2014 program. For office-specific reports, this figure ranged from 40% to over 63% depending on firm or office size. On a regional basis offer rates ranged from just over half in the Southeast and Midwest to 63.5% 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		
<b>Overall Total</b> .....	<b>2.0</b>	<b>3</b>	<b>57.6%</b>	<b>226</b>
<b>Firm-wide Reports</b>				
All firm-wide reports.....	4.0	5	59.6	46
<b>By # of Lawyers Firmwide</b>				
101-250.....	3.0	4	45.5	8
251-500.....	3.0	4	53.5	11
501-700.....	7.0	8	56.3	10
701+.....	4.0	4	78.8	15
<b>By NALP Region</b>				
Southeast.....	3.0	4	43.5	6
Midwest.....	3.0	3	50.0	6
<b>Office-wide Reports</b>				
All office specific reports.....	1.0	2	56.2	176
<b>By # of Lawyers Firmwide</b>				
100 or fewer.....	2.0	2	50.0	20
101-250.....	1.0	2	40.0	35
251-500.....	1.0	2	63.0	30
701+.....	1.0	2	61.9	87
<b>By # of Lawyers in Office</b>				
25 or fewer.....	1.0	1	40.0	5
26-50.....	1.0	1	61.1	25
51-100.....	1.0	2	52.3	53
101-250.....	1.0	2	57.5	65
251+.....	3.0	4	58.8	21
<b>By NALP Region and City</b>				
Northeast.....	1.0	3	60.6	27
New York City.....	2.0	3	60.0	19
Mid-Atlantic.....	1.0	2	63.5	32
Washington, DC/Northern VA.....	1.0	1	76.0	17
Southeast.....	2.0	3	51.1	34
Atlanta.....	1.0	1	75.0	6
Houston.....	3.0	6	64.5	5
Midwest.....	2.0	2	52.6	37
Chicago.....	2.0	2	80.8	12
Minneapolis.....	1.0	2	12.5	5
Ohio.....	2.0	3	11.1	7
West/Rocky Mountain.....	1.0	1	56.9	46
Los Angeles and Orange County.....	1.0	2	50.0	9
Portland, OR.....	1.0	1	80.0	5
San Francisco.....	1.0	1	37.5	7
San Jose area.....	1.0	2	70.6	9
Seattle area.....	1.0	1	50.0	6

Note: Figures reflect participation by 589 students in the Class of 2015 during the summer of 2013. The number of employers reporting that their summer program included 1Ls is shown in the last column. This figure includes a few offices that hosted 1Ls only. Average figures are rounded to the nearest whole number. Following the overall total shown in the first line, the table separates out surveys that reported information firm-wide, or for multiple offices, from those that reported office-specific information. Firm-wide information by region includes firms whose offices are predominantly or wholly in that region. However, office-specific information includes 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

## ■ Hiring for Summer 2014

A total of 396 employers reported issuing a median of 30 and an average of 74 callback invitations each to second-year students, or a total of 29,236 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, 2013. 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 25, and that the average was 55. For firms reporting on a firm-wide basis, medians and averages ranged from 30 to over 400, depending on firm size. The average and median numbers of invitations per office were highest by far in the Northeast, with an average more than twice that of the region with the next largest numbers, the Mid-Atlantic Region. Nationwide, 78.1% 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 unchanged from 2012 and has essentially been flat since 2009, with the exception of a nudging up to 33 in 2011, in what now appears to have been a short-lived uptick. The increase in the average number of callback invitations from 58 in 2012 likely results from a few more firm-wide reports from large firms pushing up the average but with little effect on the central tendency as measured by the median. And by any measure activity still remains well below that of 2008 and 2007, with 2007 being the last year of a six-year upward trend.

- About 47% of callback interviews resulted in an offer, with a median and average of 8 and 27 offers, respectively. For offices reporting office-specific information, the median was 6, and the average was 21. The overall median of 8 is unchanged from 2012 and is down from the comparable figure of 10 in 2011 and is now just above the median of 7 in 2009. As with callback invitations discussed above, other than 2011, the median number of offers has been relatively steady since 2009. The offer rate increased once again, continuing the up and down pattern of recent years. 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, 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 office-specific reports. This percentage was somewhat lower for offices in the West/Rocky Mountain Region. 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 20 and an average of 52 in the Northeast.

- Some cities and states departed from their regional norm with respect to offers made. For example, firms in Chicago, Dallas, Washington, DC, and Los Angeles reported relatively high offer rates compared to their regions as a whole, whereas the opposite was true in a number of cities including Philadelphia, the Miami area, Minneapolis, Portland, and Seattle. Offer rates ranged from about 25% in Denver and Seattle to 56% in Chicago. Some of these differences of course result from differences in the firm sizes typical for these cities.
- Overall, about 35% of offers were accepted, down almost 3 percentage points from 2012, 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. A larger percentage of offers from offices in the Southeast were accepted — 47% — 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 fewer than one-third of offers were accepted. Acceptance rates were highest in Missouri at almost 65%, followed by Portland at almost 61%.

## Outcomes of Callback Invitations to and Interviews of Class of 2015 Students for Summer 2014 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		
<b>Overall Total</b> .....	<b>30.0</b>	<b>74</b>	<b>78.1%</b>	<b>47.0%</b>	<b>8.0</b>	<b>27</b>	<b>35.4%</b>	<b>404</b>
<b>Firm-wide Reports</b>								
All firm-wide reports .....	90.0	186	77.5	45.5	23.0	64	37.1	58
<b>By # of Lawyers Firmwide</b>								
101-250 .....	30.0	46	75.2	43.5	11.0	15	43.9	15
251-500 .....	58.0	61	85.1	37.8	12.0	20	57.1	13
501-700 .....	172.0	159	83.6	34.6	35.0	46	46.9	9
701+ .....	406.5	420	75.7	48.8	111.5	155	33.2	18
<b>By NALP Region</b>								
Southeast .....	30.0	44	83.9	39.6	11.0	15	53.0	11
Midwest .....	49.0	51	87.1	33.2	12.0	15	56.1	9
West/Rocky Mountain .....	48.0	132	83.7	50.0	11.0	55	31.4	5
<b>Office-specific Reports</b>								
All office specific reports .....	25.0	55	78.5	47.9	6.0	21	34.2	328
<b>By # of Lawyers Firmwide</b>								
100 or fewer.....	12.0	17	79.2	29.7	3.0	4	57.1	47
101-250 .....	25.5	37	81.3	40.0	6.0	12	43.4	52
251-500 .....	27.5	70	75.1	48.0	8.5	25	33.4	56
501-700 .....	21.0	52	83.8	44.1	5.0	19	30.7	20
701+ .....	30.0	67	78.7	51.2	8.0	27	32.2	153
<b>By # of Lawyers in Office</b>								
25 or fewer.....	9.5	11	78.6	32.3	2.0	3	54.6	35
26-50 .....	13.5	15	81.7	33.4	3.0	4	50.8	64
51-100 .....	23.5	32	77.8	36.1	6.0	9	41.5	87
101-250 .....	48.0	63	77.7	43.9	14.0	22	35.6	94
251+ .....	145.0	215	79.1	58.5	63.0	100	29.5	35
<b>By NALP Region and City</b>								
Northeast.....	82.0	141	74.7	50.6	20.0	52	29.3	59
Boston.....	57.0	70	77.0	41.5	14.0	23	37.9	11
New York City .....	116.0	179	74.3	52.8	29.5	70	28.1	40
Mid-Atlantic .....	39.5	59	81.6	45.5	12.0	22	34.2	58
Newark/Northern NJ .....	21.0	45	89.6	27.3	3.5	11	40.9	6
Philadelphia .....	74.0	63	96.5	33.1	26.0	20	40.6	5
Washington, DC/Northern VA.....	56.5	71	78.5	50.8	20.0	28	30.4	34
Southeast .....	13.0	22	87.0	44.7	4.0	8	47.0	67
Atlanta.....	35.0	31	83.9	54.6	11.0	14	47.0	7
Charlotte .....	23.0	24	86.6	46.3	8.0	10	43.9	6
Dallas .....	46.0	34	84.3	51.7	16.0	15	38.7	5
Houston .....	20.0	39	86.6	51.5	6.5	16	41.4	10
Miami/Ft. Lauderdale/W. Palm Beach ..	17.0	21	86.6	29.6	4.0	5	57.1	8
Raleigh.....	14.5	14	92.6	26.7	3.0	3	55.0	6
Midwest.....	17.5	32	80.1	49.4	5.0	13	42.5	55
Chicago.....	30.0	58	79.1	56.0	7.0	26	37.3	20
Minneapolis area .....	13.5	15	82.2	39.2	3.5	5	41.4	6
Missouri .....	22.0	27	90.4	30.1	5.0	7	64.9	5
Ohio .....	11.0	11	85.7	31.5	3.0	3	58.8	6
West/Rocky Mountain .....	20.0	29	80.2	38.4	6.0	9	41.9	87
Denver .....	14.0	14	86.8	25.4	3.0	3	53.3	5
Los Angeles and Orange County.....	23.0	33	78.2	47.5	6.0	12	39.7	25
Portland, OR area .....	10.0	14	84.4	28.4	2.0	3	60.9	7
San Francisco .....	25.0	36	80.2	30.3	7.0	9	40.3	17
San Jose area.....	48.0	51	77.3	39.5	10.0	16	38.4	13
Seattle area .....	10.0	14	86.5	25.7	1.0	3	46.4	9

Note: Figures for callback invitations and outcomes are based on 396 employers issuing a total of 29,238 callback invitations and do not include 8 offices that did not report the number of callbacks and interviews. Figures for offers and offer outcomes are based on 404 employers making a total of 10,820 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 nationwide firms consolidating two geographically adjacent offices onto one survey.

Grouping offices according to their individual acceptance rates, about 31% of offices reported acceptance rates of less than 35%; 39% of offices reported acceptance rates between 35% and 60%; and 30% reported acceptance rates of more than 60%. The average acceptance rate was about 52%.

- Small offices more frequently reported acceptance rates in excess of 60%, as did offices in the Southeast, Midwest, 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 Ohio and Northern New Jersey. In contrast, nearly all offices in New York City reported acceptance rates of less than 35%, as did about 60% of offices in Philadelphia and Washington, DC.

## Acceptance Rates for Summer 2014 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%		
<b>Total — All Employers.....</b>	<b>31.2%</b>	<b>38.7%</b>	<b>30.2%</b>	<b>51.9%</b>	<b>398</b>
<b>By Number of Lawyers Firmwide</b>					
100 or fewer .....	17.4	28.3	54.3	65.4	46
101-250 .....	36.4	28.8	34.8	54.0	66
251-500 .....	36.2	34.8	29.0	52.0	69
501-700 .....	31.0	24.1	44.8	60.9	29
701+ .....	50.0	29.3	20.7	46.5	188
<b>By Number of Lawyers in Office</b>					
25 or fewer .....	20.6	32.4	47.1	61.8	34
26-50 .....	31.9	24.6	43.5	62.0	69
51-100 .....	36.7	27.6	35.7	52.9	98
101-250 .....	44.3	31.1	24.6	48.7	122
251+ .....	68.1	25.5	6.4	36.9	47
<b>By NALP Region and City/State</b>					
Northeast.....	65.1	20.6	14.3	40.6	63
Boston area.....	46.2	46.2	7.7	40.0	13
New York City .....	81.0	7.1	11.9	36.2	42
Mid-Atlantic.....	47.6	25.4	27.0	49.4	63
Newark/Northern NJ .....	16.7	16.7	66.7	77.6	6
Philadelphia .....	60.0	0.0	40.0	54.7	5
Washington, DC/Northern VA .....	62.2	27.0	10.8	38.7	37
Southeast .....	33.3	29.6	37.0	55.1	81
Atlanta .....	22.2	33.3	44.4	70.0	9
Charlotte .....	33.3	33.3	33.3	55.2	6
Dallas .....	50.0	33.3	16.7	35.6	6
Houston.....	54.5	36.4	9.1	41.0	11
Miami/Ft. Lauderdale/ .....					
W. Palm Beach .....	12.5	37.5	50.0	66.1	8
Raleigh/Durham .....	33.3	16.7	50.0	52.8	6
Midwest .....	25.8	34.8	39.4	57.9	66
Chicago.....	38.1	38.1	23.8	50.1	21
Minneapolis.....	50.0	16.7	33.3	43.4	6
Missouri.....	0.0	57.1	42.9	70.4	7
Ohio .....	30.0	20.0	50.0	61.1	10
Wisconsin.....	20.0	60.0	20.0	51.9	5
West/Rocky Mountain .....	32.3	30.1	37.6	57.2	93
Los Angeles and Orange County ...	36.7	26.7	36.7	54.9	30
Portland.....	0.0	57.1	42.9	69.0	7
San Francisco .....	47.1	23.5	29.4	49.4	17
San Jose area.....	57.1	28.6	14.3	44.8	14
Seattle area.....	16.7	50.0	33.3	62.5	6

Note: This table excludes offices that interviewed but then did not make any offers for summer 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 that submitted a composite survey for offices nationwide.

On this year's survey firms were asked to provide the number of offers made the previous year (2012) for summer 2013 positions. (See the table on the following page.) Based on firms making offers in both years and reporting the comparative 2012 figure, the volume of offers was off by about 4%. At the largest firms, which also accounted for the majority of offers, the decrease was just over 2%. Cities varied widely on this measure. Among those reporting at least 100 offers, the number of offers was nearly flat in Chicago and off by less than 2% in New York City. In Washington, DC, and Los Angeles, by contrast, the volume of offers was off by 10%, and in Northern California decreases were even larger in percentage terms. Not every office made fewer offers however. In fact, just over one-third did, with the same percentage making the same number of offers, within one offer up or down. One-quarter made more offers, and New York had by far the largest portion of offices — almost half — in this category.

Because firms reporting the largest volumes weigh most heavily in the overall volumes, the decrease is not necessarily inconsistent with the overall median number of offers not changing. In fact, looking at the 359 differences shows that the median difference was in fact zero — that is, the same number of offers were made in both years.

## ■ Third-Year Hiring

Hardly unexpectedly, third-year hiring remained severely constricted, with just 16% of offices reporting any activity at all, or in a few cases planned activity. Offices recruiting third-years (Class of 2014 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 431 accepted callback invitations resulted in only 166 offers. Over three-quarters of these offers were accepted.

## Comparison of Offer Volumes for Summer 2014 and Summer 2013

	# of Offers Made in 2013	Change from 2012	Percent of Offices Making:			Number of Offices
			Fewer Offers	No Change	More Offers	
<b>Overall Total</b> .....	<b>10,547</b>	<b>-3.8%</b>	<b>36.5%</b>	<b>36.8%</b>	<b>26.7%</b>	<b>359</b>
<b>By # of Lawyers Firmwide</b>						
100 or fewer .....	195	-7.1	25.0	55.0	20.0	40
101-250 .....	827	-6.9	32.3	43.5	24.2	62
251-500 .....	1,632	-5.6	40.0	31.7	28.3	60
501-700 .....	765	-8.9	45.5	18.2	36.4	22
701+ .....	7,128	-2.3	38.3	34.3	27.4	175
<b>By # of Lawyers in Office</b>						
25 or fewer .....	65	0.0	14.3	76.2	9.5	21
26-50 .....	290	-8.8	23.3	63.3	13.3	60
51-100 .....	895	-9.0	36.3	41.8	22.0	91
101-250 .....	3,155	-4.9	41.0	23.1	35.9	117
251+ .....	4,836	-1.4	54.3	8.7	37.0	46
<b>By NALP Region and City</b>						
Northeast .....	3,240	-2.5	36.7	21.7	41.7	60
Boston .....	263	-10.5	38.5	23.1	38.5	13
New York City .....	2,941	-1.6	37.5	15.0	47.5	40
Mid-Atlantic .....	1,272	-6.6	45.5	34.5	20.0	55
Newark/Northern NJ .....	64	6.7	20.0	60.0	20.0	5
Washington, DC/Northern VA .....	964	-10.1	54.5	27.3	18.2	33
Southeast .....	712	-6.3	26.1	56.5	17.4	69
Atlanta .....	99	13.8	16.7	50.0	33.3	6
Charlotte .....	57	-10.9	50.0	33.3	16.7	6
Dallas .....	95	-5.0	40.0	40.0	20.0	5
Houston .....	158	-16.0	33.3	66.7	0.0	9
Miami/Ft. Lauderdale/W. Palm Beach .....	42	-4.5	25.0	62.5	12.5	8
Midwest .....	864	-3.1	35.7	42.9	21.4	56
Chicago .....	539	-0.7	50.0	27.8	22.2	18
Missouri .....	58	3.6	16.7	50.0	33.3	6
Ohio .....	93	5.7	12.5	62.5	25.0	8
Wisconsin .....	48	0.0	40.0	20.0	40.0	5
West/Rocky Mountain .....	1,068	-12.5	36.4	39.8	23.9	88
Los Angeles and Orange County .....	541	-9.8	46.4	32.1	21.4	28
San Francisco .....	149	-30.7	47.1	35.3	17.6	17
San Jose area .....	210	-15.3	46.2	30.8	23.1	13
Seattle area .....	28	16.7	16.7	50.0	33.3	6

Note: Figures reflect employers who made offers in both 2012 and 2013 and reported offer numbers for both years. For purposes of this analysis, no change is defined as a change of one offer or less in either direction in 2013 compared with 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 that submitted a composite survey for offices nationwide. Cities in this table collectively reported at least 25 offers for summer 2014 programs. The number of employers reporting is shown in the last column.