

LEADERSHIP COUNCIL ON LEGAL DIVERSITY

2017 Impact Report



Powered by an expanding LCLD Network of General Counsel and Managing Partners, the Leadership Council on Legal Diversity had one of our most successful years ever in 2017.

LCLD Membership continued to grow at a pace beyond projections, as we added more than 37 new Members in 2017 and grew to a total membership of nearly 300 organizations. At the same time, our rates of participation and retention—a vital measure of engagement—remained at all-time high levels of 95 percent.

We successfully launched a series of LCLD regional events, organized by Members, Fellows, and Alumni, to serve diverse attorneys in the communities where they live and work.

Hundreds of attorneys and law students benefited from our LCLD Mentoring, 1L Scholars, Fellows, and Fellows Alumni programs in 2017, a vast majority of whom credit LCLD with making a real difference in their lives and careers. And 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 survey program participants to measure the impact of our programs—and periodically report to you, LCLD Members, on the state of our combined efforts.

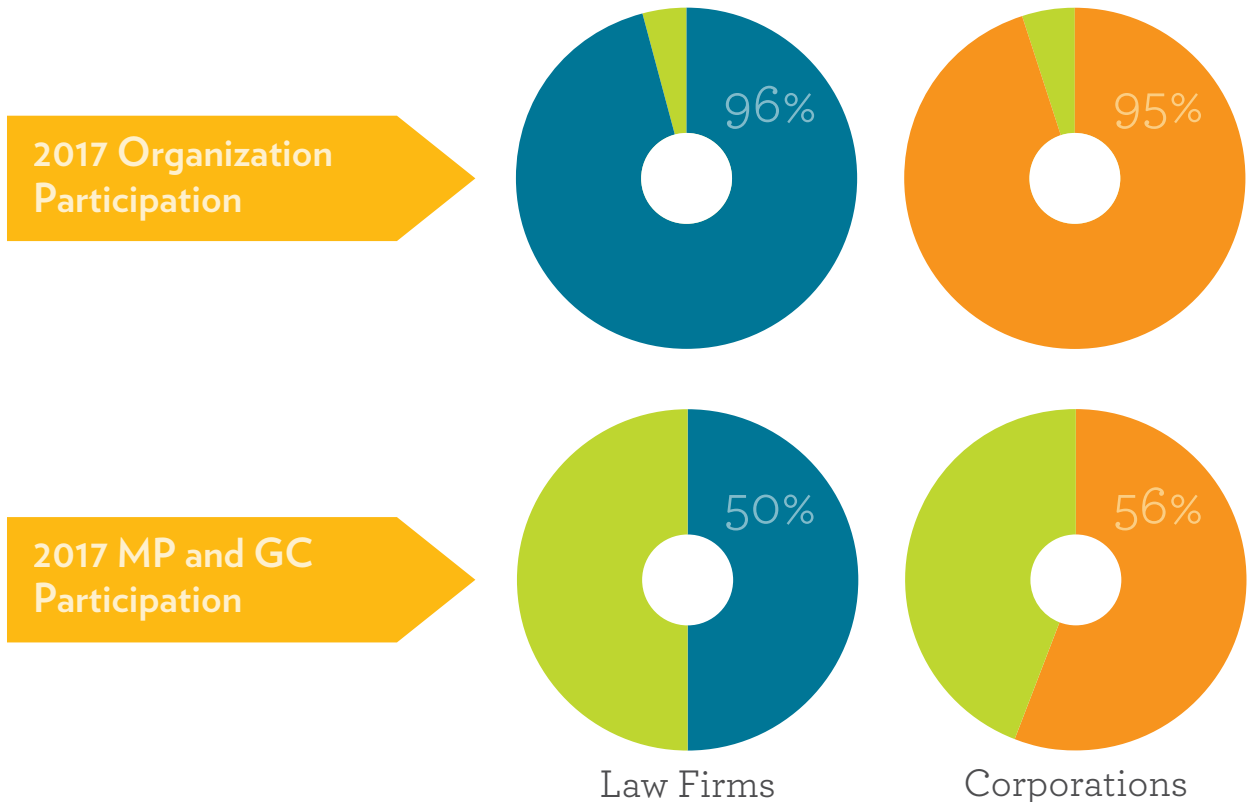
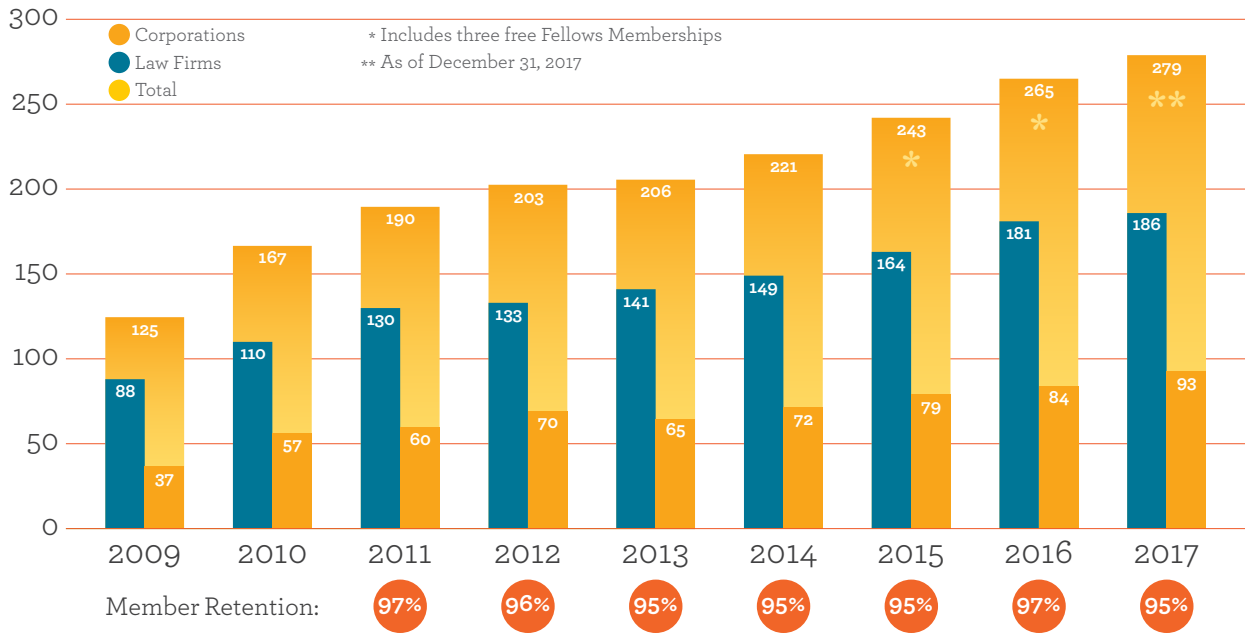
As seen on the following pages, our most recent surveys, done in partnership with Bob Nelson of the American Bar Foundation, confirm that LCLD programs are making a difference in the lives of thousands of individuals—and helping to shape the future of the legal profession.

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

LCLD Member Growth and Retention



LCLD Most Active Members

2017 marks the fifth year that LCLD has recognized our most active Member organizations. The LCLD Members in boldface below have been recognized as Top Performers every year since 2013.



CORPORATIONS

Allstate Insurance Company
Altria Group Inc.
AT&T Inc.
Bank of America Corporation
Bristol-Myers Squibb Company
Capital One Financial
Eli Lilly and Company
Fannie Mae
Honeywell International Inc.
IBM Corporation
Jones Lang LaSalle Inc.
McDonald's Corporation
Microsoft Corporation
Morton Salt, Inc.
Nationwide Mutual Insurance Company
PNC Financial Services Group Inc.
Prudential Financial Inc.
The Clorox Company
The Procter & Gamble Company
The Walt Disney Company
United Airlines Inc.
Walmart Inc.
Wells Fargo & Company

LAW FIRMS

Beveridge & Diamond PC
Bowman and Brooke LLP
Bricker & Eckler LLP
Bryan Cave LLP
Carlton Fields
Crowell & Moring LLP
Debevoise & Plimpton LLP
Dentons US LLP
DLA Piper
Faegre Baker Daniels LLP
Fish & Richardson PC
Hanson Bridgett LLP
Hunton & Williams LLP
Jackson Walker LLP
Jones Day
K&L Gates LLP
Katten Muchin Rosenman LLP
Kirkland & Ellis LLP
Littler Mendelson PC
Mayer Brown LLP
McGuireWoods LLP
Pepper Hamilton LLP
Quarles & Brady LLP
Reed Smith LLP
Seyfarth Shaw LLP
Sheppard Mullin Richter & Hampton LLP
Skadden Arps Slate Meagher & Flom LLP
Step toe & Johnson LLP
Thompson & Knight LLP

Fellows



Fellows Program Growth

Respondents

Our 2017 LCLD Fellows Alumni Survey was sent to more than 1000 Fellows Alumni from the classes of 2011, 2012, 2013, 2014, 2015 and 2016. The response rate was 50%, representing responses from 33% of 2011 Fellows (down from 39%), 42% of 2012 Fellows (the same as last year), 39% of 2013 Fellows (down from 48%), 44% of the 2014 Fellows (down from 49%), 53% of the 2015 Fellows (down from 67%), and 60% of 2016 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 (96%), and the majority of them are still working for the employer that nominated them to the Fellows Program (78%). Both of these data points are consistent with last year's data (97% and 79%

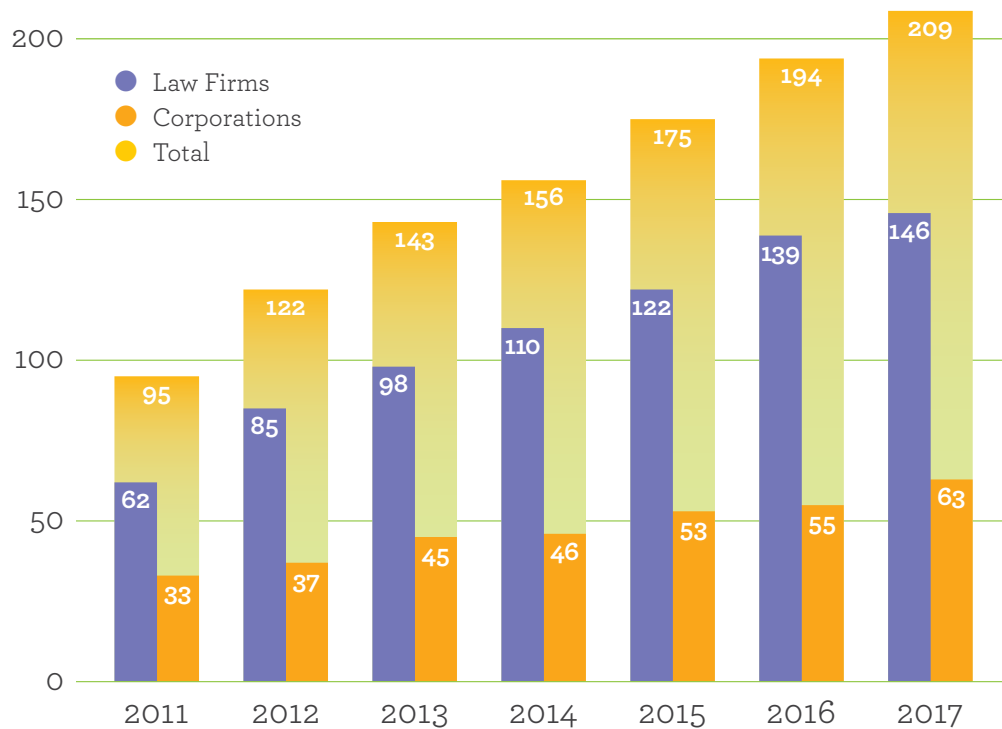
respectively). While the most recent class of Fellows is likely to be employed with the same employer that nominated them to the program, earlier cohorts were far less likely to work for their original nominating organization (64% from 2011 versus 90% from 2016).

Trends Worth Noting

A number of analyses with combinations of the demographic variables were performed:

- There are statistically significant differences in the gender ratios by respondent racial/ethnic group in the 2017 data. White respondents were more likely to be women (84%). The same is true for African American respondents (62% were women). The gender ratio among Latino respondents is even at 50%. By contrast, respondents identifying as Asian/Pacific Islander were more likely to be men (52%). The race-by-gender ratios among the 2016 cohort alone differ somewhat

Member Participation



from the overall patterns. Like the prior cohorts, white respondents tend overwhelmingly to be women (83.5% versus 16.5%). Women make up the majority of African American respondents (60%). However, in contrast to past years, a majority of Asian-American respondents (63%) were women, while a majority of Latino respondents (67%) were men.

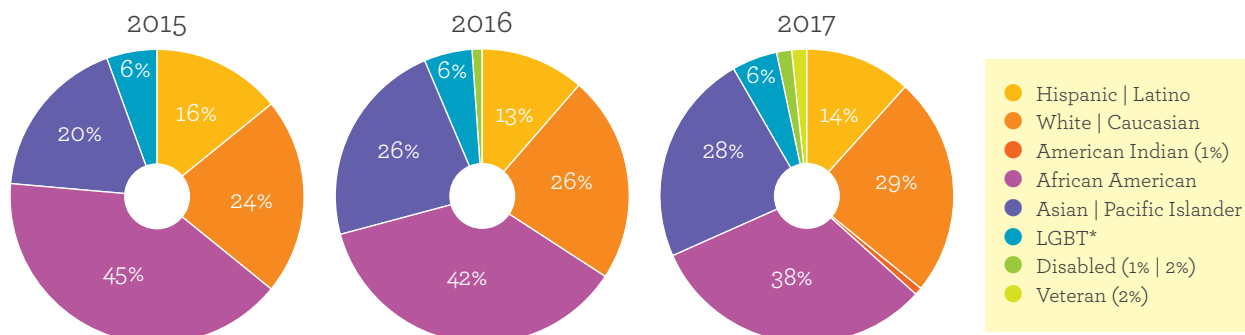
- We do not find significant gender differences for LGBT respondents in the 2017 survey. There are, however, differences by race, with nearly 20% of white respondents identifying as LGBT, compared to 3% of African Americans and .87% of Asian Americans. None of the Latino respondents in the 2017 survey identified as LGBT. The likely reason for the greater percentage of LGBT for whites is that sexual orientation is the most frequent diversity dimension that whites claim, whereas other people of color can be selected based on minority group membership or LGBT.

Relationships

More than half (55%) of Fellows report meeting with their Managing Partner or General Counsel often (once every three months, 21%), fairly often (once every other month, 13%), or very often (once or more per month, 21%). However, some (39%) report meeting with their General Counsel or Managing Partner not often (once every six months, 31%) or never (8%). For some Fellows (36%), being involved in the program increased access/frequency of interaction with their General Counsel or Managing Partner, but for most, it did not (58%). These numbers are consistent with data from both 2015 and 2016. However, more than half of the Fellows (51%) report that participation in the Fellows program has increased their exposure to top management within their organizations. In fact, the majority (79%) report that LCLD has been valuable in enhancing their relationships with leaders in their organization.

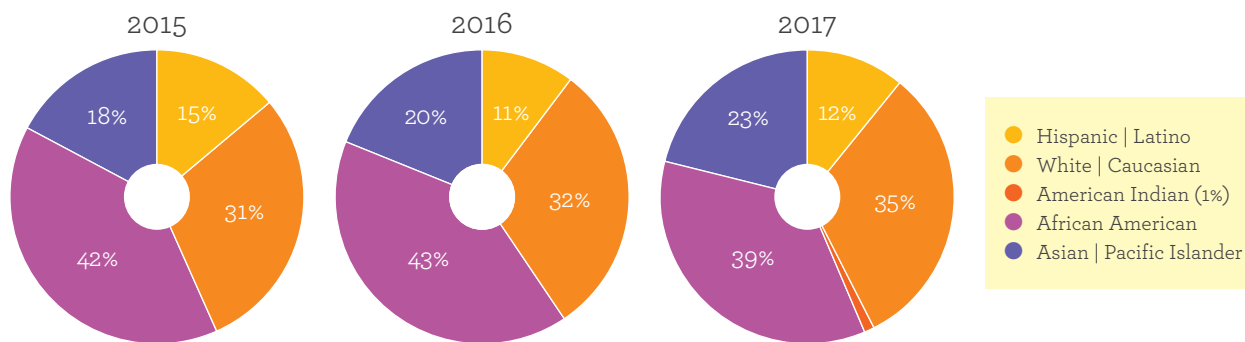
Fellows Alumni Demographics

Overall Demographics

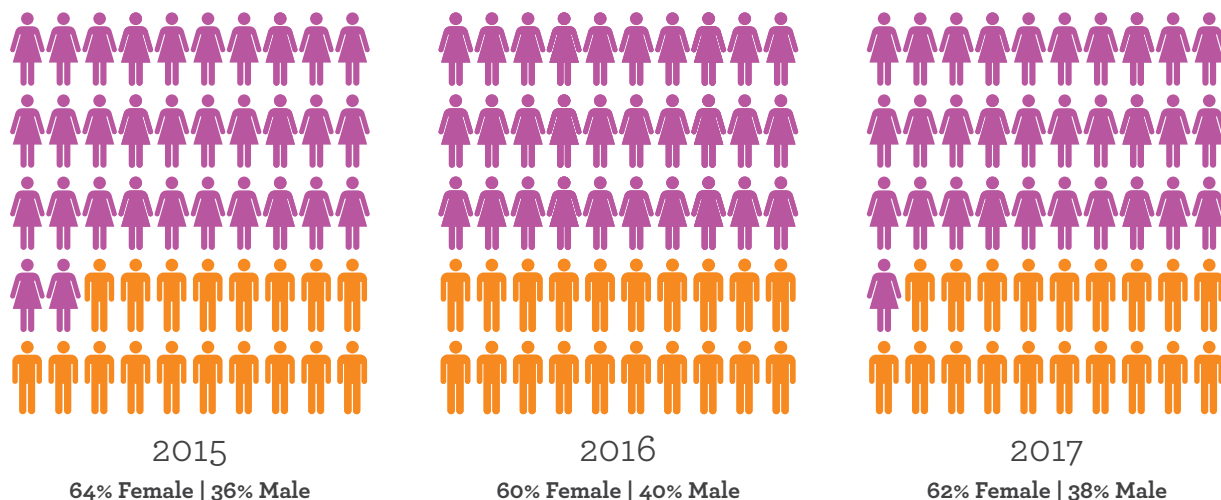


*LGBT data was not collected in 2014; Disability data was not collected prior to 2016; Veteran data was not collected prior to 2017.

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 (80%), mentoring colleagues (79%), increased market knowledge (66%), contribution to the organization’s operational or commercial growth (56%), and increased involvement with clients (49%). Almost half of Fellows (49%) also feel that their participation in the program has increased their visibility within their organization.

Fellows have created a community in which they are meeting socially (79%), meeting at non-LCLD events and conferences (54%), and providing mentoring to each other (31%) and they continue to cite networking as a significant benefit of participation. A full 64% of respondents cite networking as their most valuable takeaway from the Fellows Program.

NOTE: *In 2016, 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.*

However, in the 2017 data, race and gender differences were analyzed for the following variables: access to general counsel, exposure to top levels of management, enhancing relationships with organizational leaders, and contributing to promotions. Race differences appeared for enhanced access to general counsel and promotions. In both cases, African American respondents reported low scores compared to whites, although the difference for general counsel access falls just outside the conventional threshold of statistical significance. Compared to whites, Latino respondents also reported lower scores on enhanced access to general counsel. On these measures in the 2017 data, white respondents reported somewhat greater benefits from the program compared to other groups. These differences should be interpreted with caution, as they do not appear in previous iterations of the survey. We do not find statistically significant gender differences for any of these variables.

Promotions and Business Referrals

Some Fellows earned promotions over the last year (19%), and more still have been invited/nominated/elected to leadership positions within their organizations (38%) and their communities (34%). Several have taken on General Counsel positions.

Most Fellows (65%) have referred work to other Fellows (up from 41% in 2016). The reported value of this work ranges from \$5,000 to \$10 million. *Analysis of the data found statistically significant differences that could be interpreted as long-term effects of the Fellows Program itself.* Earlier cohorts were more likely to report





receiving work from LCLD Fellows, compared to more recent cohorts. The same was true for referring work. Constraining the analysis to 2017 respondents only, we found that 68% of 2011 cohort members (up from 50% last year), 67% of 2012 members (up from 62% last year), and 52% of 2013 members (up from 47% last year) reported referring work to other Fellows. By contrast, 46% of 2014 cohort members (up from 34% last year), 32% of 2015 cohort members (up from 27% last year), and 31% of 2016 cohort members reported doing so. However, these differences should be interpreted with quite a bit of caution, since response rates decrease as the cohorts age. It may be the case that Fellows alumni who remain engaged with the Fellows network (through referring and receiving work) are more likely to continue responding to the survey, artificially inflating “longitudinal” differences.

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 engag-

ing 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 young attorneys as a whole according to AJD. Whether these lower levels of social isolation are the result of the Fellows program or a result of 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 2017 data, we do not find statistically significant differences in number of mentors by race, gender, or sexual orientation. As in past years, we generally do not find statistically significant differences by race, gender, or sexual orientation for other social isolation items. However, consistent with the 2016 findings, the

“It’s great to have this unique network of individuals who understand the issues that I’m facing in my career, in my personal development, and my professional development.”

—Travis Torrence | 2015 Fellow

main exception is the gender difference on the mentoring question. In 2017, 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 their number of reported informal mentors. In 2017, compared to their white counterparts, African American fellows also reported sharing fewer meals with senior attorneys or law firm partners.

Pathfinders



Respondents

Our 2017 LCLD Pathfinder Alumni Survey was sent to 300 Pathfinder Alumni from the classes of 2015, 2016, and 2017. The response rate was 49%, representing responses from 35% of 2015 Pathfinders, 46% of 2016 Pathfinders and 56% of 2017 Pathfinders. Most respondents were from law firms (79%), while 21% of respondents were from corporations. This is consistent with ratios of participants in the Pathfinder classes.

The typical range of practice experience for Pathfinders is four to seven years, but about 10% of Pathfinders have had 10 or more years of experience, with one reporting 14 years of practice experience. Most of the respondents are still practicing law (99%), and the majority of them are still working for the employer that nominated them to the Pathfinder Program (91%). While the most recent class of Pathfinders is likely to be employed with the same organization that nominated them to the program, earlier cohorts were less likely to work for their original nominating organization (79% for 2015 versus 96% in 2017).

Trends Worth Noting

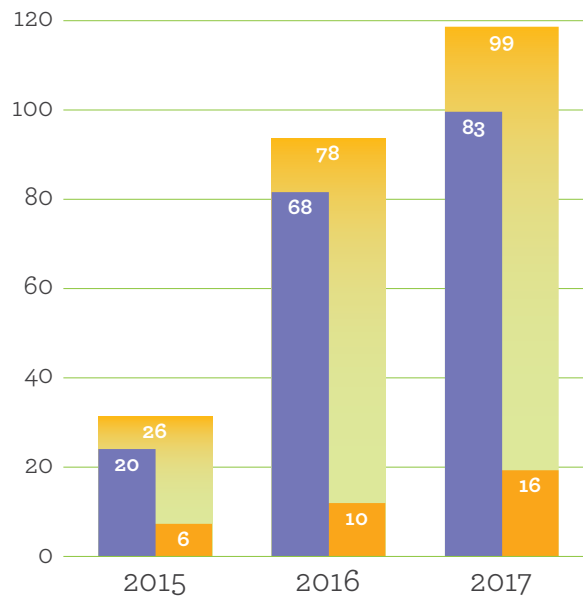
- In contrast to the relatively consistent differences in gender ratio by race in the Fellows data, we do not find statistically significant differences along these lines for the Pathfinders.
- Similar to the Fellows data, however, LGBT representation does differ by race among the Pathfinders: 24% of white Pathfinders identify as LGBT, compared to 6% for Latino respondents, 2% for African Americans, and 2% for Asian-Americans.

“We’ve been impressed by both the quality of instruction and the networking opportunities provided to our attorneys by the Pathfinder Program.”

—Karen Roberts
General Counsel | Walmart Inc.



Pathfinder Program Growth



Member Participation

Relationships

Some Pathfinders report meeting with their Managing Partner or General Counsel often (once every three months, 13%), fairly often (once every other month, 12%), or very often (once or more per month, 17%). However, most (56%) report meeting with their General Counsel or Managing Partner not often (once every six months, 33%) or never (23%). For some Pathfinders (28%), being involved in the program increased access/frequency of interaction with their General Counsel or Managing Partner, but for most, it did not (66%). However, half of the Pathfinders (50%) report that participation in the Fellows program has increased their exposure to top management within their organizations. In fact, the majority (85%) report that LCLD has been valuable in enhancing their relationships with leaders in their organization.

Pathfinders feel that participation in the Pathfinder 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 (68%), contribution to the organization’s operational or commercial growth (60%),

and increased involvement with clients (54%). More than half of Pathfinders (69%) also feel that their participation in the program has increased their visibility within their organization.

Pathfinders have created a community in which they are meeting socially (67%), meeting at non-LCLD events and conferences (28%), and providing mentoring to each other (14%). Like Fellows, Pathfinders have consistently cited networking as their most valuable takeaway (47%); however, compared to Fellows (22%), a larger share of Pathfinders (35%) named the professional development trainings as the most valuable part of their LCLD experience.

NOTE: For the 2017 data, race and gender differences were analyzed for the perceived benefits of the program in the following areas: access to organizational leaders, exposure to supervisors, developing relationships with leaders, and contribution to promotions. With the exception of promotions, we did not find significant race or gender differences for any of these variables. Compared to women, men reported greater benefits in the area of promotions.

Promotions/Business Referrals

Some Pathfinders earned promotions over the last year (17%), and more still have been invited, nominated, or elected to leadership positions within their organizations (41%) and their communities (31%). These numbers are similar to Fellows data for leadership positions and indicate an impressive early-career leadership trend.

Social Isolation

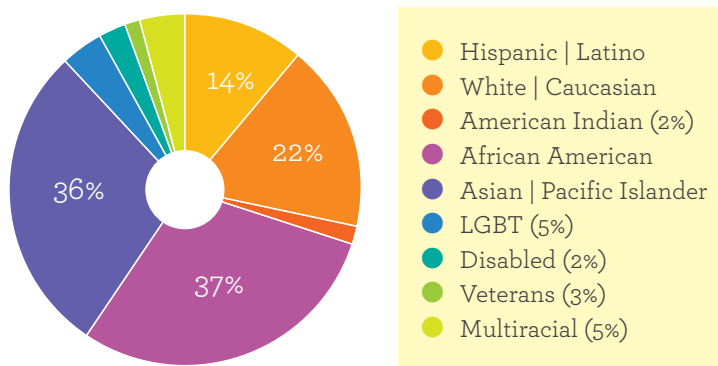
Like the Fellows, the Pathfinders report working in practice settings that are numerically dominated by men and whites, as are most law firms and corporate law departments. However, the Pathfinders also report much lower levels of social isolation compared to women and people of color in AJD. Pathfinders report greater numbers of mentors, higher participation in recruitment committees, and more frequent social interaction both with peers and senior attorneys than similarly situated women and people of color in AJD. Like the Fellows, a majority of Pathfinders would like better men-

toring from senior attorneys, but this aligns with responses from other young attorneys in AJD. Finally, the same caveats about program effects that we have pointed out for the Fellows apply here: we cannot determine from this data whether the relatively low levels of social isolation among the Pathfinders are due to the program itself or result from selection into the program.

In contrast to the Fellows data from previous years, we did not find statistically significant gender differences among the Pathfinders in their reported number of informal mentors. On the remaining battery of social isolation questions, in general we do not find significant differences by race or gender. The lone exception appears on the senior mentoring question, with Asian-American Pathfinders reporting a level of dissatisfaction that is notably higher than their white counterparts. Compared to whites, African American and Latino respondents also reported a need for better senior mentoring, although these effects fall just outside the conventional threshold for statistical significance.

2017 Pathfinder Demographics

Overall Demographics



Gender Breakdown

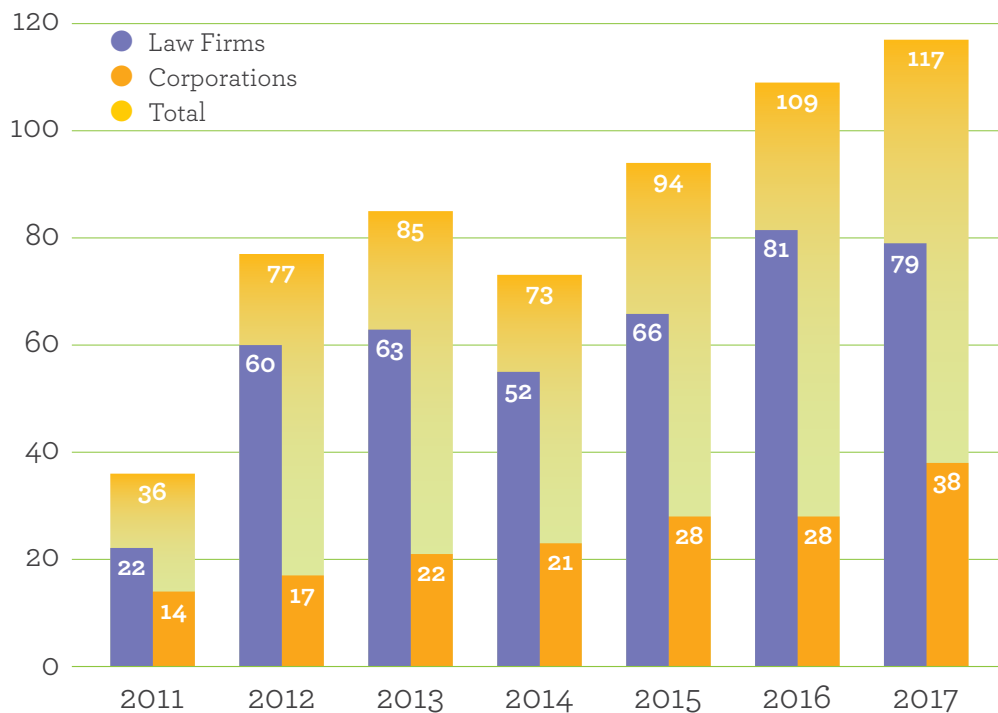


66% Female | 33% Male | 1% Third Gender

1L Scholars

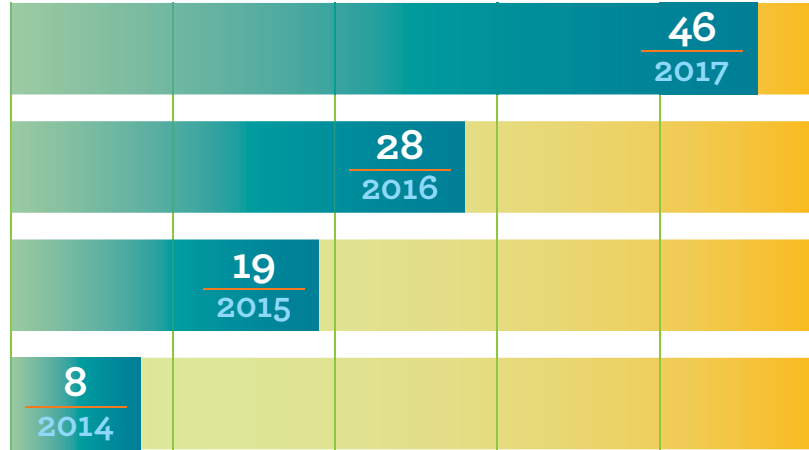


Scholars Program Growth



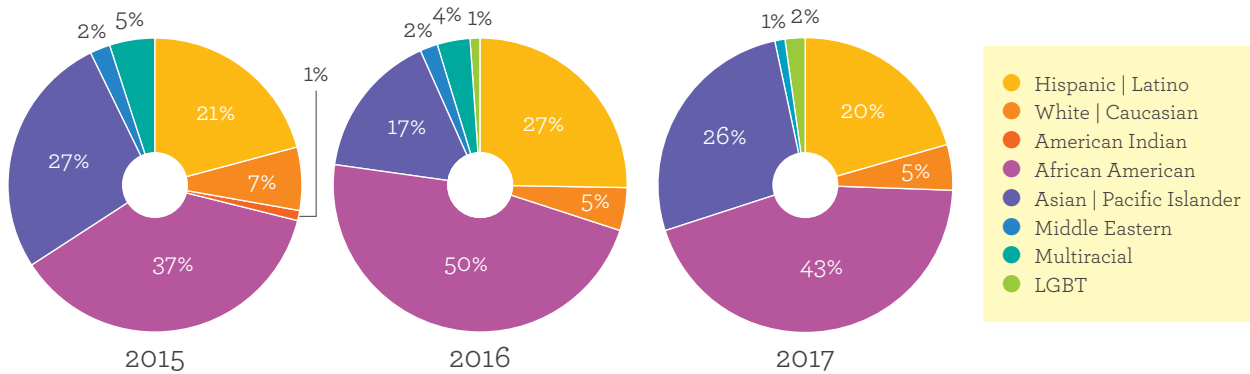
Member Participation

Member-Member Partnerships for 1L Scholars

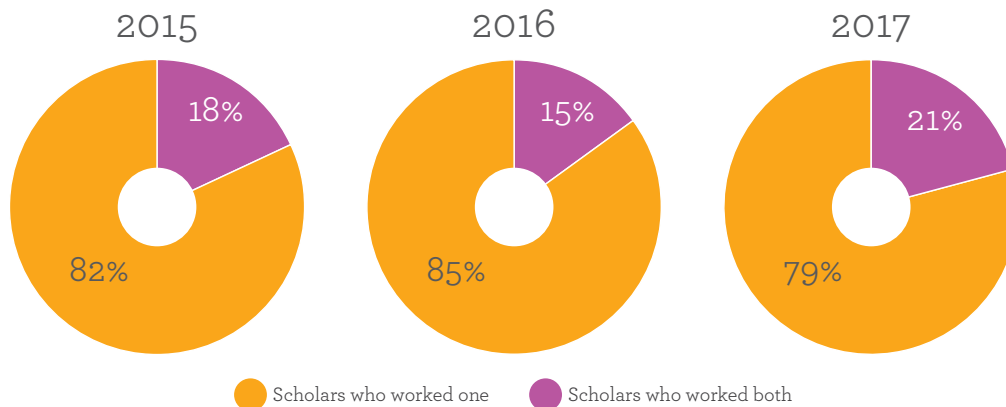


Scholars Demographics

[As reported by LCLD Members employing LCLD Scholars]



Secondment Summers



What Scholars Said

2Ls: 2017 Scholars (Law School Class of 2019)

Response rates increased during the 2017 data collection year from 54% (in 2016) to 66%.

- **100%** believe that participating in the program will help them plan their legal career.
- **100%** believe that participating in the program helped them develop substantive skills.
- **100%** believe that participating in the program helped them develop professional relationships.
 - **100%** had an opportunity to network with others in their employer organization.
 - **89%** had an opportunity to network with other Scholars.
 - **99%** had an opportunity to network with others in the legal community.

Rising 3Ls: 2016 Scholars (Law School Class of 2018)

Response rates increased during the 2017 data collection year from 44% (in 2016) to 50%.

- **89%** believe that participating in the program helped them in law school.
- **96%** believe that participating in the program helped them plan their legal career.
- **96%** believe that participating in the program helped them develop substantive skills.
- **92%** believe that participating in the program helped them develop professional relationships.
 - **77%** have maintained relationships with other 2014 Scholars.
 - **87%** have maintained relationships with colleagues from their Scholars experience.

Post-Graduate: 2014 Scholars (Law School Class of 2016)

Response rates increased during the 2017 data collection year from 44% (in 2016) to 56%.

- **91%** believe that participating in the program helped them in law school.
- **90%** believe that participating in the program helped them plan their legal career.
- **86%** believe that participating in the program helped them develop substantive skills.
- **88%** believe that participating in the program helped them develop professional relationships.
 - **80%** of respondents maintained relationships with colleagues from their employer organizations through their 2L and 3L years.
 - **67%** have maintained relationships with other 2012 Scholars.

Employment Outcomes for Post-Graduate Scholars

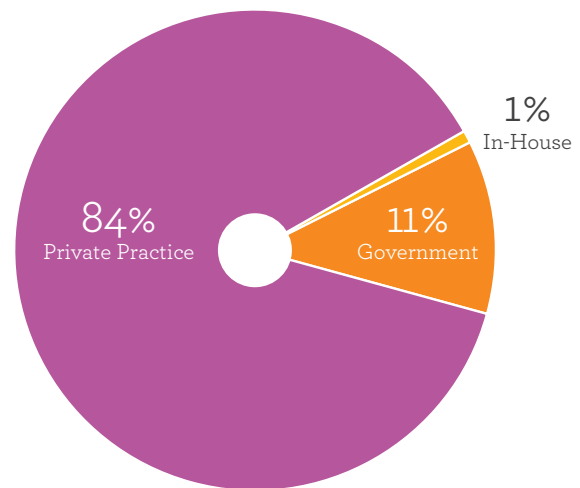
On Post-Graduate Employment

Ninety-eight percent of respondents worked during their 2L summer, 40% of those with the same employer for which they worked during the Scholars Program. Almost fifty percent (49%) of all respondents agreed that participation in the Scholars Program helped them secure their 2L employment (up from 39% in 2015).

LCLD Scholars appear to have greater success in the law market compared to national averages.

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 (96%). Of those, 96% were employed full time in positions for which bar admission is required, less than 1% were employed in JD preferred positions—all were employed full time. Employment broke down as follows: 84% in private practice, 1% in-house legal, 11% in government (these numbers are

very similar to 2016 results). Of those working in private practice, 69% were employed by LCLD Member organizations (down from 83% in 2016). Of those employed in full time positions, 43% indicated that they were still seeking work (up from 38% last year). No respondents indicated that they were still seeking work. About one third (38%, up from 36% in 2016) of all respondents agreed that participation in the Scholars Program helped them secure post-graduate employment.



Employment Breakdown

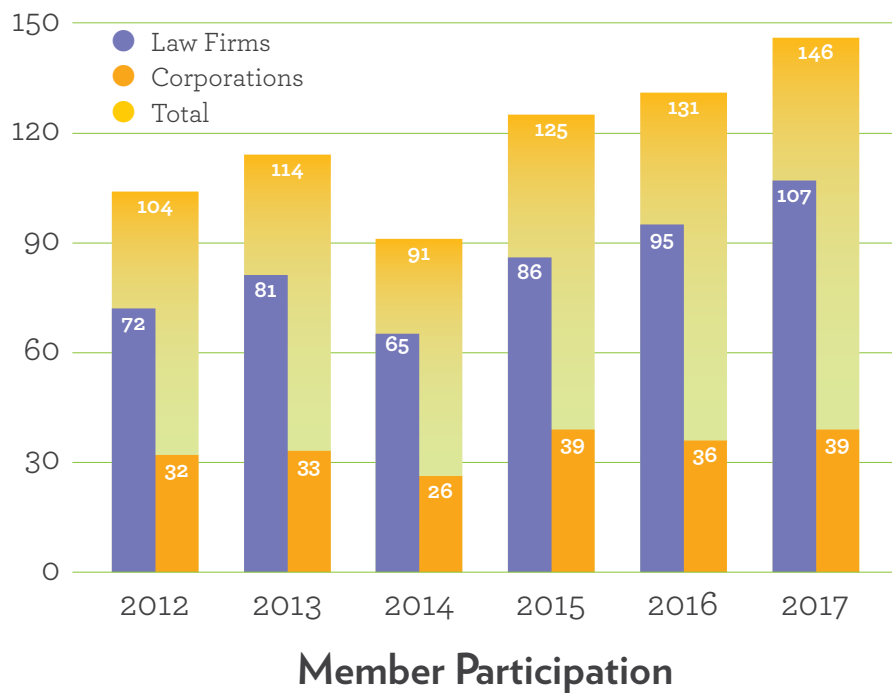
About post-graduate employment data: *There is a possibility of selection bias operating here, where students with better employment outcomes are more willing to take the survey. That said, these numbers do compare favorably to NALP averages from 2016 (2017 data is not yet available). Although the overall employment rate for Scholars is similar to the NALP average (87.5%), it is important to note that 96% (up from 92% in 2016) of Scholar respondents got jobs requiring bar admission, compared to 76% of graduates nationally in 2016. Moreover, the percentage of Scholars employed in private practice exceeds that of the 2016 NALP average for employed graduates (84% versus 53%). Overall, LCLD Scholars appear to have greater success in the law market compared to national averages.*

[Note: The question on post-graduate employment was inadvertently not included in the initial survey. A follow-up survey from one-half of the initial respondents yielded the 96% estimate of jobs requiring bar admission.]

Success in Law School Mentoring



Mentor Program Growth: Matched Pairs



2017 Mentoring Cities



The LCLD Success in Law School Mentoring Program operated in 34 cities nationwide in 2017:

- Atlanta, GA
- Austin, TX
- Baltimore, MD
- Charleston/Morgantown, WV
- Chicago, IL
- Cincinnati, OH
- Columbia, SC
- Columbus, OH
- Dallas, TX
- Houston, TX
- Huntington/Morgantown, WV
- Indianapolis, IN
- Kansas City, MO
- Lexington, KY
- Los Angeles, CA
- Louisville, KY
- Martinsburg/Morgantown, WV
- Miami, FL
- Morgantown, WV
- Nashville, TN
- New York, NY
- Orange City/Costa Mesa, CA
- Philadelphia, PA
- Phoenix, AZ
- Pittsburgh, PA
- Raleigh-Durham, NC
- Richmond, VA
- San Francisco, CA
- Seattle, WA
- Silicon Valley, CA
- St. Louis, MO
- Washington, DC
- Wheeling/Morgantown, WV
- Winston-Salem, NC

What Mentors and Mentees Said

During the 2016-2017 Academic Year:

- Program operated in **34** cities.
- Approximately **3,700** hours dedicated, with some pairs meeting more than **15** times.

Mentees who participated in the 2016-2017 Mentoring Program said:

- **71%** rated their mentors as responsive or very responsive.
- **69%** feel that the program helped them in law school.
- **75%** feel that the program helped them plan their future legal career.
- **66%** feel that the mentor relationship is valuable.

Mentors who participated in the 2016-2017 Mentoring Program said:

- **77%** rated their mentees as responsive or very responsive.
- **73%** feel that the program is valuable to them.
- **76%** feel that the program is valuable to the mentees.
- **66%** intend to continue the relationship after the one-year commitment ends.

“Having a mentor is one of the best things to happen to me in law school. Karyn is the person I can go to if I have a question. It’s been a wonderful experience, and I’m super grateful to have met her through the program.”

—Mentee Denisse Garcia
(Drexel School of Law), on her
relationship with LCLD
Mentor Karyn Polak, Deputy
General Counsel of PNC

The Leadership Council on Legal Diversity is an organization of more than 285 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.



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