



IN-HOUSE
FOCUS

STATE OF CLE SURVEY REPORT 2019



Executive Summary

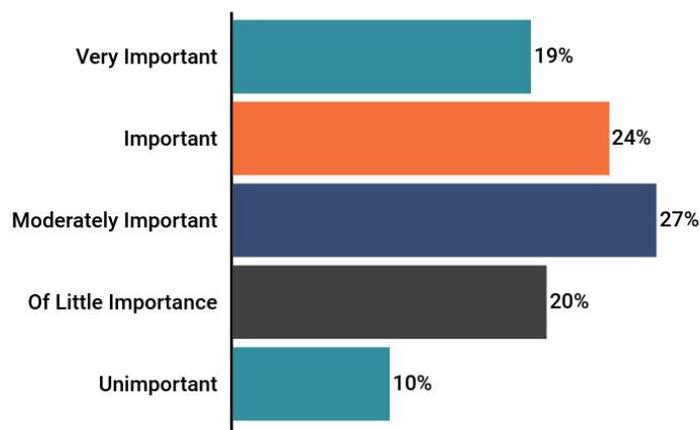
Scrutiny surrounding a lack of diversity in the legal profession is nothing new. But it has unquestionably intensified in the past year with legal department leaders encouraging their outside legal counsel to push harder for diverse ranks at their law firms.

Given this evolving landscape, it's important to consider the role continuing legal education (CLE) can play when it comes to legal industry diversity. Exploring that issue was one of the goals of the **State of CLE** survey by In-House Focus (IHF), which also sought to broadly assess the quality of CLE offerings in the eyes of the in-house legal community.

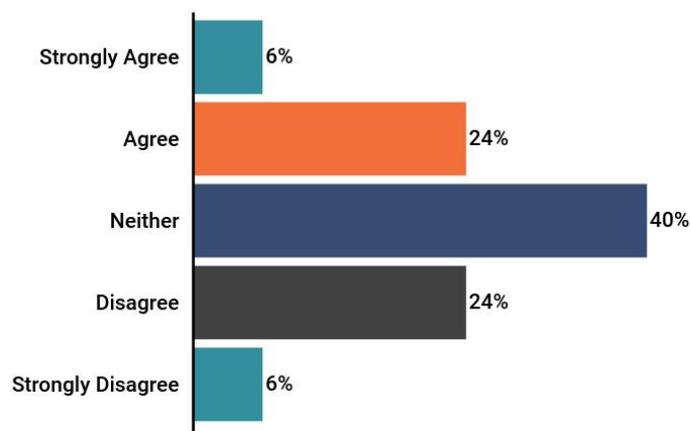
When it comes to diversity in CLE, there's a clear disconnect between what the market wants and what is readily available. Seventy percent of survey respondents said CLE programming should feature diverse lawyers, presenters and faculty. But just 30 percent of respondents agreed that diversity is adequately represented in current CLE content. At the same time, nearly two-thirds of respondents believe that participating in CLE programming is an effective way for law firms to connect diverse lawyers to clients.

These three results, viewed together, show CLE has untapped potential to be a powerful networking, marketing and business development tool. IHF's survey also aimed to measure the CLE content preferences of in-house lawyers and to uncover other areas where current CLE offerings don't meet the needs of the in-house market.

IMPORTANCE OF DIVERSE FACULTY IN CLE PROGRAMMING



DIVERSITY IS ADEQUATELY REPRESENTED IN ONLINE CLE CONTENT



The Business Case for Diversity in CLE

While there's a growing percentage of women, minority and LGBT lawyers nudging legal industry diversity in a positive direction, you may not actually see that playing out in the public domain. That's because – despite the myriad concerns expressed and pledges taken by law firms and legal departments alike – there are limited opportunities for diverse lawyers to interact with clients. The importance of showcasing diverse talent is clear, but it's not always so obvious how to go about it.

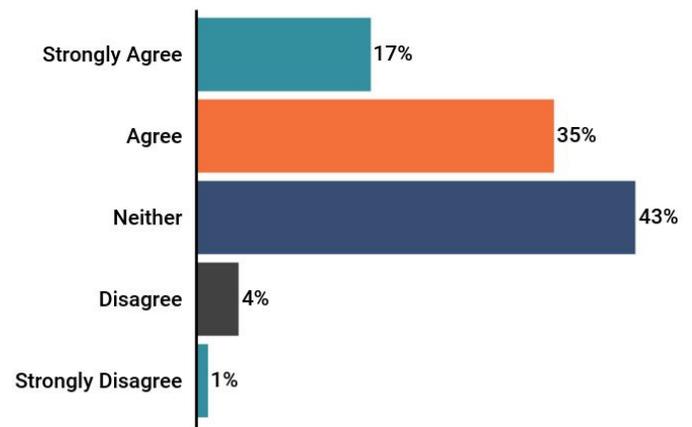
Fifty-two percent of respondents to IHF's survey agreed that law firms should do a better job of facilitating introductions of their diverse lawyers to their clients, while just 5 percent disagreed. Further, 62 percent believe CLE programming is a good way to cultivate relationships between diverse lawyers and clients.

“A key takeaway from the survey for me was the finding that more than half of respondents felt their law firms need to do a better job introducing diverse lawyers to clients – I'd expect this to be a firm imperative in light of recent events and studies,” said IHF Founder Andrew Dick. “If done right, CLE can be an effective marketing instrument for law firms to not only introduce clients to their diverse lawyers, but to really convey the caliber of those lawyers and who they are as advisors and advocates.”

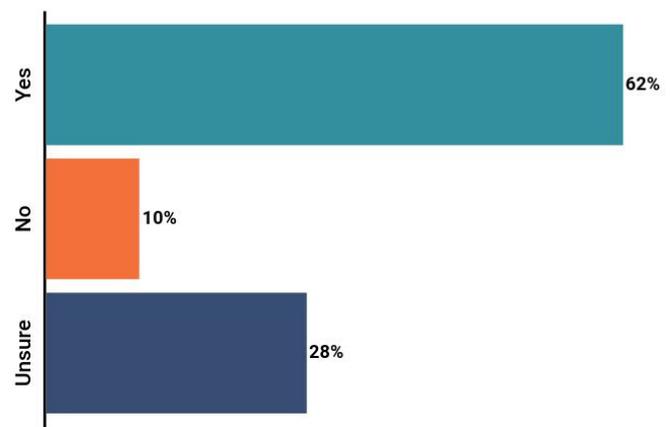
“WE CARE ABOUT DIVERSE VIEWPOINTS AND ENGAGING DEBATE”

- GC RESPONDENT

LAW FIRMS NEED TO INCREASE VISIBILITY OF THEIR DIVERSE LAWYERS AMONG CLIENTS



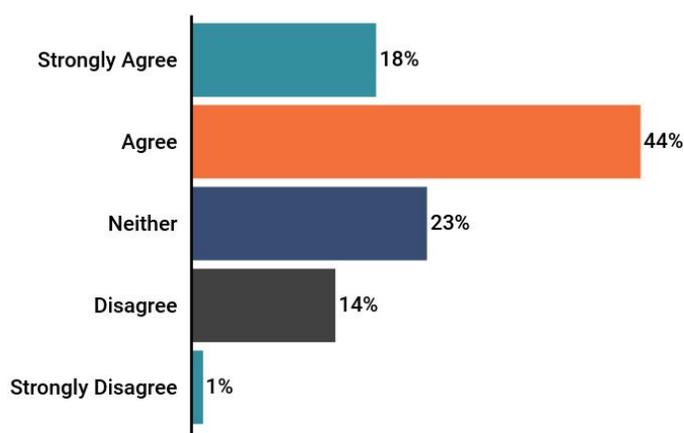
PARTICIPATING IN CLE PROGRAMS IS AN EFFECTIVE MEANS FOR INCREASING VISIBILITY



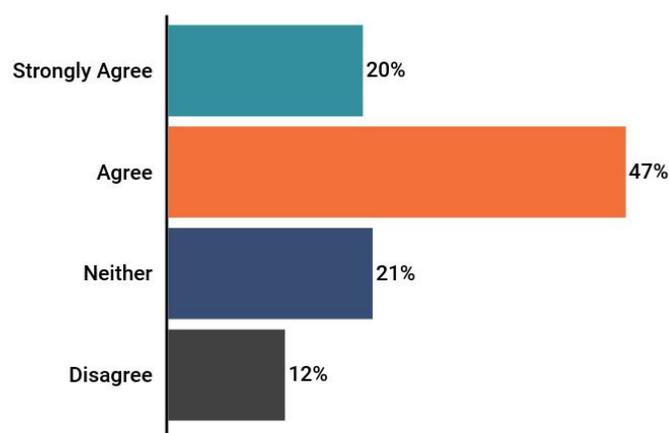
Tailored CLE for In-House Lawyers

Not only are current CLE offerings lacking in diversity, 62 percent of respondents believe it's not adequately tailored to in-house lawyers. Additionally, two-thirds agree that CLE content is more tailored to law firm practitioners than in-house lawyers. In fact, another 79 percent of respondents said they would be more inclined to watch a CLE program that included in-house lawyers as presenters who speak to their issues.

ONLINE CLE IS NOT ADEQUATELY TAILORED TO IN-HOUSE LAWYERS



ONLINE CLE IS MORE TAILORED TO LAW FIRM PRACTITIONERS THAN IN-HOUSE LAWYERS



“More than anything, legal department leaders want to know what their peers are doing; they want to receive practical advice from those on the ground who are implementing solutions with finite resources,” Dick said. “Because the in-house legal community has a different set of interests and roles than firm practitioners, it’s important that their CLE content be tailored to reflect that.”

When asked what are some things that would make CLE more pertinent to in-house lawyers, many responses revolved around the need for real-world examples. Some responses included: “concepts to reduce outside legal expenses,” “when to involve outside counsel and how to engage them,” and “case studies and sample scenarios from current in-house lawyers.”

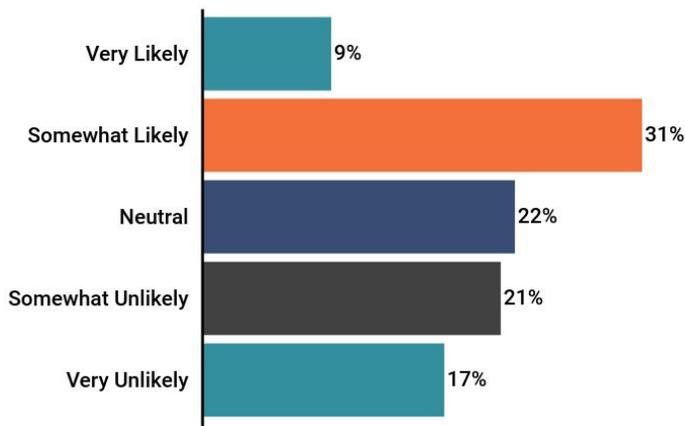
One respondent indicated a preference for presenters from both legal departments and law firms, as they “best appreciate both sides of that working equation.”

CLE Needs a Refresh

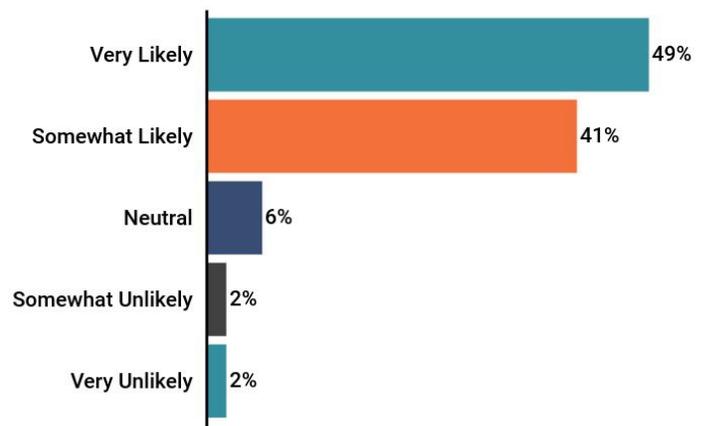
Beyond providing more real-world examples tailored to the experiences of in-house lawyers, respondents also think that there needs to be a general refresh of the overall viewing experience of online CLE, which, for the most part, respondents feel is stale and antiquated. The way current offerings stand, only 40 percent of respondents would watch online CLE beyond the state bar mandate. But that figure jumps to 90 percent if there were more engaging options available online.

“The ‘old school’ way of recording live events with speakers behind lecterns doesn’t play with today’s online audience,” Dick said. “Just like any form of digital content, you must employ modern technology, visual elements and engaging formats to capture the attention of the consumer.”

LIKELIHOOD TO WATCH ONLINE CLE BEYOND STATE BAR MANDATE... BASED ON CURRENT OFFERINGS



LIKELIHOOD TO WATCH ONLINE CLE BEYOND STATE BAR MANDATE... IF YOU FOUND IT TO BE ENGAGING AND VALUABLE



“THE ‘OLD SCHOOL’ WAY OF RECORDING LIVE EVENTS WITH SPEAKERS BEHIND LECTERNS DOESN’T PLAY WITH TODAY’S ONLINE AUDIENCE”

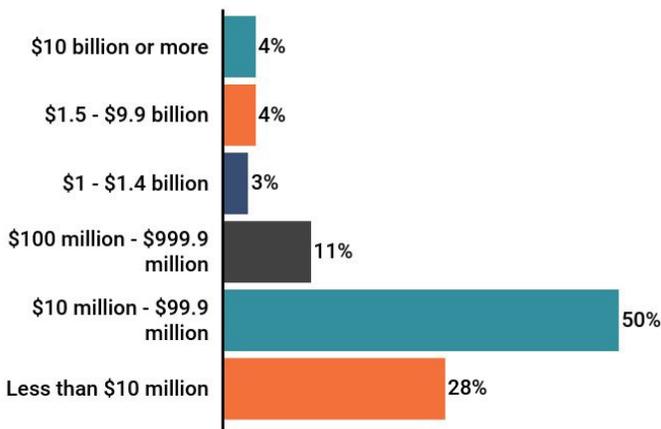
- IHF FOUNDER ANDREW DICK

Methodology

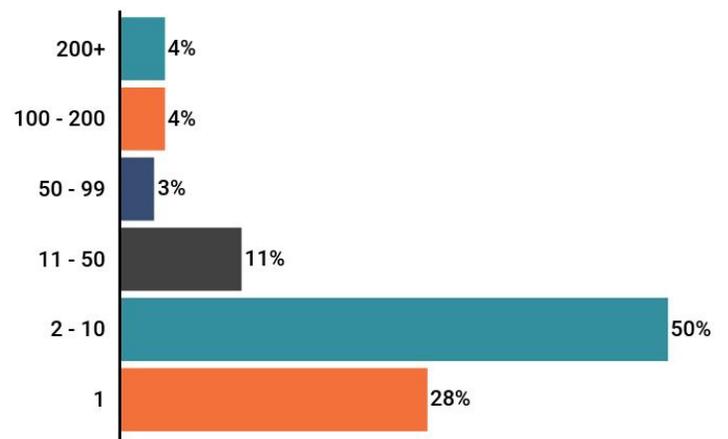
During the fourth quarter of 2018, IHF distributed surveys to senior in-house lawyers to gauge their views on online CLE programming and delivery. In total, 249 individuals completed the survey.

Respondents identified themselves as general counsel, chief legal officers, corporate counsel and related titles. The highest proportion of respondents (34 percent) fell in the 40-49 age range, and approximately 50 percent of respondents were part of legal departments comprised of 2-10 lawyers. Half of the respondents work for organizations with annual revenues between \$10-\$99.9 million, and Technology (16 percent) and Healthcare/Pharmaceutical (15 percent) were the leading industries.

FY2017 REVENUES OF ORGANIZATION



LAWYERS EMPLOYED BY ORGANIZATION



RESPONDENT JOB TITLE

