

DIVERSITY AND INCLUSION REPORT

Volume 1, Issue 3 | November 1, 2010

Message from ALFDP's President



Sylvia James, Esq.
Diversity Counsel
Baker Botts LLP

It has been a great privilege to serve as President of the Association of Law Firm Diversity Professionals. We now have over 100 members all over the United States, which speaks to the long term viability of our chosen profession and of law firm diversity initiatives in general. Our members include distinguished equity partners, full-time diversity professionals who are former practicing lawyers, and a host of diversity professionals from various backgrounds, including law school recruiting and career services, and law firm recruiting and professional development. I am proud that, despite our relatively rapid growth, the spirit of collegiality and openness that existed when I joined the association almost four years ago is still very much alive today. The ALFDP is still the best forum for law firm diversity professionals to share best practices, network with peers, and develop professionally.

Today, most of our firms boast a diversity program with all of the core elements on any diversity program checklist. Nonetheless, the pipeline of African-American and Mexican-American lawyers is shrinking, we continue to hemorrhage senior women and minority associates, and the percentage of minority lawyers, particularly African-Americans, at many firms has shrunk. To achieve the positive, measurable results that we seek, it is clear that our diversity programs need an infusion of bold new ideas, and renewed commitment and vigor. I encourage our members to forego the diversity checklist and implement bold new initiatives that will help us attract, recruit, retain, develop, and advance women and minority lawyers. As the title of our 2010 Conference (“Diversity and Inclusion: 4G”) suggests, it is time for the next generation of diversity initiatives. It is time for an upgrade. I look forward to working with the new ALFDP President and continuing to work towards our common goal of enhancing diversity in the legal profession. ■

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Member Spotlight



Jacqueline Cranford Director of Professional Development & Inclusion Vinson & Elkins LLP

By: Maja Hazell

ALFDP Vice President

Director of Diversity and Inclusion | Fried, Frank, Harris, Shriver & Jacobson LLP

In this issue, the Association of Law Firm Diversity Professionals proudly highlights a veteran member of our industry. Jacqueline Cranford is the Director of Professional Development & Inclusion at Vinson & Elkins LLP, where she works with firm leaders to devise and implement lawyer development and performance management strategies and is responsible for helping the Firm instill and maintain a culture of inclusion. Prior to joining Vinson & Elkins in September 2010, Ms. Cranford was the Director of Diversity at O'Melveny & Myers LLP, responsible for oversight and implementation of the firm's strategic priorities relating to diversity. She served in that capacity

for six years, and was previously O'Melveny's Director of Attorney Recruiting & Professional Development. Ms. Cranford practiced law for six years before focusing on firm administration, first as a litigator at K&L Gates and then as a trial attorney in the Environment and Natural Resources Division of the U.S. Department of Justice. She earned her J.D. from the University Of Virginia School Of Law, and her B.A., cum laude, from Oral Roberts University.

An active member and former board member of NALP, The Association for Legal Career Professionals, and a highly-respected, founding member of ALFDP, Ms. Cranford is frequently sought out by

professionals of many disciplines for her advice and insight regarding the legal profession and inclusion initiatives. As I always do when fortunate enough to talk shop with her, I learned a great deal from Ms. Cranford in a recent interview for this article.

MH: *What's unique about your role at Vinson & Elkins and why were you attracted to the position?*

JC: It's a unique and attractive position because it explicitly combines the responsibilities for professional development, diversity, and inclusion into one role. Over the years, I have found that the majority of our efforts regarding diversity and



inclusion, of necessity, have focused on the professional development and advancement of the underrepresented, as so much of what impacts whether a firm maintains a diverse and inclusive environment depends upon the experiences of that underrepresented population once they join firms. I have served as an internal consultant to those focusing on professional development at firms, and have helped them strategize about ways to promote inclusion through their initiatives. At V&E, I am no longer the consultant, but the person ultimately responsible for strategy and implementation. That gives me a greater opportunity to move things forward more efficiently. And, because my role broadly encompasses professional development for all attorneys, we avoid some of the negative reactions that people have to diversity initiatives. I am responsible for the professional development of all attorneys, so no one feels left out, and more people are supportive of and interested in the things that I am implementing. While we focus on improving the professional development experiences of the underrepresented, by making sure that our policies, structures, and procedures give everyone an opportunity to succeed, everyone benefits.

MH: *What's one of the greatest current challenges facing law firm administrative leaders generally and diversity*

professionals specifically?

JC: One of the greatest challenges for law firm administrators now is continuing to press forward with and secure unwavering support for our goals and objectives, many of which focus on the environment and experiences of those in our firms, and many of which do not have very clear and direct ties to revenues, in this era of increased focus on profitability. With respect to diversity professionals, because of the increased focus on diversity over the last few years, and because the progress has not been rapid or readily apparent, we personally face fatigue. Our attorneys of color, LGBT attorneys and women attorneys are disappointed that they do not see significant progress, and others in our firms who are not the targets of our efforts are often tired of hearing about our efforts, and sometimes, are bitter about them.

MH: *What's exciting to you about the evolution of inclusion initiatives in the last decade?*

JC: It has been thrilling and encouraging to witness the level of attention given to diversity and inclusion, the amount of open discussions about these issues, and the increased awareness among those who have not always been engaged and aware. When I graduated from law school in 1993 and joined a large firm, no one was talking - at least not openly and across difference - about these issues,

and certainly not with firm leaders. And, firm leaders were not openly discussing these issues and partnering with one another and with clients to affect change.

MH: *What's your biggest piece of advice to law firm and corporate leaders committed to successful inclusion initiatives?*

JC: Keep your focus, tie your efforts to your organization's strategy and goals, and measure your progress, not just in terms of numbers, but also in terms of the "intangibles" in your environment. Going forward, I believe that firms and diversity professionals are going to have to continue pressing for integration of diversity and inclusion discussions, efforts, initiatives, etc., into all operations of our firms, rather than having diversity and inclusion as separate or stand alone issues. And, diversity professionals and firm leaders need to continue, and, in fact, increase, their efforts to incorporate all partners and stakeholders who are not typically involved in firm leadership, in the firms' efforts to promote diversity and inclusion, so that more people are on board with supporting and advancing efforts, as opposed to just firm leaders and diversity professionals carrying the load. As we bring more stakeholders to the table, help them realize their role in the efforts, and obtain their support, we better integrate diversity and inclusion into all aspects of firm life. ■



Affinity Group Section

Leading the Way: Best Practices from McGuire Woods' Women's Leadership Forum

By: Molly Remes, Esq.
Director of Diversity Programs | McGuire Woods, LLP

McGuire Woods launched a women lawyers' networking group in the late 1990s. At that time, few law firms had created such groups. In its early years, the group's focus was to develop networking events in each office targeted to women clients. While that remains a focus of what is now known as McGuire Woods Women's Leadership Forum (WLF), in recent years it has evolved into an affinity group that provides tools to help women lawyers create individual success and a platform for discussing issues.

The WLF National Chair, Kim Cacheris, a partner in the firm's Charlotte office, holds bi-monthly videoconferences. A large focus of these meetings is to discuss business development and how to help women be more successful in building a book of business. In each meeting, two women partners have the opportunity to discuss their individual practice, so that other women in other offices can see if

there are cross-selling opportunities. These women often share their own views on what has worked for them in building a successful practice.

In addition to these national efforts, each office has its own WLF group led by a woman lawyer, usually a partner, who is referred to as a "regional WLF chair." Some of the local efforts, such as a newsletter that the Chicago women lawyers created to help keep each other informed of new business, are being adopted in other offices.

The regional chairs meet with Kim and Molly Remes, director of diversity programs, on a monthly or bimonthly basis, depending on Kim's schedule. These meetings are to discuss issues at the local level, and potential solutions. Thanks to these discussions, the firm adopted a new program this year where in each office, a woman lawyer serves as a "family leave liaison," who helps expectant lawyers, men as well as women, navigate through the

steps they need to take for smooth transition taking parental leave and returning to work. In the past few years,

McGuire Woods has adopted numerous work-life balance programs and policies thanks to the input of the women's affinity group and Kim's leadership.

In short, the McGuire Woods WLF is a great example of an affinity group that has worked together to help the firm find innovative ways to support women lawyers through work-life balance programs and provides the tools for individual women lawyers to develop a successful career. As a result of the WLF efforts, McGuire Woods has been recognized twice by *Working Mother Magazine* as one of the "50 Best Law Firms for Women" and numerous times by *Multicultural Law Magazine* as a "Top 100 Law Firms for Women." ■



Pipeline Section



Ballard Spahr LLP & Constitution High School: A Pipeline for Student Success

By: Virginia G. Essandoh, Esq.
Director of Diversity | Ballard Spahr, LLP

Five years ago, when the Philadelphia School District floated the idea of a civics and social studies magnet school in the city's historic district during a meeting at the National Constitution Center, the Director of Ballard Spahr's Pro Bono Program, Mary Gay Scanlon, was in the audience

A long-standing public and civics education advocate, and recent appointee to Ballard's diversity committee, she immediately pitched the idea of a partnership between Ballard Spahr and the school to both participants, and got an enthusiastic reception. "It was such a perfect fit," Scanlon explains. "Historically, lawyers and staff at the firm had participated in a variety of activities in Philadelphia public schools, but our diversity program was looking for a meaningful way to increase the number of diverse lawyers in the profession. What the district was proposing was a school right in our backyard that was going to attract students with a natural affinity for law and civics, where we could focus our efforts and have a greater impact. It was great for the school too, because it gave the school access to a network of community resources through Ballard's contacts." In 2010, that relationship continues to prosper.

The school opened in September 2006 at 18 S. 7th Street, across a courtyard from Graff House, where Thomas Jefferson penned the Declaration of Independence. On Constitution Day, September 18, the one hundred students selected for the inaugural ninth grade class, attended a ribbon-cutting ceremony for the school along with representatives from the organizations which had partnered with the school district to create and maintain this unique educational institution: The National Constitution Center, Gilder Lehrman Institute of American History, and Ballard Spahr, LLP. The Constitution Center and Gilder Lehrman Institute signed on

to provide curricular assistance to the school, while Ballard Spahr has provided career development and law-related opportunities in a diversity pipeline program.

The school provides a full curriculum to the students but with a special focus on social studies, civics, and service learning. In the intervening four years, as the school has added a new 9th grade class each year as the preceding class advanced, Ballard Spahr has engaged in the following activities:

- Annually hosting the entire 9th grade class spread over three days of job-shadowing activities at the law firm.
- Hiring students as summer interns.
- Mentoring 10-12 students from each class, using a combination of face-to-face meetings and an electronic mentoring system. Ballard Spahr became the first law firm to utilize *iMentor*, an electronic mentoring software that allows consistent and monitored mentoring of students. This software includes a curriculum that allows the student and Ballard Spahr mentors to regularly communicate on relevant issues pertaining to academic and career success.
- Coaching first one and then two mock trial teams in the citywide mock trial competition, organizing a suit drive to outfit the students for competition, arranging for scrimmages against suburban teams before federal judges, sponsoring trips for the students to see the national competition in Wilmington, Del., in 2009, and Philadelphia in 2010.
- Providing curricular assistance to teachers on issues



such as federalism, and assisting in field trips to courtrooms.

- Working with students on community service projects, including Martin Luther King Day of Service Projects, Toys for Tots, Harvest for the Homeless, and Haitian earthquake relief efforts.
- Building a mock trial courtroom at the school, and coordinating dedication of the courtroom in November 2008 by retired Supreme Court Justice Sandra Day O'Connor and third Circuit Justice Marjorie Rendell.
- Sitting on the school's advisory counsel.
- Providing pro bono legal advice and services to students and their families.
- Assisting students with social studies projects, including purchasing tape recorders for oral history projects and arranging interviews with attorneys on specific student research projects.
- Arranging student participation in legal activities, including annual "Lawyer-for-a-Day" program, Law School Admissions Council minority student outreach seminar, and a student rights program.
- Funding a lawyer to be a teaching intern at the school for the 2009-2010 school year.
- Assisting one of our clients in developing a Street Law Program at CHS.
- Hosting the junior prom at Ballard Spahr's office

building in June 2009.

- Presenting with CHS students on pipeline programs at the 2008 National Association of Law Placement Professionals Conference.
- Being recognized by the Philadelphia School District in 2007-08 for "Best Practices for Effective Community Relationships."
- Sponsoring a faculty/Ballard v. students' basketball game televised by Channel One.

On June 16, 2010, our relationship with Constitution High School came full circle when the first class graduated in a ceremony held at the National Constitution Center. Mary Gay Scanlon presented the first Ballard Spahr "Diversity = Excellence Scholarship" to a Constitution High graduate interested in pursuing a legal career. September 2010 marked the beginning of a new school year, new students, and new opportunities for lawyers and staff to touch the lives of the students at Constitution High School. ■

School District of Philadelphia's Constitution High School Facts

- Location: 18 S. Seventh Street (in the former Balch Institute for Ethnic Studies building)
- School Classification: Citywide admission school — students must meet minimum grade, attendance, and behavior standards, then chosen by lottery.
- Website: <http://www.constitutioncenter.org/highschool>
- Principal: Thomas R. Davidson, Ed. D.
- Major Partners: National Constitution Center, Gilder Lehrman Institute of American History (educational), Ballard Spahr LLP (corporate)
- 389 Students
- 24 highly talented faculty
- Male: 33% Female: 67% (approx)
- African-American: 66% White/Caucasian: 20% Hispanic: 8% Asian: 4% Other: 2%
- 10% students with disabilities; 10% identified as gifted students
- 4% English Language Learners
- Economically disadvantaged: 61%
- Students come from more than 60 different middle and K-8 schools
- At least 88% of senior class going to college



Best Practices Section



White Men Are Key to Inclusion

By: *Sandy Chamblee, Esq.*
Chief Diversity Partner | *Steptoe & Johnson LLP*

As Chief Diversity Partner of a large law firm and as a black woman, I have thought a lot about diversity and inclusion. I strongly believe that the key to success in creating and sustaining a diverse and inclusive workplace is engaging white men. I do not discount the many benefits of diversity programs, but focusing only on the diverse members of the workplace—minorities and women—will not create inclusion. So why do law firms lag behind corporations and their legal departments, which boast diverse and inclusive leadership and workforces? A major impediment to law firms is that many white male attorneys do not fully understand the concept of diversity and inclusion, and especially why it should matter to them.

Much of the focus on diversity at law firms is on hiring a number of attorneys of certain races and ethnicities, gender, or sexual orientation, and then working to retain them. The real catalyst of inclusion in law firms, however, must be the conscious acceptance that inclusion drives the excellence of the work we do for our clients and thus, by definition, the firm's bottom line. An inclusive environment generates more satisfaction and commitment leading to higher productivity and profitability. Diversity isn't about altruism, embarrassment, or guilt; nor about numbers. It's about utilizing a workforce with broader perspectives and differing experiences, which result in creative strategies and efficiencies and, thus, stellar work for our clients.

In my experience, and as research shows, diverse teams perform better because they generate more creative, effective solutions by tapping unique talents from a variety of backgrounds. Law firms need to acknowledge diversity not as a human-resources driven, numbers game but as a competitive advantage in the legal market.

White men—as the power and majority of the workplace—are the key. They must embrace diversity and commit to an inclusive workplace by:

- Educating themselves and others about the meaning and value of diversity and inclusion through active participation in diversity programs.
- Routinely involving diverse attorneys in all aspects of the firm's life.
- Fostering real dialogue on inclusion, unencumbered by political correctness.
- Encouraging open-mindedness.
- Mentoring and learning from diverse attorneys.
- Insisting on diverse teams for client work.
- Holding everyone accountable for an inclusive workplace.

Diverse attorneys also must play a unique, perhaps unexpected, role in supporting diversity and inclusion—as facilitators not benefactors. They can help to educate and support white males by sharing their experiences and demonstrating comparable commitment to the firm. Diversity and inclusion are not about creating benefits for diverse people, but about developing a truly inclusive environment that ultimately will drive the firm's professional excellence and financial success. ■



Emerging Issues Section

Highlighting Several New Changes Underway at the Minority Corporate Counsel Association (MCCA)



By: *Veta Richardson, Esq.*
Executive Director | *Minority Corporate Counsel Association*

Given the longstanding relationship between the MCCA and the Association of Law Firm Diversity Professionals (ALFDP), I am pleased to share news of two big announcements that will be made at MCCA's upcoming November conference. Hopefully, this advance information enables ALFDP members to have an "inside track" to share the news with their law firm management before it is generally known to the public.

First, MCCA will revamp its diversity awards program to host only one prestigious national awards event in lieu of several regional awards dinners. Second, MCCA is launching a brand new opportunity for a select group of diversity-committed law firms to be named affiliates of the MCCA and access new online resources that are designed to assist law firm diversity professionals to advance their diversity goals.

Revamping the Diversity Awards Dinner Series

The MCCA staff conducted a survey of almost 700 key supporters who have attended one or more dinner programs within the last three years. The respondents offered a representative cross-section of MCCA's support base - legal service providers, corporations, and law firms, with roughly 75% of responses from law firms. Highlights of the findings include:

- 66% felt overwhelmed by the number of requests they receive to support awards dinners.
- 52% responded that they either have difficulty filling their dinner tables or that they do not consider the current multiple region dinner format to be the best use of their resources, namely time and money.
- 71% said that they would prefer a format where all award winners are honored at one national level function.
- 81% of law firms, 79% of corporations, and 33% of legal service respondents said that they were more likely to support a single national event format, and half of all respondents said that they would support MCCA at the same or higher level of giving at a single national awards event. Only 15% said they would likely give less or not at all to a single national awards event.
- Rather than sitting with people they already know at an assigned table, the majority told us they wanted more time and freedom to network and circulate with other attendees.
- Almost two thirds said they saw value in MCCA hosting the diversity awards programs (i.e., recognizing corporations for diversity leadership) and felt that MCCA's awards dinner compared very favorably to other groups' awards dinners, with the



majority responding that MCCA's awards programs are superior.

In response to our key stakeholders, MCCA staff went to work to redesign the awards program.

Announcing The MCCA Diversity Honors Gala at Lincoln Center

Starting in 2011, MCCA will consolidate the presentation of its Employer of Choice Awards into a single, national, high-prestige event. The revised approach entails hosting only one awards dinner gala which will take place in New York, and in the other regions (Southwest/South, Midwest, Mid-Atlantic, and West) the former awards dinner format will be replaced by a networking reception and alternative diversity program (i.e., not an awards program). The regional networking receptions will be lower key, informal, and much less expensive than the former regional awards dinners. As a result, MCCA will make only one large "ask" of law firms and corporations to financially support the success of its annual NY Awards Gala.

As the site of the new awards gala, MCCA selected the highly-sophisticated and upscale combination of Lincoln Center and Damrosch Park (Damrosch Park is located at the southwest corner of the Lincoln Center Plaza, at 62nd Street between Columbus and Amsterdam Avenues). The event will be rebranded "The MCCA Diversity Honors Gala at Lincoln Center" and take place on Tuesday, September 27, 2011.

The festivities will commence with a reserve-ticketed, seated awards program held in one of the grand theatres of Lincoln Center at which MCCA will salute a slate of general counsel who are national diversity leaders. The MCCA Honors program will be followed by cocktails, dinner, music, and networking under the stars and the big white tent, which is annually erected at Damrosch Park by the City of New York at a cost of more than \$500,000 to host the tri-fecta of NY social events: Fashion Week, the Metropolitan Opera Opening Night, and the Opening of the NY Philharmonic Orchestra. MCCA will be the only legal association to score an uber-exclusive opportunity to host a reception at Lincoln Center and Damrosch Park on the heels of NY Fashion Week 2011.

The MCCA Diversity Honors Gala at Lincoln Center promises to be an extraordinary event. Short of obtaining one of a limited number of tickets to these exclusive events, it will be impossible to experience the unforgettable combination of Lincoln Center and the white tent gala at Damrosch Park. Plans are already well underway and an event Steering Committee consisting of the nation's foremost attorneys and business executives is being confirmed. MCCA intends to make this event a VIP "Who's Who" of national diversity leaders from all sectors of the legal profession and business world.

Formation of a Brand New MCCA Law Firm Affiliate Network

Two factors have influenced MCCA's decision to step up the substantive diversity resources MCCA offers to law firms. First, MCCA identified an unfulfilled need based upon the responses to its annual survey of law firm diversity professionals. Second, recent reports indicate that minority lawyers were especially hard hit by law firm lay-offs of the past few years, and these losses threaten to undermine the diversity progress of the past decade.

During 2010, MCCA queried law firm diversity professionals about the types of information, resources, and services they wished were available to support their work. The majority reported a desire for more substantive, affordable, easily accessible resources, and the ability to share ideas, information, and best practices. In response to this outstanding need, MCCA has launched the Law Firm Affiliate Network, which models the MCCA's Corporate Membership Program.

To join the Affiliate Network, an interested law firm must submit an application and state its commitment to the following 10 Basic Principles, which MCCA research determined to be hallmarks to advancing diversity:

1. Regular communications from senior law firm management to all employees about the importance of diversity.



2. Fully-inclusive nondiscrimination policy (e.g., one that includes race, gender, disability status, religion, sexual orientation, and gender identity).
3. Existence of a formal diversity plan and a standing Diversity Committee or team (that meets regularly) with action steps and guidelines regarding accountability, except that small firms may provide substantiation of significant informal efforts to achieve or maintain diversity.
4. Establish a goal to increase the number of diverse attorneys at the associate and partner levels and across all practice areas, especially the firm’s most profitable practice groups.
5. Inclusion of diverse attorneys on key client pitches and business development “beauty contest” opportunities, and when new business results, meaningful inclusion of the diverse attorneys on the team that does the work and interacts with the client.
6. Management and monitoring of work allocation and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters and quality work assignments.
7. Existence of a mentoring program, which considers the needs of diverse attorneys.
8. Adoption of viable work/life balance and flex-time programs.
9. Demonstrated commitment to developing relationships with minority bar associations in order to offer the firm’s support of these networks (financial and otherwise).
10. Participant in the Annual Vault/MCCA Guide to Law Firm Diversity Programs survey for applicable law firms.

In addition to agreeing to abide by MCCA’s 10 Basic Principles, the firm will pay annual dues to join the MCCA Law Firm Affiliate Network. At the conclusion of one year from joining, the membership renewal process will entail asking the firm to share with MCCA the efforts the firm has undertaken in furtherance of the Principles.

The dues structure for members of the Law Firm Affiliate Network is based upon the total number of attorneys at the firm:

<u>Number of Attorneys</u>	<u>Dues (\$)</u>
Fewer than 10	1,000
10-25	1,500
26-99	2,000
100-299	3,500
300-499	5,000
500-749	7,500
750-999	10,000
1,000+	12,500

Benefits for Affiliates will include:

- Access to online library of diversity resources that is password protected for Affiliates only – password access is managed by the law firm’s Diversity Professional or Diversity Committee Chair
- License to use special MCCA Law Firm Affiliate Network logo on firm Web site, business cards, advertisements, and brochures.
- Ability to post bios and practice information about the firm’s diverse attorneys in an online directory that is accessible to MCCA member companies for their outside counsel retention needs (and which MCCA markets to increase in-house counsel usage).
- MCCA’s new Law Firm Diversity Toolkit (compendium of diversity research and best practice information compiled by MCCA).
- Special Affiliate e-newsletter containing trends, statistics, article links, and information on in-house counsel promotions.
- Group mentoring and special briefings from nation’s leading diversity consultants offered to the law firm’s Diversity Professional or Diversity Committee Chair.
- Bulk shipment of copies of Diversity & the Bar® (provided at cost) to the firm’s mailroom.

All in all, it’s an exciting time for MCCA. The MCCA staff join me in thanking ALFDP for its support and participation. ■

If you have any questions, please email me:
vetarichardson@mcca.com



Best Practices Section



The LCLD Talent Development Efforts: First Impressions

By: Werten Bellamy, Esq.
President, Stakeholders Inc.

We are at a cross roads with respect to diversity and I am writing to seek your help. I write this letter not in my capacity as a consultant but as a lawyer who has concluded that we simply must pool our best thinking on behalf of diverse attorneys.

I have recently been engaged by the Leadership Council for Legal Diversity (LCLD) to help them design and implement their talent development platform. This group consists of approximately 50 general counsel and 100 law firm managing partners.

Let me begin by acknowledging that there exists a healthy (and perfectly reasonable) amount of skepticism about the potential impact of yet another diversity organization. I get it.

That said, I have elected not to sit on the sidelines and wait to see if the LCLD succeeds or fails. There's simply too much at stake for diverse attorneys for a 'wait and see' approach.

Over the next several months, I will be working with many of your managing partners to design meaningful talent development programming for LCLD and would benefit greatly from your contributions - individually and as an organization. You represent the day-to-day diversity law firm thought leaders. I invite contributions on how best to tackle the talent development needs of diverse attorneys. It doesn't matter if your firm is an LCLD member. All thought leadership contributions are welcome.

What are *specific examples* of your high impact programming and who are some of the attorneys, consultants or other thought leaders that you believe offer superior insights with respect to helping diverse attorneys:

- Build enduring relationships with colleagues

- Develop effective career and business development plans
- Make an effective transition from junior to mid/senior-level, and senior to partner
- Develop client development skills
- Work with other diverse attorneys in meaningful collaborative ways
- Understand the emerging market forces that impact career trajectory, to include work task disaggregation, value pricing, practice area commoditization, and work segmentation
- Gain permanent membership on key client teams
- Distinguish between high and low value conferences and seminars - the attributes of the programs that earn your support

I need your insights in each of these areas. Simply stated, I am asking **what is working for you** and who is helping you make it work?

There is a significant role the ALFDP can play in this effort. Please reconsider the 'wait and see' approach. I welcome your inputs and encourage you to join me.

Thank you in advance you're your help. I really hope to hear from as many of you as possible. ■

My email is: mystakeholder@yahoo.com
and phone (301)704-96-28.



In the News

Anna Brown

Special Attorney/Director of Diversity
Shearman & Sterling LLP

- Appointed to serve as the Program Co-Chair of the Practicing Law Institute's Diversity and Law Practice 2011 Symposium

Paulette Brown

Partner and Chief Diversity Officer
Edwards Angell Palmer & Dodge LLP

- DRI Diversity Award and NBA Gertrude Rush Award and deemed a "Super Lawyer" in New Jersey, Top 100 Lawyers and Top 50 women lawyers in New Jersey

Valerie Jackson

Director of Diversity | Sutherland Asbill & Brennan

- Awarded 2010 Mentor Award by Public Leadership Education Network.
- Appointed NALP Liaison to National LGBT Bar Association.
- Speaker at 2010 National LGBT Bar Association Lavender Law Career Fair and Conference

Melique Jones

Director of Diversity & Inclusion
Skadden, Arps, Slate, Meagher & Flom LLP

- Panelist, "Strengthening the Legal Diversity Pipeline," 2010 NALP Annual Education Conference
- Promoted Director of Diversity & Inclusion

Lisa Linsky

Partner, Trial Department
Partner-in-Charge of Firm wide Diversity
McDermott, Will & Emery, LLP

- Received an award from the Empire State Pride Agenda at their 2010 annual Equality at Work Awards

Natalia Martín

Director of Diversity & Inclusion
Simpson Thacher & Bartlett LLP

- Received Latina Trailblazer Award from Latino Justice PRLDEF in June 2010. The award was established in honor of Justice Sonia Sotomayor, who served on the Latino Justice PRLDEF board.
- Was a speaker at the National Latino/a Law Students Association's annual conference held at Yale Law School on a panel entitled "A Guide to Success in Private Practice"

Denise A. Robinson

Director of Diversity & Inclusion | O'Melveny & Myers LLP

- Moderator, "Diversifying the Law School Applicant Pool: Tools for Success," 2010 NALP Annual Education Conference (April 2010)
- Co-presenter, Social Media: Law Firm Training Initiatives, DC Professional Development Group (September 2010)
- Panelist, "360° Feedback, Exit Interviews and Creating a Workplace of Inclusion," MCCA Creating Pathways to Diversity Conference (November 2010)
- Promoted to Director of Diversity & Inclusion

Carol Ross-Burnett

Manager of Diversity & Inclusion | Sheppard Mullin

- Appointed to a three-year term commencing in Fall 2010 with the California State Bar Association Council On Access & Fairness. The Council advises the Board of Governors on strategies to enhance diversity opportunities and advancement in the legal profession.
- Speaker on a civil rights movement panel at Pepperdine University School of Law

Ara A. Tucker

Director of Diversity | Morgan, Lewis & Bockius LLP

- Served as a panelist at the 2010 Pennsylvania Diversity and Leadership Conference. Wrote an article "Not Your Father's (or Mother's) Legal Team", Legal Intelligencer

Michelle Wimes

Director of Strategic Diversity Initiatives
Shook, Hardy & Bacon LLP

- Speaker, National Association of Legal Professionals Conference: "Reconciling Diversity, Inclusion & Meritocracy: Challenges & Opportunities"
- Panel Member, Defense Research Institute's Diversity for Success Seminar: "Should Difference Be Treated Differently?"
- Speaker, NALP & ALI-ABA Professional Development Institute 2010: Aligning Associate Competencies and Diversity Principles"
- Speaker, Hallmark Employee Resource Group Presentation: "21st Century Strategies: Creating a Diverse and Inclusive Work Environment"
- Panel Member, MCCA's 11th Annual Creating Pathways Diversity Conference: "Measuring the Success of your Diversity Marketing: Qualitative Indicators"