

LEADERSHIP COUNCIL ON LEGAL DIVERSITY

# 2018 Impact Report



10,000

**Five years ago**, Brad Smith of Microsoft, then serving as Chair of LCLD, challenged this organization to produce 10,000 new and diverse “role models” for the legal profession by the year 2020.

Brad was referring to LCLD program participants, the many hundreds of diverse attorneys and law students who experience our Mentoring, 1L Scholars, Pathfinder, Fellows, or Alumni programs every year.

Since Brad’s remarks, we’ve seen a steady upward trend in all programs, as their reputations grew for both high-impact professional development and unmatched opportunities to build deep and ongoing relationships.

Under Chair Laura Stein, that trend continued in 2018, as LCLD programs continued to expand along with our Membership numbers. 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 significant impact in the lives of these participants.

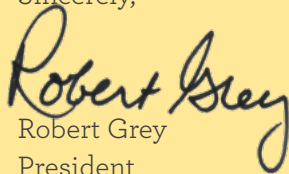
Today our program graduates make up one of the most powerful networks for young attorneys in the country. And, as Brad suggested, these individuals represent—in numbers and talent—the next generation of leaders in the US legal profession.

I’m also proud to report that we’re ahead of schedule in meeting Brad’s numerical goal, which will be achieved a year early. These 10,000 leaders, with many more to come, are advancing in part because of opportunities that you, the Members of LCLD, have created for them.

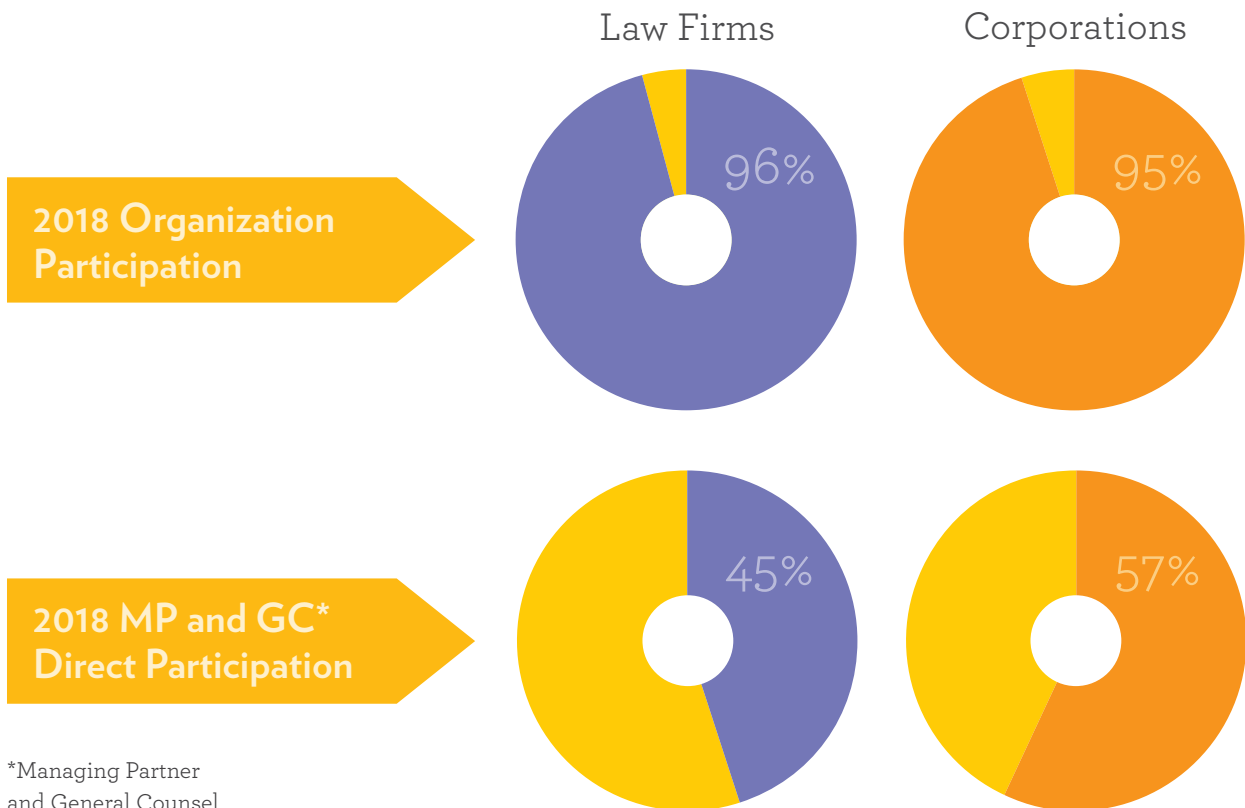
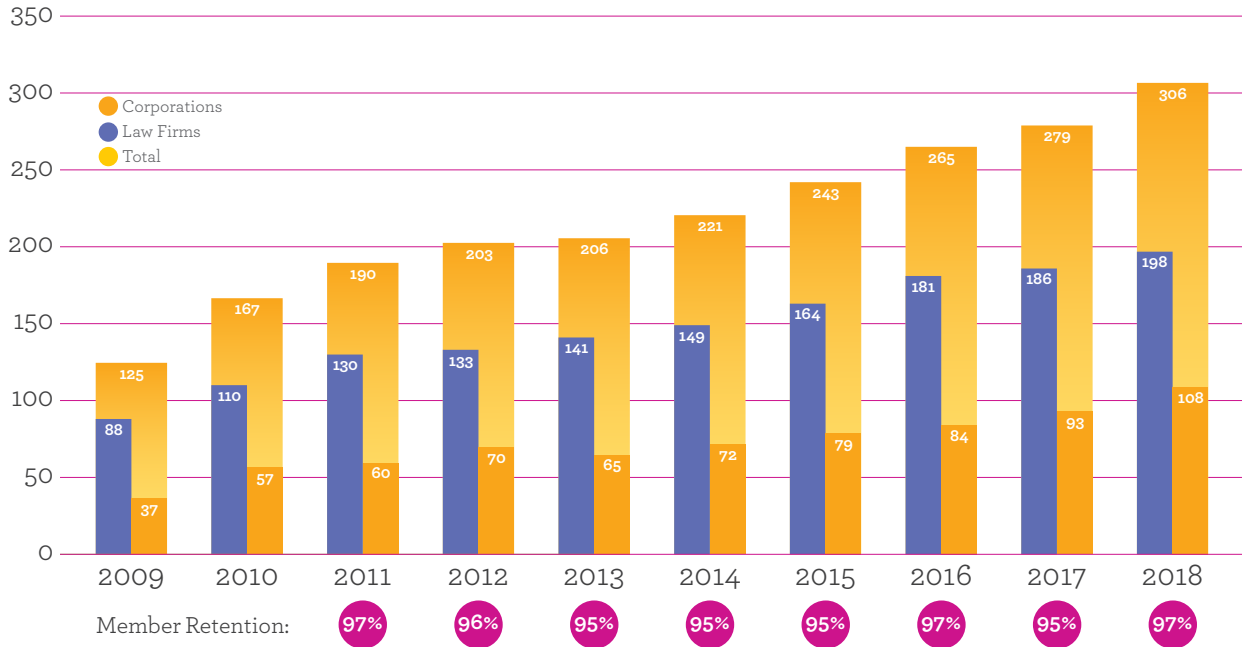
This year we’ll be working closely with you to create more paths to leadership for these talented individuals, by sharing innovative practices developed by LCLD Member organizations to create diverse and inclusive environments.

Thank you, as always, for making this possible—and for your ongoing commitment to the mission of LCLD.

Sincerely,

  
Robert Grey  
President

# LCLD Member Growth and Retention



\*Managing Partner and General Counsel



**2018 Top Performers  
CORPORATIONS**

Abercrombie & Fitch Co.  
Allstate Insurance Company  
Altria Group Inc.  
AT&T Inc.  
BAE Systems  
Bank of America Corporation  
Capital One Financial  
Eli Lilly and Company  
Fannie Mae  
General Electric Company  
Honeywell International Inc.  
HP Inc.  
IBM Corporation  
Jones Lang LaSalle Inc.  
Lockheed Martin Corporation  
Mastercard  
Southern California Edison  
Starbucks Coffee Company  
The Procter & Gamble Company  
The Walt Disney Company  
United Airlines Inc.

**LAW FIRMS**

Baker Botts LLP  
Carlton Fields  
Dinsmore & Shohl LLP  
Duane Morris LLP  
Ice Miller LLP  
Jones Day  
Mayer Brown LLP  
McGlinchey Stafford PLLC  
Miller & Chevalier Chartered  
Morgan Lewis & Bockius LLP  
Pepper Hamilton LLP  
Sheppard Mullin Richter  
& Hampton LLP  
Steptoe & Johnson LLP



**2018 Compass Awards  
CORPORATIONS**

Federal Home Loan Banks  
Prudential Financial Inc.

**LAW FIRMS**

Armstrong Teasdale LLP  
Arnold & Porter  
Baker Donelson Bearman  
Caldwell & Berkowitz PC  
Blank Rome LLP  
Bricker & Eckler LLP  
Buchanan Ingersoll & Rooney PC  
Buckley LLP  
Clark Hill PLC  
Cooley LLP  
Covington & Burling LLP  
Dorsey & Whitney LLP  
Faegre Baker Daniels LLP  
Fish & Richardson PC  
Fried Frank Harris  
Shriver & Jacobson LLP  
Greensfelder Hemker & Gale PC  
Hogan Lovells US LLP  
Husch Blackwell LLP  
Kelley Drye & Warren LLP  
King & Spalding LLP  
Linklaters LLP  
Loeb & Loeb LLP  
Munger Tolles & Olson LLP  
O'Melveny & Myers LLP  
Robins Kaplan LLP  
Saul Ewing Arnstein & Lehr LLP  
Seyfarth Shaw LLP  
Stroock & Stroock & Lavan LLP  
Thompson & Knight LLP  
Troutman Sanders LLP  
Vinson & Elkins LLP  
Wachtell Lipton Rosen & Katz  
Wiley Rein LLP  
Willkie Farr & Gallagher LLP



**2018 Compass Awards  
and Top Performers**

**CORPORATIONS**

Exelon Corporation  
Microsoft Corporation  
Nationwide  
PNC Financial Services  
Group Inc.  
The Clorox Company  
Walmart Inc.

**LAW FIRMS**

Barnes & Thornburg LLP  
Beveridge & Diamond PC  
Bowman and Brooke LLP  
Bryan Cave Leighton Paisner LLP  
Crowell & Moring LLP  
Debevoise & Plimpton LLP  
Dentons US LLP  
DLA Piper  
Frost Brown Todd LLC  
Hanson Bridgett LLP  
Hunton Andrews Kurth LLP  
K&L Gates LLP  
Katten Muchin Rosenman LLP  
Kirkland & Ellis LLP  
Littler Mendelson PC  
McGuireWoods LLP  
Orrick Herrington  
& Sutcliffe LLP  
Quarles & Brady LLP  
Reed Smith LLP  
Skadden Arps Slate  
Meagher & Flom LLP  
Stinson LLP  
Venable LLP

*Top Performer is a points-based award presented each year to our most active Member organizations. The Compass Award is presented to Members who participate in the Pathfinder and Fellows programs, at least one pipeline program, and attend the Annual Meeting.*

# Fellows



## Fellows Program Growth

### Respondents

Our 2018 LCLD Fellows Alumni Survey was sent to more than 1,000 Fellows Alumni from the classes of 2011, 2012, 2013, 2014, 2015, 2016, and 2017. The response rate was 50%, representing responses from 31% of 2011 Fellows (down from 33%), 35% of 2012 Fellows (down from 42%), 29% of 2013 Fellows (down from 39%), 38% of 2014 Fellows (down from 44%), 39% of 2015 Fellows (down from 53%), 52% of 2016 Fellows (down from 60%), and 63% of 2017 Fellows. Respondents represented law firms and corporations in a ratio that is consistent with their participation in the program: 57% of respondents were from law firms, while 43% 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 (77%). Both of these data points are consistent with last year's data (96% and 78%

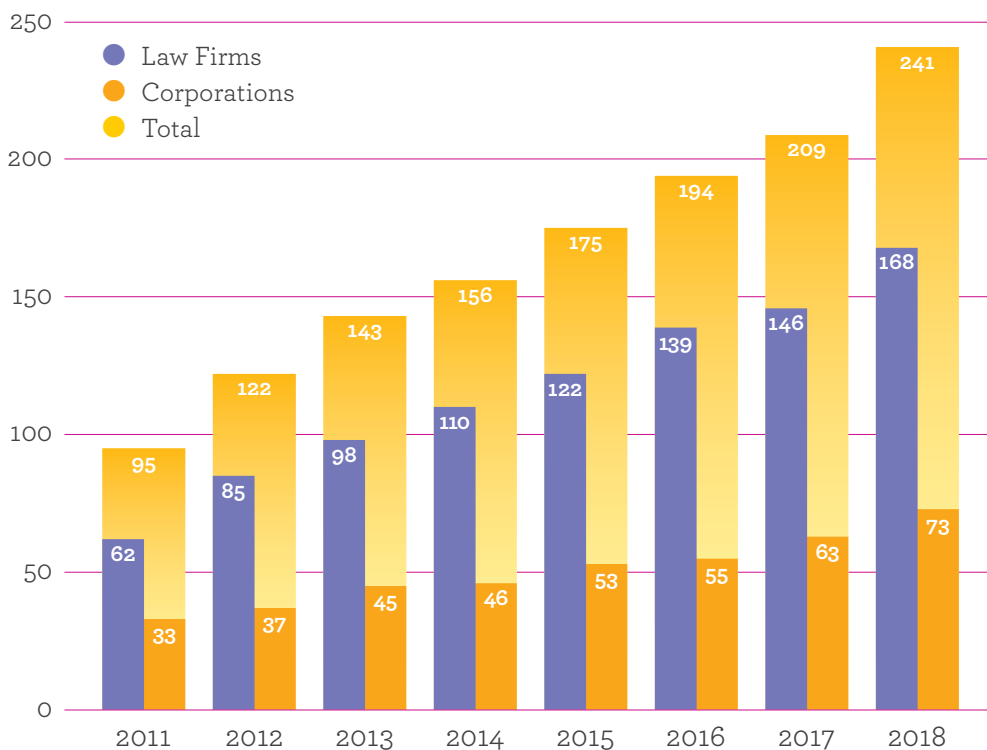
respectively). While the most recent class of Fellows is likely to be employed with the same employer that nominated them to the program, earlier cohorts were far less likely to work for their original nominating organization (64% from 2011 versus 90% from 2016).

### 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 2018 data. White respondents were more likely to be women (73%). The same is true for African-American respondents (63% were women) and for Asian/Pacific Islanders (60% were women). The gender ratio among Latino respondents is almost even (51% female; 49% male). The race-by-gender ratios among the 2018 cohort alone differ somewhat from the overall patterns.

## Member Participation in the Fellows Program



- We do not find significant gender differences for LGBT respondents in the 2018 survey. There are, however, differences by race, with nearly 14% of white respondents identifying as LGBT, compared to 1% of African Americans and .98% of Asian Americans. Of Latino respondents in the 2018 survey, 3% 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.

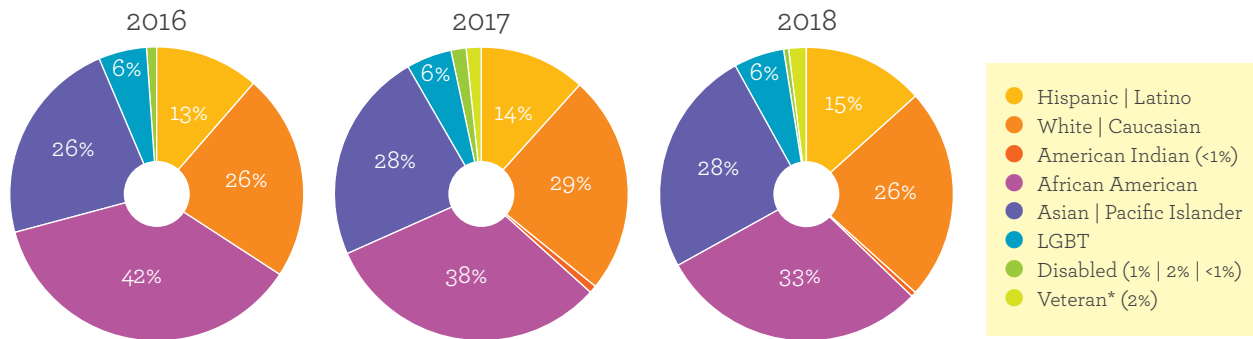
### Relationships

More than half (52%) of Fellows report meeting with their Managing Partner or General Counsel often (once every three months, 15%), fairly often (once every other month, 13%), or very

often (once or more per month, 24%). However, some (41%) report meeting with their General Counsel or Managing Partner not often (once every six months, 32%) or never (9%). For some Fellows (32%), being involved in the program increased access/frequency of interaction with their General Counsel or Managing Partner, but for most, it did not (63%). These numbers are consistent with data from both 2016 and 2017. However, more than half of the Fellows (49%) report that participation in the Fellows Program has increased their exposure to top management within their organizations. In fact, the majority (84%) report that LCLD has been valuable in enhancing their relationships with leaders in their organization.

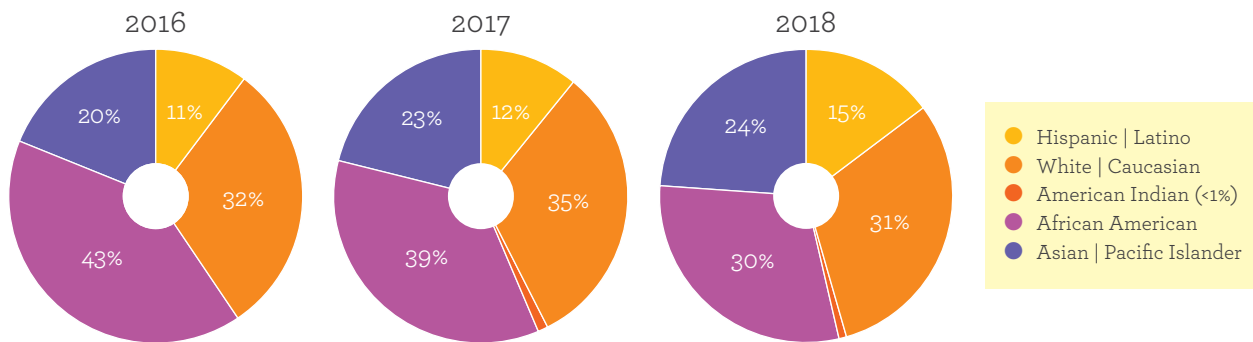
## Demographics of the Fellows Alumni Survey Respondents

### Overall Demographics

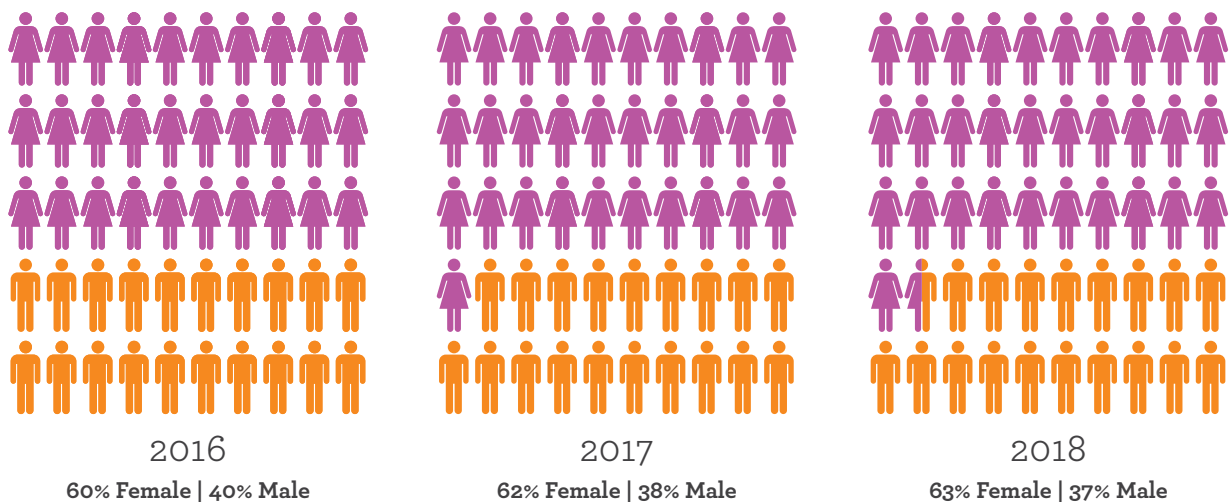


\*Veteran data was not collected prior to 2017.

### Demographics of Female Alumni



### Gender Breakdown



*“[Fellows] is a personal impact program. We bond, we mentor, and we support each other.”*

—John Cu | 2011 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 (79%), mentoring colleagues (74%), increased market knowledge (63%), contribution to the organization’s operational or commercial growth (54%), and increased involvement with clients (39%). Almost half of Fellows (48%) 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 (72%), meeting at non-LCLD events and conferences (54%), and providing mentoring to each other (25%), 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 2018 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, or elected to leadership positions within their organizations (32%) and their communities (32%). Several have taken on General Counsel or Managing Partner positions.

In 2018, nearly half of Fellows (46%) referred work to other Fellows (down from 65% in 2017). The reported value of this work ranges from \$5,000 to \$550,000. *Analysis of the data found statistically significant differences that could be interpreted as long-term effects of the Fellows*







*Program itself.* Among the 2018 respondents, we found that 66% of 2011 cohort members (down from 68% last year), 60% of 2012 members (down from 67% last year), 50% of 2013 members (down from 52% last year), 55% of 2014 cohort members (up from 46% last year), 33% of 2015 members (up from 32% last year), 32% of 2016 members (up from 31% last year), and 25% of 2017 members reported referring work to other Fellows. There is a higher likelihood of referral of work the longer a Fellow has been in the alumni network. However, these differences should be interpreted with 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 are 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 those who were selected as Fellows cannot be determined from this data. But for whatever reason, the Fellows are well integrated socially in their professional settings.

In the 2018 data, we do not find statistically significant differences in the 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 2017 findings, the

*“LCLD helped me find sponsors, mentors, and allies from outside of my firm—these people became my network, both professionally and personally.”*

—Corey Lee | 2012 Fellow

main exception is the gender difference on the mentoring question. In 2018, 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 2018, compared to their white counterparts, African-American Fellows also reported sharing fewer meals with senior attorneys or law firm partners.

# Pathfinders

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## Respondents

Our 2018 LCLD Pathfinder Alumni Survey was sent to 300 Pathfinder Alumni from the classes of 2015, 2016, 2017, and 2018. The response rate was 35%, representing responses from 23% of 2015 Pathfinders, 28% of 2016 Pathfinders, 32% of 2017 Pathfinders, and 41% of 2018 Pathfinders. Most respondents were from law firms (82%), while 18% of respondents were from corporations. This is consistent with ratios of participants in the Pathfinder classes.

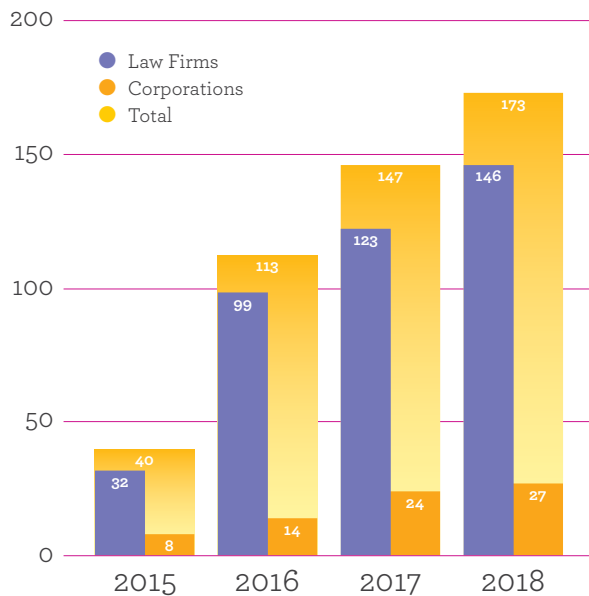
Most of the respondents are still practicing law (98%), and the majority of them are still working for the employer that nominated them to the Pathfinder Program (77%).

## Trends Worth Noting

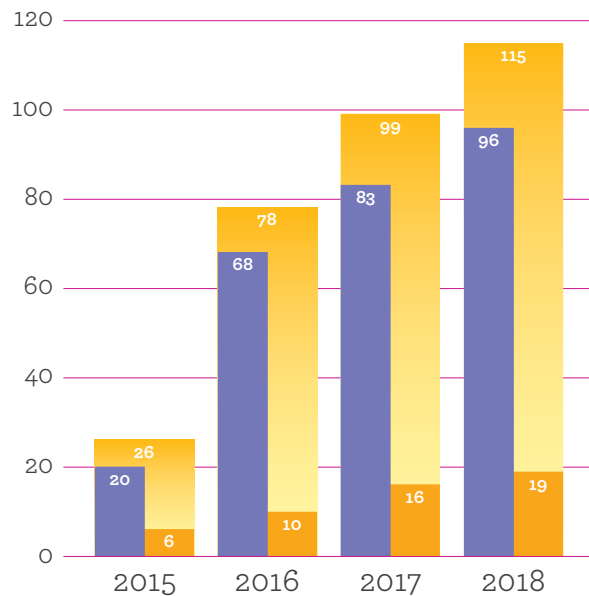
- In contrast to the relatively consistent differences in gender ratio by race in the Fellows data, we do not find statistically significant differences along these lines for the Pathfinders.

***“The attorneys chosen by their organizations to be Pathfinders will one day be the leaders of our profession.”***

**—Michael Harrington  
General Counsel | Eli Lilly**



**Pathfinder Program Growth**



**Member Participation in the Pathfinder Program**

**Relationships**

Most Pathfinders (56%) report meeting with their General Counsel or Managing Partner once every six months (33%), or never (23%). For some Pathfinders (29%), being involved in the program increased access/frequency of interaction with their General Counsel or Managing Partner, but for most, it did not (67%). However, more than half of the Pathfinders (64%) report that participation in the Pathfinder Program has increased their exposure to top management within their organizations. In fact, the majority (90%) 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 (83%), mentoring colleagues (82%), increased market knowledge (66%), contribution to the organization’s operational or commercial growth (51%), and increased involvement with clients (44%). More than half of Pathfinders (61%) 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 (68%), meeting at non-LCLD events and conferences (36%), and providing mentoring to each other (7%). 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 2018 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

Some Pathfinders earned promotions over the last year (27%), and more still have been invited, nominated, or elected to leadership positions within their organizations (33%) and their communities (32%). These numbers are similar to Fellows data for leadership positions and indicate an impressive early-career leadership trend.

### Social Isolation

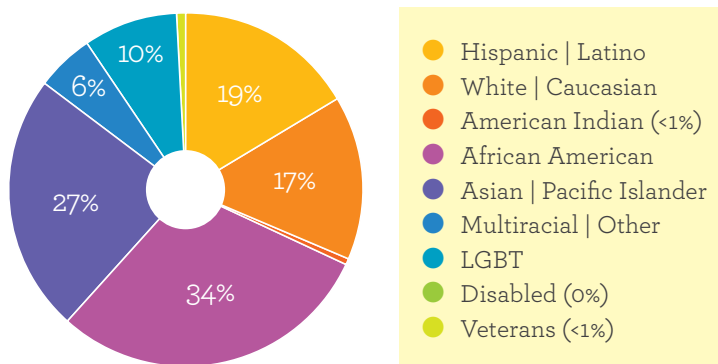
Like the Fellows, the Pathfinders report working in practice settings that are numerically dominated by men and whites, as are most law firms and corporate law departments. However, the Pathfinders also report much lower levels of social isolation compared to women and people of color in AJD. Pathfinders 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.

## Demographics of the 2018 Pathfinder Survey Respondents

Overall Demographics



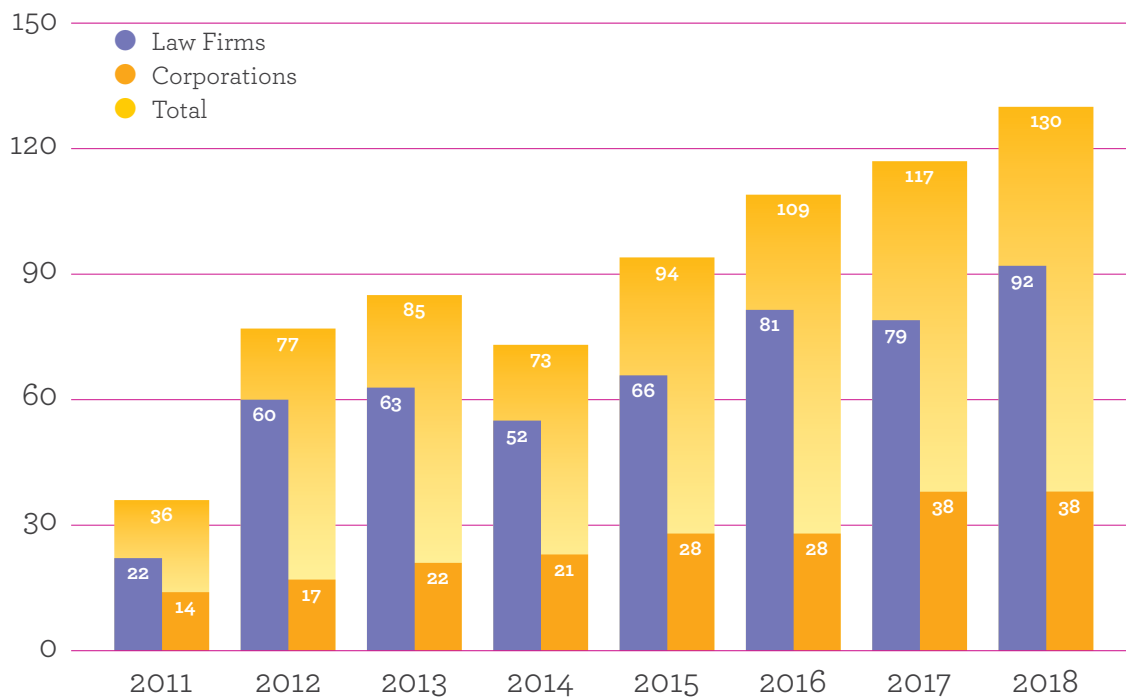
Gender Breakdown



# 1L Scholars

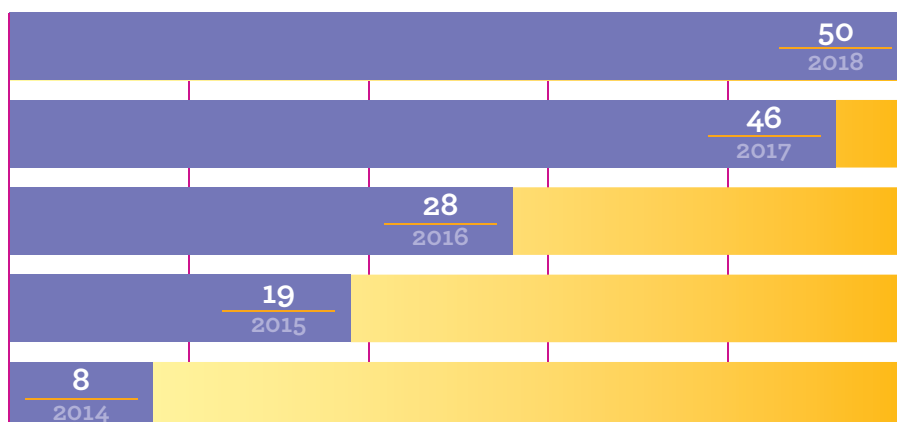


1L Scholars Program Growth



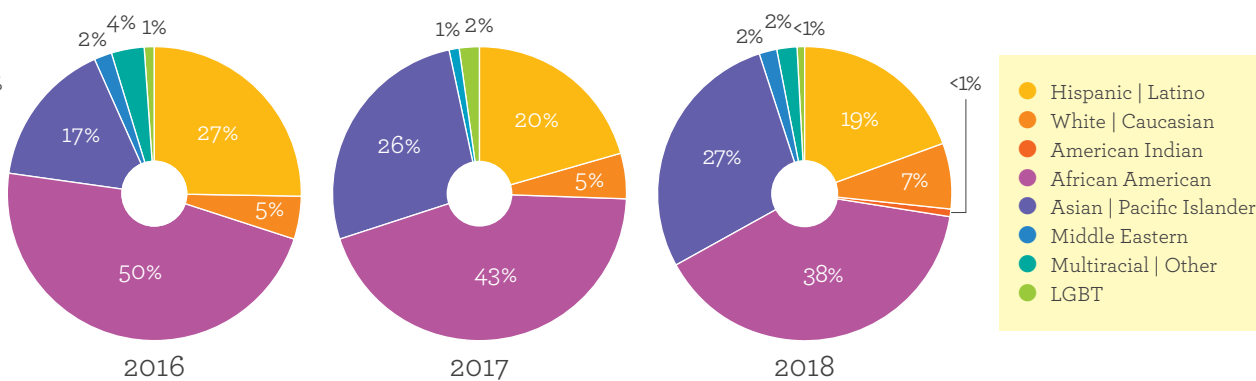
Member Participation in the 1L Scholars Program

## Member Partnerships for 1L Scholars Program

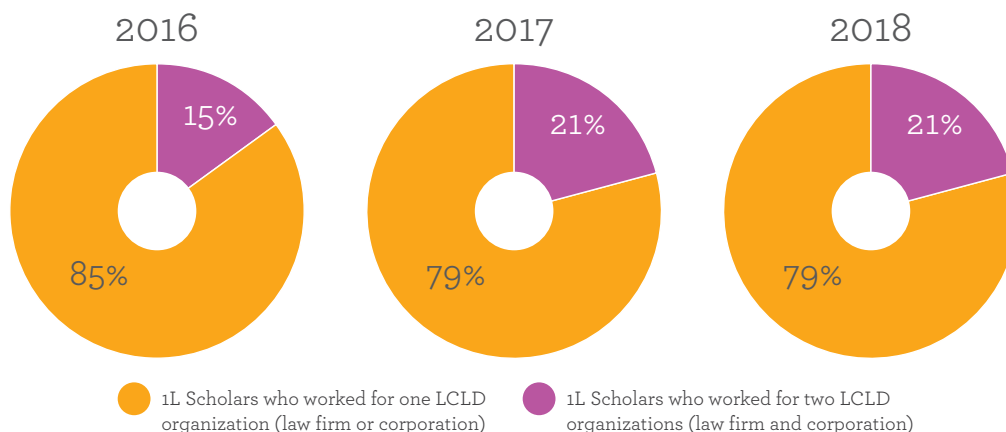


## 1L Scholars Demographics

[As reported by LCLD Member organizations employing LCLD 1L Scholars]



## Partnership Summers



## What 1L Scholars Said

### 2Ls: 2018 1L Scholars (Law School Class of 2020)

- **100%** believe that participating in the program will help them plan their legal career.
- **95%** believe that participating in the program helped them develop substantive skills.
- **96%** believe that participating in the program helped them develop professional relationships.
- **93%** believe that participating in the program helped them in law school.
- **71%** maintained relationships with other 2018 LCLD 1L Scholars.

### Rising 3Ls: 2017 1L Scholars (Law School Class of 2019)

- **89%** believe that participating in the program helped them in law school.
- **97%** believe that participating in the program helped them plan their legal career.
- **94%** believe that participating in the program helped them develop substantive skills.
- **93%** believe that participating in the program helped them develop professional relationships.
- **87%** have maintained relationships with other 2017 1L Scholars.
- **75%** have maintained relationships with colleagues from their 1L Scholars experience.

### Post-Graduate: 2015 1L Scholars (Law School Class of 2017)

- **84%** believe that participating in the program helped them in law school.
- **91%** believe that participating in the program helped them plan their legal career.
- **85%** believe that participating in the program helped them develop substantive skills.
- **87%** believe that participating in the program helped them develop professional relationships.
- **75%** of respondents maintained relationships with colleagues from their employer organizations through their 2L and 3L years.
- **78%** have maintained relationships with other 2015 1L Scholars.

## Employment Outcomes for Post-Graduate Scholars

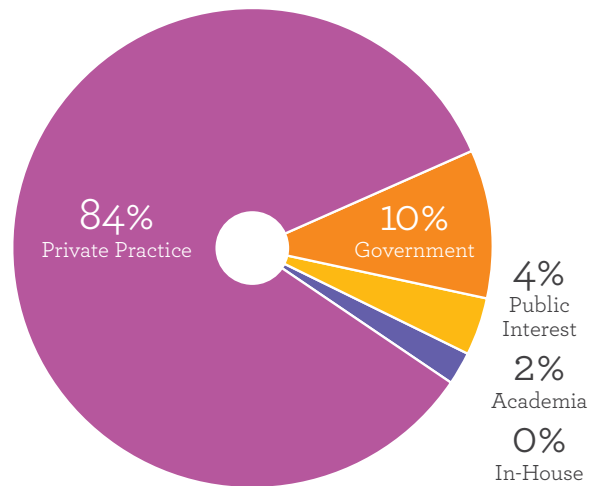
### On Post-Graduate Employment

Ninety-eight percent of respondents worked during their 2L summer, 33% of those with the same employer for which they worked during the 1L Scholars Program. Most (57%) of all respondents agreed that participation in the 1L Scholars Program helped them secure their 2L employment (up from 49% in 2017).

**LCLD 1L Scholars appear to have greater success in the market compared to national averages.**

Almost all respondents answered questions related to post-graduate employment. All were employed in a position for which they will receive a salary or stipend (100%). Of those, 98% were employed full time in positions for which bar admission is required; fewer than 1% were employed in JD-preferred positions. All were employed full time. Employment broke down as follows: 84% in private practice, 10% in government, 4% public interest, 2% academia, none

in-house legal. These numbers are very similar to 2017 results. Of those working in private practice, 69% were employed by LCLD Member organizations (down from 83% in 2017). Of those employed in full-time positions, 38% indicated that they were still seeking work (down from 43% last year). Just over half of all respondents (53%, up from 38% in 2017) agreed that participation in the Scholars Program helped them secure post-graduate employment.



**Employment Breakdown**

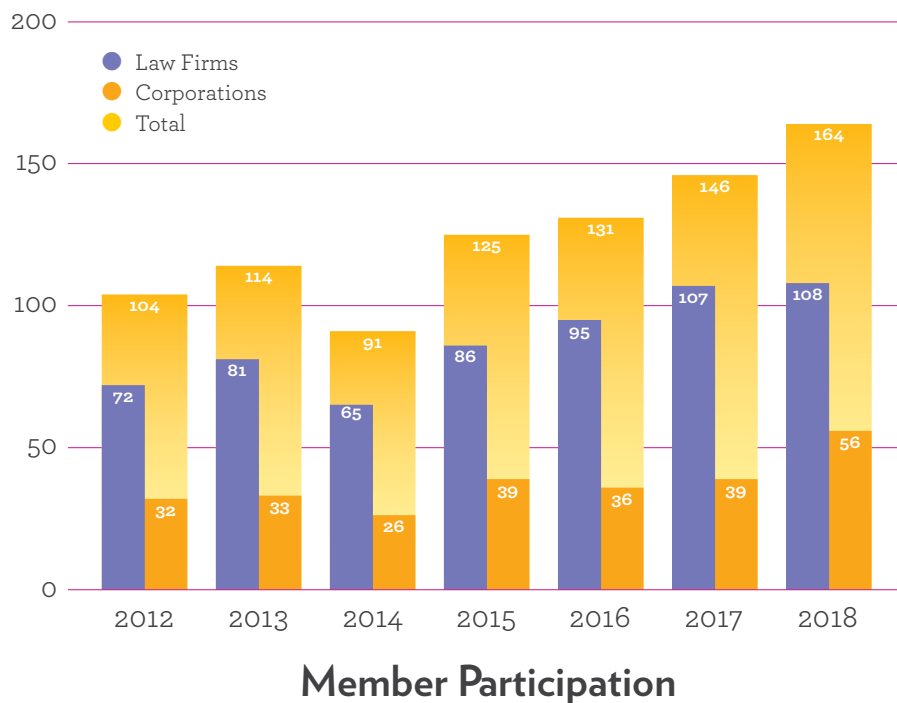
**About post-graduate employment data:** *There is a possibility of selection bias operating here, where students with better employment outcomes are more willing to take the survey. That said, these numbers do compare favorably to NALP averages from 2017 (2018 data is not yet available). Although the overall employment rate for Scholars is similar to the NALP average (88.6%), it is important to note that 98% (up from 96% in 2017) of Scholar respondents got jobs requiring bar admission, compared to 71.8% of graduates nationally in 2017. Moreover, the percentage of Scholars employed in private practice exceeds that of the 2017 NALP average for employed graduates (84% versus 54%). Overall, LCLD Scholars appear to have greater success in the law market compared to national averages.*



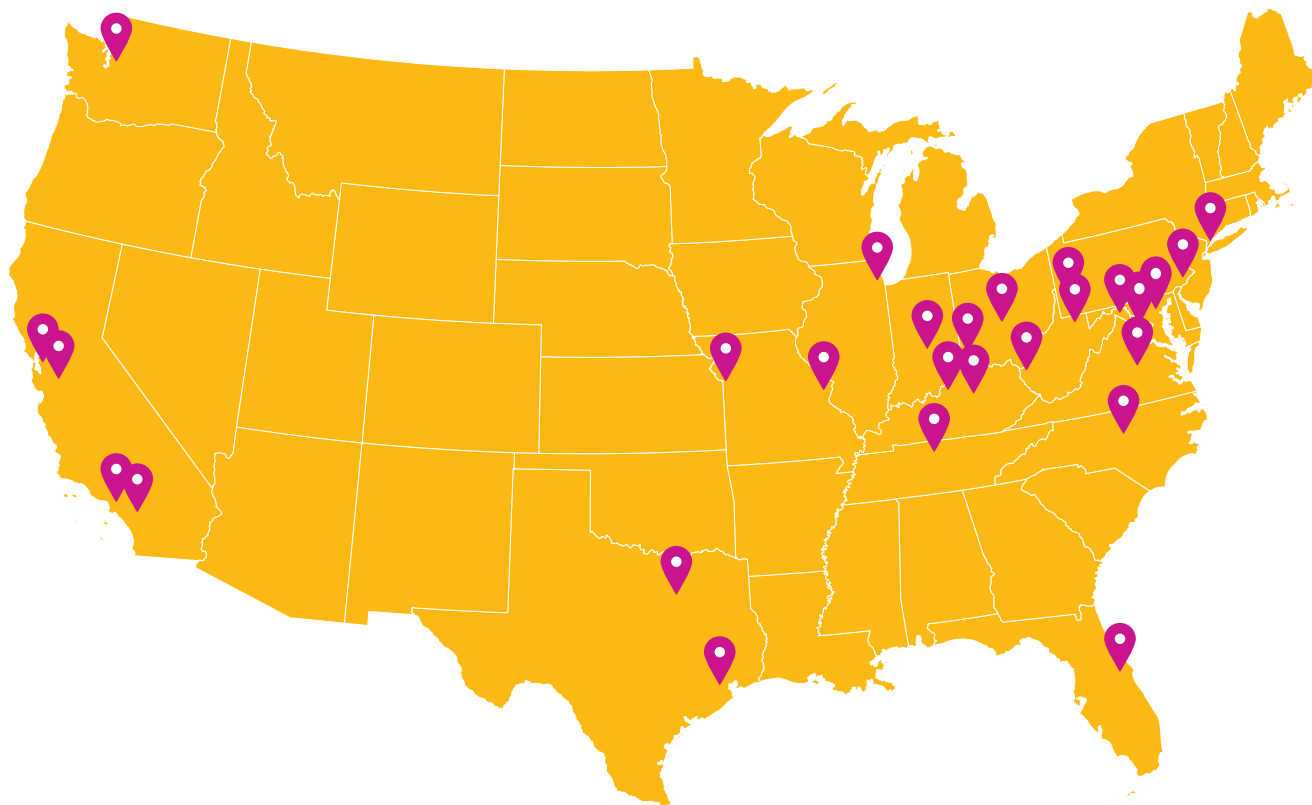
# Success in Law School Mentoring



## Mentor Program Growth: Matched Pairs



## 2018 Mentoring Cities



### The LCLD Success in Law School Mentoring Program operated in 29 cities nationwide in 2018:

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

## What Mentors and Mentees Said

### Mentees who participated in the 2017-2018 Mentoring Program said:

- **81%** rated their Mentors as responsive or very responsive.
- **71%** feel that the program helped them in law school.
- **78%** feel that the program helped them plan their future legal career.
- **71%** feel that the mentor relationship is valuable.

### Mentors who participated in the 2017-2018 Mentoring Program said:

- **90%** rated their Mentees as responsive or very responsive.
- **79%** feel that the program is valuable to them.
- **79%** feel that the program is valuable to the Mentees.
- **68%** intend to continue the relationship after the one-year commitment ends.

*“So far law school has been a lot of studying, a lot of memorizing and writing. So it was cool to take some of those skills and apply them [in a Group Mentoring event]. It was a wonderful experience.”*

—Diandra Gordon | 2017 Mentee

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or Membership and Operations Director Jennifer Denton at [jdenton@lclldnet.com](mailto:jdenton@lclldnet.com).

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