

WALRAA Industry Survey for Law Firms, Government Agencies and Law School Career Services

Presented

By Eva Wisnik

Fall 2014



Our goal is to help
you achieve your

goals

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Eva's Bio



Eva Wisnik
*President,
Wisnik Career
Enterprises, Inc.*

Eva Wisnik founded **Wisnik Career Enterprises, Inc.** in 1996 after serving as Director of Recruitment and Training for Schulte Roth & Zabel and Cadwalader, Wickersham & Taft. Over the past 18 years, she has worked with over 100 law firms, including 74 of the AmLaw 100. Wisnik has placed more than 500 Recruiting and PD professionals into law firms nationwide. Eva has conducted over 600 training programs for attorneys on topics that include Business Development Skills, Time Management and Myers Briggs. In addition, **Wisnik Career Enterprises, Inc.** has conducted over 35 salary and industry snapshot surveys for law firm professionals since 1998.

Eva holds an MBA in Marketing from Fordham University and a BA in Psychology from Barnard College.

WALRAA Respondents

158 Respondents' Salary and Industry Information

■ 127 Law Firms & Gov't Agencies

- Chief: 2*
- Director: 13
- Manager: 51
- Specialist/Senior Coordinator: 11
- Coordinator: 34
- Assistant: 16

■ 31 Law School Career Services

- Assistant/Associate Dean: 6
- Director: 7
- Assistant/Associate Director: 13
- Career Counselor: 3*
- Recruiting Personnel: 1*
- Administrative Personnel: 1*

* Insufficient number of respondents to show separate data for these titles

Summary of Interesting Results

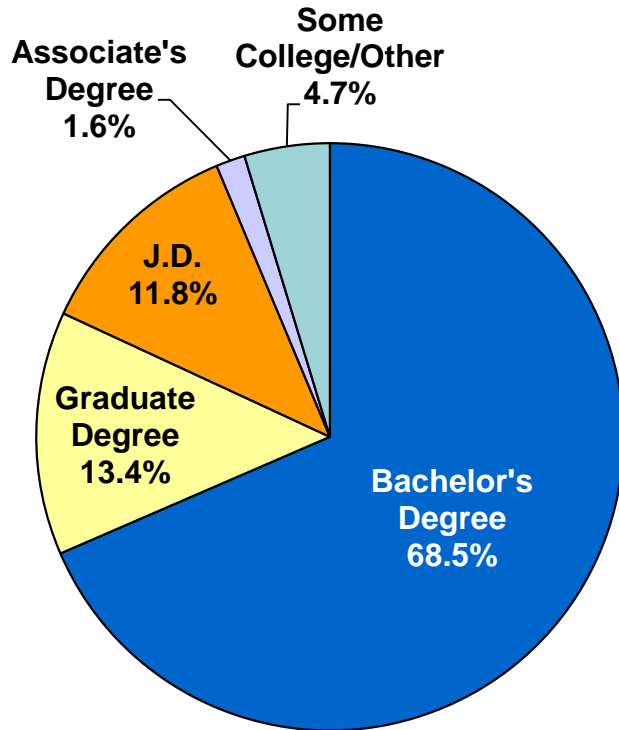
Law Firms & Agencies

- 45% of you have been with your current firm for 3 years or less
- 32% have been in the legal recruiting field for 10+ years
- 98% received a bonus, a raise, or both
- 40% attended the NALP Annual Education Conference
- 57% of you feel fairly compensated for your responsibilities
- You worked an average of 46.5 hours/week, compared to 55 hours/week in 2012

Law School Career Services

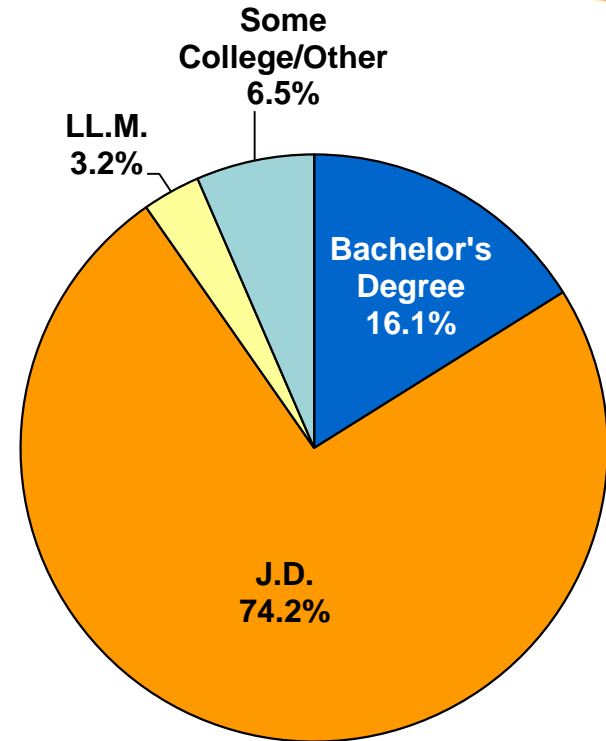
- 63% of you have been with your current school for 3 years or less
- 17% have been in law school career services for 10+ years
- 73% of you have a JD and practiced for an average of 5 years
- 73% work for a private institution
- 39% received a raise last year
- 50% of you feel fairly compensated for your responsibilities
- 54% attended the NALP Annual Education Conference
- You worked an average of 43 hours/week, which is the same as 2012

Highest Degree of Education Attained by WALRAA Survey Participants



Law Firms/Agencies

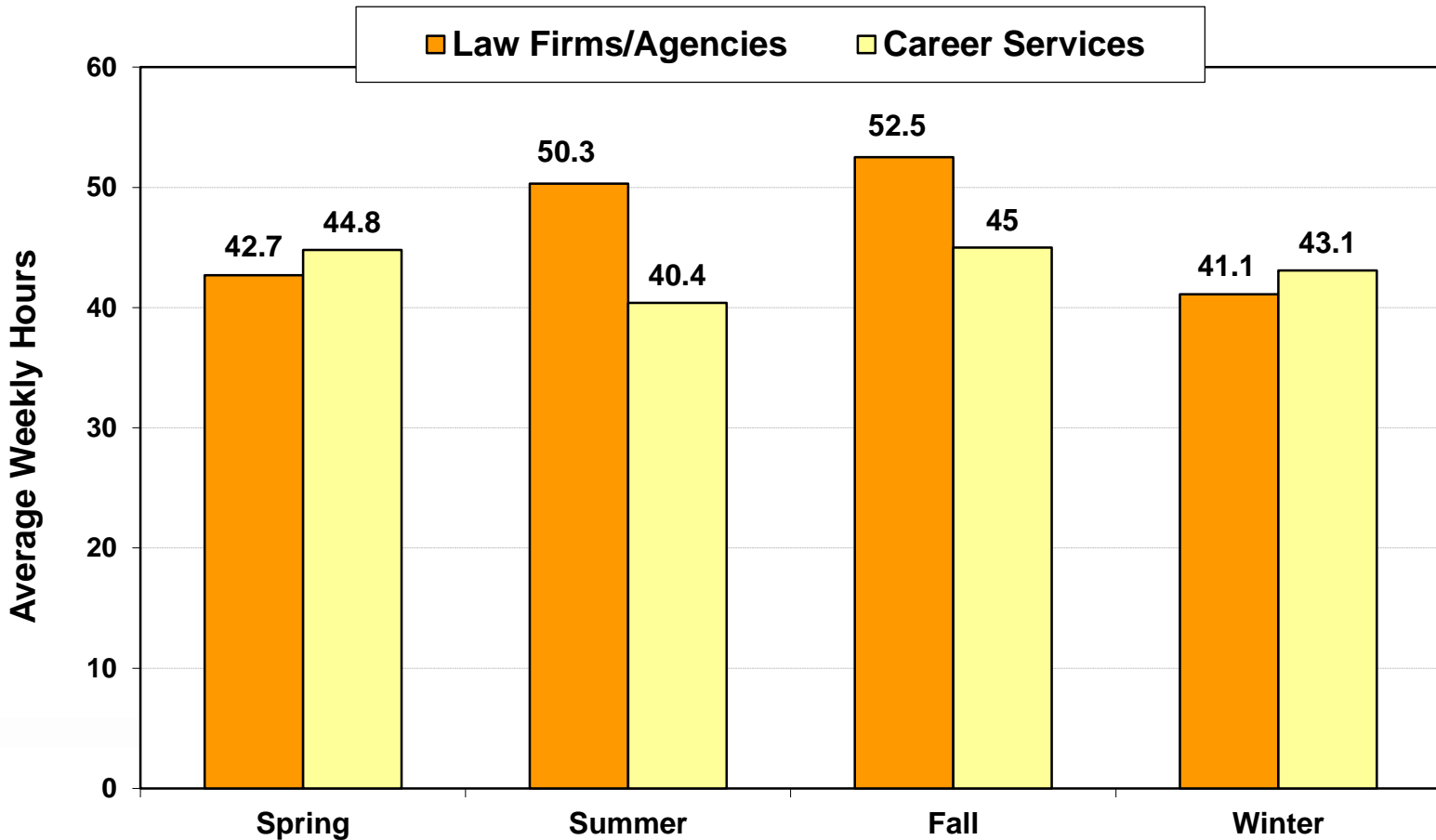
In 2012, 10% held a JD and 11% a graduate degree



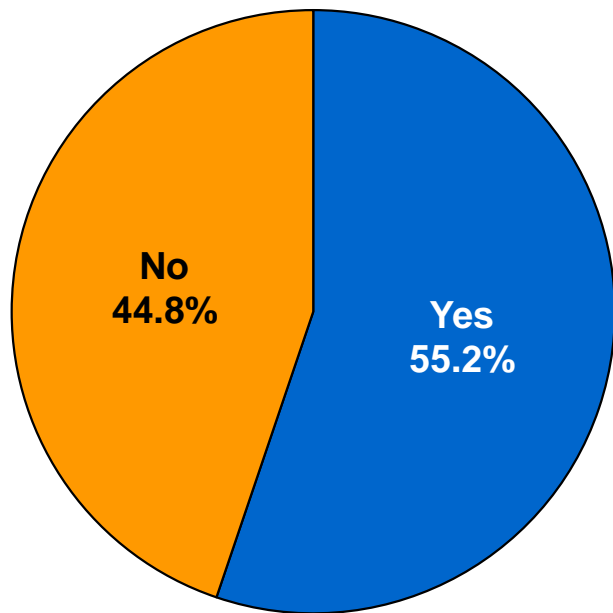
Career Services

In 2012, 73% held a JD and 7% a graduate degree

Average Weekly Hours per Season: Law Firms/Agencies & Career Services

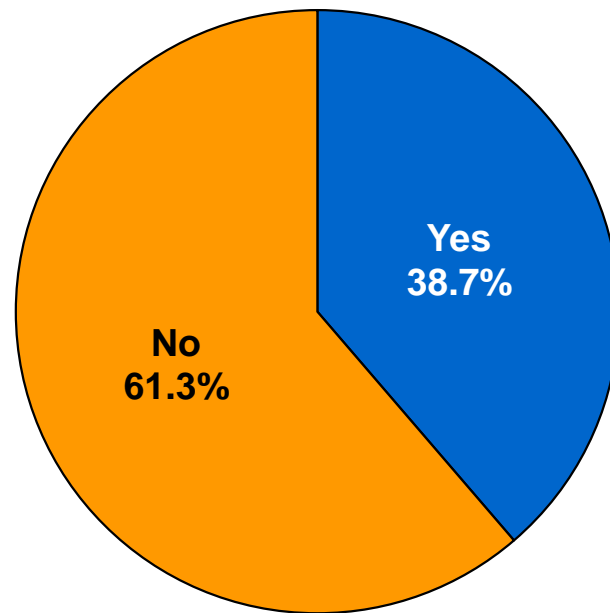


Have You Had a Promotion with a Title Change at Your Current Organization?



Law Firms/Agencies

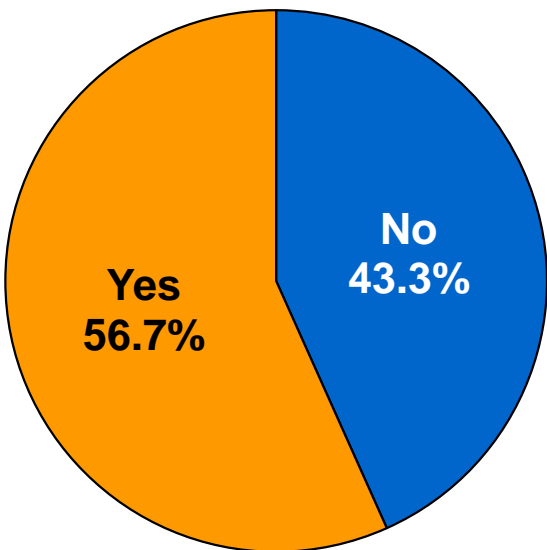
In 2012, 51.8% had a promotion with title change



Career Services

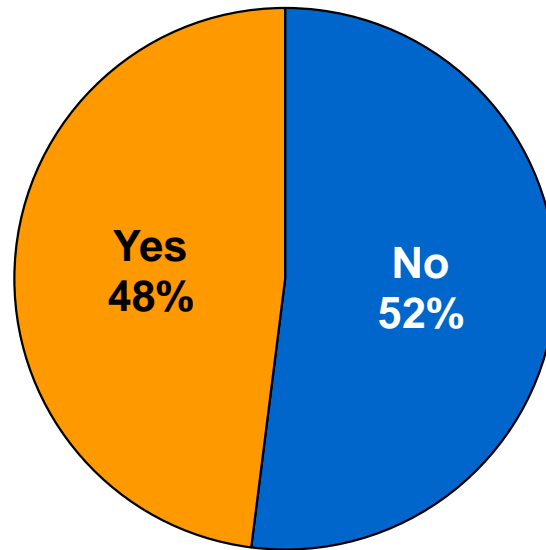
In 2012, 52% had a promotion with title change

Do You Believe You are Fairly Compensated?



Law Firms/Agencies

In 2012, 63% felt fairly compensated



Career Services

In 2012, 38.5% felt fairly compensated

Salary Survey Results: Law Firms & Government Agencies

WALRAA Law Firm/Government Agency Respondents

127 Respondents' Salary and Industry Information

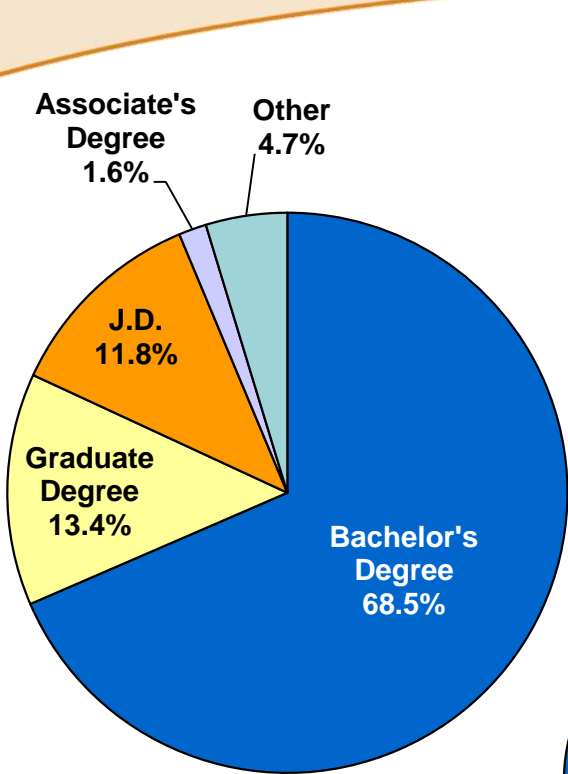
■ By Title

- Chief: 2
- Director: 13
- Manager: 51
- Specialist/Senior Coordinator: 11
- Coordinator: 34
- Assistant: 16

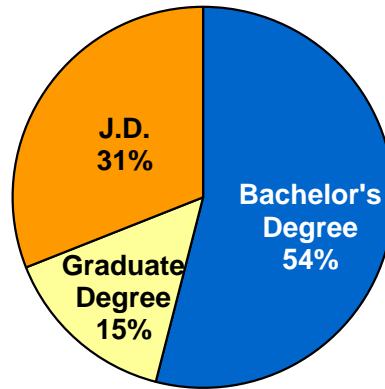
■ By Office Size

- 1-75: 12
- 76-125: 38
- 126-175: 21
- 176-225: 11
- 226-300: 21
- 301-400: 11
- 401-500: 8
- 501-700: 5

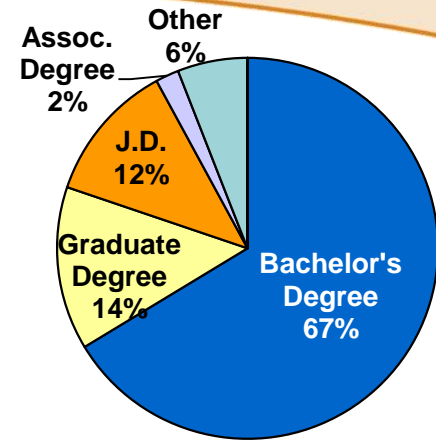
Highest Level of Education Attained, by Title



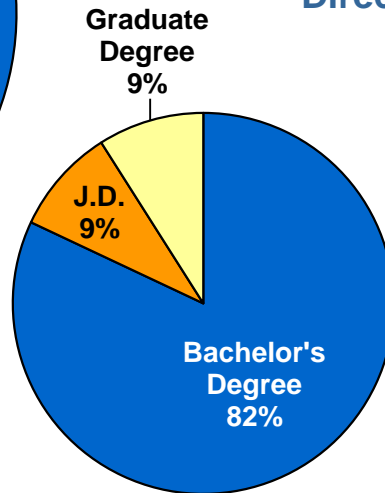
All Firm/Agency Respondents



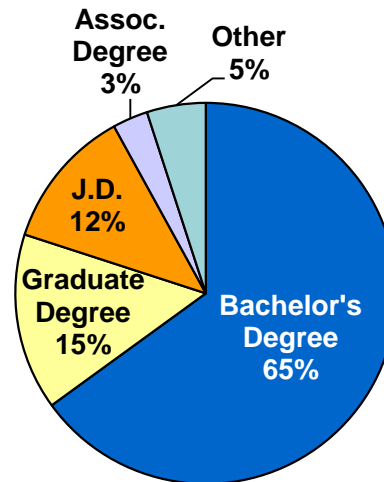
Director



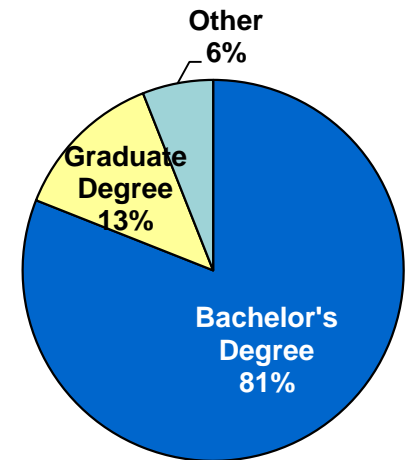
Manager



Sr. Coord./Spec.

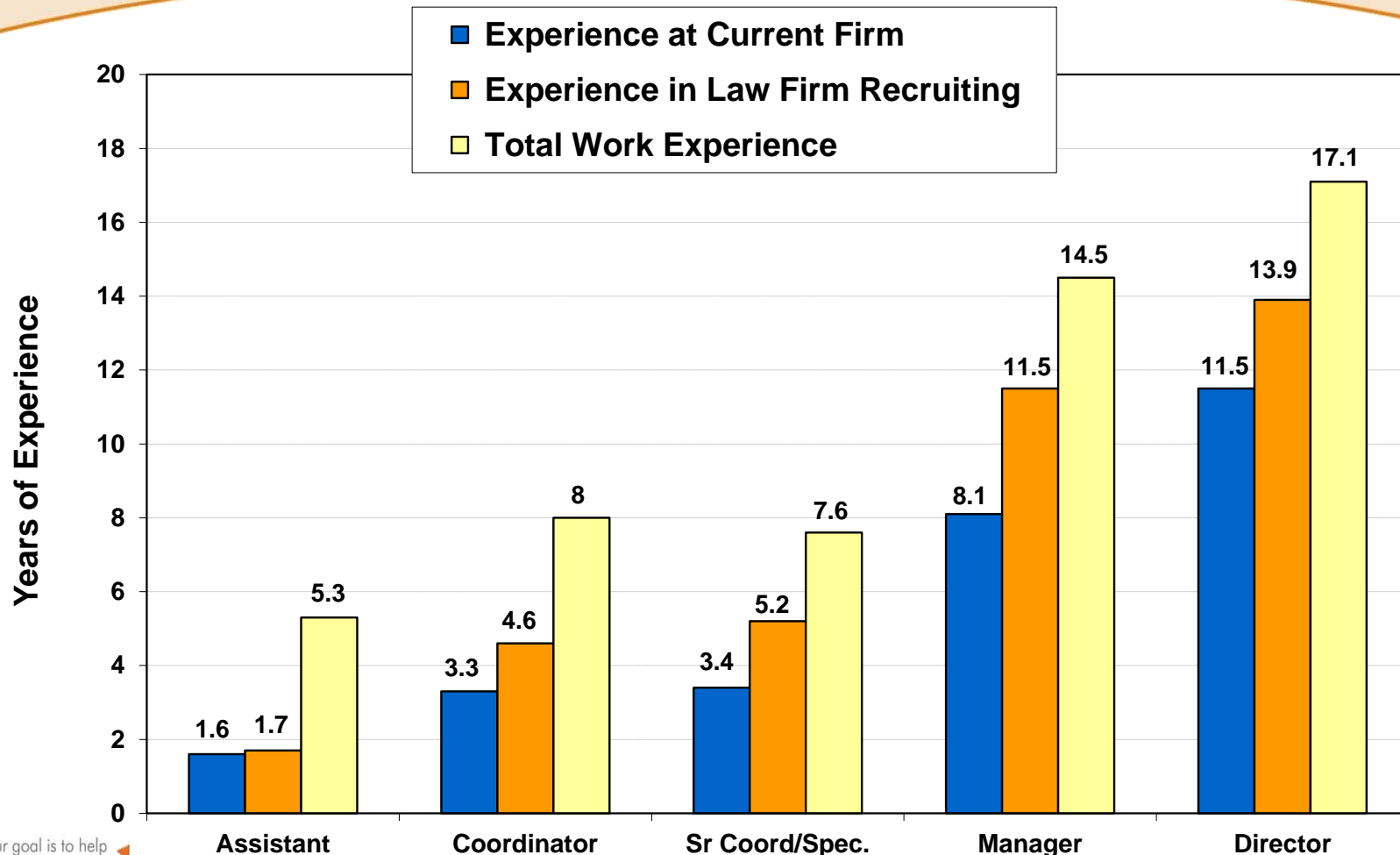


Coordinator



Assistant

Average Years of Experience



Law Firms & Government Agencies: Average Salaries

<u>Title (# responses)</u>	<u>Avg. Salary</u>	<u>Median</u>	<u>Salary Range</u>	<u>Bonus</u>	<u>Raise</u>
Director (9):	\$169,222	\$180,000	\$120k - \$192k	\$12,438	4.4%
Manager (42):	\$109,311	\$105,000	\$80k - \$169k	\$6,226	4%
Sr. Coor./Specialist (9):	\$72,389	\$75,000	\$55K - \$82K	\$3,781	4.5%
Coordinator – Exempt (11):	\$62,244	\$61,180	\$45K - \$86K	\$3,011	2.7%
Coordinator - OT* (16):	\$61,519	\$59,000	\$51.5K - \$89K	\$2,222	3.8%
Assistant* (12):	\$45,472	\$45,000	\$40K - \$56K	\$1,290	3.4%

* **Coordinator and Assistant data show base salary without overtime**

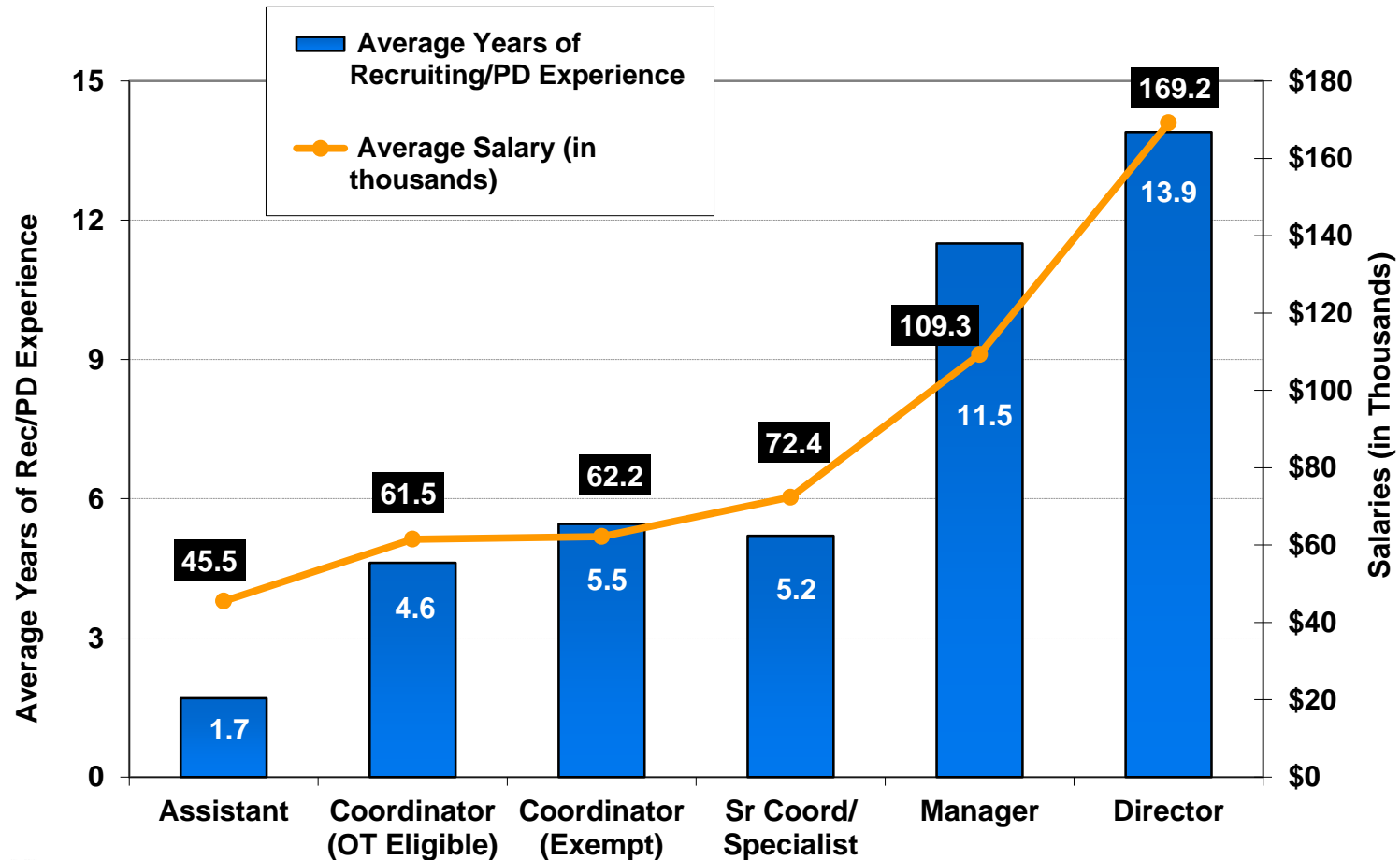
Average Salaries by City: DC, NY, Philly, Bay Area

<u>Title</u>	<u>Average Salary</u>			
	<u>DC</u>	<u>New York</u>	<u>Philly</u>	<u>Bay Area</u>
Chief/Director:	\$169,222	\$221,571	\$150,280	\$178,458
Manager:	\$109,311	\$127,499	\$85,722	\$118,677
Admin/Specialist:	\$72,389	\$85,007	*	\$83,482
Coordinator**:	\$61,857	\$69,262	\$59,394	\$63,402
Assistant**:	\$45,472	\$48,741	*	\$45,457

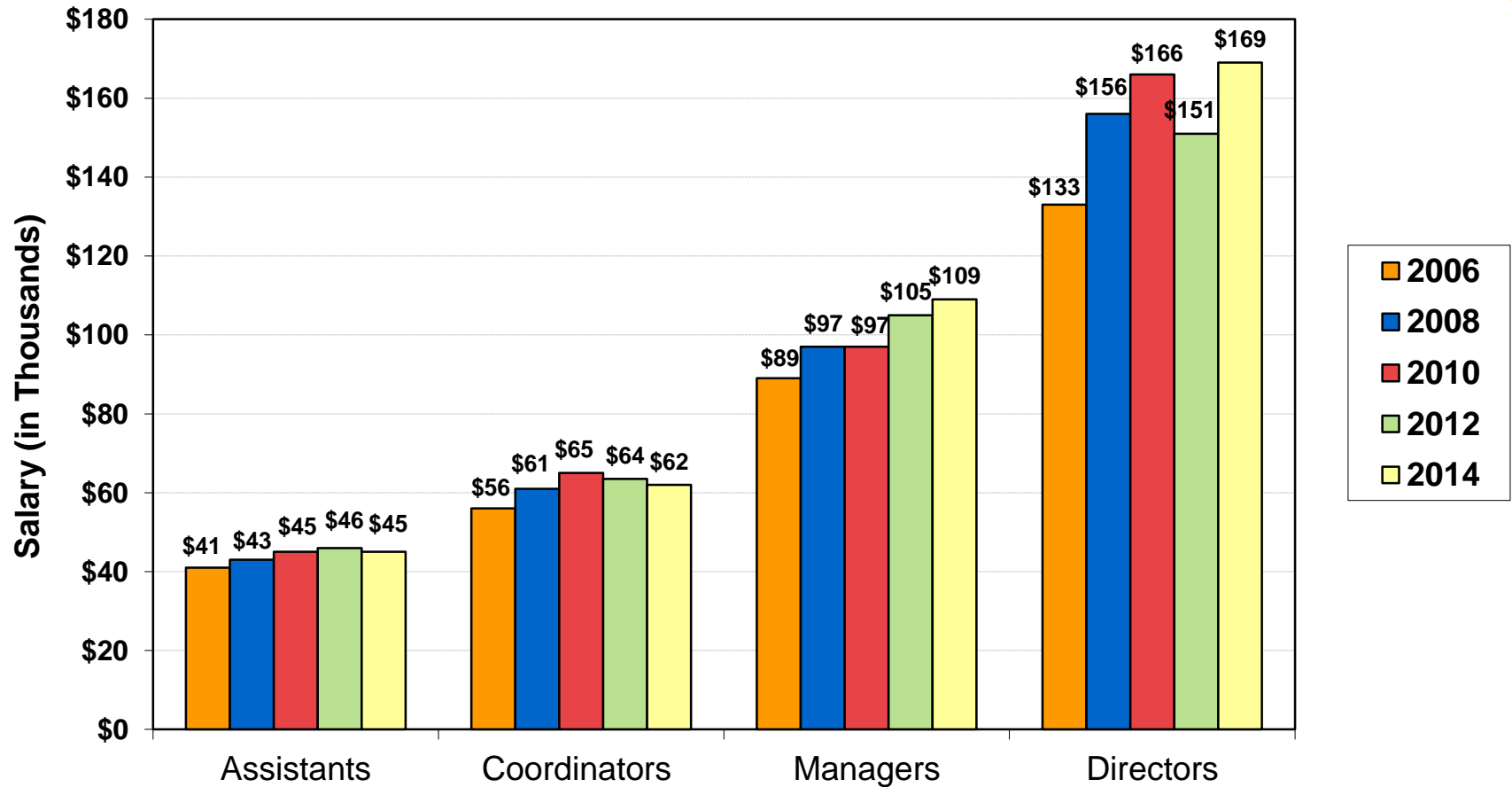
* Insufficient data

** Salary data shown is base salary without OT

Average Salary vs. Years of Experience



Average Salaries for Law Firms/Agencies: 2006, 2008, 2010, 2012 & 2014



Average Salary, Bonus, & Raise by Firm Size

All Assistants = 12
Avg. Salary = \$45,472
Median = \$45,000
Avg. OT in 2013: \$4,347
Avg. Bonus: \$1,290 Avg. Raise: 3.4%

<u>Firm Size:</u>	<u>501 - 1000</u>	<u>1000+</u>
Avg. Salary:	\$45,424	\$45,625
Salary Range:	\$45K - \$46K	\$40K - \$56K
Avg. Bonus:	\$1,038	\$1,458
Avg. Raise:	*	*

* Insufficient number of responses for 2012 OT, Firm Size 1–500, or Raise data by Firm Size.

Average Salary, Bonus, & Raise by Firm Size

All OT Eligible Coordinators = 16

Avg. Salary = \$61,519

Median = \$59,000

Avg. OT in 2012: \$4,783 Avg. OT in 2013: \$7,775

Avg. Bonus: \$2,222 Avg. Raise: 3.8%

<u>Firm Size:</u>	<u>251 - 500</u>	<u>501 - 1000</u>	<u>1000+</u>
Avg. Salary:	\$64,125	\$64,348	\$56,954
Salary Range:	\$58K - \$75K	\$52K - \$89K	\$51.5K - \$65K
Avg. Bonus:	*	\$2,180	\$2,247
Avg. Raise:	*	3%	5.2%

* Insufficient number of responses
for Firm Size 1-250, and some
Bonus & Raise data

Average Salary, Bonus, & Raise by Firm Size

All Exempt Coordinators = 11
Avg. Salary = \$62,244
Median = \$61,180
Avg. Bonus: \$3,011 Avg. Raise: 2.7%

<u>Firm Size:</u>	<u>501 - 1000</u>	<u>1000+</u>
Avg. Salary:	\$63,375	\$63,236
Salary Range:	\$45K - \$86K	\$53K - \$70K
Avg. Bonus:	*	\$4,020
Avg. Raise:	*	*

* Insufficient number of responses
for Firm Sizes 1-500, and Bonus
and Raise data by Firm Size.

Average Salary, Bonus, & Raise by Firm Size

All Sr. Coord./Specialists = 11

Avg. Salary = \$72,389

Median = \$75,000

Avg. Bonus: \$3,781 Avg. Raise: 4.5%

<u>Firm Size:</u>	<u>1 - 500</u>	<u>501+</u>
Avg. Salary:	\$66,250	\$77,300
Salary Range:	\$55K - \$75K	\$67.5K - \$82K
Avg. Bonus:	\$2,563	\$5,000
Avg. Raise:	*	*

*** Insufficient number of responses
for Raise data by Firm Size**

Average Salary, Bonus, & Raise by Firm Size

All Managers = 42
Avg. Salary = \$109,311
Median = \$105,000
Avg. Bonus: \$6,226 Avg. Raise: 4%

Firm Size:	1 - 250	251 - 500	501 - 750	751 - 1000	1000+
Avg. Salary:	\$109,214	\$121,340	\$106,107	\$107,989	\$106,453
Salary Range:	\$85K - \$135K	\$102.5K - \$169K	\$88.5K - \$132K	\$80K - \$140K	\$83.5K - \$142.5K
Avg. Bonus:	\$5,083	\$4,940	\$6,575	\$4,725	\$8,475
Avg. Raise:	3.7%	3.8%	4.4%	4.3%	3.6%

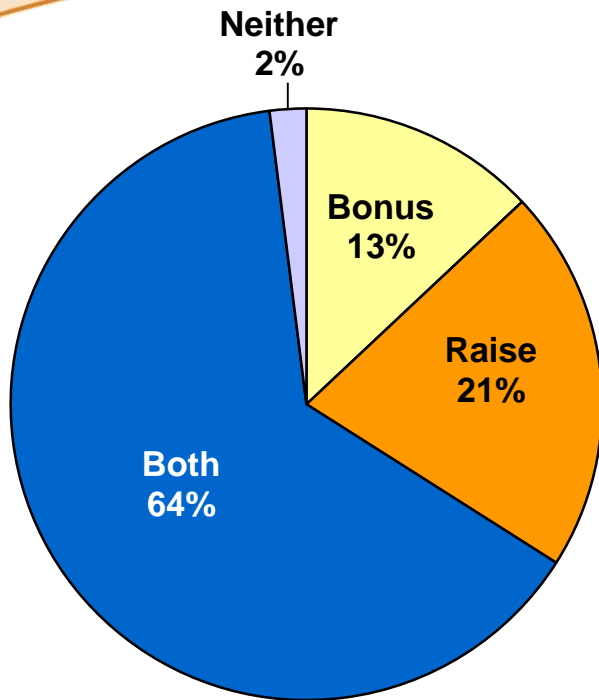
Average Salary, Bonus, & Raise by Firm Size

All Directors = 9
Avg. Salary = \$169,222
Median = \$180,000
Avg. Bonus: \$12,438 Avg. Raise: 4.4%

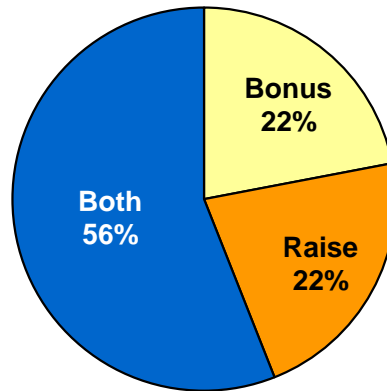
<u>Firm Size:</u>	<u>251 - 750</u>	<u>751+</u>
Avg. Salary:	\$158,250	\$177,500
Salary Range:	\$120K - \$180K	\$158K - \$192K
Avg. Bonus:	*	\$14,500
Avg. Raise:	*	4.5%

* Insufficient number of responses for Firm Size 1-250 and some Bonus and Raise data

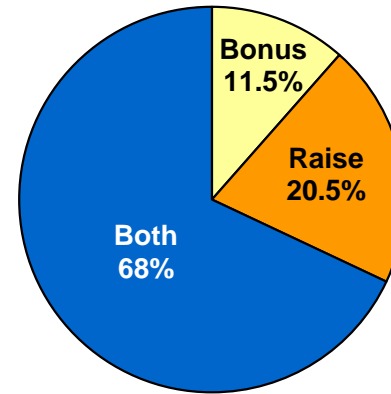
In 2013, Did You Receive a Bonus and/or a Raise?



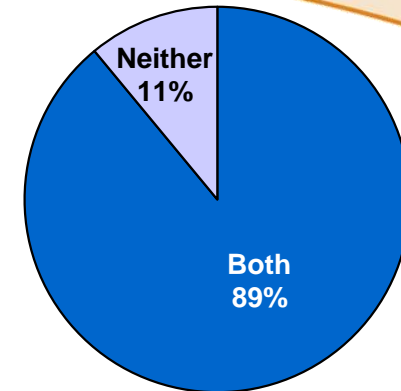
All Firm/Agency Respondents



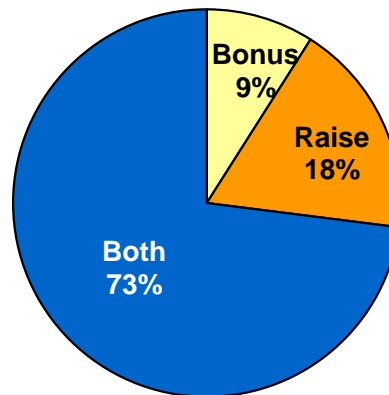
Director



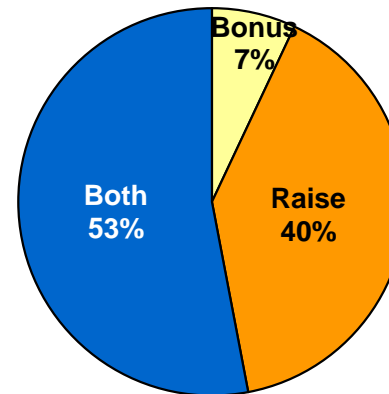
Manager



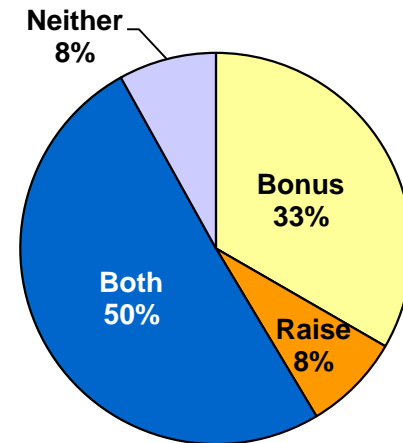
Sr. Coord./Spec.



Coordinator (Exempt)



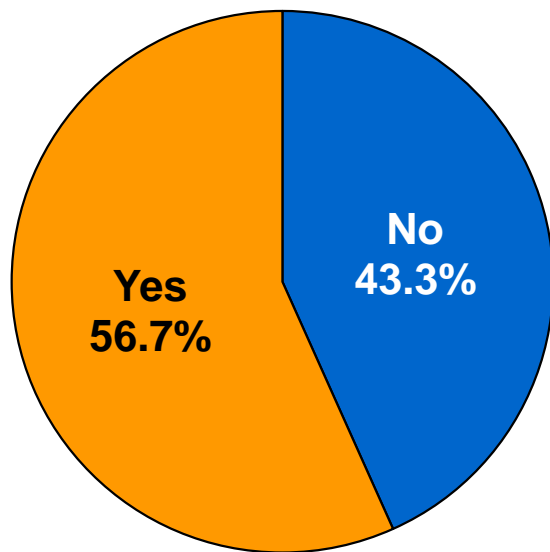
Coordinator (OT Eligible)



Assistant Firms/Agencies - 23

Compensation & Benefits

Do you believe you are fairly compensated?

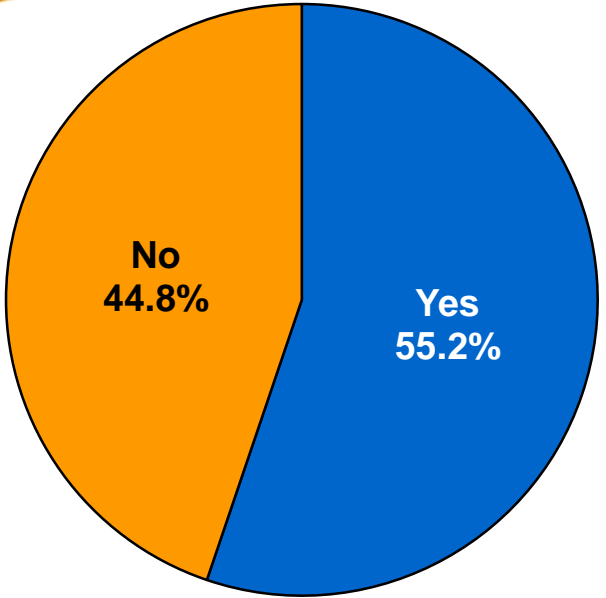


In 2012, 63% felt fairly compensated

What benefits do you receive?

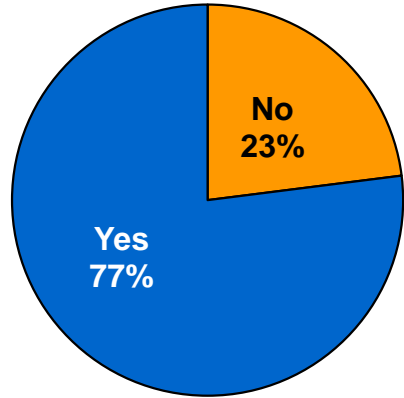
- Average PTO – 25 days
- Almost all firms have 401K plans and about 80% offer profit sharing or matching 401K contributions (1.5–8% matching)
- Flexible spending – 88%
- Health club membership/discounts – 76%
- PDA/Smartphone – 75%
- Day care back-up – 70%
- Transportation discount – 67.5%
- Periodically work from home – 49%

Have You Had a Promotion with a Title Change at Your Current Organization?

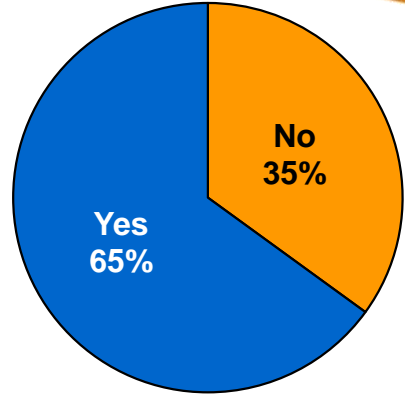


All Firm/Agency Respondents

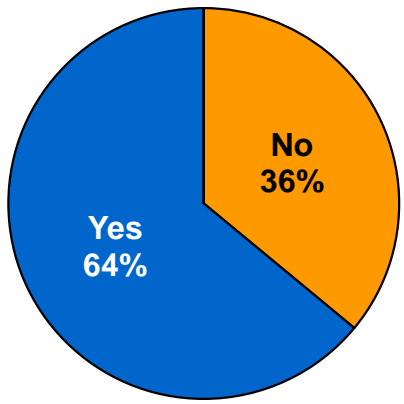
In 2012, 51.8% had a promotion with title change



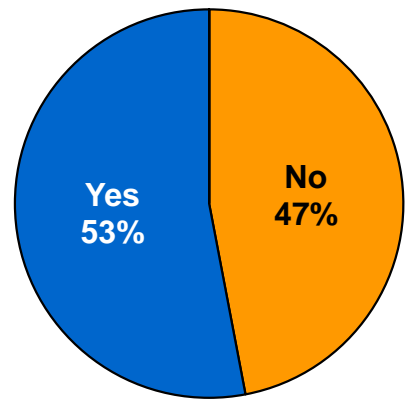
Director



Manager



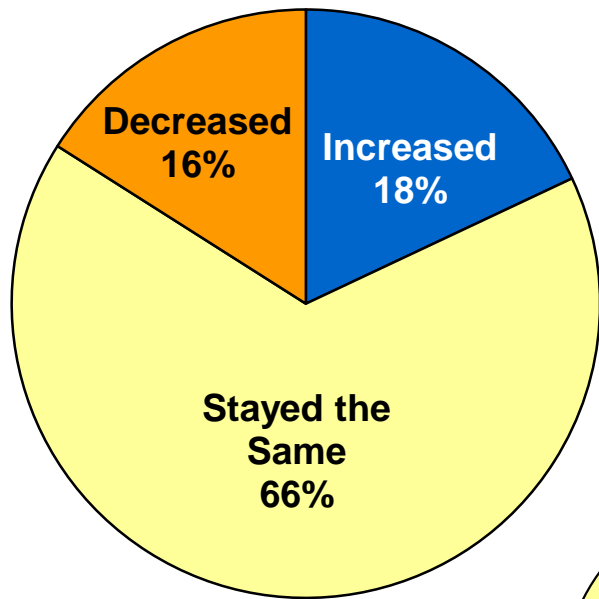
Sr. Coord./Spec.



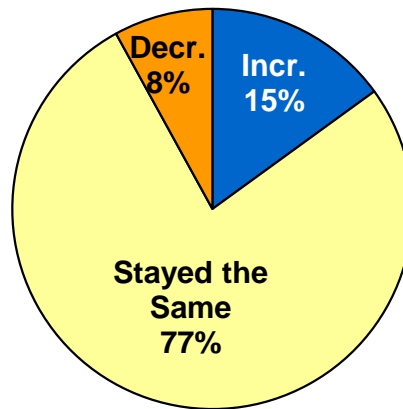
Coordinator

Firms/Agencies - 25

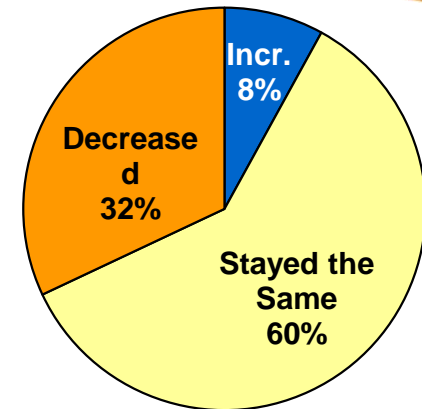
In the Past 2 years, Has Your Department Size...



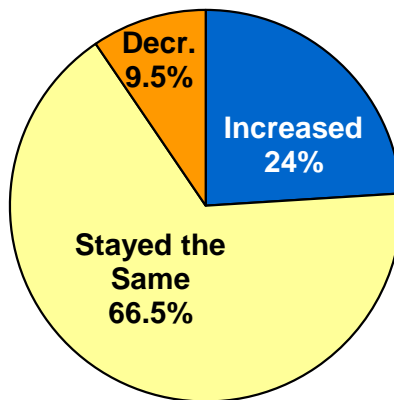
All Firm/Agency Respondents



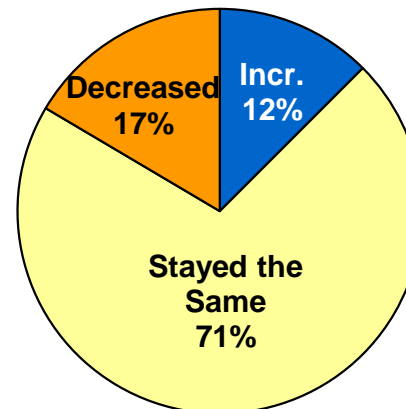
1 - 250



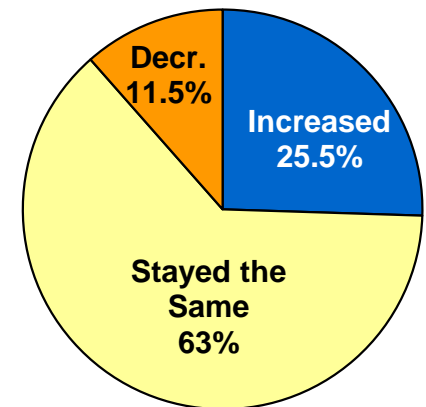
251 - 500



501 - 750

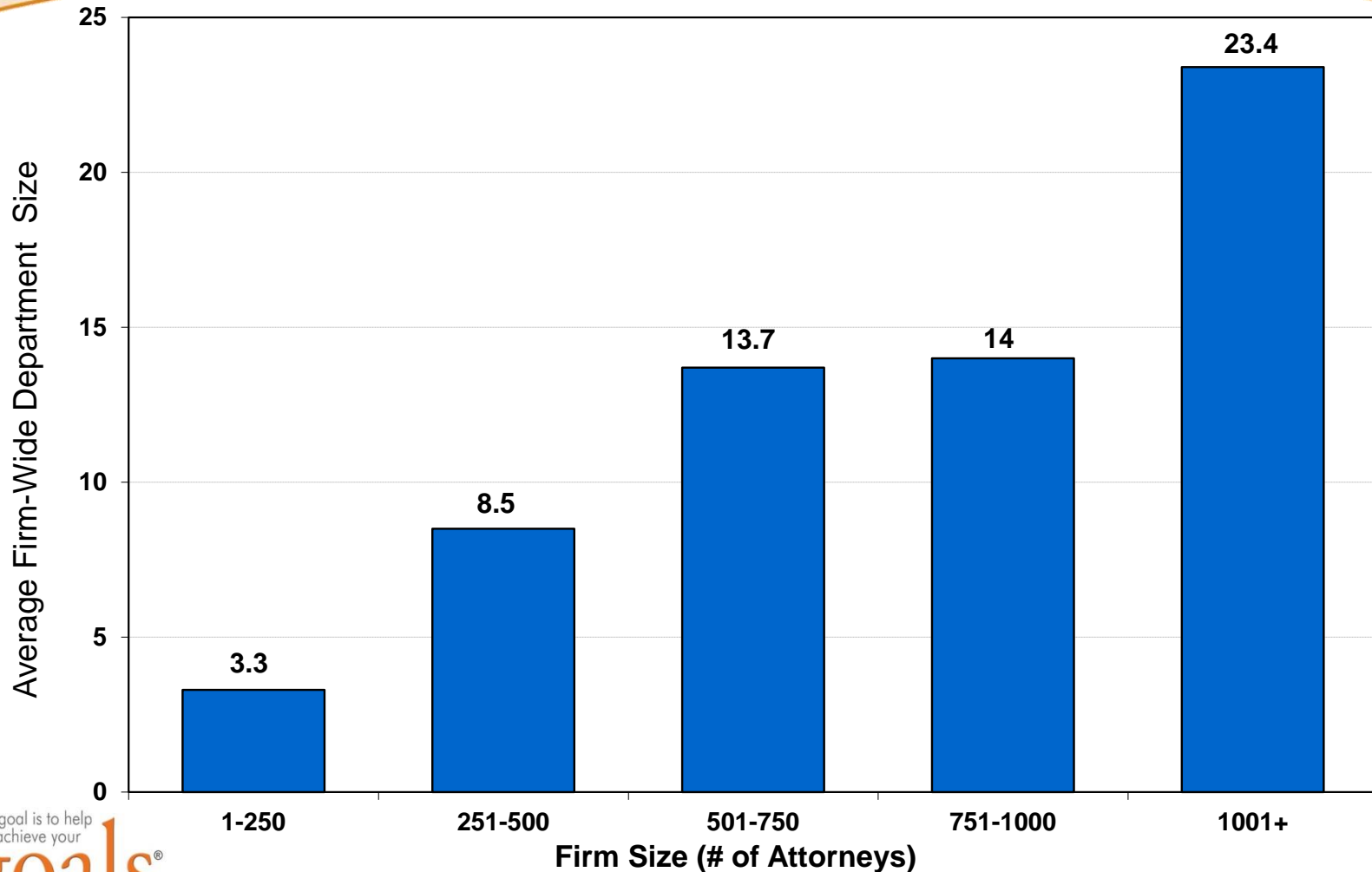


751 - 1000

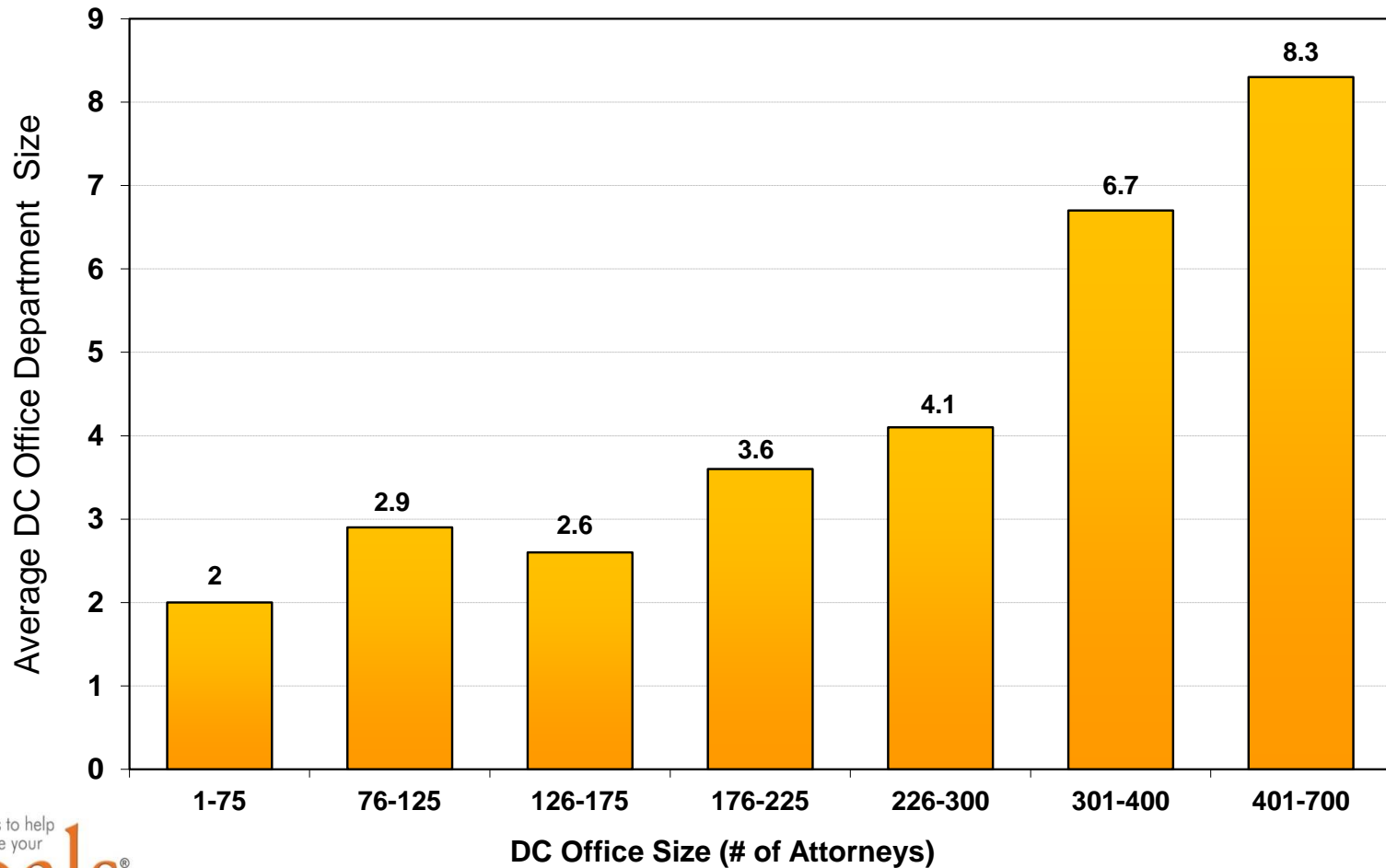


1001+
Firms/Agencies - 26

Firm Size vs. Size of Firm-Wide Departments



DC Office Size vs. DC Department Size



In the Past 18 Months, Has Your Firm/Agency Experienced Cuts?

Approximately 41% of you indicated your firm experienced “cuts” in the past 18 months

The most common cut was:

- Decrease in staff

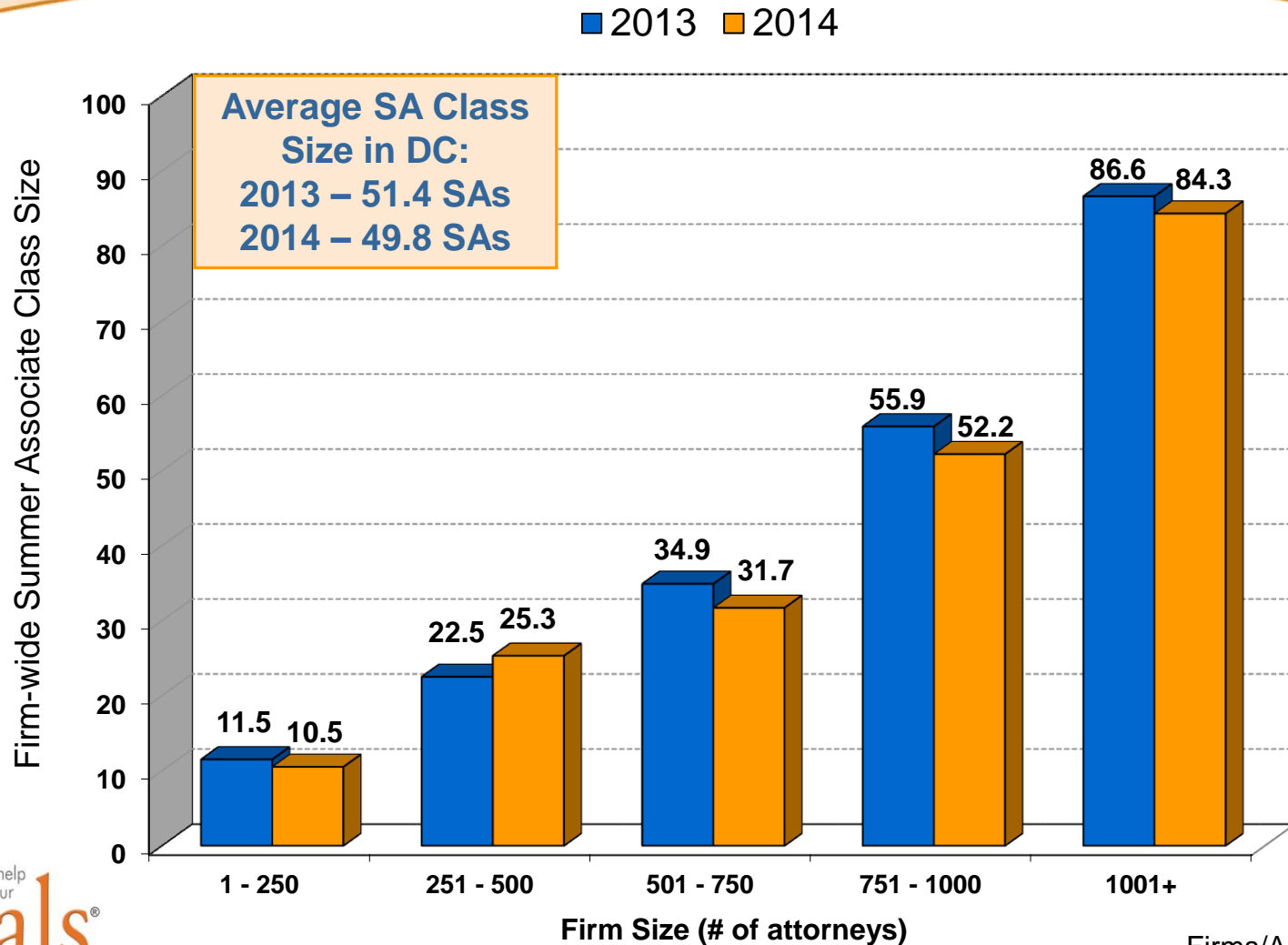
Several respondents experienced:

- Reduced OT/Comp time
- Salary freeze
- No bonus

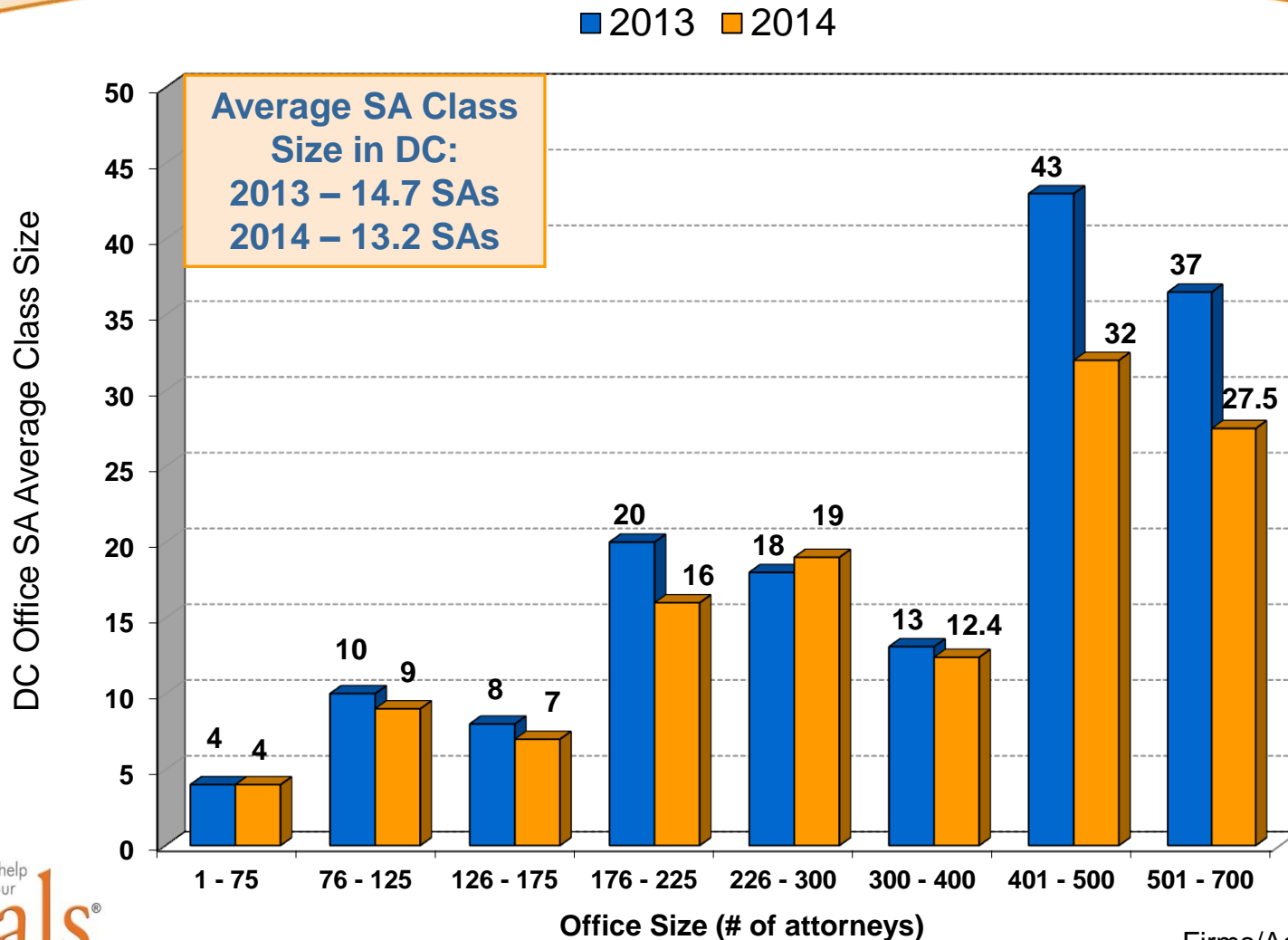
A very few respondents indicated:

- Loss of benefits
- Decreased salaries
- Furloughed employees

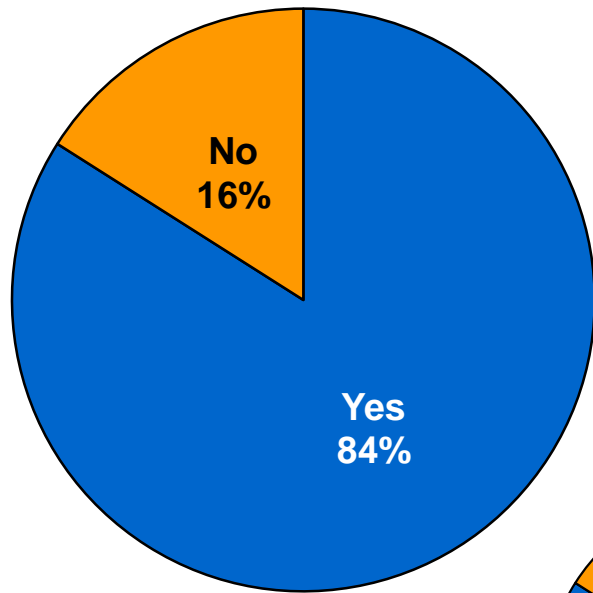
Summer Associates by Firm Size



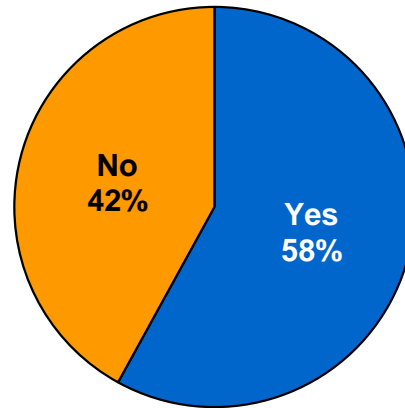
Summer Associates by Office Size



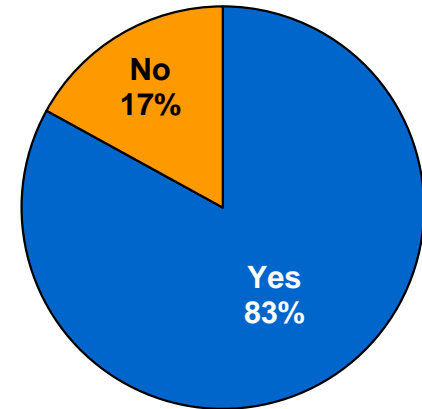
By Firm Size, Do You Have a Firm-wide Recruitment Director/Chief?



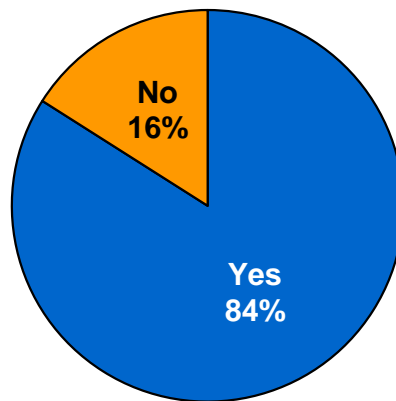
All Firm/Agency Respondents



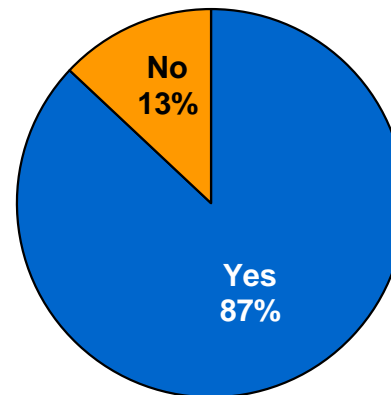
1 - 250



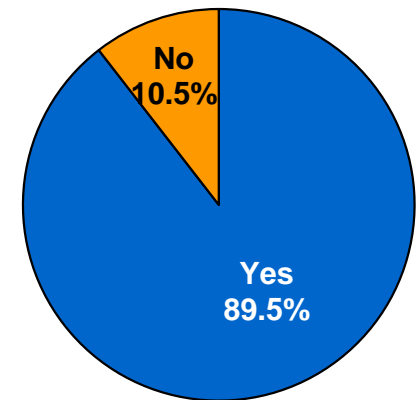
251 - 500



501 - 750



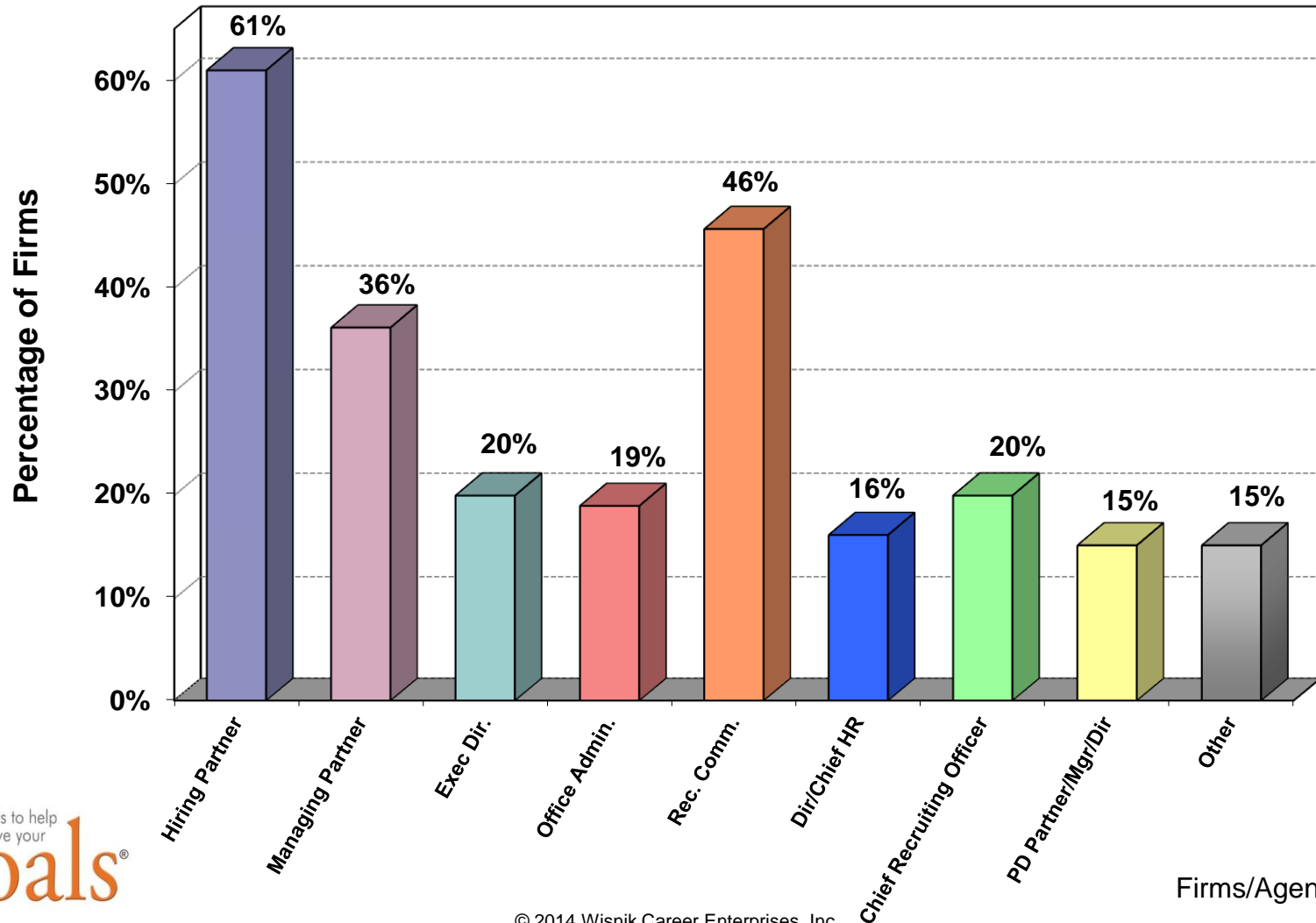
751 - 1000



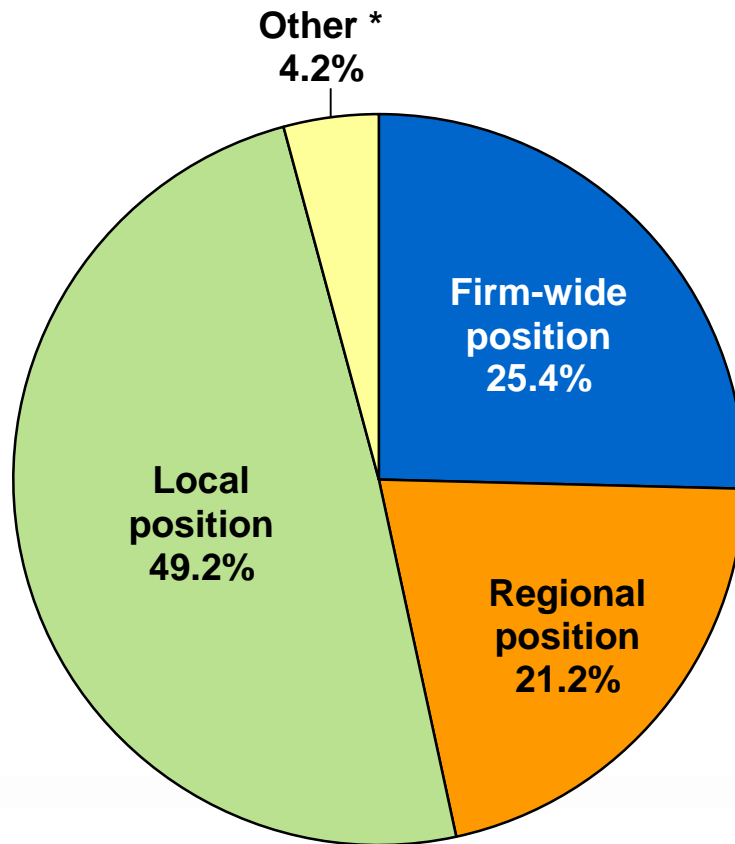
1001+

Firms/Agencies - 32

Reporting Structure: Who Does Your Department Report To?

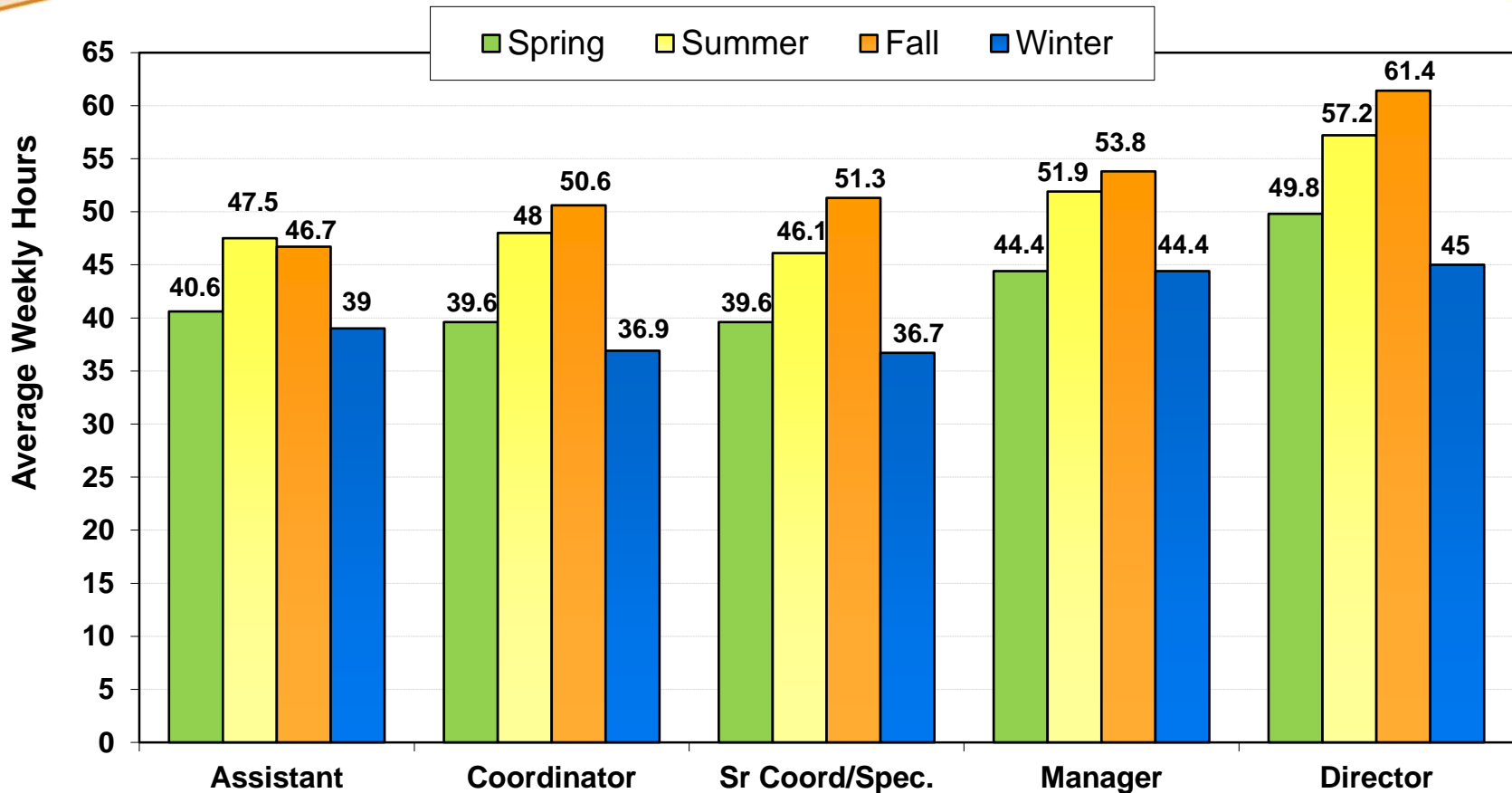


Is Your Role Local, Regional, or Firm-wide?

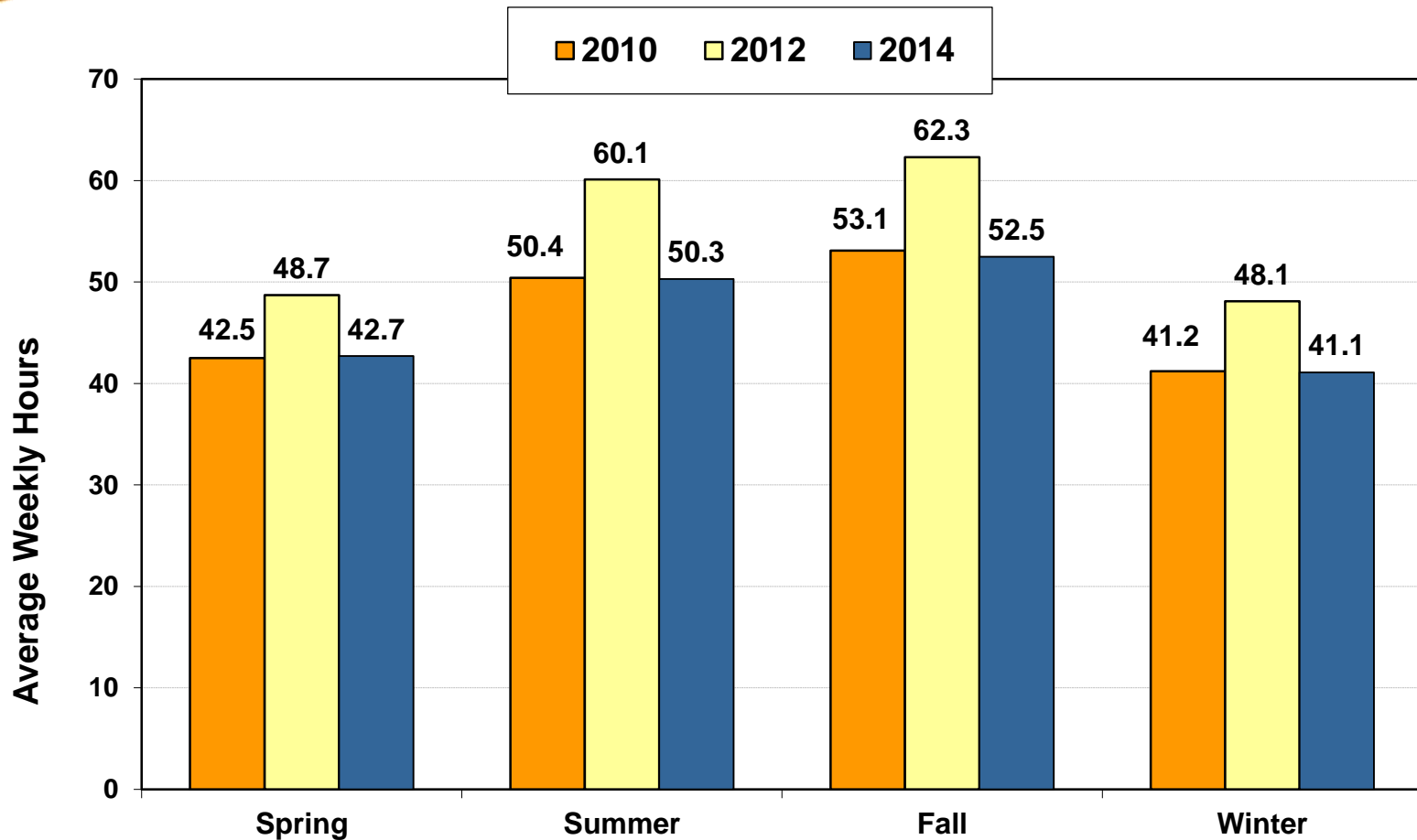


***Other:**
A small number of respondents hold mainly local or regional roles with a few additional responsibilities at the regional or firm-wide level

Average Weekly Hours Worked Per Recruiting Season By Title



Average Weekly Hours per Season, 2010, 2012, and 2014



Top PD Responsibilities

51% of you have PD responsibilities,
which utilizes about 37% of your time.

Assistant – PD Responsibilities

- Support on-boarding training/orientation – 35.7%
- Support in-house training – 35.7%
- Assist with attorney PD (i.e. CLE) – 28.6%

Coordinator – PD Responsibilities

- Assist with on-boarding training/orientation – 28.1%
- Provide support to mentoring program – 21.9%
- Coordinate associate evaluations – 18.8%
- Coordinate attorney in-house training – 15.6%

Sr. Coord. /Spec. – PD Responsibilities

- Coordinate training and orientation – 45.5%
- Assist with mentoring program – 36.4%
- Support in-house training – 36.4%

Manager – PD Responsibilities

- Manage mentoring program – 41.7%
- Supervise on-boarding training/orientation – 33.3%
- Manage attorney training – 20.8%

Director – PD Responsibilities

- Oversee mentoring program – 66.7%
- Oversee attorney training – 50%
- Develop and monitor budget – 50%

Assistant: Top Responsibilities

General Responsibilities

- Help with attorney orientation – 78.6%
- Administrative duties – 64.3%
- Assist with other responsibilities (HR/marketing, etc.) – 50%

Summer Program

- Help coordinate SA training and orientation – 50%
- Assist with social events, SA lunches and firm parties – 42.9%
- Database entry – 42.9%

Law Student Recruiting

- Database entry – 85.7%
- Help arrange travel and interview schedules for candidate and follow-up with candidates – 50%
- Take notes in recruiting committee meetings – 42.9%
- Help plan OCI calendar and assist with budget prep – 35.7%

Coordinator: Top Responsibilities

General Responsibilities

- Non-partner lateral associate recruiting – 59.4%
- Coordinate attorney orientation, support diversity initiatives and coordinate budget planning – 34.4%
- Perform other HR/Marketing/Administrative duties – 31.3%

Law Student Recruiting

- Follow-up with candidates – 87.5%
- Database entry – 81.3%
- Attend recruiting committee meetings – 78.1%
- Help plan OCI calendar – 75%
- Arrange travel and interview schedules for candidates – 68.8%

Summer Program

- Plan social events, SA lunches, and firm parties – 71.9%
- Help coordinate SA training and orientation – 53.1%
- Monitor SA work projects and assignments – 50%

Partner Recruiting

- Assist with lateral partner on-boarding and integration – 15.6%

Senior Coordinator/Specialist: Top Responsibilities

General Responsibilities

- HR/Marketing/Administrative duties – 72.7%
- Office administration – 63.6%
- Facilitate Attorney integration and orientation, coordinate budget planning and lead diversity initiatives – 54.5%
- Manage non-partner lateral associate recruiting – 45.5%

Summer Program

- Plan social events, section parties, SA lunches and firm parties – 63.6%
- Coordinate SA training and orientation, and budget preparation – 45.5%
- Monitor SA work projects and assignments – 36.4%

Law Student Recruiting

- Follow-up with candidates – 72.7%
- Participate in recruiting committee meetings – 63.6%
- Plan OCI calendar – 41.9%

Partner Recruiting

- Support lateral partner on-boarding and integration – 36.4%

Manager: Top Responsibilities

General Responsibilities

- Non-partner lateral associate recruiting – 72.9%
- Manage recruiting staff – 68.8%
- Manage attorney orientation, budget planning, and track progress of diversity initiatives – 60.4%
- Staff attorney hiring – 33.3%

Summer Program

- Manage social events, SA lunches and firm parties – 56.3%
- Monitor SA work projects and assignments – 47.9%
- Coordinate SA training and orientation – 43.8%

Law Student Recruiting

- Plan OCI calendar – 72.9%
- Participate in recruiting committee meetings – 72.9%
- Correspond with candidates – 70.8%
- Prepare budget, and arrange travel and interview schedules for candidates – 66.7%
- Plan OCI receptions – 62.5%

Partner Recruiting

- Help facilitate decision-making meetings, and lateral partner on-boarding and integration process – 39.6%
- Interview and assess partner-level candidates – 31.3%
- Write memos to executive committee (outlining candidate expertise, compensation, and BD potential) – 20.8%

Director: Top Responsibilities

General Responsibilities

- **Oversee diversity initiatives, attorney integration, budget planning, and managing recruitment staff – 83.3%**
- **Manage Attorney orientation – 75%**
- **Non-partner lateral associate recruiting, and exit interviews – 66.7%**
- **Oversee evaluation process for attorneys – 50%**

Summer Program

- **Facilitate recruiting committee meetings – 66.7%**
- **Monitor SA work projects and assignments – 50%**

Law Student Recruiting

- **Follow-up with candidates – 83.3%**
- **Oversee OCI receptions – 75%**
- **Oversee coordination of interview dates with law schools, and candidate travel and schedule arrangement– 66.7%**
- **Plan for OCI calendar, oversee travel and schedule for interviewing attorneys, and prepare budget – 58.3%**

Partner Recruiting

- **Facilitate lateral partner on-boarding – 33.3%**
- **Interview/assess partner candidates – 25%**

Salary Survey Results for Law School Career Services

WALRAA Law School Career Services Respondents

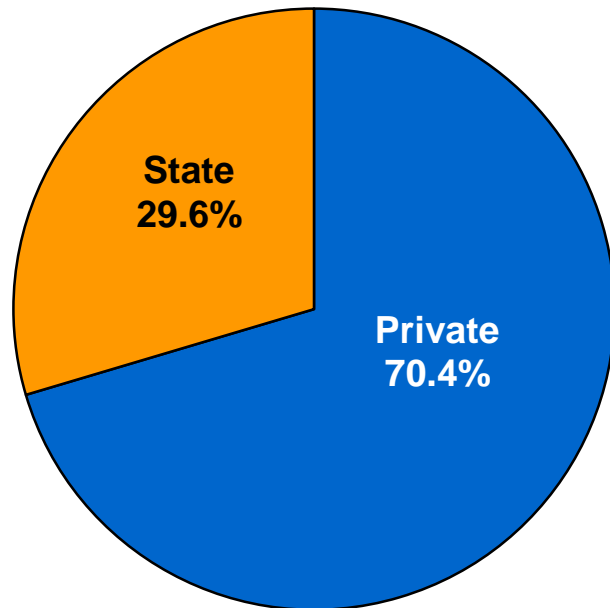
30 Respondents' Salary and Industry Information

- By Title
 - Assistant/Associate Dean: 6
 - Director: 6
 - Assistant/Associate Director: 13
 - Career Counselor: 3*
 - Recruiting Personnel: 1*
 - Administrative Personnel: 1*
- By # of Full-time Students
 - 151-300: 2
 - 301-400: 3
 - 401-500: 2
 - 500+: 23
- By School Type
 - State: 7
 - Private: 19

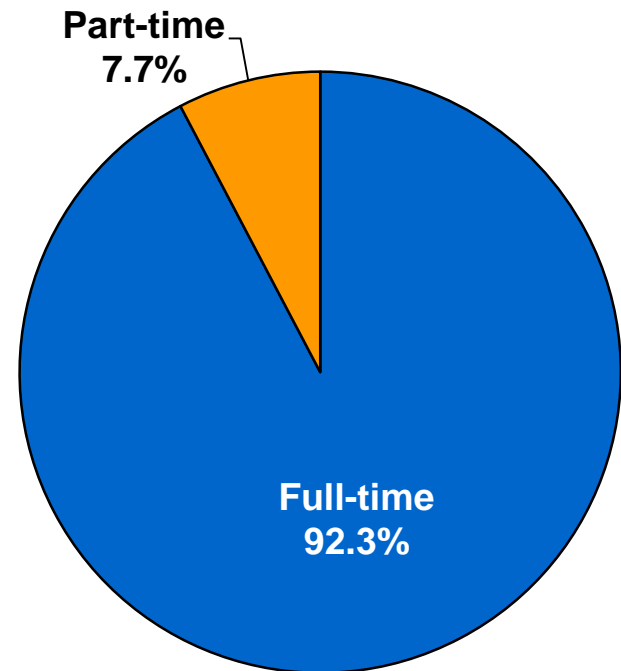
* Insufficient number of respondents to show separate data for these titles

Career Services: Survey Respondents' Role Overview

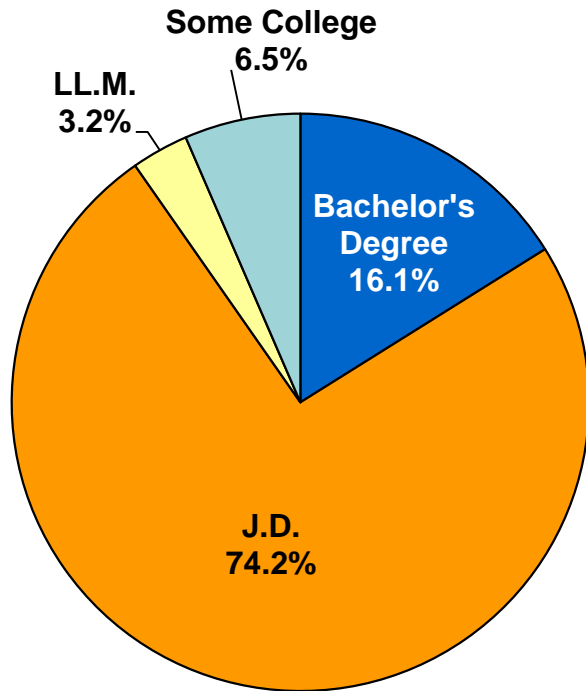
Is your school a state or private institution?



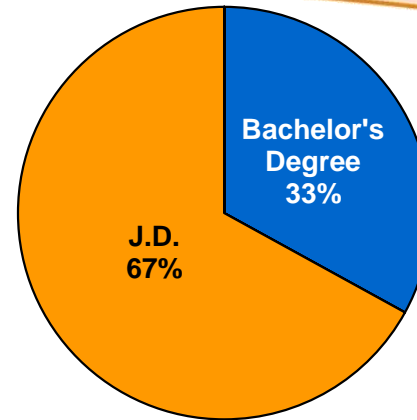
Do you work full or part-time?



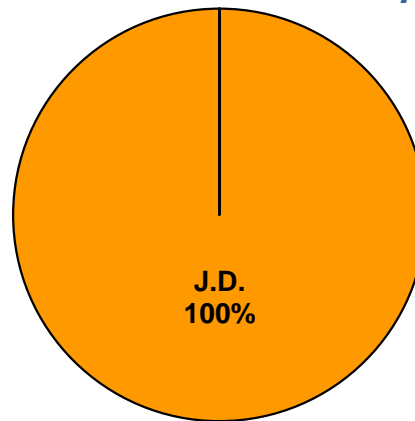
Highest Level of Education Attained, by Title



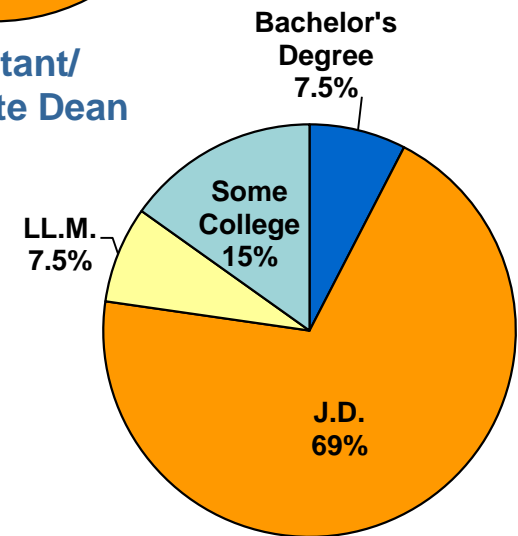
All Career Services Respondents



**Assistant/
Associate Dean**

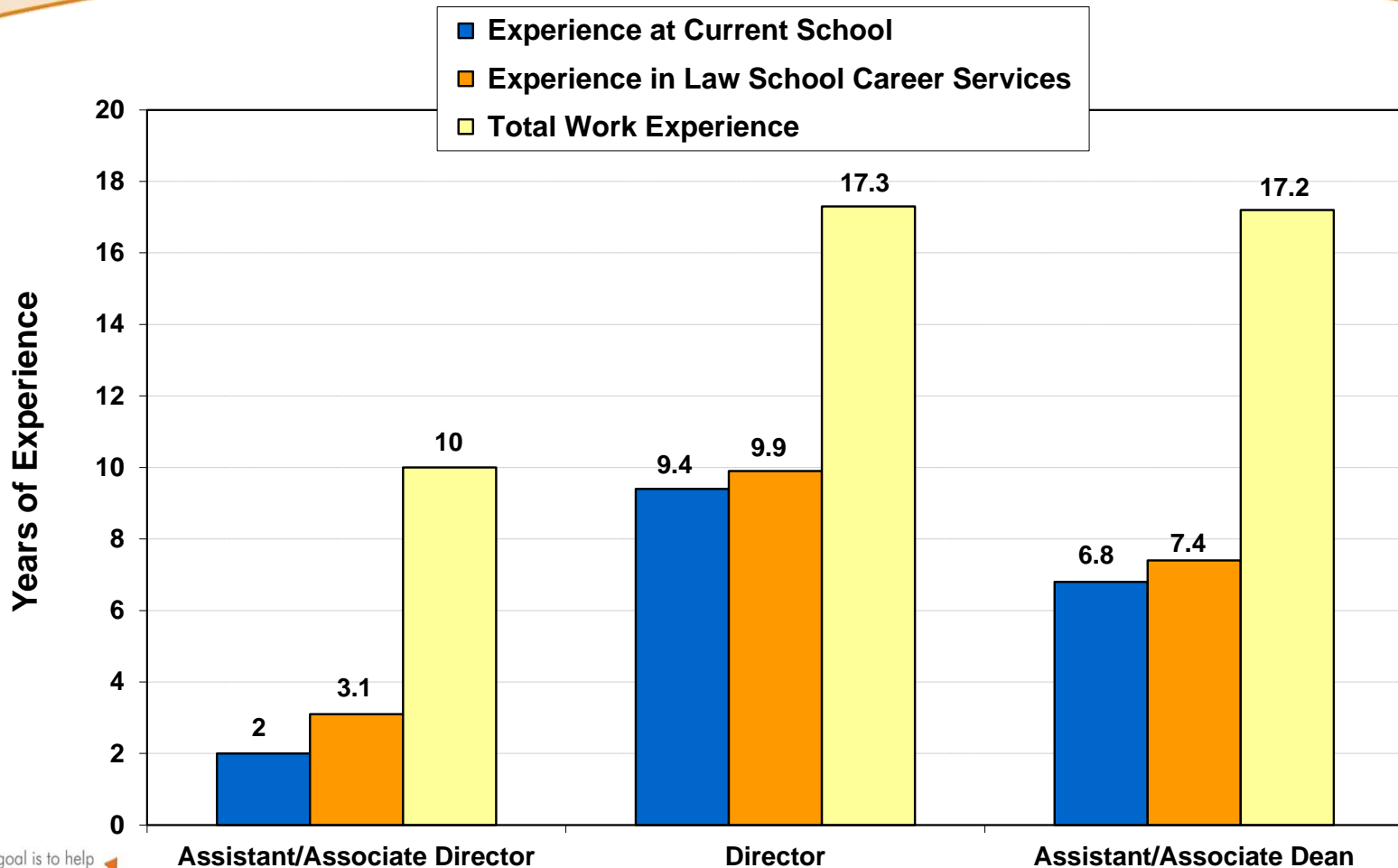


Director



**Assistant/
Associate Director**

Career Services: Average Years of Experience



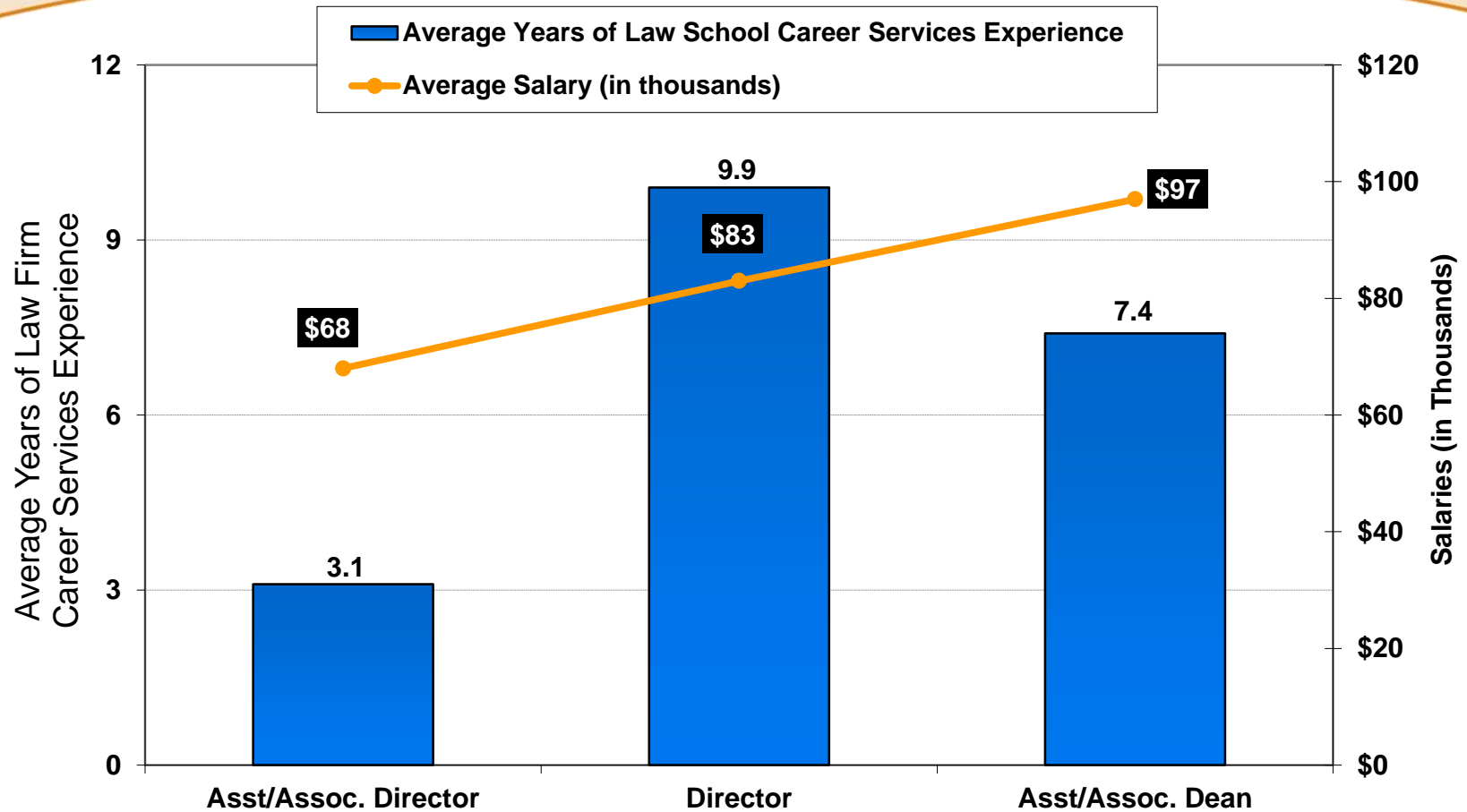
Career Services: Average Salaries

<u>Title (# responses)</u>	<u>Avg. Salary</u>	<u>Median</u>	<u>Salary Range</u>	<u>Bonus</u>	<u>Raise</u>
Assistant/Associate Dean (6):	\$97,167	\$88,000	\$68k - \$140k	*	*
Director (6):	\$83,117	\$83,500	\$73k - \$93k	*	*
Assistant/Associate Director (11):	\$67,623	\$70,000	\$47K - \$82K	*	1.9%

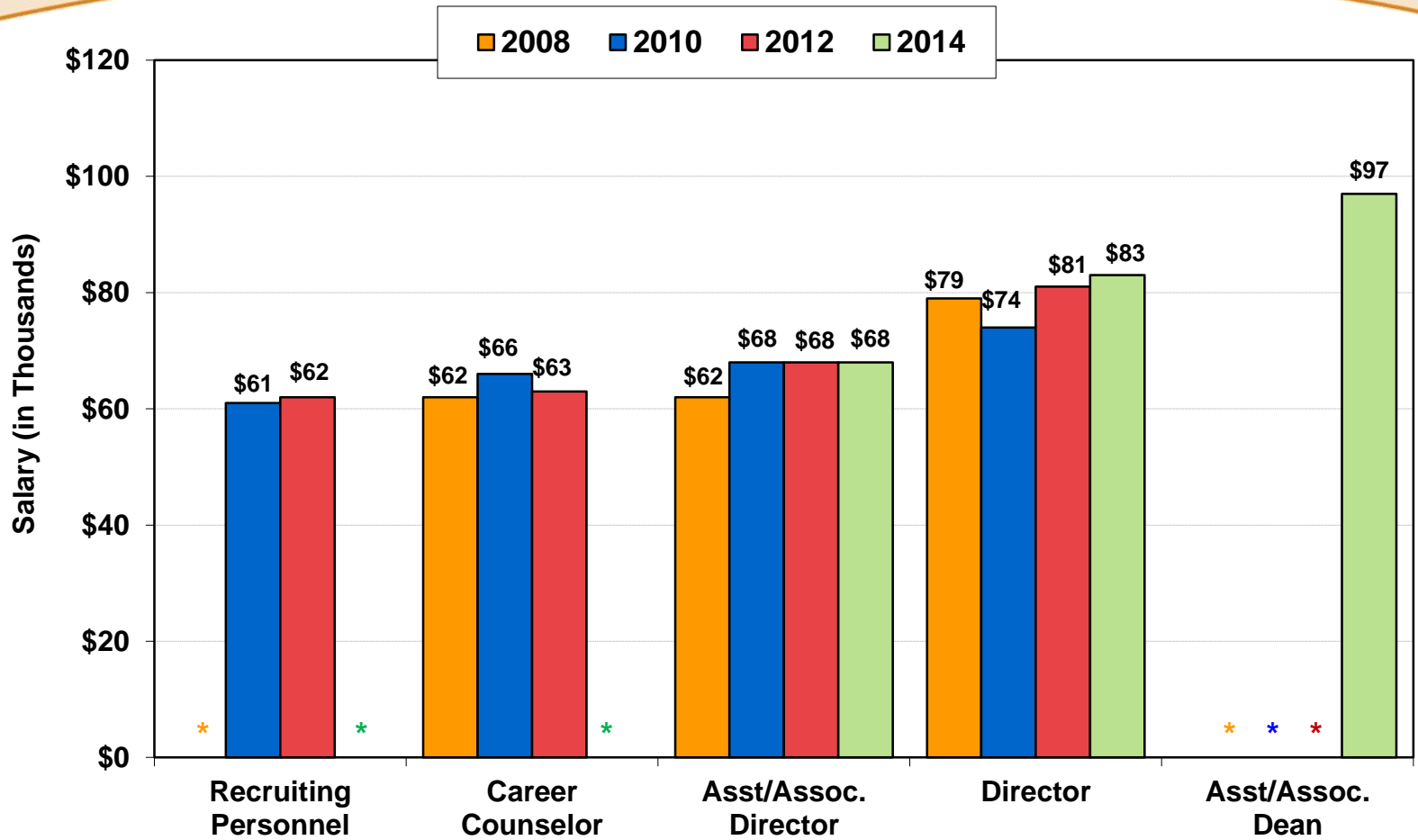
* Insufficient number of respondents to show salary data for Career Counselors, Recruiting & Administrative Personnel, Bonus data and some Raise data

Salary Percent Changes from 2012:
Directors: 2.8% increase, Assistant/Associate Directors: 0.5% decrease
NOTE: In 2012, average salary for Career Counselor = \$63,000 and Recruiting Personnel = \$61,750

Career Services: Average Salary vs. Years of Experience



Average Salaries for Career Services: 2008, 2010, 2012 & 2014

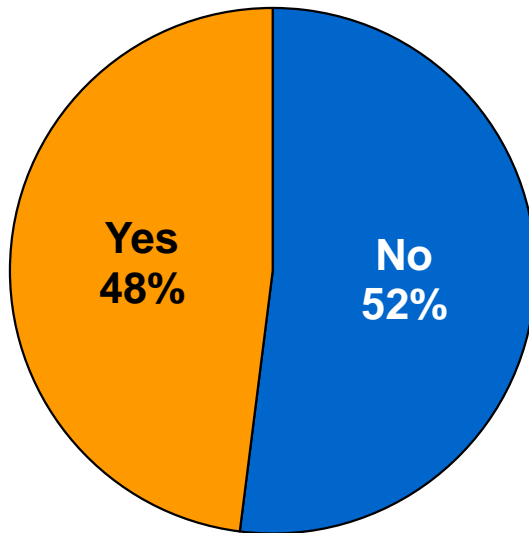


* Insufficient data

Law Schools - 50

Compensation & Benefits

Do you believe you are fairly compensated?

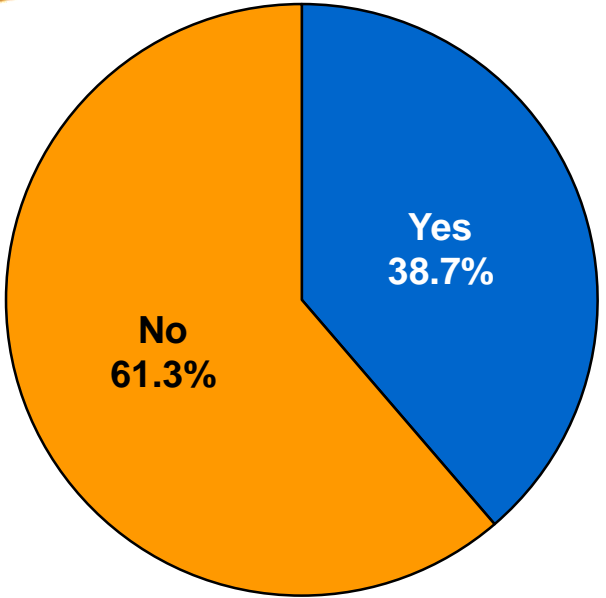


In 2012, 38.5% felt fairly compensated

What benefits do you receive?

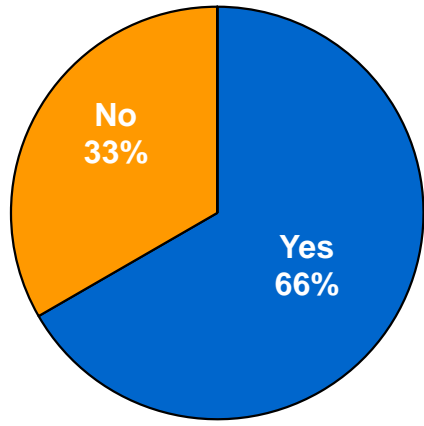
- Average PTO – 25 days
- 403(b) plan – 91%
- Tuition Reimbursement – 82%
- Flexible spending – 81%
- Periodically work from home – 68%
- Mileage Reimbursement – 44%
- Health club membership/discounts – 43%
- Flex Days – 35%
- Transportation discount – 29%
- Day care on site – 27%

Have You Had a Promotion with a Title Change at Your Current Organization?

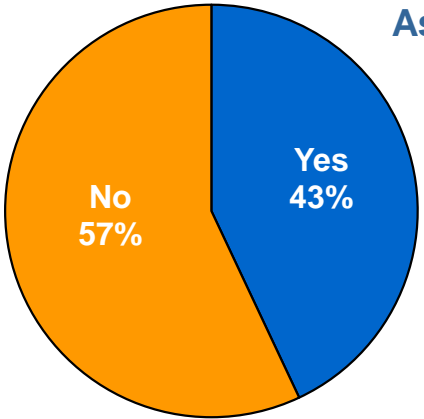


All Career Services Respondents

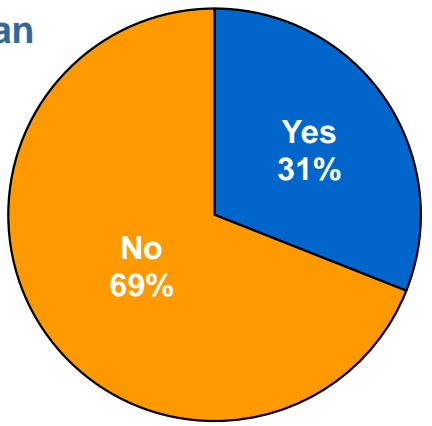
In 2012, 52% had a promotion with title change



**Assistant/
Associate Dean**

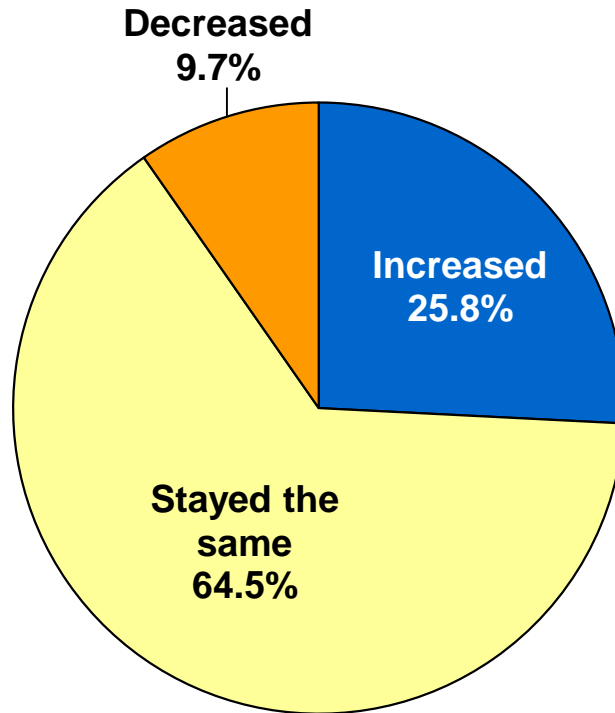


Director

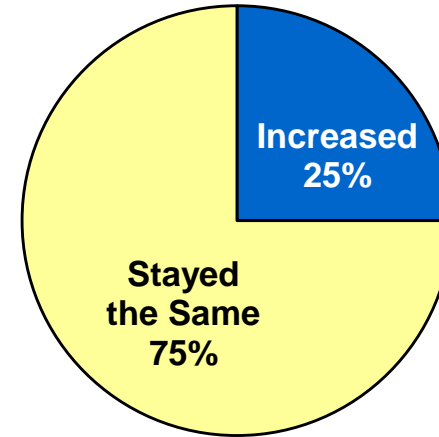


**Assistant/
Associate Director**

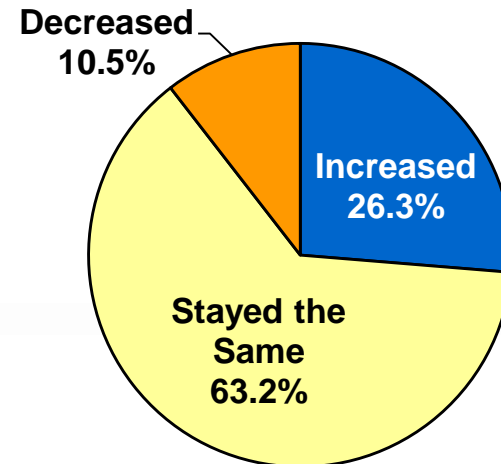
In the Past 2 years, Has Your Department Size...



All Career Services Respondents



State Schools



Private Schools

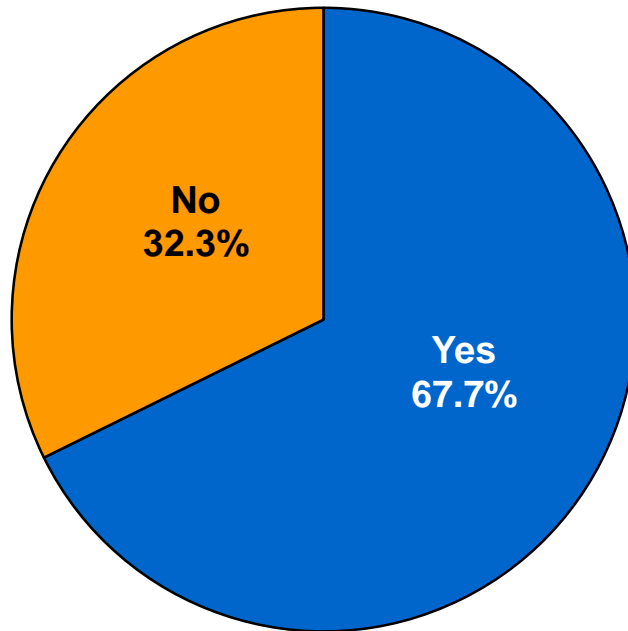
Department Size

Overall Average Department Size: 14.3

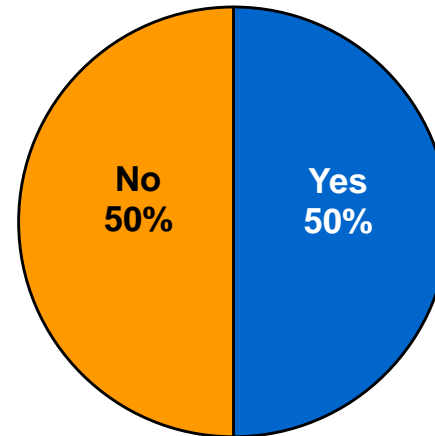
Department Numbers - By Position

- **Assistant/Associate Deans: 0.8**
- **Directors: 1.9**
- **Assistant/Associate Directors: 3.8**
- **Career Counselors: 4.2**
- **Recruiting Personnel: 1.2**
- **Administrative Staff: 3.1**
- **Specialized Positions: 0.4**
- **Directors of Clerkship: 0.6**

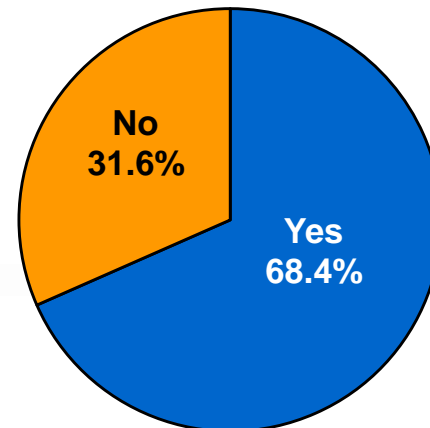
Is Your Office Appropriately Staffed?



All Career Services Respondents

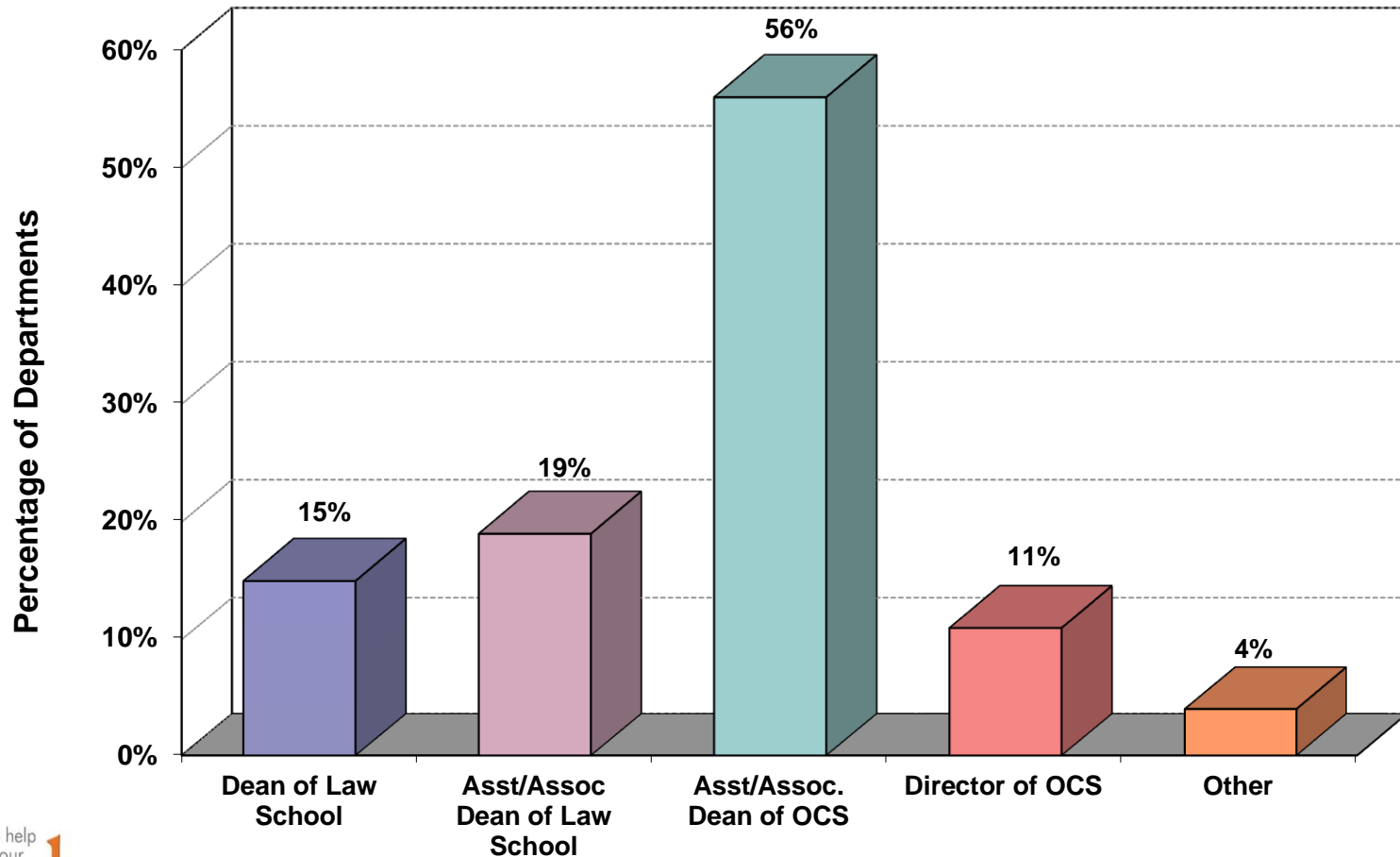


State Schools

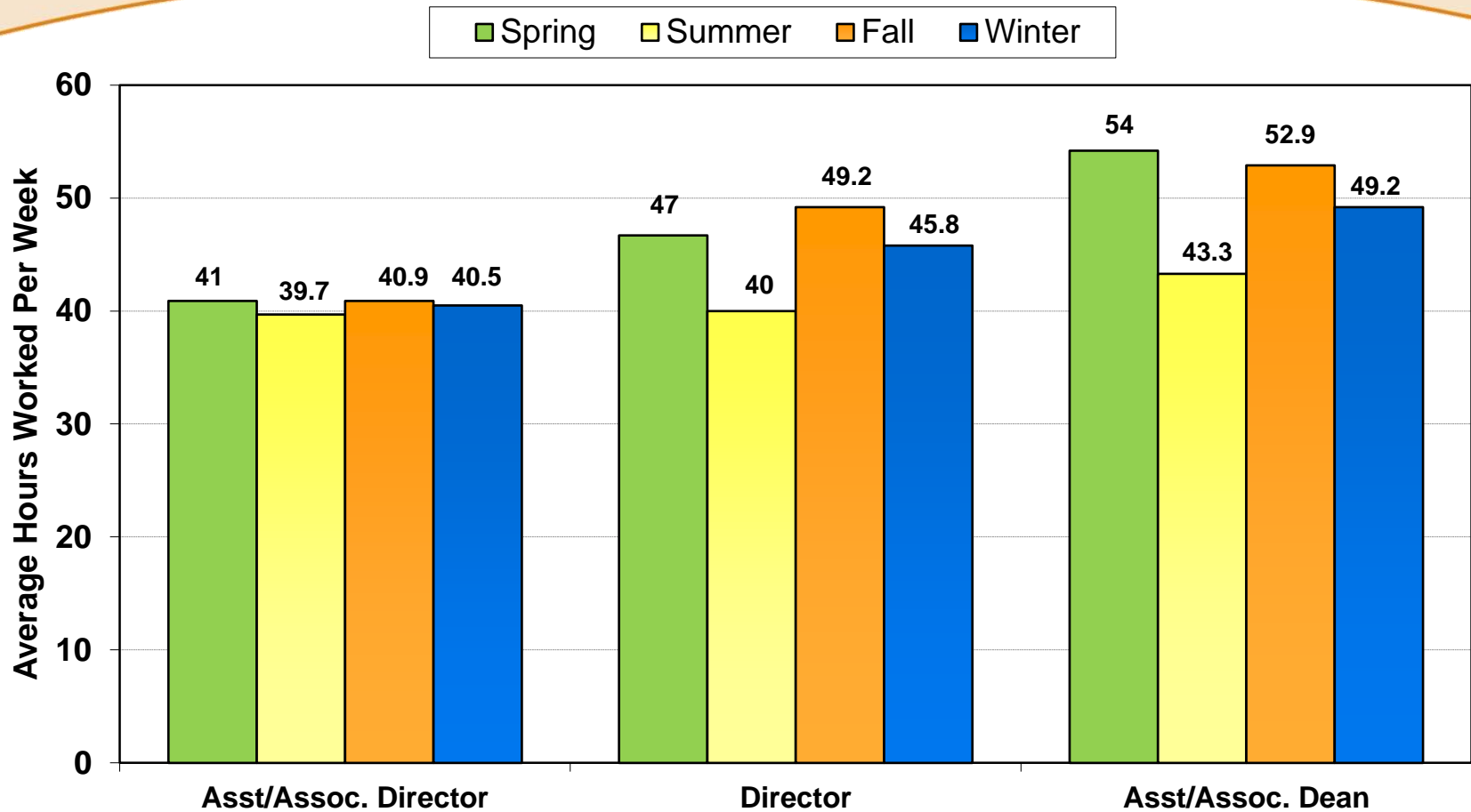


Private Schools

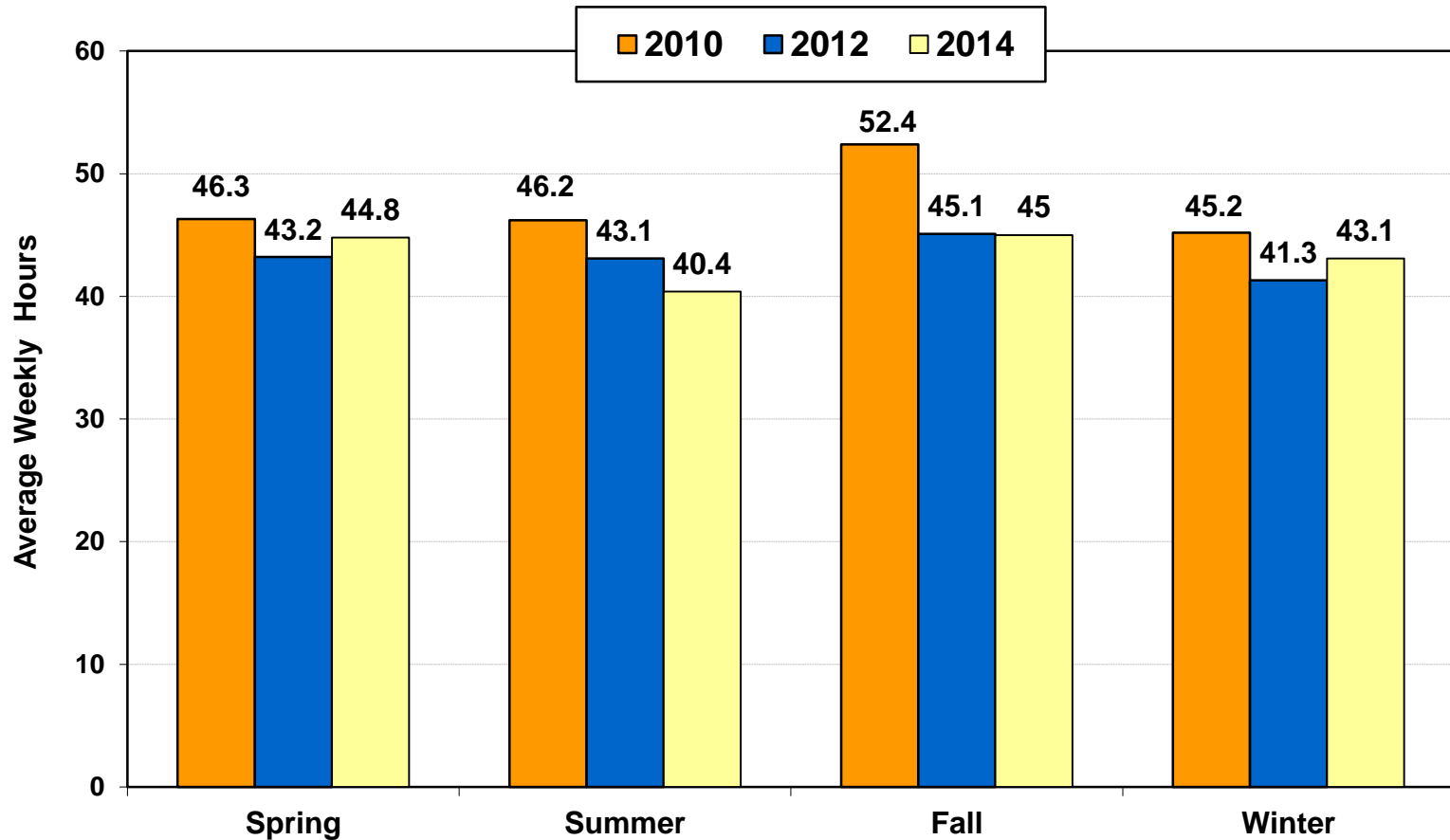
Who Does Your Department Report To?



Average Weekly Hours Worked Each Season By Title



Law School Respondents' Average Weekly Hours per Season: 2010, 2012, & 2014



Overall Department Responsibilities

Responsibilities	Responsibility of Career Services	Responsibility of Another Department in the Law School
Alumni Counseling	88%	4%
Student Professional Development	82.6%	21.7
On-campus Recruiting	80.8%	7.7%
Program Development	80%	8%
Private Sector Counseling	76.9%	3.8%
Diversity Initiatives	76.9%	26.9%
Employer Relations	73.1%	7.7%
Judicial Clerkship Counseling	73.1%	7.7%
Public Interest Counseling	68%	24%
Managing Staff	66.7%	16.7%
Government Counseling	61.5%	26.9%
LL.M. Counseling	52%	32%
Other responsibilities (HR/marketing/admin)	44.4%	50%
Alumni Relations/Development	24%	96%
Accepted/Admitted Student Recruiting	7.7%	84.6%

Assistant/Associate Director: Top Responsibilities

Responsibilities	Your Responsibilities
Program Development	54.5%
Student Professional Development	50%
Public Interest Counseling	50%
Government Counseling	45.5%
Private Sector Counseling	45.5%
Employer Relations	45.5%
On-campus Recruiting	36.4%
Judicial Clerkship Counseling	36.4%
Diversity Initiatives	36.4%
Managing Staff	33.3%
LL.M Counseling	30%
Alumni Relations/Development	18.2%

Director: Top Responsibilities

Responsibilities	Your Responsibilities
Private Sector Counseling	100%
On-campus Recruiting	83.3%
Program Development	83.3%
Student Professional Development	75%
Judicial Clerkship Counseling	66.7%
Government Counseling	66.7%
Managing Staff	66.7%
Employer Relations	66.7%
Other responsibilities (HR/marketing/admin)	66.7%
Public Interest Counseling	50%
Diversity Initiatives	50%
Alumni Counseling	50%

Assistant/Associate Dean: Top Responsibilities

Responsibilities	Your Responsibilities
Employer Relations	100%
Alumni Counseling	83.3%
Government Counseling	66.7%
Public Interest Counseling	66.7%
Private Sector Counseling	66.7%
Program Development	66.7%
Student Professional Development	66.7%
On-campus Recruiting	50%
Judicial Clerkship Counseling	50%
Diversity Initiatives	50%
Managing Staff	50%
Other responsibilities (HR/marketing/admin)	50%

In the Past 18 Months, Has Your School Experienced:

Approximately 45% of you indicated your school experienced “cuts” in the past 18 months

The most common cuts were:

- **Salary freeze**
- **No bonus**

Several respondents experienced:

- **Decrease in staff**

A very few respondents indicated:

- **Decreased salaries**

WALRAA Industry Survey for Law Firms, Government Agencies and Law School Career Services

Presented

By Eva Wisnik

Fall 2014



Our goal is to help
you achieve your

goals

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