

LEADERSHIP COUNCIL ON LEGAL DIVERSITY

# 2016 Impact Report

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Dear Members,

**As we begin a momentous new year** under Chair Laura Stein, I'm proud to report that the Leadership Council on Legal Diversity had one of our most successful years ever in 2016.

LCLD Membership continued to grow at a pace beyond projections, as we added more than 25 new organizations in 2016 and grew to a total membership of 265. Further, our rates of participation and retention—a vital measure of engagement—rose to all-time high levels of 95 percent.

We successfully launched a new initiative, the Pathfinder program, to serve diverse young attorneys early in their careers, a particularly challenging time when many decide to leave the profession. And hundreds of attorneys and law students benefited from our LCLD Mentoring, 1L Scholars, Fellows, and Fellows Alumni programs in 2016, a vast majority of whom credit LCLD with making a real difference in their lives. While many of those chosen for our programs were already on a path to leadership, it's gratifying to know that our programs are well appreciated.

To fulfill LCLD's commitment to "Leadership, Action, Results," the LCLD Programs staff continues to systematically collect data measuring the impact of our programs—and periodically report to you, LCLD Members, on the state of our combined efforts.

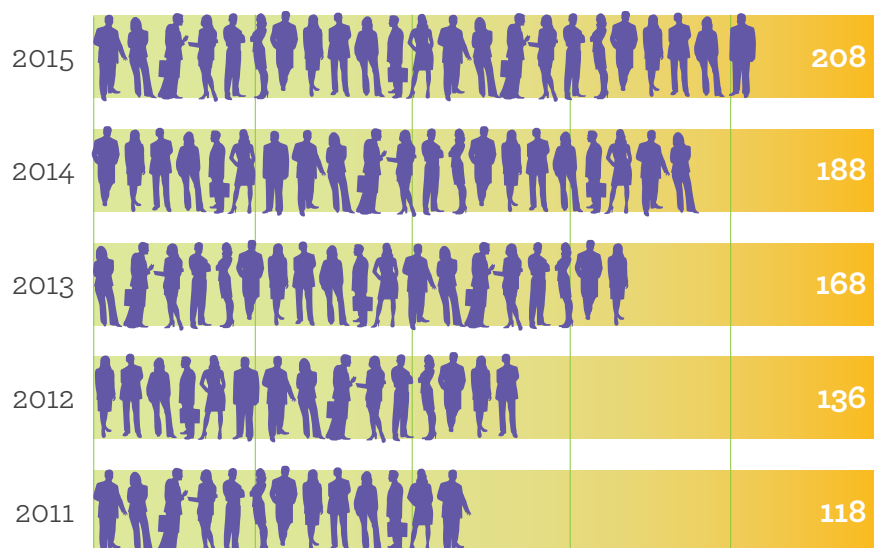
As shown on the following pages, our most recent surveys, done in partnership with Bob Nelson of the American Bar Foundation, confirm that LCLD programs are making a difference in the lives of thousands of individuals—and helping to shape the future of the legal profession.

Thank you, as always, for making this possible—and for your ongoing commitment to the mission of LCLD. It's never been more important than today.



Robert Grey  
President

# Fellows



## Fellows Program Growth

### Respondents

Our 2016 LCLD Fellows Alumni Survey was sent to 820 Fellows Alumni from the classes of 2011, 2012, 2013, 2014 and 2015. The response rate was 51% (up from 50% in 2015) representing responses from 39% of 2011 Fellows (down from 41%), 42% of 2012 Fellows (down from 45%), 48% of 2013 Fellows (up from 46%), 49% of the 2014 Fellows (down from 60%), and 67% of the 2015 Fellows. Respondents represented law firms and corporations in a ratio that is consistent with their participation in the program: 58% of respondents were from law firms, while 42% of respondents were from corporations.

Most of the respondents are still practicing law (97%), with the majority (79%) still working for the employer that nominated them to the Fellows program. Both of these data points are consistent with last year's data (97% and 84% respectively). While the most recent class of Fellows is likely to be employed with the same

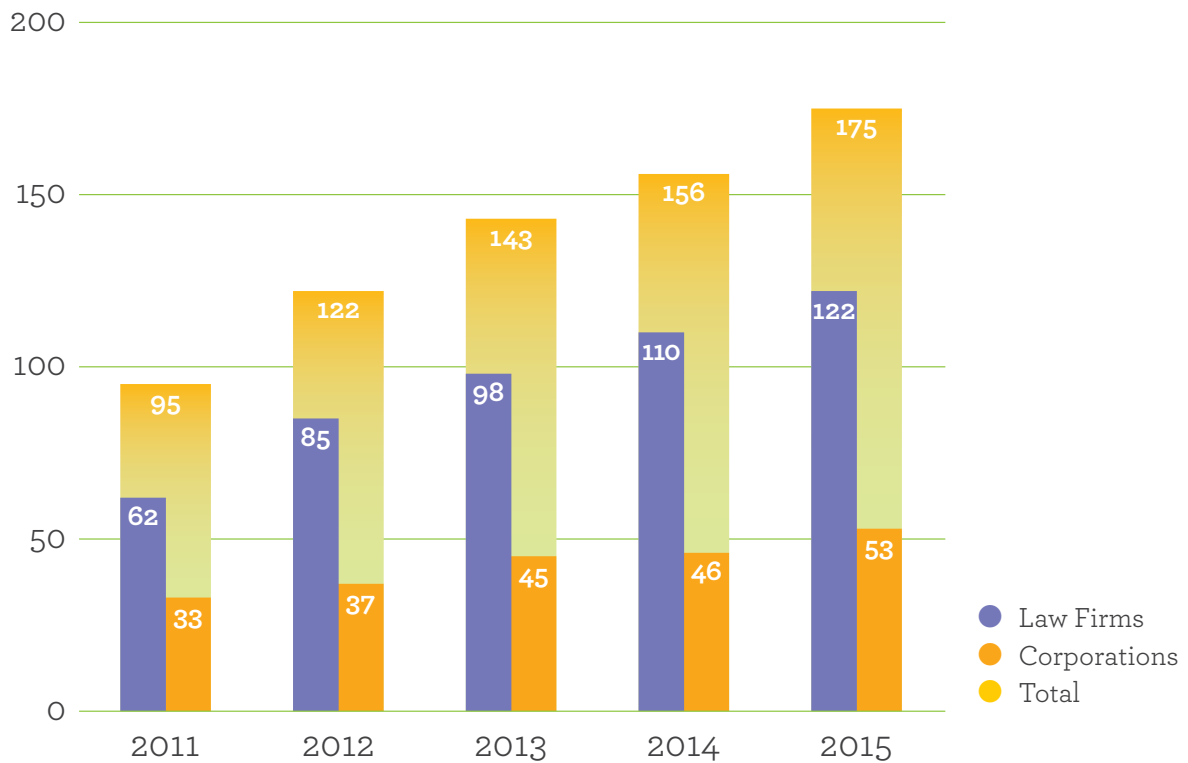
employer that nominated them to the program, earlier cohorts were less likely to work for their original nominating organization (65% from 2011 versus 88% from 2015).

The most senior Fellow has 28 years of practice experience, while the most junior has six. Most Fellows (56%) fall into the range—eight to 15 years of practice—recommended for participation in the program. About 3% of Fellows have less than eight years of experience, while 41.5% have more (most of those have between 16 and 23 years of practice).

### Trends Worth Noting

We performed a number of analyses by combining or comparing demographic variables. Here are a few trends worth noting:

- Among respondents, there are statistically significant differences in the gender ratios by racial/ethnic group in the 2016 survey. For



## Member Participation

example, white respondents were more likely to be women (77%). The same is true for African American respondents (62% were women) and for Latino respondents (57% were women). By contrast, respondents identifying as Asian/Pacific Islander were more likely to be men (55%). We observe the same patterns when the analyses combine, or “pool,” the data from 2014 through 2016.

- We recorded differences in gender and race representation among LGBT respondents. There are statistically significant gender differences, as a larger share of male respondents (9.31%) identified as LGBT (versus 4.20% among female respondents). There were also notable differences by race, with 18% of white respondents identifying as LGBT. By comparison, 4.3% of African American respondents identified as LGBT, and all other racial/ethnic groups were below 3%.

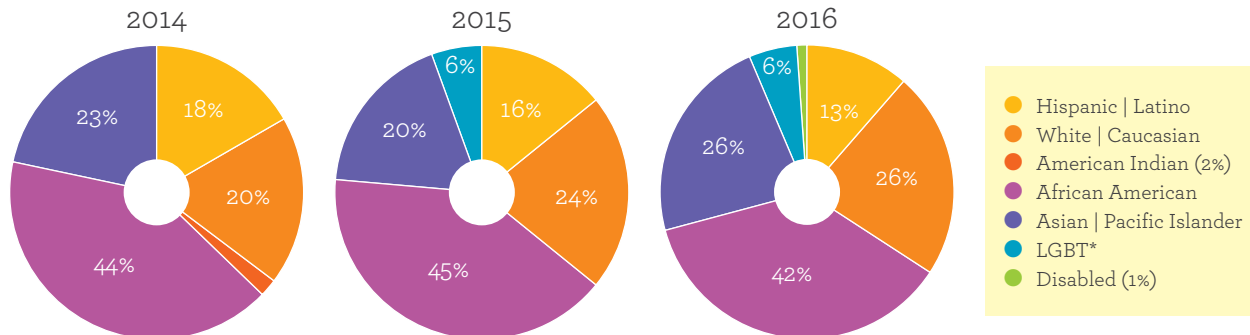
## Relationships

More than half of Fellows (54%, up from 45% in 2015) report meeting with their Managing Partner or General Counsel “often” (once every three months, 18%), “fairly often” (once every other month, 12%), or “very often” (once or more per month, 24%). Some 38% (down from 48% last year) report meeting with their General Counsel or Managing Partner “not often” (once every six months, 30%) or “never” (8%). For some Fellows (31%), being involved in the program increased access/frequency of interaction with their General Counsel or Managing Partner, but for most, it did not (59%). These numbers are consistent with 2015 data. However, nearly half of the Fellows (45%) report that participation in the Fellows program has increased their exposure to top management within their organizations. In fact, the majority (87%) report that LCLD has been valuable in enhancing their relationships with leaders in their organization.



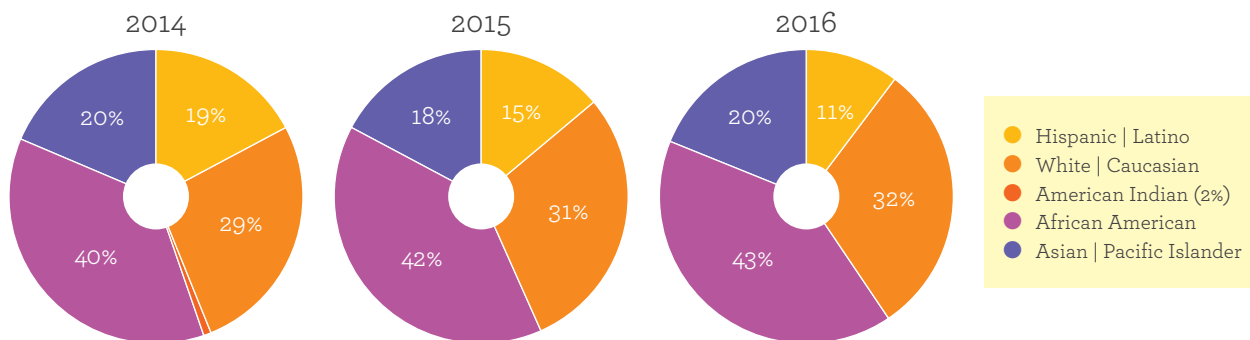
## Fellows Alumni Demographics

### Overall Demographics



\*LGBT data was not collected in 2014; disability data was not collected prior to 2016.

### Demographics of Female Alumni



### Gender Breakdown



***“[Fellows Alumni] are your future coworkers, your future law partners, your future clients. They’re everything.”*** —Jason DeJonker | 2013 Fellow

Fellows feel that participation in the Fellows program allows them to bring value back to their employer organization by demonstrating a commitment to continuous improvement (84%), mentoring colleagues (79%), increased market knowledge (66%), contribution to the organization’s operational or commercial growth (54%), and increased involvement with clients (48%). A majority of Fellows (53%) also feel that their participation in the program has increased their visibility within their organization. A number of respondents are engaged in recruitment efforts for their employer organizations, with some disparity according to race: In 2016 62% of Latino respondents, 45% of African American respondents, 40% of Asian respondents, and 34% of white respondents report participation on recruitment committees.

Fellows continue to cite networking as a significant benefit of the program. They have created a community in which they are meeting socially (81%), meeting at non-LCLD events and conferences (48%), and providing mentoring to each other (34%). A full 66% of respondents cite networking as the most valuable takeaway from the Fellows program.

### Promotions/Business Referrals

Some Fellows earned promotions over the past year (17%), and even more have been invited/nominated/elected to leadership positions within their organizations (34%) and their communities (32%). Several have been promoted or hired to General Counsel positions.

**NOTE:** Race and gender differences were analyzed for the following variables: access to leaders, relationships, contributions, and promotions. Race and gender were not significant for any of the variables, although race was just outside of the conventional threshold for statistical significance for increased access to leaders. African American, Asian/Pacific Islander, and Hispanic/Latino respondents reported somewhat greater benefits from the program than white respondents.



*A networking exercise during the last Fellows Meeting.*

A significant number of Fellows (39%) have referred work to other Fellows (down from 44% in 2015). The reported value of this work ranges from \$3,000 to \$2,000,000. *Analysis of the data found statistically significant differences that could be interpreted as long-term effects of the Fellows program itself.* For example, earlier cohorts were more likely to report receiving work from LCLD Fellows, compared to more recent cohorts. The same was true for referring work. Confining our analysis to 2016 respondents only, we found that 50% of 2011 cohort members, 62% of 2012 members, and 47% of 2013 members reported referring work to other Fellows. By contrast, 34% of 2014 cohort members and 27% of 2015 cohort members reported doing so. However, these differences should be interpreted with quite a bit of caution, since the number of respondents decrease as the cohorts age. It may be the case that Fellows Alumni who remain engaged with the Fellows network (e.g., referring and receiving work) are more likely to continue responding to the survey, artificially inflating “longitudinal” differences.



***“At every step, the value of the Fellows program has grown, often in ways that are completely unexpected.”***—Catalina Vergara | 2012 Fellow

## Social Isolation

Although the Fellows report working in practice settings that are numerically dominated by men and whites, as are most law firms and corporate law departments, they report much lower levels of social isolation than is reported for women and people of color in law firms in the *After the JD (AJD) Study of Lawyer Careers*. Fellows report greater numbers of mentors, greater levels of participation in recruitment committees, higher frequency of sharing meals with partners, and higher frequency of engaging in recreational activities with associates than do *AJD* women and people of color—on par with white men in the *AJD* study. Although many Fellows would like better mentoring and training, this too is on a par with similarly situated attorneys as a whole according to *AJD*. Whether these lower levels of social isolation are the result of the Fellows program or simply due to personal characteristics of those who were selected as Fellows cannot be determined from these data. But for whatever reason the Fellows are well integrated socially in their professional work settings.

In the pooled data (2014-2016), we again found statistically significant variation in reported number of mentors by respondent race, and again these differences appear to be driven by fewer numbers of mentors among white respondents and higher numbers among Latino

and Asian respondents. In the 2016 survey data alone, however, the race differences fell short of statistical significance. As in past years, we generally do not find statistically significant differences by race, gender, or sexual orientation for social isolation items. The main exception is the gender difference on the mentoring question. In the 2016 data and the pooled data (2014-2016), women were more likely than men to report wanting more/better mentoring by senior attorneys or law firm partners. However, there was not a significant difference between women and men in the number of reported informal mentors. We do find that the number of

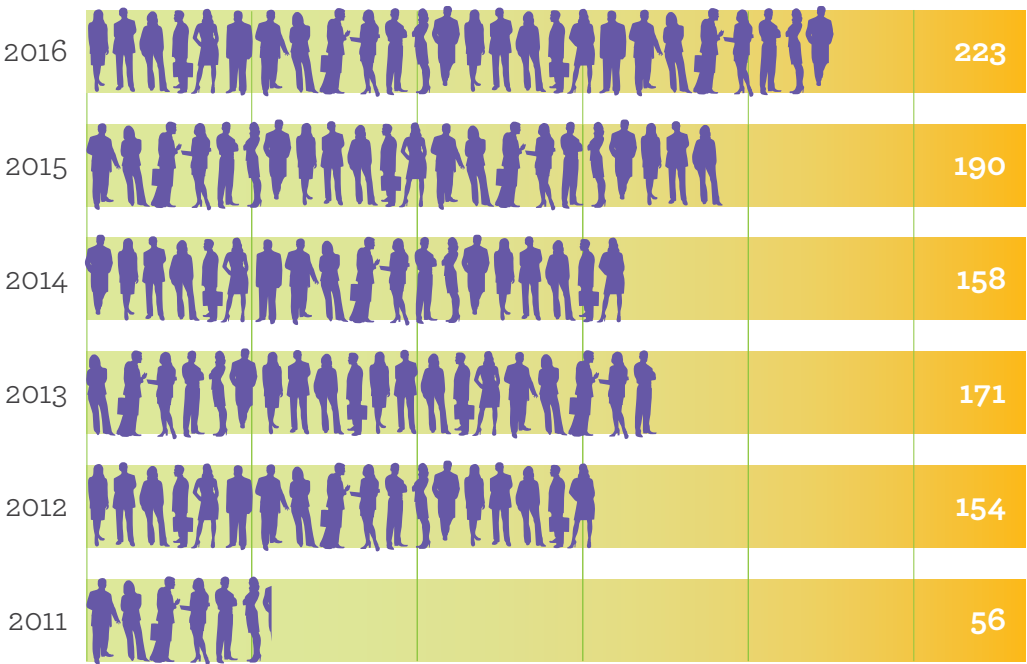


*Three times a year, Fellows meet to learn and network.*

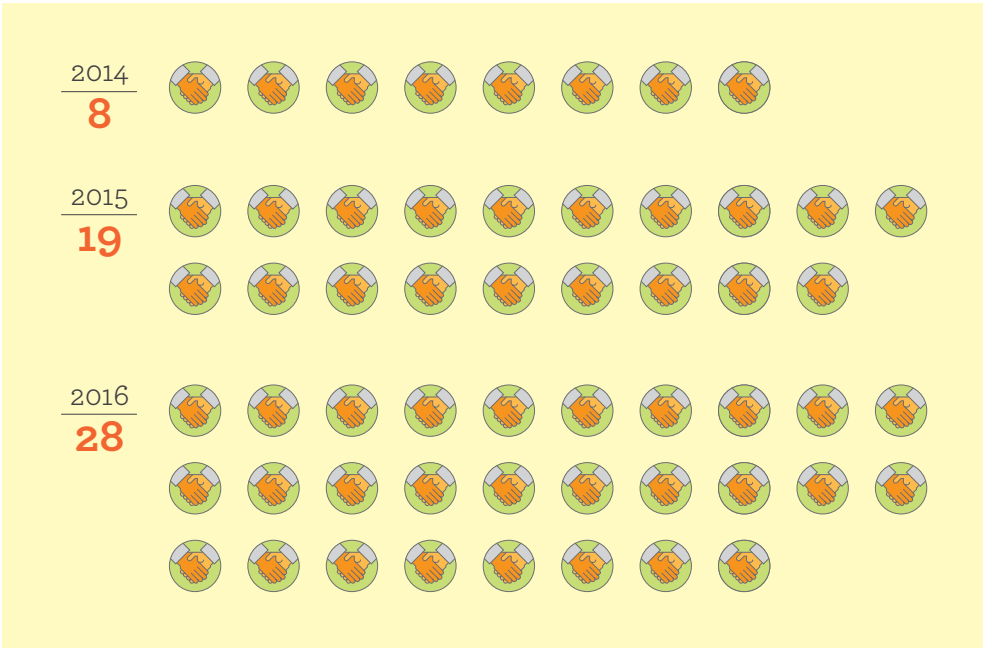
reported mentors is strongly related to spending recreational time with coworkers and participating in firm/company activities. Additionally, Fellows identifying as LGBT report spending more recreational time with law firm associates or other in-house attorneys.

**NOTE:** We ran the race/ethnicity variable against virtually all of the variables for career trajectories, benefits from the program, and social isolation. In general, we did not find statistically significant differences except for the ones noted above. But the question of race/ethnicity comparisons is also tricky with this population, because the groups of respondents by race/ethnicity are composed of very different demographic “sub” groups. For example, as we pointed out above, white respondents are far more likely to be women, whereas the gender ratios in other racial/ethnic groups are closer to parity. This introduces problems when analyzing variables about (for instance) social isolation, because gender itself can operate as a dimension of isolation that complicates the role of race in the analysis. The same goes for LGBT respondents, who tend to be white men.

# 1L Scholars

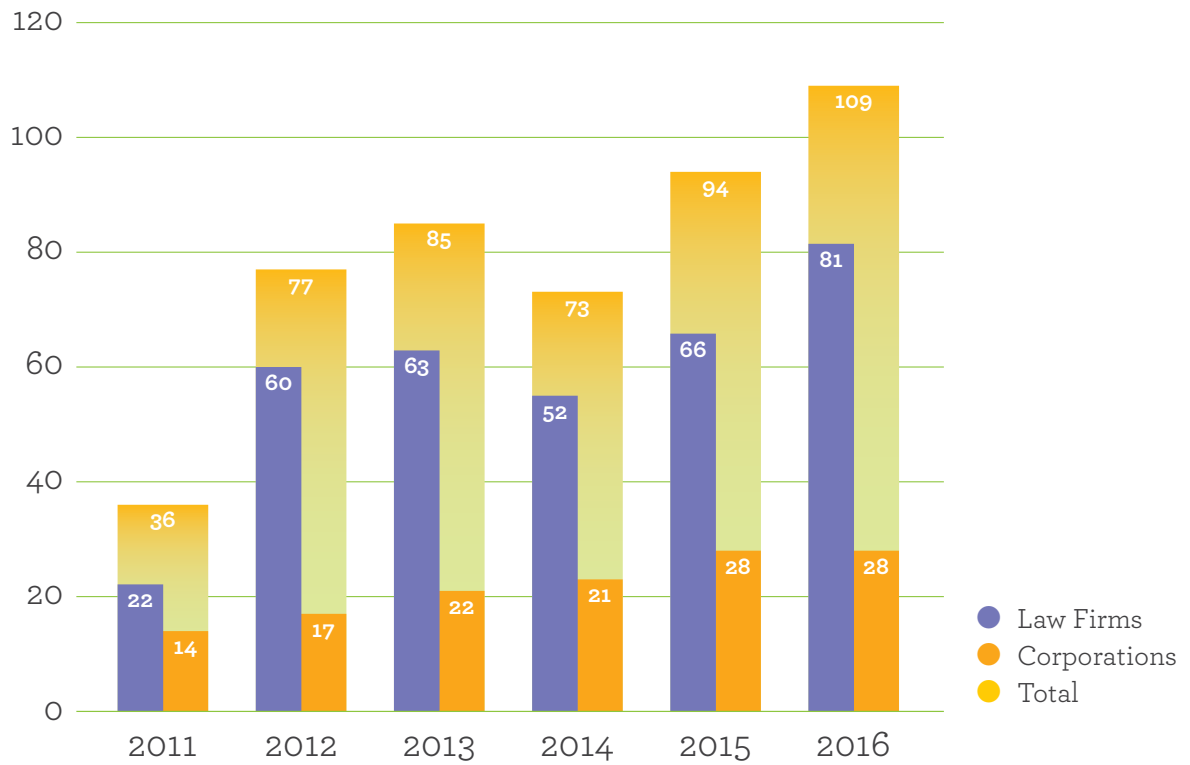


Scholars Program Growth

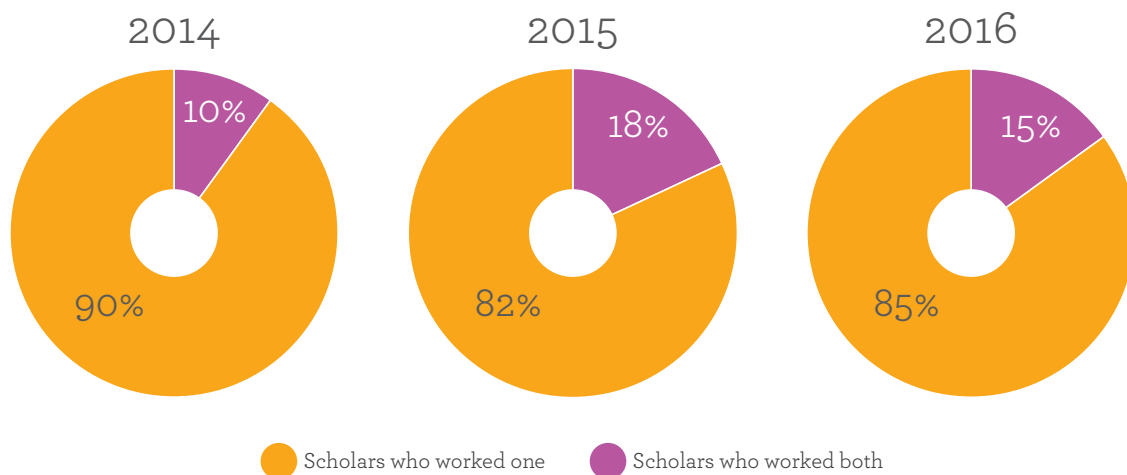


Member Partnerships





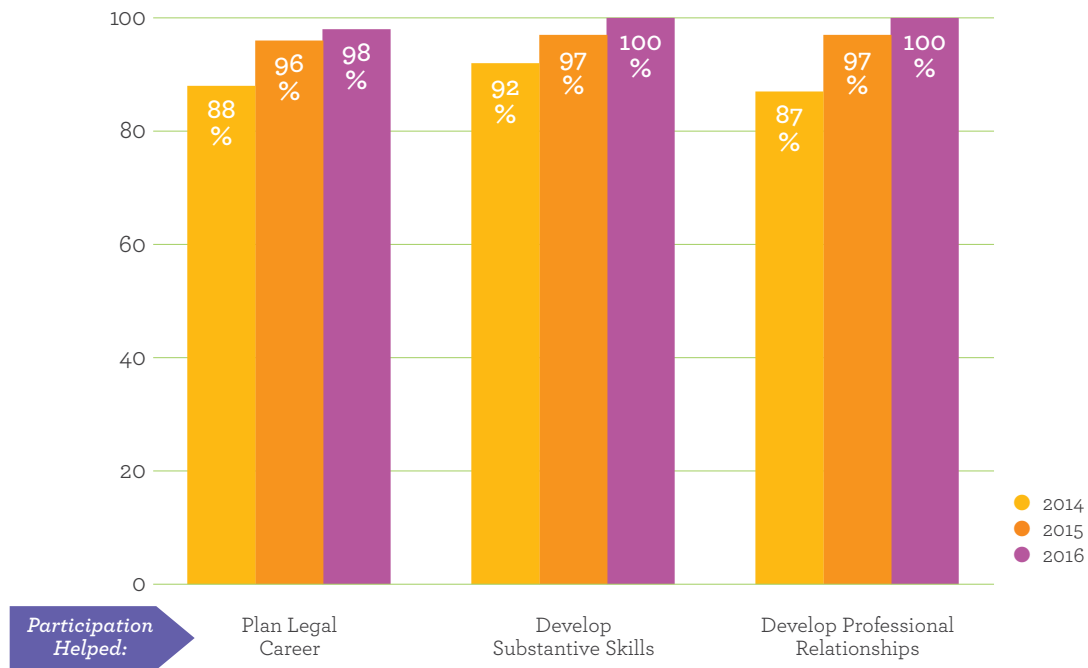
Member Participation



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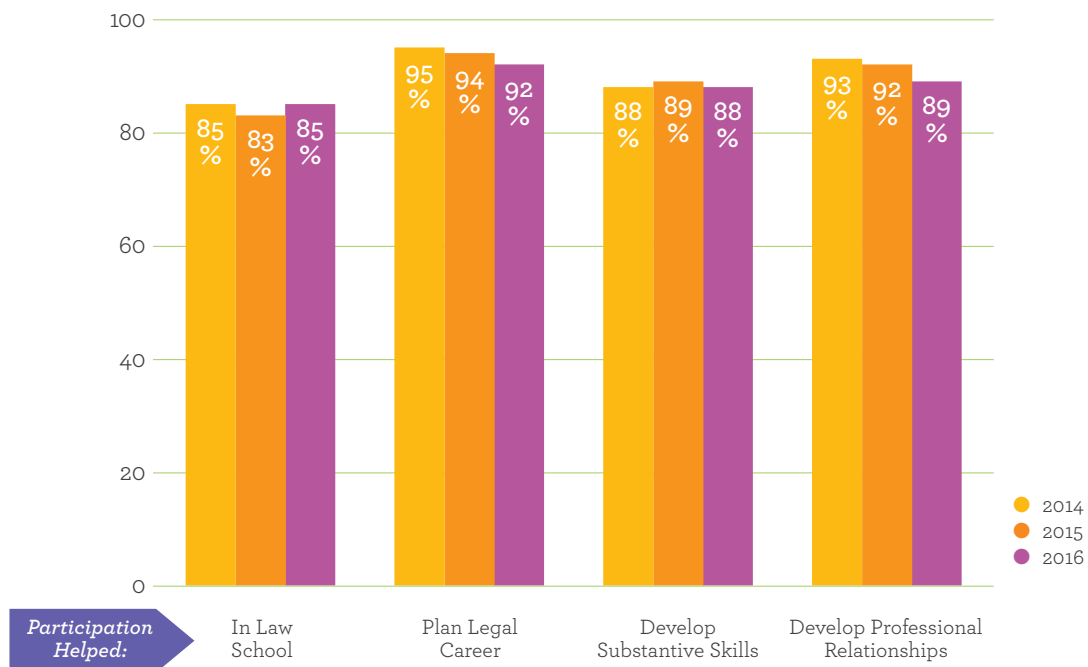
## Year-to-Year Comparisons

### As Reported by Rising 2Ls



Response rates declined during the 2016 data collection year from 76% in 2015 to 54% for rising 2L Scholars.

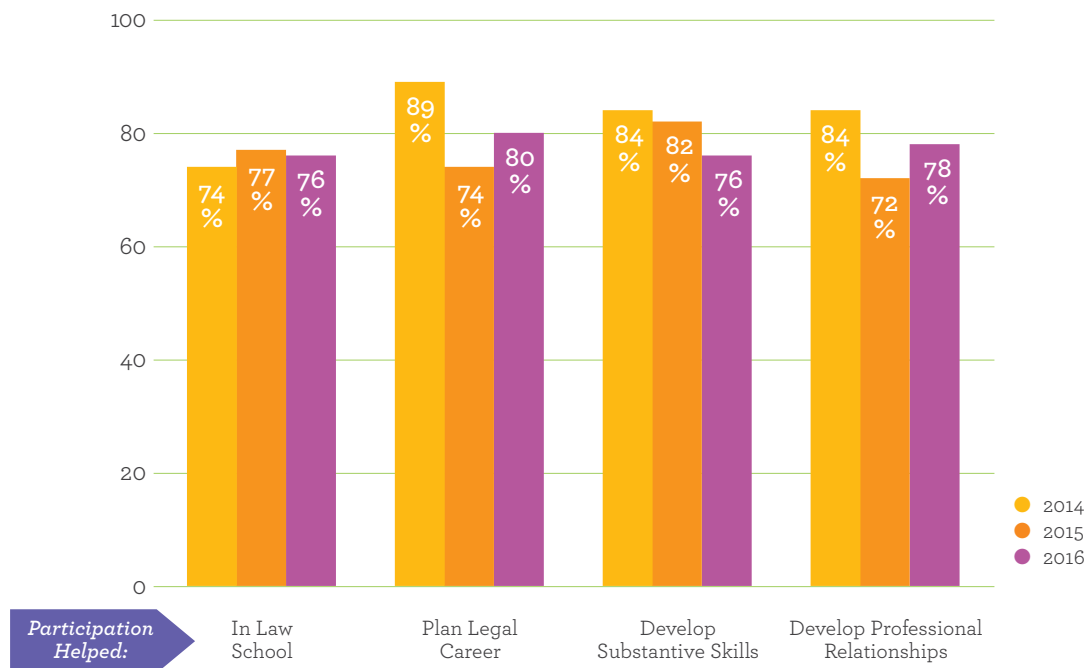
### As Reported by Rising 3Ls



Response rates stayed consistent during the 2016 data collection year at 44% (46% in 2015).



### As Reported by Post-Graduates

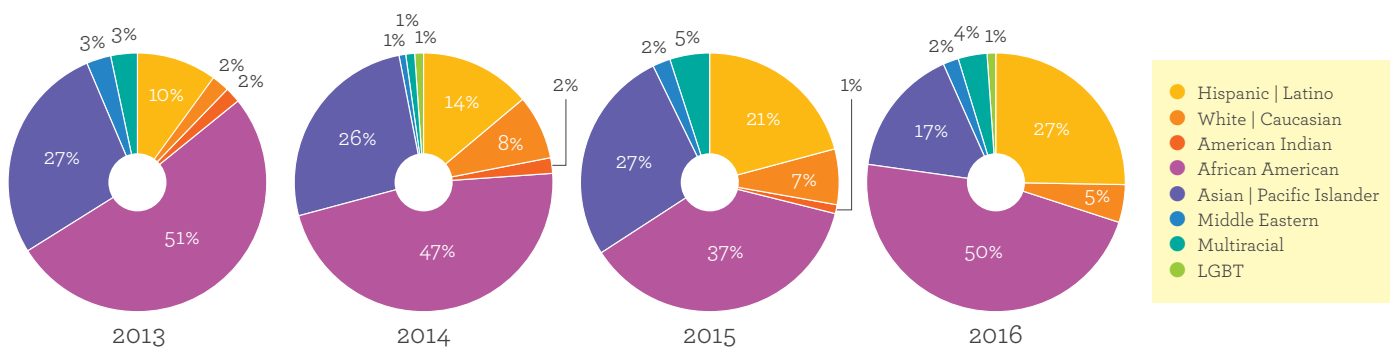


Response rates increased during the 2016 data collection year from 27% in 2015 to 44% in 2016.

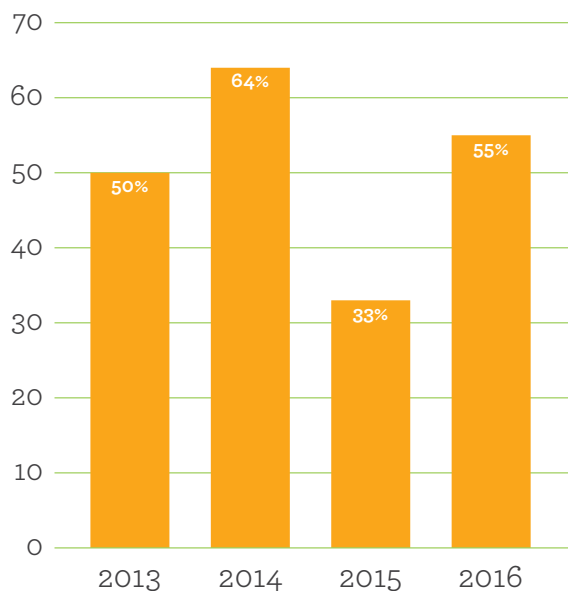
For Year-to-Year Comparisons, data is collected from the LCLD Scholars at three points in their academic careers: First, in August of their 2L year immediately after their Scholars experience; second, in May of their 2L year; and third, at nine months after graduation (consistent with ABA and NALP survey timing).

### Scholars Demographics

[As reported by LCLD Members employing LCLD Scholars]



## Employment Outcomes for Post-Graduate Scholars



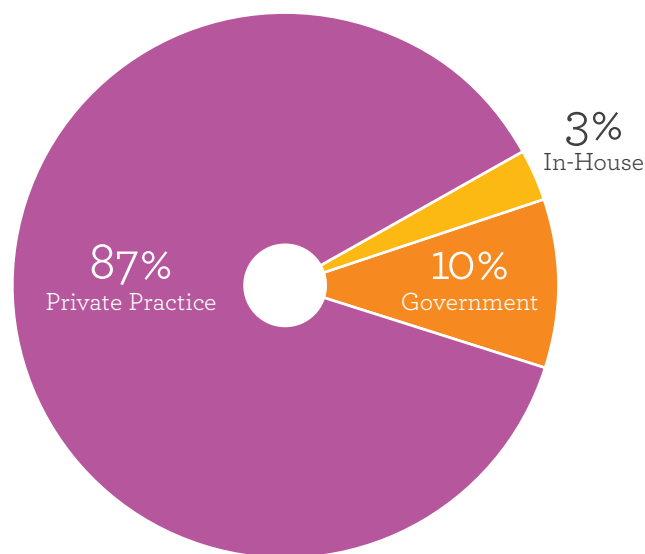
Response rates to Scholars demographics questions.

in positions for which bar admission is required, while 3% were employed in JD-preferred positions. All were employed full-time. These numbers are very similar to 2015 results. Of those working in private practice, 83% were employed by LCLD Member organizations. Of those employed in full-time positions, only 38% indicated that they were still seeking work (down from 64% last year). Only 4% of all respondents indicated that they did not have employment and were still seeking work. Of those, 14% were volunteering in a law-related capacity (down from 50% in 2015). About one third (36%, up from 31% in 2015) of all respondents agreed that participation in the Scholars program helped them secure post-graduate employment.

### On Post-Graduate Employment

Ninety-seven percent of respondents worked during their 2L summer, 43% of them with the same employer for whom they worked during the 1L Scholars program. Almost forty percent (39%) of all respondents agreed that participation in the 1L Scholars program helped them secure their 2L employment (up from 31% in 2015).

Almost all respondents answered questions related to post-graduate employment. Most were employed in a position for which they will receive a salary or stipend (95%, up from 90% in 2015). Of those, 97% were employed full-time



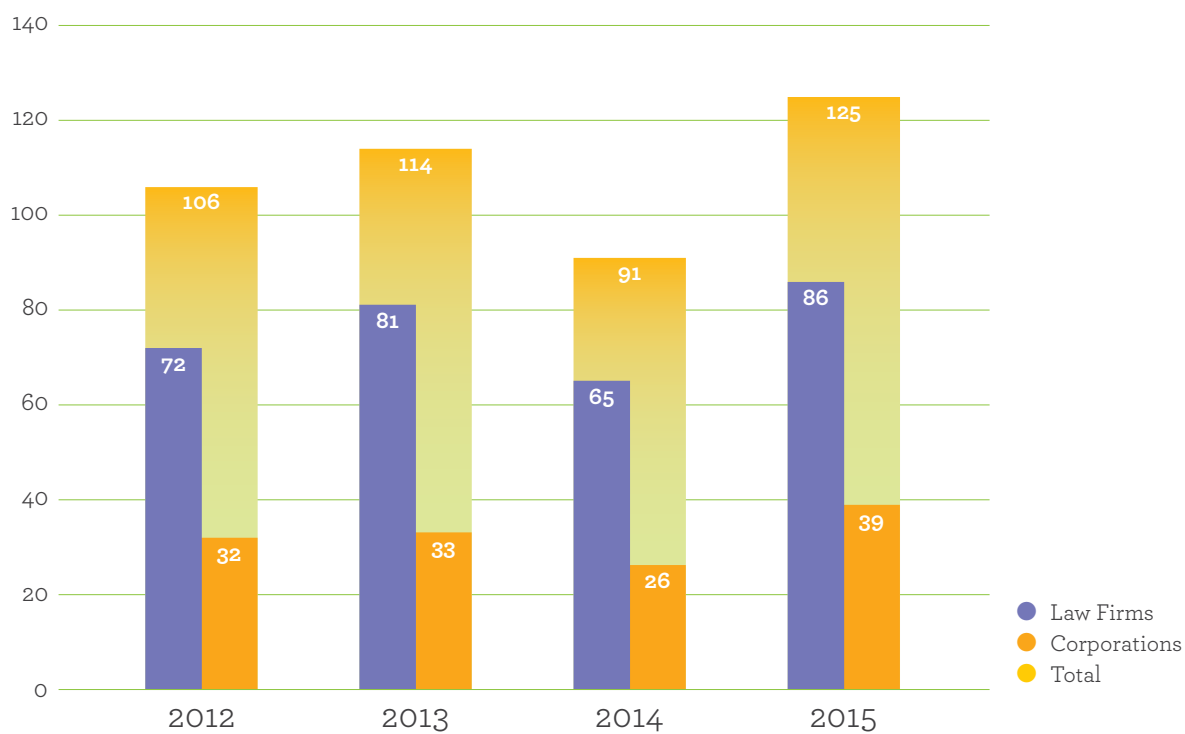
Employment Breakdown

**A note about post-graduate employment data:** *There is a possibility of selection bias operating here, where students with better employment outcomes are more willing to take the survey. For this survey we had 77 responses, a 45% response rate. That said, these numbers do compare favorably to NALP averages from 2015 (2016 data is not yet available). Although the Scholars' overall employment rate is similar to the NALP average (86.7%), it is important to note that 92% of Scholar respondents got jobs requiring bar admission, compared to 67% of graduates nationally in 2015. Moreover, the percentage of Scholars employed in private practice exceeds that of the 2015 NALP average for employed graduates (83% versus 51%). Overall, LCLD Scholars appear to have greater success in the law market compared to national averages.*

# Success in Law School Mentoring



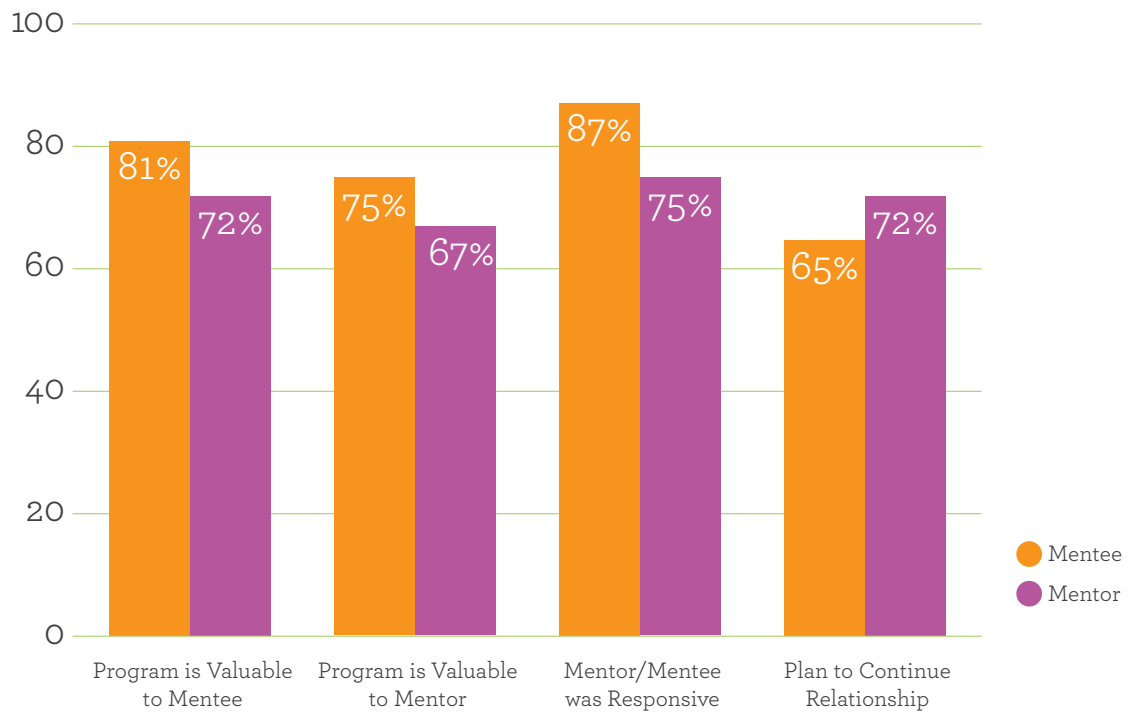
## Mentor Program Growth: Matched Pairs



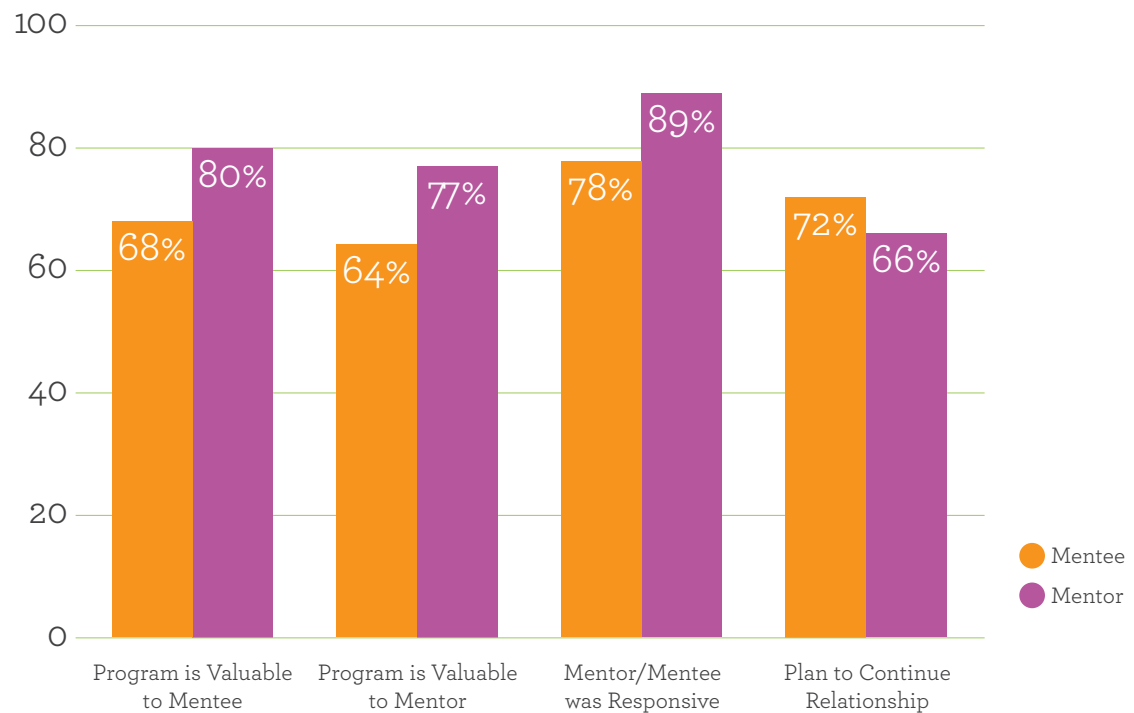
## Member Participation

*No data available for 2011-2012.*

## Mentors and Mentees Said

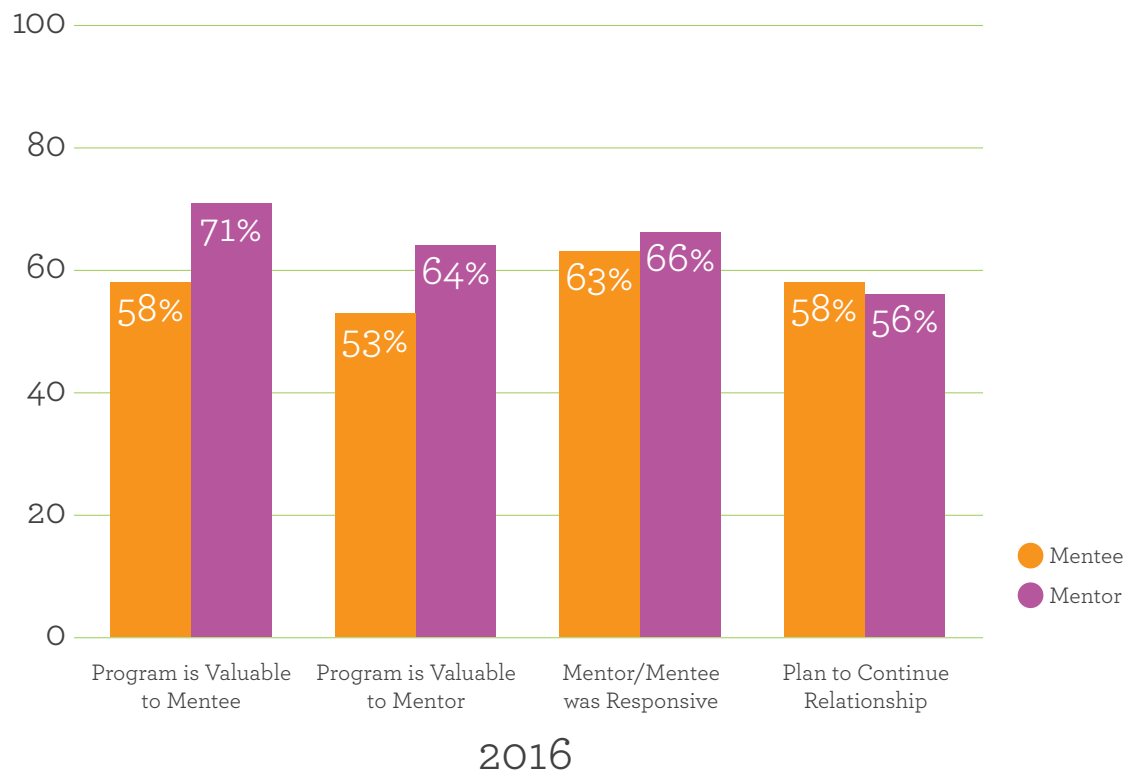


2014



2015





### Quick Facts:

- Program operated in **30** cities.
- Approximately **3,123** hours dedicated, with some pairs meeting **more than 15** times.
- **59%** of Mentees feel that the program helped them in law school.
- **65%** of Mentees feel that the program helped them plan their future legal career.

**The Leadership Council on Legal Diversity** is an organization of more than 265 corporate chief legal officers and law firm managing partners—the **leadership** of the profession—who have dedicated themselves to creating a truly diverse US legal profession. Our **action** programs are designed to attract, inspire, and nurture the talent in society and within our organizations, thereby helping a new and more diverse generation of attorneys ascend to positions of leadership. By producing tangible **results** in the lives of talented individuals, we work to promote inclusiveness in our institutions, our circles of influence, and our society, with the ultimate goal of building a more open and diverse legal profession.



**LEADERSHIP • ACTION • RESULTS**

For more information, please contact LCLD President Robert Grey at [rgrey@lclldnet.com](mailto:rgrey@lclldnet.com)  
or Barbara Roberts at [broberts@lclldnet.com](mailto:broberts@lclldnet.com) or 804.787.8959.  
[www.lclldnet.org](http://www.lclldnet.org) | Post Office Box 1656 | Richmond, Virginia 23218