



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY

Leaders in the Law: A Look at the Numbers

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NALP Trend Data: Women and Minorities at Law Firms, 2009 to 2012

	Partners			Associates			Total Lawyers			Summer Associates		
%	Women	Minorities	Minority Women	Women	Minorities	Minority Women	Women	Minorities	Minority Women	Women	Minorities	Minority Women
2009	19.21	6.05	1.88	45.66	19.67	11.02	32.97	12.59	6.33	46.62	24.04	12.9
2010	19.43	6.16	1.95	45.41	19.53	10.9	32.69	12.4	6.2	47.35	26.99	14.92
2011	19.54	6.56	2.04	45.35	19.9	10.96	32.61	12.7	6.23	47.71	27.11	15.19
2012	19.91	6.71	2.16	45.05	20.32	11.08	32.67	12.91	6.32	46.26	29.55	16.26

NALP Data: Women and Minorities at Law Firms, 2011

	All Women	All Minorities		Asian		Black		Hispanic	
%	Total	Total	Women	Total	Women	Total	Women	Total	Women
Associates	45.35	19.90	10.91	9.15	5.31	4.29	2.61	3.38	1.92
Partners	19.54	6.56	2.04	2.36	0.82	1.71	0.58	1.92	0.48

NALP Data Distribution of All Partners by Equity Status and Gender or Minority Status

	Men	Women	Minority
Equity	64.2% (11,748)	46.5% (2,126)	45.2% (623)
Non-Equity	35.8% (6,537)	53.5% (2,446)	54.8% (754)
Total	100% (18,285)	100% (4,572)	100% (1,377)

N = 22,856

Description of Data

After the JD II

- Nationally representative longitudinal study of lawyers who passed the bar in 2000; interviewed in 2003, 2007, and 2012
- Oversample of minority attorneys

Sample Restriction

- Participated in Waves 1 and 2
- Answered long version of survey
- Had valid responses on race and practice context

Final Sample with Imputations

- Final sample size = 2,748

Race, Gender, and Partnership

Female attorneys of all races are less likely than males to be partners in private firms. Female attorneys of all races have lower chances of becoming partner than any male group.

Race/Ethnicity	Percent Partner	
	Male	Female
African American	30.4%	2.6%
Asian	25.7%	14.3%
Hispanic	23.1%	6.3%
White	27.4%	17.3%

Race, Gender, and Plans to Leave

Women have higher tendency to leave in private law firms.
This is specially true for African American women.

Race/Ethnicity	Percent Plan to Leave within One Year	
	Male	Female
African American	19.4%	39.4%
Asian	16.2%	16.4%
Hispanic	8.9%	12.2%
White	16.5%	13.3%

Social Isolation

Social Homogeneity

- Percentage of male attorneys above mean
- Percentage of minority attorneys below mean

Informal Isolation

- Number of mentors below mean
- Does not participate on recruitment committee
- Does not join partners/senior attorneys for meal
- Does not spend recreational time with partners/senior attorneys
- Does not spend recreational time with associates

Perceived Isolation

- Perceived discrimination
- Desire for more mentoring
- Desire for more training

(For all three indices, 1 point is added for each condition. Results are normalized to produce a value between 0 and 1, which can be interpreted as percentage score on index.)

Informal Isolation by Race x Gender

(ADJII - Private Law Firms Only)

Highest levels of informal isolation shown by African American women, followed by Hispanic women, Asian men, and White and Asian women

	Informal Isolation Index (0 to 1)	
	Male	Female
African American	0.591	0.659
Asian	0.624	0.525
Hispanic	0.463	0.626
White	0.487	0.581

Multivariate Analysis of Plans to Leave

(Private Law Firms Only)

Independent Variables

Demographic Characteristics

Race and gender

Marital status

Children

Social Isolation

Social homogeneity

Informal isolation

Perceived isolation

Human Capital

Educational credentials

- Law school rank
- Law school GPA

Professional experience

- Employed full-time
- Total hours work
- Pro bono hours
- Firm size
- Practice context

Multivariate Analysis of Plans to Leave

(Private Law Firms Only)

Results

African American females are more likely than other groups to say they will leave

Controlling other demographic characteristics, human capital, and professional experience, African American women are still more likely to say they will leave

Control for social isolation

- Informal and perceived social isolation
 - Significant effect on plans to leave
- Difference for African American women is no longer significant

Therefore, social isolation explains the tendency for African American women to say they will leave.

Implications

These measures capture the nature of social isolation in legal employment.

To retain and promote minority attorneys, it is necessary to break down social isolation: more mentoring, inclusion in critical functions (like recruitment), and more social interaction (sharing meals, recreational activities).

Other analyses indicate these patterns hold in other sectors of law practice.

African American women are more likely than other groups to report they will leave government/nonprofit employers in the next year; this is explained by social isolation.

Therefore, this is a general problem for the legal profession.

Diversity and Inclusion: The Leadership Gap

Initial Employer Type = Private Practice by Race / Ethnicity, Class of 2012	
White	51.6%
Black	36.3%
Hispanic/Latino	52.3%
Asian/PI	52.6%
American Indian	43.9%
Multi-Racial	49.5%

Representation of Minorities at Large Law Firms				
	2009	2010	2011	2012
Minority Partners	6.05%	6.16%	6.56%	6.71%
Minority Associates	19.67%	19.53%	19.90%	20.32%
All Minority Attorneys	12.59%	12.40%	12.70%	12.91%

Source: NALP Directory of Legal Employers

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Important Issues Facing Women Lawyers Today

Continued Lack of Women in Leadership Positions in Law Firms:

Complex, two-tier structure of law firms:

- 15% equity partners* (at one-tier firms, women constitute 21%)
- 26% non-equity partners
- 35% counsel
- 46% associates*
- 70% staff attorneys (off partnership track position)

Women have not made significant progress economically or in reaching leadership roles since survey began in 2006

- Women's compensation lags men's at all levels
- On average, women equity partners earn only 89% of male equity partners' compensation
- Women equity partners receive only 75% of the amount of business generation credited to men equity partners
- Women hold only 20% of positions on firm's highest governance committee
- Only 4% of firms have women as firm-wide managing partners
- Flight of women lawyers from BigLaw starts early and accelerates over time

**Declined slightly over the past two years*

Window Dressing of Diversity (ie, Women's Initiatives)

Only 42% report Women's Initiatives as part of the firm's strategic plan

Lack Funding:

- Among the AmLaw 100, the average Women's Initiative budget is approximately \$119,000
- Among the next hundred largest law firms, the average budget drops to \$48,000

Lack of Specific Mission and Evaluation:

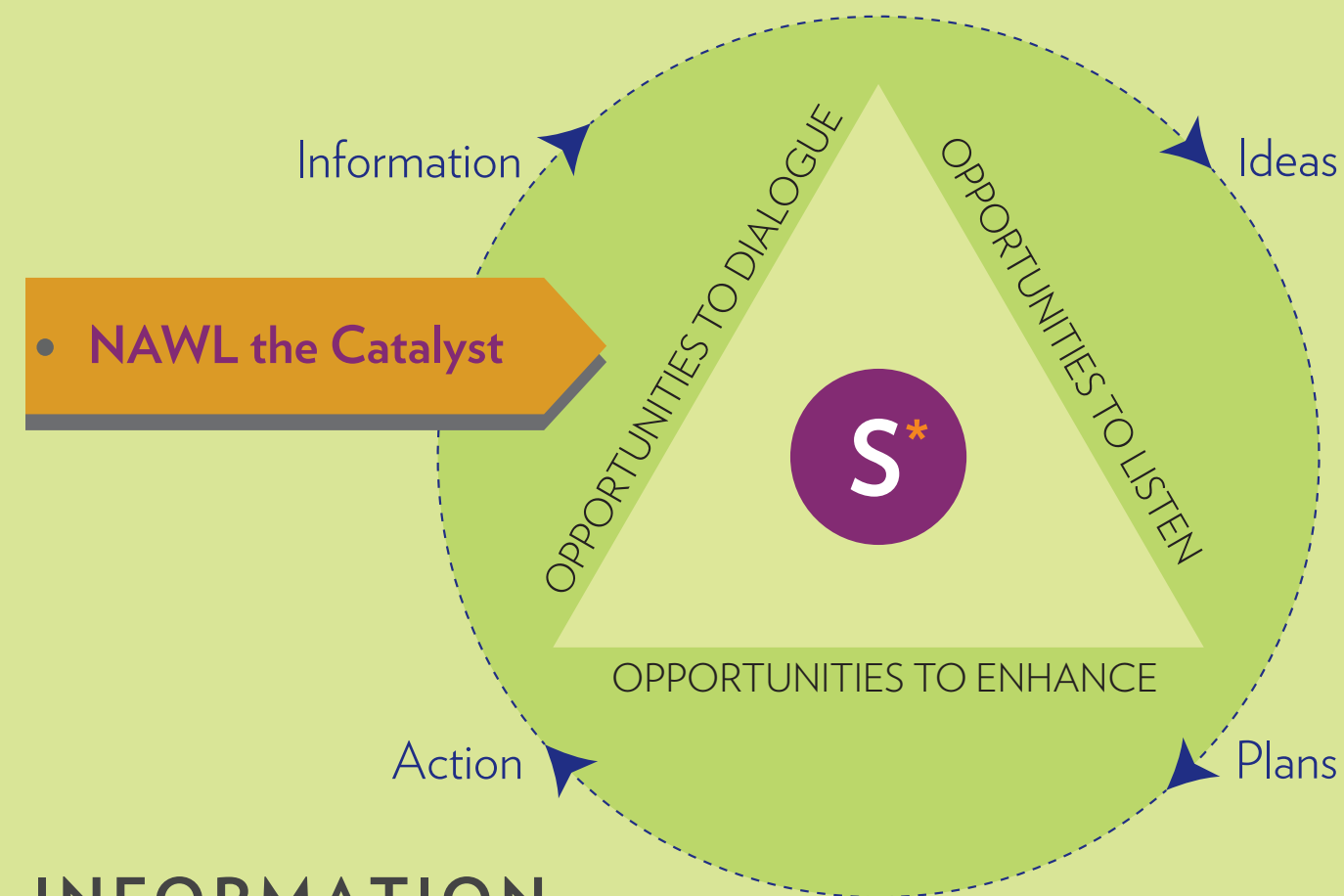
- Less than 60% of firms report evaluating Women's Initiatives
- Only 70% of those evaluations are annual and firm-wide
- About 50% of evaluations are "informal" and not in writing
- Less than half are evaluated by management
- 40% of firms report no specific evaluation criteria

Lack Compensation:

- Virtually no lawyer leading a Women's Initiative receives additional compensation for that service
- Fewer than 10% of firms give billable hour relief to heads of Women's Initiatives, yet at 69% of firms the women heading these Initiatives are expected to develop business

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Using Catalyst Model to Find Ways to Address the Issues



INFORMATION

NAWL's Reports

- *Report on the Seventh Annual National Survey on Retention and Promotion of Women in Law Firms*
- *Report of a National Survey of Women's Initiatives: The Strategy, Structure and Scope of Women's Initiatives in Law Firms*
- *Actions for Advancing Women Into Law Firm Leadership: National Leadership Summit, July 2008*
- *Actions for Advancing Women in Law Firm Leadership and in the General Counsel's Office: Report on the Second Summit, July 2013*

IDEAS

NAWL Challenge: By 2015, women will comprise:

- 30% of law firm equity partners
- 30% of chief legal officers
- 30% of tenured law school faculty members

Disseminate information to generate ideas

- Hold summits to develop recommendations
- Reports on the Second Summits received by AmLaw 200 diversity officers, heads of women's initiatives, marketing and/or managing partners

PLANS

Recommendations from the *Report on the Second Summits for Law Firms and Corporate Law Departments*

- Demand data-driven results
- Consider replacing mentoring with sponsorship
- Offer training for developing business skills and rainmaking, not just "soft skills"
- Revamp compensation systems to reward diversity mentoring and team building
- In-house counsel should demand that law firms give credit to women lawyers and have women lawyers actively participate on the team

- Companies should encourage external leadership opportunities for their lawyers to enhance both the organization and the lawyer
- Encourage transparency and spotlight diversity as a mechanism to get and keep work
- Require that meaningful information about diversity criteria be included in RFPs and require post-RFP reporting

ACTION

Collaborate with others

NAWL serves as catalyst to propel change

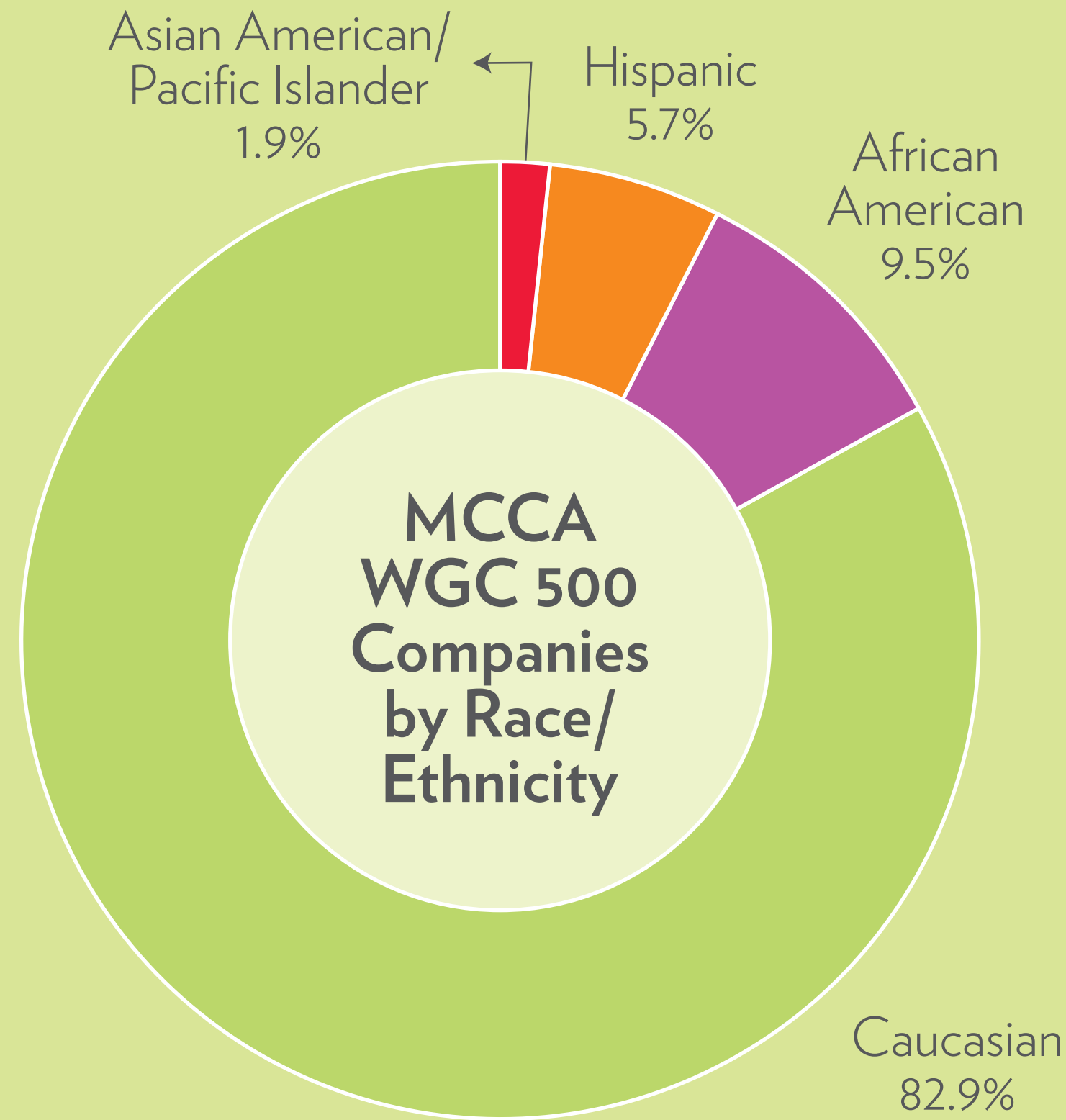
NAWL programs to address challenges:

- Pipeline to Equity Partnership
- Women in the Courtroom/Boardroom, etc
- General Counsel Institute

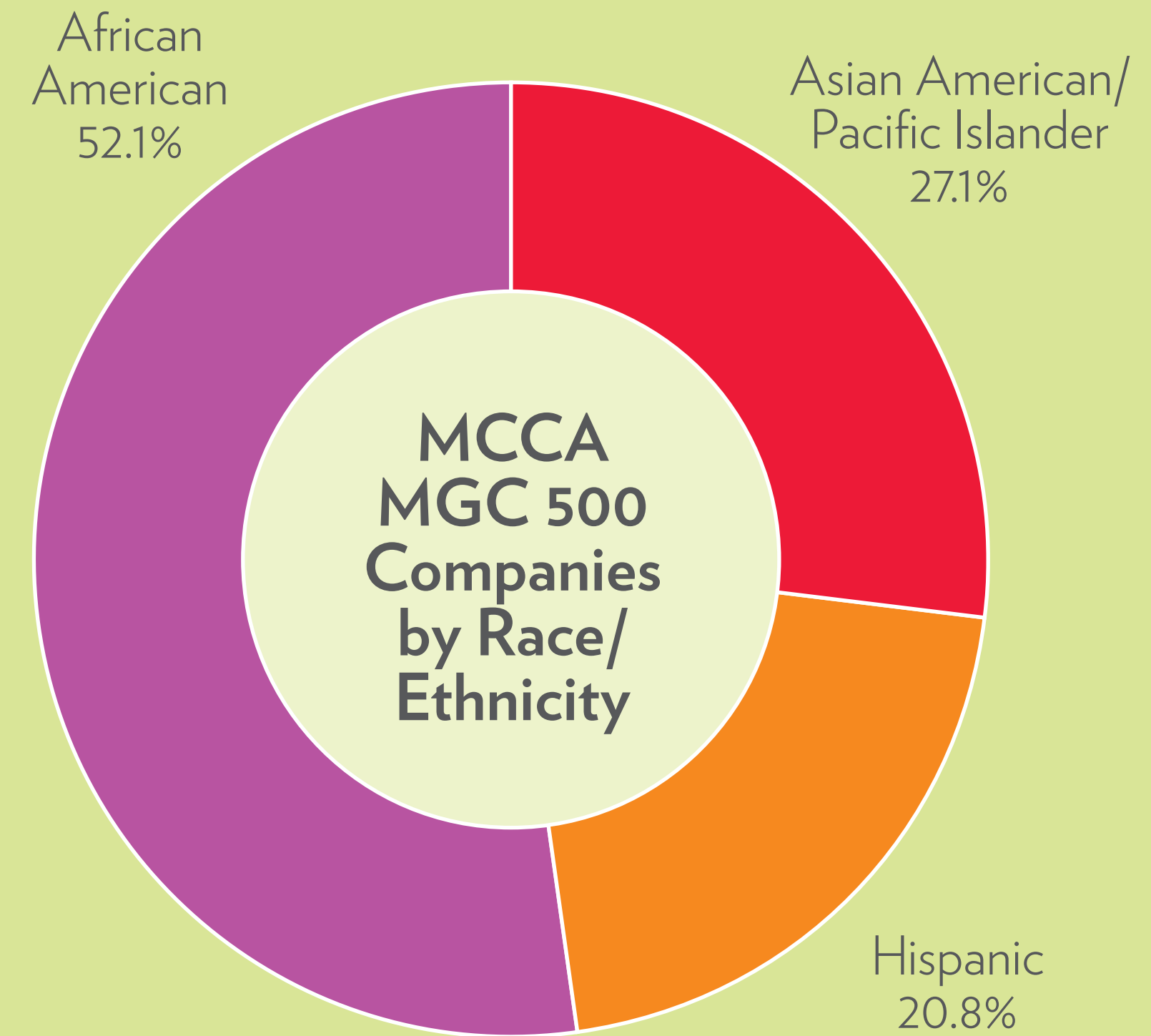
*Stakeholders:

Includes law firms, law schools, women bar and affinity groups, state, local, national, and specialty bar associations.

MCCA's 2013 Annual General Counsel Survey



105 women currently serve as General Counsels of Fortune 500 Companies



48 minorities currently serve as General Counsels of Fortune 500 Companies